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Final Report

Egyptian Women in Social Services

WOMEN IN MANAGEMENT

February 16-28, 1980

The Centre for Population Activities

in collaboration with

**Regional Federation of
Social Services,
Alexandria**

**Institute for Training
and Evaluation in
Alexandria**

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Sponsoring Agency

This seminar-workshop is part of a two-year grant awarded to the Women's Programs of the Centre for Population Activities (CEFPA) by the Office of Policy Planning and Coordination, Agency for International Development. Under this grant eleven Women in Management seminar-workshops will be conducted in Asia, Africa and Latin America to provide training opportunities and mechanisms for networking among third world women in management positions in the fields of family planning, health and development.

This final report describes the second training event in Egypt conducted February 16-28, 1980 under the AID Grant. The program was organized by members of the Egypt-WIM Team and CEFPA Staff, and it was funded entirely by the grant.

CEFPA views training as a dynamic process which must respond to the needs of different countries and cultures and continually undergo reflection and evaluation. This seminar was based on needs identified by Egyptian women leaders. The participants themselves, however, will eventually determine the usefulness of the content through the types of personal and community changes they make as a result of the program.

CEFPA would like to thank both the USAID Population Office and the USAID/Cairo Mission for their support and technical assistance during the planning and implementation of the program.

Introduction

The Centre for Population Activities is a non-profit organization established to implement management workshops for administrators working in third world health and family planning programs. In 1978 the organization expanded and conducted its first Women in Management seminar-workshops. Since that time CEFPA's Women's Programs have implemented five Washington based workshops. In September 1979, through a two year AID Grant, CEFPA started developing and implementing WIM workshops in selected countries overseas. Egypt was one of the first countries in which CEFPA collaborated with WIM Washington Egyptian alumnae to provide training in Arabic to local women.

The first phase of the training effort was formally begun in November 1979 when CEFPA, in collaboration with the Federation of Social Services, Alexandria and the Institute for Training and Research in Family Planning in Alexandria, held a conference for Egyptian women leaders to gain support for the development of a WIM In-Country Egyptian Program. The conference participants were informed of a two week Women in Management seminar-workshop scheduled for February in Alexandria and were asked to outline specific content areas that should be considered. They also identified prospective participants for the workshop and indicated support for projects that developed out of this seminar-workshop. (See Final Report, "Egyptian Women in Social Services: Identifying Women's Issues in Social Service Delivery Programs, November 17-29, 1979).

A Training of Trainers Workshop directly followed this conference in which CEFPA Staff and the Egyptian WIM Team developed the overall curriculum for the February seminar-workshop. Using the issues raised in the initial conference, they developed a schedule and modified materials used in the Women in Management Washington seminar-workshop to meet the needs identified by the conference participants. They also adapted training methodologies and materials for use in Arabic and in an Egyptian context.

The Women in Social Services Seminar-Workshop was held from February 16-28, 1980, at the Institute for Research and Training in Family Planning in Alexandria. As in the earlier associations, this program was a collaborative effort on the part of the Centre for Population Activities; the Federation of Social Services, Alexandria; and the Institute of Training and Research in Family Planning, Alexandria. The primary purpose of the workshop was to provide management training and thereby increase the involvement of women in the implementation of projects which have a maximum benefit for other women.

The workshop focused on (a) individual and group behavioral approaches to management, (b) specific management tools such as MBO, budgeting and project planning, (c) the technical aspects

of family planning, health and women's income generating programs, (d) individual projects to be implemented in the participants' communities and (e) the development of a support network of Egyptian women.

The twenty-six women who attended the workshop represented family planning and social services organizations in communities throughout Egypt. For many, this program represented their first experience with management training. They showed, through both their active participation in sessions and their verbal and written evaluations, that the new materials and training methodologies were important to their future work. The participants left the workshop with both the knowledge of modern management techniques and a plan of action to utilize many of the new skills they had learned. Equally important, however, the participants returned to their communities with the realization that they are part of an Egyptian women's network which they can rely upon for support in the implementation of new projects. Throughout the two week workshop, the participants shared new ideas and established contacts. They also recognized that women from all parts of Egypt share many of the same problems and that they can become useful resources for each other when searching for viable solutions. They unanimously expressed their appreciation for the opportunity to be involved in the workshop and becoming members of the Egyptian Women's Network.

The Training Team

- **Roles of the Training Team**
- **The Steering Committee and Training Team**
- **Resource Specialists**

Roles of Training Team

A team of six Egyptian trainers managed and conducted the workshop. They were responsible for translating WIM materials into Arabic, and adapting them to the Egyptian culture, developing visual aids, contacting and briefing resource specialists and conducting the sessions. They also managed participant travel and lodging as well as arrangements for the opening and closing ceremonies.

The Egyptian team received assistance from two CEFPA representatives who acted as resource specialists on training methods and content, conducted two sessions and functioned as general management consultants for program implementation and future directions.

In addition, the steering committee acted as advisors and resources to the training team. They helped to identify resources for the workshop, supervised the participant selection, officiated at the opening and closing ceremonies and provided direction in developing future plans for the training and project implementation.

Many of the logistical responsibilities important to the smooth operation of the program were provided by the Regional Federation of Social Services and by the Institute of Research and Training in Family Planning in Alexandria. Participants from outside of Alexandria were lodged and took their meals at the Institute. The training staff at the Institute worked full-time to support the program by compiling the data required during the course of the workshop. The administration staff handled all the financial accounting, secretarial and duplicating needs. The entire staff worked extra hours and provided helpful support to the training team and participants, thus creating an environment conducive to learning.

Egyptian Steering Committee

Zahia Marzouk	Regional Federation of Social Services and Institute for Research and Training in Family Planning in Alexandria
Laila Stino	United States Agency for International Development, Cairo
Tarik Abul Dahab	The Pathfinder Fund, Cairo
Peggy Curlin	The Centre for Population Activities, Washington, D.C.

Egyptian Training Team

Amal Fouad Marzouk	Regional Federation of Social Services, Alexandria
Salha Awad	Institute of Training and Research in Family Planning in Alexandria
Akila El-Toukhy	Ministry of Social Affairs, Alexandria
Mounira Hegazy, M.D.	Maternal and Child Health Centre, Alexandria
Sawsan El Sheick	Regional Federation of Social Affairs, Alexandria
Khadra Salah Ibrahim	Garbeya Family Planning Association, Tanta

Representatives of the Centre for Population Activities

Blythe Tennent	The Centre for Population Activities, Washington, D.C.
Afaf El-Gazzu Amin	Consultant, Associate Professor, Pace University, New York, New York

Resource Specialists

Dr. Helmy el-Baramowy
Director, Family Planning, Ministry of Health, Alexandria

Dr. Tarik Abul Dahab
The Pathfinder Fund, Cairo

Mr. Ahmed Abd el Fattah
Director, Population and Development Program, Family Planning Board,
National Program for Family Planning

Mr. Ahmed Hamdy
Director General, Financial Department, Family Planning Board,
National Program for Family Planning

Mrs. Zahia Marzouk
Regional Federation of Social Services and Institute for Research
and Training in Family Planning in Alexandria

Mr. Walter M. McClelland
Counsel General of the United States of America, Alexandria

Mrs. Laila Stino
United States Agency for International Development, Cairo

Dr. Hafiz Youssef
Medical Supervisor, Alexandria Family Planning Association

Dr. Mohammed Youssef
Instructor, School of Education, Alexandria University

The Participants

- **Participant Profile**
- **Participant List**

Participant Profile

Twenty-eight women attended the workshop representing 16 communities throughout Egypt (see distribution chart below). They were selected by community leaders for their leadership potential and for work related to women's programs. The majority of the women are directors, administrators or social workers in social services programs including family planning, community development, training, day care, youth and family care.

The age and experience of the participants varied greatly. This variety of backgrounds aided the total learning process as participants met and worked with women from all over Egypt. For most participants this workshop represented an initial introduction to management theory and systems. For many, it was also the first opportunity they have had to meet and discuss program ideas in a seminar setting.

Characteristics of the Participants

Age

Range: 25-65

Median: 35

Average: 38

Marital Status

Single: 8

Married: 16

Widowed: 2

Religion

Moslem: 21

Christian: 5

Education

College/BSC: 20

Secondary: 4

Secretarial: 1

Medical: 1

Organizational Affiliations

Ministry of Social Affairs/Federation for Social Services

Private Day Care Centers

Private Social Welfare Programs

Private Health Care Programs

Private Christian Welfare Programs

Governor's Office

Areas of Current Professional Involvement

Family Planning

Health and Patient Care

Day Care

Rehabilitation Programs for Girls

Women's Income Generation

Community Development Programs

Geographic Representation

Cairo	3	Dakalaya	1
Alexandria	9	Kafre El Shake	1
Giza	1	Beni-Suef	1
Kalubaya	1	Fayoum	2
Menoufia	1	Menia	1
Tanta	1	Sohag	1
Behara	2	Kena	1
Sharkeya	1	Aswann	1

Participant List

Atiyat Youniss Ahmed
Director, Nursery School, Ministry of Social Affairs, Boulak, Cairo

Suzanne Amin
President, Bible Study Organization, Menoufia

Ebtisam Anwar
Social Worker, Ministry of Social Affairs, Kalubaya

Sanaa Badawy
Director, Social Administration of Edko, El-Behara

Siham Amin Badawy
Special Assistant, Public Relations Department, Governors
Office, Alexandria

Faika Abou Chok
Social Worker, Institute for Girls Welfare, Alexandria

Ezis Elia
Social Worker, Ministry of Social Affairs, Fayoum

Fatima Ahmed Fouda
Volunteer, Tuberculosis Treatment Center, Zakazik

Alica Habib
Volunteer, Association for Improved Health, Luxor

Taisser Hafez
Director of Training, Federation for Social Services, Alexandria

Amal Hamad
Director of Family Planning Division, Ministry of Social Affairs,
Alexandria

Hanem Alham Ibrahim
Director of Day Care, Hoday Sharwe Social Agency for Women,
Cairo

Hanaa Jacoub
Social Worker, Ministry of Social Affairs, Fayoum

Aida Kirollus
Treasurer, Coptic Women in Aswan, Aswan

Ola Abu Latif
Social Worker, Family Planning Society, Kafr El Sheikh

Amira Mohammed Abas Mansur
Social Worker, Ministry of Social Affairs, Mansura

Rokiya Mohammed Makthar
Director, Mabara Society, Alexandria

Etimad Osman
Board Member, Social Agency for Friendship of Patients,
Minya

Hafza Osman
Director of Girls Division, Agency for Institutional Care,
Beni-Suef

Sohier Ahmed Rizk
Social Worker, Ministry of Social Affairs, Kafr El Zayat, El-Garbia

Omaina Abou Shanab
Secretary, Women's Committee, Federation for Social Services,
Alexandria

Nobila Ali Sidky
Chairman, Women's Affairs Branch, Ministry of Social Affairs,
Giza

Laila Souka
Director of Nursery Department, Agency for Happy Childhood,
Alexandria

Neglaa Mohammed Ali Souleyman
Social Worker, Society for Welfare of Women and Children,
Cairo

Fawzia Tawfik
Director, Institute for Welfare of Girls, Alexandria

Nehad Tawfik
Social Worker, Community Development Society, Alexandria

The Seminar-Workshop

- Objectives
- Content
- Methodology
- Schedule

Objectives

The overall objectives of the workshop were:

- to strengthen the skills of women who are working at the community level with social services programs.
- to encourage women to initiate or expand programs which focus on the needs of women in their communities.
- to expand the roles and skills of community women leaders so that women become participants and not "targets" of programs.

Content

The seminar-workshop curriculum is linked to the premise that women often lack the management skills necessary to effectively carry out action programs. The training content therefore focused on two key components of community program effort: 1) management training and 2) action projects. The five major content areas included were 1) self-actualization skills, 2) human resource skills, 3) management of delivery systems, 4) technical management skills and 5) community organization skills.

The following is a summary of the specific content sessions presented in the seminar-workshop.

UNIT I: Self-Actualization Skills

This section focused on a better understanding of women managers by identifying external pressures, realizing personal goals, and recognizing how personal behavior affects goal achievement.

Issues Identification

The participants identified changes women in Egypt have made in their lives as women's roles have begun to change. These included such issues as:

- becoming a more open person in society
- involvement in politics
- involvement in a variety of new professional fields.

Using a management tool called brainstorming, participants began to identify the critical issues that are now facing women as they consider the needs of the future. Maslow's Hierarchy of Needs was introduced to the participants to facilitate their understanding of human need achievement.

Roles and Goal Setting

Working with a self assessment instrument, participants identified ways in which they tend to behave as an individual, as a group member and as an organizational person. In small groups of three (triads), the participants used sender/receiver/observer roles to define personal changes they would like to

make as well as to practice supportive verbal and non-verbal communication. The session ended with a discussion of the film* where participants identified stereotypes often applied to women.

Assertiveness

This session focused on understanding how one's behavior affects the achievement of personal goals. Definitions of aggressive and assertive behavior were discussed and participants assessed their own behavior in assertive terms through an individual questionnaire. Through triads and a series of role play situations, participants observed and discussed assertive behavior.

Role Play Practicum

A role play practicum allowed participants to practice presenting a theoretical family planning women's project to the Minister of Planning. The practicum objectives were to:

- present ideas concisely
- practice assertive behavior
- receive feedback from observers

UNIT II: Human Organization Skills

This unit shifted the focus from individual skill development to understanding the dynamics of group behavior which enables groups to work together more effectively.

Stages of Group Growth

A general description of different stages of group growth and the roles that individuals play in each of these stages was discussed. Participants applied these concepts to a small group exercise and analyzed how different behavior aided or blocked group productivity.

Team as Planners

In a simulation exercise,* the participants were required to use careful planning and communicating skills in order to successfully complete a complicated task. This demonstrated to the participants the many components of effective group

* Film: "Joshua in A Box", Steven Bosustow Productions.

* Exercise: "The Hollow Square Game", A Handbook of Structured Experiences for Human Relations Training, University Associates Publishers and Consultants (Edited Pfeiffer and Jones), 1974.

work. One group of participants completed this exercise in record time and credited their success to strong "group spirit". Another group identified leadership problems as the major cause of barriers in their progress.

The Management of Agreement

Through the use of individual instruments, participants analyzed the various elements involved in personal conflict situations and then defined methods one might choose to resolve these conflicts. They consulted each other in triads on their plans.

UNIT III: Management of Delivery Systems

Through discussion with resource specialists, participants learned specific information regarding the organization and implementation of service projects in local Egyptian communities.

The Management of Family Planning and Health Systems

Dr. Hafiz Youssef, Medical Supervisor of the Family Planning Association, Alexandria Branch, described the various contraceptive services available in Egypt and effective clinical and non-clinical systems for delivery of these services. A film on human reproduction was also shown.

The Management of a Delivery System

Dr. Mohammed Youssef, Instructor, School of Education, Alexandria University, defined a service delivery system as a resource conversion process taking inputs and converting them to outputs under the control of management. He emphasized the importance of effective use of human resources throughout the entire management process.

Women in Development

Mrs. Zahia Marzouk, Chairman of the Board of the Regional Federation of Social Services and of the Board of the Institute for Research and Training in Family Planning in Alexandria, discussed innovative ways of involving women in the delivery of community services. She stressed the changing role of women in Egyptian society, the role of the social worker as a change agent and the effect of media on child development. The example of a card game developed to teach literacy and family planning, was used to illustrate simple creative methods of involving and educating local women. She also showed samples of toys made from used food containers or other inexpensive supplies that could be used in local women's income generation projects.

UNIT IV: The Tools of Management

This unit provided participants with an introduction to technical management skills including an overview of planning, management by objectives, budgeting, evaluation and supervision. The sessions included lecturettes and practical exercises to give participants an opportunity to apply these skills to work related problems.

Management by Objectives

This session included a general introduction to the planning process focusing on the MBO approach to defining work goals and objectives. Participants developed individual work plans using major elements of this system.

Budgeting

Dr. Ahmed Hamdy, Director General, Financial Department of the Family Planning Board, National Family Planning Program for Egypt, described various types and uses of budgets and led participants together through the component parts of a budget. In small groups the participants developed budgets for a day care center, a family planning center and a community center.

Project Planning

An overview of managing the planning process, including organizational approaches to management and formal and informal communication patterns, was described in this session. Planning was defined as an analysis of relevant information from the past and present and an assessment of probable future developments. Thus, a course of action may be determined that enables an organization to select viable objectives and design means for achieving them.

Supervision and Evaluation

Dr. Ahmad Abd el Fattah, Director, Population and Development Program, served as a resource specialist for this session. He discussed the roles and responsibilities of a supervisor by describing the effectiveness of different management styles in different situations and the importance of leadership on group behavior. He then illustrated how a supervisor can develop and use performance evaluation as a motivation for desired employee behavior.

Unit V: Community Organization Skills

In this unit the management of the change process was linked directly to the participants' introduction of a change project in their communities. The three sessions in this unit addressed these issues: 1) how to locate support for a change effort, 2) how to analyze constraints to a change effort and 3) how to find support for implementing the change effort.

The Concept of Change

The participants discussed the resistances and barriers that commonly occur when introducing change. Through group discussions, they identified possible alternatives to overcome those barriers successfully.

Planning for Change

Participants identified a personal change effort and the risks and benefits that would occur with the change; using a force field analysis framework, they identified resources and obstacles they would need to consider in introducing the change.

Strategies for Change

Using the information in their force field analysis, participants began to plan action steps for the actual implementation of their personal change effect.

UNIT IV: Mini-Workshops

In addition to the five major content areas, the curriculum included two mini-workshops. The participants had two days to use the newly acquired technical skills in the development of work plans they could implement in their communities. Participants were given the choice of either developing a project or a training plan. They were given overall guidelines for development of these plans, and on an individual consultant basis with the training team, they developed individual plans of action. Listed below are objectives of each mini-workshop and examples of action plans developed by participants.

Training Mini-Workshops:

The objectives of this workshop were to:

- understand the uses and limits of training
- understand the steps and sequencing involved in developing a training program
- understand basic adult learning theory as it applies to choosing specific training methodology
- develop a training plan.

Some examples of action plans developed by participants in this workshop are described below:

Development of Training Courses for Religious Leaders

A six day course was planned for 20 religious leaders associated with mosques in Alexandria. The overall purpose of the program is to increase the awareness of religious leaders for the need of family planning and to train them to motivate new family planning accepters in the community. Specific objectives of the program are as follows:

- to identify all family planning contraceptive methods and uses
- to discuss the religious points of view regarding family planning
- to motivate people to use family planning methods.

The Community Development Association at Mohareme Bay District was chosen as the host organization for the program. The budget was estimated at £ 300 (US \$429).

A Training Program for Social Workers in Family Planning Centers

A five day pre-service training program for new social workers will be conducted in a family planning clinic. Twenty participants are expected to attend the program to be introduced to family planning methods and issues. The content will focus on: medical aspects of contraceptives, the relationship between religion and family planning, integrating family planning into overall community development, how to combat rumors of family planning, general communications skills and how to use family planning statistics. The program will take place at the family planning center. The estimated budget is £ 162 (US \$231).

A Training Program for Social Workers Assigned To Institutional Care

A one week training program was designed for 20 social workers working with the Ministry of Social Affairs. The overall objective of the program is to increase communications between social workers and youths living in institutions. The specific objectives of the program are as follows:

- to identify and use the different methods of group work
- to practice at least three communication skills: interviewing, observing and directing meetings.

The program will be funded by the Training Department, Ministry of Social Affairs and the estimated budget is £ 185 (US \$130).

Project Planning Mini-Workshop

The objectives of this workshop were to:

- Assess community needs
- Develop a workplan
- Determine staff requirements
- Design and evaluation format
- Develop a budget.

Cattle Raising Project

This project is designed to help 20 families raise cattle with the long term benefit of increasing family income and controlling family size. Limited family size is a criteria for involvement with the project. The objectives of this project are as follows:

- To encourage rural women to control births so they are eligible to participate in the program.
- To raise the social, physical and economic standard of the family by increased use of milk products.
- To increase meat production in the community.
- To have access to natural fertilizer for agricultural purposes.

The project also includes additional benefits for participating families such as literacy programs, day care centers and health services.

Summer Day Care Center

A day care center for children ages 6 through 12 during summer months (when children are not in school) will be established as a pilot project. The project would provide safe recreational and educational facilities for children of working women who are seeking to earn needed income to upgrade the family subsistence level. The estimated budget for the project is £ 3,500 (US \$5000). The project will demonstrate the usefulness of such a program and serve as a model design for other similar projects.

Skills Training Center for Young Women

The center will train young women, up to 18 years old, in cooking, sewing and knitting. Graduates of the center will be encouraged to use these skills to earn income.

Training Methodology

A variety of training methods were employed in the workshop to emphasize learning by doing. Participants were encouraged to practice the concepts presented through small group activities, role plays, simulation activities and individual assignments. They learned through discussion and feedback of individual goals and behavior. Thus the sessions encouraged participants to draw on personal experiences and perceptions and adapt the content to individual needs. Much time was spent on individual assessment and feedback from others.

Specific training methods used in the workshop include:

--Lecture/discussion - This method was used provide information in a specific subject area.

--Group work assignments - Small group activities were designed to give participants the opportunity to practice skills or discuss individual concerns.

--Individual task assignments - Special instruments were used to help participants assess individual needs/goals or to provide opportunities to practice skills presented.

--Triads - This method encourages participants to discuss personal projects/needs and gain feedback.

--Simulation activities - This total group exercise provided an opportunity to experience and then discuss different elements of group behavior.

--Films - Selected films were used to present concepts for group discussion.

--Mini-workshops - This technique provided participants opportunities to utilize the skills learned in the seminar-workshop in order to develop an action plan which can be implemented in their community. Selected plans were presented to the total group on the last day of the program.

Participants and staff interaction was encouraged through exercises in which staff aided participants in development of projects/assignments. The training team made a special effort to be accessible to participants. In addition to interaction in the training sessions, they were available for discussion or help during the afternoon break and meals.

Special projects and information sharing were encouraged. One participant organized a visit to her day care center for interested participants during the afternoon break. Several participants developed posters for use in home clinics, using pictures from magazines and art work to convey the importance of family planning.

EGYPTIAN WOMEN IN SOCIAL SERVICES
MANAGING SOCIAL SERVICES DELIVERY PROGRAMS
 February 16-28, 1980

	SAT. 16	SUN. 17	MON. 18	TUES. 19	WED. 20	THURS. 21
WEEK I	A.M. Introducation Welcome "Getting to know you" (Mrs. Salha Awad)	Roles and Goal Setting (Mrs. Akila El-Toukhy)	Role Play Practicum "The Minister of Planning" (Dr. Mounira Hegazy)	The Management of Family Planning and Health Systems (Dr. Hafiz Youssif)	The Management of a Delivery System (Dr. Mohamed Youssif)	<u>The Tools of Management</u> Management by Objectives (Mrs. Salha Awad)
	P.M. <u>Self Actualization</u> Issues Identification (Mrs. Khadra Salah)	Assertive Behavior (Mrs. Amal Fouad)	<u>Human Organization Skills</u> Stages of Group Growth (Mrs. Sawsan El-Sheick)	Women in Development (Mrs. Zahia Marzouk)	The Team as Planners (Dr. Mounira Hegazy Mrs. Sawsan El-Sheick)	Budgeting (Mr. Ahmed Hamdy)
WEEK II	A.M. Project Planning (Dr. Afaf Amin) Management by Agreement (Mrs. Khadra Salah)	<u>Community Organization</u> The Concept of Change (Mrs. Amal Fouad)	Strategies for Change (Mrs. Salha Awad)	26 <u>Mini-Workshops</u> *Project Planning *Training	27 Mini-Workshops ↓	28 Mini-Workshop Reports Closing
	P.M. Supervision and Evaluation (Mr. Ahmed Abd El-Fattah)	Planning for Change (Mrs. Akila El-Toukhy)	FREE	Mini-Workshops	Tour of Textile Factory	

Evaluation of the Workshop

Evaluation of the Workshop

The training program was assessed through formal, written feedback from the participants, observations by the trainers and informal comments by the participants. The participants were asked to fill out a daily questionnaire which recorded their immediate reactions and helped them identify the aspects of each session which were most applicable to their needs. Participants also completed a final questionnaire which asked them to assess the total program in detail. This section presents a summary of the evaluative information collected at the end of the program.

The participants' overall reaction to the program was very positive and enthusiastic. This was demonstrated by their final evaluations and by their interest in the sessions and numerous comments on the importance and helpfulness of the program to their needs. Participants demonstrated their motivation through active interaction during workshop sessions, their willingness to work long days and their conscientious completion of work assignments in the afternoons and evenings. Participants were extremely punctual and several times requested that breaks be delayed in order to continue discussion. In the written evaluation, participants gave most sessions very high ratings. The range for sessions, 7.2 to 9.9 on a 10-point scale, indicates that they considered the workshop content to be important to their needs. Table I gives a detailed break down of each session by title.

The sessions listed as most useful were: Assertive Behavior, Training Mini-Workshop, Budgeting, Stages of Group Growth and Team as Planners. When asked what changes they would suggest for future workshops, participants requested more time for the mini-workshops, and one person suggested that the resource specialists be recruited from the university. They stated that none of the sessions should be deleted.

The few negative comments indicated that sessions without practical exercises were the least useful. These comments were borne out by the ratings participants gave the different training methods used throughout the workshop. Table II indicates their reactions.

Participants were asked to consider ways in which the content of the workshop would be more helpful in their work. The following comments show how they planned to use information learned to meet the goals in their organizations.

- Helpful in working out daily work problems
- Planning new projects which complement the overall organizational goals
- Evaluating organizational activities to determine ways to better achieve overall goals
- Evaluating training programs in my organization

- Developing budgets
- Using interpersonal communication skills
- Using Force Field Analysis

Participants stated that they had adequate time to interact among themselves and the training team and that most of their needs were met by the training team. They expressed a desire for further information in order to remain up to date on ideas and techniques.

Post Workshop Team Assessment and Recommendations

In the debriefing which followed the workshop, the training team used both the participant feedback and their own assessments to identify the best aspects of the workshop and to suggest recommendations for future workshops. The elements that the training team considered important to the success of the program are listed below:

- The overall cooperative spirit of the team members:
This was the result of an understanding of the goals and the material presented and their support for one another.
- The residential environment of the training program:
The atmosphere of the training center and the scheduling of workshop activities allowed for healthy interaction between participants and the training team.
- The participative training methodology: Participants enjoyed the learning process and were able to apply the concepts to their individual work situations.

Recommendations for future programs were made in reaction to some of the problems that the training team identified in the training process. These recommendations are listed below:

- Because participants exhibited symptoms of fatigue which affected their ability to absorb new information, more free time should be planned in the overall schedule. It was suggested that the first week of the program should contain an open afternoon with no structured activities, but perhaps provide an optional field visit or a special tour. The team also suggested that trainers or resource specialists be monitored more carefully to stay within the allotted time scheduled for each session.
- Field visits should be planned to model family planning centers or community services departments to augment the sessions focused on innovative program ideas.
- The mini-workshops should be lengthened to three days to allow more time for individual tutoring and consultancy.

TABLE I
PARTICIPANT RATINGS OF WORKSHOP SESSIONS

<u>Self Actualization</u>	
Issue Identification	8.8
Roles and Goal Setting	8.7
Assertive Behavior	7.3
Role Play	9.0
<u>Delivery Systems</u>	
Management of Delivery Systems	8.7
Management of Family Planning and Health Systems	8.2
Women in Development	7.2
<u>Human Organization Skills</u>	
Stages of Group Growth	9.0
Team as Planners	9.0
Management of Agreement	9.0
<u>Management Tools</u>	
Management by Objectives	9.5
Budgeting	9.3
Project Planning	9.5
Supervision and Evaluation	7.7
<u>Community Organizing Skills</u>	
Concept of Change	8.2
Planning for Change	8.6
Strategies for Change	9.1
<u>Mini-Workshops</u>	
Training	9.9
Project Planning	9.8

(On a scale of 1 to 10, with 1 being
the lowest and 10 the highest)

TABLE II

PARTICIPANT RATINGS OF TRAINING METHODOLOGIES

Lecture	7.3
Group Discussion	9.2
Small Group Task	9.2
Individual Tasks	9.0
Triad Feedback	9.5
Film Exercise	9.2
Role Play Exercise	9.3
Learning Games	8.6
Mini-workshops	9.6

(On a scale of 1 to 10, with 1 being the lowest and 10 the highest)