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THE CENTER FOR POPULATION ACTIVITIES' WOMEN IN MANAGEMENT TRAINING: SUMMARY OF A FOLLOW-UP STUDY OF PARTICIPANTS

Women in Development
Agency for International Development
Room 2743, New State
Washington, D.C. 20523
(202) 632-9202

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Valerie A. Wilk, M.S.
September, 1981

The Pathfinder Fund

WOMEN'S PROGRAMS DIVISION

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Commissioned by the Women's Programs Division of The Pathfinder Fund

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I. PURPOSE

The purpose of this report is to analyze the results of a follow-up study of past participants of the Center for Population Activities' (CEFPA) Women in Management (WIM) training programs. The survey covered the 193 women who trained at CEFPA headquarters in Washington, D.C., in its first five training sessions, from June/July, 1978 to May/June, 1980.

The Pathfinder Fund conducted this survey to examine the subsequent field activities of the participants in order to identify their successes and difficulties in the planning, funding, implementation, and evaluation of projects. Such knowledge can give CEFPA and sponsoring agencies a better understanding of how they can follow up training and help to minimize or eliminate obstacles facing these women managers. In addition, the WIM participants may find the experiences of their colleagues helpful in their own work.

The follow-up survey took an action-oriented approach. The questionnaire asks for concrete information on the planning and implementation of projects. It is not a survey of the attitudes or opinions of the participants over the course content of the WIM training. Those evaluations were done during and at the end of each training program.

It is hoped that this analysis will focus further attention on the role of women managers of family planning, health, and development projects in developing countries and lead to more effective assistance for their projects.

II. BACKGROUND

Objectives and Content

CEFPA conducted its first five-week Women in Management Seminar-Workshop (WIM) on "Planning and Management of Service Delivery Programs in Family Planning, Health and Development" in June/July, 1978. The training program had four main objectives:

1. To explore ways in which programs can be developed and implemented which identify and serve women's priority needs so that women can become participants and not "targets" of programs;

2. To identify and understand the problems which women managers encounter and to examine ways in which they can be more assertive in coping with such problems;

3. To acquire the necessary technical skills essential for initiating and implementing community-based service delivery programs in family planning, health, and development, and to have the opportunity to test some of these skills;

4. To study the need for "women-to-women" delivery systems and to learn how organization skills can be applied in the development of such programs.

WIM I emphasized technical and community organization skills, health, family planning and development delivery systems, and human organization skills. A special session was devoted to the development of self-actualization skills for women managers. The trainees actively participated in the seminar-workshop and rated each day's session as to helpfulness, understanding of content, relationship to objectives, and learning experience.

Since that pilot effort, six other WIM seminar-workshops have been conducted in Washington, D.C., in: June/July, 1978; October/November, 1978; May/June, 1979; September/October, 1979; May/June, 1980; and May/June, 1981. Each session also included a two-day field trip to New York City to visit United Nations agencies (e.g., UNFPA, UNDP, UNICEF, U.N. Voluntary Fund for Women).

While the objectives of the WIM programs have remained unchanged, the program content has been modified somewhat by the CEFPA staff in response to the participants' evaluation. WIM III and IV explored four major content areas: (1) delivery systems, (2) management skills, (3) technical skills of project implementation, and (4) human resource development, including self-actualization and group and community organization skills. WIM V focused on: (1) population and development issues as they relate to women, (2) technical skills for program development (such as project planning, budgeting, evaluation, proposal writing, and fund raising), (3) self-confidence building for professional women, and (4) human organization skills (i.e., understanding groups and organizational behavior as well as the role of the change agent in the community).

The Participants

A total of 194* women have participated in the first five WIM training sessions. Table 1 presents a profile of the participants by session, giving the average age and the range of ages of the participants, their marital status, the average number of children they had, and their organizational affiliation. A breakdown by region (Africa, Asia and the Pacific, Latin America and the Caribbean, and the Middle East) as well as by areas of current professional involvement is given in Section IV ("The Respondents"). WIM I included women from 23 countries. WIM II participants represented 20 countries; WIM III participants, 18 countries; WIM IV, 22; and WIM V, 19 countries.

In-Country Training

In late 1979, CEFPA added another dimension to its WIM training when it began conducting training sessions within the home countries of some of the WIM graduates. This was in response to their requests for help in conducting in-country the same kind of training they had received in the U.S. Since then, CEFPA has held 15 in-country training programs.

This report only analyzes the experiences of participants of the U.S.-based WIM training sessions. However, the information gathered from these women points to certain trends, needs, problems, and resources which will be valuable in planning follow-up to the in-country workshops and to future Washington-based workshops.

* One participant of WIM I left training in the fourth week because of medical reasons. Therefore, 193 received the questionnaire.

TABLE 1

WIM PARTICIPANT PROFILE

WIM Session	Number of Participants	Avg. Age	Range of Ages	Marital Status			Average No. of Children
				Single	Married	Widowed	
I	36	36		13	20	3	2.7
II	44	36	22-52	11	30	3	2.8
III	39	36	20-52	9	27	3	2.9
IV	39	36	22-57	7	32	0	3.1
V	36	37.5	23-58	7	27	2	2.8
TOTAL	194			47	136	11	

WIM Session	Organizational Affiliations					
	Private	Government	Active in more than one Organization	International Organization	Salaried	Non-Salaried
I	24	12	1	0	35	1
II	16	28	5	0	40	4
III	18	21	5	0	33	6
IV	21	18	2	0	27	12
V	14	13	8	1	32	4
TOTAL	93	92	21	1	167	27

III. METHODOLOGY

Questionnaire Design

A nine-page quest onnaire and explanatory cover letter were mailed to all 193 women who had completed the WIM training in the U.S. The first mailing occurred in April, 1980. A second mailing was sent to the nonrespondents in January of 1981. A total of 55 WIM graduates (28.5%) responded.

The questionnaire (see Appendix I) focused on the professional activities of the women since their participation in the management training sessions. It included both open- (e.g., "explain briefly," "describe") and close-ended (e.g., "yes/no," ratings, multiple choice items) questions.

Content of Questionnaire

The questionnaire was divided into the following six sections:

1. Individual Career Changes and Activities
2. Project Planning
3. Integration of Family Planning and Development Activities
4. Funding
5. Analysis and Evaluation
6. Follow-up

In addition, preliminary questions covered:

1. Which WIM session attended
2. Employment at time of attendance at training
3. Current employment
4. Whether current employment represents a promotion

The first section explored:

1. Changes in job responsibilities related to attending the course
2. Increases in the number of people supervised
3. Increases in the number of programs for which responsible
4. Changes in the focus of activities

The "Project Planning" section asked for detailed information on action projects prepared by the respondent. The data requested included:

1. Organization and individual responsible for project

2. Project location

3. Stage of project (from preparation to completion)

4. Amount, duration, and sources of funding

This section also dealt with projects the women would like to develop and those they had been unable to develop. Reasons for project failures were solicited.

The third section focused on the subject of integration of family planning with non-family-planning development activities. Here questions centered around types of development activities underway, plans for expansion of activities, and possibilities for the addition of family planning or non-family-planning activities where such activities were currently nonexistent.

The fourth section, "Funding," solicited data on funding sources, the main obstacles to funding, and suggestions for funding agencies so that these obstacles could be surmounted.

The section "Analysis and Evaluation" requested information on:

1. Periodic assessments of project impact

2. Plans to conduct an impact evaluation of a current or new project

3. Interest in doing an impact evaluation and anticipated difficulties

4. Interest in technical assistance or funding for evaluation activities

5. Interest in acting as a consultant in a project evaluation

The "Follow-up" section asked about the kind of follow-up the respondents thought would be most useful by CEFPA and the course sponsors or their in-country representatives. This section was also for any additional comments the women wished to make.

Analysis

The remainder of this report presents the results of the survey. Part IV describes the respondents of the survey in terms of region, training session, and field of work and compares these women to the WIM participants as a whole. Part V lists the conclusions, and Part VI discusses the major findings and trends for each of the six sections of the questionnaire. The original order of the sections of the questionnaire has been changed in Part VI so that the most important topics are presented first. A copy of the questionnaire is included in Appendix I.

IV. THE RESPONDENTS

Fifty-five (55) women returned the questionnaire to The Pathfinder Fund as of August, 1981. This is a response rate of 28.5%. One of the most likely reasons for not achieving a higher response rate is the problem with the mails. It is hard to estimate how many of the 193 WIM graduates never received either of the two questionnaires. One of the African respondents wrote that she had never received the first mailing and that it had taken a full four months for her to receive the second.

Comparisons between the group of respondents of the survey and the total group of WIM participants are useful in order to estimate how accurately the responses of these 55 women might reflect the experiences of the group of WIM graduates as a whole. Tables 2-4 compare the participants with the survey respondents by region, training session, and field of work. In these tables the column entitled "Expected Number of Respondents" shows the number of respondents that would be expected in each category if the respondents exactly mirrored the composition of the total group of WIM graduates.

TABLE 2

WIM PARTICIPANTS VS. SURVEY RESPONDENTS

BY REGION

Region	Number of Participants	% Total Participants	Expected No. Respondents	Actual No. Respondents	% Total Respondents
Africa	65	34	19	19	35
Asia	65	34	19	20	36
Latin America	35	18	10	7	13
Middle East	28	14	7	9	16
TOTAL	193	100	55	55	100

This breakdown by region shows that the ratios among regions for WIM graduates and survey respondents are similar. In both cases, there are over twice as many African and Asian women as there are Latin American and Middle Eastern women. Asian and Middle Eastern are slightly overrepresented in the survey while Latin American women are slightly underrepresented. This over- and underrepresentation is only a matter of several women.

Table 3 compares the respondents with the total participants according to the WIM session attended.

TABLE 3

WIM PARTICIPANTS VS. SURVEY RESPONDENTS

BY TRAINING SESSION

WIM Session	Number of Participants	% Total Participants	Expected No. Respondents	Actual No. Respondents	% Total Respondents
I	35	18.1	10	6	10.9
II	44	22.8	13	11	20.0
III	39	20.2	11	13	23.6
IV	39	20.2	11	13	23.6
V	36	18.7	10	12	21.8
TOTAL	193	100.0	55	55	99.9*

* Does not equal 100% due to rounding.

Here it can be seen that WIM session I and II respondents are slightly underrepresented and that the III, IV, and V attendants are slightly overrepresented. As might be expected, the earliest group trained had the lowest response rate while the most recent WIM graduates were best represented -- one-third (1/3) of them returned the questionnaire.

One last way to compare the respondents to the overall group of WIM graduates is by major field of work. Table 4 lists the number and percentages of women by region who were primarily involved in health and/or family planning (FP) work.

TABLE 4

WIM PARTICIPANTS. VS. SURVEY RESPONDENTS

BY REGION AND FIELD OF WORK

Region	Number of Participants in Health/FP	% from Region	Expected No. Respondents	Actual No. Respondents in Health/FP	% of Respondents from Region
Africa	44	67.7	11	16	84.2
Asia	37	56.1	11	14	70.0
Latin America	18	51.4	4	4	57.1
Middle East	23	82.1	7	5	55.6
TOTAL	122	63.2	33	39	70.9

According to the above data, women primarily involved in health and family planning were overrepresented among African and Asian respondents and somewhat underrepresented among Middle Eastern women.

V. CONCLUSIONS

The results of this survey of WIM graduates can be summarized as follows:

1. The majority of respondents have broadened their focus of activities to include both family planning and non-family-planning development work, and they intend to continue with this approach.

2. There is a strong need for follow-up by CEFPA and other donor agencies - which would include additional training, funding assistance, and technical assistance.

3. There are serious obstacles to funding which hamper project implementation. Chief among these are: the lengthy approval process, the number of individuals or departments involved by donors, complex forms, and problems in the timing and duration of funding. Asian women especially found the long approval process troublesome.

4. Although women from all regions had difficulties in securing funding, the success rates of African and Latin American women were substantially lower than those of the Asian and Middle Eastern women. More intensive follow-up must be focused on the African and Latin American WIM graduates to assist them with funding and related problems.

5. Technical assistance and additional training were especially requested in the area of project evaluation.

6. There is a need to develop good communications among the WIM graduates themselves, possibly through a newsletter.

7. Working ties between WIM graduates and sponsoring agencies need to be strengthened.

8. Since their completion of WIM training, a majority of the respondents have experienced promotions and/or added job responsibilities, with increases in numbers of persons and programs supervised.

9. A pool of potential consultants is available from among the questionnaire respondents.

VI. DISCUSSION

This section summarizes the major findings and highlights the trends found in each of the six major subject areas of the questionnaire.

A. Integration of Family Planning and Development Activities

The major trend evident from this section is the importance that WIM graduates place on the integration of family planning and non-family-planning development activities.

At the time of follow-up, almost 60% of the respondents were involved in such integrated programs. They combined family planning programs with such activities as mother-child health, nutrition, child care, community development, income-generating projects, and leadership training.

Only one-fourth (1/4) of the respondents were not involved in any family planning work. Half of these women had plans to incorporate such activities into their work. Another 16% of the respondents were involved only in family planning activities. Half of these also intended to add development activities such as income-generating projects to their programs. Thus, 78% of the respondents were either currently involved in integrated programs or had plans to establish this integration in their activities.

Of the women working in family planning, 85% had added non-family-planning activities to their work. About half of the added activities focused on health, nutrition, and home economics. The remainder dealt with non-health-related activities, e.g., income-generating projects, education, and leadership training. Income-generating projects were the activities most often mentioned among these women.

Almost half of those women working in family planning before their WIM training had substantially changed some aspect of their family planning services since their return home. Besides the initiation of integrated development activities, these changes included: the establishment of community-based distribution programs, changes in management style, the use of home visits to family planning clients, and the expansion of existing programs.

B. Funding

This section explored one of the most fundamental components for project implementation: money. Women from all regions are faced with serious obstacles to funding for a number of aspects of their projects. They have very definite ideas as to how funding agencies can help them.

Almost three-fourths (73%) of the respondents had contacted a funding agency, and 60% of these women had received funds. The most striking pattern was the high rate of success of Asian women (71%) and Middle Eastern women (80%) compared to African and Latin American women (with rates of 43% and 50%, respectively). One of the reasons for this greater success rate seems to be the greater proportion of government employees who had contacted funding agencies in the two former regions. In Asia and Africa, government employees had 1-1/2 to 2 times the rate of success in securing funds as did women in private organizations. It is hard to draw conclusions regarding this trend among the Latin American and Middle Eastern respondents because there were few of them who had contacted funding agencies.

Of the government employees who received funds, 50% mentioned only government sources, 10% cited both governmental and nongovernmental help, and 40% listed nongovernmental sources only. Three-fourths (75%) of this last group were Asian respondents.

Concerning obstacles to funding, by far the major problem regarding donor procedures was the long approval time. Factors contributing to this lengthy process included the number of individuals or departments involved in the approval process and the complex application forms.

Several women also highlighted cross-cultural problems between funding agencies and themselves. Although those who cited these problems were small in number, they strongly voiced the need for better understanding of cultural values and customs by funding agencies. The women saw the tendency for agencies to superimpose their perceptions and approaches on funding applicants -- to the detriment of the projects, it was implied.

The most difficult items for which to secure funding included: construction and equipment (including vehicles), salaries, and seed money.

The timing and duration of funding were also problems. Because of the lengthy approval process, many times funding was not available when a project was ready to be implemented. Another problem for some women was that funding was not available for the complete duration of a project.

Respondents made a number of recommendations to funding agencies to help eliminate these obstacles. They asked the agencies to be more cooperative in the following ways:

1. State clearly and directly their objectives and their funding priorities and limitations.

2. Loosen up rigid funding criteria to account for some of the special problems the applicants might be facing.

3. Shorten approval time and eliminate bureaucratic red tape.

4. Provide more help in proposal preparation and presentation so that an applicant's chances of receiving funding will be enhanced.

C. Analysis and Evaluation

There is a strong need for further training and technical assistance in the area of project evaluation.

Almost three-fourths (73%) of the women conducted periodic analyses or assessments of the impact of their projects, and 70% of the women expressed an interest in technical assistance or funding for project evaluation.

The respondents cited an insufficient knowledge of evaluation methodology as the major difficulty that would be encountered in analysis of a project. In fact, the most frequently mentioned need for technical assistance concerned aspects of evaluation methodology. The women also stated that a lack of funds, time, and qualified experts all contributed to difficulties in project evaluation.

D. Follow-up

The suggestions made in this section point to the participants' strongly perceived need for follow-up and technical assistance.

The women asked for additional courses and workshops on topics such as proposal writing and evaluation techniques. They requested site visits publications, and information on particular problems facing them (e.g., program evaluation guidelines, solutions to problems in women's rural programs). The respondents wanted CEFPA and the course sponsors to advise them on their projects and to provide them with any information they might need.

Besides technical assistance, respondents also stressed the need for funding assistance for projects. They requested funding from the course sponsors themselves or, when this was not possible, advice from the agencies as to other possible funding sources. In addition, several of the women urged that the sponsoring agencies continue to send future WIM participants to training sessions so that the ranks of in-country women managers would continue to grow.

Some of the respondents specifically recommended initiation or continuation of WIM training in-country. Women from Tanzania, Zaire, Zambia, Indonesia, and Egypt mentioned this aspect of follow-up.

Several of the women also noted the need for more frequent follow-up by funding agencies. They saw this more frequent contact as a way to avoid problems or to resolve them before they became serious.

Another overriding need of these WIM graduates is stronger development of a support system among themselves at various levels -- worldwide, regional, and national. A number of their suggestions for follow-up centered around the theme of communication. Women wanted to be kept informed of other WIM projects throughout the world. A few of the women suggested newsletters or information bulletins as a way to do this. This type of communication not only would serve to give them ideas for their own projects, but, one supposes, would also ease the sense of isolation and/or frustration in their work and rekindle the sense of solidarity they felt while together in their WIM training sessions. One of the respondents suggested formation of an organization of WIM graduates with meetings every several years for the exchange of ideas and experience.

Some of the women mentioned that regional or national WIM meetings would be beneficial. This sharing of ideas and experiences was seen as very important and was voiced by many of the respondents.

E. Project Planning

Almost three-fourths (73%) of the women had prepared or were in the process of preparing an action project. Areas of major concentration included: family planning, training, improvement of the status of women, and health.

Almost half of these action projects (43%) had received funds. Almost two-fifths of those requesting funds were awaiting final word from funding sources.

When the women were asked to consider the prospects for a project idea they wanted to develop, they overwhelmingly reported that prospects for preparation and implementation -- i.e., the phases most under their control -- were either good or excellent. However, the prospects for funding were rated as being much less positive: 70% of those responding rated funding possibilities as fair, 20% rated them as good, and only 10% said they were excellent. This breakdown of funding prospects by region is as follows:

	Funding Prospects (Number of Respondents)		
Region	Fair	Good	Excellent
Africa	5	0	1
Asia & the Pacific	6	2	1
Latin America & the Caribbean	2	1	0
Middle East	2	1	0

Almost 40% of the women had had to give up on a project idea at some time. Money was by far the most frequent obstacle to implementation. Lack of materials or equipment, trained personnel, technical assistance, and time were also cited.

F. Individual Career Changes and Activities

The majority of respondents had experienced changes in their job responsibilities which they attributed to attendance at the WIM training. It cannot be proven that these added responsibilities and promotions were the direct result of the WIM training (i.e., other factors, such as the selection of competent, successful women to participate in the training in the first place, must be considered). Nonetheless, the majority of women had experienced changes in their job responsibilities.

The number of people as well as the number of programs they supervised had increased. Most (90%) of the women who reported exact numbers of persons supervised were overseeing less than 150 subordinates. The average number of persons previously supervised for those respondents was 30 while at the time of follow-up, this average rose to 46. The increase in number of persons supervised ranged from one to 370 persons.

Women were also changing the focus of their activities. The biggest shift was to integration of family planning and other development activities. For example, family planning was added to mother-child health activities. Some women already involved in family planning expanded their programs to include such activities as income-generating projects and a literacy program.

More women were also involved in doing training; leadership training, courses on health and nutrition, and training of health professionals in family planning procedures and mother-child health.

APPENDIX I

CEFPA Women in Management Program

FOLLOW-UP Questionnaire

Name: _____ Country: _____

WIM Seminar Workshop Attended

I. June/July 1978
II. October/November 1978
III. May/June 1979
IV. September/October 1979
V. May/June 1980

Employment at Time of Attendance

Position:

Organization:

Employment Now (if either organization or position different)

Position:

Organization:

Does this represent a promotion? Yes _____ No _____

- - - - - -

A. Individual Career Changes and Activities

1. Since returning home after participating in the WIM course:

   a) Have there been any changes in your job responsibilities that are related to attending the course?

   Yes _____ No _____ Explain briefly.

   b) Has the number of people under your supervision increased?

   Yes _____ No _____ If yes, please indicate:

   Former number of supervised persons _____

   Present number of supervised persons _____

   c) Has the number of programs for which you are responsible increased?

   Yes _____ No _____

2. Has the focus of your activities within your organization changed since attending the WIM program?

   Yes _____ No _____ Explain briefly defining the new focus.

B. Project Planning

1. Have you prepared or are you now preparing an action project in your own country?

Yes _____ No _____

If yes, what are the objectives and activities of the project?

Organization responsible for project: _____

Individual responsible for project: _____

Project location: _____

At what stage is the project now?

Preparation: _____

Submitted for approval (from government or other): _____

Requesting funds: _____

Implementation: _____

Implementation finished: _____

What is/was the funding amount, for how long and from what sources?

Funding amount per year: _____

Duration of funding: _____

Source(s) of funding: _____

Some individuals may not have actually begun project preparation, but have identified an idea they would like to pursue. Others may have tried unsuccessfully to develop an idea into a project. This section is intended to find out about the types of obstacles to project planning and preparation that exist in the field and what kinds of assistance might be useful if they could be arranged.

2. Have you identified a project idea which you would like to develop?

   Yes _____ No _____

   If yes, what is the idea? Explain briefly.

   What is the outlook for the project's

	Fair	Good	Excellent
preparation?	____	____	_____
funding?	____	____	_____
implementation?	____	____	_____

   Explain briefly.

3. Have you had a project plan that you were unable to implement?

   Yes _____ No _____

   If yes, what were/are the obstacles?

   If you could get assistance in overcoming these obstacles, would you continue with the project idea?

   Yes _____ No _____

   If yes, what kind of assistance would be most necessary and valuable? Explain briefly.

C. Integrated Development Activities for Women

During the WIM Program there was some discussion of integrated development activities for women. Indeed most of you are involved in development efforts, many with a focus on health and family planning.

1. If you are working in development, in what area are you concentrating?

_____

Do you plan to continue with this focus?

Yes _____ No _____

Do you plan to expand your activities to include other areas?

Yes _____ No _____

If yes, what new areas will you add? Explain briefly.

2. If your activities did not include family planning previously, does it seem appropriate and possible to include it now?

Yes _____ No _____ Explain briefly.

3. Have you discussed with other individuals or organizations the possibility of adding family planning to services or projects in which they are already involved?

Yes _____ No _____ Explain briefly.

4. If you are working in family planning, have you added activities responding to women's non-family-planning needs to a family planning program?

   Yes _____ No _____

   Not working in family planning _____

   If yes, briefly explain what and how it is working.

5. If you were working in family planning before the WIM program, have you changed the type of family planning service or program since you returned home?

   Yes _____ No _____

   Not working in family planning _____

   If yes, briefly explain what and how it is working.

D. Funding

1. Have you contacted any private or government funding sources within your country or any international donor agencies in relation to any project idea or proposal?

   Yes _____ No _____

   If yes, what responses have you received? Explain briefly.

2. In general, what would you say the main obstacles in securing funding are?

   a) Procedures of donors

   _____ Complex proposal forms

   _____ Length of time for approval

   _____ Number of individuals or departments involved by donors

   _____ Procedures for payment

   _____ Other (Explain) _____

   _____

   What has been most difficult to get funding for?

   _____ Vehicles

   _____ Salaries

   _____ Seed money

   _____ Administration

   _____ Equipment

   _____ Building or site for project

   _____ Travel

   _____ Other (Explain) _____

   _____

b) Timing and Duration of Funding

_____ Funding not available at the time when the project was ready for implementation.

_____ Funding not available for the length of time needed for the project.

_____ Other (Explain) _____

_____

c) Project Objectives

_____ Lack of interest by donors in project

_____ Other (Explain) _____

_____

d) Amount of money needed for the project

_____ Amount too small to be considered by donors

_____ Amount too large to be granted by donors

_____ Other (Explain) _____

_____

3. What suggestions would you have for funding agencies to help in overcoming obstacles in obtaining funding?

E. Analysis and Evaluation

In your everyday work you are continually monitoring and evaluating the projects and activities for which you are responsible.

1. Are you conducting any special periodic analyses or assessments of the impact of the projects?

   Yes _____ No _____ If yes, explain.

2. Do you have plans to use this information to do either an impact evaluation or case study of the project?

   Yes _____ No _____ If yes, explain briefly.

3. Would you be interested in doing an impact evaluation or case study of a current or new project in which you are involved?

   Yes _____ No _____

   If yes, what would be the main difficulties you would encounter in evaluating or analyzing the impact of the project or activities you are working on, if any? Explain briefly.

4. If you consider evaluation important to your work, would you be interested in technical assistance or funding if it could be made available?

   Yes _____ No _____ If yes, explain your needs briefly.

5. Would you be interested in helping to evaluate a project in which you are not directly involved, i.e., as consultant to the sponsoring organization?

   Yes _____ No _____ Comments:

F. Follow-Up

What kind of follow-up by CEFPA, the course sponsors (The Pathfinder Fund, UNFPA, FPIA, USAID, Church World Services, Development Associates), or their in-country representatives would you find most useful? Please explain. (You may also use this space to make any comments that did not fit into the previous sections.)

Thank you for your cooperation. Please return the completed questionnaire to:

The Women's Programs Division
The Pathfinder Fund
1330 Boylston Street
Chestnut Hill, MA 02167
United States of America

Date Completed:_____