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

Women in Development  
Agency for International Development  
Room 5045, New State  
Washington, D.C. 20523  
(202) 692-3662

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



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**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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## TABLE OF CONTENTS

	Page
I. Purpose .....	1
II. Background .....	2
III. Methodology .....	5
IV. Conclusions .....	8
V. Discussion .....	9
A. Integration of Family Planning and Development Activities .....	9
B. Funding .....	10
C. Analysis and Evaluation .....	11
D. Follow-up .....	12
E. Project Planning .....	13
F. Individual Career Changes and Activities .....	14
VI. Results .....	15
A. Integration of Family Planning and Development Activities .....	18
B. Funding .....	23
C. Analysis and Evaluation .....	34
D. Follow-up .....	45
E. Project Planning .....	52
F. Individual Career Changes and Activities .....	62
VII. Appendix I. The Questionnaire .....	69

## TABLES

	Page
1. WIM Participant Profile .....	4
2. WIM Participants vs. Survey Respondents by Region .....	15
3. WIM Participants vs. Survey Respondents by Training Session .....	16
4. WIM Participants vs. Survey Respondents by Region and Field of Work .....	17
5. Respondents Who Contacted Funding Agencies by Region and Response .....	25
6. Success Rates of Women Who Had Contacted Funding Agencies - Government vs. Private Employees .....	26
7. Donor Agencies by Region .....	27
8. Suggestions for Funding Agencies .....	32
9. Difficulties in Project Evaluation .....	40
10. Technical Assistance Needs .....	43
11. Outlook of Project Phases .....	59
12. Obstacles to Project Implementation .....	60
13. Former and Current Numbers of Persons Supervised .....	65

## 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 VI ("Results"). 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

<u>WIM Session</u>	<u>Number of Participants</u>	<u>Avg. Age</u>	<u>Range of Ages</u>	<u>Marital Status</u>			<u>Average No. of Children</u>
				<u>Single</u>	<u>Married</u>	<u>Widowed</u>	
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	

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Organizational Affiliations

<u>WIM Session</u>	<u>Private</u>	<u>Government</u>	<u>Active in more than one Organization</u>	<u>International Organization</u>	<u>Salaried</u>	<u>Non-Salaried</u>
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 questionnaire 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 lists the conclusions, and Part V discusses the major findings and trends for each of the six sections of the questionnaire.

Part VI presents an in-depth analysis of all questions in the survey by section. Each section begins with a summary of the findings and then each question is analyzed. The original order of the sections of the questionnaire has been changed in Parts V and VI so that the most important topics are presented first. A copy of the questionnaire is included in Appendix I.

#### IV. 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.

## V. DISCUSSION

This section summarizes the major findings and highlights the trends found in each of the six major subject areas of the questionnaire. The following section, "Results," analyzes each section question by question.

### 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 non-governmental 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 experiences.

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:

<u>Region</u>	<u>Funding Prospects (Number of Respondents)</u>		
	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>
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 involved in doing training: leadership training, courses on health and nutrition, and training of health professionals in family planning procedures and mother-child health.

## VI. RESULTS

### Response Rate

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

<u>Region</u>	<u>Number of Participants</u>	<u>% Total Participants</u>	<u>Expected No. Respondents</u>	<u>Actual No. Respondents</u>	<u>% Total Respondents</u>
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

<u>WIM Session</u>	<u>Number of Participants</u>	<u>% Total Participants</u>	<u>Expected No. Respondents</u>	<u>Actual No. Respondents</u>	<u>% Total Respondents</u>
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

<u>Region</u>	<u>Number of Participants in Health/FP</u>	<u>% from Region</u>	<u>Expected No. Respondents</u>	<u>Actual No. Respondents in Health/FP</u>	<u>% of Respondents from Region</u>
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.

A. Integration of Family Planning and Development Activities

Summary

Over three-fourths (78%) of the respondents had either already integrated family planning and non-family-planning activities or had plans to do so. Almost 60% of the women indicated that they were currently involved in integrated programs. Mother-child health, nutrition, child care, agriculture, income-generating projects, community development, and leadership training were some of the activities they incorporated into their family planning work.

The respondents expressed satisfaction with their activities as they unanimously agreed that they would continue their current focus of concentration. Three-fourths (3/4) of them also said they planned to expand their activities to other areas. These new areas included home economics, sanitation, family life education, and sex education for adolescents as well as the other areas listed above.

Only one-fourth (1/4) of the respondents were not doing any work at all in family planning. Half of these women intended to include family planning in their activities.

A few of the respondents had discussed with other individuals or organizations the possibility of adding family planning to their services or projects. The respondents spoke with social workers, women's groups, extension workers, feminists, and social agencies.

Eighty-five percent (85%) of the respondents working in family planning had added activities responding to women's non-family-planning needs in their programs. The most frequently added activity was income-generating projects. Next often mentioned were health, nutrition, home economics, and literacy programs.

Almost half of those who had worked in family planning before their WIM training had changed some aspect of their family planning services since they returned home. These changes included: initiation of integrated development activities, 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.

1. If you are working in development, in what area are you concentrating? Do you plan to continue with this focus? Do you plan to expand your activities to include other areas? If yes, what new areas will you add?

- - - - -

Some of the respondents answered the first of these questions with more than one item. The areas of concentration were the following:

<u>Area of Concentration</u>	<u>Number of Respondents</u>
Programs integrating family planning and development activities	32
Family planning only	9
Non-family-planning activities only:	14
Health	6
Leadership	4
Communications (films, publications)	2
Management	2
Housing	1
Family counseling	1

Almost 60% of the respondents indicated that they were involved in both family planning and non-family-planning activities. There were a number of examples of integrated programs described, such as: family planning/mother-child health/nutrition/child care/agriculture; family planning and income-generating projects; community development and family planning; nutrition and family planning; family planning/community health/leadership training.

All 55 women agreed that they planned to continue their current focus of work. Three-fourths of the respondents stated that they planned to expand their activities to include new areas while 25% said they would not.

Half of the women involved only in family planning intended to add non-family-planning activities such as income-generating projects, health, nutrition, sanitation, and leadership training.

Likewise, half of the women involved only in non-family-planning activities stated that they were planning to incorporate family planning into their work. Four of these seven women were already involved in health work. Two of the other three were doing training while the third was involved in management.

Thus, a total of 43 women (78%) were either already involved in integrated programs or had plans to establish this integration in their activities.

Six women explained that they were planning to expand their same programs to new locations, such as urban clinics, slums, or new rural areas. Four women who were currently working in family planning intended to expand their activities to also include sex education for adolescents.

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

- - - - -

Yes	16
No	2
No response	1

This question was not applicable to 36 of the respondents because they had been involved in family planning previously.

Of the 16 women who answered this question affirmatively, five were already incorporating family planning into their development activities. Another of these women was collaborating with a family planning association to include this subject in her agency's leadership training programs. Of the remaining ten women who agreed that family planning was appropriate and possible to include in their activities, half had definite plans to do so.

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	30	(55%)
No	11	(20%)
No response	14	(25%)

Most of the women who commented further on this question either mentioned the individuals they themselves were enrolling in family planning programs or they noted family planning and health organizations already involved in family planning. However, a few respondents had talked with individuals or organizations that currently were not involved in family planning projects. These included: social workers, extension workers, social agencies, feminists, and women's groups.

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	35
No	6
Not working in family planning	14

Of the 41 women working in family planning, 85% said that they had added non-family-planning activities to family planning programs while 15% had not. The new activities fell into the following categories.

<u>Activities</u>	<u>Number of Respondents</u>
Income-generating projects	10
Health	7
Nutrition, food demonstrations	6
Home economics	6
Literacy programs	4
Leadership training	1
Women's rights	1
Appropriate technology	1

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	15
No	19
Not working in family planning	16
No response	5

Of the 34 women who answered this question definitively, 44% had made some changes in their family planning program while 56% had not. The following innovations were cited:

<u>Change</u>	<u>Number of Respondents</u>
Integration of family planning with development activities	8
Use of modern administrative techniques	3
Community-based distribution programs	2
Expansion of existing programs	2
Home visits to clients	1
Active pursuit of funding	1

Three women cited how they had changed their management techniques in family planning work. One respondent stated that previously she had worked on the basis of intuition, but that now she used modern administrative techniques. Another woman remarked that she now included problem-solving and group discussion in meetings.

Two women described their work to develop community-based distribution programs. One said that field workers would do distribution of birth control pills and follow-up while abortions, sterilizations, vasectomies, and IUD insertions would be done at a clinic on a part-time basis. The other woman said that there was now commercial contraceptive distribution to nurses, midwives, and field workers in rural health centers.

## B. Funding

### Summary

Almost three-fourths (73%) of the respondents had contacted a funding agency, and 63% had received funds. Thirty percent (30%) of the respondents were still awaiting final word on funding.

Nearly three-fourths (71%) of the Asian women and 80% of the Middle Eastern women who had applied for funds were successful compared to only 50% of their African and Latin American counterparts. The major reason for this difference seems to be the higher proportion of governmental employees who had contacted funding agencies in the two former regions.

Almost 90% of the Asian and 80% of the Middle Eastern women who had approached funding agencies were governmental employees compared to only 71% and 50% in Africa and Latin America, respectively. Governmental workers had a higher rate of success in funding in Asia and Africa than did women in private organizations. This same trend might also be true in Latin America and the Middle East, but the numbers of women requesting funds are too small for any trend to emerge.

Of the government employees who received funding, 48% mentioned only governmental sources, 8% cited both governmental and nongovernmental donors, and 44% reported nongovernmental funding sources only. Seventy percent (70%) of this last group were Asian respondents.

Length of time for approval of funding was cited as a major obstacle by almost 60% of the women who acknowledged problems with donor procedures. Almost half of these women lived in Asia.

The problem of cross-cultural differences and differences in perception between the donor agencies and the applicants was mentioned by several women throughout this section of the questionnaire.

The respondents listed "building or site for project" most frequently as the item for which it is most difficult to secure funding. They ranked "vehicles," "salaries," and "equipment" equally as next most difficult, followed by "seed money," "administration," "travel," and "other."

Thirty percent (30%) of the women who had sought funding (12 out of 40) stated that funding was not available at the time their projects were ready for implementation. Three respondents cited insufficient duration of funding as a problem.

Nine (23%) of the 36 women cited "lack of interest by donors in project" as an obstacle to obtaining funds.

With regard to the amount of money needed for a project, almost one-fourth of the women who had requested funding reported that the amount requested had been too large to be granted by donor agencies.

Major suggestions to funding agencies included: (1) stating clearly and directly agency objectives and funding limits; (2) loosening rigid funding criteria; (3) shortening approval time for projects; (4) providing more help to applicants so that their proposals are most acceptable to the agency; (5) making site visits before making final funding decisions; and (6) eliminating red tape and simplifying procedures.

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?

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Yes	40	(73%)
No	13	(24%)
No response	2	(3%)

Almost three-fourths (73%) of the respondents had approached a funding agency. Of these, 63% had received funding, 30% were awaiting word, and 5% had been denied funds.

Table 5 on the following page presents a breakdown by region of the women who had contacted funding agencies and the results of their requests.

The major results to note from this table are: (1) the higher rate of success of the Asian and Middle Eastern women in obtaining funds compared to the African and Latin American women (71% and 80% versus 50% each, respectively); and (2) the fact that both women who were denied funding were from Africa.

TABLE 5  
RESPONDENTS WHO CONTACTED FUNDING AGENCIES  
BY REGION AND RESPONSE

<u>Region</u>	<u>Number who Contacted Agencies</u>	<u>Number of Survey Respondents</u>	<u>% Who Contacted Agencies</u>	<u>Number Who Got Funding</u>	<u>% Receiving Funds</u>	<u>Number Funding Rejected</u>	<u>Number Awaiting Reply</u>	<u>Other</u>
Africa	14	19	74	7	50	2	4	1*
Asia	17	20	85	12	71	0	5	0
Latin America	4	7	57	2	50	0	2	0
Middle East	5	9	56	4	80	0	1	0
	—	—	—	—	—	—	—	—
TOTAL	40	55	73	25	63	2	12	1

\* Favorable response from local agency, but local agency awaiting funds.

The reason for the difference in success rates among the regions can be seen from Table 6.

TABLE 6  
SUCCESS RATES OF WOMEN WHO HAD CONTACTED FUNDING AGENCIES  
GOVERNMENT VS. PRIVATE EMPLOYEES

<u>Region</u>	<u>Number (%)</u> <u>Government</u> <u>Employees</u>	<u>Number (%)</u> <u>Successful</u>	<u>Number (%)</u> <u>Private</u> <u>Employees</u>	<u>Number (%)</u> <u>Successful</u>
Africa	10 (71)	5 (50)	4 (29)	1 (25)
Asia	15 (88)	11 (73)	2 (12)	1 (50)
Latin America	2 (50)	1 (50)	2 (50)	1 (50)
Middle East	4 (80)	3 (75)	1 (20)	1 (100)

Both the Asian and Middle Eastern respondents had a greater proportion of government employees among those who had even contacted funding agencies. The success rate of African government workers in getting funds was twice that of their counterparts in private organizations. In Asia, 73% of the women in government jobs who had requested funds received them compared to 50% of the women in private organizations. This trend is not evident in Latin America or the Middle East, but the number of women who contacted funding agencies in these two regions is small.

Of the government employees who obtained funding, 48% mentioned governmental sources only, 8% received a combination of governmental and nongovernmental help, and 44% cited nongovernmental funding sources only. Seventy percent (70%) of this last group were Asian respondents.

Table 7 lists the agencies that funded projects in the four regions. The numbers do not necessarily agree with totals in Table 5 because some of the projects received money from more than one agency. The numbers in parentheses indicate the number of projects funded by a particular agency in the particular region where more than one project was mentioned.

TABLE 7  
DONOR AGENCIES BY REGION

<u>Region</u>	<u>Donor Agencies</u>
Africa	Government (4), International Voluntary Service, German Voluntary Service, Botswana Christian Council, The Pathfinder Fund, FPIA, UNFPA, UMATI (Family Planning Association of Tanzania), UNICEF.
Asia and the Pacific	Government (6), The Pathfinder Fund (4), FPF, IPPF, Appropriate Technology International, Asia Foundation.
Latin America and the Caribbean	The Pathfinder Fund (2), Solidarity and Christian Aid, Ford Foundation, World Education.
Middle East	Government (3), UNICEF.

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

- - - - -

a) Procedures of donors

Twenty-nine (29) women checked at least one of the five reasons under this heading. The breakdown is as follows:

<u>Obstacle</u>	<u>Number of Respondents</u>
Length of time for approval	17
Number of individuals or departments involved by donors	8
Complex forms	6
Procedures for payment	4
Other:	10
Governmental policy	2
Cross-cultural difficulties	2
Changes in a govt. ministry	1
Time factor	1
Getting donors to come forward	1
Lack of response from donor agencies	1
Priorities and criteria set by donors rather than by persons involved in project	1
Reason unknown	1

Almost 60% of the women cited the lengthy approval process as a major obstacle to receiving funding. Eight of the 17 women indicating this problem lived in Asia, five were Latin American and four were African. Of the four women who mentioned "procedures for payment" as a problem, three were Asian and one African.

Regarding the "Other" category, two women mentioned cross-cultural differences as obstacles. A Latin American respondent stated that the funding agencies had little knowledge of the culture and customs of her country. This woman saw a tendency on the part of the donor agencies to ask the recipient to adapt her perception of the world and of interpersonal relations to that of the agency. An African woman remarked about the language barrier and also noted the difference in perceptions between the funding agencies and the applicants with regard to the reasons for and approaches to a project.

One respondent brought up the fact that donor agencies do not consider the time factor in getting information to and from applicants. This woman said that sometimes the application deadline had passed before the woman requesting funds even received the necessary papers in the mail from the donor agency.

One woman in Asia who had received funds from The Pathfinder Fund replied that she had had no major difficulties in securing those funds.

Over half of the women (17 out of 30) checked only one main obstacle. Seven of the respondents listed two, three respondents listed three, and one respondent (from Africa) checked four.

The second part of question 2(a) listed eight items and asked for which had funding been most difficult to obtain. Thirty-one (31) respondents checked from one to seven items. Three women (from Africa, Asia, and Latin America) stated that it was difficult to get funding for everything.

The eight items in this question were as follows:

<u>Item</u>	<u>Number of Respondents</u>
Building or site for project	14
Salaries	12
Equipment	12
Vehicles	12
Seed money	11
Administration	7
Travel	6
Other:	2
Bureaucracy	1
Total expenses	1

The distribution of responses by region was proportional to the number of respondents in each region. That is, roughly twice as many African and Asian women responded to each item as did Latin American and Middle Eastern women.

b) Timing and duration of funding

This area was acknowledged to be a problem by 16 respondents. Twelve (12) said that the problem was that funding was not available at the time when the project was ready for implementation. These responses were almost evenly divided among all four regions. Three women listed the problem as being that funding was not available for the length of time needed for the project. One respondent listed both timing and duration as obstacles. Another woman stated that her funding had been available on time.

c) Project objectives

Seventeen (17) women indicated problems in this area. Nine women cited "lack of interest by donors in project" to be the obstacle. One Latin American respondent underscored this answer by adding "very much." Eight other women listed the following reasons:

<u>Obstacles</u>	<u>Number of Respondents</u>
Cultural barriers	1
Lack of funds	1
Imposition of agency's criteria on project	1
Political	1
Idea good but a bit ambitious	1
Some interest but not as much as for other organizations' similar projects	1
Not known	2

d) Amount of money needed for the project

Twenty (20) women responded to this item. One woman listed two replies while another listed three. Five stated that the amount they requested was too small to be considered by donors. One respondent said that it was sometimes difficult to get money for projects under \$2,000. Twelve (12) women reported that their requests were amounts too large to be granted by the donor agencies.

Another six comments fell into the "Other" category. One woman had asked for \$60,000 and was not sure whether this amount was too large for the funding agency or not. Another respondent found a lack of clarity as to what the funding limits were for particular institutions, i.e., what constituted high and low amounts for them. A third woman stated that there should be a discretionary fund under the project director for experimental purposes that would be under the strict supervision of the country representative of that donor agency. One woman said that the amount she had received was irrelevant to the project. Another remarked that the agency from which she had requested funds did not fund building projects.

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

- - - - -

This question elicited a wide range of answers from 28 respondents. Their suggestions to funding agencies are listed in Table 8.

TABLE 8  
SUGGESTIONS FOR FUNDING AGENCIES

<u>Suggestions</u>	<u>Number of Respondents</u>
1. State clearly and directly agency objectives (i.e., what types of projects are eligible for funding, funding limitations, etc.).	5
2. Loosen up rigid funding criteria.	4
3. Shorten approval time and be alert to refunding for ongoing projects.	4
4. Provide more help to applicants so that proposal is most acceptable to that agency.	4
5. Make a site visit before making a final decision on funding.	3
6. Simplify procedures; eliminate red tape.	3
7. Be more receptive to small, innovative, nontraditional projects.	2
8. Keep politics out of the funding process.	2
9. Carefully study project proposals.	2
10. Help with buying equipment.	1
11. Be more willing to fund NGO's and projects not involving governments.	1
12. Be more sensitive to cultural values and customs of applicants; do not adopt a patronizing attitude.	1
13. Do not pressure local organizations to undertake projects with strictly a family planning focus.	1

Three of the five women who offered suggestion #1 were from Latin America. Two African and two Asian women were responsible for suggestion #2. One African woman asserted that donor agencies should not lay down such rigid terms on how money should be spent. Another African respondent remarked that the agencies should relax some of the criteria to be met before funding could be approved. Since vehicles are essential for project success, this woman reasoned, approval should be given without strings attached.

Three of the four women who made suggestion #3 were from Asia while suggestion #4 was made by two African and two Asian women. Suggestion #5 came exclusively from African respondents. One Latin American and one Asian woman made suggestion #7. Latin American women presented the last three suggestions in the table.

## C. Analysis and Evaluation

### Summary

Almost three-fourths (73%) of the respondents conducted periodic analyses or assessments of the impact of their projects. Assessment was carried out in different forms: discussion with colleagues, evaluation forms, written examinations, patient records, home visits. Frequency of evaluation varied from biweekly to annually. The evaluation projects mentioned fell under three major categories: health status, family planning, and health practices (non-family-planning).

Over 60% of the women who had reported conducting periodic analyses also stated that they had plans to use their information to do an impact evaluation or case study of their project.

Three-fifths (60%) of all respondents expressed interest in doing such an evaluation. The major difficulties they felt they would encounter included: (1) insufficient knowledge of evaluation; (2) lack of funds; (3) lack of time; and (4) lack of qualified experts/personnel.

Almost three-fourths (71%) of the women stated that they would be interested in technical assistance or funding if it were available. Almost half of these 38 women said that they needed both technical assistance and funding. Four women needed technical assistance only and six money only.

Nearly 70% of the respondents reacted positively to the possibility of acting as a consultant for a sponsoring organization. These women considered this type of experience to be a valuable learning experience for both the personnel whose project they would be evaluating and for themselves. Almost one-fifth (18%) of the women preferred not to get involved with consulting work. Six of these ten women cited either a lack of time and/or a self-perceived lack of expertise as the reason for their decision.

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

- - - - -

Yes	40	(73%)
No	11	(20%)
No response	4	(7%)

An overwhelming majority of women (40 out of the 51 who answered this question) stated that they did conduct periodic assessments of the impact of their projects. One of the women who answered this question "No," said that she intended to do this in the future. An African woman who answered this negatively explained that a lack of transportation had virtually crippled all project activities.

Some respondents explained the type of assessments they performed; others described the frequency with which they did them. Some women mentioned more than one type of evaluation or more than one interval of assessment (e.g., monthly and quarterly). The types of assessment given by the respondents were as follows:

<u>Type of Assessment</u>	<u>Number of Respondents</u>
Discussion with colleagues	4
Evaluation forms (e.g., before, during, and after training)	3
Patient records (e.g., family planning or nutritional data, immunizations)	3
Examinations for students	2
Seminars/refresher courses	2
Feedback (e.g., from trainees, radio listeners)	2
Home visits	1
International evaluation teams	1

The frequency with which the women made their evaluations is shown below:

<u>Frequency of Assessment</u>	<u>Number of Respondents</u>
Every two weeks	1
Monthly	5
Quarterly	4
Semiannually	1
Annually	2
Periodic (unspecified)	4
Not periodic	1

Some of the WIM participants also explained what they were evaluating. Three major categories emerged (see below). Under each of these headings, there are examples of the types of information being gathered or the types of studies being conducted.

#### Health Status

- Nutritional status of 0-6 year olds
- Immunizations
- Pregnant adolescents and their babies
- Relationship of nutrition of pregnant women to weight, height, and development of their babies
- Incidence of epilepsy in the population

Family Planning

- Number of contracepting couples
- Changes in methods used in the community
- Number of abortions
- Number of sterilizations
- Number of vasectomies

Health Practices (Non-Family-Planning)

- Use of traditional drugs
- Knowledge and practices of mothers with 3-6 year olds concerning intestinal parasites

One of the respondents, a physician, listed seven analyses with which she was involved.

Several women remarked that they used assessments to see if their strategies or methodologies needed to be changed. One respondent admitted that she needed to be more systematic in doing assessments, and another stated that she had not been able to do an evaluation because of insufficient funds.

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

- - - - -

Yes	25	(45%)
No	11	(20%)
No response	8	(15%)
Not applicable	11	(20%)

Over 60% (25 out of 40) of the women who answered question 1 affirmatively also answered yes to this question. The question was not applicable for the 11 women who answered the previous question "No."

The majority of women who answered this question affirmatively expanded on their answer. Remarks fell into four general areas:

	<u>Number of Respondents</u>
Description of the evaluation planned	4
Evaluation techniques	5
When evaluation would be used	5
How evaluation information used	5

Description of the evaluation planned

The four evaluation projects described were as follows:

- Impact study of clinic programs on health of pre-school children.
- Impact study to evaluate the use of material assistance as an incentive for development activities.
- Evaluation of an adult education program for women 15-35 years of age.
- Evaluation of trainees working in mother-child health clinics to assess the appropriateness and impact of training.

### Evaluation techniques

The evaluation techniques and activities were those types of assessments mentioned in question 1 (e.g., evaluation forms, home visits, etc.). One woman stated that, as her unit was research-oriented, staff used the data to write theses and grants and to publish books.

### When evaluation would be used

One respondent said that she would conduct an evaluation after a year or two. The other women were more vague about exactly when evaluation would occur (e.g., "when facilities are available," "eventually").

### How evaluation information used

Evaluation was used to (1) determine changes necessary to improve existing programs, (2) justify existing programs, and (3) recognize successes in development activities.

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

- - - - -

Yes	33	(60%)
No	10	(18%)
No response	12	(22%)

Three-fifths (60%) of the respondents indicated that they were interested in conducting an impact evaluation or case study on a current or new project. One respondent stated that several agencies were already evaluating her project and that her government would not be willing to have another assessment done soon. Another woman did not reply definitively to this question, but she had stated earlier that a lack of transportation was seriously hampering her work.

The major difficulties the women felt they would encounter are shown in Table 9.

TABLE 9  
DIFFICULTIES IN PROJECT EVALUATION

<u>Major Difficulties</u>	<u>Number of Respondents</u>
Insufficient knowledge of evaluation	11
Funds	9
Time	8
Qualified experts/personnel	5
Communication	2
Poor accounting, record-keeping practices	2
Equipment	1
Customs and beliefs of local people	1
Lack of interest of supervisors	1
None expected	3

### Insufficient knowledge

The most frequently mentioned difficulty in doing an impact evaluation was an insufficient knowledge of how to conduct the evaluation. Respondents either stated this in general terms or mentioned an aspect of evaluation methodology on which they would need help (e.g., how to quantify "intangibles," drawing up the questionnaire).

### Funds

Funds are needed to pay for necessary equipment as well as for qualified personnel and experts who might be needed for the evaluation work. One woman maintained that there was a lack of interest in evaluation on the part of funding agencies. She said, "Evaluation takes time, money, and effort which cannot be programmed for because funding agencies do not place importance on it."

### Time

The lack of time to undertake evaluation was a common theme. One woman mentioned the difficulty of evaluating a project of short duration. Another respondent said that enough time had to have elapsed after a training program to assess any measurable impact.

### Communication

Poor public transportation systems to various parts of a country and difficulties in reaching women due to transfers were the two problems in communication that were cited.

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	39	(70%)
No	8	(15%)
No response	8	(15%)

Almost three-fourths (70%) of the respondents answered that they were interested in technical assistance or funding. Several of those women who answered negatively qualified their answer with a "not yet."

Eighteen (18) women said they needed both technical assistance and funding. Four women wanted technical assistance only and six mentioned funding needs only. Table 10 gives the types of technical assistance the respondents needed.

TABLE 10

TECHNICAL ASSISTANCE NEEDS

<u>Technical Assistance Needs</u>	<u>Number of Respondents</u>
Evaluation methodology (e.g., advice on how to conduct a simple yet acceptable evaluation, suggestions for improving present system of evaluation, getting accurate data, training course)	8
Qualified experts/personnel (e.g., trainers, interviewers)	6
Transportation	2
CEFPA technical assistance	2
Materials and equipment for home economics training	1
Project cost analyses	1
Facilities for statistical analysis	1

Women from all four geographic regions expressed the need for assistance in evaluating projects. Two African and one Middle Eastern respondents wanted a training course in evaluation. The need for qualified experts was voiced by one African, two Asian, and three Middle Eastern women. Transportation was listed as a major need by one Asian and two African respondents.

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	38	(69%)
No	10	(18%)
No response	7	(13%)

Nearly 70% of the respondents reacted positively to the possibility of acting as a consultant. These women saw the opportunity to exchange knowledge as valuable for themselves as well as for the personnel whose project would be evaluated. A few women cited the value of having an outsider's unbiased, objective viewpoint brought to a project. Several others stated that consulting would give them more experience in evaluation methodology as well as expose them to a variety of programs.

One African woman was very interested in doing consulting exclusively in family planning work while several other respondents expressed interest in consulting on women's programs in general. One of the African respondents was already on a consultants' list.

Of the ten women who declined consulting work, two stated a lack of time as the reason while three others felt that they did not have adequate expertise yet. One woman stated both a lack of time and of confidence as her reasons. Four women did not specify why they preferred not to do consulting.

D. Follow-up

Summary

Over four-fifths (82%) of the women made comments in this section. The two most useful types of follow-up cited were technical assistance and additional training (i.e., courses, workshops, meetings). Other valuable types of follow-up included (in order of importance): funding help, information on all WIM projects, site visits, in-country training, questionnaires, and correspondence. Several women stressed the need for frequent follow-up by course sponsors or CEFPA representatives (e.g., every three or six months) so that difficulties could be pinpointed and assistance given as necessary. One woman also voiced the need for in-country representatives.

1. 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).

- - - - -

Eighty-two percent (82%) of the women made comments in this section. Their major suggestions for types of follow-up fell into eight major categories which are listed below. Because in some cases the same woman made two or three suggestions within one category (this occurred in the areas of technical assistance, courses, and funding), the following breakdown is by number of responses, not by number of respondents.

<u>Follow-up Requested</u>	<u>Number of Responses</u>
Technical assistance	15
Training (courses, workshops, meetings)	13
Funding help	10
Information on all WIM projects	8
Site visits	6
In-country training	5
Questionnaires	5
Correspondence	4

These eight categories are discussed in more detail below. The responses are also analyzed by region in these subsections, and here are broken down by number of respondents as well as by number of responses (where these are not the same).

### Technical Assistance

<u>Region</u>	<u>Number of Responses</u>	<u>Number of Respondents</u>
Africa	4	4
Asia and the Pacific	8	7
Latin America and the Caribbean	3	2
Middle East	1	1

This category encompassed several aspects of assistance. Seven women asked for follow-up publications or communications. One of these respondents asked for information on topics such as evaluation, supervision, and project management/development. Another women asked that articles, handouts, and news be sent to her. A third respondent wanted program evaluation guidelines or procedures while another woman requested information regarding women's rural programs, problems, and possible solutions.

Three women wanted CEFPA and other course sponsors to provide feedback on projects, i.e., to act in an advisory/consultatory capacity. Two women mentioned that the course sponsors should act as an information center for any data they might need, including information on courses, bibliographies, etc. The Latin American respondent saw sponsoring agency representatives (especially from CEFPA) as a valuable means of technical assistance. An Asian respondent also expressed the need for in-country representatives.

Courses/Workshops/Seminars/Meetings

<u>Region</u>	<u>Number of Responses</u>	<u>Number of Respondents</u>
Africa	5	5
Asia and the Pacific	5	5
Latin America and the Caribbean	3	2
Middle East	0	0

Respondents stated that there should be follow-up meetings, workshops, short seminars, or courses for WIM graduates. Some topics that were mentioned included: proposal writing, methods of evaluation, and management training.

One woman suggested that the sponsoring agencies should arrange an annual regional meeting of WIM members to review projects and activities. Another respondent favored a workshop of WIM participants who were actively implementing projects as a forum for exchange of ideas. A third woman proposed that there be a meeting of all WIM graduates every two to three years to share experiences and ideas.

Funding Help

<u>Region</u>	<u>Number of Responses</u>	<u>Number of Respondents</u>
Africa	6	3
Asia and the Pacific	4	4
Latin America and the Caribbean	1	1
Middle East	0	0

Women asked that CEFPA and sponsoring agencies assist them with funding -- either by having those sponsoring agencies themselves provide financial assistance or by advising them of other funding possibilities. Several women in Asia called for continued financial support for future WIM participants in order to increase the pool of in-country WIM managers. One African respondent suggested that CEFPA could liaison with sponsoring agencies so that impending WIM participants do not have sponsorship problems.

Information on All WIM Projects

<u>Region</u>	<u>Number of Respondents</u>
Africa	1
Asia and the Pacific	3
Latin America and the Caribbean	3
Middle East	0

Seven respondents asked that CEFPA and the course sponsors keep WIM graduates informed on all the other WIM projects being carried out in other countries. They saw this as valuable since in some cases they might be able to adapt a project idea to their own conditions. One woman stated this idea by asking that a newsletter be started in which WIM alumnae could keep in touch and share their experiences and information about their projects. Another respondent said that this type of global information would also be valuable to the sponsoring agencies.

Site Visits

<u>Region</u>	<u>Number of Respondents</u>
Africa	3
Asia and the Pacific	1
Latin America and the Caribbean	0
Middle East	2

Six respondents stressed the importance of follow-up visits to project sites by sponsoring agencies.

### In-Country Training

<u>Region</u>	<u>Number of Respondents</u>
Africa	3
Asia and the Pacific	1
Latin America and the Caribbean	0
Middle East	1

Four of the respondents (from Tanzania, Zaire, Zambia, and Indonesia) wanted CEFPA to sponsor and initiate more WIM in-country training. A respondent from Egypt recommended that the WIM in-country training continue.

### Questionnaires

<u>Region</u>	<u>Number of Respondents</u>
Africa	3
Asia and the Pacific	0
Latin America and the Caribbean	1
Middle East	1

Five women thought that questionnaires were a useful means of follow-up. One woman stated that the information from such questionnaires should be sent to the sponsors. The Latin American respondent suggested a personal evaluation by WIM participants regarding ideas for future programs, their understanding of course content, etc.

### Correspondence

<u>Region</u>	<u>Number of Respondents</u>
Africa	1
Asia and the Pacific	2
Latin America and the Caribbean	1
Middle East	0

Regular communication by letters was mentioned by four of the respondents as a desirable method of follow-up.

In addition to these suggestions, some of the respondents also added other comments. Two women, one Asian, the other Latin American, said they were underutilizing their skills. The Asian respondent said that CEFPA training was at a highly technical and sophisticated level which was not needed in her work. Therefore, she had no opportunity to use the skills she had learned at WIM training. The Latin American woman maintained that once she returned from CEFPA training, no one in her organization or in the government was interested in what she had learned. This woman explained that this problem also occurred for many other knowledgeable people in her country and that because of this disinterest, new knowledge and ideas are lost.

Other comments were as follows:

- "I have been using the knowledge gained in an advantageous way for the improvement of my on-going projects."
- "I received a lot of guidance from The Pathfinder Fund."
- "I have been motivated by the WIM seminar workshop and discuss with other participants the various help they give their women in the community."
- "Though new, my organization is developing a series of projects of great social approach that are concerned with social development of women -- aiming at professionalization and, consequently, better income (e.g., old age care, child care, cleaning, patchwork, home food-making, laundry)."
- "Follow-up questions that should be asked:
  - 1) Whether training session was useful;
  - 2) How effective they are in management and organization of project activities;
  - 3) Planning and directing staff;
  - 4) Proposal writing; and
  - 5) Initiating new projects."
- "Pathfinder is most useful and the country representative very interested in my program. I am satisfied with my contacts with UNFPA, FPIA, USAID."
- "If any CEFPA or course sponsors are in my area, I'd be pleased to meet them to discuss achievements of WIM in my work, etc."
- "Utilization of knowledge and skill acquired at CEFPA."

Some women used this section to mention the organizations which had sponsored their WIM training or with which they had been working. These included: USAID (6), The Pathfinder Fund (4), UNFPA (2), FPIA (2), and Church World Services (1). One Asian respondent specifically requested follow-up from The Pathfinder Fund.

## E. Project Planning

### Summary

Almost three-fourths (73%) of the survey respondents were preparing or had already prepared a project in their country. These action projects focused on family planning, training, improvement of the status of women (e.g., income-generating projects, improvement in living conditions), and health. Project location varied from rural to urban, from one site to numerous sites countrywide.

Almost half (43%) of the projects (22 out of 51) were being implemented or had already been completed. The remaining 57% were in the stages of preparation, submission for approval, or requesting funds. Projects which had been funded received from \$2,000 to \$127,000. Funding duration ranged from seven days for a training seminar to five years for a mother-child health project.

Most respondents believed that the outlook for funding for potential projects was only fair while prospects for preparation and implementation were generally good. The major obstacles to implementation of a project were (in order of importance) a lack of: money, materials or equipment, trained personnel, technical assistance, and time. Half of those responding cited money as the primary problem and therefore the most necessary and valuable kind of assistance for them.

1. Have you prepared or are you now preparing an action project in your own country? If yes, what are the objectives and activities of the project?

- - - - -

Yes	40 (73%)
No	15 (28%)

Seventy-three percent (73%) of the respondents answered this question affirmatively. A total of 51 projects were described. One African woman described six projects, two of which had received funding. A Latin American respondent explained five projects being pursued by her organization. Two of these had received money.

A wide variety of project objectives and activities were described here. The following is a list of the major project areas mentioned and the number of responses in each. Because some of the projects had more than one objective, the number of responses totals more than 51.

<u>Project Area</u>	<u>Number of Responses</u>
Family planning	19
Training/education	18
Improvement of the status of women	18
Health	13

The types of projects in each of these areas are discussed in more detail below.

### Family Planning

Some of the projects mentioned in this category include: sex education and counselling, a male sterilization program, integration of family planning and development activities for women, starting a family planning clinic, and follow-up training for health care personnel.

### Training/Education

This category encompassed a range of projects -- from leadership training to educational radio programs for rural communities, from a film on the image of women to vocational training for girl dropouts.

### Improvement of the Status of Women

This subject area included: income-generating projects, day care centers, development of women's organizations, betterment of living conditions, and informing women of their rights in marriage.

### Health

Projects focused on improvement in the areas of mother-child health, sanitation, and health care delivery to rural areas.

The remainder of question 1 dealt with details of these action projects. In the following subsections c and d, the number of projects receiving funds totals only 22 instead of the 24 indicated in section B ("Funding"). This is due to nonresponse by two of the women who had reported receiving governmental funds in section B.

a) Organization/individual responsible for project

The respondent's organization was responsible for almost all of these projects (85%). Two women listed voluntary organizations and one said "various NGO's and UNFPA." One respondent stated that the village women working on a water project were the individuals responsible for the project.

Seventeen (17) of the 40 women who answered question 1 "Yes" stated that they were the individual directly responsible for the project. Four women replied that they were one of several women project organizers. In three cases the other organizers were also WIM graduates.

b) Location

The project locations varied widely -- from urban slums in Bangladesh to rural communities in Mexico, from a coastal province in Kenya to a mountain province in the Philippines. The 51 projects were located in the following geographic regions:

Africa	17
Asia and the Pacific	18
Latin America and the Caribbean	10
Middle East	6

c) Current stage of the project

The respondents were asked to indicate at which of five stages they were with their projects. This breakdown is as follows:

<u>Stage</u>	<u>Number of Respondents</u>
Preparation	5
Submitted for approval	4
Requesting funds	20
Implementation	18
Implementation finished	4

About 20% of the projects were in the first two stages. Almost two-fifths (39%) of the respondents were requesting funds while 43% of the projects were being implemented or had been completed.

d) Funding

Information was requested about the amount of funding per year and the duration and source(s) of funding for these projects.

Amount - Of the 22 projects in the final two stages, i.e., with funding secured, the amount of funding was only specified for 14. Amounts ranged from a one-year \$2,000 project to a two-year project costing \$127,000. The information in this question is ambiguous because the amount of funding per year was requested, but some women answered by giving the total amount of the grant or loan instead of a yearly amount. In some cases it is not possible to determine whether the amount stated is the total amount or a yearly total.

Thirteen (13) women who had not yet secured funds also answered this question. The amounts they have requested range from \$6,000 to \$128,000.

Duration - Information on duration of funding was available on 16 projects which had been or were being implemented. They ranged from seven to ten days (for training sessions) to five years for a mother-child health project. Length of funding for these 16 projects was as follows:

<u>Duration of Funding (in years)</u>	<u>Number of Projects</u>
Less than 1	4
1-1½	6
2	2
3	3
4	1

Sources - Of the 22 projects with funding secured, four received funds from two sources. Eight respondents received partial or total funding for their projects from their home governments (e.g., the Ministry of Health, Ministry of Social Services, national family planning associations). The other funding sources included:

<u>Source</u>	<u>Number of Projects</u>
The Pathfinder Fund	6
UNICEF	2
Family Planning International Assistance (FPIA)	2
Family Planning Foundation (FPF)	1
U.N. Fund for Population Activities (UNFPA)	1
U.S. Agency for International Development (USAID)	1
World Bank	1
Appropriate Technology International	1
World Education	1
Asia Foundation	1
Ford Foundation	1
Bank Loan	1

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

- - - - -

Yes	27 (49%)
No	28 (51%)

Of the 27 women who answered this question affirmatively, 11 reported information on the same project that they had discussed in question 1. The other 16 women expanded on 18 projects they had not yet developed. These are listed below:

<u>Project Idea</u>	<u>Number of Respondents</u>
Family planning	7
Health and nutrition	5
Leadership training	2
Film on sex discrimination in the workplace	1
Income-generating projects	1
Day care center	1
Unspecified	1

#### Outlook for Project

Twenty-nine (29) women responded to this question, which asked for a rating (Fair/Good/Excellent) of the prospects for the preparation, funding, and implementation of the yet-to-be-developed project. Once again, some of these replies referred to projects that were already being prepared as described by the respondents in question 1 of this section.

Table 11 gives the outlook for these 29 projects. Almost half of the respondents (13) did not rate all three of these areas.

TABLE 11  
OUTLOOK OF PROJECT PHASES

<u>Phase</u>	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>
Preparation	5	16	7
Implementation	1	15	4
Funding	15	4	2

The outlook for both the preparation and implementation of the majority of projects was rated as good. Over 80% of projects were given a prospect of "good" or "excellent" for preparation. As far as implementation prospects, 95% of the projects were rated either "good" or "excellent." However, the prospects for funding were rated only as fair by 70% of the respondents to that question. A breakdown of funding prospects by region appears on page 13 in Part V ("Discussion").

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

- - - - -

Yes	21	(38%)
No	27	(49%)
No response	7	(13%)

The major obstacles to implementation of a project plan are shown in Table 12.

TABLE 12

OBSTACLES TO PROJECT IMPLEMENTATION

<u>Obstacle</u>	<u>Number of Respondents</u>
Money	11
Materials	4
Trained personnel	2
Technical assistance	2
Time	2
Change in jobs	2

Almost half of the responses to this question stated that a lack of money was the major obstacle to project implementation.

The second part of question 3 asked two questions:

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

- - - - -

Yes	22
No	1
No response	5

- b) If yes, what kind of assistance would be most necessary and valuable?

- - - - -

Respondents listed the following kinds of assistance as most necessary and valuable:

<u>Types of Assistance</u>	<u>Number of Respondents</u>
Funds	12
Materials	5
Technical assistance	2
Management training	2
Attitude change (of an agency, organization)	2
Transportation	1
Direct contact with funding agency	1

Not surprisingly, almost half of the respondents stated that the most needed assistance was monetary.

## F. Individual Career Changes and Activities

### Summary

Almost half (44%) of the survey respondents said that they had had a promotion since their WIM training. One WIM I graduate had been promoted twice.

Sixty percent (60%) of the women perceived that changes in their job responsibilities were related to attendance at the WIM training. This same number also reported an increase in the number of persons they supervised while three-fourths (76%) indicated an increase in the number of programs under their supervision. The average number of people supervised rose from 30 to 46 for those respondents (90%) who supervised less than 150 people.

Sixty percent (60%) of the respondents also stated that there had been a change in the focus of their activities. The most often cited change was the integration of development activities with family planning. For example, women working in mother-child health and/or nutrition have added family planning to their responsibilities. Women already involved in family planning have expanded their range of activities to include such programs as income-generating and literacy projects.

### Promotions

Three preliminary questions in the survey asked for employment information at the time of attending the WIM training, current employment data, and whether this represented a promotion. Twenty-four (24) women (44%) said they had had a promotion. A WIM I graduate had received two promotions. One of the 31 women who answered negatively explained that her organization used a team approach and was nonhierarchical.

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

- - - - -

Yes	33	(60%)
No	22	(40%)

The women explained these changes as follows:

<u>Explanation</u>	<u>Number of Respondents</u>
A promotion	7
Program planning/implementation	6
Added responsibilities	5
Greater involvement in management	3
Part of new program/organization	2
Procedural changes	1
Committee work	1
Policy-making	1
Conference planning	1

One respondent in Asia stated that she was implementing a two-year management training project for women leaders in-country. Another woman specifically mentioned her role in writing a proposal for a family planning/day care center project. Another respondent wrote of her new duties in promotional planning, which included wider publicity for her organization.

Five women answered this question more subjectively by describing the improvements they saw in their job performance. These included better problem-solving techniques, more self-confidence in management, more competence in completing tasks, and changes in management style. One of the women who had not had any changes in job responsibilities did state that her job performance had improved.

1(b). Has the number of people under your supervision increased?  
If yes, please indicate the former number of supervised persons and the present number.

- - - - -

Yes	33	(60%)
No	21	(38%)
No response	1	(2%)

Table 13 on the next page compares the number of people formerly supervised with the number currently supervised. The number of women supervising between 50-150 and 500 persons and over tripled.

Ninety percent (90%) of the women who gave the numbers of persons formerly and currently supervised reported less than 150. The average number of people previously supervised for those respondents was 30. The average number of persons currently supervised rose to 46 within this group. The median (middle number) of persons supervised formerly among all respondents was 30 compared to a median of 50 for those currently supervised.

Increases in the number of persons supervised were reported as follows:

<u>Net Increase in Persons Supervised</u>	<u>Number of Respondents</u>
1 - 99	22
100 - 199	1
200 - 299	1
300 - 399	1

TABLE 13  
FORMER AND CURRENT NUMBERS  
OF PERSONS SUPERVISED

<u>Number of Persons Supervised</u>	<u>Number of Respondents in Category Previously</u>	<u>Number of Respondents in Category Currently</u>
0 - 49	24	14
50 - 99	3	8
100 - 149	1	4
150 - 199	0	0
200 - 249	1	0
250 - 299	0	1
300 - 349	1	0
350 - 399	0	0
400 - 449	1	0
450 - 499	0	0
500 and over	0	3
	—	—
TOTAL	31	30

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

- - - - -

Yes	42	(76%)
No	13	(24%)

Here one African woman remarked that she previously had supervised work in 12 towns but was now in charge of a zone of 100 towns and villages.

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

- - - - -

Yes	34	(62%)
No	21	(38%)

Over 60% of the women reported a change in focus in their activities. These changes can be grouped into the following categories:

<u>New Focus</u>	<u>Number of Respondents</u>
Integrated women's programs	8
Training	5
Family planning	2
Financial matters/fund raising	2
Increased use of communications techniques	2
Program evaluation	1
Income-generating projects	1
Development of rural women	1
Health	1
Appointments on councils	1
More voluntary activities	1

One type of change stands out: the integration of family planning and other development activities. Four women reported integration of family planning with their mother-child health activities. Another respondent stated that she coordinated her activities with a family planning agent. Two other women explained that they had added non-family-planning activities (e.g., income-generating projects and a literacy project) to their family planning work. (For a fuller discussion of integrated programs, see section A, pages 18-22).

Training included leadership training, health and nutrition courses (e.g., for rural extension workers), and training of medical personnel in family planning procedures and in mother-child health.

One of the two women who listed an increase in communications techniques said that she now had more contact with the media and that she was appearing on radio and television.

Another seven women had not changed their areas of focus but had expanded their efforts to include a wider curriculum or a greater number of projects. For example, one woman stated that she was involved in more training programs and was using new training methods.

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

	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>
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 CEIPA, the course sponsors (The Pathfinder Fund, UNFPA, FPFA, 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: \_\_\_\_\_