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"Making a Name for Ourselves"

Evaluation of Technical Assistance and Training Project. INCAE. (524-0301-01) Amendment II

Prepared for

Instituto Centroamericano de
Administración de Empresas (INCAE).

March 31, 1993.

Prepared by:
with the collaboration of:

Lic. Marta Zamora LL.
Lic. Livonia Zúñiga

Consultora ♀Nuestras Sendas al Desarrollo♂

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Preface

The title of this evaluation, "Making a Name for Ourselves," was taken from a phrase expressed by Leslie Hunter during an interview to discuss the implementation of this project, responding to a question about how the idea of the project had emerged.

This title was chosen because we believe it captures the essence of this project, at the same time as it conveys something about the need for it and its complexity.

This is an independent evaluation that has attempted to identify the strengths and weaknesses in the execution of the project and provide constructive observations, in order to produce a report that is useful for both the implementing agency (INCAE) and the donor (AID).

The objective of this final evaluation, as stipulated in the terms of reference, is to draw lessons from this experience that might be beneficial to future projects of this type in other countries. It will also point out those aspects that warrant follow-up by INCAE.

The evaluation period was a brief two weeks. However, in this period we believe we fulfilled the objectives of the evaluation thanks to the support received by all of the people interviewed, particularly in the Women's Program, which was the direct counterpart. We also wish to thank AID for having provided all the necessary information in a timely manner.

The participation of Lic. Livonia Zúñiga in this evaluation merits special mention. She conducted some of the interviews and participated both in the discussion and the development of its content and in the final drafting of the document. The responsibility for its content belongs to both of us.

M.Z.

"Making a name for Ourselves"

CHAPTER I EXECUTIVE SUMMARY

A. RESULTS OF THE RESEARCH:

1. The Second Amendment clearly defines the principal purpose and goal of the Project as follows:

"To strengthen INCAE's capacity to recruit and train women managers by establishing a knowledge base on women's participation and contribution to management of public and private sector institutions in Costa Rica and Nicaragua and improve the availability of materials for training managers in the region in gender issues."

2. The project components of the Second Amendment are the following:

- To establish a gender-disaggregated data base on high-level women managers in both countries.
- To develop a framework for comparative assessment of the role of women in management in the region which can be used to support their recruitment and training.
- To develop and disseminate training materials relevant to gender issues in management to INCAE and other training institutions.
- To develop INCAE faculty sensitivity to gender issues in management in order to improve the integration of women's concerns into the curriculum and to attract and support more women students.

3. The interrelationship of the components ensures the fulfillment of the principal purpose of the Second Amendment. This Amendment would have been enhanced by a commitment to include a broader audience of women in the seminars.

4. The first concrete results of the implementation of the Second Amendment are:

- basic information for the creation of a data base has been compiled.
- research on Women Managers in Costa Rica and Nicaragua has been completed.
- four case have been completed on topics of executive management that demonstrate gender sensitivity. Two of these will have the greatest immediate utility.
- conditions have been created to strengthen the process of gender awareness among the teaching faculty. This is more visible in Nicaragua.

5. As a result of this project, INCAE's Women's Program has been strengthened and enriched and in general, INCAE has advanced in the generation of institutional competency to take on, with academic rigor, the task of integrating the gender perspective into its teaching and research.
6. During the project implementation phase, there were several delays in the completion of the activities planned. The Women's Program was granted a six-month, no-cost extension.
7. INCAE and AID communicated on this project through the submission of quarterly reports and via complaints on the part of AID regarding non-compliance with what had been stipulated. There was a lack of communication regarding the reasons for the project delays and the difficulties faced during its implementation.
8. The research component reached high levels of excellence in the quality of the information produced. The other components are in a developmental phase.
9. No follow-on project to the present Agreement is planned.
10. By implementing this project, INCAE has accumulated experience to implement a gender policy, improving the approach to WID that it has had until now.
11. Through its support for this project, AID has complied with its gender policy and its development policy.

B. CONCLUSIONS

1. The project design and implementation constitute a significant contribution to the modernization of INCAE's teaching policies, support for the construction of democracy and economic reconstruction.
2. The results of the project cannot be fully measured at the time of termination of the Agreement. Most important is the process that has been initiated, the fruits of which will be seen in the medium term.
3. This project constitutes a positive contribution to the process of renovation of values that has begun within INCAE as well as to the strengthening of democracy.
4. Gender awareness on the part of the teaching faculty and senior administrators appears to be more visible in Nicaragua.
5. It is important to maintain follow-up and continuity of the results obtained in order to broaden their repercussions within INCAE.

C. RECOMMENDATIONS

1. Explore with AID the possibility of a continuation of support for a second phase designed to broaden and reinforce the results obtained in the four components of this project.
2. Publish the results of the research on Women in Management in Costa Rica and Nicaragua in a book.
3. Make the new Master's Program in Political Economy and Government a pilot program for the incorporation of gender concerns into its curriculum and teaching materials, as well as in the training and sensitizing of the teaching faculty.
4. Repeat this experience in future support to institutions similar to INCAE in other countries, in order to promote the empowerment of women through access to higher education in the field of business administration.

CHAPTER II CONCLUSIONS AND RECOMMENDATIONS

1. Final Conclusions

From a strategic and development perspective, the implementation of this Agreement falls within the policy of empowerment, as it promotes conditions that will enable women to obtain training in traditionally male-dominated fields, thus opening up greater opportunities to women to seek positions of leadership in society.

At the same time, the goals and results of the project contribute to strengthening the process of democracy-building through women's entry into the world of economics and finance.

Both the framework of the project and its goals contain innovative elements and results that should be considered when implementing future projects in institutions similar to INCAE in other countries. This type of project is consistent with AID's gender and development policies as it facilitates the entry of women into positions of managerial responsibility in both the public and private sectors. According to this policy:

"AID must encourage attempts to break the pattern of women's relegation to low-productivity occupations with no growth potential."

2. Final Recommendations

1. The possibility of continuing support in a second phase of the project should be explored with AID in order to strengthen those project activities that are at a more incipient stage (data base, editing and dissemination of results of the research, seminars with faculty members, etc.)
2. A plan to disseminate the results of the study to the teaching faculty and for the students, both men and women, of the Executive Master's Program (MAEX) and the Functional Administration Program (PAF) should be designed and carried out.
3. The Master's Program in Political Economy and Government should be advised in the preparation of their teaching materials and in the selective recruitment of women.
4. The data base should be made available to professional associations, Chambers of Commerce, of Industry, Agriculture, and it should be incorporated into telecommunications networks.

5. The gender perspective should be integrated into future projects or applications to be presented by INCAE to AID.
6. This experience should be synthesized to maximize its utility in the formulation of projects whose objectives include providing graduate education to women in the fields of administration and finance.

CHAPTER III

EVALUATION OF THE PROJECT BASED ON ITS GOALS

A. BACKGROUND

This report analyzes INCAE-AID Agreement No. 524-0301-A-00-0058-02 (Second Amendment) signed in September 1991 for a one-year period, extended through March 1993, and implemented by INCAE's Women's Program. The report evaluates the implementation of the Second Amendment from its inception through its termination.

The funds for the Women's Program were allocated in a Second Amendment to the original Agreement. INCAE and AID signed an agreement in June 1990 for the amount of US\$1,000,000, which was extended for an additional year for an equal amount. The Second Amendment represents ten percent (10%) of the amount allocated in the Agreement and directed to the Public and Private Sectors of Nicaragua.

The current project was evaluated by AID in June 1992 as the fourth component of the Technical Assistance and Training Project of INCAE. The main conclusions of the evaluation at that time were that the project was in an incipient stage, and it recommended a no-cost time extension in order to ensure compliance with the objectives. ✓

B. CONTEXT OF THE PROJECT

1. Regional Context

The last decade has witnessed greater access on the part of women to positions of responsibility in the public sector, more so in Costa Rica and Nicaragua than in the rest of Central America. In Costa Rica women's participation became an important topic as a result of the passage in 1989 of the Ley de Igualdad Real de la Mujer (Law on Equal Rights for Women).

The election of a woman to the Presidency of Nicaragua (1990) ushered in the beginning of a new period in Central America and Latin America, by introducing the subject of women's participation into the agenda, particularly in the public sector.

Women's access to the public sphere has its counterpart in the increase in women's participation in the labor force. The Inter-American Development Bank has noted that from 1950 to 1990, women's participation in the labor force increased by 565.9% in

Costa Rica and 934% in Nicaragua. Although the study does not disaggregate the sectors in which this increase has occurred, it is logical to suppose that this participation is reflected in the entire range of productive and service activities both in the public and private sectors.

It is also interesting to note that structural adjustment policies, which have led to high levels of unemployment in the public sector, in which some 60% of professional women are employed, have meant that women require higher professional qualifications, both in order to keep their jobs and to obtain positions in the private sector where social mobility is lower and where people get their jobs more through personal and family contacts than based on their education.

Since its founding in 1964, INCAE has had a predominantly male student body. This situation began to change in 1990 in certain programs, particularly in the Functional Administration (PAF) Program, in which female enrollment was 46% in 1992, in the new Executive Master's Program (28% female) and in the Political Economy and Government Program, which will seek to maintain a balance of 50% male and 50% female enrollment.

Within this context, the part of the INCAE-AID Agreement pertaining to the Women's Program is an important element, in that its principal objective is to create institutional competency within INCAE which will lead the way to a more equitable balance of men and women in its master's programs. This opening of the doors to women necessarily implies changes in teaching and recruitment policies.

2. Gender Policies in Both Institutions

The INCAE/AID Agreement must be viewed in the context of the gender policies of both institutions.

Part of the AID's development policy is the integration of women, as expressed in the document entitled "Women in Development" (AID Policy Paper) issued in 1982. This document states:

The Women in Development Policy is 'cross-sectoral'. It is meant to provide the policy framework and overall practical guidance for each sector and for the Agency as a whole in its efforts to incorporate women into the total development process.

Despite its priority interest in the integration of gender considerations, AID's policy also allows for specific projects directed at women only:

"AID will also, under appropriate conditions, support LDC women's institutions and programs where special efforts are required to reach women because of cultural conditions, where separate programs and facilities are

deemed necessary, or where women's groups provide a particularly advantageous vehicle for addressing women's needs."

For its part, INCAE created the Women's Program in 1988, 24 years after its founding, with the following objectives:

1. Strengthen the business and management skills of Central American women;
2. Promote innovation and leadership among executive women through the exchange of ideas and experiences;
3. Influence Central American institutions through research and symposia on issues that affect working women;
4. Raise gender consciousness within the INCAE community;
5. Improve professional opportunities for women within INCAE.

To date, INCAE does not have an institutional gender policy. However, it has defined its strategic objective as "reaching gender equality in all of its residential, semi-residential and short-term executive programs."

The relationship of Agreements I and II to the Second Amendment illustrates a clear example of the non-integrative treatment of gender issues simultaneously with another program having a WID focus.

C. OBJECTIVES OF THE INCAE/AID AGREEMENT, SECOND AMENDMENT

1. Overall Goal

The purpose of this Amendment was to strengthen INCAE's capacity to recruit and train female managers through the establishment of a knowledge base about women's participation and contribution to management of public and private sector institutions in Costa Rica and Nicaragua, and improve the availability of training materials on gender issues for managers in the region.

2. Specific Objectives

- a. To establish a gender-disaggregated data base on high-level female managers in both countries.
- b. To develop a framework for comparative assessment of the role of women in management in the region which can be used to support their recruitment and training.
- c. To develop and disseminate training materials relevant to gender issues in management to INCAE and other training institutions.

- d. To develop INCAE faculty sensitivity to gender issues in management in order to integrate women's concerns into the curriculum and to attract and support more female students.

D. ACTIVITIES AND RESULTS OF THE PROJECT BASED ON ITS OBJECTIVES

The methodology followed in this evaluation consists of contrasting each of the stated project activities with the objective it was meant to achieve, evaluating the degree of compliance with the activity itself and discussing its results and the efficiency with which each activity responded to the specific objective it was designed to support. We understand the global purpose of the project (Second Amendment) to be that stated above (i.e., strengthen INCAE's capacity to recruit and train female managers). For this reason, in addition to evaluating each activity against its specific objective, we have also evaluated their impact within INCAE.

Objective 1: Establish a gender-disaggregated data base on women's participation and contribution to management in public and private sector institutions in Nicaragua and Costa Rica.

With respect to this objective, we evaluated the following activities:

1. Activities and Results

a. Data base on women managers

The evidence indicates that there was no such disaggregated data base prior to the initiation of the project. Therefore, during the first quarter of the implementation of the project, the assistant investigators in Costa Rica and Nicaragua gathered documentation in order to develop it. Information was collected on the participation of women in the labor force as well as on laws and national regulations regarding human resources, the availability of day care centers, and enrollment in the different educational levels by sex. Research was conducted and a bibliography compiled on the legal and labor situation of women in both Nicaragua and Costa Rica. In public and private sector institutions in both countries, ratios of women in managerial positions and the percentages in the total number of professionals in their respective institutions were compiled.

A non-computerized data base was developed consisting of a list of women in managerial positions, including their names, addresses, telephones, academic titles, position and institution. This list contains approximately 278 names of Nicaraguan women and 315 names of Costa Rican women. It is located in a

word processing file rather than a data base file. The Women's Program intends to introduce these data in a program of this type in order to be able to produce reports by category. This was not achieved due to the unavailability of qualified personnel within INCAE to carry out this task.

2. Conclusions and Recommendations

The users of this data base have been the chief investigators, who extracted from this list their sample for the research on women managers, as well as the rest of the personnel of the Women's Program and the Small, Medium and Micro-enterprise Program (PYMME) in INCAE, who consult it for purposes of recruitment of executive women for their programs and seminars.

Those whom we interviewed regarding this data base were of the view that it was useful to them and that they could use it easily. Thus, this has contributed to the strengthening of INCAE's capacity to support female executives.

We suggest that INCAE allocate effective time on the part of its information resources personnel in order to mount a computerized data base, using the appropriate software programs (DBASE III, FOXBASE or a similar program), in order to better exploit the potential of this information with reports by category. It would also be useful to add information regarding the academic backgrounds and the strong points of the professional lives of the women contacted.

It would be useful to broaden the coverage of this data base by incorporating names collected during previous research conducted on the situation of women in the small and micro-enterprise sector in five Central American countries and the situation of working women in Honduras, El Salvador and Costa Rica.

Objective 2: **Develop a framework for a comparative evaluation of the role of women in management within the region, which could be used to aid in their recruitment and training.**

With respect to this objective, we evaluated the following activities:

1. Activities and Results

a. A comparative study of background, characteristics, and work motivations of men and women in the public and private sectors.

In January 1993 the report and executive summary of the research carried out for the senior investigators (Snyder, Osland and Hunter), entitled: "Public and Private Sector Similarities and Differences: Background, Retention, and Reward Preferences of Latin American Management Students."

This research was based on the results of a questionnaire administered to 208 graduate students (in Managua) and master's students (in San José) in business administration at INCAE, and from the University of Costa Rica, in 1992. The students surveyed were from 13 Latin American countries.

The research found characteristics common to Central American managers that were different from those reported in the management literature for women in the public and private sectors in other cultures.

Among the findings mentioned in the report were: marked differences in the socio-economic background between the public and private sector groups, and few differences with respect to motivation. Both groups valued intrinsic factors, such as greater interest and challenge, and opportunity to obtain education and training, as important in their decision to accept their most recent position, while monetary rewards and promotion opportunities were important in the decision to stay or leave the sector in which they currently work. The principal difference was found in the reasons for leaving the sector given by the public sector respondents. Those most often cited were: impact on national development, promotion opportunities, the work itself and job security; while the private sector respondents most often cited the work itself, job security, promotion opportunities and flexible working hours.

b. Comparison of background characteristics and motivation of women currently occupying management positions in the public and private sectors in Nicaragua and Costa Rica.

The evaluating team reviewed the preliminary report of the study on women and management conducted by researchers Osland, Snyder, Hunter and Hewitt. This report and its executive summary were submitted in the last days of March 1993.

In order to conduct this study the researchers used an exploratory, correlational design using a sample of 150 women in managerial positions in both the public and private sectors of Nicaragua (97) and Costa Rica (57). They answered a written questionnaire and were personally interviewed. The qualitative data derived from the interviews were also tabulated and compared with the quantitative findings from the questionnaires.

In view of the scarcity of the universe and the difficulties in obtaining information, we consider the sample selection procedure to be appropriate. It consisted of selecting from a list of 500 female executives those who met the following criteria: 1) that they be supervisors of supervisors, 2) that they manage a large budget and numerous personnel, and 3) that they be citizens or long-time residents in the respective countries.

The results of this research were compared in certain aspects with those of the post-graduate and master's students survey and with those of a previous study conducted by Osland, DeFranco, Miller and San Martin on outstanding managers in Central America that used an almost exclusively male sample (4.1% were female executives).

The findings of this study, which differ in some aspects from the existing literature on this subject based on studies in other countries, constitute a valuable contribution to knowledge regarding (1) the socio-economic background and characteristics of Central American female managers; (2) the barriers and restrictions that they face in the work place; (3) patterns of conduct leading to success in their careers, and (4) their specific training needs.

Conducting and completing these two studies consumed considerable time and effort on the part of the senior researchers, resulting in delays in presenting the respective executive summaries and reports, even after the reprogramming in September 1992.

- c. **Report on the one-day in-service seminars in each country presenting the results of the study to the participating executives, AID personnel and other interested parties.**

These seminars were carried out by researchers Dr. Joyce Osland and Leslie Hunter. The presentation to the Costa Rican participants of the study was held in the Hotel Corobicí, in San José, on February 17, 1993 and for the Nicaraguan participants, in the Hotel Intercontinental, Managua, on February 19 of the same year. In Costa Rica, 16 of the 57 participants attended, while in Nicaragua, 41 of the 93 participants attended. In the seminar held in Managua, the WID officer of AID also attended.

In these seminars, according to the investigators, the somewhat "rosy picture" that the research brought to the fore was presented to the participating executives, to which they reacted, in the sense that probably the characteristics that led them to be successful are the same ones that make them tend to minimize obstacles and not dwell on them. In the opinion of the evaluating

team, this also indicates a low level of gender consciousness on the part of the women interviewed.

The report on these seminars was presented on February 24, 1993. Each of these seminars lasted no more than half a day in each country.

d. Model for conducting future studies in the future in other countries in the region, and a summary of topics to be taken up in other studies on women in management.

This model was presented on March 14, 1993, and contained methodological aspects for the evaluation of women in management in Central America and recommendations for the development of research and follow-up activities on women managers in developing countries.

Among the methodological aspects mentioned were the difficulty in identifying women in managerial positions, for which networking research methodologies will be required, and the advantages and disadvantages of using female students as research subjects. In addition, it discusses the usefulness of the combination of interview techniques with research techniques, as well as the difficulty in obtaining reliable comparative data on salary levels both in the research on students and on women managers.

2. Conclusions and Recommendations

The findings of these two studies, as reported in each of the two reports, offer a solid conceptual framework and knowledge base with which INCAE can begin the task of reviewing all of its internal policies and practices, both in terms of recruitment and training for its residential programs, and in marketing of them, in order actively to promote the participation of women in management, as well as its policies of recruitment and retention of professional women for its faculty and administration.

Unfortunately, the implementation of these two studies consumed much more time than originally planned--practically the entire duration of the project, including the extension. Their findings are only now being analyzed. Thus, it is to be expected that their impact will only begin to be felt in the near future. An active and creative program of dissemination will be required both within and outside of INCAE.

Although the preliminary results were made known to the INCAE community in February 1993, the attendance of faculty members and administration was revealingly low, as will be analyzed in section 4.1 below.

Objective 3: Develop and disseminate training materials on topics relative to gender issues.

In relation to this objective, we evaluated the following activities:

I. Activities and Results

a. Develop a data base of existing case materials in INCAE.

The project prepared a document entitled "Bibliografía Comentada de casos sobre la mujer" in September 1992, which was revised in February 1993. This document contains an alphabetical listing of 147 cases that either have a woman as the protagonist or treat a gender issue. For each case in the list, complete bibliographic information is presented, including the code number, title, year, number of pages, content summary, geographic location, type of industry or sector, topics contained in the case, author, and origin of the information.

A classification and thematic index which will facilitate its use by the faculty is in preparation.

b. Preparation of four new cases on women managers in accordance with Harvard Business School and INCAE format and standards, for use in INCAE's training programs.

The four cases were prepared, the last of which was submitted in January 1993. A brief description of the content of each is contained in Annex E.

It must be noted that these cases were designed and written before clear conclusions of the studies on women in management were obtained, and independent of them. For this reason, they do not necessarily illustrate their findings in any of the four aspects surveyed (characteristics, barriers, patterns of conduct, and training need), which, although it would have been highly preferable, would have delayed their submission.

Of the four cases, two are applicable in some of the courses imparted in the current study programs in INCAE. One of them has already been included in the design of a Marketing course in the residential programs (COFALA: subject of marketing with a woman as protagonist).

c. Design of a Pilot seminar for women, based on the results of the study.

The design was submitted on March 14, 1993. It is based on the successful design of the "Programa para Mujeres Ejecutivas I" held in July 1992 in Costa Rica with the participation of 88 women from Central America, Bolivia and Ecuador, which was evaluated as very useful and of high quality by its participants. It was designed based on partial results of this study.

Its design was aimed at examining the challenges faced by female executives in leadership positions, raising their self-esteem, improving their negotiating and communications skills, and facilitating their career and life planning. These topics coincide with the training needs identified in the study.

In order to evaluate the impact of the design of these programs on the target group of this project, female executives, we interviewed several past participants in an attempt to determine their degree of satisfaction with the skills they learned. Past participants spoke very highly of the research and training conducted by the Women's Program at INCAE.

2. Conclusions and Recommendations

a. Case Bibliography

In our opinion, in order to maximize its utility for the faculty of INCAE, the list of cases should be catalogued differentiating the ones that touch upon a particular gender issue from those that feature a woman as protagonist. Other useful categories include the content of the cases, topics and the particular management problems that they address.

b. Case Writing

In the spirit of evaluating the appropriateness of these cases to the standards and format of INCAE and their potential for being effectively incorporated by INCAE faculty in their class sessions in their residential programs, we asked the faculty members interviewed: "How do you think that cases should be taught in INCAE in order to stimulate the participation of women in management?" and "What kind of case would be most useful to achieve this goal?" (See Annex F)

We found that there is no clear consensus within INCAE on this issue. Some favor cases that clearly and exclusively illustrate a gender problem. At the other extreme, others consider that it is sufficient that a woman appear as the protagonist of a management problem, while a third opinion was "a case for a finance class must be a good finance case. If in addition it illustrates a gender issue, then it is a good finance case that can be used in the finance

class to sensitize future managers about women's participation in management."

Our recommendation concurs with the latter opinion. We believe that cases must be identified and produced in which there is an interface, or link, between topics in finance, production, marketing, strategy, etc., and gender themes (leadership styles, barriers and restrictions on women managers, etc.).

One common element that emerged among those interviewed was the importance given to the way the case materials are presented that either encourage or discourage the participation of women in management.

c. Design of the Pilot Seminar

Seminars are the raison d'être of INCAE, its product. The seminars for women are, like it or not, the yardstick with which the Women's Program's performance is measured. And these have been successful, thanks to their design. These seminars have legitimated the Women's Program within INCAE.

Objective 4: Develop gender sensitivity within the INCAE faculty in order to improve the integration of women and attract and support a greater number of female students.

With respect to this objective, we evaluated the following activities:

1. Activities and Results

- a. **One-day in-service seminars for faculty members to present the results of the study. One for each campus of INCAE.**

A report of these seminars, relaying the principal comments and suggestions arising from them, presented on February 24, 1993.

These seminars were held in February 1993, conducted in each case by Dr. Joyce Osland and Leslie Hunter, one at the Costa Rica campus and the other at the Montefresco, Nicaragua campus. In Costa Rica, 15 persons attended, including faculty members, the Rector, Dr. Brizio Biondi, and high-level administrative personnel, while in Nicaragua, only 12 persons attended, principally mid-level female administrative personnel. The absence of faculty

and high-level administrative personnel in the presentation in Nicaragua was noteworthy.

The degree of receptivity varied from one country to the other, characterized in the chart below:

	Costa Rica
No one from the Senior Administration was present.	The Rector was present.
Only 2 faculty members and administrative personnel attended.	The administrative personnel participated the most in the discussion.
The presentation generated interest.	The presentation generated interest and also hostility. There was interest on the part of faculty who do research, while hostility came from administrative personnel.
There was little participation.	There was more debate and participation.

b. Action Plan for the integration of gender issues in the curriculum of INCAE in order to meet the needs of women managers in the region.

This Action Plan was presented on March 14, 1993. Incorporating the principal conclusions derived from the studies, and incorporating some of the suggestions raised by those who attended the faculty seminars, this Action Plan touches upon the most vital elements of the internal policies of INCAE that need to be modified with respect to gender issues, such as: 1) Recruitment of female students (recruitment, funds and admission policies); 2) Scholarship fund; 3) Hiring of women faculty members; 4) Inclusion of discussions of Women in Development and Women in Management in INCAE's courses; and 5) Policies and Procedures.

2. Conclusions and Recommendations

a. Faculty Seminar

In general it can be concluded that INCAE-Nicaragua was more receptive to the study results than Costa Rica. The non-participation of the senior administrative personnel was a weakness, but when asked whether this non-attendance was due to lack of interest, the Vice-Dean said that the personnel is overwhelmed with work and does not have time to meet with other programs and provide feedback regarding their activities. For his part, the Dean was out of the country. It is obvious that better planning in the convening of these meetings, taking into account the Dean's travel would have at least guaranteed his presence, which has

direct significance with respect the support shown toward this subject by the leadership, and how this support is interpreted by the rest of the audience. Time pressure due to the delay in project completion according to the timetable presented to AID was without a doubt an important underlying factor.

The hostile reactions that emerged during the presentation in Costa Rica are indications of the spectrum within which the introduction of gender issues operates at INCAE. It is not surprising that these reactions of resistance and hostility came from the administrative sectors, and that the greatest interest was shown by those faculty members who themselves conduct research. Others demonstrated more subtle forms of resistance, such a showing interest without translating it into any concrete actions. Subsequent actions will demonstrate the validity of the popular Nicaraguan refrain "obras son amores y no buenas razones." The definition of a recruitment policy within the Master's Program in Political Economy and Government (MEG) of 50% women and 50% men, is already a sign of new times within INCAE.

The lack of knowledge about the specific findings of the study conducted by the Women's Program clearly emerged during our interviews. Even faculty members who were present in the seminars were unsure of their understanding of them. We conclude that there has been an insufficient dissemination of these results within INCAE.

b. On the Action Plan

Toward the end of the Action Plan, it is stated that the Women's Program, for a number of reasons, has not devoted its energies to internal institutional aspects. It should be pointed out that the Second Amendment did not stipulate specific activities in the institutional arena designed to sensitize the INCAE faculty in gender issues. We already mentioned that the impact of the studies carried out under this Agreement is just beginning to be felt now that its conclusions have been formulated and will begin to be disseminated. We consider, therefore, that this Action Plan is appropriate for the particular moment in time in which INCAE and the Women's Program find themselves, and it warrants the full support of AID.

c. Need for Follow-Up

It is obvious that such a new topic regarding the incorporation of a new managerial vision, that of women, in a teaching faculty, cannot be accomplished from one day to the next. It is therefore important to receive feedback and to maintain the topic on the teaching and research agendas, as the Women's Program envisions. This task, however, transcends the limited capacities of this program,

for which reason it should receive the full support of the senior administration of INCAE and should be incorporated into the overall institutional strategy.

E. ADMINISTRATIVE ASPECTS

For INCAE, the management of the project was in the hands of the Project Coordinator, Leslie Hunter, as stipulated in the Agreement. She coordinated all the operational aspects and the advance of the different project activities, reporting those advances to Lic. Arnoldo Martínez, Associate Director of the Public Management Program and manager of the INCAE-AID Cooperative Agreement for INCAE, and to Sally Everett, Program Officer at USAID.

The first five of the written reports were presented opportunely on a quarterly basis, while the last two were presented on a monthly basis. The last report seen by the evaluating team was presented March 14, 1993. In our review of these reports, we found them to contain information relevant for evaluating advances in the activities stipulated in the Agreement (Second Amendment) as well as reasons for the recurring delays in the completion of each activity.

The financial management of the project was the responsibility of the Financial Department of INCAE, specifically Lic. Frank Castaña, Finance Director, under the supervision of Lic. Nigger Barrios, Finance-Administrative Director of INCAE. The usual accounting procedures used by INCAE in its programs and events were followed. Based on monthly expenditure reports submitted by the Women's Program, accompanied by their respective invoices, the Financial Department produced a joint monthly financial report covering the entire Agreement (First and Second Amendment) which was presented to AID. This report listed real versus budgeted expenses for each item. These budgets and financial reports were presented in a timely fashion to AID. The reimbursement process functioned adequately from AID's point of view. Semi-annual audits, hired by AID, were performed, the latest of which was effectuated in September 1992.

We consider the role played by INCAE's Financial Department in the administration of the project with respect to the Women's Program (Second Amendment) to be positive, in that it guaranteed transparency in the use of the AID funds.

In the opinion of the AID officials interviewed, the implementation of the project was poor with respect to its timing.

In this regard, we were informed that the project experienced delays since its inception due to AID's refusal to approve the salary rate of one of the chief investigators, which delayed her incorporation into the research team. for four months. Another aspect that

caused delays in the advance of the second study was logistics: during the last seven months of the project, the four senior researchers resided in four different countries. Additionally, the entry and tabulation of the qualitative data had to be repeated because it was entered incorrectly the first time. All of these aspects were linked to extrinsic factors which, although they delayed its completion, did not in the end negatively affect the quality of the results.

The evaluating team considers that a greater appreciation on the part of the faculty (especially in Costa Rica) of the importance of the research being conducted by the Women's Program might have smoothed the way for the researchers. Should there be subsequent cooperative agreements between INCAE and AID, we believe it would be advisable for INCAE to designate a Program Officer who would more closely supervise compliance with the objectives, scheduling of activities, and fulfillment of AID's requirements regarding feedback and other stipulations of the Agreement.

AID's fund reimbursement mechanism facilitated the administration of the project. Quarterly advances against the budget, presented by INCAE, were submitted by check to the offices of AID-Nicaragua, which turned them over directly to INCAE to be deposited in a restricted account. This process normally took 15 days. Bank statements of this restricted account were attached to the monthly financial reports.

During the time period of the project, INCAE requested a no-cost extension in order to complete it, and at one time requested a re-allocation of funds. These requests were resolved satisfactorily and expeditiously by AID.

One topic of divergence between INCAE and AID was the overhead rate that AID recognizes for INCAE. At the current time, INCAE maintains that its indirect costs are approximately 45%, while AID in this agreement only recognized a rate of 20.3% for this item.

CHAPTER IV CONCLUSIONS AND RECOMMENDATIONS

A. IMPACT OF THE PROJECT

The Women's Program has helped to sensitize the faculty to the need for integrating the gender perspective throughout the Institution's mission. There are some visible results, though not all of them can be ascribed to the present project. In this sense, the most important advance is the knowledge base produced by the study. This has created favorable conditions for the introduction of this topic into the programs of study of related matters, and even within the Master's Program in Political Economy and Government, to be started soon. Interviews held with the Dean and Vice-Dean in Nicaragua confirm this.

INCAE had already conducted a similar study which had provided insights into the background and leadership styles of Central American managers, chiefly men (Osland 1992). Without this other study more specifically on the background of women managers, INCAE would not have acquired knowledge of the other side of the coin. This new research allows the gender issues in management to be measured and offers a significant comparative framework for the integration and mutual enrichment of both studies.

Taking into account that this topic had not been studied in Central America before, the study makes important contributions to the knowledge of gender issues in modern management and establishes a scientific basis for the modernization of INCAE.

Of the four project components under evaluation, we assess the research findings to be the most important at a strategic level. Moreover, it is this activity that has so far yielded the most important results. This research creates favorable conditions for future impact within the Institute. Within the five years that the Women's Program has been operating, its main efforts have been directed toward the outside. This assertion is not intended as a criticism; rather, it is simply a reflection of how a small and new Program immersed in an institution of strong masculine tradition had to "accrue merits" in order to legitimate itself, and only then turn to work within the institution. This is the evolutionary process that we believe the Women's Program has followed within INCAE. Thus, it conducted research on the situation of the small and micro enterprise sector in Central America from a gender perspective. Another important achievement has been the recruitment of female students to the Institute, especially as participants in specific seminars and workshops for women.

1. Impact on the Women's Program

As a result of the INCAE-AID Agreement, the Women's Program has been strengthened.

The Women's Program has already completed three studies which are enabling it to create a knowledge base as a starting point to having an impact on the design of a policy toward the integration of the gender perspective within INCAE as a whole. With the findings of this research, the Women's Program has first-hand information about the situation of women in micro-enterprise, women in managerial positions and working women in general. This knowledge base allows it to design policies more in accordance with the real needs of women in the different social strata.

With the results of the studies and the elaboration of the teaching materials, the Women's Program has also been able to achieve the following:

- design programs for executive women;
- participate as faculty in the seminars for executive women, disseminate the quantitative and qualitative findings of this research;

Briefly, the knowledge that the four components of the INCAE-AID Agreement (Second Amendment) has produced has enabled the Women's Program to participate in:

- research conducted at INCAE;
- academic life;
- the design of specific courses and seminars for women.

2. Impact within INCAE as a Whole

The Women's Program is setting a very important precedent in this academic institution with regard to the responsibility of basing the design of courses and new approaches on research findings. The profile of INCAE has stressed mainly education, with little emphasis on research. The research faculty consists of only four professors, and the work load, between seminars and lectures for the Master Programs, rarely allows the faculty to combine research with teaching activities in a more balanced proportion. The Institute indeed has conducted valuable research. However, to a great extent it remains unpublished.

The findings of the survey on executive women have tremendous relevance since they disclose new and valuable information on an unexplored segment of INCAE's market which has had little access to it and which is part of its "natural" market. Even without any gender perspective in mind, it is useful for INCAE to take into account the potential of attracting female managers to their graduate programs. A stronger

presence of women will imply a revision of the curriculum and of the cases selected for the courses offered.

Additionally, the findings and conclusions of the research will be published in INCAE's magazine.

3. The Impact towards the "Outside"

The dissemination of the research findings in the V Interdisciplinary Women's Congress (Feb. 93), held in San José, Costa Rica before 1500 women of 42 countries, achieves the goal of strengthening the level of awareness about executive women, a topic that has received little attention even within the different expressions of the women's movement within the target countries of this study and the rest of Central America.

It will be useful to publish the findings of this research in a book edited by INCAE in order to ensure an effective impact on the outside.

B. FUTURE PROSPECTS

The future prospects ought to be analyzed from the point of view of sustainability.

Even though this is a topic that ought to be included in the Action Plan to be developed for the period 93/96, the Women's Program has the following considerations to submit for internal discussion:

1. The need to combine the integration of gender issues with the maintenance of a small program that designs and organizes specific training activities for women, taking into account the high number of women that do not have a sufficiently strong cultural and academic background to participate on an equal footing with men in the Master Programs. Besides, these small specific programs could serve as a springboard and an incentive for women to continue their studies in the Master's Programs.
2. The need to integrate gender issues at an institutional level. This presumes the allocation of a significant share of the budget to guarantee the participation of women in all programs and projects, both educational and research, which INCAE should implement either with its own funds or funds from donors.
3. Courses for executive women to be financed by the participants themselves or their employers.

C. FINAL CONCLUSIONS AND RECOMMENDATIONS

1. Final Conclusions

As a result of the implementation of the Second Amendment of the INCAE-AID Agreement, the Women's Program has been strengthened, having acquired greater self-reliance in its profile and its projection. At the institutional level, gender awareness is still incipient. Nevertheless, the institution has been strengthened by the creation of a knowledge base which makes it more competent for the task of integrating the gender perspective in all its policies.

Of all four objectives of the Project, the one best accomplished is the research itself. And this is the one with the highest potential for impact both "inside" and "outside".

Regarding the timing of the execution of the Agreement, there were significant delays. This situation produced a kind of a weariness on both sides (donor and INCAE) in the process of the follow-up and accomplishment of the different activities.

There is apparently no plan to follow up on the present Agreement. The reasons could be found in a mutual distancing in the relationship between the parties in its implementation. This could be overcome by learning from past mistakes and establishing the basis for continuing the cooperation. INCAE is an ideal institution for the accomplishment of one of the objectives of USAID's development policy:

"AID must encourage attempts to break the pattern of women's relegation to low-productivity occupations with no growth potential."

2. Final Recommendations

1. Study the possibility of continuing the support in a future phase with USAID, in order to further those objectives that are at a more incipient phase of accomplishment (data base, edition and publishing of the findings of the investigation, seminars with the Faculty members, etc).
2. Design and carry out a plan for disseminating the research findings within INCAE, both among the docents as among the students, men and women, from the master and post-graduate programs.

3. Advise the designers of the future Master's Program in Political Economy and Government, to assist them in the preparation of training materials and in the selective recruitment of women.
4. Disseminate the existing data base among Associations of Professionals, the Chambers of Commerce, Industry and Agriculture, to integrate it in to telecommunications networks.
5. Integrate the gender perspective in future projects between INCAE and USAID.

March 31, 1993

ANNEX B

METHODOLOGY

The methodology followed in the evaluation of this project (Second Amendment of the INCAE-AID Agreement) was that of an evaluation by objectives, analyzing the impact of the project from a gender perspective. The evaluation was carried out by Marta Zamora (sociologist), with the collaboration of Livonia Zúñiga (psychologist), both members of the consulting firm, "Nuestras Sendas al Desarrollo".

The evaluation was carried out during the period March 14th through March 31st.

The process of the evaluation was carried out in three phases: as a first step, all project documents related to the execution of the INCAE-AID Agreement were reviewed (Agreement, II Amendment, deliverables, quarterly reports, etc.) as well as related bibliography on the issues of the research. This documentation was submitted by Leslie Hunter, Project Coordinator. After analyzing this information, a list of interviews to be carried out was prepared as well as interview guides for each one. The third phase consisted of the team discussion of the evidence gathered both from the documentation and from the interviews, the drawing of conclusions and development of pertinent recommendations, both for the Women's Program and for INCAE.

The evaluation began with a detailed interview with the Project Coordinator and Director of the Women's Program, Leslie Hunter, and ended with a final session with her for verification and assessment of the information gathered from the interviews.

A total of 20 interviews were performed among the persons most directly involved with the Project, such as counterparts from INCAE, personnel of USAID, as the donor agency, and executive women who had participated in the seminars and/or who were interviewed as part of the sample for the survey. From the donor agency, USAID, three officials (two men and one woman) were consulted who had been involved in the design and implementation of the Second Amendment as well as in that of the original Agreement. In order to receive the opinions of some of the executive women who had participated in seminars and in the survey, we interviewed five of them. (See Annex C).

A limitation imposed on the present evaluation is the fact that no interviews could be held with INCAE authorities and faculty members at the Alajuela Campus due to lack of time and resources for such a trip. Nor were any Costa Rican executive women interviewed.

With the chief investigator, Dr. Joyce Osland, a telephone interview was held, which enabled the evaluating team to get the perspective of one of the principal researchers.

The final report was written during the last two days described in the chronogram.

ANNEX C

LIST OF DOCUMENTS AND REPORTS REVIEWED

INCAE-AID Agreement:

1. INCAE Technical Assistance and Training Project. Amendment 1. (s/f) 11 ps.
2. Second Amendment of the INCAE-AID Cooperative Agreement. Amendment to Project 524-0301AID. INCAE. Feb. 1991. 20 pps. plus annexes.
3. Evaluation of the Technical Assistance and Training Project at INCAE. (524.0301.01). Andic, Fuat M. et al. 1992. 27 pgs. plus annexes.
4. Women in Development. AID. Policy Paper. 1982. 11ps.

INCAE documents:

1. Faculty and Government of the Institution. 1992-1993.

Cases:

1. "The Introduction of Gender Perspective in the Education and the Laws in Honduras". Mérida de León. Supervised by Dr. Carlos René Lagos. 1992. 10 ps.
2. "Gladys Bailey". Chinchilla, Ligia. Supervised by Dr. John Ickis. 1993. 33 ps.
3. "A Woman in a Managerial Position". León, Mérida de. Supervised by Dr. Carlos Rene Lagos. 1992. 11 ps.
4. "COFAL". Baeza, Carlos et al... Supervised by Professor Carlos Guillermo Sequeira. 1992. 13 ps + 22 anexos.
5. Annotated bibliography of cases on women. Moreno, Ana Julia. INCAE. Supervisión Leslie Hunter. 1992. 53 ps.

Reports on the Investigations

1. Study on women and management in Costa Rica and Nicaragua. Osland, Hunter, et al(...) 1992.48ps.
1. Section I. Introduction to the Study. 3 ps.
2. Section II. Demographic Information.6 ps.
3. Section III. Career and Gender Issues: A comparative Study of Costa Rican and Nicaraguan Female Executives and of males and Females in Central America. 44 ps.
4. Section IV. Cultural and Gender Differences in Managerial Style and success attributions. 21 ps.
6. Study on Women in Management in Central America INCAE-USAID Agreement No. 524-0301-A-00-58-02. Replication for the Study in other countries. 2 pps.

7. Design for executive seminars for women based on results of research on female managers in Central America.
8. List of executive women interviewed. Nicaragua.
9. List of executive women interviewed. Costa Rica.

Memorandum:

1. Quarterly Report September-December 1991, on work performed under Cooperative Agreement No. 524-0301-A-00-0058-00 Amendment No. two.(s/f). 3 ps.
2. Quarterly Report January-March 1992 on work performed under Cooperative Agreement No. 524-0301-A-00-0058-00 Amendment two./March 30th, 1992. 4pps.
3. Quarterly Report April-June, 1992 on work performed under Cooperative Agreement No. 524-0301-A-0058-00 Amendment two./July 17, 1992.
4. Quarterly Report July-September, 1992 on work performed under Cooperative Agreement No. 524-0301-A-00-0058-00 Amendment No. two. Oct. 4, 1992. 4 pps.
5. Submission of Deliverables. USAID-INCAE Cooperative Agreement 524-0301-A-00-0058-02. March 14, 1993. 16 ps.

Others

1. Study on Outstanding Managers in Central América. Osland, Joyce et al.. 1992.32 ps
2. Public and Private Sector Similarities and Differences: Background, Retention, and Reward Preferences of Latin American Management Students. INCAE/AID. January 1993. 16 pps.
3. National Action Plan on Human Development, Infancy and Youth. 1992-2000. Strategy for the Alleviation of Poverty. Nov. 1991. 43 ps.
4. The Ford Foundation-Grant Number 870-0715-15. Final Report. 14 ps.

ANNEX D:

LIST OF PERSONS INTERVIEWED

Administration - INCAE, Montefresco, Managua.

Dr. John Ickis Dean of INCAE. Montefresco. Professor
Dr. Mario de Franco Associate Dean and Adjunct Professor

Members of Teaching Faculty:

Dr. Francisco Mayorga Associate Professor

Investigative Faculty

Lic. Jeannette Roossess Member of the Women's Program at INCAE and Member of
the Investigative Faculty.

Women's Program:

Lic. Leslie Hunter Director.
Lic. Beatriz Joya Administrative Assistant.

Investigator:

Dra. Joyce Osland Chief investigator of the Research on executive women

Financial-Administrative Direction:

Lic. Nigger Barrios. Financial-Administrative Director
Lic. Frank Castaña. Financial Manager
Lic. Arnoldo Martínez Associate Director-Public Management Program

AID:

Sally Everett. Private Sector Program Officer
David Liebermun Program Officer
Lawrence Odle. WID Officer and Project Development Officer.

Persons who could not be interviewed:

Norem, Rosalie H. WID Officer, AID Washington (was out of the country)

Persons interviewed for the research

Verona Gurdián General Manager of XEROX - Nicaragua

Christián Sanchez Legal Counselor - BANCENTRO.

Persons interviewed as participants in seminars for executive women:

Azucena Ferrey Deputy at the National Assembly. President of the Commission on Women at the National Assembly. Participant in seminars of Executive Women. Managua. 1992/93.

Angelita Saballos Participant in seminars for executive women. 1992/93

Daisy Zamora Participant in seminars for executive women. 1992/93

ANNEX E

SUBJECTS TREATED IN THE CASES

1. "COFAL": this case illustrates a managerial decision of marketing, with a woman as protagonist. Suitable for Marketing courses.
2. "GLADYS BAILEY": illustrates the unjustified firing of a woman professor of the Medicine Faculty at the University of San Carlos, Guatemala, in relationship with her public denounce of sexual harassment on some student by professors of that faculty. Suitable for use in the course on Organization.
3. "INTRODUCTION OF THE GENDER PERSPECTIVE IN EDUCATION AND LAWS IN HONDURAS": tells the story of a woman and her success as a professional, as executive and as a public personality, as deputy in the National Congress in Honduras. Suitable for use in the class of Organization.
4. "A WOMAN IN THE MANAGERIAL POSITION": tells about the experience of a woman in the field of human resources management. It illustrates aspects of what she considers her strengths in the management of human resources, and her points of view on "gender and family". Suitable for the class of Organization.

Annex F:

INTERVIEW GUIDES

With the Vice-Dean:

1. How did you first learn of the existence of the study on "Executive Women in Nicaragua and Costa Rica"?
2. As designer of the Program of Public Management, how do you believe this study will be useful?
 - for professors
 - for the curriculum
 - the cases
 - in recruitment
3. How is your working relationship with the Women's Program? Is your relationship formal or informal?
4. How is the recruitment of students (men and women) for the Master's Program in Political Economy and Government going to be carried out?
5. Why did you not participate in the seminar for the faculty in which the results of the research on executive women were disseminated?
6. What kind of follow-up are studies in INCAE usually given?

Anexo F:

Interview Guide with the Director of the Women's Program, Leslie Hunter.

General information on the data base:

Conceptual framework of the data base

Who developed it?

What information could be disaggregated?

Was the information of the data base INCAE analyzed?

What is the usefulness of a data base on women and management?

Actual status of the data base?

What was intended to be achieved with a disaggregated data base? Why not integrate it to the one INCAE has?

What would be the impact of a higher enrollment of women in the residential programs of INCAE (PAF and MAE)?

What are the perspectives of sustainability of the Women's Program?

What are the implications of the findings of the research on women in management for the Women's Program?

What is the relationship between the studies carried out by the Women's Program and the others conducted at INCAE?

What do you think about the results of the seminars held in Nicaragua and Costa Rica to disseminate the findings of the Women's Program's study? Main differences? Did these seminars fulfill your expectations?

What other actions of follow-up and dissemination has the Women's Program planned after the completion of this research? Inside and outside INCAE?

Regarding the cases developed, what was the process of selecting the topics and protagonists?

On the execution of the Agreement, how was it carried out? How was the relationship with the USAID? Are you satisfied with the outcome? What were the main problems encountered? How were they overcome?

What were the reactions towards the findings of the research as you presented them at the V Interdisciplinary Congress of Women (Costa Rica, Febrero 93)?

What degree of acceptance does the Women's Program have in INCAE today?

ANNEX F:

Interview Guide with Joyce Osland:

- What could be, in your opinion, the impact on INCAE of the research on women managers in Costa Rica and Nicaragua?
- How did you perceive the reaction of the members of the Faculty and the Administration of INCAE, both in Costa Rica and Nicaragua, to the Seminar where you informed on the research findings? Were there any differences between the two countries? How were they apparent?
- What kind of support did you receive from INCAE to carry out the research?
- Why was the sample of the previous study mainly composed of men?
- If you were the Rector of INCAE, how would you utilize the results of the research on women managers in Costa Rica and Nicaragua?
- How do you believe this research could be helpful for executive women?
- What do you (Leslie and you) mean by the "rosy colored results" obtained from the answers of the women interviewed about the discrimination in their work environment?
- How should the results of the investigation on women executives best be disseminated?
- Would you believe there was bad timing in the planning of your work?
- How could the results of the evaluation be used as didactic material?

ANEXO F

INTERVIEW GUIDE FOR FACULTY MEMBERS

1. Is there anything you believe ought to be changed in INCAE to encourage the participation of women in management?
2. What were your original expectations on the Women's Program? Do you believe its existence is justified? Why?
3. What do you know about the Program, what was it created for, what were its tasks? Do you believe it has accomplished its role?
4. What do you know about the studied carried out by the Women's Program? Do you know what were their findings? What could they be helpful for?
5. What do you believe ought to be changed in INCAE based on these findings?
6. How do you believe that INCAE professors should teach in order to encourage the participation of women in management? Should the curricula and programs be modified?
7. How would you describe a good case to be useful for this purpose?
8. What should the recruitment process be in order to achieve this purpose?
9. How should INCAE programs be marketed?
10. Do you know about the data base? Have you used it? Has it been helpful to you? What other information would be helpful to you?
11. Do you believe the Women's Program should continue in existence? What else do you believe it ought to do?

ANNEX F

INTERVIEW GUIDE FOR THE ADMINISTRATION

1. What was the procedure for the financial control of the Program by INCAE? What kind of financial records were kept? What kind of vouchers did you require from the Program?
2. What were the requirements of USAID in regard to procedures, reports, their frequency, forms of presentation, etc.? Did you have to follow any specific guidelines, procedures, or form of presentation? If so, what is your opinion of them?
3. What problems or constraints did the administrative process reveal? Was there any delay caused by this? Any logistical problem?
4. How do you believe that AID viewed the execution of the project by INCAE?
5. What changes would you recommend to improve the efficiency of the project's execution?
6. From the point of view of INCAE, what actions do you believe would be required to obtain new funds?

ANEXO F

INTERVIEW GUIDE FOR PARTICIPANTS IN SEMINARS

1. What motivated you to participate in this kind of seminar?
2. What were your original expectations about the seminar?
3. Do you believe executive women need specific seminars or courses, to deal with specific topics? Which?
4. In which aspects do you feel you need specific training as a woman? Is it in your condition as a woman, or as a professional?
5. What do you think about the way the seminar was designed? Would you suggest any changes?

ANEXO F

INTERVIEW GUIDE FOR USAID PROGRAM OFFICERS

1. What is your opinion of the execution of Amendment II of the Agreement with INCAE?
2. What is USAID's gender policy? How was it applied within the agreement with INCAE?
3. What kind of problems arose in the follow-up of this Agreement?
4. How was the approval process of this Amendment? Why didn't the original Agreement include any gender issue?
5. Did you participate in the seminar in which the results of the research were disseminated?
6. What were the main achievements of the project from the perspective of USAID?
7. Why is there no evidence of interest for the continuation of the cooperation?
8. How was the follow-up of the project from USAID's Washington office?