

PROJECT EVALUATION SUMMARY (PES) - PART I

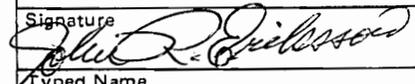
1. PROJECT TITLE  Impact of Training Opportunities for Women on Fertility			2. PROJECT NUMBER 4300067 AID/OTR-G-1762	3. MISSION/AID/W OFFICE PPC/PDPR/HR
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)	
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY <u>82</u>	C. Final Input Delivery FY <u>83</u>	<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ _____			From (month/yr.) <u>9/28/79</u>	
B. U.S. \$ <u>811,000</u>			To (month/yr.) <u>3/31/81</u>	
			Date of Evaluation Review _____	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Grant amended as of 7/1/81 to provide for additional technical assistance and establishment of in-country followup units; and to redesign studies of program impact.	Kathy Piepmeier	

BEST AVAILABLE COPY

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT		
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change		
<input type="checkbox"/> Financial Plan	<input checked="" type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or		
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input checked="" type="checkbox"/> Change Implementation Plan		
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project		

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
		Signature 	
		Typed Name PPC/PDPR, John Eriksson	
		Date September 30, 1981	

13. Summary

In the fall of 1979, AID/PPC/PDPR/HR gave a grant of \$736,135, titled "Impact of Training Opportunities for Women on Fertility," to the Centre for Population Activities (CEFPA) to implement an in-country management training program for women in mid-level positions working in family planning, health and development programs in LDCs. Under this grant, CEFPA is to (1) hold in-country training workshops in technical, management and organizational skills necessary to design, manage and evaluate programs; (2) provide follow-up services and technical assistance to trainees and their organizations in the development of proposals and program ideas identified during the training; and (3) assess the effectiveness of this approach that integrates training, follow-up and project implementation. CEFPA has completed the first phase on schedule, with programs in 7 countries; activities are underway for phases two and three. This is a five year project, with the bulk of the funds to be spent in the first two years, and approximately \$100,000 for follow-up and studies of program impact.

This project forms part of PPC's efforts to implement sections 104(d) and (e) of the Foreign Assistance Act, directing A.I.D. to "give particular attention to the interrelationship between (a) population growth, and (b) development and overall improvement in living standards in developing countries" and to "study the complex factors affecting population growth in developing countries and to identify factors which might motivate people to plan family size or space their children." The programs and studies under this grant are exploring the effectiveness of training women to develop projects which link family planning and other development activities and expand opportunities for women, as one strategy to encourage lower fertility. Studies will provide preliminary findings concerning the impact of training and action projects on women participants' and beneficiaries' attitudes and behavior.

Evaluation findings show that CEFPA's performance has been enhanced by (1) use of appropriate training materials and methodology, (2) correct assessment of in-country training needs, and (3) selection of appropriate local collaborating institutions and individuals. Both governmental and private institutions in several countries see CEFPA's women-in-management activities as consistent with current policies which promote community level activities, sensitivity to women's needs and integration of women's opportunities with family planning and health delivery. The program is interpreted by A.I.D. missions as one approach to promote interest in smaller families. Although it is too soon to measure the impact of projects developed as a result of the training, activities to date show that this approach which links training and follow-up to development of action projects is an appropriate way to broaden the participation of women as managers and decision makers in family planning and related programs.

The evaluation has recommended that CEFPA strengthen and focus its follow-up activities in countries where training programs have been held, to ensure that participants get the technical assistance that they need for project development. Based on evaluation findings, the grant has been amended to permit CEFPA to establish organizational units for follow-up, staffed by local individuals, in up to six countries, and to provide additional technical assistance to missions and organizations who wish to replicate CEFPA's women-in-management training.

14. Evaluation Methodology

A mid-grant evaluation is stipulated in the grant agreement. The objectives of the evaluation were to measure CEFPA's progress toward meeting grant objectives and to examine whether and how remaining activities should be reoriented to improve implementation. Additionally, the evaluation included a preliminary assessment of whether, after the first 18 months of the grant, there is evidence that this is one appropriate approach to promote interest in smaller families, and whether the program is seen as such by U.S.A.I.D.s and country host agencies.

The evaluation involved observation of program operations in five countries, supplemented by intensive review of project documentation. Over a five-week period in February and March 1981, in-country workshops were observed in India and Bangladesh, and follow-up activities and program impact were examined in Egypt, Indonesia and Malaysia, approximately one year after the in-country workshops. (Travel was originally planned for late 1980 but was postponed in order to include Indonesia -- a key program country -- in the evaluation.) Interviews were held with participants, trainers, resource persons and advisors, U.S.A.I.D. mission staff and representatives of collaborating institutions, host country government agencies, private family planning agencies and donors. Field projects sponsored by collaborating institutions or managed by trainees were visited.

15. External Factors

Progress in implementing the full three phases of the grant has been hindered in Malaysia and Peru due to Embassy and U.S.A.I.D. nonconcurrence for travel of CEFPA staff. In discussions with counterpart agencies in Malaysia, the evaluator found strong support for further assistance from CEFPA, and a standing request for such assistance under the grant.

External factors which condition achievement of project purpose are donor and institutional support for trainees' project activities. There is evidence for such support in current donor and government policies and priorities, which encourage projects of the types envisioned by CEFPA trainees. If such policies and priorities change, trainees' projects may suffer unplanned delays in implementation.

16. Inputs

The evaluation showed that additional staff time, travel and technical assistance are necessary to produce outputs under phase two (follow-up) of the grant. Accordingly, the grant has been amended by the addition of \$74,865 (as of 7/1/81) to allow additional staff salaries, consultant fees, travel and per diem, and funding of in-country follow-up units.

4-

## 17. Outputs

Project outputs under the original grant include:

1. At least 11 seminar-workshops to be held in Egypt, Peru and Indonesia and up to three other countries, in collaboration with in-country organizations and local steering committees established by CEFPA for this purpose.
2. Follow-up services and technical assistance to be provided to trainees and their organizations in the development and refinement of proposals, search for funding and implementation of action programs.
3. Evaluation of long term impact of training through participant follow-up; case studies of individuals; and studies of impact of projects initiated as a result of the training.

The evaluation has shown that in-country training leads to more requests for assistance than budgeted for and that in order to assist trainees to develop and obtain funding for their projects, and to guide project activity, a sustained technical assistance effort should be implemented through an in-country organizational unit established for the purpose. Thus, under the amendment project outputs are altered as follows:

"In at least four countries where in-country training has been held, the Grantee will establish and guide the work of organizational units for follow-up, staffed by local individuals, usually women already involved in the program as trainers or in-country facilitators. In countries where they are established, these follow-up units will assume the task of maintaining regular contact with participants and wherever possible, of guiding women-in-management activities in-country. In countries where seminar-workshops have been held the Grantee will also assist U.S.A.I.D.s who request help in the assessment of additional women-in-management training needs."

In phase three, studies of impact of projects initiated as a result of the training have been refocused because of unplanned time delays in moving from project development to implementation. CEFPA will document the overall impact of their training rather than study the impact of selected projects. The grant is amended to read:

The grantee will so undertake documentation of the process of training and follow-up in-country, including comparative analysis of the impact of their training and follow-up approach on women managers, their organizations and communities. Such documentation will include discussion of the experience of generating support for in-country programs; the process whereby trainees' action projects are developed, funded and implemented; and country specific assessment of women managers' training needs and approaches to institutionalization of women-in-management training.

5

## 18. Purpose

The purpose of this grant is to provide support to the Centre for Population Activities for their program designed to provide women with management skills and assess the effectiveness of that program in helping women initiate and implement development programs designed to benefit women. Grant outputs, as amended, will enable achievement of project purpose without delays by end of project. Activities under each of three phases of the grant contribute toward purpose achievement:

- (1) In-country Training: During the period September 25, 1979 to March 30, 1981 CEPPA held training workshops in seven countries (with a total of 15 in-country workshops and 6 training of trainers' workshops). All requirements (number of trainees, establishment of facilitating committees, use of resource persons) have been met.
- (2) Project Design and Implementation Assistance: As of March 31, 1981, technical assistance to trainees had begun in Egypt, Indonesia and Peru, primarily through correspondence. Since then CEPPA has begun to establish follow-up units in those countries and in countries where in-country training was held in 1981.
- (3) Program Impact Studies: Not yet begun as of March 30, 1981.

## 19. Goal

The goal of this grant is to provide women with management skills which enable them to initiate and implement development programs designed to benefit other women; to expand opportunities for women; and to encourage desire for smaller families. Progress toward this goal depends on purpose achievement and should accelerate as phases two and three of the grant are implemented.

Each in-country workshop has generated from 8 to 12 project proposals in the areas of family planning, maternal child health, day care, training, income generation, agricultural production and nutrition education. In addition, in-country training has led to numerous requests for technical assistance from CEPPA on the part of in-country resource persons and institutions and A.I.D. missions, to expand women-in-management training, train trainers to hold additional workshops for trainees or assist them on a one-to-one basis for proposal development, obtaining funding, project implementation, monitoring and evaluation.

Documentation of the project will analyze CEPPA's experience in implementing training and technical assistance in country with particular attention given to (1) demand for and institutionalization of CEPPA's training, (2) the impact of training on the development of projects, and (3) relationships of projects to changes in women's opportunities and their fertility attitudes and behavior. Evidence from post-training follow-up of participants in a related project (CEPPA's Washington-based women-in-management training program) shows that trainees tend to plan and implement projects which have direct and indirect relationships to fertility, often by adding a family planning project to a different development activity or adding other components (e.g., income generation) to family planning.

20. Beneficiaries

Direct beneficiaries of this project are the trainees who are given skills to enable them to initiate and implement programs which contribute to reduced fertility and increased opportunity for women. Indirect beneficiaries are (1) decision makers and managers in in-country institutions who incorporate CEFPA's training methodology into their programs, and (2) women trained in LDCs using similar methodology. The ultimate beneficiaries are those women who participate in projects implemented by trainees.

21. Unplanned Effects

Not pertinent at this time.

22. Lessons Learned

- (1) For effective and efficient implementation of action projects by trainees, the training workshops must be followed by intensive in-country follow-up. To this end CEFPA will establish, support and assist organizational units in-country, staffed by local individuals, which will provide regular contact with trainees and assist in project development.
- (2) Time required for training, follow-up, and funding and implementation of projects makes precise measurement of the impact of grant activities on fertility unlikely until at least the end of the 5 year period. Other documentation efforts are being employed to provide policy-useful information in the short term.
- (3) Demand for additional, similar training in countries where workshops have been held and in other LDCs is likely to be great. Many women in public and private sector organizations hold positions of responsibility yet lack adequate management or technical training to implement programs. In-country training programs are particularly appropriate because:
  - (a) training materials reflect country-specific situations,
  - (b) the women are trained in their own language, and
  - (c) institutionalization of training methodology is facilitated.