

930000995/62  
ISN-33471  
PN-MAA-321

**CENTRE FOR POPULATION ACTIVITIES**

**MID-GRANT EVALUATION REPORT**

**"IMPACT OF TRAINING OPPORTUNITIES FOR WOMEN ON FERTILITY"**

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September 29, 1981**

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## EXECUTIVE SUMMARY

A mid-grant evaluation of A.I.D. grant to the Centre for Population Activities (CEPPA), "Impact of Training Opportunities for Women on Fertility" (AID/OTR-G-1762), has been undertaken by Rosalie Fanale of AID/PPC/PDPR/HR. The purpose of the evaluation is to assess CEPPA's progress in performing activities stipulated in the grant, the impact to date of their program on individuals and local institutions, and whether and how remaining activities should be reoriented. Additionally, the evaluator was asked to recommend additional activities CEPPA might pursue if funding were available.

Under this grant, CEPPA 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. CEPPA has completed the first phase (as of March 31, 1981) and 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 studies and evaluation of the program.

The evaluation involved observation during February and March 1981 of program operations in five countries (Egypt, India, Bangladesh, Indonesia and Malaysia) supplemented by review of CEPPA and A.I.D. project documentation. In India and Bangladesh the evaluation coincided with ongoing in-country workshops. In the other sites training workshops were held in 1979 and 1980; there both follow-up activities and program impact were examined.

The evaluation looked at the following dimensions of the program:

1. actions taken in-country prior to the workshops;
2. design of training content;
3. suitability of training, from points of view of participants, local organizations and A.I.D. missions;
4. whether training is (or can become) a first step toward project development;
5. CEPPA's working relationships with in-country organizations and A.I.D. missions;
6. impact on trainees' lives and work;
7. demand on the part of country institutions and A.I.D. missions for additional activities of this type;
8. role of these activities in the wider process of increasing decision making and opportunities for women and changes in fertility behavior and attitudes.

Evaluation findings conclude that CEPPA has begun to provide a new, unique and much needed activity for which there is a clear demand from both governmental and private institutions in several countries. CEPPA's approach is an appropriate way to broaden the participation of women -- as managers and decision makers -- in family planning and related programs for women.

CEPPA's women-in-management activities are seen by governments, donors and private organizations as consistent with current policies which promote community level activities, sensitivity to women beneficiaries, and integration of women's opportunities with family planning and health delivery. U.S.A.I.D. missions perceive the program as one way to implement 104(d) -- that is, efforts in addition to strict family planning services which promote social and economic changes conducive to smaller families.

CEFPA has successfully adapted materials and an approach first developed and refined in Washington to a series of in-country programs. Through careful selection of local collaborators and resource persons CEFPA gains broad local support; their relationships with local institutions are good, and in some cases excellent. The utility of their in-country training must be viewed in the context of its potential for institutionalization: through involvement of local institutions from the beginning, demand is generated to adopt CEFPA's approach and broaden the scope of women-in-management training, sometimes to make it part of large, ongoing service programs.

From the field perspective, the most attractive feature of CEFPA's approach is the follow-up/technical assistance that is given to trainees after the workshops. However, follow-up has involved much more travel, staff time and funding for consultants than originally anticipated. Based on their experience so far, CEFPA has learned that follow-up should be coordinated through a formal organizational unit, staffed by local individuals (usually women already involved in their program as trainers or in-country facilitators). These follow-up units assume the task of maintaining regular contacts with participants and wherever possible, guide women-in-management activities in-country.

Recommendations are detailed on pages 10-14 of the report. CEFPA has already begun to take steps to incorporate the recommended changes into the program, as a result of discussions with A.I.D. since the evaluation field trip and as a result of their own internal review and assessment.

It is recommended that:

1. CEFPA should strengthen and focus its follow-up activities in the countries where training programs have been held, to ensure that participants get the technical assistance they need for project development. In addition, increased efforts are needed to assist missions and organizations who wish to institutionalize WIM training in-country. Organizational units for follow-up should be established in up to six countries.
2. The project impact studies should focus on analyzing and documenting CEFPA's experience in implementing training and technical assistance/follow-up in-country, giving particular attention to the impact of and demand for CEFPA's approach to training.
3. CEFPA's staffing pattern does not appear well suited for the follow-up stage of the project, which requires intensive staff involvement in the field. One alternative to expanding the size of the staff is to give middle-level staff more responsibility for in-country follow-up activities. A second alternative is to develop contractual relationships with local community development organizations which could make staff available to CEFPA trainees developing actions projects.
4. CEFPA has demonstrated the demand for, and its capacity to deliver, participatory training programs in a variety of local settings. Rather than expanding to new areas (e.g., large-scale analytical projects on fertility, development, and women's roles or implementation of major community development projects), CEFPA should, at least in the near future, concentrate on expanding and perfecting the training and follow-up activities initiated under this grant.

5. In additional training programs, CEPPA should use local training resources as much as possible, involve collaborators more actively in the development of training content and pay special attention to training of trainers activities, to ensure the transfer of CEPPA's methodology to local trainers.
6. CEPPA's in-country programs should give greater emphasis to the post-training application of the skills taught. Participants should be selected with a view to their interest in and ability to carry through with project implementation. A mechanism for local coordination of follow-up activities should be identified during pre-training feasibility studies.
7. CEPPA should continue to stress flexibility in suiting training content to local needs, including needs for additional technical training, a different mix of topics, or a longer workshop.
8. The training session on family planning delivery systems could be strengthened (especially in view of the participants in these training sessions) by giving more attention to the factors that condition interest in and continued use of contraceptives -- sometimes referred to as "the user's perspective."
9. CEPPA should continue its attempts to improve the participants' evaluations of training, so that they better elicit actual differences in utility of sessions and training techniques.
10. The Washington-based workshops should continue at the rate of one or two a year.

## I. BACKGROUND

CEFFPA, incorporated in Washington, D.C. in 1975, is a private, non-profit organization whose major activities have been training programs designed to improve the management and supervisory skills of family planning, health and development professionals in developing countries. In 1978 CEFFPA began a series of workshops geared especially toward women professionals, called Women-in-Management, or WIM. For each of these workshops approximately thirty women from a variety of LDC countries came to Washington for five weeks. This program, with funding from several sources, provided CEFFPA with experience and, more important, began to build a network of alumnae throughout the developing world. In response to interest from alumnae and their organizations in the idea of in-country training, the Pathfinder Fund gave a small grant to CEFFPA to look at the feasibility of and develop a strategy for three in-country workshops, in Peru, Egypt and Indonesia.

### A. THE A.I.D. GRANT

In the fall of 1979, AID/PPC/PDPR/HR gave a grant (Impact of Training Opportunities for Women on Fertility) of \$736,135 to CEFFPA to implement an in-country training program, starting with those three countries identified in the Pathfinder feasibility study. The objective of the 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. A.I.D. viewed the program as an innovative action program which would explore the effectiveness of training women as a strategy to improve the design of family planning and other projects which affect fertility through 1) improving the delivery of services to women or 2) providing opportunities for women outside the home and reduced dependence on children for status and economic security. The grant is a part of PPC's efforts to implement Section 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."

Activities under the grant include in-country training, technical assistance and studies of program impact. The grant agreement stipulates that:

- 1) in-country training programs for women be held in Egypt, Indonesia and Peru and in up to three additional countries.
- 2) technical assistance be given to trainees for the development, implementation, and evaluation of project ideas identified during the training programs;
- 3) follow-up research be conducted of program impact on the skills, opportunities and effectiveness of trainees and their organizations.

**B. CEPPA'S PROGRAM STRATEGY**

WIM training is intended to provide skills to enable women to become initiators and implementors of development programs so that they will generate new (or improve existing) projects. In the long run their efforts will help to reduce fertility and expand opportunities for women through projects which provide services (community distribution of contraceptives, maternal-child health, nutrition education, for example) and/or opportunities in employment, skills training, and other areas.

CEFFPA's underlying assumption is that programs primarily geared toward women -- family planning, maternal-child health, income generation -- will be more acceptable and successful when they are designed, implemented and managed by women; to take on these responsibilities, women must be adequately trained. Such training should be based on an approach in which projects are designed to reflect the beneficiary's perspective of her needs and priorities. For CEFFPA, management training can provide women with necessary skills to translate this local understanding into sound and fundable action programs.

A further assumption is that many highly capable women are currently in positions where they must plan and implement programs, yet they do not have even the most basic management skills. Thus, the in-country training program was designed for women who are already in mid-level positions in family planning organizations, service organizations and women's groups, in both the public and private sector. CEFFPA states that it selects women for participation in their training programs who 1) are in positions to start new or expand existing projects, and 2) recognize the importance of increasing women's participation in their country's development.

The in-country program has followed a basic, two-week schedule consisting of skills training in the areas of (1) management techniques; (2) family planning, health and development delivery systems; and (3) human and community organization (i.e., understanding individual and group behavior and the role of the change agent in the community.) Particular sessions and the way they are presented are adapted to each country's needs, though most materials originate from modules first developed for the Washington WIM training.

CEFFPA uses -- and trains others to use -- a participatory training approach in which trainees provide inputs in the workshop, both as individuals and as members of small groups or teams. Communications flow both ways: trainers, donor

representatives and "experts" learn participants' perception of problems and solutions and participants learn how to apply new skills in their work. Further, what is transferred through training is a model for a participatory approach to project development: how to involve potential beneficiaries in the design of services.

Bringing such a program into a country has several advantages: (1) the language barrier is eliminated; (2) many women can be reached at once; (3) training materials can focus on country-specific situations; and (4) trainees can be linked to relevant funding institutions. This heightens the program's potential for impact in terms of policy development, project funding and transfer of the training approach.

Training workshops are the first step in a process designed to increase the involvement of women -- at many levels -- in the implementation of family planning and development programs that reach other women. The post-training follow-up and technical assistance are as important as training per se.

#### C. TERMS OF REFERENCE FOR EVALUATION

A mid-grant evaluation, stipulated in the grant agreement, has involved field assessment in five countries, as well as document review and interviews in Washington, D.C. Its purpose has been to assess CEPPA's progress in performing activities stipulated in the grant and the impact to date of their program on in-country individuals and institutions.

The objectives of the evaluation were:

- 1) to assess CEPPA's progress in meeting the objectives in the grant; and
- 2) based on the experience so far, to examine whether and how remaining activities should be reoriented/redirected.

In addition A.I.D./Washington was interested in examining how the activity is perceived in host countries and A.I.D. missions. Of particular interest in this regard is whether, after the first 18 months, there is evidence that this is an

appropriate approach to promote interest in small families, and whether CEPPA's program is seen as such in the field.

The evaluation involved observation of program operations in five countries -- Egypt, India, Bangladesh, Indonesia and Malaysia -- supplemented by intensive review of CEPPA and A.I.D. project documentation (correspondence, training materials, participant data, other background materials). About 28 days were spent in the field portion of the evaluation. In India and Bangladesh, the evaluation coincided with observation of ongoing in-country workshops while in the other three sites where training programs have already been held, follow-up activities and program impact were examined. Intensive or informal 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. Visits were made to field projects sponsored by collaborating institutions or managed by alumnae from both the Washington and in-country programs. (See Appendix 1 for list of individuals interviewed and organizations visited.)

The evaluation examined the following dimensions of the program:

- 1) arrangements made and actions taken prior to the training workshops, including identification and selection of people to be involved;
- 2) how training content was designed;
- 3) suitability of training, from points of view of participants, local organizations, and A.I.D. missions;
- 4) whether training is (or can become) a first step toward project development;
- 5) how CEPPA works with in-country organizations and U.S.A.I.D. missions;
- 6) impact so far on trainees' lives and work, including generation of project ideas and subsequent steps toward their implementation;
- 7) demand on the part of country institutions and A.I.D. missions for additional activities of this type;

8) role of this activity in the wider process of increased decision making and opportunities for women, and changes in fertility behavior and attitudes.

The evaluation included as many program countries as possible. Although this meant that not enough time was available to survey all participants in any single site, it had several benefits. The beginnings of an innovative and complex program are best viewed in as many settings and stages as possible. This permits comparison of impact by country and a description of how the program has adapted to different kinds of organizational, political and social settings. Also of interest was how CEFFPA adapted its experience in "earlier" countries to later ones. (It was hoped that Kenya could be on the itinerary, but a request to evaluate CEFFPA's pre-training steps in Kenya was refused by U.S.A.I.D./Nairobi. Appendix 3 is U.S.A.I.D./Nairobi's comment on the 1981 CEFFPA/WIM workshop.)

Because of the nature of the program, especially the kind of long term impact the training is intended to have, it would be difficult and perhaps unwise to attempt to measure program success quantitatively at this point. This report is, therefore, an attempt to document in as much detail as possible activities as they have developed, and to reach conclusions and recommendations based on such observations.

## II. SUMMARY AND RECOMMENDATIONS

### A. SUMMARY

CEFPA has begun to provide a new, unique and much needed activity for which there is a clear demand for both governmental and private institutions in several countries.

1. CEFPA's approach to in-country management training for women is an appropriate way to broaden the participation of women in management and decision making for family planning and related projects for women, directly through the managers it trains and -- perhaps more important -- indirectly through projects implemented by trainees and demand for additional training for women managers in a country.
2. CEFPA has successfully brought materials and an approach first developed and refined in Washington to a series of in-country programs. The utility of in-country training -- which CEFPA has demonstrated is feasible -- is more than convenience for women or cost, or the ability to reach middle and lower levels of personnel in service programs. Through careful involvement of local institutions, demand is generated to adopt CEFPA's approach and broaden the scope of WIM activities. As local resources are involved and local trainers trained, CEFPA begins a process whereby, eventually, they will no longer be needed as technical training advisors.
3. CEFPA-WIM activities are consistent with current policies and programs which emphasize sensitivity to women beneficiaries through participatory, community outreach programs. CEFPA's training is seen by donors, PVOs, and government (most notably in Indonesia) as part of the implementation of alternative family planning or maternal-child health delivery systems, and activities which combine

expanded women's opportunities with family planning. U.S.A.I.D. missions perceive the program as one way to implement 104(d), or efforts in addition to strict family planning services which promote development conducive to smaller families. As more and more projects which fit these categories are implemented, more and more managers are needed. This is where CEPPA's program to increase the pool of competent women managers fits in most naturally.

4. CEPPA's strengths are:

- (1) a body of training materials which is adaptable to different country settings;
- (2) an approach to basic, women-in-management training which combines participatory training, a good mix of topics covered and a link to action projects;
- (3) training of trainers and assisting local trainers;
- (4) an ability to assess training needs in-country;
- (5) an ability to select institutions and individuals to act as collaborators in training and follow-up, and overall excellent capacity to obtain high level local support and maintain working relationships with institutions;
- (6) assistance to local organizations in institutionalizing the training and follow-up in-country;
- (7) establishment of units for follow-up and coordination of additional activities.

5. CEPPA's abilities have grown and developed as they have gained experience over the first 18 months of the grant:

- after the first three feasibility studies for the Pathfinder Fund, the same work for the other countries was easier, shorter and smoother;
- over time, CEPPA has learned to adapt training to specific settings and to improve collaboration with local women in the design of workshops;
- CEPPA now knows that follow-up requires a series of specific steps which must begin to be arranged as early as possible, even at the feasibility stage, and begin to be implemented just after the training workshop.

6. Activities under this grant are still experimental. During the next year CEPPA will continue follow-up efforts, and assistance in institutionalization of their approach in the countries where in-country training has been held. In so doing they will learn much more about the process which leads to both successful project implementation and successful institutionalization of the training in-country. They will then be able to suggest, as they cannot now, at what point their regular assistance is no longer needed.

7. While the potential exists for CEPPA to extend its training, follow-up and institutionalization efforts to other countries, its capacity to do this is limited at present by its present funding situation. With additional funds CEPPA could begin to meet existing demand and respond to requests from additional countries.



B. RECOMMENDATIONS

CEPPA has already begun to take steps to implement the following recommendations, as a result of discussions with them during and since the evaluation field trip. It is recommended that:

1. CEPPA should strengthen and focus its follow-up activities in the countries where training programs have been held. Egypt, Indonesia, Bangladesh and India are first priorities. This should include, in addition to ensuring that participants get the technical assistance that they need for project development, increased efforts to assist missions and organizations who wish to institutionalize WIM training in-country. Also included would be assistance for arranging training for the staffs of large, ongoing service delivery programs (as in requests from Egypt and Indonesia.)
  - 1a. In strengthening its follow-up: CEPPA should attempt to establish organizational units staffed by local individuals who will assume the task of maintaining regular contact with participants and guiding women-in-management activities in-country. The follow-up unit which was established in India immediately after in-country training might be used as a model. Each unit should have the capacity to:
    - (1) contact alumnae and maintain regular contact with CEPPA;
    - (2) provide guidance to trainees to develop project ideas and identify projects ready for funding;
    - (3) provide specialized assistance to trainees through small group workshops, where appropriate;
    - (4) be a reference point for women-in-management training (e.g., through newsletters, correspondence and informal contacts);  
and
    - (5) document their experience.

2. The project impact studies should focus on analyzing and documenting the process of implementing training and technical assistance/follow-up in-country, and the impact of and demand for this approach.

Documentation is especially important because this is a new and exploratory activity; it should be of use to donors and in-country institutions as well as A.I.D./Washington and missions.

- 2a. Items under documentation might include:

- the experience of generating support for in-country programs;
- the process whereby women in a country attempt to institutionalize WIM training;
- the process whereby training improves the trainees' ability to implement action projects or otherwise changes the work they do;
- the kinds of projects which result from the training and how these projects might be different from previous ones;
- the in-country context, including demand for training and follow-up on the part of donors and governments and why demand exists;
- how CEPPA perceives its roles in technical assistance (when are they needed, and for what, and when are they no longer needed).
- the change process, or how increased women's participation and changes in fertility attitudes and behavior do or do not result from such activities.

3. CEPPA's staffing pattern should reflect the organization's responsibilities in conducting follow-up and program impact studies, which require intensive staff involvement in the field.

As follow-up/technical assistance is broadened and becomes the focus of the rest of the grant, CEPPA should pay special attention that delays in such activities are avoided. One alternative might be to give middle-level staff more responsibility for in-country follow-up. A second alternative is to develop contractual relationships with local community development organizations which could make staff available to CEPPA trainees developing action projects.

4. In view of the strong demand for this type of training, CEPPA should concentrate, (at least for the next 1-2 years) on the training and follow-up activities which have been performed on a trial basis under this grant. Experience gained under this grant can best be used by responding to existing demands from other countries (or for additional programs in the same countries).
5. In additional training programs, CEPPA should use local training resources as much as possible, involve collaborators more actively in the development of training content and pay special attention to training of trainers activities, to ensure the transfer of CEPPA's methodology to local trainers.
6. CEPPA's training sessions should always emphasize an action outcome, with participants planning or designing projects which (1) add family planning to other, women-oriented projects or add a non-family planning component to a family planning project; (2) reach more beneficiaries with existing projects; (3) create new projects in the full range of development activities appropriate to women; or (4) expand or improve the capacities of women in the public or private sector. Programs should not commence where participants cannot implement projects or where local collaborators cannot be identified ahead of

time to coordinate follow-up. In any case, follow-up activities should be arranged as soon as possible and ideally be planned and funded by the time of training.

7. CEPPA should continue to stress flexibility in suiting training content to local needs, including the need in some cases to lengthen parts of their program. While the two-week program of personal development, group organization and technical skills in the basic workshop has been good, when planning additional training CEPPA should consider whether there is a need for additional training in particular skills areas (including longer "mini-workshops" for project development), a different mix of topics or a longer workshop.
8. The training sessions on family planning delivery systems could be strengthened by giving more attention to the factors that condition interest in, acceptance of and continued use of contraceptives (e.g., the delivery context, range of choice of methods, and ability to switch methods) sometimes referred to as "the user's perspective." This will bring these modules more in line with the rest of the program, and indeed with CEPPA's strategy and underlying philosophy, which stresses participation.
9. CEPPA should continue its efforts to improve participants' evaluation of training, particularly the overall end-of-training questionnaire. Although participants' feedback at this stage is useful to CEPPA as it refines its program, the questionnaires now used tend to elicit too general and nearly always positive comments. This tells little about real differences in utility of sessions and training techniques. CEPPA is aware of the shortcomings of their participants' evaluations and should continue its search for better evaluation tools. Perhaps some

kind of pre- and post-test could determine individuals' needs and goals and whether, in fact they are met or altered in the course of the program. Post-tests six months later might be particularly useful.

Also, given the limitations of such evaluations, when including participants' evaluation in status reports, CEPPA should qualify the findings and perhaps use measures of above and below average, rather than the one-to-ten scale.

10. The Washington-based workshops should continue at the rate of one or two a year. These workshops continue to provide training for women at a senior level, provide a mechanism for bringing women involved in WIM worldwide together, and create a larger pool of trained women from many countries. It has been CEPPA's experience that a core group of alumnae is necessary to generate adequate support for an in-country program. CEPPA may also want to design a Washington program specifically for women involved in follow-up activities.

### III. DESCRIPTION OF PROGRAM ACTIVITIES

CEFFPA's activities include pre-training selection of collaborating agencies and individuals and joint planning for the training workshops; implementation through host country collaborating agencies; and follow-up support to trainees, including technical assistance to them for the further development of their project ideas.

Training workshops have been held in six countries: Indonesia, Egypt, Peru, India, Bangladesh and Kenya. One workshop has been held in Malaysia but the full program will not be implemented under this grant. Currently, follow-up is underway in most of these countries.

#### A. PRE-TRAINING

Each country program begins with a feasibility study by a CEFFPA staff member or consultant. Pre-training feasibility studies involve meetings with individuals and organizations in the public and private sectors who can be tapped as collaborators or as resources to assist in the training. CEFFPA discusses the concept of WIM, attempts to elicit interest, and if interest is shown, assesses an organization's potential (personnel, facilities, experience in related areas, relationships with other organizations and agencies, etc.) as a collaborator. In Egypt, Indonesia and Peru this development phase had already been performed with support from Pathfinder Fund. In the other countries the decision to examine program possibilities resulted from the requests of WIM Washington alumnae and the organizations they represent. Also included at this time is a review of categories of women who could benefit from CEFFPA's particular type of training. A.I.D. mission staff and selected country officials are briefed.

After selecting its collaborators, CEPPA establishes a steering committee comprised of CEPPA staff, WIM alumnae, representatives from collaborating agencies, Pathfinder representatives, and other donor and U.S.A.I.D. representatives. CEPPA works with the steering committee to plan the program, and if necessary makes a second trip to the country to assist. The local committee meets (alone or with CEPPA representatives present) to examine follow-up potential, rough out the in-country budget, identify additional funding sources for the training and follow-up, establish the mechanism for collaborating with CEPPA, outline tentative plans for training content, and set selection criteria for participants.

In each country CEPPA establishes a local training team and makes final selection of resource persons to assist with training. Usually one or more of the trainers is an alumna of the Washington program workshop. The training team takes responsibility for the details of the program: budgets, schedules, preparation of training content, translations, recruitment and selection of participants, and other administrative matters. CEPPA guides these activities through frequent correspondence. Prior to the workshop, usually immediately before it, CEPPA conducts an intensive training-of-trainers workshop with the team. At this time the final selection and revision of training modules from CEPPA's package is made collaboratively between CEPPA and the in-country team.

**B. TRAINING**

CEPPA's training includes three types of events: training of trainers, the two-week workshop and a three-day, shortened version of the two-week workshop. The women trained represent both government and private organizations and nearly all of them have experience in family planning, health or women's programs. They come from both rural and urban areas. Most have a B.A. or equivalent; few have higher education.

Although the programs vary by country, most of them have included sessions which cover five major areas:

1. Technical Management Skills can include project planning and design, proposal writing, funding, management-by-objectives as a planning tool, budgeting, project monitoring and evaluation, and supervision. Emphasis is placed on helping trainees to clearly identify problems, goals, objectives, target groups, inputs, and outputs, and prepare project blueprints.
2. Technical Project-Related Skills can include review of various family planning delivery systems, components of social services and income generating projects, and specific information for project planning; specific development issues are reviewed as they relate to project areas.
3. Self Actualization Skills focus on identifying personal and societal constraints women managers face and relationships between behavior and the achievement of personal goals; materials on decision making, leadership, goal setting, and culture- and country-specific dimensions of changing women's roles may be included.



4. Human Organization Skills focus on the dynamics of group behavior which enable people to work together more effectively, including leadership, teamwork and conflict resolution. In both this and the preceding skills area, CEPPA draws upon its familiarity with the field of management psychology.
5. Community Organization Skills focus on how to introduce change; can include identifying social, cultural and political constraints to change, approaches to community outreach, generating support, and assessing local needs, interests and resources.

The training methodology is based upon participative techniques which include open discussion between trainers and trainees; discussions of presentations by experts; small group task assignments, discussions and presentations; individual presentations; and a series of practical exercises -- communications and organizational games, role play and simulation of situations. Through presentation of case studies, field trips to projects, meetings with donor representatives and project development sessions, the workshops are oriented toward a practical end. Trainees spend an average of two days in intensive sessions (termed "mini-workshops") for individual project preparation. Overall, there is a mix of materials which develop individuals' capacities as managers, promote utilization of skills in the community and emphasize actual project development.

#### C. FOLLOW-UP

CEPPA maintains close contact with ex-trainees and in-country resource people, and provides follow-up services and in-country technical assistance to trainees and their organizations in the development and refinement of proposals, search for funding, and implementation of action programs. For this element of the project CEPPA-WIM project staff, and consultants as needed, maintain contact through frequent correspondence and field visits.

Having completed the training, CEFFPA is now focusing its efforts on follow-up. They have begun the process of identifying individuals to assist with follow-up and of establishing country-specific follow-up plans. In addition, in most countries the training team has maintained contact with participants through correspondence. Much of the implementation of follow-up remains and will be performed over the next year.

D. IMPACT RESEARCH

Particular attention is paid in the grant to the need to assess the effectiveness of the approach that integrates training, follow-up and implementation of action programs. As stipulated in the grant, this was to be done through:

- 1) data collection on participants over the life of the grant;
- 2) interviews with a sample of participants;
- 3) case studies of six individuals to analyze problems of applying management training to community development organization;
- 4) studying the impact of projects initiated as a result of the grant, through subgrants to indigenous researchers who will monitor projects over time.

It has become evident that activities in (4) above will not be underway for some time. CEFFPA, at the suggestion of the A.I.D. project manager, has been considering alternatives for impact study which might provide more useful information in the short term.

#### IV. FINDINGS

Elapsed time since the first set of workshops in early 1980 permits a provisional assessment of the demand in the field -- on the part of missions, donors and government agencies -- for the type of service CEFFA provides. Observation of the operations of the program at different stages suggests how CEFFA has adapted to changing circumstances and has learned from its in-country experience. In addition, the findings address the fit between CEFFA's strategy and philosophy of action and the role the program plays in affecting long range changes.

CEFFA's WIM program is perceived as a valuable activity by trainers, trainees, collaborating agencies and U.S.A.I.D. missions. Management training for women is considered new and suited to countries' policies and needs. One reason the CEFFA program is interpreted in the field as especially suited to local needs is that its training, unlike that of many organizations, is seen as action-related. Another reason is the particular type of projects which CEFFA encourages: those which encourage lower fertility because they expand women's opportunities or because they are especially responsive to women's perspectives. CEFFA's strategy seems to be essentially correct, and the results of their activities under this grant to date begin to suggest a process whereby participative management training for women -- with follow-up and technical assistance -- can help to accelerate the implementation of action projects and expand the base of family planning programs.

##### A. PROGRAM OPERATIONS

###### 1. Pre-Training Studies and Organizational Arrangements

CEFFA has learned from its experience, and its work in this phase is excellent. Included in this category are the identification of collaborating agencies and assessment of their organizational capacities; formation of various in-country teams to implement the program; and relationships with missions, donors and governments.

a) Strategy

CEFPA must assess the political landscape, select the "best" institution, and at the same time maintain a broad base of support through consulting with all relevant parties and inviting their participation. Groups which normally would not work together may be brought together for the first time. Key individuals who can assist, guide or participate in the program are identified, including political leaders, administrators, local social scientists and A.I.D. mission personnel. A result is broad and often high level support which continues after the training workshop. As will be discussed below, this has facilitated the institutionalization of their work.

b) Types of Collaborating Organizations

The collaborating organization which can most effectively mount a workshop and continue with follow-up -- as well as provide support for CEFPA's work in the future -- may be a family planning organization, a national women's organization, a social service organization, a training institute, a combination of these, or an organization combining more than one function. For example, in Egypt CEFPA selected both a social service organization (quasi-governmental) and a private family planning training institution (the only one of its kind in the country). In Bangladesh they paired a quasi-governmental coordinator of private family planning groups with a successful, women-managed, women-oriented outreach organization. In Indonesia they are working primarily with the government's nationwide family planning agency which coordinates all family planning activities in the country.

c) Clearances

While sometimes time consuming and frustrating, LDC government clearances have been obtained smoothly. Similarly, there have been no major problems with mission clearances.

In Malaysia, CEPPA has been refused further clearance by the Embassy. Since there is no A.I.D. mission, A.I.D. activities are coordinated by an Embassy officer who must approve any A.I.D.-funded project activity in that country. The current officer does not interpret this or other projects which train women managers as priority for A.I.D. in Malaysia and thus has refused clearance for further A.I.D.-funded CEPPA activities. Earlier CEPPA-WIM activities were approved by his predecessor. Both the Malaysian collaborating agency, the National Family Planning Board, and UNFPA, which had planned to assist in WIM activities, strongly support CEPPA's involvement and have requested further assistance from them in order to build CEPPA-WIM training into the national family planning program. As long as U.S. government funds are used, CEPPA is at something of an impasse in Malaysia.

d) Funding of In-Country Programs

CEPPA uses grant funds only where no other organization can contribute; in some cases (as in Bangladesh) most of the training costs are picked up locally. The usual mechanism is a subgrant to a collaborating organization.

e) Collaborative Style

Some individuals in Egypt felt that the planning process was not as collaborative as they would have liked and that CEPPA did not allow adequate time for the local team to arrange or adapt the workshop schedule. Others in Egypt disagreed, asserting that CEPPA did not

unduly restrict the team or overly structure the program. Egypt was an early effort and this disagreement was not expressed elsewhere, where CEPPA clearly followed a collaborative style in planning the workshops.

f) Trainee Selection

Criteria include (1) potential managers of action programs, (2) women with experience in family planning and closely related fields, and (3) women in managerial positions who have not had management training. Nearly all trainees have met these criteria, although at first some were trained who did not meet the first. In an earlier program (Egypt), although many of the women trained are in positions where they must implement programs, it is difficult for some of them to initiate new activities. In a more recent program (Bangladesh), trainees are in positions where they are tasked with project planning and fund raising yet have not had previous training in these areas. It appears that, over time, CEPPA has learned to select trainees who have better potential for project development.

2. Training

CEPPA's collaboration with local teams in planning training content, and encouragement of the use of local training resources, have led to a program which, for the most part, is well received by trainers and trainees. The training workshops are valued by a wide range of people who have been involved in them. There is agreement that women need a program focussed especially on their needs, which will assist them in new areas and levels of responsibility in diverse outreach programs. Everyone finds the participatory training appropriate for those who must design projects for the community level.

a) Efforts to Adapt Materials to Setting

Participants and others feel that the program is well-suited to the lives and work context of the women trained. This is because CEPPA starts with basic materials which are widely applicable and encourages adaptation to local settings where appropriate.

Many of CEPPA's modules have been used as is (for example, those for group organization and technical management skills). On the other hand, much of the "self-actualization" materials have been carefully adapted to each social and cultural setting. When the local training team has materials of its own, CEPPA encourages their inclusion. (In India, at CEPPA's suggestion, the local team melded CEPPA's participatory style into their own material). Minor changes are made during the session in response to participant's stated needs, for example for more time to prepare project proposals.

b) Training Style

CEPPA's direct involvement in training is limited to a few sessions which they conduct alone or in conjunction with in-country women. CEPPA staff and consultants serve as advisors to the team and often participate in sessions, but in general, they guide more than instruct. They were observed to consult frequently with the team between sessions and in the evenings. CEPPA uses local trainers wherever possible, and seems to have done this more as they have gained experience and increased their in-country contacts.

c) Training Methodology

CEPPA's "participatory" philosophy is evident in their training programs. There was notable interaction of women with each other and with trainers; openness about personal experiences on the part of trainers and participants; eagerness to work; rapid response to questions in brainstorming; high quality in group reports; critical analysis of each other's work; and group efforts at consensus. This is due to (1) the soundness of CEPPA's training modules, and (2) trainers' emphasis on and encouragement of participants' ideas and comments throughout the workshops.

d) Content Mix

There is equal emphasis on technical management skills (including individual project development) and process management skills (including individual growth, group organization, etc.) In India this was explicit, with week one devoted to "personal development" while the second week built upon the first with an emphasis on reaching out to the community and the needs of others. This appears appropriate for a two week program. Many expressed the opinion that the program should be longer, with more time for technical management skills and for individual project development.

e) Linkages to Project Development

The emphasis on project development during the workshops varies. In Egypt, project development was limited to the specific sessions devoted to it, while in India the goal of project implementation permeated the entire program as theme, objective and task. In this latter case, trainers encouraged participants to come to them individually for project development assistance throughout the workshop, and technical management sessions were presented in the context of individuals' positions and project ideas.



f) Level of Training

The workshops are at an appropriately challenging level for most but perhaps too much for some. Most participants felt that the program is interesting, intensive and at times overwhelming. There were repeated suggestions that both the overall program and the intensive sessions for individual project development be lengthened.

3. Follow-up

Providing follow-up to trainees and development of their project ideas is a new activity for CEFFA but they have gained from the experience of the first year and a half. To in-country collaborators, the follow-up stage is probably the most important activity of CEFFA-WIM.

The grant stipulates that follow-up requires travel and consultants "as necessary." CEFFA staff did not plan in advance what form follow-up would take in each country. They assumed in the early months of the grant that follow-up would be simple, automatic and require minimal travel, which might even be done as part of other travel in the area. Follow-up was not a high priority for the staff and when the anticipated projects did not automatically result, action was postponed. In one case, CEFFA considered dropping follow-up entirely.

CEFFA now realizes that follow-up involves a great deal more work than anticipated in terms of travel, technical assistance and funding. They admit that the lack of a concrete plan at the outset has led to delays, and several months ago made some suggestions, including encouraging direct involvement of the local teams in systematic, periodic follow-up and greater emphasis on project development throughout the training. They now believe that to improve follow-up, not only is much more time needed, but some kind of organizational unit must be established in-country to help find funding, assist with further proposal development and, in general, coordinate ongoing

activities related to women-in-management training. It is best if local resources are tapped to conduct follow-up; CEFFPA's role might be to assist in the establishment of organizational units responsible for program follow-up.

Under this grant, a follow-up effort should be underway (as of April 1981) in Egypt, Indonesia and Peru. In Egypt, both Egyptian collaborators and U.S.A.I.D. wish to continue, but CEFFPA has not yet identified or set up a unit for this purpose. In Indonesia the unit is now being established; there the delay was beyond the control of CEFFPA or U.S.A.I.D. In Peru, additional CEFFPA follow-up visits have been blocked indefinitely by the mission, which has refused to permit CEFFPA staff travel to the country. They have kept interest alive in all three countries through frequent correspondence. Over the next year, CEFFPA staff plan to return to Peru (if possible) and to Egypt, and to continue in Indonesia to take the steps to have follow-up underway and projects funded. Coordinated follow-up activities are a high priority in the more recent group of countries -- India, Kenya, and Bangladesh.

(a) Egypt. Follow-up has been slow in Egypt, in part because a key CEFFPA staff member was unable to participate in the February 1980 workshop at the last minute. In addition, the Pathfinder representative, who was to take the lead in guiding the participants in project development, was unable to participate as fully as planned. At the end of the program enthusiasm on the part of U.S.A.I.D., the collaborating agencies and Pathfinder was not met with concrete follow-up plans on CEFFPA's part.

CEFFPA has not yet returned to Egypt to arrange follow-up, and for awhile assumed follow-up was an optional element of the program. One of the reasons for this is that CEFFPA has since been fully

occupied with the training portion of the grant and has judged that lengthy assistance in Egypt could hinder the timely completion of training. CEFFPA claims that for several reasons more effort is needed for follow-up in Egypt than in other countries. Reasons they cite are: 1) relatively poor quality of project proposals and the long time involved to bring them to a level ready for funding, and 2) undue administrative constraints facing many women in their organizations, making the funding and implementation of quality proposals difficult. (There is indication as well of some misunderstanding as to the respective roles of CEFFPA and Pathfinder in providing follow-up.)

Although arranging follow-up in Egypt means that several organizations and key staff must be mobilized and constraints to project funding identified and met, all Egyptian parties remain interested in and committed to both follow-up of original participants and additional WIM activities in Egypt. Given the positive atmosphere, CEFFPA should return to Egypt and assist in the formation of a follow-up unit.

- (b) Indonesia. Although the Indonesian steering committee first discussed coordination of follow-up during the 1980 program, action was delayed until early 1981 because of several months' absence of the key person on the steering committee. Since her return, plans are well underway to establish a group within the coordinating institution (the BKKBN) to provide technical assistance to the 1980 participants as well as pursue additional activities. CEFFPA has monitored the situation in Indonesia through frequent correspondence with steering committee members and on-site guidance on the part of an ex-CEFFPA staff member now residing in Jakarta.

(c) India. CEPPA had already formed and arranged funding for a follow-up unit before the end of the training workshop in February 1981. The proposal written by CEPPA and the local follow-up coordinators justifies the work of the unit thus:

"Experience in other countries shows that projects developed during the workshops need considerable effort after the workshop to enable the individuals to initiate proposals, obtain funding and implement projects. In order to facilitate and accelerate this goal, a local unit is required, which has the contacts, skills, knowledge and commitment to help participants with follow through on their projects."

The India unit may provide additional technical training (for example, in evaluation), if judged necessary.

Things ran smoothly in India because 1) one criterion for selection of the training/coordinating team members was their ability to do follow-up; 2) CEPPA encouraged the team to set up the unit; and 3) CEPPA had identified funding for the unit ahead of time. Many quality proposals resulted from the workshop which, with minimal technical assistance, will soon be ready to submit for funding. The Indian training team is commended for careful selection of participants and emphasis throughout the program on the design of fundable projects.

#### B. TIMING OF GRANT FUNDED ACTIVITIES

CEPPA has held all required training six months ahead of deadline. However, because follow-up is behind schedule, the studies are necessarily late.

The follow-up delay is not a major problem as CEFFA can now proceed to establish all required follow-up activities. The grant stipulates that research and documentation activities commence during the second grant year. CEFFA has spoken in each country with individuals who could perform such research and has begun to plan the analyses of impact. Because of the lag in project development, those parts of the research which depend on monitoring participants' projects cannot begin for some time.

Overall, given the challenges of performing new and complex activities and implementing them in-country -- without an in-country representative -- implementation of grant activities has followed the work plan as well as can fairly be expected.

#### C. IMPACT OF THE PROGRAM

At this midgrant stage, the program has already affected trainees and their organizations in several ways.

##### 1. Trainees

Although few participant projects have yet been funded and implemented, there are other indicators of impact:

- many small action project proposals submitted to donors. Those most likely to be implemented soon are in India, Indonesia and Peru;
- additional training workshops and funded projects in Indonesia, prior to coordinated follow-up;
- some evidence for expanded decision making and responsibility in trainees' work; one notable example is a woman whose job includes locating and funding small integrated projects for women;
- trainers and trainees adopting the training methodology for use in their own organizations.

CEPPA has trained women who can benefit from and apply the training in a number of ways, but the process has just begun. One year is simply not enough time for many women to have projects funded and underway. It might be useful to look at the example of Indonesian women who are Washington alumnae as a clue to the impact of WIM. For example, one Washington alumna is now directing a Pathfinder-funded project which is considered a model integrated income generating family planning project and one which Pathfinder has selected for a case study. Alumnae from the 1980 Jakarta workshops are just beginning their activities and will probably show similar progress after another year.

## 2. Institutions

CEPPA's strategy to work with institutions and individuals who can broaden the support for WIM has been a successful one. One of the most important effects of the training program has been the demand from collaborating institutions to broaden WIM training/follow-up and make it a regular part of their work. Most have found CEPPA's materials an appropriate and useful base from which to design their own programs. U.S.A.I.D. missions are receptive as well and have expressed interest in supporting such activities.

The receptive atmosphere for CEPPA and WIM exists because there is a role for this kind of activity in many countries, one which few organizations can or will fill. The demand for CEPPA's WIM training relates to current policies on the part of donors and governments which favor integrating family planning with other activities for women, and promoting women as managers of programs to reach women. CEPPA appears able to provide training which will facilitate these kinds of projects.

Evidence is beginning to show the process through which action is catalyzed by CEPPA training. Women who have been associated with these programs tend to facilitate a spread effect. First, Washington trainees return home and begin to encourage in-country training at the national level. The first round of in-country training spawns interest in additional programs to be held at a more decentralized level. At each point, trainees, trainers and collaborating institutions begin to demand more training, in some cases as part of large, ongoing action programs, such as the community level outreach programs in Indonesia.

This observed process is congruent with CEPPA's strategy to make participative training/follow-up part of a dynamic process which can ultimately affect development at the community level. They hope to influence change through involving local institutions which can build demand for and expand their training and approach into a range of country programs which involve women's participation and are responsive to their perspective of problems and solutions. CEPPA's strategy is to both gain high level support of donors, government agencies and private organizations, and to begin to reach and train women in communities through helping to establish more training/follow-up programs at more decentralized levels.

D. CONCLUSION

A small, Washington-based organization, lacking a field staff, has mounted training programs in six countries in less than two years. The programs themselves are judged to be successful not only because of the impact they have had on trainees but because they generate widespread local support and a desire to adopt the training/follow-up approach on the part of in-country institutions. The benefits of WIM training will increase as CEPPA uses its

body of materials, contacts, experience and technical expertise in helping to institutionalize their concepts and methods, and as projects generated by trainees are funded and implemented.

CEFFA could perhaps have cut costs of this innovative program by working in fewer countries, but given the complexity of the activities and the possible constraints (especially those beyond their control), the larger number of countries is the best way for CEFFA to gain experience and for A.I.D. to assess the contribution and utility of these activities.



## V. COUNTRY REPORTS

Program activities and impact for the countries visited are described below. In Egypt and Indonesia the training was held in early 1980; in Bangladesh and India it was held in early 1981.

### INDONESIA

The purpose of the evaluation in Indonesia was to examine the training's impact one year later and to meet with the "Indonesia WIM Team" concerning additional women-in-management activities to be implemented through the collaborating agency, the National Family Planning Coordinating Board (BKKBN). Most of the Indonesia steering committee are representatives of the several bureaus within BKKBN, with other members from the private Indonesian Planned Parenthood Association (or IPPA, the IPPF affiliate), from national women's organizations, and from Pathfinder. Trainers for the program included several alumnae from the Washington WIM program, and CEPPA staff and consultants. Resource persons represented various donor agencies and U.S.A.I.D./Jakarta. I met with WIM trainers and trainees, the steering committee and representatives of UNFPA, UNICEF, Pathfinder and U.S.A.I.D., plus visited several projects which involve the active participation of WIM alumnae.

Two workshops were held in early 1980 under a subgrant from CEPPA to BKKBN, the first for trainers from BKKBN and several private organizations, and the second for women from private women's or family planning organizations. Both workshops brought women together from throughout Indonesia.

#### A. BACKGROUND

A total of 11 Indonesian women participated in WIM training in 1978 and 1979 in Washington, many of whom have been active in planning and implementing in-country activities. Initiative for the Indonesia program came from the then Training Director of BKKBN who was a Pathfinder-sponsored candidate

to WIM in Washington. With her interest sparked, and with the Pathfinder grant to develop an in-country training program in Indonesia, both BKKBN and the Pathfinder were involved from the outset.

CEFFA performed the feasibility study for Indonesia in-country training in spring 1979, and formed a preliminary steering committee at this time. A working group was formed which finalized content, timetable, workplan and logistics. Much of the preparatory work (including a proposal to CEFFA from BKKBN) was done by the Indonesians; CEFFA's role has been to provide assistance (e.g., on adaptation of training materials to the Indonesian context) through visits and frequent correspondence.

BKKBN wished to sponsor the WIM training because, although they were involved in numerous training programs, no management training for women and no training using the participatory approach was available. As outlined in their proposal, BKKBN interpreted the training as one route to boost family planning use through increasing the participation of community level women in development. A first step toward this would be to train trainers and community leaders who could facilitate and accelerate local participation. BKKBN anticipated that one group of WIM trainees would implement additional training programs while the other group would write proposals for projects or programs integrating population and development.

#### B. THE TRAINING

The first group of 31 trainees came from Jakarta, elsewhere in Java, Sumatra, Sulawesi and South Kalimantan. They participated in 15 days of sessions covering the following areas: 1) women's needs in development and barriers to women's participation; 2) delivery systems; 3) management basics, including management by objectives, project planning and evaluation; 4) personal and group organizational skills, and 5) the Indonesian family planning program and the women's program in the national family planning effort. In

addition, there was a session with donor representatives, a field trip, and a practical workshop for preparation of project ideas and proposals.

The second group of 25 women participated in the same sessions over ten days. These women represented the national women's organizations (Dharma Wanita and Kowani), the Indonesian Council of Churches, a Muslim women's organization (Mohammadiyah Asiyah), and the private Indonesia Planned Parenthood Association (IPPA). Resultant project proposals were for day care for children of acceptors, poultry raising, sewing, and other income generating activities.

### C. IMPACT: PROJECT ACTIVITIES

To get as much perspective as possible on the impact over time of CEFFA's approach, activities of Washington as well as Jakarta alumnae were examined. WIM-related activities in Indonesia have continued in the Jakarta area, South Sulawesi Province and South Sumatra Province. I was able to visit projects and speak with individuals involved in the first two locations; one person from U.S.A.I.D. was able to observe spinoff WIM training in Sumatra. In that the formal follow-up effort is just beginning in Indonesia, these actions have been spontaneous, with no organized support from the Indonesia steering committee.

#### Ujung Pandang, South Sulawesi

In Ujung Pandang I met with staff of the provincial IPPA and BKKBN to discuss several training, income generation and community organization projects which have resulted directly and indirectly from CEFFA-WIM training. They are:

##### 1. Provincial Level Training

A series of training workshops based on the Jakarta programs were coordinated and conducted by Jakarta participants with the assistance of the provincial IPPA director, a Washington WIM alumna. Those trained were

women leaders from Dharma Wanita (a national women's organization) at the district (Kabupaten) level. During 1980, approximately 120 women from Dharma Wanita units participated in 5-day training in 4 separate groups. Literally translated, the theme for the Ujung Pandang workshops was "Management and Population - Family Planning -- Service from Women to Women to Achieve the Cultural Norm of a Small Family which is Healthy and Prosperous." The training did not involve the WIM team in Jakarta; it was funded by the provincial director of the BKKBN. Although no report exists on the workshops they are described as part of a document describing a community organization project developed after the training.

## 2. Organization of Community Women's Groups

Participants from Dharma Wanita and IPPA who attended the Ujung Pandang training workshops have begun to set up "grassroots" community development organizations in 11 subdistricts. This project, which involves collaboration between Dharma Wanita and the BKKBN at the community level, forms groups of community women who motivate other women for family planning, provide a forum for discussion of women's needs, and prepare proposals for cooperative economic activities. The project financed by Ujung Pandang BKKBN, began in early 1981, six months after the Ujung Pandang training. I attended a meeting with the first group of 30 women from one subdistrict.

Project organizers have prepared a detailed manual which serves as background and guidance for their work. Planned activities include skills training for women as well as family planning education and communication. This effort to form groups of women who reach and coordinate the activities of other women is part of a country-wide effort to link smaller family size to community development and increased women's participation. The govern-

ment is encouraging Dharma Wanita and other women's organizations to integrate their work at the community level with family planning. The project represents one of the first activities of this kind in South Sulawesi.

3. The Pathfinder funded "Community Development and Family Planning Project" (PIN 9530).

Implemented by the IPPA of South Sulawesi, this project was conceived and the initial proposal written by the IPPA director during a CEPPA-WIM course in Washington in 1978. A participant from the Jakarta WIM course employed by IPPA/South Sulawesi plays a central role in project management.

The project began in autumn 1979. It covers an area of 200,000 population in four districts and includes 41 villages or 28,000 couples. Both family planning and skills training in income generation are new to this rural part of South Sulawesi; project activities combine economic activity with family planning motivation and service delivery. The goal is to motivate and teach community women to reach other women. New acceptors can join cooperative groups and share in income producing activities.

The twenty women recruited from each district to work for the project attend five-day training sessions coordinated by the IPPA (with assistance by outside experts, for example from the local Agricultural Institute). These women are trained in particular income generating skills (e.g., poultry, agriculture); family planning motivation techniques; contraceptive distribution for simple methods, resupply and referral; teaching skills; and reporting and recording.

In their first annual report to Pathfinder, IPPA/South Sulawesi included numbers of acceptors, active and continuing users, women trained, and income raised. They report that use of family planning jumped from about 12 to 25% of women in the project area, a rise they attribute to the project. Pathfinder has decided to continue to fund the project and to broaden the area covered. According to the women organizers in one village, their motivational efforts have been successful because they began by going to friends and relatives and worked out from there. The continued level of participation in the project is interpreted by its organizers and by community-level staff as specifically due to the combination of community-based distribution with productive activity. Pathfinder plans to monitor this project as a case study of the effectiveness of integrated projects.

#### Jakarta

In Jakarta, alumnae from both Washington and Jakarta WIM programs have begun a number of new activities. Two examples follow:

1. Ibu Asuk (Foster Mother) Project. Two Washington WIM alumnae along with about ten Jakarta alumnae from Dharma Wanita are organizers and coordinators of this new project, funded by the Ministry of Health and BKKBN. In the project, Dharma Wanita will train family planning cadres at the community level, using CEPPA's training approach and adapting several of CEPPA's modules. The cadres will be trained as family planning motivators and as community organizers for health, nutrition and income generating projects. The work of the cadres will be integrated into an existing community maternal-child health program which teaches child nutrition and health in a series of monthly meetings.

2. Mohamediyah/Asiyah. This is a unique project in which new activities have been added to a traditional Muslim women's organization, whose focus has been on religious discussions and Koran reading. The project coordinator is the Jakarta director of the national women's organization Asiyah; she is a Washington WIM alumna. New activities began in 1980 with training for a series of group leaders in family planning motivation, vocational skills, cooperative formation, and health and nutrition. Group leaders will be organizing income generating, training and family planning activities in the local branches of Asiyah. Several of the group leaders are alumnae from the Jakarta WIM workshops.

The project is funded by BKKBN's Office of Coordinated Programs, using UNFPA funds. While the project is not quite a year old, progress during the first year -- especially in beginning small scale income generating activities -- will justify additional funding. This project should be watched closely as it could be a model for the promotion of family planning in an Islamic context using community level women-to-women contacts.

#### South Sumatra

The provincial level WIM training organized by Jakarta WIM alumnae (called "Seminar Workshop for Women in the Planning and Management of Service Delivery Programs in Family Planning, Health and Development") was held June 16-21, 1980, in Lampung Province, South Sumatra. The BKKBN central office and the WIM steering committee were aware of the activity but not directly involved; U.S.A.I.D. sent a representative. The program was organized by Dharma Wanita and funded by the provincial BKKBN (as with the South Sulawesi program); about thirty women from the various Dharma Wanita units in Lampung were trained. Other alumnae of Jakarta WIM assisted in the program, and representatives of several private sector groups and the provincial BKKBN office participated in the training.

The goal of the Lampung training is to broaden community women's involvement in development programs and to create and maintain collaboration between Dharma Wanita and the National Family Planning Program. The objective is to give organizers of Dharma Wanita (at the district level) management and organizational skills, and skills in family planning and health programs, so that they can generate community level projects. The content of the program included materials customarily used by BKKBN, combined with topics from the WIM training in Indonesia, all adjusted to suit the provincial level. This transfer of the program from the national to the provincial level has led to plans to design similar programs for women at subdistrict and village levels. The women organizers have formed what they call an "Indonesia WIM Team Lampung" to carry out additional activities.

D. FOLLOW-UP

The steering committee (including the Pathfinder representative) and training team for the Indonesia program were the originators of the idea of a "follow-up unit" which could continue to assist participants in refining and obtaining funding for their proposals, as well as organize additional training. After the training, CEPPA judged at least six and up to ten proposals had potential for funding soon.

Although individuals remained committed to begin such activity, the unit was not formed in the months following the first workshops. The major reason for this was unavoidable: the BKKBN representative in charge of WIM activities -- in a key position as training director at BKKBN and an important figure on the WIM steering committee -- was sent to an 8 month government training program. In her absence, little action could be taken, even to sponsor the additional training programs planned. Without her, the necessary coordination could not be set up between the different bureaus within BKKBN who would logically be involved.



One BKKBN office did send, three months after the training, a letter to all participants asking them to report their activities to date and need for assistance.

A proposal for a follow-up unit, written by a member of the steering committee, outlines its work as alumnae development, curricula design for provincial and village level training, and conduct of additional training. Although the steering committee agreed on the substance of the unit, the mechanism within BKKBN remained to be worked out as of early 1981. With the return of the training director to her office and position, this has begun. Timing was such that my appearance at steering committee meetings allowed my input into the plans for the unit.

I attended a follow-up planning meeting with representatives from IPPA, Muhamadiyah/Asihah, the Women's Affairs Ministry, and BKKBN. The group agreed that a permanent follow-up unit be formed, lodged within BKKBN at the central level. Rather than forming a new organization within a single bureau of BKKBN, follow-up will be coordinated by a team with representatives from throughout BKKBN. It is significant the two BKKBN offices which are most interested in WIM -- the Training Office and the Bureau for Program Coordination -- have agreed to work together. BKKBN does not see WIM activities as simply training: what makes WIM attractive is the linkage to action projects. The Bureau for Program Coordination of BKKBN is hopeful that CEFPA will be able to assist their effort to implement income generation, health, education and other village level programs. The unit plans several activities:

- (1) follow-up and support of original participants, whose enthusiasm remains;
- (2) monitoring and assessment of progress of WIM activities and participants;

(3) several types and levels of training:

(a) in other provinces, involving the BKKBN training offices;

(b) collaboration with Dharma Wanita to train more family planning cadres, community level women leaders and government employees at the local level;

(c) another training program in Jakarta for BKKBN staff, including training office staff;

(4) a continuous follow-up unit for all participants;

(5) curriculum development and manual.

At the planning meeting all agreed that outside assistance is needed to institutionalize these activities within BKKBN, set up concrete plans and tasks, train trainers and fully adopt the participatory training approach to the various levels in Indonesia. They would prefer CEPPA's assistance to do this. U.S.A.I.D./Jakarta remains supportive and may be able to contribute to training or to family planning projects.

#### E. ASSESSING THE IMPACT OF CEPPA-WIM IN INDONESIA

The role of CEPPA's training should be seen in the context of GOI policies regarding family planning. One is government policy, over the long range, to transfer responsibility to motivate, recruit and maintain acceptors from the current responsibility within government agencies to local community organizations. Also, the GOI is broadening the concept of family planning to become "family welfare" and is interpreting small family size as a part of overall well-being. Third, there is growing attention by the GOI to the need to involve women directly in community development by giving them greater decision making powers and economic opportunities. These policies are to be enacted through integration at the community level of maternal-child health and nutrition education with family planning, and cooperation between community level women's and family planning organizations. Programs have begun which form cadres of village women who work on family welfare and community development activities.

These factors provide a context for the demand for training of organizers of such activities, especially women, in management skills. CEFFPA's approach appeals as a way to train women as organizers at each succeeding more decentralized level -- district, subdistrict and village group leaders -- with the ultimate goal the implementation of village-level programs. And, lack of previous training means that these women need the skills to design and implement projects. Additionally, Dharma Wanita will be more and more involved in "family welfare" programs. Because of the Dharma Wanita structure, many wives of government officials are given decision making roles but they usually have not had the benefit of even the most basic management training.

CEFFPA's particular talents appear to fill a gap in family planning and development in Indonesia. Because the collaborating agency is at the same time the national family planning organization, CEFFPA's approach can potentially be broadly implemented throughout the country. With the newly formalized central unit, WIM activities will be coordinated, have visibility, and be properly represented. CEFFPA has support at the center and their link to country programs has been and can continue to be direct. The demand for women-in-management training is evidenced by the replication of activities -- both projects and training -- on the part of alumnae from Jakarta and Washington. The demand for provincial level training was followed in South Sulawesi with a spinoff into a village-level action project.

However, this spontaneous development points to potential problems when training is not systematically followed up. In Ujung Pandang, while the project to develop acceptor groups for community organization sounds good on paper, lack of coordination from a central BKKBN-WIM unit has led to problems and mistakes. For example, the organizers did not obtain cooperation from nor involve in the workshops all of the relevant local institutions. Although the

provincial BKKBN funded the program they did not feel they were full participants in the program. It seems that CEPPA's participatory approach may have been misrepresented in the training. The spinoff project is not being monitored by outsiders and its format seems little defined. The local meeting I observed appeared to be based on a lecturing style and was not participatory.

The need exists for the kind of training which has been held, the collaboration of Dharma Wanita with family planning efforts and the type of community organization which has begun in Ujung Pandang. This makes the formalization of a WIM coordinating body even important, if such offshoots are to be done well and form a base for further outreach. In sum, in Indonesia the impact of WIM training is multifaced and complex. CEPPA has gained high level support and begun to see results in field programs. Their approach fits in with and could help to strengthen country-wide programs. BKKBN has seen the value of CEPPA's approach and appears eager to integrate WIM activities into their programs.

#### EGYPT

The purpose of the visit to Egypt was to examine the impact of in-country training held approximately one year ago. I investigated follow-up activities and potential for institutionalization of the CEPPA approach. Meetings were held with U.S.A.I.D. staff who have been involved in the program, the Pathfinder representative, the entire Egyptian WIM training team, the organizing committee (including representatives of both collaborating institutions) and several of the participants. Two days were spent at one of the collaborating institutions, the Institute of Training and Research in Family Planning, in Alexandria (the "Institute"). The other collaborator is the Alexandria regional office of the Federation of Social Services.

A. BACKGROUND

CEPPA conducted its feasibility study in March 1979 under its grant from Pathfinder. The strategy they developed for Egypt was to work with the Institute, an established training organization, and with the women's and social service organizations coordinated through the government Federation of Social Services in Alexandria (all Egyptian private social organizations are coordinated by the Federation of Social Services). On their preliminary trip CEPPA found that many women hold middle level and directors' positions in numerous women's and social service organizations, but that the effectiveness of these women (and of their organizations) is hampered by a lack of management skills.

During CEPPA's first visit, a steering committee was established and the decision made to hold several training events. This steering committee, including representatives from Pathfinder and U.S.A.I.D., contributed to the planning process and selected workshop participants. A short workshop was held with women leaders from throughout the country both to gain their support and have them set guidelines for later training programs. Other training events were a one-week training of trainers session and the regular two-week WIM workshop. All of these were funded with the A.I.D. PPC grant and were held at the Institute, which contributed facilities and training assistance.

1. The first workshop was held for three days in November 1979, with participants from 16 governorates representing health, family planning, education, and child welfare organizations. The purpose of this workshop was to identify needs of Egyptian women and program gaps in the social services areas and to examine management training as part of a strategy to fill these gaps. This group of leaders established selection criteria for participants in the longer workshop: women with active involvement in service programs;

women capable of developing or expanding programs focusing on women's needs; and women who work with women at the community level.

2. The training team met for one week with CEPPA staff in a training-of-trainers session, to develop the schedule, modify the training modules for the Egyptian context, and select material for translation. The training team included six Egyptian women experienced as trainers or as managers of large family planning or social programs.
3. A two-week workshop, "Women in Social Services Seminar-Workshop," was held in February 1980 at the Institute. The workshop included sessions addressing individual and group approaches to management, technical management skills (management by objectives, budgeting and project planning) and technical aspects of family planning, health and women's income generating programs. The team presented most of the sessions with assistance from CEPPA, while CEPPA staff directed two sessions themselves. There were 26 participants from throughout Egypt, representing a variety of program areas, including family planning, health, day care, and income generation. About half came from the Ministry of Social Affairs and half from private organizations; all were directors of small organizations or managers of divisions and departments.

The U.S.A.I.D. representative who attended the February workshop described the program as helping participants to explore ways that they and other active women can "bring about change in habits, attitudes, beliefs and behavior among women." She summarized that: "The WIM program offers a unique and simple teaching process that enhances and strengthens women's knowledge of management, of how to meet targets and needs of the community and of how to encourage and arouse the community's interest and participation in all facets of development."

B. IMPACT

Progress has been slow in follow-up of Egyptian participants. Although at the end of the workshop, the collaborators, U.S.A.I.D. and the Pathfinder representative all urged continued contact and support of participants to further develop their project ideas, there has as yet been no systematic effort of this type. The Egyptian steering committee did send a letter to all participants to inquire about their progress and needs for assistance. Responses indicated a continued interest in and desire for assistance to develop their project ideas and proposals.

The training is not without its more indirect impacts, however. In meeting with the training team and organizers of the WIM program, I found more than one case where aspects of the training methodology are, even if unsystematically, applied in training their own staff. In addition, the Institute itself uses participative training and several specific modules in many of its programs, including a program to train family planning outreach workers. As for progress with projects, a member of the training team who works for a private family planning association, has submitted a project proposal to Pathfinder Fund; the proposal is now being considered in Boston. The Pathfinder representative has taken the initiative to assist another participant in further developing her proposal for an income generating project.

C. POTENTIAL

Despite the lag in action, the Egyptian WIM organizers are willing to continue in a formal way as a coordinating group for women-in-management activities. The Institute would like to broaden its involvement by conducting additional programs as well as assisting the first participants. The U.S.A.I.D. mission remains enthusiastic about supporting initiatives which use the capacities of the Institute and the Federation of Social Services. They would like

to support training which reaches women who plan or implement community level action programs for women, especially integrated "women and population" projects. U.S.A.I.D./Cairo has for some time expressed interest in the possibility of using WIM training to strengthen the capacities of women in managerial positions in the Egyptian Government's Population Development Program.

There are a number of possible activities which the collaborating agencies and the WIM Egypt team would like to undertake:

- (1) follow-up of trainees from the 1980 program, individually and perhaps through refresher training, to include assistance with project development;
- (2) preparation of an Egypt-focussed women-in-management training manual;
- (3) training of trainers with CEPPA's approach and materials adapted for Egypt;
- (4) a series of new training programs for women managers of ongoing programs in the Ministry of Health, Ministry of Social Affairs and private organizations.

In Egypt, as programs for women and family planning expand, there are many opportunities for CEPPA to contribute; many more women will be added to the substantial group of women who now hold middle-level positions in the public and private sectors. Few have the technical, organizational or communications skills needed to assess community needs, plan projects and develop proposals. Given this context plus the strong support of U.S.A.I.D./Cairo, the established capacities of the Training Institute, and the experience already gained by the Egyptian organizers of CEPPA-WIM, there is potential for greatly expanded programs based on the CEPPA model.



BANGLADESH

I spent three days in Dacca during the two week training workshop in February 1981. In addition to observing parts of the program (which was conducted in Bengali), I met with mission staff, staff from collaborating agencies, participants, trainers and resource persons selected by CEPPA for the program. In addition about one-half day was devoted to observing the field activities of the Bangladesh private family planning organization, the Concerned Women for Family Planning.

A. THE PROGRAM

The two collaborating agencies for women-in-management training are Concerned Women for Family Planning (CWFP, or Concerned Women), an indigenous FVO involved in community outreach and service provision in urban areas and the Family Planning Services and Training Centre (FPSTC). The FPSTC is a quasi-governmental institution which coordinates the activities of voluntary agencies in maternal-child health and family planning, including assisting groups in developing and allocating funding for projects. This WIM program was paid for by CWFP (local costs), FPSTC (facilities) and CEPPA (costs from the A.I.D./PPC grant include staff time, travel and consultants).

The idea for the program came from Concerned Women, which claims several CEPPA alumnae among its senior staff. The male director of FPSTC had attended other CEPPA courses and saw CEPPA's participation as a plus. Both of these organizations brought participants to the program: CWFP selected mostly project coordinators and directors from branches outside Dacca; FPSTC selected individuals from among the organizations and projects they support. The major criterion for selection of participants was current work in managing outreach programs. About half of the group came from CWFP and half from FPSTC organizations. Participants had a wide range of work experience but shared a newness to management, to project direction and to proposal preparation; few had previously been trained in management.

Prior to the two-week workshop, CEPPA met for one week with the training/steering committee to organize the program, and then conducted a one-week training-of-trainers session. Two CEPPA staff, staff from Concerned Women and FPSTC, and resource persons from government, university and the Dacca Family Planning International Assistance (FPIA) offices, presented aspects of the program. Included in this two-week workshop were sessions on cultural constraints to women's participation, individual goal setting and assertive behavior, community organization, family planning, project planning, accounting and budgeting, program evaluation and record keeping. About two thirds of the program covered technical management skills and project development; one third was devoted to personal development and identification of the constraints women managers face and ways to deal with them. During both the field visits to outreach programs and the consortium with donors the participants learned about integrated projects for women and the importance of responding to the needs and views of the beneficiary. Two days were devoted to intensive preparation of project proposals; this period permitted participants to work with trainers and with each other to analyze and further develop their ideas.

Most of the project proposals developed during the workshops were for strengthening, broadening or continuing existing family planning and women's activities. All of the participants are in positions where they must raise money for their organizations. While some of the proposals were for single activities -- such as service delivery and literacy -- most of them were to add additional activities to family planning, especially but not exclusively maternal-child health.

B. THE MODEL FOR SERVICE DELIVERY: THE CWFP

The Concerned Women started several years ago as a small group of women providing contraceptive services in the Dacca slums. With a current staff of about 200, and eight branches in Bangladesh (urban areas only) providing

community based distribution of contraceptives, nutrition education and maternal child health services, this organization is an example of a successful service delivery project. It is also completely -- since its inception -- managed by women. Appropriately, the Concerned Women was both an implicit and explicit model for the participants in the workshop.

The secret of Concerned Women's success lies in its history. It started slowly and gradually to distribute contraceptives, through women who lived in the areas in which they worked. These women carefully built rapport and a clientele, their coverage expanded and demand for their services grew. In time Concerned Women found that on the basis of needs expressed by clients -- women whose concern was for the poor health of their children -- they had to reorient and broaden their focus to include services in addition to contraceptives. The CWFP staff see the addition of health and nutrition programs as critical to generating increased demand for family planning and central to their own success. They would like to experiment with income generating projects as well.

### C. IMPACT

This training program served to strengthen the capacities of women in their existing positions. No formal follow-up unit has yet been formed; however, it is the function of both collaborating agencies to support its staff in project development. In fact, in the case of Concerned Women, the organization depends on such fund raising, while for the FPSTC its charter is to provide technical assistance to PVO's and to develop and fund small projects. Thus, the selection of such groups as collaborators seems a good strategy to ensure that training is translated into action.

As a result of the training of trainers session and the experience gained in conducting the program, the Concerned Women will be able to utilize the CEFPA approach in training their own staff. Collaboration in this recent work-

shop will help FPSTC as it plans to strengthen its training capacity -- they currently have no training unit and with responsibility to coordinate 150 PVOs, realize this as a gap. The FPSTC wishes to develop a training program using some of CEPPA's modules and is interested in applying CEPPA's participatory approach, which is new to them. The FPSTC director may submit a proposal to U.S.A.I.D./DACCA for a program to (1) survey training needs for family planning NGOs; (2) prepare manuals for trainers; (3) work with an expert group to set up a unit which would both train and provide follow-up.

The context is favorable in Bangladesh for additional activities of this type. More and more research findings point to links between women's income earning opportunities, education and fertility, and between provision of maternal-child health services and family planning use. The Government encourages PVOs to integrate family planning and women's programs. The U.S.A.I.D. mission supports projects to increase women's opportunities as one way to encourage smaller families, and sees the activities of private sector organizations as integral to their population strategy.

## INDIA

In Delhi I observed part of the ongoing program, met with trainers and representatives of the collaborating organization and spoke with many of the participants. Because the program was held in English, close observation was possible.

### A. BACKGROUND

CEPPA began the pre-training steps in March 1980. After meeting with several possible collaborators, the Vishwa Yuvak Kendra (International Youth Centre, or Kendra) -- a training and research center which customarily works with Indian youth organizations -- was selected. CEPPA also looked at potential resource persons to teach parts of the program and at the manage-

ment training needs of Indian women. At this time the steering committee was selected and an organizing/training team formed. The local organizers included two Kendra trainers, who are active in service programs in their own right, and four women from other organizations, highly experienced in management and project development. Three of the Indian training team were CEPPA Washington-WIM alumnae.

The team held several meetings to handle administrative details, formalize criteria for selection of participants and select the content of the training program. CEPPA remained active through frequent correspondence and two visits to assist before the training. The local team decided to limit organizations represented in the program to FVOs and selected a public service/social program focus, although some family planning groups were included. Criteria for selection of women to be trained included their holding a middle-level managerial position in such an organization, five years work experience and demonstrated commitment to their work. CEPPA did not subgrant to the Kendra but funded the program directly; the Kendra provided facilities and training assistance.

Participants' current work includes management of community development projects; directing small training programs; running an organization; planning community programs; guiding village health workers; management in a family planning association; and organizing groups in urban slums. After a one-week preprogram training-of-trainers session, the two-week workshop was held with 25 participants from throughout India.

#### B. CONTENT

The first week of the two-week course emphasized interpersonal and community and group organization skills, through individual and group tasks and management games. The second week was devoted to technical management skills, group sessions on project preparation and intensive work on individual project ideas. Participants heard case studies of successful women-managed projects. A donor panel included representatives of private donors, the Indian Government and UNFPA.

In the proposal development mini-workshop, the training team emphasized that participants' ideas would vary to include project plans, proposals for add-ons and proposals for new projects. The team cautioned that not all of the ideas were likely to be finished proposals by the end of the workshop, although some might. The team took initiative in consulting with participants both during the sessions and after hours, and stressed that they were there to provide feedback at every step of a project's design. At the end of the two weeks, project reports were presented and critiqued by the participants and training team.

In India the training content included both CEPPA's and the team's own materials. The two CEPPA staff members did very little of the training, preferring to leave this to the local women. CEPPA's input was more a supportive one; they participated in all of the sessions and advised and consulted frequently with the team.

C. FOLLOW-UP

Most of the proposals which resulted from the workshop are first drafts, in need of refinement in design and writing. However, a few are ready to submit for funding. The project ideas are varied; most add components (nutrition education, income generation, etc.) to family planning, or add family planning to a service program.

CEPPA has taken the lead in India and has assisted the WIM-India team in organizing a formal follow-up unit. Since all of the training team have a strong project and action orientation, they found the idea of further assistance to trainees natural and welcomed the chance to formalize follow-up activity. A three person follow-up unit will be housed in a small, private social service organization in which several of the team members are active. CEPPA is funding the unit, using the remainder of the amount budgeted for India training and

a small amount of private funds. In addition, CEFFA will make available to the unit project seed money from another grant. The follow-up unit will systematically assist the participants and may, if appropriate, provide additional technical training. Two participants' projects are scheduled to be funded by summer 1981 and two more by the end of the year.

D. IMPACT

While women's projects and an integrated approach to family planning are familiar to many PVOs in India, participative and women-specific management training is rare. Despite their experience and education level, participants found the training new. Similarly for the collaborating organization: although it is an established group with technically competent and experienced staff, the Kendra found CEFFA's participatory training approach an attractive addition. Because of the training team's experience, collaborative work took on a different mode, with the local trainers assuming much more responsibility than in other countries. CEFFA's training approach has been well-received; many more organizations could benefit from training of trainers in CEFFA's participatory style. The training-and-technical assistance WIM program would be appropriate and useful to many of the numerous small Indian organizations similar to those from which participants came.

APPENDIX 1

EVALUATION SITES AND INDIVIDUALS CONTACTED

1. Egypt (Cairo and Alexandria) -- February 8-12 and 17, 1981
2. India (Delhi) -- February 22-24, 1981
3. Bangladesh (Dacca) -- February 25-27, 1981
4. Indonesia (Jakarta and Ujung Pandung, South Sulawesi) -- February 29-March 7, 1981
5. Malaysia (Kuala Lumpur) -- March 9, 1981

EGYPT

CAIRO

USAID

Mr. Thomas Reese  
Ms. Laura Slobey  
Ms. Laila Stino

Pathfinder

Dr. Tarick Aboul Dahab

ALEXANDRIA

Institute for Training and Research in Family Planning

Mrs. Zahia Marzouk  
Mrs. Salha Awad (Director)

Regional Federation of Social Services

Mrs. Amal Fouad Marzouk

Also

Mrs. Akila el-Toukhy (Ministry of Social Affairs)  
Mounira Hegazy, M.D.  
Mrs. Saswan el Sheick (Federation of Social Services)  
Mrs. Khadra Salah Ibrahim (Carbeya Family Planning Association)

Selected Workshop Participants

INDIA

DELHI

USAID

Mrs. Priscilla Boughton



Vishwa Yuvak Kendra

Ms. Kiron Wadhwa  
Mr. Ashraf Ali Khan  
Ms. Geeta Verma  
Dr. K. V. Sridharan (Director)

Also

Ms. Sheila Divakar (Trainer; Bombay)  
Ms. Jaya Arunachalam  
(Working Women's Forum, Madras; Trainer)

Ms. Anila Dholakia (Self Employed  
Women's Association; Trainer)  
Mr. Shiv Khare (Youth and Family Planning Programme  
Council)  
Mr. James Chui (UNFPA)  
Mr. B. J. Malayil (Caritas India)  
Mr. M.D.G. Koreth

Workshop Participants

INDONESIA

JAKARTA

USAID

Mr. Charles Johnson  
Mr. Robert Simpson  
Ms. Molly Gingerich

UNICEF

Ms. Karen Houston Smith

UNFPA

Mr. Jay Parsons

Pathfinder

Dr. Does Sampoerno

National Family Planning Coordinating Board (BKKBN)  
Central Office

Dr. Sarnanto (Vice Chairman)  
Dr. R. H. Pardoko (Deputy for Population)  
Dr. Peter Sumbung (Deputy for Administration)  
Dr. Srihartati Pandi  
Mrs. Sri Dadi Suparto  
Mr. Victor Darmokusomo  
Mrs. Yuti Budiharsono  
Dr. Soejatni  
Mrs. Intarsih Tjokrosuwondo  
Dr. Sunarti Sudomo  
Dr. Ingen Malem Bukit

Jakarta Provincial Office

Dr. Cholil (Provincial Chairman)

Dharma Wanita

Mrs. Titi Sumbung  
Mrs. Nunuk Cholil

Mohamediyah/Asiyah

Mrs. Farida Ubaya and project staff

Women's Affairs Ministry

Mrs. Siti Aminah Djamin

IPPF

Mrs. Iman Sudjahri

UJUNG PANDUNG

BKKBN, Provincial Office

Dr. H. Abdul Hakim (Director)  
Mr. Arsyad Puji

IPPF

Dr. Sri Tadjudin (Director)  
Dr. Atnan  
Mrs. Yulia Ambari

MALAYSIA

KUALA LUMPUR

U.S. Embassy

Mr. James McGlinchey

National Family Planning Board

Mrs. Khoo Swee Kheng  
Mrs. Nafsiah Omar  
Dr. M. Subbiah

UNFPA

Ms. Kazuko Kano

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BANGLADESH

DACCA

USAID

Mr. Charles Gurney  
Ms. Carol Carpenter-Yaman  
Ms. Vivikka Molldrum

Concerned Women for Family Planning

Mrs. Mufaweza Khan (Director)  
Mrs. Nishat Kabiruddin  
Ms. Suraiya Ahmad  
Mrs. Suraiya Rahman

Family Planning Service and Training Centre

Mr. A. Rouf (Director)

Also

Mrs. Mahmuda Islam (Dacca University)  
Dr. A. R. Khan (Planning Commission)

Workshop Participants

APPENDIX 2

SUMMARY OF IN-COUNTRY WORKSHOPS

	BANGLADESH	INDIA	INDONESIA	MALAYSIA	KENYA	PERU	EGYPT
WIM Workshop(s)	Feb 16-28, 1981 in Dacca	Feb 15-27, 1981 urban residential in New Delhi throughout	2 workshops: Feb 25-Mar 8, 1980 and Feb 9-19, 1980 in urban residential throughout	N/A	March 4-17, 1981 urban residential with 4 days residential in rural setting	Jan 15-Feb 1, 1980 in Lima with 4 day rural residential	Feb 16-28, 1980 urban residential in Alexandria
Number of Participants	25 women (5 urban and 20 rural)	26 women from rural and urban work locations	workshop I; 30 women from government; Workshop II: 26 women from private and voluntary agencies	24 professional urban women	37 women (8 urban and 29 rural)	29 women (15 urban and 14 rural)	28 women (5 rural and 23 urban)
Training of trainers Workshop	Feb 9-14, 1981 for 4 team members included: review of material and methods, develop adaptation in Bangali, practice sessions	Feb 9-14, 1981 for 4 team members (incl 1 man) included: team building, review of training materials and methodology  - briefings with resource persons	Feb 20-24, 1981 for 7 team members included: role play, team building, review of material and methodology  - 2 day de-briefing after each program	N/A	Mar 1-2, 1981 for 4 team members included: review of materials, general administration and logistics, assigning specific tasks and responsibilities etc.  - briefings with resource persons by CEPPA staff or team members	Jan 7-11, 1980 for 5 team members included: training theory, team building, role play, material review  - briefing with each resource persons	Dec 1-5, 1979 for 5 team members included: practice sessions, team building, material review, and task assignments
Leadership Workshop	N/A	N/A	N/A	Dec 16-19, 1980 for 24 professional women in Kuala Lumpur	N/A	N/A	Nov 27-29, 1979 in Alexandria for 30 women in government

	BANGLADESH	INDIA	INDONESIA	MALAYSIA	KENYA	PERU	EGYPT
Language of Instruction	Bangali	English and Indian languages	Bahasa Indonesia	English	English and Kiswahili	Spanish	Arabic
Key Resource Persons	Mr. Abdur Rouf, FP Service & Tr'g Centre Mr. A.M. Sayeed/FPIA Mrs. Mufaveza Khan, Concerned Women for FZ	Zarina Bhatti Jesus & Mary College Anil Sachdev Eicher Goodearth Ltd. Dr. S. Talwar Dr. Sheldon Segal Population Prog./Rockefeller Fdtn. Mr. George Koreth	Ibu Dr. Pandi Dr. Maryono Suyono Ibu Kiran Smith	Datin Dr. Nor - Laily Aziz President Malaysian Assoc. of Univ. Graduate Women	Dr. Florida Karani Assis. Director of Institute of Adult Studies Mrs. T. Kantai Head of Kenya Govt Women's Bureau Linda Barnes Residential Consultant for Morad Esther Keli Head of Rural Services Coordination Tr'g Unit	Violeta Saralafosse Sociologist (AMIDEP) Fernando Lecarog Sociologist (University San Marcos) Lucy Jefferson FP Educator Hilda Aruyo Anthropologist	Zahia Marzouk/Regional Fed. of S.S. and Inst. of Tr'g and Research Laila Stino/USAID Cairo Dr. Tarik Abdul Dahab The Pathfinder Fund, Cairo
Collaborating Institutions	Concerned Women for Family Planning; Family Planning Services and Tr'g Centre	Vishwa Yuvak Kendra	BKKBN	National Family Planning Board/Assn for University Women	Ministry of Health	Peru-Mujer	Institute for Tr'g and Research in Family Planning, and Federation of Social Services
CEFPA Staff/Consultants	Peggy Curlin Blythe Tennent	Kaval Gulhati Maria Otero Molly Mayo, Consultant	Kaval Gulhati Molly Mayo and Nancy Piet (Resident Consultants)	Kaval Gulhati Jaki Rumley, Consultant	Peggy Curlin Patricia Reidy	Maria Otero Ruth Craig	Peggy Curlin Blythe Tennent Jaki Rumley, Consultant
CEFPA In-Country costs, per workshop		\$9,000 (\$3,000 will be used by the follow-up unit)	\$41,000 for all workshops (included \$8,000 left for follow-up unit's budget)		\$18,000	\$21,000	WIM Workshops - \$19,000

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E.O. 12065: N/A  
SUBJECT: PROPOSED TRAINING PROJECT FOR WOMEN MANAGERS OF  
HEALTH/FAMILY PLANNING PROGRAMS, CENTER FOR POPULATION  
ACTIVITIES (CEPPA) - 698-0662

REF: STATE 138063

1. USAID WOMEN IN DEVELOPMENT AND POPULATION OFFICERS  
ATTENDED SEVERAL SESSIONS OF THE KENYA IN-COUNTRY TRAINING  
WORKSHOP. WORKSHOP FOCUSED ON THE UPGRADING OF MANAGE-  
MENT SKILLS WITHIN WOMEN'S ORGANIZATIONS AND THE IMPORTANCE  
OF INTEGRATING POPULATION/FAMILY PLANNING ACTIVITIES  
WITH OTHER WOMEN'S DEVELOPMENT ACTIVITIES. USAID REPRE-  
SENTATIVES WERE IMPRESSED WITH RAPPORT ESTABLISHED BETWEEN  
CEPPA STAFFERS AND WORKSHOP PARTICIPANTS. FEEDBACK FROM  
WORKSHOP PARTICIPANTS CONTACTED BY USAID WAS EXTREMELY  
POSITIVE. CEPPA HAS AN ACTIVE NETWORK OF ALUMNAE FROM  
CEPPA WASHINGTON-BASED COURSES AND THE ALUMNAE ENTHU-  
SIASTICALLY PARTICIPATED IN THE WORKSHOP ARRANGEMENTS.

2. IN USAID'S VIEW WOMEN'S ORGANIZATIONS IN COUNTRIES  
LIKE KENYA ARE RECEPTIVE TO THE INTEGRATION OF POPULATION/  
FAMILY PLANNING ACTIVITIES WITHIN THEIR ON-GOING DEVELOP-  
MENT ACTIVITIES. CEPPA'S APPROACH IS JUDGED TO BE NON-  
THREATENING, AWARE OF CULTURAL SENSITIVITIES AND EFFECTIVE  
IN INTRODUCING POPULATION/FAMILY PLANNING CONCEPTS. CEPPA  
KENYAN CONSULTANTS WILL CONTINUE ASSISTANCE TO GROUPS  
REPRESENTED IN THE WORKSHOP OVER THE NEXT TWO YEARS. IT  
IS ANTICIPATED THAT A NUMBER OF NEW PROJECTS WILL BE

DEVELOPED AS A RESULT OF THE WORKSHOP AND POST-WORKSHOP  
FOLLOW-UP.

3. ALTHOUGH IT IS TOO SOON TO JUDGE THE IMPACT OF THE  
CEPPA KENYAN IN-COUNTRY TRAINING WORKSHOP, USAID HAS  
FORMED A VERY FAVORABLE IMPRESSION OF CEPPA. HOUDER

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