

directing council



PAN AMERICAN
HEALTH
ORGANIZATION

XVIII Meeting

regional committee

WORLD
HEALTH
ORGANIZATION

XX Meeting



Buenos Aires, Argentina
October 1968

Provisional Agenda Item 24

CD18/18 (Eng.)
21 October 1968
ORIGINAL: ENGLISH

EVALUATION OF THE FELLOWSHIP PROGRAM

The Director has the honor to inform the Directing Council that Document CE59/9 was prepared pursuant to paragraph 7 of Resolution XXV adopted at its XVII Meeting, which reads as follows:

"7. To recommend to the Director that he continue his efforts, in the way he deems most effective and in cooperation with the Executive Committee and the Governments, to carry out in the next two years an evaluation of the fellowships program, and to submit a preliminary report on his findings to the XVIII Meeting of the Directing Council."

After considering document CE59/9, the 59th Executive Committee adopted the following:

RESOLUTION IX

"THE EXECUTIVE COMMITTEE,

Having considered the report of the Director on the evaluation of the fellowship program (Document CE59/9);

Considering that the preliminary survey has shown that the format proposed for the evaluation of the fellowship program is satisfactory;

Bearing in mind the advisability of completing this study so as to ensure that the objectives of this important program are achieved; and

Having considered Resolution XXV of the XVII Meeting of the Directing Council,

RESOLVES:

1. To take note of the report of the Director (Document CE59/9) describing the activities so far accomplished in evaluating the fellowship program, the method proposed, some results of the preliminary survey and the total cost of the study.
2. To urge the Director to continue the proposed study until it is completed and to submit the findings to the Governing Bodies of the Organization in due course.
3. To transmit to the XVIII Meeting of the Directing Council the above-mentioned report and to recommend to it that it approve the estimated budget for completing the evaluation of the fellowship program."

*executive committee of
the directing council*



PAN AMERICAN
HEALTH
ORGANIZATION

*working party of
the regional committee*

WORLD
HEALTH
ORGANIZATION



59th Meeting
Washington, D. C.
July-August 1968

Provisional Agenda Item 17

CE59/9 (Eng.)
12 July 1968
ORIGINAL: SPANISH

FELLOWSHIP PROGRAM

By Resolution XXV, adopted at its XVII Meeting, the Directing Council recommended that an evaluation be made of the fellowship program of the Organization and requested the Director to report to its XVIII Meeting on action taken to comply with this recommendation. In addition, the Director offered to submit to the Executive Committee a plan for this evaluation.

As a first step, a consultant in sociological and administrative research methods was hired. After a careful study of the fellowship program of the Organization, the consultant prepared a document setting forth the basic concepts of the evaluation and, in keeping with these, the guiding principles for designing the investigation requested by the Directing Council. This document is attached as Annex I.

As will be noted in this annex, the proposed evaluation will make it possible to measure the results achieved so far and their effect on the programs of the Governments and the Organization, as well as to compile information that will be useful to the Governing Bodies in determining future policy in this field.

In designing this investigation it has been necessary to identify the implicit or explicit purposes of the program in order to determine which are the variables to be investigated and measured in this study. Among the many purposes which are sought or can theoretically be achieved through a fellowship, two have been chosen as a practical frame of reference for the study, that is, as basic factors in the collection of data for the evaluation. These objectives are the instruction and training of personnel of the health services and teaching institutions to improve their capability, with proper provision for subsequent utilization of their new skills, and the dissemination by the fellowship holder, upon returning to his country, of the knowledge, techniques, and skills he has acquired.

Three sources of data concerning the accomplishment of these objectives should be investigated: in the first place, former fellows themselves, to explore their experience with the fellowship and its influence on their subsequent performance. In the second place, an attempt will be made to obtain

from the authorities who requested the award of fellowships, proposed candidates, or supervised their performance, information on various matters relating to the establishment and award of fellowships and on the effect that the fellowship training has had on the fellows. Finally, the investigation will extend to the officials of the Bureau who are concerned with the program in any of its stages. These officials will be found at three administrative levels, all of which perform important functions in the program, namely, Headquarters, the Zone Offices, and the offices in the member countries. In this way, the information collected will not only make it possible to determine to what extent the stated purposes have been accomplished, but also to identify and appraise the entire administrative process, beginning with the establishment of the fellowships and their inclusion in the various programs, continuing with the selection of the fellows, the selection of their program and place of study, and the supervision of their studies, and ending with the evaluation of the trainees' performance after the training is completed.

After these premises were agreed upon, four questionnaires were prepared: two for completion by former fellows, one by their supervisors, and the last for obtaining a systematic summary of certain data carried in the records of the Bureau. It was decided to test these questionnaires on all the fellowship holders from two countries of the region where it was presumed to be a simple matter to locate, along with their supervisors, these trainees who had finished their fellowship studies in 1963, 1964 and 1965. The countries chosen were Costa Rica and Panama, with a total of 128 trainees. At the same time, in order to determine the possible cost and duration of the entire study, a PASB official in Brazil was assigned the task of locating all the Brazilian fellowship holders for the same years.

The field work in Costa Rica and Panama was done by a special consultant with wide experience in the fellowship program, with the following results:

Replies were obtained from 114 former fellows, or 89%, which is very satisfactory. Only three of the former fellows failed to return their questionnaires, and of the remaining eleven, seven were traveling abroad, one was on vacation, one was ill and two could not be located. 116 questionnaires for supervisors were also distributed, of which 106 (91.3%) were returned. The other 10 had been sent to senior officials. Of the 114 questionnaires received, 10 were discarded for various reasons.

Eighty-three of the questionnaires were carefully reviewed and coded at Headquarters and the resulting data were transferred to cards and tabulated by computers. Some of the results obtained are presented in Annex 2. It should be borne in mind that these data are presented only as an example of the kind of results that the study can yield and not for any presumed significance they might have, since they refer to only a small number of fellows and their reliability has not been estimated.

This information was used to make the necessary adjustments in the questionnaires and it was decided to utilize a single questionnaire for the former trainees, instead of the two initially proposed. All the data collected in the preliminary trail in Costa Rica and Panama and in the special study made in Brazil are being carefully examined and analyzed in order to arrive at a definitive design for the investigation, with a view not only to obtaining sufficiently complete and reliable information but also to accomplishing this with the greatest possible economy of time and financial resources.

Annexes I and II

EVALUATION OF THE FELLOWSHIP PROGRAM
DESIGN FOR A STUDY OF THE FELLOWSHIP PROGRAM
OF THE PAN AMERICAN HEALTH ORGANIZATION

Dr. Carlota Ríos de García (*)

1. DEFINITION OF THE PROGRAM

1.1. The evaluation and its guiding criteria

Regarded in very general terms, the evaluation of a program is a critical analysis of its activities and results. The criteria to guide such an evaluation are varied and may include, among others, those of legitimacy, effectiveness, and rationality.

In the sphere of public administration, which involves the use of resources for the rendering of services, the prevailing evaluation criterion has been legitimacy, which explains why public agencies are required to present periodic reports.

Detailed quantification of results is a device for showing that the proposed activities have been actually performed and available resources properly utilized.

The introduction of private enterprise criteria into public administration, together with current economic development policy, are imposing another approach which seeks to add to the criterion of legitimacy that of effectiveness. Effectiveness is measured by the extent to which the organization or unit, as the case may be, has achieved the purposes established and stated, while efficiency is measured by the ratio between the amount of investment and the results obtained.

In keeping with these criteria, the following are pre-requisites for performing an evaluation: (a) the specific purposes must be defined in advance; (b) action must be directed in an orderly fashion to the accomplishment of those purposes; (c) areas of jurisdiction and responsibility must be well defined; (d) resources must be clearly allotted; (e) standards or patterns of productivity must exist; and (f) there must be systems or procedures within the organization that will make it possible to collect the necessary information on a continuing or periodic basis.

The requisites set forth in the preceding paragraph are seldom found in public service institutions. In actual practice public needs are generally satisfied through functions which in reality serve a number of purposes

(*) PASB Consultant.

at the same time and the official definition of which is usually rather inclusive and comprehensive, which makes it difficult to select the type and amount of activities conducive to the purposes expected and regarded as optimum. Moreover, such activities are complex in nature and expectations as to their results are ambiguous. In some instances such activities, while theoretically well defined, are in practice so interwoven that it is difficult to determine the relationship between action and results obtained.

This explains the reluctance of some to attempt to measure the success or failure of a public activity by the extent to which it accomplishes the officially stated purposes, since most public organizations are not in a position to accomplish them or, even if they could, to prove that they had done so. Thus, for example, when we say that the official purpose of an organization is "to improve the living conditions of the population" or that a given unit is responsible for "improving the civic awareness of the population" or that an education program is an effort to "strengthen public services and make them more effective", the very vagueness of these statements renders it difficult to evaluate the results attributable to the action carried out to achieve the desired effects.

It should be kept very much in mind that apart from the officially stated objectives, the activities of an organization or of a program may also be serving other purposes arising from the inner dynamics of an institution or of external social pressures. This process, in fact, may be aided by the very generality and ambiguity with which the official purposes are stated.

The difficulties mentioned above and the lack of effectiveness and efficiency criteria in most institutions are responsible in part for the frequent lack of proper systems for evaluating activities and determining what is done, how it is done, how much and what is accomplished, and at what cost.

However, administration is today attempting to define specific and partial goals, the progress toward which can be gauged in terms of actions carried out, while also promoting the formulation of certain agreed upon productivity standards for measuring the value and quantity of results in terms of specific and shorter-term objectives.

1.2. The fellowship program

The fellowship program administered by the Pan American Health Organization is a complex of activities whereby officials of public health services or related programs, of teaching institutions responsible for training professional and auxiliary personnel in matters of health and medical and related sciences, and qualified persons aspiring to perform those functions are offered an opportunity to acquire special skills in

educational or training centers or other institutions abroad whenever the required training is not available in the trainee's home country. As an exception to this rule, there are certain international courses which can be attended by nationals of the country where they are given.

This program is, in reality, a particular version of the type of training activity probably available in every organization. Its particular character and complexity derive from the need to send the trainees abroad whenever their home country lacks the facilities to provide them with the training or experience required for proper performance of their occupational role.

To supply this need, PASB/WHO awards fellowships of various kinds which offer the following opportunities:

- a) to attend regular academic courses in foreign universities, regardless of whether or not they lead to a degree;
- b) to attend regular academic courses in foreign universities for specific periods (four months or a semester);
- c) to attend courses for the purpose of acquiring a specialty or increased knowledge therein;
- d) to attend courses in which technical training is predominant;
- e) to visit educational institutions or public health or related services in various countries as an active participant or as an observer of their activities;
- f) to participate in seminars or working sessions on specific topics.

1.3. Purposes of fellowship program

The purposes of the fellowship program can be deduced from various documents of the Organization, such as resolutions of the Governing Bodies and the PASB/WHO Administrative Manual.

The following criteria are evident therein:

- a) The fellowship program is one of the most effective means for the training of personnel from the health services and from the educational institutions responsible for training professional or auxiliary personnel.
- b) It is a system of international cooperation for facilitating professional training and education, particularly in advanced technical disciplines.

c) The program is helping to reduce the shortage of trained personnel for health programs in the Member Countries.

d) It is helping to strengthen the health services and make their action more effective.

e) It is an important means of raising the level of instruction in health, medicine, and related sciences.

f) It is also an important means of promoting the exchange of knowledge and experience on a national and international level.

The foregoing would seem to suggest that the central purpose of the fellowship program is to train personnel from the above-mentioned institutions, or those who aspire to work in them, in certain subjects, techniques and procedures with the objective of strengthening those institutions, making them more effective and raising the level of instruction in health, medicine and related sciences. At the same time, the program also seeks to bring about the dissemination of the same knowledge, techniques, procedures and experience by the fellowship holder himself when, having completed his training, he puts them to actual use.

The underlying assumptions of the system may be stated as follows:

(a) "If persons holding public office or aspiring to do so are sent out to study subjects, techniques or procedures or to observe actual operations required for the performance of the positions they hold or hope to occupy, their occupational capability will thereby be increased. If the functions they perform upon their return are such as to permit the utilization of such new or improved training, this will result in the strengthening of the respective institutions and their activities and will raise the level of the instruction given in the area." (b) "Sending these persons abroad to acquire or increase their occupational capability will result in a dissemination and exchange of knowledge, techniques and experience, since the fellowship holder, upon his return, can transmit them within his organization and country."

The effectiveness or efficiency of a system would depend upon the extent to which these underlying assumptions held true.

It is necessary, however, to distinguish between two types of aims: (a) direct and immediate aims: i.e., specific training for the performance of the official's functions, whether administrative, technical or instructional, and dissemination of the acquired knowledge upon the trainee's return to his job and community; and (b) indirect and long-term aims, i.e., strengthening the health services and their activities, improving the instruction given by the institutions especially devoted to this purpose, and fostering the dissemination of knowledge and experience.

The program results indicated in (b) are difficult to measure, for even if it were possible to determine or reach a consensus as to what the governments of the member countries and the Organization mean by "strengthening the services and their activities and improving the instruction", there would still be no pre-established terms of reference or yardsticks for measuring or comparing. Moreover, the training of personnel does not bear a pure and direct cost-and-effect relationship to this general, longer-run purpose. The operating effectiveness of any institution depends on a variety of factors, including some that are external to the organization and spring from the socio-cultural environment in which it operates, so that specialized training of personnel of a given type and level is only one factor of limited importance, and it is therefore difficult to attribute changes in those activities to this factor unless, in one way or another, experimental situations have been set up to determine the role of this factor by controlling the others.

This prompts us to turn our attention to the direct and immediate aims, conceived as specific goals, and to begin by attempting to identify what can actually be proven.

1.3.1. Training and improvement

It is an accepted fact that every educational process seeks to provide or increase the capability of individuals for the performance of certain social roles and that every type of formal system of instruction or training brings about a certain amount of change in the knowledge, skills or attitudes of the individuals concerned.

It is also known that the specificity of the role calls for commensurate specificity in the training provided, if the aim is to see that those changes are pertinent and conducive to the desired goals. In the case at hand, the role is occupational and linked to a specific job in a public institution providing health services or performing instructional functions.

Every program for the training of personnel seeks to improve the performance of a job. This improvement may be brought about in various aspects of the individual's capability, including the following:

(a) in general orientation, so that the individual concerned will identify more closely with the goals of his organization;

(b) in the area of knowledge, so that the official will be better equipped to cope with the problems encountered in the performance of his duties or will acquire the degree of skill or expertise demanded for such activities;

(c) in the area of personal attitudes, so as to promote the most desirable ones, particularly if teamwork is involved.

The official fellowship application form requires a formal declaration by the government sponsoring the candidate to the effect that the training acquired by the candidate will be put to practical use in the performance of the functions he will assume upon his return and that the services of the candidate will be fully utilized in the area of the specialized training to be acquired.

Accordingly, there is no question that the training or experience provided to the trainee are regarded as directly related to his occupational performance and that its specific and immediate objective is to modify the trainee's knowledge or capacity to perform a particular job or category of functions.

It should be borne in mind, however, that preparation (including instruction, training and observation) and occupational performance (whether in a specific post or a category of functions) are decisively influenced by conditioning factors that will facilitate, restrict, or inhibit the desired results.

The principal conditioning factors are:

(a) in the area of the fellowship:

1. the quality and relevance of the training given;
2. the personal attributes of the trainee, in so far as they influence his performance as a student;
3. the effect of the alien environment.

(b) in the area of occupational performance:

1. the degree of association of the individual with the organization in which he works (part-time, full-time, whole-time)
2. the closeness of the relations between the activities assigned to the individual and the training he has received;
3. the conditions and characteristics of his work situation (including material facilities, equipment, personnel, rank, etc.);
4. the behavioral patterns of the group in which he works; and
5. the personal attributes of the official, to the extent they affect the performance of his duties.

1.3.2. Dissemination

Apart from its importance as a means of improving occupational performance, another objective of fellowship training, and one on which great emphasis has been laid, is that of dissemination.

In point of fact, an attempt has been made to measure the success of the program in terms of the contribution which the trainees make by transferring the acquired knowledge, techniques and procedures to the staff of

the organization in which they work, and also to persons outside the organization, by giving lectures, talks, and formal courses, preparing books and articles and introducing innovations.

It is necessary to distinguish between two types of dissemination:

(a) automatic transference resulting from the mere fact that the trainee participates as a student, especially in working groups, discussion groups or seminars; and

(b) transference which comes about when the trainee returns to his job and as a result of his performance.

In regard to the second type of dissemination it should be kept in mind that every individual, when placed in a work situation within an institution, has a natural sphere of transmission and influence, the scope of which depends on the nature of his functions and his place in the chain of command.

As a rule the trainee will be restricted to the natural area of dissemination constituted by his immediate work group. In order to exploit this potential he must have the support of the appropriate supervisors, who, wishing to have the utmost benefit from his training, will entrust him with responsibilities parallel or related to those of his position. If the system is not too rigid and the trainee is in an appropriate hierarchical situation, he may, by his own initiative, engage in personnel preparation or training, or community information activities, depending on the existing degree of receptiveness.

In considering this objective, it is therefore necessary to take the following conditioning factors into account:

(a) the personal attributes of the trainee;

(b) his work situation;

(c) the kind of information he has; and

(d) the "openness" of the social system of the organization and community in which he must disseminate the information.

1.4. Evaluation of the fellowship program

The fellowship program is a system of complex and inter-acting operations which encompasses the activities and expectations of at least:

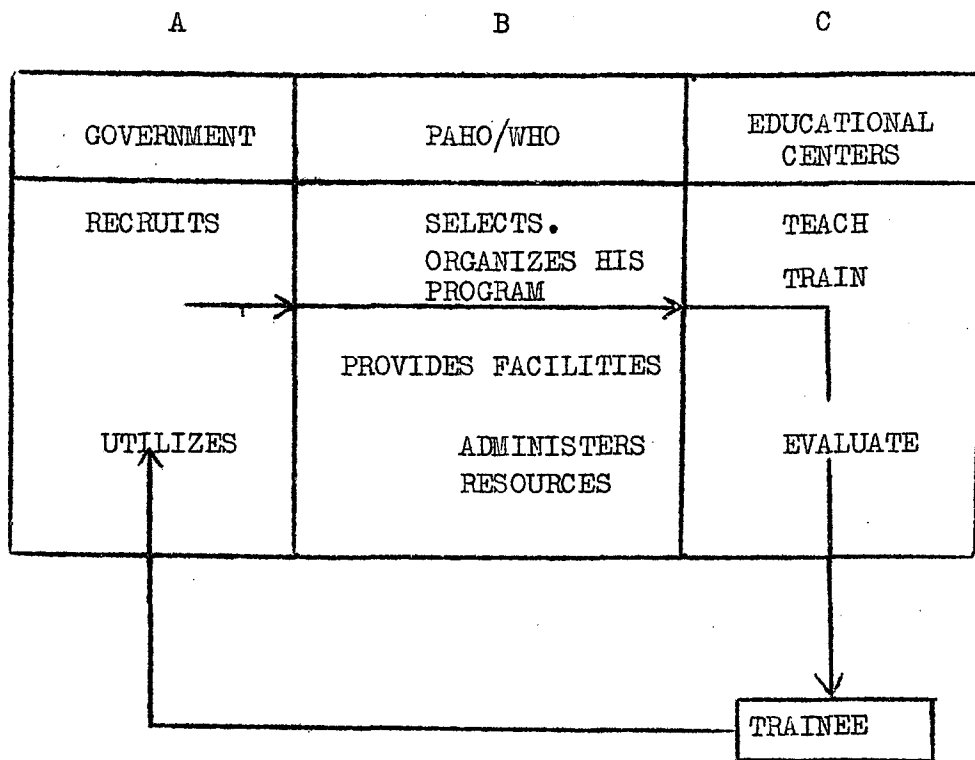
(a) the competent authorities in the member countries,

(b) the Pan American Health Organization or the World Health Organization,

(c) the educational institutions or special institutes, and

(d) the trainees. These activities and relationships are depicted in the following diagram:

FIGURE 1



Each of the stages shown in the preceding graph is important in itself since its contribution influences the final results of the process. Therefore, each of them, considered alone, may be evaluated in terms of the effectiveness of its contribution to the partial goal assigned to it within the program.

No system of evaluation could be constructed without consideration being given to at least the basic elements of the parts composing the system and the principal variants and conditioning factors. It is obvious that the system can take on a multiplicity of forms, which will depend on the relative performance of the elements shown in the diagram. Thus, excellent training provided to a capable trainee may be lost because he fails to return or leaves the employment of the organization that sponsored his fellowship; because the functions he is assigned in his organization are not in keeping with the training received, or because the work situation (equipment, materials, budget) does not enable him to use this training. In the same way, a capable employee may be given training which is incomplete, superficial or irrelevant to the demands of his post, or sound and relevant training, combined with an appropriate assignment of functions, may fail to produce results because the trainee was poorly selected and did not have sufficient capacity or the proper background.

These examples, chosen at random, show how essential it is for the future evaluation system to be based on two sub-systems: one in the governmental institutions sponsoring the training of their officials, the other in the educational or training institutions attended by the fellowship holder.

Actually, if we bear in mind that the fellowships make up a program for the training of personnel already on the job, we can see that the organizations where this personnel is employed should conduct a continuing evaluation of results at two levels:

(a) on the individual level, to observe the changes in the occupational performance of the employee and his impact on the work unit or program; and

(b) on the organizational level (work or program area), to observe changes in the effectiveness of activities as a result of the utilization of personnel specially trained under the different fellowship programs.

Nor could an administrator fail to concern himself with the recognition and evaluation of secondary and unexpected results, sometimes negative, as these may conflict with or inhibit the results that were expected. We are thinking, for instance, of the possible disaffection of the trainee from his working environment as a result of receiving unduly long or repeated fellowships for study in places where the environment is quite different from his own or the resources much greater than those in his home country. It is interesting to note, also, that the system of selection can

be a source of conflict which must be recognized and controlled so that the image of the fellowship program will not be unfavorable and the group will not resist the trainee's influence or impair his performance when he returns to his duties, especially if he is assigned more important duties within his specialized field.

2. THE INVESTIGATION

The proposed investigation has the following principal objectives:

(a) To describe the general characteristics of the system and those of the group of trainees in 1963, 1964 and 1965, thereby establishing a basis for subsequent comparisons that will make it possible to observe the trend of those characteristics.

(b) To collect data in an orderly fashion, guided by an ideal evaluation scheme, to determine what possibilities there are for information gathering and what machinery will have to be established for operating a future system of evaluation.

(c) To arrive at an approximate breakdown of the frequency and distribution of the circumstances and conditions under which a fellowship holder is trained in order to improve his occupational capability, as well as those to which he is subject after he completes his training and which govern the dissemination of his acquired knowledge, techniques and experience.

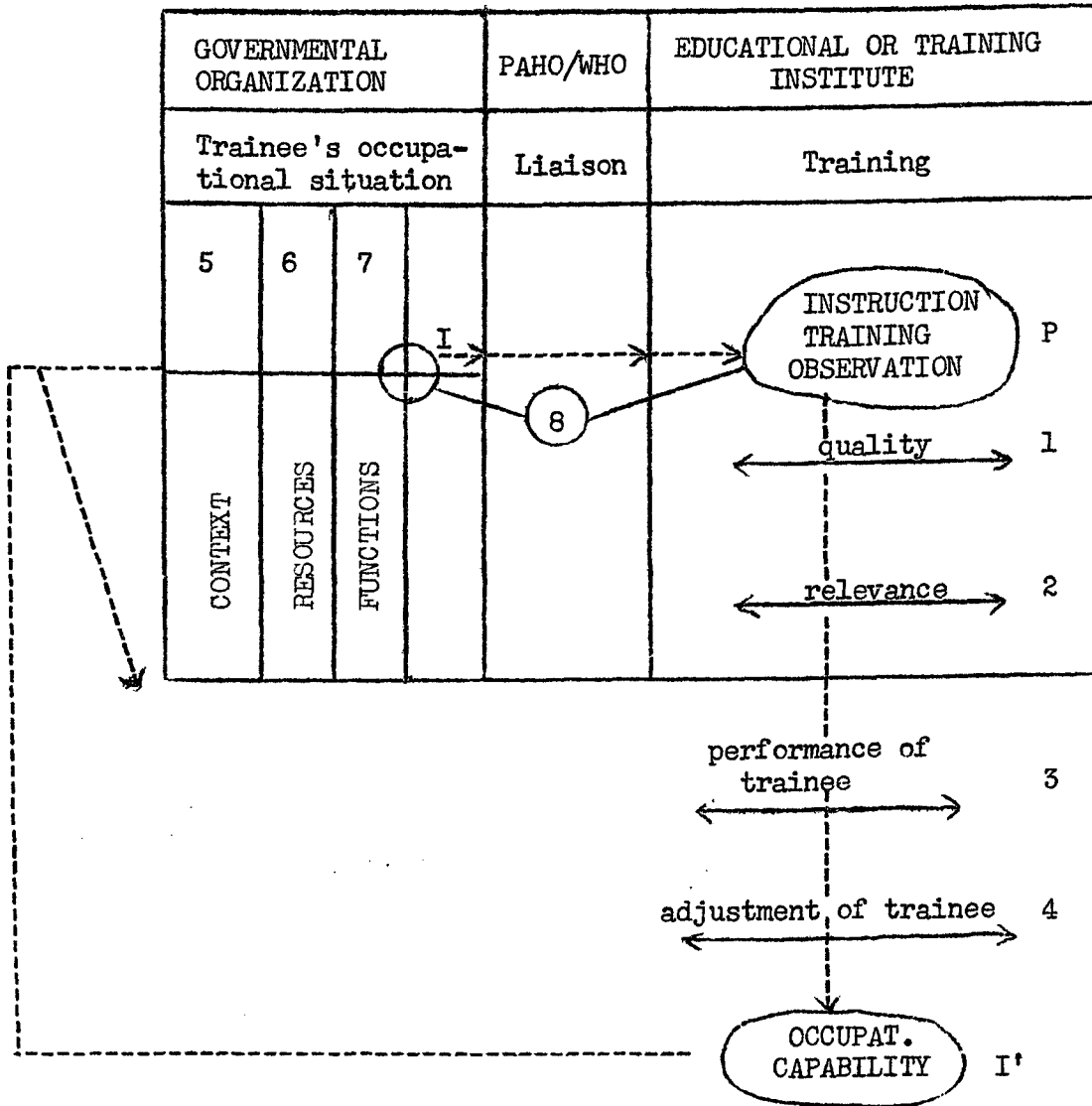
2.1. Variables in the analysis

As shown by the discussion in earlier chapters, the investigation cannot be expected to furnish replies to questions concerning how effective the fellowship program is in performing its indirect and long-run objectives. Its practical scope is centered around the direct and immediate objectives, namely the training of the official for improved performance of his occupational role and his dissemination of the content of his training.

The variables can be charted as follows:

FIGURE 2

TRAINING FOR THE IMPROVEMENT OF OCCUPATIONAL CAPABILITY



As explained before, variable I (occupational capability) must be modified to raise it to I' in terms of the activity the trainee will perform in his organization upon his return, and this must be done through the operation of variable P (training). The variables influencing the results are variables 1, 2, 3, 4, 5, 6, 7 and 8, which correspond to the different areas of the system.

Our goal is to determine the prevailing patterns of interplay between these variables, assuming only that if they are at an optimum or satisfactory level this will bring about positive results that will improve the trainee's effectiveness in his work.

These results are not measurable at this time, and it is only possible to obtain a subjective approximation by the trainee or his supervisors.

In regard to dissemination, we are interested in determining whether it is actually achieved, what is its scope and whether it extends beyond the natural sphere of influence consisting of the direct work group of the former trainee.

2.2. The sample

It has been decided to take a saturated sample consisting of all the trainees who used their fellowships during 1963, 1964 and 1965, as well as those who pursued fellowship studies in 1965 and completed them in the first quarter of 1966.

These years were selected because it was considered advisable not to include trainees who received their fellowships more than five years ago, since the factors that might have influenced their performance and careers would have multiplied with the passage of time and the trainee's recollection of their fellowship would have weakened. The first semester of 1966 was fixed as the cut-off time to allow a reasonable period for the trainees to have adjusted to their institutions and taken advantage of any opportunities.

The sample includes all types of fellowships because the factors we propose to analyze are applicable to every fellowship and because, the purposes of each type of fellowship being different, it is necessary to determine what is expected from each kind and to establish the different criteria by which their effectiveness should be measured in the future, if measurable it be.

2.3. The instruments

The data should be gathered from three sources:

- (a) the organization where the trainee is employed;

(b) PASB records; and

(c) the schools attended by those persons who received fellowships of more than four months.

(a) Two questionnaires have been prepared for the gathering of information in the field (organizations in the countries). One of these will be sent to the trainees included in the sample for completion by them on their own time, in order to avoid the loss of working time, while the other will be sent to their most immediate supervisors who may have known them, either personally or through official reference sources of the organization, before and after their fellowship training.

(b) A special questionnaire has been prepared for the collection of data on the trainees which is contained in PASB records. In addition to providing useful background material, this procedure will make it possible to reduce the length of the field questionnaire.

(c) A part of the questionnaire mentioned in (b) above will be used for collecting information from the institutions where the trainees did their studies. In some cases, however, and for certain types of material, it will be necessary to request this information directly.

2.4. Field work procedure

The field work as such should be preceded by an effort to locate the former trainee, in much the same way as was done in the preliminary trial. That is to say, the PASB/WHO country representatives or zone advisors in medical education would determine the present place of work of the former trainee through inquiries by telephone and/or letter. Once the current place of work or home address of each former trainee is determined, a letter will be sent to him asking for his cooperation and supplying information on the study. Ideally, the same letter should inform him of the date on which he will be interviewed.

Institutions where a considerable group of former trainees is employed should also be asked to cooperate by allowing those persons to be interviewed during working hours. In the case of former trainees currently located in places far removed from the larger cities (from 30% to 40%, according to the preliminary sampling in Costa Rica, Panama and Brazil), their employers should be requested to provide facilities for bringing together a group of them in a readily accessible place.

Experience in the trial survey and in other research conducted by the Medical Education Branch indicates that these preliminary stages of the field work will take about three months to complete.

The field work, that is, the administration of the questionnaires to former trainees and supervisors, should be done with local personnel experienced in interviewing and properly trained. To facilitate the field

work and maintain adequate control, the places where former trainees are now located have been grouped into five geographical regions. An interviewer will be assigned to each region to administer the questionnaires. Each region contains approximately 400 former trainees who, judging from the results of the preliminary survey, can be interviewed in five months. We believe that a maximum time lapse of five months will not substantially affect the replies. The interviewers will be trained and supervised by the permanent staff of the Medical Education Branch with the help of a temporary assistant.

Since the questionnaire has been designed for self-administration, two kinds of interviews can be used: (a) interviews by an interviewer, and (b) self interviews followed up by verification and adjustment by an interviewer.

The permanent staff of the Branch will verify the results of the interviews by interviewing another group of former trainees.

2.5. Procedures for coding, analysis and reporting of results

The coding, analysis and publication of the results will be done at Headquarters under the direction of permanent staff members assisted by the necessary temporary personnel.

2.6. Budget

The study will be of 12 months' duration and the following budget is proposed for its execution:

I. Personnel

(a) Research assistant	\$10,000
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II. Services

(a) Interviews (approximately 2,000 former trainees and 400 supervisors).

For each interviewer:

1) Salary \$200 per month	\$1,000
2) Per Diem, \$20 x 150 days	3,000
3) Transportation	<u>1,000</u>
Total	\$5,000

Five interviewers	\$25,000
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(b) Coding and electronic processing	<u>8,000</u>	33,000
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III. Supplies

(a) Office supplies	\$ 500	
(b) Reproduction supplies	500	
(c) Communications and transportation supplies	<u>1,000</u>	<u>2,000</u>
	<u>T O T A L</u>	<u>\$45,000</u>

EVALUATION OF THE FELLOWSHIP PROGRAM

SOME RESULTS OF PRELIMINARY TRIAL

Despite the methodological freedom that had to be allowed, since the main purpose of the trial survey was to test this instrument in the field, a large mass of useful data were obtained which provided some measure of the potential significance of this investigation.

All the data were cross-Checked against the variable factor "length of fellowship period" in order to determine whether or not there was any validity in this distinction. For this purpose two categories were established: fellowships of up to four months and fellowships of more than four months.

The results showed a very sharp differentiation. It was therefore decided that the omission of either category would impair the appraisal of the program and result in the loss of data that might be useful in deciding on policy changes that might be desired.

Some of the marginal findings are outlined below. It should be noted, however, that the data have not been analyzed and that in some categories the number is too small to indicate anything but trends.

1. Closeness of trainees' present association with the institution that sponsored their fellowships:

5.6% of the former trainees in the sample were no longer associated with the institutions that sponsored their fellowships and were now working in the private sector or abroad.

The 94.4% still associated with the sponsoring institutions were in the following categories of employees:

TABLE 1

	<u>- 4 months</u>	<u>+ 4 months</u>
Part-time	17.1	4.3
Full-time	57.1	25.5
Whole-time	25.7	70.2

2. Utilization of training

77% stated that the training they had received had been used in their occupational performance.

20% said that this training had not been useful in this respect.

3% did not reply.

In explaining how the training had been useful or not, they replied as follows:

TABLE 2

The 77% for whom the training had been useful:

	<u>- 4 months</u>	<u>+ 4 months</u>
It had been useful in a general, vague and non-specific way	56.5	47.5
It had been useful in a specific way, as acquired knowledge, techniques and experience were applicable to their jobs	26.1	47.5
Useful in changing attitudes	8.7	2.5
Useful for teaching purposes	4.3	2.5

TABLE 3

The 20% for whom the training had not been useful replied that this was so because:

	<u>- 4 months</u>	<u>+ 4 months</u>
The responsibilities or other features of their current job were not in the field in which they had been trained	36.4	71
The training had been too brief, set on too low a level, or was otherwise lacking	63.6	28.6

Better use of the training could be made:

TABLE 4

	<u>- 4 months</u>	<u>+ 4 months</u>
In another public institution	12.5	31.2
In another private institution	3.1	4.2
In another country	3.1	16.7
Nowhere else	78.1	45.8
No reply	3.1	2.1

3. Innovation

Have you presented suggestions for administrative innovations?

TABLE 5

	<u>- 4 months</u>	<u>+ 4 months</u>
YES	57.1	63.8
NO	42.9	36.2

Have you suggested technical innovations?

TABLE 6

	<u>- 4 months</u>	<u>+ 4 months</u>
YES	84.8	66.7
NO	15.2	33.3

4. Dissemination

Have you written any books?

TABLE 7

	<u>- 4 months</u>	<u>+ 4 months</u>
YES	14.3	0
NO	85.7	100

Have you written articles?

TABLE 8

	<u>- 4 months</u>	<u>+ 4 months</u>
YES	45.7	27.1
NO	54.3	72.9

5. Was your stipend satisfactory?TABLE 9

	<u>- 4 months</u>	<u>+ 4 months</u>
Satisfactory	65.7	68.7
Somewhat unsatisfactory	25.7	29.2
Very unsatisfactory	8.6	2.1

6. Information

Were you informed of your stipend before you left?

TABLE 10

	<u>- 4 months</u>	<u>+ 4 months</u>
Before submitting my application	11.4	10.4
Before I received the application form	11.4	10.4
After submitting the application	11.4	18.7
Not until I received the letter of instructions	51.4	43.7
Never informed	14.3	16.7

Did you receive information on the program of studies before you left?

TABLE 11

	<u>- 4 months</u>	<u>+ 4 months</u>
Yes, before submitting my application	31.4	14.6
Upon submitting the application	5.7	2.1
After submitting the application	5.7	16.7
Not until I received the letter of instructions	20	22.9
Not received before my departure	37.1	43.7