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Trip Report

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Travelers: Lynn Knauff
Deputy Director, INTRAH

Country Visited: THAILAND

Date of Trip: May 5-12 and June 3-5, 1985

Purpose: Follow-up of February 1985 visit.

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Program for International Training in Health
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EXECUTIVE SUMMARY

Ms Lynn Knauff made two visits to Bangkok during her four-country Asian visit, May 4-June 5, 1985.

The purpose of both visits, May 5-12 and June 3-5, was to follow-up on matters left pending from the February 1985 trip. Progress was made on curriculum preparation for the TOT and provincial-level workshops on training needs assessment to be conducted by the FHD/MOPH, and on final preparations for the Ugandan/Kenyan/Nepalese delegations study tour to be conducted by the Asian Centre, July 1-16, 1985.

These visits also provided opportunity to meet with Drs. Somsak and Morakot of MOPH, Dr. Barnett Baron of Population Council, Dr. Muangtong of Durakjipundit University, and to maintain contact with Dr. Romi Gecolea of DTCP.

Grateful appreciation is extended to USAID/Bangkok, FHD/MOPH and Asian Centre for their assistance during these visits.

SCHEDULE

- Sunday, May 5:** Arrived at 8:30 p.m.
- Monday, May 6:** Briefing at USAID
- Tuesday, May 7:** Meetings at Ministry of Public Health with Dr. Somsak, Dr. Morakot, Dr. Suwanee, Khun Chusie, Khun Nimnuan and Khun Piengchai
- Wednesday, May 8:** No meetings
- Thursday, May 9:** Meeting at USAID with Dr. Muangtong and Khun Karoon
- Friday, May 10:** Debriefing at USAID and meeting with Khun Chusie, Khun Nimnvan and Khun Piengchai
- Saturday, May 11:** Meeting with Khun Tanaporn Praditwong of Asian Centre.
- Sunday, May 12:** Departed for Colombo at 10:30 a.m.
- Monday, June 3:** Arrived from New Delhi at 12 noon
- Tuesday, June 4:** Meeting with Barnett Baron, Population Council's Senior Representative for Southeast Asia
Meeting with Khun Tanothai and Khun Guiya at Asian Centre
Meeting with Khun Piengchai and Khun Nimnuan.
- Wednesday, June 5:** Departed for Honolulu at 10:30 a.m.

I. Purpose

Two visits were made to Bangkok: one from May 5-12 enroute to Sri Lanka, and the other from June 3-5 enroute from New Delhi to Chapel Hill.

The purpose of the visits to Bangkok were to follow-up on pending matters with MOPH which arose during the February 1985 visit, to meet with Khun Tanaporn prior to her departure for the U.S. to discuss preparations for the Ugandans' visit to Bangkok in July 1985, and to meet with Khun Tanothai Sookdhis, Asian Centre Director, newly-returned from masters'-level study at the Harvard School of Public Health.

II. Accomplishments

1. Meetings with FHD officials yielded the following information: members of the Planning, IE&C and R&E Sections who will be among the trainer group for provincial-level workshops; approval has been requested for a July training date for the TOT in needs assessment, extension of the provincial-level training to June 1986, and to piloting the needs assessment training in 4 provinces during the period, August 1985 - June 1986.
2. Discussions with T/S/E Section personnel led to consideration of: a simple planning model that could be used to strengthen the current service plan format; a team-building component within the TOT which would permit establishment of 4 teams (1 per province) during the TOT; and an evaluation design for the TOT that is linked to the provincial-level workshops and semi-annual (for 2 years) on-site follow-up of a 20% sample (12 persons) of provincial-level participants. The evaluation design is being prepared by Khun Chusie and Khun Yupha during the Chapel Hill evaluation course sequence.
3. Dr. Suwanee asked that INTRAH provide her with a list of U.S.-based courses in research and evaluation, training, and management. It was suggested that consideration should be given to development of courses (by UNC) in cases where suitable courses do not exist.

4. It was agreed that Dr. Suwanee and Khun Chusie would meet with Ms Knauff after the Planning Management course in Chapel Hill to discuss and identify management training needs within FHD.

5. Airline tickets and DSP 66 forms arrived by DHL from Chapel Hill for Khun Chusie and Khun Yupha, and were given to them.

6. It was learned that Ms Linda Andrews (currently on assignment in Nigeria for INTRAH) will be assigned to the T/S/E/ Section as an intern sponsored by the University of Michigan. Her role as an intern will need to be clarified since there are differing expectations about the purpose of her assignment. (While Andrews was in Chapel Hill for a Nigeria debriefing, Khun Chusie who was in Chapel Hill for the evaluation course sequence, met with her for informal discussion.)

7. Dr. Muangtong was most receptive to the prospect of Durakjipundit University providing technical assistance in management training to the FHD, but felt that the matter would need to be discussed with the Director-General who might feel that: a) FHD and field personnel have already received enough training in management; b) Drs. Lertlak and himself have done all they can. He urged that the matter be discussed with Dr. Suwanee stressing DPV as an institutional resource for general and specialized management training assistance.

8. The schedule and other details of the Ugandan delegation's study tour were discussed with Khun Tanaporn of Asian Centre. She will probably not be in Bangkok during the first week of the activity. During her absence at that time and while she is in the U.S. attending the MSH-sponsored course, Khun Tanothai Sookdhis, Director of the Asian Centre or Khun Guiya of the Training Division, will be INTRAH's contacts.

III. Background

During INTRAH's visit in February, four matters were left pending:

1. Approval from the FHD Director's level to extend the period during which the provincial-level workshops will be conducted in recognition of the delayed starting date.

2. Agreement at the FHD Director's level that training needs assessments conducted by provincial-level personnel may produce requests for training that are outside the current workshop offerings of FHD.

3. Approval from the FHD Director's level for release of FHD personnel from sections other than T/S/E both for the TOT in needs assessment and during the provincial-level workshops.

4. Consideration of modifications to the curriculum developed in Santa Cruz to include organizational levels of needs assessment in order to strengthen participants' understanding of the organizational linkages and rationale for conducting individual needs assessments.

A letter on these and other subjects related to material received from T/S/E was sent to Khun Chusie on April 1, 1985. (See Appendix B).

As follow-up to the plan prepared for the African -- primarily, Ugandan -- delegation's study tour in Thailand, it was agreed during the February 1985 visit that Ms Knauff would discuss final arrangements and details with Khun Tanaporn, and meet Khun Tanothai, Asian Centre's Director, who had been in the U.S. earning an MPH.

Activities

USAID/Bangkok

Knauff met with Mr. Tiffany and Khun Karoon for briefing and debriefing, and with Khun Karoon during the meeting with Dr. Muangtong.

It was learned that Ms. Linda Andrews, a consultant with IHPS for INTRAH's program in Nigeria, had accepted a two-year internship under University of Michigan auspices to serve in the Training/Supervision/Education Section of the

FHD/MOPH. It was hoped that she could provide an ongoing source of consultation and technical assistance to the Section.

Knauff was given copies of the newly-published 1984 Contraceptive Prevalence Survey (CPS III) survey. Findings include confirmation of prevalence of 65% among currently married women of reproductive age (15-44). Female sterilization accounts for 23.5% of the total and is the most common form of contraception. The study team declared that the Natural Family Planning Program had reached the vast majority of potential users. However, they directed attention to several potential areas for program attention: improving temporary method-user efficiency, especially pill-use; promotion of child-spacing methods rather than sterilization among southern Muslims; focused effort in the northeast which has below average prevalence and above average fertility.

As has been noted previously, the CPS III findings should be reviewed by the T/S/E Section of FHD to determine relevance to training initiatives.

During Knauff's return visit in June, Mr. Tiffany and Khun Karoon were on a field trip in the northeast with Dr. Suwanee: a northeast initiative to improve and expand family planning services is being considered. Tiffany had left a message for Knauff to meet with Dr. Barnett Baron of Population Council.

Population Council, South and East Asia

Knauff met Dr. Barnett Baron, Senior Representative, at Tiffany's request.

Baron, at Tiffany's suggestion, discussed possible collaboration with INTRAH should Population Council be awarded an operational research contract on which they will bid. The proposal submitted by Pop. Council has three training features: 1) TOT workshops in proposal-writing for operational research; 2) field research methodology training (TOT, workbook and handbook for research investigators) ; and 3) workshops and seminars for managers to enable them to use the findings of operational research.

Pop. Council has programs in the Philippines, Thailand, Sri Lanka and Nepal. An expanded agenda would include: Indonesia, Pakistan, Burma, Bangladesh and India.

Baron suggested that an INTRAH representative make contact with Andy Fisher or John Laing during the APHA meeting if Population Council is the successful bidder.

Training Supervision and Education Section, FHD/MOPH

In the interim between Knauff's last visit and this one, Dr. George Walter of IHPS had visited Thailand to follow up the three former participants of the TOT conducted in Santa Cruz in January 1985. His discussions with T/S/E Section staff and their discussions with Drs. Suwane and Morakot (Assistant Director and Director of FHD, respectively) had produced some loosening of the impasse

encountered in February 1985. Knauff's letter of April 1 to Khun Chusie had also led to discussion of needs to modify/expand the contemplated training course sequence in needs assessment.

Knauff's meetings with the T/S/E Section staff centered on the following:

1. Review of a simple planning process that could be presented to provincial workshop participants should the current service plans require elaboration. The planning steps to be covered include: clear statement of problem(s) to be addressed by the plan (with reference to the CPS III findings where appropriate); goal; program, operational and resource objectives; implementation plan; monitoring and evaluation plan; and budget.

2. Emergence of training needs would come about as a result of the service plan, particularly the resource objectives section.

3. A big picture will need to be the backdrop for both service plan and training needs assessment presentations. This seemed to be clearer now than was the case in February 1985.

4. An evaluation design for the provincial-level workshops missing from the workshop outline, would be brought back from Chapel Hill by Khun Chusie and Khun Yupha, and would be presented at the TOT.

Work will continue in preparation for the TOT now scheduled for August. Dr. Morakot has agreed on a four-province pilot project, and release of key FHD sections' personnel to attend the TOT and serve as resources during the provincial-level workshops. The TOT curriculum will be modified to include: presentation of the big picture; needs assessments at organizational levels; review of planning steps; and, evaluation design for the provincial-level workshops.

Asian Centre

A meeting was held with Khun Tanaporn and with Khun Tanothai and Khun Guiya. Issues related to the African delegations' visits were resolved, including: schedule which is now final and will include the MOH Centre at Khon Kaen; the final list of July participants; appointments for meetings with the MOPH counterparts of the MOH Ugandans; accommodation at the Windsor Hotel; timing for distribution and completion of biodata and participant reaction forms, and for completing course description forms (copies of each form were given to Khun Tanaporn); and, contents of participant packet to be furnished by Asian Centre.

It was noted that : the Ugandans' biodata had been sent to PDA; 2 Nepalese CRS staff members will join the July African group (their biodata were given by Knauff to Tanaporn); a former PDA staff member (an American) was interested in working with CRS/Nepal on the community-based sales program; Dr. Morakot of FHD had indicated willingness for MOPH facilities to be included in the Africans' visits; Mr. Tiffany had agreed to address the group; and, Khun Tanaporn will not be back in Thailand until the latter part of the July course.

During Khun Tanaporn's meeting with Dr. Walter, she felt that he would require more information on the TOT team's needs before a curriculum was designed. Knauff's impression was that until Tanaporn had completed her MSH

course and returned to Thailand to meet with Asian Centre's training staff for discussions of what was needed and wanted, Walter could not be properly apprised. At the moment, Tanaporn's acting status combined with the return of Khun Tanothai as Director of the Asian Centre along with the full-time resumption of duty of PDA Director Khun Mechai, all contribute to an even greater state of flux at Asian Centre. These emerging changes should be monitored closely.

Other

Courtesy visits were made to Dr. Somsak and Dr. Morakot. Courtesy telephone calls were made to Dr. Romi Gecolea of DTCP and attempted contact with Ms Mary McGovern of FPIA and Jay Parsons of UNDP who were not available for meetings.

Dr. Muanthong of Durakjipundit University indicated willingness to provide institutional assistance in management training. It was not possible to visit the University or to meet with Dr. Lertlak who was busy arranging for re-negotiation of the terms of land-use for the new site of Durakjipundit University.

Recommendations

1. Should Population Council be awarded the OR contract, INTRAH should meet with Population Council/Bangkok to discuss potential areas of collaboration.
2. Knauff will meet with Dr. Suwane and Khun Chusie while both are in Chapel Hill to discuss management training needs.
3. CPS III findings should be reviewed by the T/S/E/ Section to determine their relevance to training needs.
4. Khun Tanaporn should write Dr. George Walter of IHPS about specific training needs to be met during the TOT in January 1986. The shifting scene at PDA should be observed and its relevance to INTRAH/Asian Centre collaboration assessed.

APPENDIX A

Persons Contacted/Met

USAID

Mr. Terrence Tiffany, Health/Population/Nutrition Officer

Khun Narintr, Health/Population/Nutrition Assistant

Khun Karoon, Population Assistant

Ministry of Public Health

Dr. Somsak Varakamin, Deputy Director General, Department of Health

Dr. Morakot Kornkasem, Director, Family Health Division (FHD)

Dr. Suwanee Satayapan, Assistant Director, FHD

Khun Chusie Sujpluem, Director, T/S/E Section, FHD

Khun Nimnuan Thawisomboon, Head, Supervision Sub-Section, FHD

Khun Piengchai Sattayut, Head, Supervision Sub-Section, FHD

Durakjipundit University

Dr. Muangtong Khemmani, Vice-President

Dr. Lertlak S. Burusphat, Vice-President (by phone)

DTCP

Dr. Romeo Gecolea, Director (by phone)

Population and Community Development Association (PDA)

Khun Tanaporn Praditwong, Acting Training Manager, Asian Centre

Khun Tanothai Sookdhis, Director of Asian Centre

Khun Guija, Training staff member of Asian Centre

Population Council

Dr. Barnett Baron, Senior Representative

Program for International Training in Health

The University of North Carolina at Chapel Hill
School of Medicine

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April 1, 1985

Code: INTRAH, Chapel Hill, N.C.
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TLX 3772242
ANSWERBACK: UNCCHINTRAH

Khun Chusie Sujpluem, R.N., M.P.H.
Chief
Training Supervision and Education Section
Family Health Division
Davavesm Palace, Bangkok 10200, THAILAND

Dear Khun Chusie:

Thank you for your letter and the attachments sent from Bangkok on March 18. They arrived today and I hasten to reply.

Let me answer the easy questions first!

1. The Chapel Hill summer course sequence is:

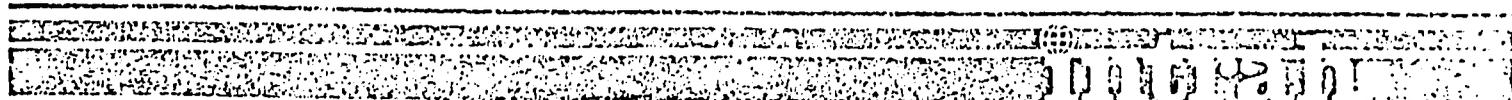
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|---|-------------------|
| - Evaluation and Evaluation Concepts
(from June 2-5, all participants will be in Washington D.C. for the annual conference of the National Council for International Health) | May 20-June 8 |
| - Microcomputer Applications in Evaluation | June 10 - 29 |
| - Planning Management Systems for Program
Coordination and Control | June 30 - July 20 |
| - Wrap-up | July 21 - 24 |

Since only two persons from each country will be accepted—and Khun Tussanee indicated that she was not assigned to evaluation—you and Khun Yupa are invited and encouraged to take all 3 courses.

2. Dr. George Walter 's visit to Thailand is scheduled for April 15 - 18. If you want him to come to the workshop, you will need to inform him. I will see him on April 5 here in Chapel Hill. Do you think you might call him while he is here at the office (919 966 5636)? He will be staying at the Carolina Inn in Chapel Hill on the night of April 4 (919 933 2001) if calling at that time is more convenient.

3. Yes, I'm sorry we didn't have more time for discussion, but our schedules just didn't mesh.

4. With regard to the April 15-26 activity, INTRAH cannot pay the consultants unless: (a) we have received the biodata forms I left in November; (b) the consultants are approved by AID/Washington; (c) a written agreement between INTRAH and FHD verifies the assistance and collaboration decided on, including an evaluation design and plan .



One of the reasons Mr. Ray Baker, Dr. James Veney and I were in Bangkok in February was to work with you and FHD on the plan for assistance and evaluation, and an agreement. However, you will recall that Khun Lertlak said she would be a volunteer (thus, no forms required), and you indicated that you would need to confer with FHB administrators about the issues raised during our last meeting. We departed from Thailand with no paperwork and we were uncertain about what would happen.

As matters now stand with no forms, no AID/Washington approval for the consultants, and no signed agreement we cannot pay the consultants for the April activity.

I am very sorry, therefore, that we cannot support the April 15-26 consultation but we do not have the necessary paperwork or approvals. However, all is not lost. I have cabled Terry Tiffany about the next steps that need to be taken in order for INTRAH to provide assistance. However, the steps will take more time than the April 15 deadline permits. I have projected a trip to Bangkok May 5 - 12. Could you please arrange to reserve two full days for us to meet? We can work on the plans and documentation at that time. Also, could you please ask Khun Lertlak and Dr. Muangthong to complete the biodata forms and send them to me? Then, at least, we can get that process started.

5. With regard to the materials which you attached to your letter, I have reviewed them. May I outline what I see as major emphases and opportunities?

a. Training needs are directly related to service plans and service strategy—and to targets, of course. There are 5 (and perhaps more) interrelated levels of training needs related to the following levels of plans and strategies:

- (1) National plan and strategy;
- (2) Provincial plans and strategies (these may differ according to the MWRA and contraceptive prevalence in the province);
- (3) District plans and strategies (these may also be different from district to district for the same reasons given above);
- (4) Tambon plans and strategies (very different from tambon to tambon);
- (5) Sub-Tambon plans and strategies (very different, also).

b. Thus, at each level, an assessment must be made. It will be directly related to the service plan and strategy at that level, and must include all services and cadres of family planning service provision. At the upper levels—national and provincial—there will also be need to address any higher-level (long-term and other out-of-country) training that is required in order to meet the objectives of the "bigger picture" plan and strategy.

c. What types of training need to be addressed at each level? Certainly, one must include: basic preparation, pre-service and orientation, in-service, refresher/update, and on-the-job which includes follow-up and supervision.

d. The topics of training must also be considered, as well as duration. This will enable FHD to identify and allocate resource personnel.

e. Needs assessments must be updated based on: training needs that have been met; service plans and strategies that are revised; program data that indicate unmet/insufficiently met service needs; monitoring and evaluation data generated from training courses and follow-up; and inadequate staffing that requires certain cadres or persons to perform more tasks than the job description calls for.

f. The material you sent lacked an evaluation component. How will you assess to what extent:

- (1) the workshop(s) design, content and duration helped trainees to meet the objectives;
- (2) needs' assessment training actually has a positive effect on:
 - (a) improved selection of trainees;
 - (b) improved service provision at service points;
 - (c) more systematic and logical provincial-level training plans that include pre-service, in-service, refresher/update and supervision directly related to need rather than tradition;
 - (d) ability of FHD to allocate training resources according to needs identified;
 - (e) decentralization of decision-making about service targets, service plans, service strategies, and training plans.

g. How will you follow-up the persons who have received training in training needs assessments?

h. What are the cadres you will draw from in selection of trainees for the regional workshops? Will you conduct a needs assessment for those persons (in other words, what do they know and do now regarding training needs assessment versus what they are or will be expected to know and do?)

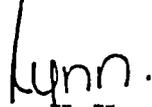
i. I'm not sure, but I think that some task analysis--simply designed--will need to be conducted, at least for ANM's. Whenever there is role-change, it's important to update the old training curriculum (basic or in-service) or at least to introduce refresher that will be focused on the new or revised job. I hadn't noticed any attention to task analysis in the design.

Finally--I know you are wondering when I will get to "finally"!--the agenda is not sufficient as a curriculum. Do you have a curriculum that specifies behavioral and knowledge outcomes for each session and the workshop (A) as a whole? This will be a big help to the trainers, the consultants and to the trainees who will know what the expectations are.

Well, I am sorry to have written so much, but I hope it will be helpful.

Please give my regards to all, and best regards to you.

Yours sincerely,



Lynn K. Knauff
Deputy Director

LKK/df

cc: Dr. George Walter

bcc: Tiffany
Oot
Muniak
Schmidt

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