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Trip Report

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Travelers: Miss Pauline W. Muhuhu,
Director, INTRAH E/SA Office

Country Visited: SIERRA LEONE

Date of Trip: September 20 - October 4, 1985

Purpose: To provide technical assistance to MOH Core Training Team during a Training of Trainers and Curriculum Development workshop and to participate in in project assessment and planning for Phase III

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Program for International Training in Health
208 North Columbia Street
The University of North Carolina
Chapel Hill, North Carolina 27514 USA

ABBREVIATIONS:

CTT:	Core Training Team
EDCU:	Environmental Disease Control Unit
SECHN:	State Enrolled Community Health Nurse
SM/SCM:	Staff Midwife/State Certified Midwife
HS:	Health Sister (Public Health Nurse)
MCH:	Maternal and Child Health
PHC:	Primary Health Care
TBA:	Traditional Birth Attendant
VMA:	Village Midwife Assistant
MCH/Aide:	Maternal and Child Health Aide (lowest level of MCH personnel)
SRN:	State Registered Nurse

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EXECUTIVE SUMMARY

Miss Pauline W. Muhuhu, INTRAH East and Southern Africa (E/SA) Office Director, visited Sierra Leone from September 19 to October 4, 1985. This technical assistance visit was initially scheduled for six weeks but due to flight cancellations between Abidjan and Freetown, Muhuhu lost four planning days. Upon arrival in Freetown, Muhuhu discovered that a Family Planning Clinical Skills workshop, which was a prerequisite for the Training of Trainers and Curriculum Development workshop for which Muhuhu was to provide technical assistance, had not taken place. Consequently Muhuhu's visit was reduced to two weeks.

Major findings include:

- Selected participants for the workshop had not received the FP clinical skills training which had been planned to precede the Training of Trainers and Curriculum Development workshop. The FP clinical skills course was to have been conducted by the CTT without INTRAH technical assistance. INTRAH had not been notified of the situation prior to Muhuhu's arrival in Freetown. This situation seems to have resulted from some administrative problems at MCH Division of the Ministry of Health.
- There is now a planning committee in the Ministry of Health to streamline training activities so as to avoid several activities taking place at the same time and calling upon the same health workers. Whereas this strategy appears appropriate, activity clearance is sought the month prior to scheduled training which leaves very little time for any required re-organization

- of training plans, especially in cases where external technical assistance is required.
- The Ministry of Health was anxious to have INTRAH conduct the MCH Seminar/Workshop on Monitoring, Recording and Reporting as soon as possible.

It was recommended that:

- the MOH conduct the FP clinical skills workshop instead of the Training of Trainers and Curriculum Development workshop from September 23 to October 25, 1985;
- the MOH reschedule the rest of the project's activities; and
- the MOH submit a request to USAID for an extension of the FHI Project.

It is further recommended that INTRAH fund and conduct the MCH Seminar/Workshop on Recording, Reporting, Monitoring and Evaluation and that the Sierra Leonean participants of the INTRAH/Chapel Hill-based evaluation workshop be co-trainers of that activity.

SCHEDULE DURING TRIP

September 15	Departure from Nairobi.
September 16 - 18	Stranded at Abidjan Airport due to flight cancellations.
September 19	Arrived Freetown at 10:00 p.m.
September 20	
9:00-10:45	Met with Dr. Gba Kamara and CTT.
11:00-12:00	Met with Mr. F. Habron and Ms. Yomi Decker at American Embassy.
2:00- 5:00	Met with CTT.
September 21	
9:00- 9:45	Visited airlines for rescheduling of return flights.
10:00-12:00	Met with CTT.
September 22	Travelled to Bo, the training site.
September 23	
Morning Afternoon	Visited Bo MCH Clinic. Reviewed Phase II activities.
September 24	
9:00-10:30	Designed baseline data form with CTT.
Rest of day	Visited Kenema MCH Clinic and training centre.
September 25	
9:00-12:00	Completed review of Phase II activities.
4:00	Discussion with Dr. Gba-Kamara about planned MCH Seminar on Recording, Reporting, Monitoring and Evaluation.

September 27 and 28	Worked in hotel.
September 29	Rest day.
September 30	
10:00- 1:00	Finalized arrangements for MCH seminar/workshop with Dr. Gba Kamara, 2 CTT members and one "evaluator."
1:00- 4:30	Reviewed evaluators' (participants of evaluation workshop at INTRAH/Chapel Hill) family planning service delivery questionnaire.
October 1	Public holiday - Presidential Election Day.
October 2	
Morning	Revised training workplan for Phase III with CTT.
Afternoon	Designed MCH/FP trainee follow-up questionnaire with CTT and one evaluator.
October 3	
9:00-11:30	Visited School of Nursing, Medical Library, YMCA and Institute for Public Administration and Management in search of training rooms.
2:30	Meeting with Chief Medical Officer.
3:15	Meeting with Chief Nursing Officer.
3:45- 5:00	Meeting with Dr. Juxon Smith, PHC Coordinator.
October 4	
9:00-10:30	Final meeting with Dr. Gba Kamara and CTT.
11:00- 1:00	Debriefing with Acting AID Affairs Officer.

October 5

7:00 a.m.

Departure for Abidjan.

October 6

7:30 a.m.

Arrived in Nairobi.

I. PURPOSES OF THE VISIT

The purposes of the visit were:

1. To provide technical assistance during the Training of Trainers and Curriculum Development workshop in Bo from September 23 to October 26, 1985.
2. To participate in project assessment and planning for FY 1986.
3. To discuss with the MCH Director the proposed MCH Seminar/Workshop on Recording, Reporting, Monitoring and Evaluation.

II. ACCOMPLISHMENTS

- A. Briefing and debriefing meetings were held with Acting AID Affairs Officer Mr. James W. Hebron.
- B. A debriefing meeting was held with Chief Medical Officer, Dr. Belmont-Williams. A revised training schedule for 1986/87 was discussed with her and the Acting AAO. The latter requested the MOH to submit a written request for extension of the FHI Project to allow for completion of training activities.
- C. Discussions were held with Dr. Juxon Smith, the Primary Health Care Coordinator and Chairman of the Planning Committee. The purposes of the discussions were to gain insight into the procedures for clearing training activities and share with Dr. Smith the effect the cancellation of the planned Family Planning Clinical Skills workshop for the MCH Division has on the rest of the FHI Project.
- D. Bo and Kenema MCH Centres were re-visited to assess their potential as clinical family planning training sites.

- E. A family planning baseline data form (for trainees) and a standard field follow-up questionnaire (to be used for the first time in November 1985) were designed.
- F. An assessment of project activities by use of limited available records was made and a training workplan for Phase III was completed. This calls for an extension of the FHI Project.
- G. Proposals for INTRAH funding of the MCH Seminar/Workshop on Recording, Reporting, Monitoring and Evaluation and a workshop on the Art of Management and Administration were written.
- H. An attempt was made to debrief the REDSO/WCA Regional Population Officer in Abidjan. In her absence, information was dictated to her secretary.

III. BACKGROUND

This was the twelfth activity in Phase II of the training component of the MOH/FHI Project. INTRAH has provided technical assistance in this project during Phase I and Phase II and it is anticipated that the assistance will continue in Phase III. At the end of Phase II Dr. Gha-Kamara and the CTT, with the assistance of INTRAH staff, developed a workplan for Phases II and III which was to be reviewed in October 1985. A Training of Trainers and Curriculum Development workshop for thirteen health sisters and staff midwives was planned in order to increase the number of MCH/FP trainers originally trained during Phase I of this project. It was found necessary to increase the number of peripheral health workers trained in integration of family planning in the services they currently offer.

The target group for this activity was to be trained in clinical family planning prior to the Training of Trainers and Curriculum Development workshop.

During the Training of Trainers and Curriculum Development workshop, participants were expected to develop three curricula to be used in the training of 350 TBA/VMAs, 30 EDCU assistants and 15 SECHNs in Phase III of the project. INTRAH was to provide technical assistance during this activity.

IV. DESCRIPTION OF ACTIVITIES

A. Technical Assistance to CTT During the Training of Trainers/Curriculum Development Workshop

This assistance was not provided because a FP clinical skills course for the same group that was a pre-requisite for the Training of Trainers and Curriculum Development workshop had not taken place. INTRAH had not been informed of this development. Candidates selected for the TOT/CD workshop had no family planning knowledge and skills; therefore they could not develop the three curricula that were expected at the end of the workshop and neither could they train others. Muhuhu became aware of the situation upon arrival in Freetown on September 19 with the workshop scheduled to start on September 23.

On September 20, a meeting between the MCH Director, CTT and Muhuhu was held to discuss action to take as Muhuhu did not believe the TOT/CD workshop should precede the FP clinical skills workshop. Options open to the group were:

OPTION I:

Two and one half weeks of FP clinical skills without IUD insertion and two and one half weeks of training of trainers without curriculum development.

Implications:

- Participants would have to be assigned to clinics for practice in IUD insertion and then another workshop for curriculum development would have to be organized. This is more time consuming.
- The CTT would develop the three curricula in which case participants would not develop skills in curriculum development. However, curricula would be ready earlier.
- Two and one half weeks would not be adequate for both FP clinical and training skills. This conclusion is based on INTRAH past experience.

OPTION 2:

Same as Option 1 but an extra week for curriculum development would be added (total of six weeks for FP clinical skills without IUD insertion, training of trainers and development of three curricula).

Implications:

- Same as Option 1, plus Muhuhu would be required to stay an extra week which was not possible because of other commitments.
- In the absence of Muhuhu, CTT would conduct curriculum development training without the previously planned technical assistance. (CTT DID NOT AGREE TO THIS.)

OPTION 3:

Since the invited candidates were the same as those intended for the FP clinical skills workshop, the FP clinical skills workshop would be conducted for five weeks instead of the planned six weeks and the Training of Trainers and

Curriculum Development workshop would be rescheduled.

Implications:

- Muhuhu would not stay for this activity as the CTT was expected to conduct the FP clinical skills workshop without assistance.
- The Training of Trainers and Curriculum Development workshop would be rescheduled.
- The FP clinical skills (without IUD insertion) workshop and the Family Planning Orientation for Nurse Dispensers and Dressers, which are dependent on the outcome of the Training of Trainers and Curriculum Development workshop, would be postponed.
- Postponement of these three activities would call for extension of the project as it would be impossible to re-fit all activities in the remaining ten months of the project.
- There would be an additional thirteen nurses with clinical skills who would provide FP services at their centres and serve as the greatly needed referral and back-up for MCH aides. The period between completion of the FP clinical skills workshop and the TOT/CD workshop would provide time for this group to pay attention to family planning service needs in their areas. This awareness, in turn, could be very useful in developing curricula for EDCU assistants, SECHNs and BA/VMAs and the implementation of the curricula.

The third option was considered most advantageous under the circumstances. All three options and their implications were discussed with Mr. Habron, the Acting AAO at the American Embassy. He was very concerned to

provide the training that will provide maximum benefit for the project. He endorsed Option 3.

In further discussions between Muhuhu and MCH Division staff and CTT members the following was agreed:

- The FP clinical skills workshop would be conducted from September 23 to October 26, 1985, working six days a week instead of the usual five.
- As candidates had already been informed to report to Bo Training Centre, and there was no time to contact them to change the venue to Freetown (which has clinical learning facilities), it was decided that theory and whatever practice would be possible would be conducted in Bo and the team would then move to Freetown for concentrated practicum sessions.
- Two members of CTT would remain in Freetown to make necessary arrangements for the practicum.
- Muhuhu would stay in Sierra Leone for a maximum of two weeks. Her role was to:
 - Reassess Bo and Kenema MCH clinics as possible learning sites;
 - Assess Phase II project activities with the CTT and outline plans for Phase III;
 - Work out details of the MCH Seminar/Workshop on Recording, Reporting, Monitoring and Evaluation with the MCH Director, the CTT and evaluators (those who attended the evaluation workshop in Chapel Hill; and
 - Revise the training workplan with CTT.

B. Reassess Bo and Kenema MCH Clinics as possible Clinical FP Learning Sites:

On September 23, Mrs. Emma Sidique, Bo District Health Sister, and a CTT member accompanied Muhuhu to Bo MCH Clinic to review client attendance and the clinic's record system.

The following summarizes the previous three months' records:

Months	Oral				
	Antenatal New Clients	Antenatal Revisits	Contra-ceptives	Depo Provera	FP Education Attendance
June 85	145	457	-	3	1902
July 85	188	400	1	0	1824
Aug. 85	225	450	6	0	1878

There were four clients with appointments for IUD insertion. IUD insertion kits were received in August 1985.

There are two nurses/midwives at this station trained in clinical family planning skills. Though both are located at different buildings in the hospital, both attend to clients requiring prescriptive contraceptives. One of these is the MCH supervisor to whom the MCH aides in the district are responsible. On the day of the visit, the MCH supervisor was observed consulting with MCH aides on MCH/FP record keeping and procedures for oral contraceptives re-supply.

At Kenema MCH Centre it was not possible to get complete records for the months of June, July and August. However the highest monthly total number of family planning clients was seventeen. As in Bo it was not possible to get the number of FP clients attending the OB/GYN specialist clinic in the hospital. Kenema has had family planning services longer than Bo as the Senior Public Nurse there has received PPASL and Meharry Medical Centre MCH/FP training.

The chart on page 9 summarizes the complete records at the time of the visit.

FAMILY HEALTH INITIATIVE RETURNS - JUNE 1984
 KENEMA DISTRICT - EASTERN PROVINCE:

MONTH	A N C NEW	A N C OLD	U E C NEW	U E C OLD	DELIVERIES MALE	DELIVERIES FEMALE	DELIVERIES SEX	MEETINGS HELD	NO. GIVEN H. ED. & F.P.	NEW ACCEPTORS	CONTINUING ACCEPTORS	NO PILL	PILL RESUPPLY	REFER PILL	INJECTION DEPO PROVERA	REFER INJECTION Y	IUD FITTED	INFERTILITY	REF. FOR INFERTILITY	FOAM TABLET	FOAM TABLET	DIAPHRAGM	CONDOM	REFER STERILE	HOUSES VISITED
JUNE 1984	-	-	-	-	-	-	-	21	1706	90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53
JULY	470	489	409	579	73	86	3	81	2397	69	-	-	1	-	-	-	-	-	-	-	-	-	-	-	329
AUGUST	362	1403	406	933	65	56	2	74	2731	52	16	-	1	-	-	-	-	3	3	55	10	-	22	-	167
SEPTEMBER	316	716	140	875	53	52	5	59	1586	20	21	-	25	-	25	-	-	20	20	45	4	-	20	-	113
OCTOBER	367	1167	320	823	72	62	4	57	3218	29	28	-	6	-	-	-	-	6	6	16	1	-	3	-	148
NOVEMBER	626	1479	555	1574	97	95	3	108	3066	72	23	-	6	-	5	-	-	7	7	20	-	-	9	-	111
DECEMBER	390	1285	503	1497	116	70	3	99	2295	55	11	-	5	-	-	-	-	13	13	32	14	-	30	-	129
TOTAL	2531	5539	2333	6281	476	421	20	499	16999	387	123	-	-	-	-	-	-	84	84	229	38	-	123	2	1050
JANUARY	1688	1407	5129	1458	126	129	2	182	8036	104	40	-	5	3	-	0	-	10	10	54	16	-	97	-	388
FEBRUARY	2134	1143	2237	1057	105	109	4	145	7027	77	23	-	8	4	-	6	-	1	1	49	6	-	46	4	618

C. Assessment of Phase II and Planning for Phase III.

Training records and, where possible, information required from supervisors or during CTT supervisory visits were reviewed against project objectives (see Appendix E2 and F2 for details).

Plans for Phase II were revised taking into account the postponement of the Training of Trainers and Curriculum Development workshop. The new schedule necessitates extension of the FHI Project by at least six months in order to carry out all the activities. (see Appendix F for new schedule). Budgets for all activities were worked out and details of two activities to be funded by INTRAH were also developed. The Institute for Public Administration and Management (IPAM) was visited by Muhuhu and Mrs. Phebean Alghali to explore possibilities of its use as a venue for some of the activities in Phase III. The Institute was fully booked for INTRAH/MOH proposed dates. However other potentials of the Institute were explored (see Findings section).

D. Meeting with Chief Medical Officer (CMO):

Muhuhu was accompanied to this meeting by Dr. Gba- Kamara and Mrs Phebean Alghali. The CMO was briefed on Muhuhu's purpose for the visit and the outcome of her visit after she reviewed the new workplan. The CMO expressed concern over the "extensive training" offered by INTRAH which tends to take health workers from their place of work frequently and for long periods. In principle, she agreed to the extension of the project.

Dr. Juxton Smith, the Primary Health Care Coordinator and Chairman of the Planning Committee was consulted on the procedures and requirements

for obtaining clearance for the courses to be conducted. Muhuhu, in particular, shared with Dr. Smith the implications of the delay in the FP clinical skills course on the rest of the project and she also sought information on how best to avoid a similar problem in the future. This was a very informative meeting.

Two meetings were held with Mr. James Habron, Acting AAO at the American Embassy. The outcomes of Phase II of the project were discussed in detail. Mr. Habron suggested that the MOH petition the Embassy for extension of the project to cover the revised workplan.

V. FINDINGS

The Family Planning Clinical Skills workshop scheduled to take place in August, 1985, did not take place. There seems to be an interplay of several issues that resulted in the cancellation of the course and failure to notify INTRAH of the cancellation:

1. Incomplete financial reporting of previous training to REDSO/WCA/Abidjan resulted in a delay in release of funds for the Family Planning Clinical Skills workshop. The uncertainty of the availability of funds resulted in the consequent delay in application for training clearance for the Training of Trainers and Curriculum Development workshop to the planning committee of which Dr. Gba-Kamara and Phebean Alghali are members. The budget for a training activity is submitted to the AAO two to three weeks prior to the expected date for commencement of training. This does not appear to be adequate notice.

2. It was not clear to Dr. Gba-Kamara that family planning service delivery knowledge and skills were essential prior to development of the three curricula. His view was that the Family Planning Clinical Skills workshop could be rescheduled after the Training of Trainers and Curriculum Development workshop; hence the failure to notify INTRAH. It is essential for someone with training programming knowledge to participate in decisions that will affect training, whether it is a single training activity or the entire training program. It is equally important that each activity be viewed in relation to the rest of the activities in the project.
3. The trainees, especially MCH aides appear to have problems in re-supply of oral contraceptives. The main difficulty is inaccessibility of the contraceptives to the MCH aides unless they travel to district headquarters. Even if the contraceptives could be made easily available, the question of supervision, especially at the early stages, needs to be addressed. Currently, bicycles and contraceptives provided under the FHI Project are stored in Freetown for lack of a means of transporting them to the peripheral workers.
4. Dr. Bailah-Leigh, obstetrician and gynaecologist in Bo, has been appointed assistant to Dr. Gba-Kamara but his role and responsibilities have not been stipulated. Muhuhu understood that Dr. Bailah Leigh would still hold his OB/GYN position and would still be based in Bo.

B. Bo and Kenema Training Centres:

The two MCH centres still cannot provide clinical experience for trainees needing to provide prescriptive contraceptives. However they are ideal for IEC. Both

centres have at least two persons trained in FP service delivery. Both Training Centre is also spacious enough for other training activities with up to 30 participants. However, Kenema Centre is small and not appropriate for group work. It could hold up to fifteen participants in a lecture/conference setting. There are also sanitation-related problems. This situation is regrettable especially as the MCH Centre is large and moderately well-constructed. Both centres have large antenatal and child-welfare clinic attendance.

The obstetrician/gynaecologists in both centres provide family planning services but their records are not incorporated into MCH centres or district MOH records. Clients are recorded as gynaecological clients. There is therefore a need to:

1. be very selective when deciding on training venue.
2. streamline records and recording systems. This has been observed by many other travellers. The MCH Division needs to spearhead this streamlining and advise CDC on the next steps to be taken regarding specimen cards left behind for review by Tim Johnson in June 1986.

C. Institute of Public Administration and Management:

This Institute is part of the University of Sierra Leone. The objectives of the Institute are to:

1. Institute programmes, and provide facilities for:
 - a. the education and training of management and administrative staff in the principles and practices of Commerce, Trade, Industry and Public Administration with a view to assisting public and private organizations, large or small, to improve work performance;

- b. the education and training of management and administrative staff in the principles and practices of Management, Accounting and Financial Administration with a view to assisting public and private organizations, large or small, to improve work performance; and
 - c. research into problems of Management, Administration and Finance.
2. Provide consultancy services in Management, Administration and Finance.
 3. Coordinate and direct Management, Administration and Finance training programs in the country.
 4. Organize and run ad hoc training courses on request, on topics such as Small Business/Industries, Farm Management, Cooperatives, Trade Unions, and Local Governments.
 5. Organize and run training seminars, conferences, workshops for senior-level management, finance and administrative staff.
 6. Encourage or sponsor the publication of the results of studies or of research in Management, Administration and Finance which, in the opinion of the Institute, are of academic and/or practical value.
 7. Award diplomas and certificates where appropriate to persons who successfully complete courses of training.
 8. Assist and coordinate the activities of organizations and/or institutions whose objectives are similar to those of the Institute.

The Institute conducted several courses in 1985. Of these the following are in the area of INTRAH's mandate:

- Middle Management;

- Project Management;
- Health Services Administration;
- Human Resource Management;
- Personnel Relations and Maintenance-Job Evaluation (see Appendix G for course descriptions).

In April/May 1985, in conjunction with the Ministry of Health, the Institute conducted a six-week Health Services Administration course for doctors, nurses and other health personnel. The MCH Division should take care during the selection of the participants for the INTRAH-funded Art of Management and Administration workshop to avoid duplication of training.

JPAM has adequate and various sizes of conference facilities, teaching staff and aids, support services but lacks boarding facilities. The director was once a staff member of ESAMI in Arusha, Tanzania. This is an agency which INTRAH may wish to consider for future collaboration.

VI. CONCLUSIONS AND RECOMMENDATIONS:

A. Training Project Management:

1. Timing for requisition of funds for training activities and financial reporting to REDSO, and delay in application for training clearance from the PHC planning committee could further hinder the pace of project implementation. It is therefore recommended that the MCH Division submit proposed training budgets for Phase III to the Acting AAO as soon as possible and that the application for the release of funds for each activity be made at a time agreed upon by both the MCH Director and the Acting AAO or his representative.

2. Whereas the training plan is flexible, it is nevertheless important to observe the interdependency of certain activities and the rationale in the sequencing of such activities. Sequence is very important, especially when training aims at different levels of skills development. With this in mind, no one activity should be considered in isolation. It is therefore recommended that the Core Training Team take an active role whenever there is a need to adjust training plans because they participate in the planning and have training programming skills.
3. Training without availability of tools for utilization of learned knowledge and skills is wasted effort. Though the project has provided basic necessities for service provision, these have yet to reach the service providers. The motivated clients do not have prescriptive contraceptives available at chiefdom or health centre levels. This situation may "demotivate" mothers who learn that they have to travel to district headquarters for services. The MCH aides will also tend to be demotivated in service delivery, especially now that pill users are looking upon them for re-supply of pills which are unavailable at that level. It is therefore recommended that:
 - a. When planning for a follow-on project (if there will be one) funds should be allocated to ensure that commodities reach the peripheral workers.
 - b. Supervision and support for already trained MCH aides should be intensified. Support should include development and follow-up of a system for re-supply of contraceptives, affirming the referral and

reporting system for this group. Supervision and support could be conducted in the form of one day or half-day sessions in specific areas by district public health nurses/MCH supervisors in conjunction with CTT members to help identify some real FP service delivery and FP integration problems. Workable plans for ease of service delivery by MCH aides could be collaboratively developed by both groups. Such sessions might also include arrangements for public health nurses or staff midwives to avail themselves of the opportunity to designate pre-arranged dates to attend clients that need services beyond MCH aides' capabilities. Such services could be offered on a mobile basis for a number of villages combined. Dr. Bailah Leigh could also provide support for Southern and Eastern Provinces since he is already based outside of Freetown.

- c. Training of SECHNs in FP clinical skills should continue as planned to ensure a referral centre that bridges MCH aides at the chiefdom level and staff midwives at the district level. SECHNs to be trained must be those based or to be based at the health centre level. Assurance must be made prior to the training that candidates meet the qualifications.

B. Bo and Kenema training Centres:

Both centres still do not meet the requirements for provision of FP clinical skills training due to lack of pills and IUD users. There are, however, adequate learning experiences for participants of non-

clinical courses. It is recommended that FP clinical skills courses continue to be conducted in Freetown and that efforts be made to increase acceptors at Jenner-Wright Clinic in Freetown.

C. Institute of Public Administration and Management:

This is a potential site/resource for INTRAH West African management training activities and also for INTRAH/MOH activities. At the moment, due to the economic situation and logistical difficulties in Sierra Leone, the collaboration may be limited to the use of IPAM's professional staff rather than the centre itself.

It is therefore recommended that:

1. INTRAH maintain contact with IPAM and explore the best way to collaborate with the Institute.
2. The MCH Division ensure that participants of the six-week course at the Institute are not included in the Art of Management and Administration workshop scheduled for January 1986.

D. General Recommendations:

1. INTRAH should continue to provide technical assistance to the MCH Division.
2. The MOH should strengthen coordination of the various technical assistance and funding agencies to avoid duplication of activities and maximize the benefit to MCH/FP service delivery in Sierra Leone.

APPENDIX A

PERSONS CONTACTED/MET

American Embassy, Freetown

Mr. James W. Habron	Acting AID Affairs Officer
Ms. Yomi Decker	Program Officer
Mr. A. Hogan	Position unknown (met briefly for introductions only)

Ministry of Health Headquarters - Freetown

Dr. Belmont Williams	Chief Medical Officer
Dr. Juxon Smith	Primary Health Care Coordinator
Mrs. Taylor	Chief Nursing Officer
Mrs. Fatuyum Keller	Demographer

MCH Division, 3 Wilberforce Street, Freetown

Dr. Gba-Kamara	MCH Director
Mrs. Phebean Alghali	Senior Public Health Nurse, Project Coordinator
Mrs. Valentina Gilpin	Core Training Team member
Mrs. Margaret Dumbuya	Core Training Team member
Ms. Angela Masally	Core Training Team member
Ms. Lois Vincent	Health Sister at Jenner-Wright Clinic
Mrs. Cecilia Spaine-Cole	Core Training Team member

Bo, Southern Province

Ms. Emma Sidique	Core Training Team member
Dr. Bailah-Leigh	OB/GYN specialist and newly appointed assistant to MCH Director

FAMILY PLANNING BASELINE DATA FORM

MINISTRY OF HEALTH - MATERNAL & CHILD HEALTH
DIVISION FP TRAINING PROGRAM

(To be completed by trainers at beginning of each FP course)

- 1. NAME.....
- 2. POSITION.....
- 3. LOCATION.....
- 4. DATE.....
- 5. HAVE YOU ATTENDED ANY FAMILY PLANNING COURSE(S) BEFORE?

YES

NO

IF YES:

- 5.1 WHAT TYPE OF COURSE?
.....
.....
.....
.....

- 5.2 WHERE WAS THE COURSE HELD?
.....
.....

- 5.3 HOW LONG WAS THE COURSE?.....

- 6. HAVE YOU BEEN PROVIDING FAMILY PLANNING SERVICES? YES NO
IF YES, FOR HOW LONG?.....

FROM THE LIST BELOW, PLEASE TICK THE TYPE OF SERVICES YOU HAVE BEEN PROVIDING:

- 6.1 INFORMATION
- 6.2 MOTIVATION AND COUNSELLING
- 6.3 ORAL CONTRACEPTIVES;
 - 6.3.I - INITIAL SUPPLY
 - 6.3.II - RE-SUPPLY
- 6.4 INJECTABLES
- 6.5 I U C Ds
- 6.6. NON-PRESCRIPTIVE;
 - 6.6.I - CONDOM
 - 6.6.II - DIAPHRAGM
 - 6.6.II - FOAM, FOAMING TABLET
 - 6.6.IV - JELLY & CREAMS

6.6.V - NATURAL FAMILY PLANNING METHODS

7. PLEASE INSERT NUMBER OF FP CLIENTS ON STATED METHODS DURING THE MONTHS INDICATED:

	JUNE	JULY	AUGUST 1985
7.1 Injectables	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.2 IUDC	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.3 Pills (initial supply)	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.4 Pills (re-supply)	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.5 Condom	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.6 Diaphragm	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.7 Foam & Foaming Tablets	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.8 Jelly & Creams	<input type="text"/>	<input type="text"/>	<input type="text"/>
7.9 Natural Methods	<input type="text"/>	<input type="text"/>	<input type="text"/>

8. DO YOU FOLLOW-UPS OF FAMILY PLANNING CLIENTS? YES NO

8.1 IF YEST, STATE METHODS OF FOLLOW-UP YOU USE:
.....
.....
.....
.....

8.2 WHAT TYPE OF F.P. CLIENTS DO YOU DO FOLLOW-UP ON?
.....
.....
.....
.....

8.3 GIVE REASONS WHY YOU FOLLOW UP THE CLIENTS LISTED IN (8.2)
.....
.....
.....

MINISTRY OF HEALTH - MATERNAL AND CHILD HEALTH

DIVISION/FP TRAINING PROGRAM

MCH/FP TRAINEE FOLLOW-UP FORM

DATE: _____

NAME: _____

POSITION: _____

WORK: _____

TOWN: _____

DISTRICT: _____

1. TYPE OF FP TRAINING ATTENDED _____ DATE _____

PLEASE TICK THE TYPES OF FAMILY PLANNING TRAINING YOU HAVE ATTENDED:

- () CLINICAL FAMILY PLANNING SKILLS WITH IUD INSERTION
- () TRAINING OF TRAINERS
- () MANAGEMENT AND SUPERVISION
- () FP ORIENTATION FOR EDCU DISPENSERS AND NURSE DRESSERS
- () TRAINING OF TRAINERS AND CURRICULUM DEVELOPMENT
- () INTEGRATED MCH/FP TRAINING FOR THE MCH/AIDES
- () DEVELOPMENT OF FP CURRICULUM FOR INTEGRATION INTO EXISTING MCH CURRICULUM FOR MCH/AIDES
- () OTHERS: (PLEASE SPECIFY)

2. HOW MANY PEOPLE HAVE YOU TALKED TO ABOUT FP IN THE LAST 3 MONTHS? (PLEASE INSERT THE MONTH BEFORE EACH BOX)

_____ _____ _____

3. OUT OF THE NUMBER IN THE THREE BOXES HOW MANY PEOPLE HAVE STARTED FAMILY PLANNING METHOD IN THE LAST THREE MONTHS?

4. HOW MANY CLIENTS ARE YOU PROVIDING FAMILY PLANNING METHOD IN A MONTH?

5. IN THE LAST MONTH, HOW MANY NEW CLIENTS DID YOU HAVE ON.

A) FOAM _____

B) FOAMING TABLETS _____

C) CONDOMS _____

D) PILL (INITIAL SUPPLY) _____

E) PILL (RE-SUPPLY) _____

F) INJECTABLE _____

G) NATURAL METHOD _____

H) IUCD _____

6. HOW MANY CLIENTS HAVE YOU REFERRED IN THE PAST 3 MONTHS? _____

A) REASONS FOR REFERRAL

B) WHERE WERE THEY REFERRED?

C) TO WHOM WERE THEY REFERRED?

D. WHAT HAPPENED TO THE PEOPLE REFERRED?

7. IN PROVIDING FAMILY PLANNING SERVICES, WHAT PROBLEMS HAVE YOU EXPERIENCED IN RELATION TO:

A) CONTRACEPTIVE SUPPLIES.

B) EQUIPMENT.

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8. DO YOU CONDUCT ANY TRAINING? _____

A) WHOM DO YOU TRAIN?

B) HOW MANY HAVE YOU TRAINED THIS YEAR? _____

C) WHAT TYPE OF TRAINING HAVE YOU CONDUCTED?

9. WHEN WAS THE LAST TIME THE FOLLOWING PEOPLE VISITED YOU?

A) HEALTH SISTER _____

B) CLINIC SUPERVISOR _____

C) MEMBER OF CORE TRAINING TEAM _____

D) MCH/AIDE _____

10. HOW OFTEN WOULD YOU LIKE HER TO VISIT YOU? _____

WHY? _____

11. HOW OFTEN DO YOU SEND FAMILY PLANNING RECORDS TO YOUR SUPERVISOR OR THE MCH OFFICER? (PLEASE TICK THE APPROPRIATE)

() ONCE A MONTH

() ONCE EVERY THREE MONTHS

() NOT AT ALL

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12. IF YOU DO NOT SEND THE RECORDS - WHY?

13. WHEN WAS THE LAST TIME YOU SENT RECORDS?

14. HOW OFTEN DO YOU GET CONTRACEPTIVE SUPPLIES?

15. WHAT CONTRACEPTIVES DO YOU HAVE IN STOCK TODAY?

16. WHAT ASSISTANCE DO YOU FEEL YOU NEED, IF ANY, IN ORDER TO DO YOUR WORK BETTER?

HOW WILL THIS ASSISTANCE IMPROVE YOUR WORK?

Program for International Training in Health

The University of North Carolina at Chapel Hill
School of Medicine

Norfolk Towers Phase II
Office Building
Kijabe Street

August 19 1985

ESA Regional Office
P.O. Box 55699, NAIROBI
Telex: 22683 DODWELL
Telephone: 29870/26824

Dr Gba Kamara
Maternal and Child Health Division
Ministry of Health
3 Wilberforce Street
FREETOWN Sierra Leone

Dear Dr Gba Kamara

Greetings!

I am extremely sorry that we were unable to meet during your recent visit to Nairobi. My efforts to reach you by phone at the University Halls of Residence were as fruitless as yours were. I hope next time will be better.

I am writing to find out where MOH is in preparation for the forthcoming TOT. My current plans are to arrive in Freetown on 29 October, on Flight LJ 723 to Abidjan.

The purposes of my visit according to 1985/86 training plans are:

1. To provide technical assistance during TOT in Bo from 23 Sept. to 26 Oct. 1985.
2. To participate in project assessment and planning for 1985 CTT.
3. To discuss with you the proposed MCH seminar/workshop on Recording, Reporting, Monitoring and Evaluation scheduled for November, 1985.

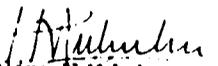
I understand that the commencement of clinical skills course scheduled from August 5, 1985 was delayed. As this group of participants is the same for the TOT, what effect does this delay then have on the TOT dates? Is money available for TOT?

As regards purpose number 3, I would like to discuss with you the following:

- a) who in the participating agencies (positions and responsibilities) do you expect to participate in the workshop?
- b) what you/MOH expect out of them after the training.
- c) list, responsibilities and CVs of persons who could participate as resource persons. No commitments please.

I am writing to Phebean and her team specifically on the proposed TOT. I look forward to hearing from you probably by cable in the not so distant future.

Sincerely


Pauline W. Mihuhu
Regional Director (ESA)

cc Lynn Knauff
Deputy Director, INTRAH.



APPENDIX E

MINISTRY OF HEALTH, MCH DIVISION/INTRAH TRAINING PROJECT

ACTIVITY 13: Assessment of Phase II and Planning for Phase III.

BACKGROUND INFORMATION:

This project is a component of a larger USAID Family Health Initiatives project with the Ministry of Health.

The overall training project objectives are:

1. To increase training capabilities of 24 MCH Division personnel based in MCH district centres.
2. To develop clinical family planning skills for 60 MCH Division personnel.
3. To develop an in-service training program for integrated MCH/FP services.
4. To develop skills of MOH peripheral health workers - 160 MCH aides, 250 TBAs and VMAs and 20 EDCU assistants for family planning motivation, counselling, referral and provision of non-prescriptive family planning methods.
5. To increase MCH/FP training resources of the MCH Division.
6. To strengthen managerial and supervisory skills of 23 MOH provincial and district level personnel.
7. To improve team functioning of peripheral health workers.
8. To strengthen the skills of 2 MCH/FP trainers to develop and use simple educational materials.
9. To improve support to TBAs and VMAs.

This project was divided into three phases. During Phase I (March - August, 1984) attempts were made to partially address objectives 1 - 5.

Following a survey on the FP skills of the MCH workers, FP equipment available at MCH centres and FP services being provided at these centres, two curricula were developed. These are:

- FP curriculum for integration into existing MCH aides' curriculum.
- FP clinical skills curriculum.

The following personnel were trained:

- 11 health sisters/staff midwives trained as trainers.
- 111 MCH aides trained by MCH/FP trainers with technical assistance from core trainers.

At the end of this Phase, a review and planning for Phase II was conducted in Chapel Hill when the CTT and Dr. Gba Kamara were in the USA attending courses. New areas of need were identified and incorporated into the training plans for Phase II. In January 1985 these were discussed in Freetown during meetings between the MOH, INTRAH and USAID.

Phase II continued to address objectives 1 - 5 in addition to objectives 6 - 9 of the project. The training targets were:

1. In-country training:

- 15 District health sisters to be trained in clinical FP skills with IUD insertion. COMPLETED
- 47 Physicians (one-day seminars) in contraception and socially transmitted diseases. COMPLETED
- 16 Provincial managers (one week) in family planning orientation. COMPLETED
- 18 Nurse dispensers and EDCU assistants in family planning orientation. COMPLETED
- 20 District health sisters and staff midwives in management and supervision. COMPLETED
- 15 District health sisters and staff midwives in family planning clinical skills. IN PROCESS
- 13 SRNs, SCMs AND DHSs in training of trainers and curriculum development. NOT DONE
- 3 Curricula to be developed a) FP Education outreach for TBAs/VMAs; b) FP Education for EDCU assistants; c) FP clinical skills without IUD insertion for SECHNs. NOT DONE

2. Training Outside Sierra Leone

- 6 CTT members in training skills and team building. COMPLETED
- 2 MCH workers in evaluation. COMPLETED
- 2 Tutors/trainers in clinical FP/TOT. POSTPONED
- 2 Trainers in visual materials development. COMPLETED
- 2 Trainers/tutors in natural family planning TOT. POSTPONED TO NOVEMBER

ACHIEVEMENT SUMMARY

Anticipated Number of Trainees	158
Actual Number Trained	104
In Training	11
Short Fall	43

Though participants currently in training were selected for a TOT and Curriculum Development workshop, it was not appropriate to conduct a TOT/CD workshop and expect the group to develop three family planning curricula while the group has no knowledge and skills in family planning service delivery.

This group should have had a clinical FP skills course in August which did not take place. The most appropriate measure would have been to conduct the FP Clinical Skills workshop as soon as the obstacles were removed and postpone the TOT/CD workshop and the subsequent activities that depended on the TOT/CD workshop such as Activities 17, 19, 20 and 22 in the training plan.

For details of accomplishments by activity, see the attached chart.

PROBLEMS AND ISSUES ARISING DURING PHASE II

A. SERVICE

1. FP data collection still poses a problem in that:
 - a) No individual client record card exists.

- b) There is lack of uniformity in data collected due to the fact that trainers and MCH centre staff have developed their own systems. It was observed that while some centres are developing and using INTRAH-developed forms, some are also using PPASL forms.
2. The system of distributing contraceptives to MCH aides and EDCU assistants and their accountability is not clear, especially when both types of worker are stationed at the same site. The questions are - should the contraceptives be issued to the station and accounted for by the person generally responsible for centre stock or should each service provider receive his/her stock as is the case now?
3. One hundred bicycles received in early January, as well as contraceptives received in June, are stored at the MCH Division due to lack of method for transporting them to service delivery sites. Some of the equipment received from UNICEF is also stored but most MCH centres have received IUD insertion kits within the last few months.
4. MCH aides are now receiving pill users requiring re-supplies. Pills are not available to MCH aides. Efforts are made by MCH aides to correctly collect the users' cards and take them to district headquarters where the supervisor reviews them, re-supplies three cycles at a time and instructs MCH aides on what to check for before giving them to clients.

B. TRAINING

1. CTT active and full participation in decision making regarding planning (including rescheduling) of training activities and participant selection is crucial to the success of the training program.
2. There is uncertainty as to whether any future training activities will take place because of:
 - a) unavailability of funds;
 - b) lack of clearance with planning committee.
3. Training activities are scheduled too closely together.
4. The field follow-up budget does not include per diem for persons conducting the follow-up.

5. Lois Vincent, a participant in the INTRAH evaluation workshop in May/July 1985, has knowledge and skills that would strengthen the CTT tremendously. Currently she is participating in CTT meetings but her role is not yet defined. There is therefore a need to specify her role both at Jenner-Wright Clinic and as a member of the CTT.

RECOMMENDATIONS

1. During the CTT meetings an agenda should be drawn up by the members; training progress and problems and recommendations should be presented to the Director of MCH in writing and reviewed in subsequent meetings.
2. The MCH Division should submit budget proposals for all remaining activities to the Acting AID Affairs Officer and follow up at least 30 days prior to each activity, or at a time agreed on by both the Acting AAO and MCH Coordinator.
3. If a training activity is to be cancelled or postponed, its relationship to the rest of the activities in the project and the sequencing must be taken into consideration. The CTT must be involved in such changes as the team has been involved in the scheduling of training activities. Such changes must be communicated to the assisting agency by the quickest means to avoid unnecessary inconvenience and expenditure on both sides.
4. Lois Vincent's newly acquired evaluation skills are useful to both training and service delivery. It is recommended that she be more actively involved with the CTT and that her role/responsibilities be very clearly spelled out.
5. All training activities in Phase III should be rescheduled in light of the delayed Training of Trainers and Curriculum Development workshop. Rescheduling of the TOT/CD workshop and Art of Management workshop should take into consideration INTRAH procedural logistics to ensure availability of consultants in Freetown and PHC planning committee clearance procedures.
6. The MOH should request an extension of the project to accommodate the new training dates.

MINISTRY OF HEALTH, MCH DIVISION/INTRAH FP TRAINING PROJECT 1985/86

PHASE II ACCOMPLISHMENTS

MARCH - NOVEMBER 1985

ACTIVITY	OUTCOMES	TARGET SHORT FALL	POST TRAINING ACTIVITIES/EFFECTS	COMMENTS
1. Clinical Skills with IUD-insertion. February 11 - March 22, 1985	<ul style="list-style-type: none"> - 14 Health sisters and staff midwives trained. - Each trainee was supplied with oral contraceptives, foam, foaming tablets, condoms and injectables from PPASL upon graduation. - Each MCH centre trainee received IUD insertion kit. 	1	<ul style="list-style-type: none"> - 10 Known to be providing FP services at their stations. - Are supplying MCH aides with non-prescriptive methods. - FP services have now started in the clinics where these trainees are based. 	<p>CTT has not been in touch with rest of trainers.</p> <p>It is understood that no FP services were offered in these centres prior to training.</p>
2. Physician Seminars in Contraception and STD (3) Feb. 11 - 25, 1985	<ul style="list-style-type: none"> - 33 Participated 	14	No information is available at the time of this assessment.	Participants expressed interest in training and service delivery.
3. Regional TOT for CTT. April 16 - May 4, 1985	<ul style="list-style-type: none"> - 6 Core trainers trained in: <ul style="list-style-type: none"> . Training Program Development . Training Methodology (Adult) . Team Building 	0	<p>Learned skills to conduct:</p> <ul style="list-style-type: none"> - FP orientation for EDCU dispensers and nurse dressers workshop. - FP orientation for provincial-level managers' workshop. 	

ACTIVITY	OUTCOMES	TARGET SHORT FALL	POST TRAINING ACTIVITIES/EFFECTS	COMMENTS
	<ul style="list-style-type: none"> - A curriculum for FP orientation for EDCU dispensers and nurse dressers was developed. - A plan was developed to meet monthly for coordination and planning purposes. 		<ul style="list-style-type: none"> - Management and supervision for district-level managers' workshop. <p>Implemented the curriculum development during TOT workshop.</p> <p>Have been meeting on last Friday of each month since training. Agenda includes:</p> <ul style="list-style-type: none"> - Review last training. - Planning for next training activity. - Trainer assignment for training activities. 	<p>No travel allowance for these meetings.</p> <p>Suggestions includes: 2-day meeting at end of training activities for trainers' meetings. This will, however, require per diem.</p>
<p>4. FP Orientation for Provincial Level Managers May 13-17, 1986.</p>	<ul style="list-style-type: none"> - 12 participated: <ul style="list-style-type: none"> . 4 Medical Officers . 1 DCNO . 1 Principal SON . 1 Senior health officer . 2 Public health sisters . 1 Senior dispenser . 2 EDCU supervisors 	4	<ul style="list-style-type: none"> - Not known yet for majority - School of Nursing very supportive during the management workshop in July. 	<p>Participants:</p> <ul style="list-style-type: none"> . showed interest . promised support . requested involvement in decision-making . expressed wish to have been involved at the inception of project.
<p>5. Evaluation Workshop USA-BASED May-July 1986</p>	<ul style="list-style-type: none"> - 2 trained 	0	<ul style="list-style-type: none"> - Presently developing an FP baseline data questionnaire (first draft ready) - Planning to analyse INTRAH participant biodata and participant reaction forms for the on-going clinical skills course. 	<ul style="list-style-type: none"> - MCH Division plans to involve one of these trainees in program to assist in evaluation. - This information will be forwarded to INTRAH. This is also part of

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ACTIVITY	OUTCOMES	TARGET SHORT FALL	POST TRAINING ACTIVITIES/EFFECTS	COMMENTS
7. FP Orientation for Nurse Dressers and EDCU Dispensers June 3-7, 1985	<ul style="list-style-type: none"> - 15 participated: <ul style="list-style-type: none"> . 11 Nurse Dressers . 3 EDCU Dispensers . 1 PRN - EDCU Dispenser trainer) . 13 MCH aides participated last day of workshop. - Two groups addressed problems in their work place. - Areas of collaboration identified. - Discussed conflict areas. 	3		<p>INTRAH means of follow-up of the evaluation trainees. Guidance will be given.</p> <ul style="list-style-type: none"> - There are plans for INTRAH to conduct a regional follow-up workshop for these trainers to assist in development of country evaluation plans. - There is need for follow-up on site to: <ul style="list-style-type: none"> . Ascertain extent of FP integration. . Find out how the MCH aides and dispensers/dressers are collaborating in their new FP roles. . Find out how the FP record system is considering that some working dispensers may have been assisting PPASL in distribution of contraceptives and that EDCU dispensers

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ACTIVITY	OUTCOMES	TARGET SHORT FALL	POST TRAINING ACTIVITIES/EFFECTS	COMMENTS
8. Management and Supervision for District-level Managers July 1-19, 1985	<ul style="list-style-type: none"> - 18 Staff midwives and district health sisters were trained. - CTT utilized skills learned in Santa Cruz and Nairobi in the training. - With technical assistance CTT developed a management and supervision curriculum. - A management and supervision curriculum for middle level MCH/FP supervisors. - Each trainee developed a plan of action to reduce an identified worksite problem. 70% of the problems addressed family planning. The remainder were on immunization and worm infestation among children. 	2		<p>and MCH aides may have individual supplies of non-prescriptive contraceptives.</p> <p>- Need for follow-up to ensure implementation of the plans.</p>

ACTIVITY	OUTCOMES	TARGET SHORT FALL	POST TRAINING ACTIVITIES/EFFECTS	COMMENTS
9. Regional Visual Materials Development Workshop. (August 5-22, 1985)	- 2 trained	0		- Training just completed.

Anticipated No. of trainees during Phase II March - October, 1985	- 154
Actual No. of trainees by end of September 1985	- 100
In training in September/October 1985	- 14
Short-fall for period March - October 1985	- 47

ACTIVITIES NOT COMPLETED

ACTIVITY	DATES	NO. OF TRAINEES	COMMENTS
6. Clinical TOT for Tutors/ Trainers (Regional)	May 13 - 31, 1985	2 - 3	Postponed at regional level. To be re-scheduled to a later date.
10. Regional NFP TOT	August 5 - 23, 1985	2	Postponed to November 11 - 29, 1985 to avoid monsoons in Philippines.
11. Clinical Skills with IUD Insertion	August 5 - 13, 1985	15	Delayed. Re-scheduled to September 23 - October 26, 1985.
12. TOT and Curriculum Development	September 23 - October 16, 1985	13	Participants for this workshop should have been trained in FP clinical skills (Activity II). Knowledge and skills in family planning service delivery is essential to enable participants develop curriculum for SECHNs, EDCU assistants and TBAs as previously planned. FP Clinical Skills is a pre- requisite for the TOT/CD workshop.

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I. PROJECT DATA:

COUNTRY: Sierra Leone

PROJECT TITLE: Training for Integrated MCH/FP Phase III.

TOTAL COST:

NAME OF ORGANIZATION
SUBMITTING PROJECT: Division of MCH Services Ministry of Health
Government of Sierra Leone.

NAME, TITLE AND ADDRESS
OF CHIEF CONTACT. Dr. Amadu M. Gba-Kamara
Director
Division of MCH Services
Ministry of Health
3, Wilberforce Street,
Freetown, Sierra Leone, West Africa.
Telephone 24788 (Office)

DATE OF SUBMISSION OF
PROPOSAL: October 4, 1984.

PROJECT DURATION: November 1, 1985 - January 31, 1987.

II. PROJECT DESCRIPTION:

A. Project Summary:

This project addresses the training component of a larger USAID Family Health Initiatives project with Ministry of Health that became effective in October 1983. INTRAH provided technical assistance in Phase I from March - September, 1984 and in Phase II from January to October 1985.

During these 2 phases, 226 health personnel were trained.

The Family Health Initiatives project aims at assisting Ministry of Health, MCH Division to add family planning to existing MCH services.

Ministry of Health plans call for establishment of comprehensive family planning services initially at each MCH centres and selected health centres. At Chiefdom level, the MCH Aides will provide all non-prescriptive contraceptives, resupply oral contraceptives and motivate, counsel and refer clients to MCH centres as necessary. In Phase 1 and 2 of the training component, 226 personnel out of the target of 749 have been trained. These include health sisters and staff midwives who have commenced provision of family planning services in their respective MCH centres and have also trained some MCH Aides for motivation and provision of non-prescriptive contraceptives. The FP trained MCH Aides in their family planning work, EDCI Dispenser, Nurse Dressers and mid-level managers/supervisors have also received training.

Phase 3 proposes to increase the number and cadre of health personnel trained in family planning service delivery.

B. Project Objectives:

1. To increase training capabilities of 13 MCH Division personnel based in MCH district centres.
2. To develop clinical family planning skills (without IUD insertion) for 45 MCH Division personnel at health centre level.
3. To develop skills of Ministry of Health peripheral workers - 350 TBAs and VMAs, 17 Nurse Dispensers and Dressers and 75 MCH Aides for family planning motivation, counselling, referrals and provision of non-prescriptive family planning methods.
4. To strengthen the administrative and MCH/FP program managerial skills for 20 Ministry of Health district level personnel.
5. To prepare 2 FP trainers/tutors to integrate NFP into pre-service and in-service clinical family planning training.
6. To strengthen knowledge and skills of 24 Ministry of Health personnel and 8 other related ministries and non-governmental agencies personnel in recording, monitoring and evaluation.

7. To provide field follow-up of 77 Ministry of Health personnel trained in Phase I and II.

EXPECTED OUTCOMES:

1. 5 Curricula including:
 - : Recording, monitoring and evaluation.
 - : The Art of Management and Administration.
 - : Training of Trainers and Curriculum Development (improvement on TOT)
 - : Clinical skills without IUD insertion for SECHNS and EDCU Assistants.
 - : FP Motivation and Education for TBAs/UMAS.
2. 204 trainees (168 will be unduplicated)
3. 77 trainees from Phase I and II will be followed up in the field.
4. Improved support for peripheral workers.
5. Improved record keeping and service evaluation.
6. Strengthened interagency collaboration.
7. Decentralization of in-service training for peripheral workers.

C. Strategy:

During the first five (5) months the project will focus on follow-up of at least 75% of personnel trained during Phase II and the later part of Phase I. The field follow-up aims at determining the extent to which these workers are providing family planning services, type and quality of support required. This information will be used for improvement of the services and training as necessary.

During this period, focus will be placed on strengthening managerial and evaluation skills for provincial and district managers and increasing number of trained MCH Aides. In the next 10 months the focus will be on strengthening training capabilities for MCH trainers and increasing the number of service providers. The bulk of the training will take place at district level. 350 TBA/UMAs will be trained for education and motivation, 45 health centre personnel will be trained in clinical skills without IUD insertion

in order to support MCH/Aides in service delivery.

III. SCOPE OF WORK:

1. ACTIVITY TITLE: Field Follow-up.

- OBJECTIVES:
1. To determine the extent of family planning services being provided by three groups of trainees in Phase I and II.
 2. To provide assistance to service providers at their place of work.

DURATION: One week (36 man-days)

DATES: November 4 - 9, 1985.

TRAINERS: 6 CTT members in 3 teams of two each.

PARTICIPANTS: 77 as follows:

- : 47 MCH Aides trained in integrated MCH/FP (non-prescriptive and pill re-supply) September 1984 (Activity 7 in Phase I)
- : 15 staff midwives and health sisters trained in clinical skills and management supervision in March 1985 and July 1985 respectively.
- : 15 EDCU Dispensers and Nurse Dressers, participants of FP Orientation workshop of June, 1985.

SITES: Makeni, Moyamba, Bo, Bonthe, Kenema, Port Loko and Kailahun districts.

The standard questionnaire developed by CTT with INTRAH's technical assistance in October, 1985 will be used.

EXPECTED OUTCOMES:

1. At least 75% of the trainees from the three cadres of health workers will have contact with trainers at worksite and receive necessary on site assistance.
2. Information obtained during the visit will be used to improve/strengthen service delivery, plan for strengthening support at the peripheral.
3. Major issues arising and problems identified be addressed or used for problem solving during the Art of Management and Administration workshop.

2. ACTIVITY TITLE:

MCH Seminar/Workshop on Recording, Monitoring and Evaluation.

OBJECTIVES:

1. To increase knowledge of 30 health social, agricultural and planning middle-level workers in program evaluation.
2. To provide an opportunity for participants to explore evaluation indicators for their programs and to determine how the participating agencies would obtain information relevant for evaluation of their programs.
3. To provide a forum for participating agencies to discuss areas of collaboration that may enable them to jointly identify and remedy health problems in the communities they serve.

DURATION: 2 weeks

DATES: November 25 - December 6, 1985.

VENUE: Freetown, School of Nursing or Medical Library.

TRAINERS: 2 INTRAH
2 MOH
1 Guest speaker from Ministry of Development and Planning.

PARTICIPANTS: 30 as follows:

- 22 from Ministry of Health
 - 2 Statistics Department
 - 4 MCH Clinics - Jenner-Wright, Bo, Kenema and Make
 - 6 Hospital personnel responsible for collection of data - PCMH, Connaught, Bo, Kenema, Magburaka and Kono
 - 4 Provincial technical officers from EDCU centres.
 - 1 Paramedical School
 - 1 Fertility Advisory Services
 - 1 Nutrition Unit
 - 1 Bo-Pejehun PHC Project
 - 1 Bombali PHC Project
 - 1 Voluntary Sterilization Services
- 1 Ministry of Education - Home Economics
- 1 Ministry of Social Welfare and Rural Development - Nutrition Department
- 1 Ministry of Agriculture - Nutrition Program
- 1 Ministry of Development and Planning
- 1 Military MCH Services
- 1 Catholic Relief Services
- 1 Cristian Association of Sierra Leone
- 1 Planned Parenthood Association of Sierra Leone

SELECTION CRITERIA:

Candidates should be middle-level workers involved in planning, data collection and analysis or training, service delivery, supervision and monitoring.

PARTICIPANT POST WORKSHOP EXPECTATIONS/REQUIREMENTS:

- : recording and monitoring services provided by the agency(ies)
- : preparation of periodic reports with an evaluation measure on the services provided by the agency(ies)
- : use of evaluation indicators to give a fair evaluation of the services.
- : multi-agency collaboration of field activities to enable identification of community health problems and their solutions.

CONTENT:

The curriculum will be developed by the trainers. Content will include but not limited to:

- : Role of statistical data in planning for national development in general and health planning in particular.
- : Program evaluation process
- : Evaluation methods, instruments and indicators.
- : Data analysis
- : Preparation of evaluation report
- : Use of evaluation results for planning.

By the end of the workshop/seminar each participant or groups of participants from the same worksite will identify an evaluation problem from their worksite and develop an action plan to reduce the problem. These workplans will be implemented on return to participants' worksites.

FOLLOW-UP AND EVALUATION:

1. INIRAH Participant Biodata and Reaction Forms will be administered.
2. Each participant or groups of participants will develop plans of action to reduce real situation problems at worksites.
3. Sierra Leone trainers of this workshop will review/assess progress in the implementation of the plans at intervals decided upon during the development of the plans.

TRAINING MATERIALS:

To be determined by trainers.

3. **ACTIVITY TITLE:** Natural Family Planning Training of Trainers.
(Regional Activity).
- OBJECTIVES:** To prepare FP trainers/tutors to integrate NFP into pre-service and in-service clinical family planning training or teaching.
- DURATION:** 3 weeks
- DATES:** November 11 - 29, 1985.
- TRAINERS:** Institute of Maternal and Child Health (IMCH) in Manila Philippines.
- PARTICIPANTS:** 2 MCH/FP trainers
1 MOH
1 PPASL
- LANGUAGE OF ACTION:** English.
- POST TRAINING EXPECTATIONS:** Implementation of Curriculum developed during this activity.
- WORKSHOP CONTENT:**
- The curriculum will be developed by trainers. Content will include but not limited to:
- Review of reproductive physiology, signs and symptoms of fertility awareness; four natural family planning methods; practice in training in and teaching about NFP methods use with emphasis on counselling, charting and other means to improve users' effectiveness.
- EVALUATION:**
1. INTRAH participant Biodata and Reaction forms will be administered.

- TRAINING MATERIALS: To be determined by trainers.
4. ACTIVITY TITLE: The Art of Management and Administration.
- OBJECTIVES: To strengthen the Administrative and MCH/FP program managerial skills for 12 District Medical Officers and other Doctors, 8 Matrons that include Principal Tutor.
- DURATION: 2 weeks
- DATES: 20 - 31 January, 1986.
- VENUE: Freetown.
- TRAINERS: 2 INIRAH
1 CTT
- LANGUAGE OF INSTRUCTION: English.
- PARTICIPANTS: 20 Ministry of Health personnel
12 DMOs & MD
8 Matrons
- POST TRAINING EXPECTATIONS: Improved MCH/FP service delivery and increased level of FP integration into MCH services through:
- a) planning for integration in own worksites with specific targets.
 - b) increasing/improving support services for MCH/FP service providers.
 - c) provision and maintenance of adequate contraceptives.
 - d) periodic evaluation of MCH/FP services in own area and provision of feedback to service providers.

WORKSHOP CONTENT:

The curriculum will be developed by the trainers. Content will include but not limited to:

MCH plans for integration of MCH/FP services; roles and responsibilities of the group in the integration; principles and practice of management; communication; decision making; leadership skills; human resource development; conflict and conflict resolution; planning, executing and implementing MCH/FP programs.

Participants will also examine current MCH/FP services in their areas of operation (worksites), identify strengths and weakness and make suggestions for improvement and or strengthening the services at various levels.

EVALUATION AND FOLLOW UP:

1. INTRAH biodata and reaction forms will be administered.
2. Description of MCH/FP service strengths and weakness and suggestions for strengthening and improving on will be prepared by the end of the workshop.
3. Level of implementation of the suggested actions and their impact on MFH/FP services will be assessed during the project evaluation in January 1987.

TRAINING MATERIALS: To be determined by trainers.

5. **ACTIVITY TITLE:** Integrated MCH/FP for MCH Aides.
ILL. to

- OBJECTIVES:**
1. : To develop knowledge, attitudes and skills necessary for:
 - : motivation and counselling
 - for MCH/FP including infertility,
 - PID and choice of contraceptive method;
 - : Provision of non-prescriptive contraceptives;
 - : Resupply of oral contraceptives;

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- : maintenance of simple records;
- : conducting group health education

: To develop basic skills for supervision of TBA's and VMA's .

DURATION: 3 courses of two weeks each

DARES: March 4 - 14, 1986
March 10- 21, 1986
March 17- 27, 1986

VENUE: Bo, Kenema, Makeni

LANGUAGE OF INSTRUCTION: English and local dialects.

TRAINERS: 6 MCH/FP trainers, backstep by 3 CIT members
(2 MCH/FP trainer and 1 CIT in each)

PARTICIPANTS 75 MCH Aides currently providing MCH services at chiefdom level.

EVALUATION AND FOLLOW-UP

1. Pre and post test scores comparison.
2. Performance during the course.
3. Site visits and interviews at the end of the project.
4. Criteria for post training evaluation will be:
 - : number of health talks given
 - : number of non-prescriptive contraceptive acceptors by method
 - : number of clients resupplied with oral contraceptives
 - : number of referred clients
 - : reasons for referral
 - : records maintained
 - : number of meetings with TBA's and VMA's
 - : topic/problems discussed with TBA's and VMA's and their outcome.

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6. ACTIVITY TITLE: Regional Evaluation Follow-up Workshop)
(Regional Activity)

OBJECTIVES:

1. To provide opportunity for national evaluation resource persons to compare and share problems they have confronted and solutions they have found in efforts to implement the INTRAH evaluation strategy in their own countries.
2. To provide an opportunity for feedback on the adequacy of baseline data about family planning resources in the countries as a means to assure that these materials include all the necessary detail for such baseline documentation.
3. To provide an opportunity to work through the analysis of training evaluation and trainee evaluation data collected in the countries of the resource persons as a means to a better understanding of the INTRAH evaluation strategy and its implementation.
4. To provide an opportunity to address in more detail the assessment impact, based on the baseline data available and the types of information that can actually be collected and maintained within the various training countries.
5. To provide an opportunity for the immediate superiors of the evaluation resource persons, or other important resource persons for in-country evaluation strategy both to gain needed in-country support for evaluation activities, and to increase the evaluation resource base in the countries.

EXPECTED OUTCOMES:

1. Program evaluation and data collection and evaluation skills improved and strengthened in 16 evaluation resource persons from selected countries in Africa and Asia, particularly through the examination and analysis of actual data collected for evaluation purposes in their countries.

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2. A core group of trained evaluation persons within each country, expanded by the additional persons attending the follow-on workshop.
3. Agreed on and understood strategy for impact evaluation (primarily with regard to adoption and continued use of family planning techniques) based on what may practically be done in each country.

AREAS OF LEARNING EXPERIENCE:

- Evaluation with particular emphasis on training evaluation effects and impact in health and family planning.
- Baseline and program data collection and data analysis techniques based on actual data, to support knowledge of evaluation.
- INTRAH evaluation strategies for assessment of family planning training, to assure that adequate support of these strategies can be provided in each country.

TRAINING ACTIVITIES:

The training activities will consist of three major components. These can be characterized as the following:

- A presentation and comparative analysis of problems encountered in each country in the set up and conduct of INTRAH evaluation. This will take the form of presentations by countries, followed by didactic and interactive analysis of the situations by course facilitators and by participants.
- Detailed examination by course participants and facilitators of country baseline data documents to identify strengths, weaknesses, and areas of additional needed development.
- Application of INTRAH evaluation techniques to selected data actually derived from training events in countries.

- Examination of the potential for evaluation of impact of training programs as measured by increased use of services and continued use of services and selection of feasible strategies by which this may be done in each country.

FOLLOW-UP:

The persons attending this training event will serve as the primary INTRAH evaluation resource persons in each country represented over the life of INTRAH activity in those countries. As such, INTRAH will be in frequent contact with these persons, both through country visits and through mail and telephone communication. At least one evaluation visit will be made in each year to each country in which active evaluation of training programs is being carried out.

EVALUATION:

1. Pre-post training assessment of the knowledge and skills of participants in specific areas that the workshop is to address. As this is a workshop and not a training event in the conventional sense, much of what is done as part of the workshop will not be strictly amenable to the pre-post test format. In those areas where such a format is appropriate, however, it will be used. This will serve both as an evaluation tool and as a pre-session assessment of need to allow for modification of course content or presentation.
2. Participant Reaction to the Workshop. Again, the workshop format does not lend itself completely to the INTRAH participant evaluation framework. Nevertheless, all attendees will be expected to complete INTRAH participant reaction forms. These will provide a subjective terminal assessment of the value of the workshop.
3. Weekly and daily formative assessments. This workshop will utilize the same type of formative evaluation tools used on a weekly and daily basis as the Chapel Hill short course sequence. These will include weekly evaluation group exercises to assess progress in learning and daily "Pluses" and "Wishes" sessions to provide for immediate feedback to the facilitators of any participant concerns.

4. Follow-up contacts with participants. As indicated above, these persons will be expected to provide the major evaluation support for INTRAH projects in the countries represented. This means that these resource persons will be in relatively constant contact with INTRAH throughout the entire life of the program. During these contacts it will be possible to determine if participants are following the details of the evaluation action plans developed for each country, as well as to determine if they are serving as an evaluation resource to the family planning program in those countries.

TRAINING MATERIALS:

Materials provided for use during the follow-on workshops will be the same basic documents as were used during the initial workshop. First round participants will be expected to bring these with them to the workshop. Additional copies of these will be provided for new participants. The basic documents are:

Assessing Health Workers Performance: A manual for Training and Supervision, Katz, R. and Snow, R. WHO Geneva, 1980.

Evaluation and Decision Making for Health Services Organizations, James E. Veney and Arnold D. Kaluzny. Prentice Hall, 1984.

Evaluation of Health Promotion and Education Programs, Windsor, Baranowski, Clark and Cutter, Mayfield, 1984.

Guidelines for Evaluating a Training Program for Health Personnel, Geneva, WHO 1978 Offset Public. No. 38.

INTRAH Evaluation Plan.

State Training Plans.

ACTIVITY TITLE: Training of Trainers and Curriculum Development.

COST TO INTRAH: 1. Travel and per diem for 1 trainer and training materials.

OBJECTIVES:

1. To develop adult training and curriculum development skills for 13 staff midwives and health sisters responsible for training of TBAs/VNAs, EDCU Assistants and SECHNS in family planning service delivery.
2. To increase the number of family planning trainers within the Ministry of Health's MCH Division in order for the Ministry to reach its goal of integrating family planning into existing MCH services of the Ministry of Health and to increase the level of contraceptive use among the MCH health service clients.
3. To develop three curricula.
 - a) Clinical skills without IUD insertion for SECHNS.
 - b) FP orientation for Nurse Dressers and Dispensers.
 - c) FP motivation and education for MCH - for TBAs and VNAs.

DURATION: 5 weeks

DATES: May 5 - June 6, 1986.

VENUE: Kenema, MOH Training Centre.

TRAINERS: 1 INTRAH for Technical Assistance
3 CTT members.

PARTICIPANTS: 13 staff midwives and health sisters, who will have already been trained in clinical skills with IUD insertion.

LANGUAGE OF INSTRUCTION: English.

POST TRAINING EXPECTATIONS:

1. In groups of 3s and 2s, the trainees will conduct the following training activities under this project:
 - a) Clinical skills without IUD insertion for 15 SECHNS using curriculum developed during the TOT.
 - b) FP orientation for 17 Nurse Dressers and Dispensers using curriculum developed by CTT and used in June 1985.
 - c) Clinical skills without IUD insertion for EDCU Assistants.
 - d) FP Motivation and Education on MCH for 350 MCH Aides.
2. Support SECHNS in family planning service delivery.
3. Participate in project evaluation.

WORKSHOP CONTENT:

The curriculum will be developed by the trainers. Content will include but not limited to:

Communication process; problem solving/decision making; group dynamics; feedback; adult training methods and techniques; curriculum development process; planning, conducting and evaluating training activities; training practice; and development of 3 curricula.

EVALUATION AND FOLLOW-UP:

1. INTRAH Participant Biodata and Reaction forms will be administered.
2. Comparisons and discussion of pre and post test scores with each participant.
3. Assessment of training practice that includes application of training methods and skills; accuracy of family planning content and organization of practice training sessions. Feedback will be given to each participant. The CTT will provide technical assistance during training activities a, b, and partially in (see training activity schedule - appendix

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After each training session the trainees (MCH/FP trainers) will review the experiences prior to and during the activity (planning, conducting and evaluating the training; will design follow-up of their own trainees).

TRAINING MATERIALS:

- 13 Abbatt. Teaching for Better Learning (one for each participant).
- 4 Hansons; Learning Through Groups - A trainers basic guide.
(the the 3 core trainers and 1 for central office)
- 4 Cooper & Heenan, Preparing, Designing, Leading Workshops a humanist approach.
(for the 3 core trainers and 1 for central office)
- 4 L.A. Stanley, Guide to Training Needs Assessment (3 for core trainers and 1 for central office)
- 4 Guide to Evaluation of Training (3 for core trainers and 1 for central office).
- 13 Abbatt Self-Assessment for Teachers of Health Workers - How to be a better teacher.

8. **ACTIVITY TITLE:** Clinical Family Planning Skills without IUD Insertion.

OBJECTIVES:

- : To develop knowledge, attitudes and skills necessary for family planning service delivery.
- : To develop skills in organization of MCH/FP clinic
- : To strengthen the referral system in MCH/FP.

DURATION: 3 weeks for SECHNS.
2 weeks for EDCU Assistants.

DATES: July 7 - 25, 1986.
October 6 - 17, 1986.

VENUE: Freetown in July, 1986
Bo in October, 1986.

LANGUAGE OF INSTRUCTION: English

TRAINERS: 3 MCH/FP trainers, trained in activity 7 with
1 CTT member back-up for each course.

PARTICIPANTS: 15 SECHNS in health Centres and MCH clinics.
30 EDCU assistants.

CONTENT:

The curriculum will be developed during activity 7 and be based on candidates expected responsibilities and the needs assessment to be carried out prior to implementation of activity 7. Clinical performance standards will also be developed.

EXPECTED OUTCOMES:

1. Increased number of family planning service providers and services to be provided.
2. Family planning service delivery points will be increased.
3. Each trainee will go home with a supply of contraceptives and necessary records to enable her/him commence services immediately on return to worksite.

EVALUATION AND FOLLOW-UP.

1. Comparisons of pre and post test scores.
2. Mid course test.
3. Clinical performance using recorded standards.
4. The District Health Sister in conjunction with the core trainers will conduct follow-up. Follow-up procedures will be determined during the curriculum development in activity 7.

5. Criteria for evaluation:

- : family planning service components provided, e.g. screening, casefinding, counselling, compared with the baseline data, etc.
- : number of continuing clients by method
- : number of clients referred, reasons for referral and outcomes
- : number of referrals received from MCH Aides
- : reasons for referrals and outcomes

6. On-site visit at the end of each project phase

TRAINING MATERIALS:

Hatcher et al; It's Your Choice (45 copies)

9. ACTIVITY TITLE: Family Planning Orientation.

OBJECTIVES:

- : To introduce concepts of family planning to nurse dressers.
- : To promote effective collaboration between health centers and MCH centers for integration of MCH/FP.
- : To solicit advice and enlist support for role of EDCU assistant in family planning.

DURATION: 5 days

DATE: 1 - 5 September 1986.

VENUE: Bo

LANGUAGE OF INSTRUCTION: English

TRAINERS: 3 MCH/FP trainers
1 Core Group member

PARTICIPANTS: 17 Nurse Dispensers and Dressers based in health centers.

FOLLOW-UP AND EVALUATION: To be determined.

TRAINING MATERIALS: To be identified.

Curriculum developed in Nairobi by CIT during Phase II will be used.

10. ACTIVITY TITLE: FP Motivation and Education for MCH.

OBJECTIVES:

- : To develop knowledge, skills and attitudes necessary for:
 - motivation for family planning
 - counselling for non-prescriptive methods of contraception
 - supply of condoms and foams
 - dealing with contraception misconception
 - recognition of IUD and oral contraceptives side effects and referral

- : To develop knowledge of contraceptives available in Sierra Leone.

DURATION: 13 courses of one week each.

DATE:

VENUE: At district level, 13 districts.

LANGUAGE OF INSTRUCTION: Local dialects.

TRAINERS: 24 MCH/FP trainers partially with CTT back-up (see workplan)

PARTICIPANTS: 350 TBA's
These operate at village levels.

CONTENT:

Curriculum will be developed during activity 7. Content will include:

- : Health benefits of child spacing.
- : Identification of high risk mothers in the villages.
- : Approaches in motivating clients.
- : Counselling and instruction of clients on condom and foams.
- : Dealing with contraceptive misconception.
- : Information and contraceptives available in Sierra Leone.

- : Recognition of side effects of oral contraceptives and IUD.
- : Maintaining simple contraceptive records.

FOLLOW-UP AND EVALUATION:

The MCH Aide will provide on-going support and follow-up to this group.
The MCH/FP trainers will administer the participant biodata and reaction forms (simplified)

CRITERIA FOR EVALUATION:

- : Number of clients that have initiated family planning in their area.
- : Number of clients continuing with non-prescriptive methods of contraception.
- : Number of clients referred, reasons of referral and outcomes.

TRAINING MATERIALS: To be developed during visual aids activity
(Activity 7)

11. ACTIVITY TITLE: Final Project Evaluation.

OBJECTIVES:

- : To evaluate project impact.
- : To identify family planning service delivery weaknesses and areas for improvement.
- : To recommend on-going family planning continuing education program.

DURATION: 2 weeks

VENUE: Freetown and Provinces.

EVALUATORS: 2 INTRAH
 MOH Personnel

Evaluation protocol to be developed during regional evaluation workshop
with INTRAH's assistance.

PHASE III MCH/INTRAH TRAINING WORKPLAN

NOVEMBER 1985 - JANUARY 1987

ACTIVITY	PARTICIPANTS	DATES	SITE	TRAINERS	COMMENTS
1. Field Follow-up of 75% of participants of Activity 7 in Phase I and activities 1,7 and 8 in Phase II.	77: 47 MCH/Aides 15 SM/HS 15 EDCU Dispensers and Nurse Dressers	4 - 9 November 1985	Makeni Moyamba Bo Bonthe Kenema Port Loko Kailahun Districts	6 CTT members	- 3 Teams of 2 each for Southern Province Eastern Province Northern Province - FHI FUNDING
2. MCH Seminar/Workshop on Recording, Monitoring and Evaluation.	30: 22 MOH 4 Other ministries 1 Ministry 3 NGOs	25 Nov. to 6 Dec. 85 (Planning 20 - 23 Nov.)	Freetown	2 INTRAH 1 CTT 2 Evaluators	- INTRAH will only participate during first week. - Participants will develop plans of action for implementation at their stations. INTRAH FUNDING.
3. Regional NEP Training of Trainers	2: Trainers/Tutors	11 - 29 November 1985	Manila, Philippines	IMCH	INTRAH FUNDING
4. The Art of Management and Administration Workshop/Course	20: 12 DMOs and MDs 7 Matrons 1 Principal Tutor	20 - 31 January 1986	Freetown	1 INTRAH 1 SPH/UNC 1 CTT	INTRAH FUNDING

ACTIVITY	PARTICIPANTS	DATES	SITE	TRAINERS	COMMENTS
5. Integrated FP workshop (non-prescriptive and Oral re-supply)	75: MCH/Aides 25 Bo 25 Kenema 25 Makeni	3 - 14 March, 1986 10 - 21 March 1986 17 - 27 March 1986	Bo Kenema Makeni	2 MCH/FP trainees 1 CTT back up for each district	MCH/FP Trainers will be those trained in 1984 TOT FHI FUNDING
5. Regional Evaluation Follow-up workshop.	2 Evaluators	10 - 19 March 1986	Nairobi Kenya	INTRAH	- Same participants who attended US based workshop on May/July, 1985 INTRAH FUNDING
7. TOT and Curriculum Development	13 SRN, SCMs & HS	5 May - 6 June (Planning 30 April - 4 May)	Kenema	3 CTT 1 INTRAH (TA)	- Participants must have attended FP clinical course. - 3 curricula will be developed TBA/VMA, EDCU Asst, SECHNS FHI FUNDING
8. Clinical Skills without IUD Insertion.	15: SECHNS	7 - 25 July 1986	Freetown	3 MCH/FP Trainers 1 CTT back up	- Curriculum Developed in Activity 6 will be used. - MCH/FP trainers will be those trained in Activity 7 - FHI FUNDING

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ACTIVITY	PARTICIPANTS	DATES	SITE	TRAINERS	COMMENTS
9. FP Orientation for Nurse Dressers and Dispensers.	17: Nurse Dispensers Nurse Dressers	1 - 5 Sept. 86	Bo	3 MCH/FP Trainers 1 CTT back up	<ul style="list-style-type: none"> - MCH/FP trainers will be those trained in Activity 7 but different from Activity 8. - Curriculum developed by CTT in Nairobi will be used. - FHI FUNDING
10. Clinical skills without IUD Insertion	30: EDCU Assistants	6 - 17 Oct. 1986	Bo	3 MCH/FP trainers 1 CTT back up	<ul style="list-style-type: none"> - MCH trainers will be those trained in Activity 7 but different from Activity 8 and 9 - Male counselling will be emphasized - Curriculum developed in Activity 7 will be used. - FHI FUNDING <p style="text-align: right;">.../</p>

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ACTIVITY	PARTICIPANTS	DATES	SITE	TRAINERS	COMMENTS
11. FP Motivation and Education for MCH.	350: TBA/VMA's 25 in each district	6 - 10 Oct. 1986	Districts 1,2,3,4	2 MCH/FP trainers 1 CTT back up in each dist- rict.	- Use curriculum developed in Acti- vity 7. - 1 MCH/FP trainer trained in 1984 to be teamed up with one trained in Activity 7. FHI FUNDING
	25 in each district	27 - 31 Oct. 1986	Districts 5,6,7,8	"	FHI FUNDING
	30 in each district	10 - 14 Nov. 1986	Districts 9,10,11, 12 & 13	2 MCH/FP trainers in each district	"
12. Program Evaluation	20: 1 MCH Director 6 CTT 13 MCH/FP Trainers	12 - 23 Jan. 1987	Freetown & Provinces	INIRAH & Evaluators	FHI FUNDING
13. Interagency Meeting	MOH, UNICEF, PPASL Family Welfare and Others	Jan 26 - 28 (over)	Freetown	MOH Convenor	Planning for Phase IV.

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**INSTITUTE OF
PUBLIC ADMINISTRATION
AND MANAGEMENT
UNIVERSITY OF SIERRA LEONE**



PROSPECTUS

1984/85

1984/85 PROSPECTUS

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
UNIVERSITY OF SIERRA LEONE

FOREWORD

With three academic years behind it, the Institute is now ready to start the fourth year of its operations with confidence. Our professional courses in Accounting and Banking are well under way and our performance-improvement courses of short duration are well established.

In addition to the introduction of a 4-week workshop for Principals of Secondary Schools, a series of workshops will be run for the academic and educational staff of primary schools during the next three to four academic years. This programme is being undertaken at the request of the Third IDA Educational Project with some funding provided by the Project.

Health Services Administration workshop will be conducted next year for medical and para-medical staff of health organisations.

Through links established with Manchester University, University of Stirling and the Institute of Public Administration in Dublin, Ireland, under the auspices of the British Council, the Institute has augmented its course delivery by inputs provided through these links.

The National Cash Register has made an initial donation of three DECISION MATE V Micro-computers to the Institute and we hope to commence studies in computer science during the coming academic year.

Our library has benefitted from assistance by the British Council and most of the books required for our professional accountancy and banking courses are available under the reference section of our Library.

The old Civil Service Training College buildings adjoining the IPAM complex are being renovated to provide extra classrooms, offices and conference facilities for the coming year.

With the experience of the last three years behind it, the Institute is now poised to provide service to our clients as we hope to enjoy the patronage of the Civil Service, parastatal and private sector organisations in the years to come.

Kwame E. Adjei
Director

INTRODUCTION

The following pages provide a brief description of the programmes and courses which IPAM plans to conduct during the academic year 1984/85. IPAM has reserved a portion of the time available to fill organisational training needs, and the Institute stands ready to meet as many demands as possible tailor-made for the needs of individual organisations.

The brochure sets out individual programme objectives, training techniques and course content.

METHOD OF APPLICATION

Applications from the Civil Service should be sent to the Establishment Office via their respective Ministries. Applications from the Parastatal and Private Sectors can be made direct to the Secretary of the Institute. In either case applications should be made one month in advance.

FEES FOR PROGRAMMES AND COURSES

Specific arrangements for the payment of fees for courses and programmes have been made with the Establishment Secretary's Office in respect of Civil Servants employed in the Ministries. Participants from the Civil Service will therefore not be expected to pay any fees directly unless otherwise indicated. Fees in respect of Parastatal and Private organisations or individuals should be remitted direct to the Institute. Fees are inclusive of tuition and course materials but meals are not included unless otherwise indicated. Bank Draft/Mail Transfer/Cheques should be crossed and made payable to the "Institute of Public Administration and Management". Cash should not be sent by post. Completed application forms, enquiries and all payments should be forwarded to:-

The Secretary,
Institute of Public Administration and Management,
Tower Hill,
Private Mail Bag 570,
Freetown,
Sierra Leone.

Telephone Nos.: 24476/77/84/85/95

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
UNIVERSITY OF SIERRA LEONE

OBJECTIVES

The objectives of the Institute are to

- (a) institute programmes, and provide facilities for
 - (i) the education and training of management and administrative staff in the principles and practices of Commerce, Trade, Industry and Public Administration with a view to assisting public and private organisations, large or small, to improve work performance;
 - (ii) the education and training of management and administrative staff in the principles and practices of Management, Accounting and Financial Administration with a view to assisting public and private organisations, large or small, to improve work performance;
 - (iii) research into problems of Management, Administration and Finance;
 - (iv) co-operation with similar institutions both nationally and internationally,
- (b) provide consultancy services in Management, Administration and Finance;
- (c) co-ordinate and direct Management, Administrative and Finance training programmes in the country;
- (d) organise and run ad hoc training courses on request; such as Small Business/Industries, Farm Management, Co-operatives, Trade Unions, Local Government;
- (e) organise and run training seminars, conferences, workshops for top management, finance and administrative staff;
- (f) encourage or sponsor the publication of the results of studies or of research in Management, Administration and Finance which in the opinion of the Institute, are of academic and/or practical value;
- (g) award diplomas and certificates where appropriate to persons who successfully complete courses of training;
- (h) assist and co-ordinate the activities of organisations and/or institutions whose objectives are similar to those of the Institute.

1.0 PUBLIC ADMINISTRATION AND GENERAL MANAGEMENT

- COURSE 1.1 :** MIDDLE MANAGEMENT COURSE
- DURATION :** Three (3) Weeks - 15 October - 2nd November, 1984
- OBJECTIVES :** On completion of the Course participants should have:
- a framework within which the participant can develop his capacity for wider responsibilities, a broader perception of himself, his relationship with others and manage the situations with which he may be faced
 - an improvement of his knowledge, skills and behaviour in applying them to his work situation
 - current management concepts in the areas of management, setting targets and objectives and achieving results through people.
- CONTENT :**
- The nature and practice of Management
 - Interpersonal skills and resolution of conflict
 - leadership skills
 - communication in management
 - management by objectives
 - work planning
 - analytical techniques in decision making
 - an understanding of the nature of interfunctional differences and dependency
 - the industrial relation scene
- TARGET GROUP :** Management and Executive staff who have significant experience and proven ability and potential in their organisations. Sponsors are expected to give time in identifying the development needs of candidates for use after attending the Course.
- METHODOLOGY :** Lectures and visual aids will be used to introduce the various management concepts. Simple individual and group exercises will then be used to provide a frame of reference for course members. There will also be Group Projects. Appropriate Management Films will be used.
- FEE :** The fee for this course is Le400.00.

COURSE: 1.4

PROJECT MANAGEMENT

DURATION: Two (2) Weeks 20th - 30th May, 1985

OBJECTIVES: To increase participants' understanding and appreciation of the planning skills and techniques employed in the identification, preparation, implementation and evaluation of projects.

In particular, the course seeks to develop participants' proficiency in the following respects:

- collecting and assessing data required for project identification, formulation and appraisal
- identifying and designing technical and organisationally viable projects
- undertaking financial, economic and social appraisal of projects
- determining organisational and managerial requirements for project administration
- designing suitable project monitoring, control and evaluation systems

CONTENTS:

- Project Identification and Environment
- Project Preparation and Appraisal
- Organisational Planning and Management
- Project Establishment
- Project Monitoring and Evaluation

TARGET GROUP: Members of Project Management in Development Projects or Private Business Projects, Civil Service Staff concerned with Administration of Projects.

METHODOLOGY: Workshops, lectures, group exercises, discussions and films.

FEE: The fee for this two-week course is Le300 inclusive of training materials but excluding meals.

COURSE 1.5

EDUCATIONAL ADMINISTRATION

DURATION: Four (4) Weeks, 18th February - 8th March, 1985

INTRODUCTION: Teachers with special subject skills find themselves thrust into administrative positions without having had any preparation for administrative work. This course is designed to provide such educators with the basic principles and practice of management.

OBJECTIVES: To develop skills in administrative knowledge and practice required for increased efficiency and effectiveness in carrying out administrative assignments in educational institutions and to relate these to their own particular situations.

CONTENT:

- General functions of the Administrator: objective-setting, planning; organising; leading; controlling; co-ordinating; evaluation
- Management of teaching and related activities; resource allocation; elements of financial management
- The Administrator as a Line or Functional Manager; implementing policy, delegation, supervision, office management.
- Human Behaviour in Organisations: relations between administrators, students, teachers, other staff members and parents; inter-personal skills
- Communication and Information management; formal and informal channels; records, data collection and processing; introduction to statistics
- Managing Special functions: admissions, examinations, student affairs, ceremonies, etc.

TARGET GROUP: Principals, Vice-Principals, Bursars and other staff with full-time or part-time administrative responsibilities in secondary, technical and vocational schools.

METHODOLOGY: The course will be based on a series of modules to be introduced by lectures, followed by demonstrations, syndicate or group discussions, case study analysis and practical experiences as appropriate. Participants will be expected to contribute study material from their own background and experience.

COURSE 1.6.,

HEALTH SERVICES ADMINISTRATION

DURATION: Six (6) Weeks, 15th April - 24th May, 1985

INTRODUCTION: The Sierra Leone Health Services exist for the care of patients and the prevention and cure of disease. The professional Health Administrator plays a major supporting role in enabling the service to meet these aims.

Doctors, nurses and other para-medical staff find themselves faced with administrative responsibilities. Some are not professionally prepared for these duties and would reluctantly accept the responsibilities but would prefer to, or actually do continue with their professional duties.

OBJECTIVES: The course aims at increasing the administrative ability of both professional and non-professional medical personnel in managing the nation's Health Services.

COMMENT: - General Administration: providing administrative services to the other disciplines and departments; administrative functions and support services such as catering. Objectives setting, planning, organising, leading and controlling.

- Planning and controlling financial resources
- Supplies: providing goods and services to meet health service needs
- Personnel Administration & Industrial Relations
- Management Services: records and statistics, organisation and methods, office administration
- Human Behaviour in Organisations.

TARGET GROUP: Doctors, Matrons, Senior Sisters, Finance Officers, and other medical or para-medical staff engaged in administrative work in the Sierra Leone National Health Service.

METHODOLOGY: The course will be based on a series of modules which will be introduced by lectures to be followed by demonstrations, syndicates or group discussions, case study, simulation exercises and practical experience as appropriate. Participants will be expected to contribute study material from their own experience and background.

B.0 HIRE OF INSTITUTE FACILITIES

FEES PER DAY FOR HIRE OF INSTITUTE'S FACILITIES

	Government/ Non-Profit Making Organisations	Non-Governmental
	Le	Le
Conference Hall	75	100
Close Circuit Television package (C.C.T.V.), (including fee for Chief Technician)	85	100
16mm. Sound Projector (including Portable Screen)	40	60
35mm. Slide Projector	20	30
Overhead Projector	15	20

The facilities mentioned above are for use within the Institute's premises and are not normally available for outside use.

Cafeteria services are available at moderate prices, and include Tea, Coffee, Snacks and Lunch. Special lunches are also catered for conferences, seminars and other meetings on request.

6.0

OTHER IPAM ACTIVITIES

6.1

CONFERENCES, WORKSHOPS AND SEMINARS

During 1984/85 a range of conferences, workshops, and seminars are planned to be held. Organisations, contemplating a conference involving some aspects of social or economic development and requiring assistance or facilities or both are invited to contact the Director.

In particular, a new series of seminars aimed specifically at Chief Executives and their Deputies in public, parastatal and private sector organisations will be conducted during the 1984/85 academic year. They will be of one or two-day duration. Topics envisaged include Management of Time, Performance Appraisal, Managing the Office and Interpretation of Financial Statements.

The dates for these seminars will be announced during the course of the year.

6.2

ORGANISATIONAL TRAINING NEEDS

IPAM has reserved time and resources to fill specific training needs which arise within individual ministries, industries, and organisations. Requests for such training are welcome and should be addressed to the Director.

6.3

LECTURE SERIES

IPAM will sponsor lectures by distinguished persons on subjects of interest to public administrators and managers. These lectures will be open to the public. Dates, time and topics of future lectures will be announced.

6.4

RESEARCH AND CONSULTANCY

In conjunction with its programmes and courses, IPAM undertakes studies and consultancies on issues relating to management in a variety of fields. These include education, health, development, personnel, organisation and public administration. Requests for these services should be addressed to the Director.