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Trip Report

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Travelers: Mr. Jean de Malvinsky, IHP Program Coordinator
Mr. Jim Williams, IHP Program Coordinator

Country Visited: NIGERIA

Date of Trip: November 18-29, 1985

Purpose: To conduct an FP/ORT Management/ Supervision/Evaluation workshop for 17 MOH, HMB and MOE nurses and administrators

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APPENDICES

A. Persons Contacted

B. List of Participants

C. Training Design

D. List of Materials Used

* E. Copies of Materials Used

F. Copies of Materials Produced

1. FP/ORT Five-Year Plan (Draft)

*** 2. FP/ORT Two-Year Training Plan (Draft)

*** 3. Management and Supervision Training Designs for
Community Health Education and FP Clinical
Workshops (Draft)

* 4. Training Materials Taken "Off the Walls" during
the Session

G. Evaluation

1. Summary of Competency Model Self-Test

2. Summary of Participant Reaction Forms

3. Participant Reaction Forms

**** H. Participant Bio-Data Forms**

*** I. Statement Summarizing Proceedings of the Policy Seminars**

J. Request for Technical Assistance for FP/ORT Program Coordinator

*** On file with INTRAH Program Office**

**** On file with INTRAH Data Management Service**

***** To be sent under separate cover from Nigeria. Typing had not been completed at site prior to end of workshop.**

EXECUTIVE SUMMARY

Jean de Malvinsky, MPH, IHP Program Coordinator for Francophone West Africa and Nigeria, and James Williams, MPH, IHP Program Coordinator for International Programs Training Center, traveled to Owerri, Imo State, Nigeria to conduct a two-week Management, Supervision, and Evaluation (MSE) Workshop for the Imo State FP/ORT Program training team.

The workshop was conducted at the Bishop Cockin Church Center in Atta, from November 18 to November 29, 1985. The group of 17 workshop participants included senior nurse midwives, public health nurses, tutors, a nutritionist, a planner, and a statistician. They represented the Ministry of Health, Local Government Areas, Health Management Board, Ministry of Education and Planned Parenthood Federation of Nigeria.

The MSE workshop is the sixth in a series of nine activities that comprise PAC-II's contribution to the Imo State FP/ORT Program. The preceding workshops and the subsequent increase in FP/ORT activities in Imo State communities stimulated interest in the FP/ORT program by personnel from health and education units not heretofore involved in the program. As a result of this interest, the

program coordinator assembled the workshop participants to include seven members of the seventeen-member state training team; two management level representatives from local government areas, and from the Health Management Board; four management level representatives from the Ministry of Health; the regional coordinator for PPFN; and a technical education representative from the Ministry of Education.

The objectives of the workshop were accomplished more slowly than anticipated as a consequence of expanding the participant group to include others in addition to the state training team. This delay was offset by the contributions made by these additional participants to the discussions during the session and to the plans outlined during the second week of the workshop. The participants were highly motivated and hard working throughout the sessions. The participants generally rated the workshop very positively in terms of meeting its objectives and usefulness to them in their work. Visiting clinical sites and drafting FP/ORT plans provided a source of actual management problems faced by the participants and thereby enhanced training exercises and discussions.

SCHEDULE OF ACTIVITIES

Wednesday, November 13

Arrived in Lagos in the evening. No hotel reservations were made by the American Embassy because of incorrect information in the cable sent by INTRAH, and the telex from IHP had not been received.

Thursday, November 14

Met with Ms. Keys MacManus and Mr. Lawrence Eicher from the Office of AID Affairs to discuss objectives for workshop. Also met Mr. A. Fajobi from Planned Parenthood Federation of Nigeria. Put training materials on MOH truck bound for Owerri.

Friday, November 15

Flew to Port Harcourt and hired a car to drive to Owerri, Imo State. Checked into the Imo State Concorde Hotel. Called the Ministry of Health and met with Ms. G. Ogbonna, FP/ORT Project Coordinator, and Mr. A. E. N. Izuwah, Permanent Secretary.

Saturday, November 16

Remained in Owerri and reviewed training design with Ms. Ogbonna; revised design to accommodate changes in participant list; located training materials.

Sunday, November 17

Moved to the Bishop Cockin Church Center in Atta where workshop was conducted. Set up training room and facilities.

Monday, November 18 through Friday, November 29

Conducted workshop. Of the 17 participants who attended, 15 completed the entire workshop. Ms. Ogbonna attended most of the sessions as a resource person.

Friday, November 29

Drove to Port Harcourt from Atta. Met Ms. Keys MacManus and Mr. Lawrence Eicher for debriefing.

Saturday, November 30

Left Lagos for San Francisco via London.

Monday, December 9

Debriefed at Institute for Health Policy Studies, International Health Programs, Santa Cruz, California.

Illustrations



FP/ORT Project Coordinator was involved throughout the workshop.



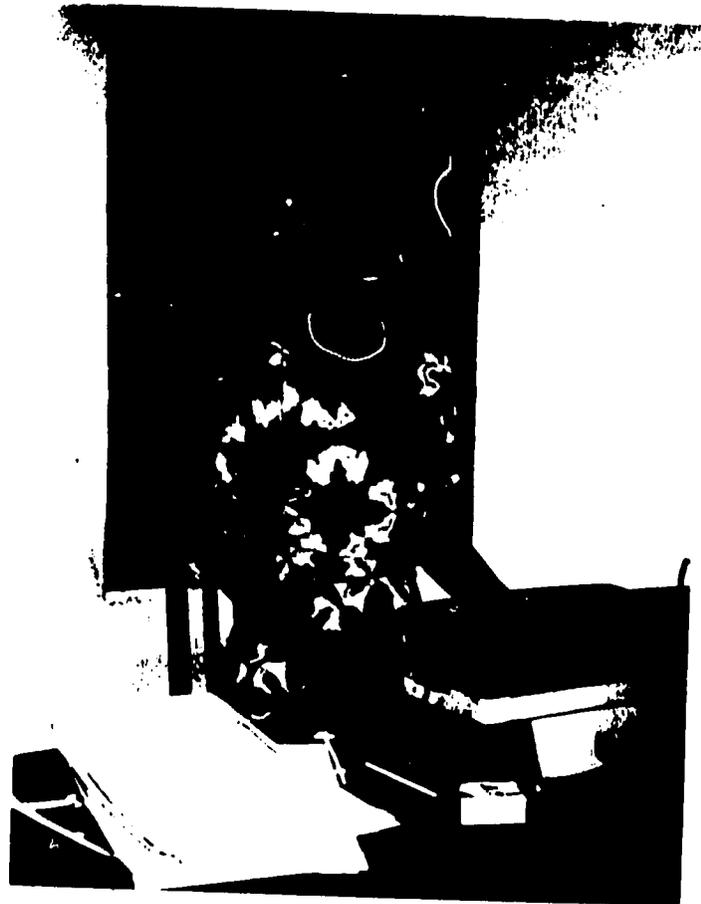
Each small group appointed a manager to facilitate the accomplishment of its task.



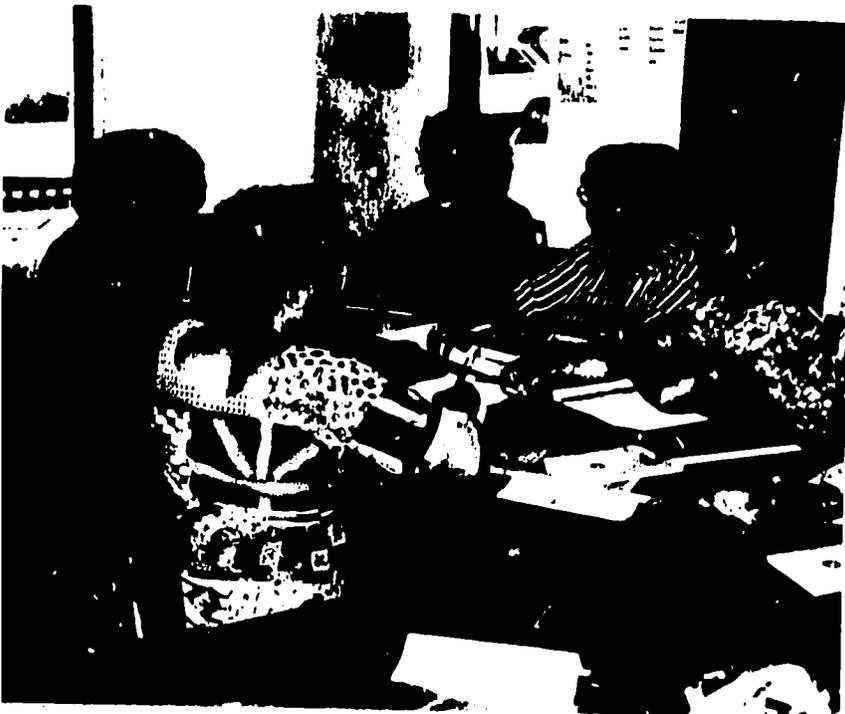
Groups worked into the night to complete the FP/ORT 5-year plan.



Teamwork and participation was the management style modeled during the workshop.



Reliable clerical support was provided for the workshop.



Representatives from various MOH units as well as from other ministries worked together intently

I. PURPOSE OF TRIP

The purpose of the trip was to conduct a two-week Management, Supervision, Evaluation workshop for a seventeen-member training team from the Ministry of Health (MOH), Imo State, Nigeria. Jean de Malvinsky, M.P.H., International Health Programs (IHP) Program Coordinator, and James P. Williams, M.P.H., IHP Program Coordinator, conducted the workshop.

Workshop Goal

The goal of the workshop was to improve participants' knowledge and skills in planning, organizing, monitoring, supervising, and evaluating family planning/oral rehydration therapy (FP/ORT) activities for which they are responsible.

Workshop Objectives

By the end of the workshop, each participant will be able to:

- describe the four functions of management;
- develop a plan to solve a managerial problem encountered in the implementation of FP/ORT activities at his or her work site;
- explain the relationship between a clinic's FP/ORT activities and the Imo State FP/ORT program;
- describe the necessary steps or actions to be taken to facilitate the inclusion of FP/ORT activities in organizations without such activities;

- outline at least three monitoring activities that will facilitate the effective implementation of his or her FP/ORT program;
- analyze his or her supervisorial behavior in the areas of:
 - . management style
 - . team work
 - . feedback
 - . delegation

Workshop Products

- a five-year general Imo State FP/ORT program plan;
- a two-year general Imo State FP/ORT program training plan; and
- training designs for a management component to be included in the training workshops for FP clinical personnel and community health educators.

II. ACCOMPLISHMENTS

The two-week Management, Supervision and Evaluation workshop for personnel with managerial responsibilities for FP/ORT program activities was successfully completed. The bases for this conclusion are the responses to the mid-workshop evaluation and end of workshop participant reaction forms*, the quality and detail of the products of the workshop**, the participants' ratings on the self-assessed managerial competency model*, and the trainers'

* see Appendix G.1,2,3

** see Appendix F.1,2,3

observations of independent individual and small group work during and after scheduled training hours throughout the workshop.

Workshop Products

More specifically, a draft of a five-year FP/ORT program plan was completed by the participants and handed over to the FP/ORT program coordinator for editing. The coordinator will forward the plan to the Ministry of Health with the recommendation that it guide FP/ORT activities for the next five years. In addition to the program plan, the participants completed a draft of a two-year training plan for all cadres of personnel associated with the FP/ORT program. This document was also handed over to the coordinator who intends to use it to implement the training program to produce the required manpower to implement FP/ORT activities in Imo State. The last product was a two-part short training design in management for inclusion in the community health education and clinical training workshops. These day and a half units will be included in future workshops conducted by the Imo State Training Team and will ensure that clinicians and educators understand their roles in the management of the FP/ORT program and that they will be able to carry out their managerial responsibilities.

Workshop Objectives

The objectives of the workshop were met as evidenced by the written products that were produced entirely by the participants themselves, working in management teams. Furthermore, defining terms, listing steps of problem-solving processes, explaining FP/ORT activities in Imo State, outlining implementation and evaluation activities, and analyzing supervisorial behaviors were all accomplished by the participants during exercises and review sessions conducted during the workshop. (See Appendix F4.)

Workshop Goal

Finally, the trainers judged that the goal of the workshop was met based on a very positive verbal evaluation session conducted on the last day of the workshop. During this session, participants expressed in detail how they felt their participation in the workshop had increased their knowledge and skills in managing FP/ORT activities and in supervising health workers. These expressions of successful learning are recorded in the participant reaction forms and in the Managerial Competency Model self-test. (See Appendix G.1.)

III. BACKGROUND

Imo State, located in the southeastern region of Nigeria, is the most densely populated state in the country. The official census is 6.3 million but, it is generally estimated that the population is between 8 and 10 million. The growth rate is estimated at 3.1%¹ per year².

The MOH has begun an accelerated FP/ORT program, including delivery of clinical services and community education activities, in recognition of the grave consequences to health status and availability of resources if the population growth remains unchecked. Prior to this program, Planned Parenthood Federation of Nigeria (PPFN) offered limited family planning services in five clinics. The MOH has recently begun providing clinical services in 15 clinics as a direct result of the PAC-II training program. The list on the following page indicates the location of clinics with FP services provided by a clinician trained in this program.

¹ Population Data Sheet, 1985. Population Reference Bureau, Washington, D.C.

² For information regarding demographic details and socio-economic status in Imo State, please refer to trip report #6 and trip reports #111, #112, and the Lewis/Hosang Clinical Service Delivery Skills workshop trip report.

CLINICS IN IMO STATE WITH FP/ORT SERVICES
PROVIDED BY PAC-II TRAINED PARTICIPANTS

Names	Clinic Location	Equipment Supplies	Conditions for Clnc'l Service	Eductn'l Services Materials Available
Comfort Ukanwoke	School of A.T.	Clinic-based equip-Africare	2 rooms 1 Insrtn. 1 Counselling	Nothing available except samples from commodities supplied.
Stella A.C. Dike	School of Nursing	IUCD kit equip. commodities		
Ola Opusunju	Umuahia	"	1 room	"
Grace Nwaneri	Orlu	"	4 rooms	"
Florence Oparagwu	Okigwe	"	2 rooms	"
Eunice Obi	G.H. Owerri	"	2 rooms	"
Ogonnaya Ukaonu	Isiala Ngwa	"	2 rooms	"
Ednah Onyegere	Aba	"	1 room	"
Atim O. Jibueae	Aba	"		
Constance Onuoha	Owerri	"	3 rooms	"
Lydia Anomnachi	School of P.H.	IUCD Kit/ Commodities only	1 room	"
Abigail Onuekwusi	Okigwe	" " "	1 room	"
Malindah Okoro	Okigwe	" " "	1 room	"
Mercy Pmuelwere		" " "	1 room	"
Grace Ezumah		" " "	1 room	"
Kate Ugochukwu	Has not begun clinical service delivery			
Anne Nkwoh	Clinic site not yet in operation			

Source: Information from Mrs. Grace Ogbonna, FP/ORT Project Coordinator, November 1985

The MOH intends to extend clinical and educational FP/ORT services throughout the state by integrating FP/ORT activities into the existing health system in the context of maternal and child health. The enormity of this undertaking is understood by the personnel assigned to implement the program as shown by the detail in the draft FP/ORT five-year plan, Appendix F.1 of this report.

The MSE workshop was the sixth in a series of nine activities that comprise the Imo State PAC-II training program. It was preceded by two policy development seminars³, a training of trainers (TOT)/Community Health Education (CHE) workshop, an FP clinical training curriculum development workshop, and a clinical skills workshop. The MSE session will be followed by an additional clinical skills workshop, a materials development workshop, and a project evaluation and review session.

IV. DESCRIPTION OF ACTIVITIES

A. Participants

The 17 participants (2 males and 15 females) represented the Ministries of Health and Education, the Health Management Board, Local Government

³ Mr. A.E.N. Izuwah has written a summary of the proceedings of these seminars, which is attached to this report as Appendix I.

Areas, and the Planned Parenthood Federation of Nigeria. Criteria for selection included previous training in FP/ORT, managerial responsibility, interest in the FP/ORT project, Imo State, and potential for serving on the state training team as a trainer or resource person.

The group included 7 members of the 17-person Imo State Training Team. Other members included 2 clinicians from local government area health offices; 2 clinicians and 1 nutrition program manager from the MOH who had not attended previous workshops; 1 clinician from the Queen Elizabeth Hospital in Umuahia; 1 health planning officer from the MOH; the Health and Population Project officer from the World Bank; 1 representative from the Ministry of Education, who was responsible for technical education; and the regional representative from PPFN.

Representatives from other ministries and units were substituted for ten of the training team members for this workshop because the FP/ORT project coordinator, Ms. G. Ogbonna, had received requests from other agencies to be included in the FP/ORT project. She felt these positive requests should be acknowledged and she also felt that the persons selected had a direct role to play in implementing the project in Imo State.

Ms. Ogbonna attended the entire workshop, assuming several roles. As a resource person, she furnished specific information regarding the direction of the program and roles and responsibilities of cooperating units. As a manager, she arranged for logistical services and directed all support activities during the workshop. In this latter role, she served as a model of a good manager in action for the workshop participants. She also participated in various workshop events as a participant, contributing her ideas and experiences to help complete group tasks and assignments. Finally, as an observer and coordinator of training, she furnished the two IHP trainers with information that allowed them to adjust the training design to suit the circumstances and to meet participant needs.

B. Preparation

The two IHP trainers arrived in Owerri on Friday, November 15 after briefing with the AID Affairs Officer (AAO) in Lagos the previous day. They were met at the hotel by the FP/ORT project coordinator who took them to visit the MOH Permanent Secretary. The remainder of Friday and a good part of Saturday were spent reviewing the training design and materials with the coordinator and making adjustments to suit the new group configuration. Boxes with training materials had been sent via MOH truck from Lagos. Saturday afternoon and

evening were spent locating the boxes, transferring them to the hotel and organizing materials. The two IHP trainers and the project coordinator visited the conference center at Atta and arranged the training room, having stopped by the printing press in Owerri to collect newsprint, which was available in large quantities at a reasonable price.

C. MSE Workshop, First Week

The workshop was divided into two sections: the first week was devoted to management theory, learning exercises, problem solving, and planning models; the second week concentrated on applying theories and information covered during the first week through a series of planning exercises that resulted in drafts of a five-year FP/ORT plan for Imo State, a two-year FP/ORT training plan, and two one and a half day management training designs to be included in the workshops for clinicians and educators.

There was no formal opening of the workshop because the MOH Permanent Secretary and Chief Medical Officer were traveling out of Owerri on Monday, November 18. However, Dr. E. I. Emenalom, Director of the Health Management Board, came to the training site at mid-morning of the first day to welcome the participants and trainers. On two occasions during the workshop, both Mr. A.E.N. Izuwah, Permanent Secretary, and Dr. Eke, Chief Medical Officer, MOH, stopped by to

express their support and encouragement to the participants.

Because the group included members who had not participated in previous INTRAH/IHP training sessions and were not familiar with the processes used in the workshops, the usual needs assessment exercises at the beginning of the workshop took on an added significance. The trainers asked the participants to fill out a managerial competency self-test (which was kept by each participant and filled out again at the end of the workshop), to list their expectations of the workshop, and to describe the problems they wished to work on during the workshop⁴. The trainers collected the self-tests and compiled a list of those competencies indicated as needing improvement. Expectations and problems were also listed, and these three lists, together with the goals and objectives of the session, formed the guidelines for conducting the workshop.

Throughout the workshop, the participants were asked to work in small groups and to participate actively in large group sessions. Various training techniques were employed to enable them to measure

⁴These materials are included with this report in Appendices G1 and F4.

their effectiveness as managers and to practice managerial behaviors. For example, each day began with a "quality circle" exercise to identify and solve problems or concerns group members felt were affecting the workshop. After the first two days, these sessions were conducted by members of the group. In the evaluation, this technique was identified by all participants as very useful and something they planned to use when they returned to work to help them solve problems and improve the quality of service delivery.

Another useful technique involved appointing a group manager each time small groups were assigned tasks. This person's responsibilities included keeping his or her group focused on the task, accomplishing the task within the time allowed, and ensuring the quality of the "product." At the end of the exercise, when learnings were identified and discussed, the manager's role was also examined in detail to articulate the difficulties and successes in directing teams in accomplishing assignments. These attempts to practice what was being discussed were appreciated by the participants, one of whom said at the end of a reflection period, "If you only have knowledge without skills, you become a book with legs."

To improve the participants' skills, each time a concept such as delegation, supervision, monitoring, or controlling was introduced, it was followed by an

exercise, role-play, "game" or other task that allowed participants to put into words and actions ideas and principles relevant to each concept. During these discussions and exercises, several management tools were introduced by the trainers. Among these were simple program budget formats, Gantt charting, steps for writing program plans, steps for solving managerial problems, outline for a job description, format for designing an evaluation activity, and a format for assessing a clinic for management and service delivery quality. These tools were used in exercises and assignments to familiarize participants with the tool, practice the process of approaching work in a systematic fashion, and examine questions that arise when the tool is put to use. Participants were encouraged to take the introduced tools as models they could modify for use in their own specific situations.

On Thursday of the first week, the participants divided into three groups, and each group visited a clinic to assess clinic functions from a managerial point of view. The first clinic provided family planning services with a high standard of service; the second provided family planning services, but the standards were lower⁵; and, the third provided no family planning services but was scheduled to begin

⁵ Standards as set by FP/ORT project coordinator and chief medical officer.

them soon. The findings from these three visits provided much of the basic information for the plans and training designs that were written during the second week of the workshop.

D. MSE Workshop, 2nd Week

Monday of the second week was spent in reviewing the work of the first week. A mid-workshop evaluation form was given to the participants on Friday of the first week, and the results were analyzed by the trainers over the weekend. Monday morning was devoted to answering outstanding questions and ensuring that participants' expectations were being met.

The group reviewed the "Family Planning Client Record," "Daily Activity Register/Report," and "Summary of Family Planning Users and Contraceptives Issues/ Dispersed," all forms developed by the Center for Disease Control (CDC) for use in family planning programs in Nigeria. The participants filled out the forms in role-play situations and had several suggestions for improving the forms. These suggestions were forwarded to the AAO in Lagos per Ms. MacManus' request. The participants pointed out that persons who were going to use the forms should be trained in their proper use. Participants found the forms somewhat complicated, and they were aware of the danger of incomplete and inaccurate data being collected and summarized by people who did not understand the

procedure for filling out the three forms. (Samples of these forms are included in Appendix E. A copy of the suggested improvements is included in Appendix F.2.)

The remainder of the second week was spent in drafting the five-year FP/ORT plan, two-year training plan, and management training designs for clinicians and educators. (These plans are included in Appendix F.1. of this report.) To begin the drafting process, participants engaged in lively discussions about the causes, effects, and parameters of problems associated with rapid population growth; then they divided into four writing groups. Each group took one critical objective at a time and listed specific objectives and tasks that, if completed, would meet the terms of the critical objective.

In the verbal and written evaluations, participants stated that they were pleased with results of the workshop, that the material was useful and applicable, and that they felt they had acquired ideas, tools, theories, and skills that would improve their managerial capabilities. They indicated that the workshop was too short and that some objectives had not been met completely because of time constraints. They did not rate the venue as highly as the trainers, commenting that lack of electricity interfered with working in the evenings and early in the morning. (All evaluations and summaries are included in Appendix G.)

V. FINDINGS

A. Communications

1. Mr. A.E.N. Izuwah, Permanent Secretary, had not received direct communication from INTRAH regarding the proposed five-day workshops. The trainers provided him with a copy of a letter listing the proposed dates, which were acceptable in principle to Mr. Izuwah, but he emphasized that he cannot officially respond to the proposal until he receives an original letter.
2. Both Mr. Izuwah and Ms. Ogbonna stated that they preferred communicating directly with individuals known to them and that any communication from IHP and INTRAH to them should be sent in two packets: one to Ms. Ogbonna and the second to Mr. Izuwah. This is useful because apparently when one of them is away from the office, mail is held until his or her return and not forwarded to the other person.
3. Ms. Ogbonna informed the trainers that she had not received a new expense statement format from INTRAH. Apparently Imo State MOH has submitted one expense statement to INTRAH. That statement was acknowledged, and MOH was advised not to send another until a new format was received. To date, the new format has not arrived. Ms. Ogbonna told the trainers that she was unclear exactly what

amounts remained in the account because of this breakdown in reporting.

4. During the briefing with the AAO, the IHP trainers were informed that the AAO receives many boxes of supplies, including materials from several contractors, and accurate classification and proper storage of these boxes have become a problem. Mr. Eicher and Ms. MacManus suggested that boxes from INTRAH, IHP, or New Windsor Press include the following information on the label on the outside of the box: AAO address, abbreviated name of workshop and its date, and name of the state in which activity is to take place.
5. On arrival in Lagos, the IHP trainers were not met by an expediter nor had hotel rooms been reserved for them. This lapse was a result of an item included in the cable from INTRAH to the AAO requesting travel concurrence. The item stated that the two trainers needed no assistance and would make their own arrangements in Lagos. In most countries and cities, this minor oversight would not be important. In Lagos it can be significantly inconvenient and even dangerous. This error was compounded by the fact that the AAO's office recently changed its telex number, and the telex sent by IHP informing the AAO of the trainers' arrival time and requesting assistance

was not received. The new telex numbers are: 23616 AMEMLA NG and 21670 USATO NG. Serendipitiously, the trainers met an expediter who was at the airport to meet consultants arriving on a later flight, and an unoccupied room was located at the Eko Holiday Inn. Ms. MacManus and Mr. Eicher suggested that INTRAH communicate all information regarding policy, program plans, travel concurrence and like matters. They suggested that IHP communicate ETAs, briefing schedules, and requests for assistance directly to the AAO, and that IHP communicate specific training matters directly with the appropriate states.

B. Other Training Activities

1. Population Communications Services of Johns Hopkins (PCS) is planning a three-day conference for 300 participants in April 1986 in Owerri. The subject will be educating village and community level people about family planning.
2. Ms. Ogbonna attended an INTRAH-sponsored five-day workshop in Ondo State and concluded that, if the workshops are conducted in Imo State, they would be a good vehicle for introducing family planning information to staff who support the clinicians delivering family planning services.
3. Dates for the upcoming Service Delivery Skills and Materials Development workshops are acceptable to

the MOH, and preparations are under way for their implementation. Both sessions will be held at the Bishop Cockin Church Center in Atta. Clinics listed below have been identified as practicum sites.

<u>Site</u>	<u>Staff</u>	<u>Equipment</u>
Orlu	2 Clinicians	Complete basic clinic equipment
Isiala-Ngwa	2 Clinicians	" " "
Gen. Hosp. Owerri	2 Clinicians + 1 Lab. Tech.	" " "
S.H.T. Aba	2 Clinicians	" " "
Gen. Hosp. Aba	2 Clinicians	" " "
(M.C.H.) Okigwe	2 Clinicians	IUCD Kits only
Ubakala F/P Clinic	1 Clinician	Complete Equipment

Health educators and other resource persons from the Ministries of Health and Education have been notified of the materials development workshop and are planning to participate in the training.

C. The Workshop

1. The workshop was well organized, the site was ready and the participants had been briefed on what to expect during the two weeks. Although there was no capability for duplicating materials at the workshop site, a typist was assigned to the

workshop full-time and material typed on stencils was delivered to the Ministry Office in Owerri and returned the next day or day after. The reliable administrative support of the workshop was a result of the coordinator's dedication and skills which have been sharpened by the experience of having organized the four preceding workshops in this program.

2. Newsprint was used extensively in the workshop. Several participants stated that they preferred newsprint because if the sky were overcast in the morning, there was insufficient light in the training room to see what was written on the blackboard. Ms. Ogbonna was able to obtain a large amount of newsprint at low cost from the local printing house. Other supplies are expensive and scarce.
3. Several different types of learning exercises were tried during the workshop. They included self-tests, role-plays, analytical puzzles, case studies, field visits, and quality circles. Each exercise had one or more specific learning objectives. The trainers were surprised to see that, almost from the first day, participants were confidently identifying the purpose of exercises, insights drawn from their participation in the exercise, and how the learnings they had gained

and even the exercise itself could be applied at their work sites.

4. Participants and personnel from the ministries and agencies gave each other encouragement and support. Participants worked well together throughout the workshop, and each participant had a chance to work in small groups with every other participant. Often, when one group would finish a task before another, members of the first group would join the second to help them complete their assignment. There was conviviality in the group and songs were sung every day. Songs included FP/ORT messages developed during the TOT/CHE workshop as well as more traditional themes.

D. General

The IHP trainers were given a copy of a paper written by Mr. A.E.N. Izuwah summarizing the proceedings of the two FP policy workshops that began this training project. Because of the expense and difficulty in getting the paper printed and duplicated, the MOH Permanent Secretary and Project Coordinator requested that it be done by INTRAH or IHP. Because of the impact the policy workshops have already had in preparing the way for family planning education and service delivery in Imo State, the IHP trainers have recommended that the document be duplicated by INTRAH

and returned to Imo State for distribution among workshop participants and other decision-makers.

VI. CONCLUSIONS

- A. Two weeks was a short time to cover the amount of material planned for the workshop. The participants were eager and hard working, and accomplished all the tasks set by themselves and the trainers. However, the group included individuals who had not attended previous workshops, in addition to seven members of the state training team, and at times, the group found it difficult to move through unfamiliar material at the rapid pace demanded by the limited time. Three weeks is a more realistic duration for this workshop.
- B. Production of drafts of the FP/ORT five-year plan, the two-year training plan, and the two management training designs was an impressive accomplishment and is a tribute to the dedication of the participants and the seriousness with which they view this project. Without question, the participants, MOH and Health Management Board (HMB) decision-makers see the FP/ORT project as an integral, important component of the health services delivery system and are committed to the long-term implementation of program activities. While this dedication and commitment are laudable,

adding another service to a system already strapped for resources and finances will place a significant strain on MOH and HMB staffs' ability to accomplish the objectives of the long-range plan.

- C. The experiential, participatory techniques based on adult education principles used by the IHP trainers were appropriate for the content of the workshop and for the experience level of the participants. Without exception, participants expressed in written and verbal forms their satisfaction with the training methods and techniques used. They confirmed that these methods and techniques were not only useful in the workshop but applicable to situations commonly found at their work sites. The seven participants who had attended previous workshops observed how well the MSE workshop built on the experiences from those workshops and how important it was for them as trainers to capitalize on participants' previous training. Those seven representatives of the state training team led a detailed discussion on how the training program was developing and how important the proper sequencing of activities is to institutionalizing training and managerial capabilities in the health services delivery system. Finally, the participants concluded that

the MSE workshop should be part of the training team's repertoire in their on-going in-service training program.

- D. In addition to the observation that health personnel from the Local Government Areas (LGA's) and other units should attend a MSE workshop to ensure the success of the FP/ORT project, the participants concluded that all users of the client forms, daily summary forms, and monthly summary forms should be trained in their use. If users are not trained to complete the forms, information may be gathered incorrectly, thus rendering the potentially valuable data base useless.
- E. Conducting clinical training and opening clinic sites must be carefully coordinated. There is a danger that the training will outstrip the donor agency's ability to supply new clinics with equipment and commodities. Of the 17 clinicians trained through the PAC-II program, 15 are delivering family planning services, and all but 3 have received equipment and supplies from Africare. These 3 will soon be equipped and supplied. While the IHP trainers were in Atta, a contingent of nurses returned from the family planning clinical training course at Ibadan; in January 1986, INTRAH/IHP will conduct a clinical

session. Consequently, by February 1986, Imo State will have about 25 additional family planning clinicians in need of supplies and equipment. Furthermore, if the five-year plan is implemented, as suggested by the MSE workshop participants, the training team will be conducting family planning clinical sessions for about 50 participants a year.

VII. RECOMMENDATIONS

A. Technical assistance should be provided to the FP/ORT project coordinator, Ms. Grace Ogbonna, to help implement the five-year FP/ORT program plan drafted by MSE workshop participants. The participants, led by members of the state training team, conceptualized what needs to be done to realize their goal of providing FP/ORT information and services to a significant number of Imo's citizens. This draft plan needs editing, preparation for official review, walking through the approval process, and translation of critical and specific objectives into tasks and assignments. A two-to-three week technical assistance visit by an INTRAH or IHP representative could contribute to a commitment by the Imo State MOH to institute FP/ORT activities

- that would have long-range impact on the state's population growth rate.
- B. Development of the state training team to include health and education professionals other than MOH service providers should be encouraged.
 - C. A series of management, supervision and evaluation workshops similar to the one just completed should be offered in Imo State for all personnel associated with the FP/ORT project who have managerial responsibilities. These workshops should be offered annually or biannually and they should be conducted by members of the Imo State Training Team.
 - D. INTRAH or IHP should assist the FP/ORT project coordinator and the MOH Permanent Secretary in arranging donor support for implementing the two-year training plan drafted by this workshop's participants. While some of the proposed training sessions might be supported under PAC-II, others would be more suitably supported by other agencies active in Imo State and elsewhere in Nigeria. Coordination of such support, however, would be done best by an institution familiar with long-term in-service and pre-service training requirements.
 - E. The Bishop Cockin Church Center at Atta should be used as a training center whenever possible for

- small groups of approximately 20 participants. It provides adequate housing and meals; it is safe and quiet; costs are reasonable; and, it has an atmosphere conducive to learning.
- F. Eighteen copies of the management books that were diverted from Imo to Bauchi by Ms. Leftwich when she was visiting INTRAH should be reordered and shipped directly to Ms. Grace Ogbonna who will distribute them to workshop participants.
- G. Once program plans are developed and agreed upon by all parties concerned, communications regarding logistics, content, materials, location, and other issues specifically concerned with implementing workshops should be conducted directly between the implementing organization and the host agency. To save time and avoid confusion, IHP should confirm workshop dates, times of arrival of trainers and assistance requested from Office of the AAO and Imo State MOH, and other matters directly related to conducting workshops. INTRAH should be responsible for requesting travel approvals and for any issues affecting the contract between MOH and INTRAH. Copies of all messages should be sent to all cooperating agencies/organizations.
- H. A resource center for the training team should be established at MOH in Owerri. This center needn't be elaborate or large, but should contain files of

training materials, supplies, reference books, and lists of resources and should include access to typing and duplicating services⁶.

- I. The FP/ORT project coordinator should have a deputy. The work load required to supervise implementation of the proposed five-year FP/ORT plan and the two-year training plan is heavy and constant, and it is more than one person can reasonably be expected to accomplish. The deputy should be a member of the state training team well-versed in producing training designs who has an inclination towards organizing activities. After this deputy is selected, he or she should be sent to the Family Planning Program Management workshop at the IHP/Santa Cruz training center.
- J. Because most of the insightful and relevant comments regarding the effectiveness and usefulness of the content and process of the workshop were expressed verbally by the participants and were not reflected on the written

⁶ The FP/ORT project office needs a new manual standard typewriter. The one used during this workshop was barely serviceable. The office also needs its own mimeograph machine so it does not have to rely on the one used by several other MOH units. Any suggestions on where to obtain this equipment would be gratefully received by the project coordinator.

evaluation forms, audio tapes or even video tapes should be used to record these sections of the training. These tapes could be transcribed for inclusion in the trip report and would provide an excellent set of data for designing subsequent workshops and replicating training programs.

- K. Either INTRAH or IHP should have Mr. A.E.N. Izuwah's summary of the policy workshops printed, copied, bound and returned to Imo State for distribution to all participants of the workshops and other interested decision-makers.

APPENDIX A

Persons Contacted

Ms. Keys MacManus	AID Affairs Officer (AAO) American Embassy, Lagos
Mr. Lawrence Eicher	Health Development Officer American Embassy, Lagos
Mr. A. E. N. Izuwah	Permanent Secretary Imo State Ministry of Health
Dr. R. A. Eke	Chief Health Officer Imo State Ministry of Health
Ms. Grace Ogbonna	Acting Chief Nursing Officer, Health Sister, Family Planning Project Imo State Ministry of Health
Mr. Abayomi Fajobi	Executive Director Planned Parenthood Federation of Nigeria

APPENDIX B

List of Participants

PARTICIPANTS: MANAGEMENT SUPERVISION & EVALUATION
WORKSHOP, November 18 - 29, 1985

1. Miss A.A. Onuekwusi Health Office, Okigwe
2. Miss G.A. Nwangri Health Office, Orlu
3. Mrs. Ola Opusunju Queen Elizabeth Hospital, Umuahia
4. Mrs. C.O. Onuoha Owerri Local Government
5. Mrs. L.N. Anommachi School of Public Health Nursing, Owerri
6. Mrs. Comfort Ukanwoke School of Health Technology, Aba
7. Miss S.A.C. Dike School of Nursing, Aba
8. Mrs. R.O. Obonna Health Office, Aba
9. Mrs. J.U. Adizua Health Office, Oru
10. Mrs. T.E. Anyaso General Hospital, Owerri
11. Mr. Simon Okoronkwo Ministry of Health, Owerri
Planning Board
12. Mr. V.N. Obele Ministry of Health
13. Miss Rose Nzeakor P. P. F. N., Owerri
14. Mrs. T.E. Uchewuba Ministry of Health
15. Mrs. C.L. Oriuwa Ministry of Health
16. Mrs. C.I. Osu Queen Elizabeth Hospital, Umuahia
17. Mrs. R. C. Obialo Ministry of Education

APPENDIX C

Training Design

M.S.E. WORKSHOP
 IMO FP/ORT TRAINING PROGRAM
 TRAINING DESIGN

Monday, November 18

1.

TIME	CONTENT	METHOD	MATERIALS/RESOURCES
8:00 AM	Opening Ceremony - Grace Ogbonna Introductions	Representatives of Imo State Ministry of Health, Health Management Board, Local Government Agency and FP/ORT Program will welcome participants and officially open the session. - go around with names, location, jobs - make own name plates	- Extra tables and chairs. - biscuits, coffee, tea. - name tags (25)
9:00 AM	PAC-II Goals - Jean	- Facilitator will review goals of PAC-II program and the relationship between PAC-II and Imo State FP/ORT Training Program. - Question and answer and discussion of goals and objectives of this workshop.	- welcome sign - workshop title & agenda sign - PAC-II Goals hand-out (20)
10:00	Needs Assessment - Jim	1) - Facilitator requests each participant to pick a partner (someone least known). - Interview partner and record responses to following questions on newsprint (10-15 minutes) - Reverse roles and tasks (10-15 minutes) 2) - Facilitator will ask participants to fill out pre/post workshop questionnaire - Facilitator explains that this assessment will be given again at the end of the workshop. - Facilitator explains rationale for use of pre/post assessment.	- Newsprint, pens, tape. - Questions on newsprint. - Instructions on newsprint. - Pre/post workshop assessment (40)

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

TRAINING DESIGN

2.

Monday, November 18

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
11:00	Learning Contract	<ul style="list-style-type: none"> - Post newsprint around the room and everyone go "window-shopping" for needs and resources pertaining to management, supervision & evaluation - If possible, information will be typed, copied, and distributed to group members. <p><u>QUESTIONS:</u></p> <ol style="list-style-type: none"> 1. Name, title, place of work, responsibilities as managers, supervisor? 2. Strengths and experience as manager? 3. What do you do when you're not working? 4. What are your expectations from this workshop? 5. What management problem would you like to work on during this session? <ul style="list-style-type: none"> - Facilitator will review goals and objectives of session, compare to expectations and lead group discussion in confirming schedule (including possible revisions) - Facilitator will lead group in establishing a "learning contract" based on expectations, norms, and adult learning. <p>include: individual responsibility group participation readings, homework, product work-plan</p>	<ul style="list-style-type: none"> - support staff and clerical supplies - questions on n/p - "Some Assumptions about Learning & Teaching" (20) - Management Glossary (20)
12:00	LUNCH		

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M.S.E. WORKSHOP

3.

IMO FP/ORT TRAINING PROGRAM
TRAINING DESIGN

Monday, November 18

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
1:00	Management Models: Definition	<p>Management Definition</p> <p>What is management? Participants brainstorm definition of management. Be sure list includes:</p> <ul style="list-style-type: none"> - Getting things done through people - To make decisions - Accomplishing planned objectives through groups in a suitable environment - Allocating resources and using resources to achieve organization goals and objectives - Efficient use of resources - To get people to work together to achieve goals and objectives. - Ensure that brainstorming includes 3 Ms - Emphasize problem solving approach - Participants responses are written on chalkboard 	<p>Handouts:</p> <ul style="list-style-type: none"> - Maslow - McGregor - Lickert <p>(20 each)</p> <ul style="list-style-type: none"> - An Organization (20) - Organizational Structure (20) - "PIE" (20) - Do's and Dont's for Mgrs. (20) - What a Supervisor Does (20)
1:30	Theories	<p>Modern Management Theories</p> <p>DISCUSS:</p> <p style="padding-left: 40px;">Ends and Means</p> <p style="padding-left: 40px;">Advent of industrialization vs. agriculture</p> <ol style="list-style-type: none"> 1. Taylor - 1900-Time and Motion (Assembly Line) 2. Hawthorne - 1930 - Motivation Within (Westinghouse) 3. Maslow - 1960- Hierarchy of Needs (See diagram on page 4) 	<ul style="list-style-type: none"> - Supervision: Qualities of a Good Supervisor (20) - Supervision: (Exercise) (20) - Manager's Perspective (20)

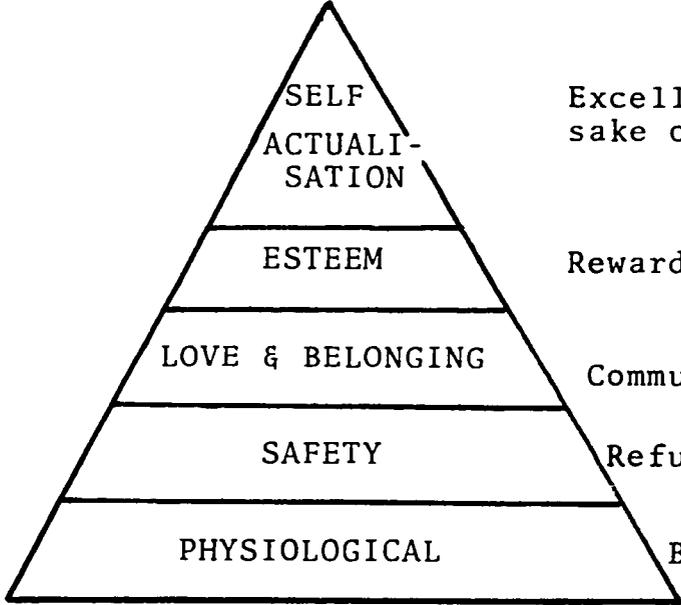
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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

Monday, November 18

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
1:30	Theories (cont.)	<p><u>Maslow (Hierarchy of Needs)</u></p>  <p>SELF ACTUALIZATION Excellence for sake of excellence</p> <p>ESTEEM Rewards, reputation</p> <p>LOVE & BELONGING Community rapport</p> <p>SAFETY Refunding, acceptance</p> <p>PHYSIOLOGICAL Budget, facilities, clients</p>	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

5.

Monday, November 18

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES						
		<p>4) McGregor (x & y) 1960's x = Maslow's lowest* y = Maslow's 5th*</p> <table border="0"> <tr> <td data-bbox="747 534 1145 630">1. People do not like work and avoid it.</td> <td data-bbox="1196 534 1559 572">1. Work is natural</td> </tr> <tr> <td data-bbox="747 646 1145 814">2. People must be forced to work adequately and even threatened with punishment.</td> <td data-bbox="1196 646 1625 814">2. People devoted to work produce their own motivation and satisfy their hierarchical needs.</td> </tr> <tr> <td data-bbox="747 831 1145 1058">3. Average people prefer to be directed, avoid responsibility, are not ambitious and only seek security.</td> <td data-bbox="1196 831 1676 966">3. Average people accept responsibility easily, are creative to solve problems.</td> </tr> </table> <p>5) Linking Pin (Likert) 1970's Interaction and Influence Manager - member of two groups</p> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 20px;">  </div> <div> <p>Influence exerted laterally and above determines influence below (and amount of subordinate participation allowed.)</p> </div> </div>	1. People do not like work and avoid it.	1. Work is natural	2. People must be forced to work adequately and even threatened with punishment.	2. People devoted to work produce their own motivation and satisfy their hierarchical needs.	3. Average people prefer to be directed, avoid responsibility, are not ambitious and only seek security.	3. Average people accept responsibility easily, are creative to solve problems.	
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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

6.

Monday, November 18

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
2:00	Functions	<p>6. Z Theory (Japan) - Ouchi 1980's</p> <ul style="list-style-type: none"> a) Long-term employment b) Learning by doing c) Company specific skills d) Slow evaluation and promotion process e) Career development through various departments (reinforces company specific skill.) f) Use explicit and implicit data, is balanced & objective) use Western pattern of quantitative data rules g) Collective decision making (Write on board or n/p.) h) Collective responsibility i) Wholistic concern <p>Trainer uses NP to discuss 3 steps:</p> <ul style="list-style-type: none"> P- Planning I- Implementing E- Evaluating <p>INTRODUCE</p> <p>Concept of organism(organization) as a living system-- <u>energy</u>, <u>dynamic</u>, <u>cyclical</u>, <u>reproductive</u>, <u>creative</u>,(use energy diagram).</p> <p>BRAINSTORM</p> <ul style="list-style-type: none"> - definition of organization - how organizational chart develops 	

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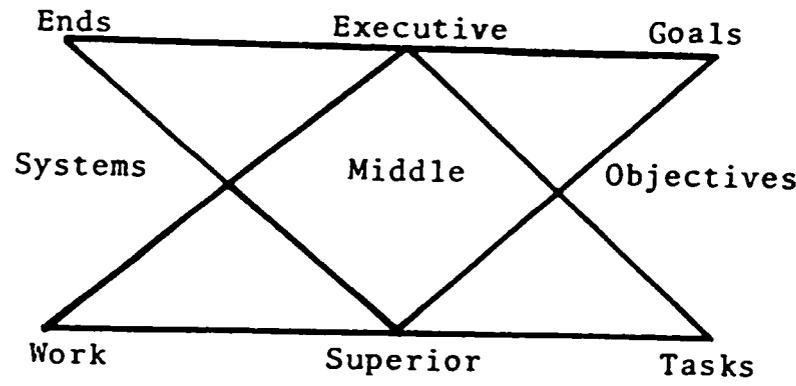
M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

7.

Monday, November 18

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
30	Qualities of a Manager/Supervisor	<p>EXERCISE</p> <p>Each participant uses NP and diagrams organizational structure of home institution with self in diagram (must have persons above and below) (5 minutes)</p> <p>Participants review each chart - 2 minutes each with group.</p> <p>Trainer reviews</p> <ul style="list-style-type: none"> - What a manager does - Qualities of a supervisor - Manager's perspective <p>MANAGER'S PERSPECTIVE</p> 	<p><u>Newsprint</u></p> <p>What a Manager Does</p> <p>Manager's Perspective</p> <p>- of diagram</p>

h/c

M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

8.

Monday, November 18

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
3:30	Reflections	Trainer distributes manager's checklist of competencies. Each participant completes the checklist Retains the checklist Group discussion on checklist Trainer uses ETAG or other techniques to reflect on day's activities.	HANDOUT: Qualities of a supervisor Do's and Dont's for Managers Manager's checklist of Competencies
4:00	Adjourn		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

Tuesday, November 19

TRAINING DESIGN

1.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle	<ul style="list-style-type: none"> - Trainer gives history of quality circle emphasizing that we are managers of our learning during this workshop and will practice management skills accordingly. - Trainer goes through exercise using model: Problem Statement/Clarification/Solutions/Decision/Responsible Person/Time/Evaluation. 	Quality Circle handout (20)
8:30	Planning	<ul style="list-style-type: none"> - Trainer introduces planning model - asks for definitions and clarification of each step. - goes through "micro-example", using all steps - discusses planning as management tool - has participants break into groups of 4-5 & go through an example taken directly from their work. - each group presents its product for review by large group. 	Steps of Planning(20) Hierarchy of Objectives (20)
11:00	Organization	<ul style="list-style-type: none"> - Trainer leads group through discussion of organizational issues including: structure; formal vs. informal; power, authority, communication, accountability. - Using yesterday's work and preceding discussion, Trainer has individuals draw organizational charts with their place in hierarchy. - Compare individual charts with "official" charts drawn by Grace O. - Problems emerging from comparison will be used throughout the week. 	MOH, HMB, LGA Charts on n/p
12:00	Lunch		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

2.

Tuesday, November 19

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
1:00	Leadership	<ul style="list-style-type: none"> - Trainer leads discussion following the questions: <ul style="list-style-type: none"> - What is leadership? - What are the traits of leaders? - Is leadership learned behavior? - Using items from discussion Trainer leads group to consider types of leaders: <ul style="list-style-type: none"> ● Laissez-faire: allows people to do as they please. ● Democratic: consults but makes final decision ○ Autocratic: makes decision and informs ● Participative: guides group in making decision 	
2:00	Managerial Grid	<p>What kinds of "leaders" are we? Can we adjust our behavior to meet changing situations?</p> <ul style="list-style-type: none"> - Trainer gives instructions for answering questions and scoring - Members of the group find their position on the grid and discuss learnings in light of leadership discussion, organizational charts and problems they are experiencing. 	<p>Managerial Grid, 3 pgs. (20)</p> <p>Instructions on n/p</p>
3:30	Reflection		
4:00	Adjourn		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

1.

Wednesday, November 20

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle	<ul style="list-style-type: none"> - Trainer asks that group member lead this exercise to increase skills in group management. 	
8:30	Monitoring	<ul style="list-style-type: none"> - Trainer will lead group in discussion of monitoring as set of procedures for determining how an activity is progressing : based on information indicators, feedback & techniques for adjusting work procedures. - Groups of 4-5 will design a chart or matrix for monitoring purposes using example of activity which is part of FP/ORT program. - Chart will include "blinkers" as defined by trainer and specified by participants. - Charts will be presented to large group and discussed. 	<ul style="list-style-type: none"> - Instructions on n/p
10:30	Information System	<ul style="list-style-type: none"> - Based on work done thus far in monitoring, participants discuss existing information systems, and information systems needs as FP/ORT program expands. - "Ideal" models constructed by small groups - "Ideal" models presented to large group and critiqued. 	
12:00	Lunch		
1:00	Resources	<ul style="list-style-type: none"> - Trainer assists group developing categories of resources that exist and those that will be needed for FP/ORT program. - Reallocation and development of resources are discussed using problem-solving methods. 	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

2.

Wednesday, November 20

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
2:00	Budget	<ul style="list-style-type: none"> - Budget discussed in principle (Zero-based) - Program Budget model reviewd in large group - Program budget outlined for activities under FP/ORT program; budgets outlined by pairs or triads. - Budgets reviewed; questions discussed. 	Program Budget Categories on n/p
3:30	Reflection		
4:00	Adjourn	(Homework : bring in or write job description)	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

Thursday November 21

TRAINING DESIGN

1.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle		
8:30	Supervision	<p>- Using pyramiding process, participants define "supervision" and list 3 functions of a supervisor. Moving from individuals to 2 groups, results will be posted and discussed.</p>	Instructions on n/p
9:30	Use of Job Descriptions	<p>Participants go into 3 small groups. Each participant presents his/her job description and receives feedback on:</p> <ol style="list-style-type: none"> 1) Clarity of responsibilities 2) Clarity of "to whom responsible" 3) Clarity of "for whom responsible" <p>Participants return to large group. Trainer leads discussion by asking comments from participants on:</p> <ul style="list-style-type: none"> ● what interesting findings came up when writing job descriptions? ● what were the important findings? ● group discussions and feedback? <p>Using the job description handout, trainer re-emphasizes (1) the use of job description by:</p> <ol style="list-style-type: none"> a) <u>Employer</u> <ul style="list-style-type: none"> ● ensuring employee knows the tasks and qualifications ● staff appraisal/evaluation 	Span of Management (20) Delegation (20)

M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

TRAINING DESIGN

Thursday, November 21

2.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
10:30	Span of Control	<ul style="list-style-type: none"> ● reduce conflict ● distribution of resources <p>b) <u>Employee</u></p> <ul style="list-style-type: none"> ● knowledge of his/her duties ● knowledge of what is expected of her/him ● gives the required qualification necessary for the job ● identifies areas needing further training in ● indicator of what he/she would be assessed/appraised in. <p>Trainer relates job descriptions to Span of Management (refer back to organization charts) and to delegation.</p> <p>Brainstorm understanding of the term delegation</p> <p>Trainer writes contributions on chald boards</p> <ul style="list-style-type: none"> ● Allocation of <u>responsibility</u> & <u>authority</u> for another for carrying out specific functions, tasks and jobs. <p>Using newsprint discuss the principles</p> <p>1) Establish goals and standards</p> <ul style="list-style-type: none"> * Be clear about exactly what is to be delegated and what you consider to be a good job. 	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

Thursday, November 21

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
11:30	Motivation	<p>2) Correct Personnel Choice</p> <ul style="list-style-type: none"> * Select the <u>right</u> person and make sure he/she can do the <u>job</u>(work) <p>3) Proper Communication</p> <ul style="list-style-type: none"> * Clearly inform person(s) what they are accountable for (define responsibility and authority and what resources are available.) <p>4) Motivate Personnel</p> <ul style="list-style-type: none"> * Do not interfere unless asked to * Be prepared for mistakes * Give support and training as called for * Remain sensitive <p>5) Establish Adequate Control</p> <ul style="list-style-type: none"> * Mutually decide on how often supervision is to occur <p>Encourage comments on views and experiences on delegation.</p> <p>Sum up the expression</p> <p>"Never do yourself what another can do for you as well as you could"</p> <p>Trainer introduces motivation by asking what participants think their subordinates say about them.</p> <p>Lists responses on chalk board</p> <p>Points out that supervisors also use similar terms to describe their workers</p>	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

TRAINING DESIGN

Thursday, November 24

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
	<p>Motivation (cont.)</p>	<p>Discusses about motivation as a Supervisor's responsibility.</p> <p>Participants brainstorm meaning of Motivation while trainer notes responses on board.</p> <p>In motivation supervisor can:</p> <ul style="list-style-type: none"> ● encourage ● inform ● guide ● show ● provide materials <p style="text-align: center;"><u>BUT</u></p> <p>The worker <u>MUST act in a certain way</u></p> <p>What in the job enables people to act a certain way?</p> <p>Trainer records responses</p> <p>Using the list trainer emphasizes the items that reflect internal motivators, e.g.,</p> <ul style="list-style-type: none"> ● job satisfaction ● work environment ● self-esteem ● acknowledgement <p>What causes dissatisfaction at work?</p> <p>Trainer notes and discusses the responses</p> <p>Relates motivation at work with Maslow's Hierarchy of needs.</p> <p>Dissatisfaction at work causes a lot of discontent among the staff in an organization.</p>	

dr

M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

TRAINING DESIGN

Thursday, November 24

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
	Motivation (cont.)	What can a supervisor do with this information? Lists responses and elaborates Trainer leads discussion on staff development <ul style="list-style-type: none"> ● what are the needs ● how to do it 	
12:30	Lunch		
1:30	Field visits	3 groups visit one of three clinics: <ul style="list-style-type: none"> - With ORT/FP services in good operation - With ORT/FP services in poor operation - Without ORT/FP services - Using format for evaluating clinics, participants will review clinic operations with task to prepare tomorrow's discussion.	

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

2.

Friday, November 22

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES																																																												
9:30	Evaluation: Approach	<p>Evaluation is straight-forward (non-technical) if you keep the following questions in mind:</p> <table border="1"> <thead> <tr> <th data-bbox="670 560 1203 608">QUESTION</th> <th colspan="5" data-bbox="1203 560 1727 608">LEVEL</th> </tr> <tr> <td data-bbox="670 608 1203 679"></td> <td data-bbox="1203 608 1307 679">1</td> <td data-bbox="1307 608 1411 679">2</td> <td data-bbox="1411 608 1515 679">3</td> <td data-bbox="1515 608 1619 679">4</td> <td data-bbox="1619 608 1727 679">5</td> </tr> <tr> <td data-bbox="670 679 1203 744">WHO NEEDS IT?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 744 1203 809">WHY DO THEY NEED IT?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 809 1203 905">WHAT INFORMATION DO THEY NEED?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 905 1203 1000">HOW WILL INFORMATION BE GATHERED?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 1000 1203 1065">WHO WILL GATHER IT?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 1065 1203 1144">HOW WILL IT BE ANALYZED?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="670 1144 1203 1240">WHAT REPORT FORM WILL BE USED?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="6" data-bbox="670 1240 1727 1639">ETC.</td> </tr> </thead></table>	QUESTION	LEVEL						1	2	3	4	5	WHO NEEDS IT?						WHY DO THEY NEED IT?						WHAT INFORMATION DO THEY NEED?						HOW WILL INFORMATION BE GATHERED?						WHO WILL GATHER IT?						HOW WILL IT BE ANALYZED?						WHAT REPORT FORM WILL BE USED?						ETC.						Chart on n/p
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M.S.E. WORKSHOP

Friday, November 22

IMO FP/ORT TRAINING PROGRAM
TRAINING DESIGN

3.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
	Evaluation: Approach (Cont.)	<ul style="list-style-type: none"> - Break into there groups: <ul style="list-style-type: none"> A) Group one design outline a level-2 evaluation plan for part of FP/ORT Program B) Group two designs a level-3 evaluation for FP/ORT Program C) Group three designs a level-4 evaluation for FP/ORT Program - Each group will present their evaluation plan - Discussion will focus on how this work can improve their programs. 	Instructions on n/p
12:00	Lunch		
1:00	Program Evaluation	<ul style="list-style-type: none"> - Based on Exercise, Trainer reviews what questions need to be considered when evaluating programs: <ul style="list-style-type: none"> ● objectives attained? ● program functioning? ● problems & issues? ● intended and unintended products? ● helps? hinders? ● criteria and indicators and process of evaluation? 	
2:00	Mid-Workshop Evaluation	<ul style="list-style-type: none"> - Trainer passes out forms, gives participants time to answer questions - Completed evaluations will be used by trainers over week-end to adjust agenda. 	- Evaluation forms (20)
2:30	Reflections	<ul style="list-style-type: none"> - Review of the week 	
3:00	Adjourn		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

1.

Monday, November 25

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle		
8:30	Analysis of Ministry of Health, Health Management Board and Local Government Agency Systems.	- Representative from each system will present the organization of that system as it relates to FO/ORT.	
12:00	Lunch		
1:00	Application of MOH, HMB, LGA systems & resources	- Trainer will lead group in identifying relationships, resources, problems and issues from 3 systems as they pertain to participants' roles & responsibilities	Newsprint, pens, tape
3:30	Reflections		
4:00	Adjourn		

(5)

M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

1.

Tuesday, November 26

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle		
8:30	IMO State PF/ORT Plan	- Trainer will facilitate group in outlining FP/ORT general plan using existing models, Bauchi State Mode, Zonal plans, etc. (Homework : work on sections as assigned)	"Bauchi" plan (Copy for trainers) (4)
12:00	Lunch		
1:00	FP/ORT Training Plan	- Trainer will facilitate group responsible for developing training plan to meet CHE, FP,ORT training needs.	
3:30	Reflections		
4:00	Adjourn		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

Wednesday, November 27

TRAINING DESIGN

1.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle		
8:30	Clinical Services Management Curriculum	- Trainer will facilitate group in outlining training session for increasing knowledge and skills of health workers responsible for managing FP/ORT clinical services.	
12:00	Lunch		
1:00	Community Health Education Management Curriculum	- Trainer will facilitate group in outlining training session for increasing knowledge and skills of health workers responsible for managing CHE activities	
3:30	Reflections		
4:00	Adjourn		

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M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

TRAINING DESIGN

Thursday, November 28

1.

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00	Quality Circle		
8:30	Reporting, Revision & Integracion of Plans & Curricula	- Day will be spent in assessing reports from four work groups, revising plans and curricula; trainers will provide technical assistance.	
12:00	Lunch		
1:00			
3:30	Reflections		
4:00	Adjourn		

ds

M.S.E. WORKSHOP

IMO FP/ORT TRAINING PROGRAM

1.

Friday, November 29

TRAINING DESIGN

TIME	CONTENT	METHOD	MATERIAL/RESOURCES
8:00 8:30	Quality Circle Evaluation	-Trainer will facilitate group in giving feedback to trainers; "mapping" participant change during workshop; assessing degree to which session objectives were accomplished; completing evaluation form.	- Instructions on n/p - PACII Evaluation forms (20)
2:00	Lunch	-Closing ceremonies -Presentations of outline of plans & curricula produced during workshop.	

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APPENDIX D

List of Materials Used

Handouts

Some Assumptions About Learning and Teaching
Managerial Competencies, Self-rating Scale
Bean Bag Game
The Management Process "PIE"
Maslow's Hierarchy of Needs
McGregor's "X" and "Y" Theory
Likert's Linking Pin Theory
Management Glossary
An Organization
Goals and Objectives

Outline of a Method for Problem-solving, or, How to Get Results
Problem Solving (Diagram)
Task-People (T-P) Leadership Questionnaire
Outline Guide to Field Trip Observations
Job Descriptions (format) Health System Needs Assessment
A Manager's Check List
Do's and Don's for Managers
The Basis of Budgeting
The Case of the New Truck
Personnel Supervision
What a Supervisor Does

Work Motivators/Dissatisfiers

Supervision

Discipline

Participant Mid-Course Evaluation

In Search of Excellence - Eight Basic Principles

Evaluation

Delegation

Supervision: Qualities of a Good Supervisor

Personnel Evaluation

Planning Diagram

**Organizational Development: Decision Tree for
Locating Appropriate Solution**

Charts:

- Family Planning Client Record
- Daily Activity Register/Report
- Summary of Family Planning Users and
Contraceptives Issued/Dispersed

APPENDIX F

Copies of Materials Produced

1. FP/ORT Five-Year Plan (Draft)
- *2. FP/ORT Two-Year Training Plan (Draft)
- *3. Management and Supervision Training Designs for
Community Health Education
NOTE: (To be sent under separate cover as typing
was not finished by end of session.)
4. Training Materials Taken "Off the Walls" During
the Session

*To be sent under separate cover. Typing had not
been completed at site prior to end of workshop.

APPENDIX F-1

FP/ORT Five-Year Plan (Draft)

PP/ORT 3 - YEAR PROGRAM PLAN

BACKGROUND

Rapid population growth has been identified as a major problem in the State.

PRECURSORS The precursors to this problem include:-

- Poor response to family planning
- High fertility rate (6.1 children per mother) as compared to other countries of the world.
- Ignorance of benefits of child spacing
- Polygamy which lends tendency for every wife to have many children.
- High infant mortality rate (125 per 1000 live births) due to frequent pregnancies and poor child care, as compared with other countries of the world.
- Preference to male child, which pre-disposes to frequent pregnancies and child bearing.
- Religious beliefs have different opinions about family planning.
- Superstition have different ideas of ill-effects of family planning.
- Level of income which makes it impossible for bread-winners to provide adequately for their families.
- Poor use of leisure time due to lack of access to recreational facilities.
- Improved medicare increasing life expectancy
- Affluence - the wealthy in the society exhibit wealth by marrying several wives and getting too many children.

These precursors lead to the following consequences.

- High infant mortality rate
- High maternal mortality rate
- Increased malnutrition
- Poverty
- Increased rate of unemployment

- Scarcity of land because of large family units, land becomes inadequate for habitation and leaves little or nothing for farm use.
- Longer fertility period as a result of early marriage.
- Increased manpower in labour market because of increase in population.
- Increased delinquency because of inadequate and lack of parental control of their children.
- Wide gap between the rich and the poor
- Increase in unwanted babies - there is wide spread moral laxity and lack of self control leading to promiscuity.
- Increase in crime
- Illegal abortions and deaths - in a desperate bid to get rid of unwanted pregnancies.

The family planning/ORT programme has accepted the mission to slow down the population growth. Given this background, the family planning/ORT staff will like to see the following goals reached by accomplishing the specified objectives within the 5 - years plan period.

GOAL: In 5 years, 60% of child bearing women and spouse must have been informed and educated about family planning and ORT. 30% would have become acceptors of one or form or the other of diarrhoea disease.

OBJECTIVES: These objectives have been categoried according to critical and specific objectives

1. **Critical Objective:** This set of objectives represent the must have and the must do in order to achieve the set goal above within the plan period.
2. **Specific Objective:** The specific objective represent the strategies that the FP/ORT program must accomplish in order to achieve the goal.

CRITICAL

OBJECTIVE

At the end of the 1990 FP/ORT:- 60% of Child bearing women/spouses would name at least 3 contraceptives methods and would be able to make Oral Rehydration Solution.

Specific Objectives

1. At the end of 1990 Community Health Workers in collaboration with Community/Traditional leaders and IBC Broadcasting corporation would organise and conduct at least SIX (6) Community Health Education on FP/ORT yearly; starting from January 1986.

TASKS	NO. OF DAYS OR DATE OF COMPL.	RESOURCES	IMPLEMENTATOR TITLE	EVALUATION
1. Meet & win the support of Community leaders.	2 weeks (15th-30th Jan, 1986)	1 Vehicle 1 Driver	Community Health workers	Invitation from the Community leader to conduct C.H.E. on FP/ORT.
2. Interview the above persons with view to finding out	2 weeks (1st Feb, 15th Feb. 1986)	1 Vehicle 1 Driver	Community Health workers	
a. Cultural beliefs in respect of FP/ORT		Community leaders I.B.C Personnel		
b. Time and places for FP/ORT. C.H.E presentations				
2. Meet the I.B.C Director to get him to a. Cover C.H.E activity on FP/ORT	8 p.m to 8:30 p.m every evening between 25th Feb. & 28th March 1986	Community	I.B.C Personnel	At least 40% Community members at the presentation would accept FP/ORT and 12% would answer questions. 97,000 FP/ORT Accepter would state that they accepted through C.H. C.H.E. Activities.
b. Broadcast and Televisio activity				
a. Put up a schedule				
b. Send a copy to the Community leaders and I.B.C Director	2 weeks (1st-15th Feb 1986)	Members		

TASKS	No. of Days OR Date of Compl.	RESOURCES	Implement- ation Title	Evaluation
<p>5. FF/ORT Presen- tations in clinics, Communities Churches and Schools and to individuals</p>		<p>Papers and Pam, Posters hand outs Projector and slides FF/ORT CONSIDITIES</p>		
<p>Community Health a. State FF/ORT b. Community c. Clinicians. 02. Community/Traditi a. NERS/, CHIEFS b. MEN/WOMEN LEAD c. Organization 03. PRESENTATIONS Conducted in Febr</p>	<p><u>PLEASE</u> Workers include :- Co-ordinator Health Educators ual leaders ERS leaders uary, April, Yearly.</p>	<p><u>NOTE</u></p>	<p>June, August, October, and December</p>	

GROUP 2 OCHTD:

2. At the end of 1990 the community Health Educator would have conducted yearly FF/CHT sessions (inserted in the School Curriculum) to school leavers in all the schools in the state.

TASKS	No. of days or Date of Completion	Resources	Implementers Title	Evaluation
Review school curriculum with view to inserting FF/CHT sessions.	30th January 1986.	Heads of school Existing school curriculum	The State FF/CHT Co-ordinator/Chairman (Education Board)	Revised school curriculum with FF/CHT included.
Invite community Health Educator to conduct FF/CHT sessions in Schools	In June (Yearly)		The community Health Educator	Community Health Educator receives invitation to conduct FF/CHT sessions in Schools.

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GROUP 1.INFORMATION SYSTEM :

CRITICAL OBJECTIVE : During the 5 year FP/ORT program, data on FP/ORT activities and population would be continuously collected, analysed and distributed to enable the manager monitor, circulate and make decisions to improve FP/ORT PROGRAM.

SPECIFIC OBJECTIVES	T A S K S	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
1. Carry out a contraceptive Prevalence Survey in the 1st Year of the plan period.	<ul style="list-style-type: none"> . Design pattern of survey to collect:- . Specify data to be collected . Select sample population . Visits to sample communities . Compile and analyse data. 	3 MONTHS	<ul style="list-style-type: none"> . List of communities in the State . Transport . Survey materials . Co-operation of chiefs and community leaders . Map of Imo State . Assistance from Ministry of Economic Planning . Finance. 	State T.O.T. Team and Coordinator	Production of data and Survey report at the end of 1st year.
2. Effect day-to-day data collection and routing systems within the 1st Year.	<ul style="list-style-type: none"> . Review FP/ORT activities. . Determine type of data and data forms to be used. . Design charts and forms for data collection. . Formulate reporting system. . Institute reporting system. 	3 MONTHS	<ul style="list-style-type: none"> . Knowledge of use of data. . List of FP/ORT activities. . Clinic records and reports. 	State and Zonal Coordinators	<ul style="list-style-type: none"> . Presence of charts and data forms in the Clinics. . Annual report on data collection.

SPECIFIC OBJECTIVES	T A S K S	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
3. To computerize FP/ORT data at the State FP/ORT Head-Office within the first year of the 5 year plan period.	<ul style="list-style-type: none"> . Determine the type of computer to be purchased. . Determine type of programme to be used. . Seek for sources of funding. . Purchase of Computer/Training of user (s). . Install computer. 	6 MONTHS	<ul style="list-style-type: none"> . Available FP/ORT data . Knowledge of available FP/ORT funds and funding. 	M.O.M. Fern Sec. State Coordinator Financial controller	<ul style="list-style-type: none"> . Installation of computerized system. . Presence of computerized data in the Clinics.

GROUP 1

ORGANIZATION CHART

PERM. SEC.

M.O.H.

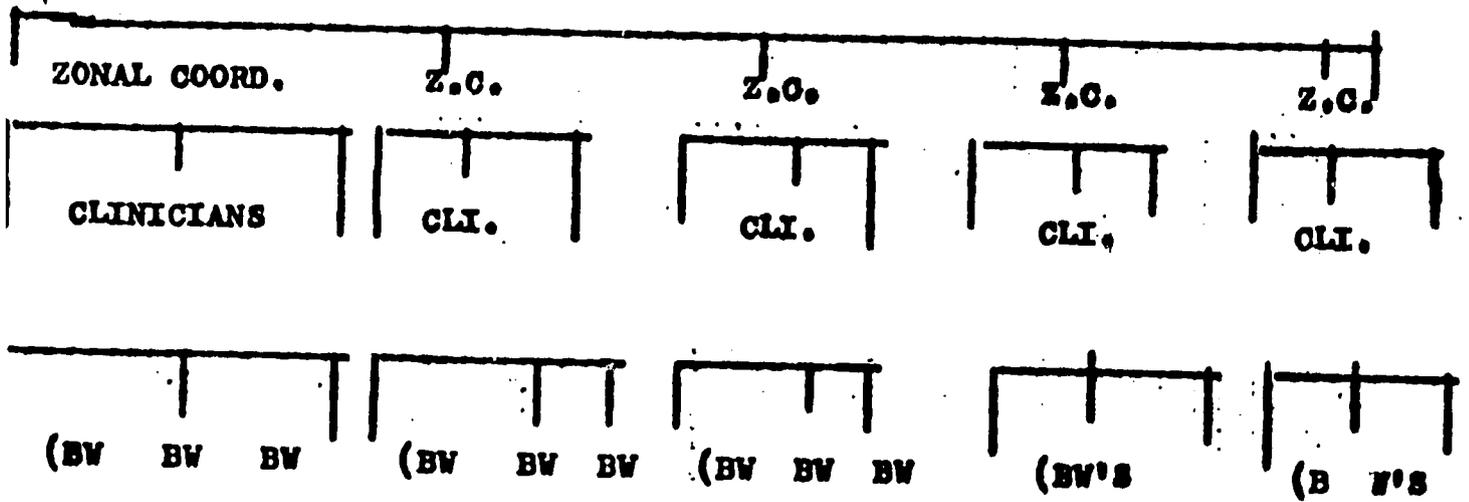
CHIEF HEALTH OFFICER

(ADMIN. DIRECTOR)

STATE COORDINATOR

DEPUTY STATE COORDINATOR

STATE T. O. T.



GROUP 2

(1) INFRASTRUCTURE

CRITICAL OBJECTIVE

In 1990, the State FP Coordinator/Head of Health department in the L.G.A. Areas/Matrons incharge of General Hospitals would have designated 115 FP/ORT Units to serve 30% (288,000) of child bearing Women FP Acceptors, in Imo State.

Specific Objectives

1. At the end of 1986 each head of medical and health department in the L.G.As would designate at least 2FP/ORT Units among the existing health institutions starting with the Primary Health Centres and going down to the maternities and dispensaries.

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTORS TITLE	EVALUATION
<ul style="list-style-type: none">. Develop Criteria for selection. Analyse and Prioritise Health Centres (H/Cs) (Based Geog. accessibility and population). Visit at least Four Health facilities. Select. 2.	30 days starting 15th January to 15th February, 1986.	<ol style="list-style-type: none">1. Vehicles - I2. Drivers - I3. Static staff at health institutions4. A Technical Officer (building)	Head of Med and Health Department in each L.G.A.	A document of approval for use of Two H/Centre with required standard structures,

GROUP 2

2. Objective : At the end of 1986 the State FP Coordinator/Matrons incharge of Hospitals would designate 1 FP/ORT Unit among the existing General Hospitals in each of the 5 Senatorial Zones,

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
1. Develop Criteria for selection. 2. Analyse and Prioritise the General Hospitals (Based on Geographical, population and accessibility) 3. Visit at least three General Hospitals. 4. Select 1	10 days (1st March to 10th March, 1986)	1. Vehicle - 1 2. Driver - 1 3. Static Health Staff at General Hospitals 4. 1 Technical Officer	State FP Coordinator/ Matron i/e General Hospital.	Documented evidence confirming the use of Selected Unit.

3. At the end of the 3rd year (1988) some personnel as in number 1 would have increased the number of FP/ORT Units in their areas by 2.

For Steps in Implementation, see the steps for number 1 Objective - Use 1988 in place of 1986.

GROUP 2

4. Objective : At the end of same period as in 3 above the personnel as in number 2 objective, would have designated 1 more unit in one of the other General Hospitals in each Zone.
Per Implementation, see M20 steps in M2 objective above.
5. Objective : At the end of the 5th year (1990) same personnel as in objective 1, would have further increased the # 2 units by 1.

Implementation : See steps in 1 objective.

Variations : Item 4, Select 1; Use 1990 in place of 1986.

SUMMARY :-

There are 21 L.G.A. with about 256 Health facilities by December 1990, 105 Units would have been designated by the Health Departments of the L.G.A.

We have about 20 General Hospitals in Imo State spread over the 5 Senatorial Zones. By 1990 we would have 10 Units designated for FP/ORT in the 5 Zones.

Unit Total - 115

STANDARD FP/ORT UNIT.

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- (1) 1 waiting room - 16' by 28' (could be shared)
- (2) 1 interview/counselling room - between 8' by 10 and 10' by 12
- (3) 1 examination/insertion room 12' by 12'
- (4) 1 store room 10' by 10'
- (5) 1 room for Laboratory work 12' by 10'

Toilet Facilities - Placed in a way to allow client ease his/her self and provide specimen if needed. This should not be more than 15 - 20 yards away from unit.

The Insertion room - Should offer Privacy. No one should be able to view the room from outside. Where the standard unit is not possible, the clinician can partition a room to create at least two rooms.

MANAGEMENT

CRITICAL OBJECTIVE: During each year of the 5 year Planned period, management efforts should provide effective planning, organising and monitoring and evaluation of FP/ORT activities according to M.O.H. existing policies

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OBJECTIVES	T A S K S	NO OF DAYS OR DATE OF COMPL.	RESOURCES	IMPLEMENT OR TITLE	PAGE 2 EVALUATION
<ul style="list-style-type: none"> • At the beginning of each year of the plan period a monitoring and finance committee should be created • Establish criteria for staff recruitment and training needs. 	<ol style="list-style-type: none"> 1. Select 10 people from agencies and groups related to FP/ORT (MOH, HCU, NDR, MLC, MOI, Women leaders and others) 2. Establish criteria for membership. 3. Specify roles and responsibilities of the committee. 4. Establish a meeting and reporting schedule. 	<p style="text-align: center;">2 days</p>	<p>List of potential Committee members</p> <p>List of FP/ORT activities for each task</p> <p>List of existing curricular for health workers</p>	<p>M.O.H. Perm. Sec. and FP/ORT State Coordinator</p> <p>Appointed Committee and state coordinator</p>	<p>Minutes of the 1st meeting submitted by 15th February each year</p> <p>The committee's report on staff situation and training proposal for each year.</p>
<ul style="list-style-type: none"> • Identify areas of revenue generation for FP/ORT programme and its use. 	<ol style="list-style-type: none"> 1. Analyse job descriptions 2. Determine qualification and experience needed for each task. 3. Develop a curricula for training in FP/ORT 1. Identify existing areas of funding. 2. Fund raising activities (Invitation of donations, cottage Industries etc) 3. Identify foreign aids 4. Establish criteria for use of funds. 	<p style="text-align: center;">5 days</p> <p style="text-align: center;">2 days</p>	<p>Approved annual estimate. List of philanthropist and voluntary organization committee members report.</p>	<p>M.O.H Perm. Sec. Committee member</p>	<p>Production of annual FP/ORT account (income and expenditure)</p>

OBJECTIVES	T A S K S	No of Days OR Date of completion	RESOURCES	IMPLEMENT OR TITLE	EVALUATION
<p>Enforce uniformity of standards of clinic structures and identify the number of new clinics to be established yearly</p> <p>Establish guidelines on commodities and equipment order, storage and disbursement</p> <p>Each Zonal Supervisor will develop a written plan to visit each clinic at least 3 times a year and develop an evaluation procedure with the staff.</p>	<ol style="list-style-type: none"> 1. Examination of clinic plans 2. Physical inspection of proposed clinic structures. 3. Give feedback to clinic management 	<p>10 days</p>	<p>Standard plans from M.O.H.</p>	<p>Monitoring Committee</p>	<p>Number of Commissioned clinics compared to proposed clinics for the year.</p>
	<ol style="list-style-type: none"> 1. Statistics of commodity consumption. 2. Determine on system of placing orders for commodities and equipment 3. Identify existing govt. storage system 4. Devise a system of issuing commodities and equipments 	<p>3 days</p> <p>3 days</p>	<p>Report of previous year's FP/ OMT activities</p> <p>Records of previous commitments Existing Govt. Stores</p> <p>Returns of commodity use from clinics.</p>	<p>State FP/ OMT Coordinator</p>	<p>Inspection reports on clinics visited</p> <p>Quarterly reports from the clinics</p>
	<ol style="list-style-type: none"> 1. Prepare itinerary for visits to clinics in the Zone. 2. Provide data forms for use during the visits. 	<p>2 days</p>	<p>List of clinics and clinicians</p>	<p>Zonal Coordinators and clinicians</p>	<p>Quarterly clinic reports</p>

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OBJECTIVES: XXXXXXXXXX	T A S K S	# of Days or Date of Completion	RESOURCES	IMPLEMENT OR TITLE	EVALUATION
<p>Quarterly reports will be produced on FF/ORT materials, finance personnel and clinic activities.</p>	<p>Adequate recording of material usage, client load, staff strength, client feedback and clinic problems.</p>	<p>3 Days</p>	<p>Clinic records</p>	<p>Clinician</p>	<p>Reports received</p>
<p>Management Plan (various committees formed, number of clinics envisaged, staff situation and training proposals, sources of revenue etc) will be drawn by the 1st of December for the following years activities.</p>	<ol style="list-style-type: none"> 1. Review quarterly plan from clinics. 2. Review report of various committees 	<p>30 Days</p>	<p>Reports from clinics and various committees Informed reports</p>	<p>M.O.H. Per. Sec; State and Zonal Coordinators</p>	<p>Written plan on target date</p>

GROUP 2

CRITICAL OBJECTIVES:

CLINICAL SERVICES

Each of the five zones will establish at least 5 clinics a year for five years. Each clinic offers FP/ORT services.

SPECIFIC OBJECTIVES

1. CONSULTATION: Each client will receive
 - a. Information on contraceptive devices
 - b. ORT and formulae information
 - c. Counselling on child spacing
 - d. "Natural family planning counselling"
 - e. infertility, counsellingFour times a year

2. SUPPLY COMMODITIES

- Each client will have a choice of device and commodity including I. U. C.D

Pills, Diaphragm, Injectables, Foam Tabs/Jelly Cream, Condom.

3. FOLLOW UP: Each client will be able to have 2 - 3 follow up in a year depending on if she/he is an active acceptor

4. I.E.C: Each client will receive information 4 - 5 information on Family Planning ORT Service/referral points within a year.

5. COMMUNITY BASED DISTRIBUTION: Each clinic will establish 2 community Based distribution centres for Emergency in a year.

GROUP 1

OBJECTIVE:

CONSULTATION.

Each client will be able to explain at least use of 2 different contraceptive devices ORT formula, child spacing, natural family planning cycle and your causes of infertility.

TASKS	No. of Days OR Date of Compl.	Resources	Implement or Title	Evaluation
- Hold clinics for clients.	Every day clinic is open	Visual Aids	Staff Nurse Midwives	Increase or Decrease in acceptors from records statistics
- FP presentation/ Demonstration to clinic Attendants	"	a. commodities		
- Counselling acceptors	"	b. Pester		
		c. Chalk/ chalk-board		
		d. Salt/ Sugar		
		e. Bowl		
		f. 1 pint Bottle		
		g. Water		
		h. Tea spoon/ knife		

OBJECTIVE:

FOLLOW UP

Each client will have 2 - 3 follow up in a year depending on if she/he is an active acceptor.

TASKS	No. of Day OR Date of Compl.	Resources	Implement or Title	Evaluation
- Identify acceptors	1 day		Staff Nurse/ Midwives	Check each acceptor record annually x 3 visits for first level and 1 year thereafter.
- Separate clinic from Home F/U visits	1 "	1 vehicle	"	
- Schedule F/U visits	1 "		"	
- Carryout follow up visits.	1 " per 6 F/U visits	1 Driver	Staff Nurse Midwives Comm. H. Asst.	

GROUP 3

OBJECTIVES

SUPPLY COMMODITIES

Each client will be able to choose one of the following devices and commodities :

- I U C D
- PILLS
- DIAPHRAGM
- INJECTABLES
- FOAM TABLETS/JELLY/CREAM

if no contra indication

T A S K	NO. OF DAYS OR DATE OF COMPL	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
1. Hold Clinic 2. Interview clients for choice 3. Examine clients for suitability of choice 4. Issue commodities/ devices	Every day clinic is open	COMMODITIES DAILY RETURN CHARTS REGISTERS SCALES Thermometer Sph x g. Stettaescope	Staff nurse/ Midwives	Information based on statistics and records on number of attendants, commodities/ devices supplied.

GROUP 3

OBJECTIVE :

Each CBD centre has two capable staff to carry out commodities distribution.

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR'S TITLE	EVALUATION
- Identify staff - Identify Training needs - Train CBD staff on the job. (Workshop)	1 week 1 day 2-3 days workshop	- 1 vehicle - 1 driver - commodities - Register - Daily return charts - Clients record cards. - Posters - Pamphlets - Handouts - Chalk and chalk Board.	- Staff nurse/ midwives	Information, records from CBD centres on activities of the centres.

GROUP 3

OBJECTIVE : I. E. C.

EACH CLIENT WILL RECEIVE 4 - 5 INFORMATION'S SESSIONS ON FAMILY PLANNING/ORT SERVICE/REFERRAL POINTS WITHIN A YEAR.

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTORS TITLE	EVALUATION
<ul style="list-style-type: none"> - HOLD PRESENTATIONS IN CLINICS/WOMES PREPARE PRESENTATION - COLLECT MATERIALS - ASSESS CLIENTS - HEALTH TALKS 	<p>EVERY DAY CLINIC IS OPEN</p> <p>2 HOURS</p> <p>15 MINUTES</p> <p>30 "</p>	<p>VISUAL AIDS</p> <ul style="list-style-type: none"> - EG. CHALKS/CHALK BOARD - COMMODITIES/DEVICES - POSTERS - HANDOUTS - 1 VEHICLE - 1 DRIVER 	<ul style="list-style-type: none"> . STAFF NURSE/MIDWIFE . MIDWIVES . COMMUNITY HEALTH ASSISTANTS 	<p>RECORD INDICATING INCREASE IN FAMILY PLANNING ACCEPTORS</p>

OBJECTIVE : COMMUNITY BASED DISTRIBUTION

EACH CLINIC WILL ESTABLISH TWO COMMUNITY BASED DISTRIBUTION CENTRES FOR EMERGENCY IN A YEAR.

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR'S TITLE	EVALUATION
<ul style="list-style-type: none"> IDENTIFY SITES - IDENTIFY COMMODITIES 	<p>1 WEEK</p>	<p>1 VEHICLE</p> <p>1 DRIVER</p>	<ul style="list-style-type: none"> - STAFF NURSE/MIDWIFE - COMMUNITY LEADERS. - EZE'S - CHIEFS - EXISTING HEALTH WORKERS IN THE COMMUNITIES. 	<p>INFORMATION COLLECTED.</p> <p>2. FEED BACK ON AVAILABILITY OF CBD CENTRE.</p>

GROUP 2

OBJECTIVE : (1) Each month, the clinician in charge will submit her order for materials to the Co-ordinator in the Ministry of Health Overri.

T A S K	NO. OF DAYS OR DATES COMPLETED	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
Take Inventory Fill requisition form Travel to M.O.H. to submit requisition book	} 28 - 29 Jan., 1986 30th January, 1986	Inventory book Requisition form Vehicles/fuel Requisition form	Clinician incharge Staff Nurse/Midwife Driver Staff Nurse/Midwife	Recorded mails to M.O.H. Despatch book in the Clinic Verbal feedback Signed despatched book

OBJECTIVE : (2) Each month the clinician will collect, having verified the contents, all materials requested for the running of the clinic.

T A S K	NO. OF DAYS OR DATES COMPLETED	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
Travel to M.O.H.	3rd February, 1986	Vehicle/fuel	Driver Clinician	Arrival to M.O.H. Store
Inspect Materials supplied and sign	3rd February, 1986	Duplicate copy of requisition form	Clinician	Requisition supplied
Collect materials supplied and travel back to the clinic	3rd February, 1986	Vehicle/fuel	Clinician Driver	Arrival at the clinic with materials collected.

OBJECTIVE : (3) Each month the clinician will store the collected materials and use them as and when necessary.

T A S K	NO. OF DAYS OR DATES COMPLETED	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
- Offload materials into clinic	3rd February, 1986	Trolleys basins	Messenger Orderly/Caretaker	Presence of materials supplied in the clinic
- Store in appropriate storage area	4th February, 1986	Cupboards Shelves Storage room	Clinician Staff Nurse/Midwife	Collected materials in good condition Filled Requisition form Updated Inventory book
- Issue out materials required daily	4th February - 4th March, 1986	Daily issuing book	Clinician Staff Nurse/Midwife	No. of daily visiting clients Daily schedule sheet Monthly stock balance

MATERIALSCRITICAL OBJECTIVES:

At the end of the 5 year FP/ORT Program, each of the 50 FP/ORT Clinical Units, would have been supplied with the following materials according to the standards specified to serve about 30,000 acceptors.

SPECIAL OBJECTIVE: Supply each of the 50 FP/ORT Clinical Units with the standard list of: Equipment, Tools, Commodities, Furnitures, Vehicles and maintain the materials supplied.

- | | |
|---|--|
| <p>1 a. <u>PERISHABLE</u></p> <p>Gloves: 1200 yrly
 Gauze: 48 rolls yrly
 Sanitary Pads: 48 pkts
 Cotton balls 48 cartons yrly.</p> <p>Mackintosh: 1 roll yrly
 Syringes & needles: 2,400
 Scrubbing brushes. 2 yrly
 Screens. 2 yrly
 Bulbs: 6 "
 Toilet roll: 100 yrly</p> <p>2. Generating plant - 1 yrly
 Instrument trays. 6 "
 Dressing jar $\frac{1}{2}$ cover - 1 "
 Gas cooker - 1 yrly
 Weighing scale - 1 yrly
 Plates - 2 yrly
 Speens - 2 "
 Jugs (water) - 2 "
 Cups - 12 "
 Drums/Sterilizing) 2 yrly</p> <p>Towels (hand): 6 yrly
 Couch: 1 "
 Spring bed/matress: 1 "
 Mop and mop buckets 2 "</p> <p>c. <u>INSTRUMENT:</u></p> <p>Tenaculum forceps: 5 yrly
 Vauselum: 5 yrly
 Vaginal speculum Cuscoos 5
 Sims: 5
 Sponge holding forceps. 5
 Surgical scissors: 2 yrly
 Receivers: 5 yrly
 bowl lifting forceps. 2 "</p> | <p>1) <u>EQUIPMENT</u> Perishable
 Non - perishable
 Instruments.</p> <p>1b) <u>NON-PERISHABLE</u></p> <p>Bed line : 6 yrly
 Cot Sheets: 2 "
 Pillows/cases: 2/4 yrly
 Micro-scope and sliders: 1 & 1 cart.
 Keys to lock: 6 yrly.
 Torch light & batteries: 2 & 48 yrly
 Angle poised lamp: 1 yrly
 Blankets: 2 yrly
 Projector and film slides. 1&100 "
 Wall hangers: 6 yrly
 Gram stain: 1 carton yrly
 Pap sticks: 6 pkts "
 Steam sterilizer: 1 yrly
 Trolleys : 2 yrly
 Cotton blinds: 20 yds "
 Soiled dressing bins 3 clinic
 Ling, yrly
 Lab.</p> <p>2) Typewriter: 1 yrly
 Duplicating Machine: 1 yrly
 Wash hand basin: 2 yrly
 Babies cot/matress: 1 "
 Soap dish: 2 yrly</p> |
|---|--|

TOOLS:

Spanners: 2 yrly
black board: 1 "
chalk: 2 "
Clients cards Records-480 yrly
Appointment
- 480 yrly
Referrals - 40 yrly
Cafed board papers : 60 yrly
Inventory books : 1 "
Consent forms : 150 "
Laboratory forms: 100 "
Daily schedules sheets: 60 yrly
Monthly Summary sheets: 12 "
Stencils sheets : 4 pkts yrly
Duplicating paper : 4 Reams "
" Ink : 6 tubes "
Typing sheets: 4 pkts "
Pens 12 "
Pencils 6 "
Rulers 3 "
Correcting fluids 3 bottles "
Stencil ink: 3 "
Felt pens 12 "

REGISTERS:

i. Attendance: 1 yrly
ii. Ledger: 1 "
Loud speakers: 2 "

IV COMMODITIES

Foam Tablets: 100x10 tabs tubes. yearly			<u>DRUGS:</u>
Latex foams/introducers: 100 cans .	"		Antibiotics Tetracycline
Condoms : 100x100 pkts	"		Analgesics. 1000 yearly
Diaphragms sizes 75: 50	"		Panadol. 1000 Flaggy 500 "
85: 50	"		Aspirin. 500 yrly
B.C. Pills 100x10 pkts	"	2	Disinfectant - Dettol
I. U. C. D. Lippes loop - A. 50 pkts	"		Galls. yearly
B. 60 "	"		Antiseptics - Savlon:
D. 100 "	"		2 galls yearly
D. 100 "	"		Hibitane: 1 gall yearly
Cu - T: 100	"		Iodine: 1 " "
Cu - 7: 30	"		Soap: 24 "
Saf - T coil . 30	"		Detergent: 12 "
Injectibles - Depo-Provera - 36	"		
Sugar: 1 carton	"		
Salt : 1 bag	"		
Jelly/Introducers: 60	"		
Cream and Applicators: 60	"		
Introducers (IUCD) 300	"		

IV FURNITURES

Writing desks: 6	yearly	Cupboards	Inst/Comm: 1	yrly
Stools (for Insertion) 2	"	Shelves: 1	yrly	"
Stepping stools: 2	"	Benches: 5	"	"
Chairs (Padded) 12	"			

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V VEHICLES

Buses (Combi):	1	yearly	Cars: VW/Pougeot:	1	yearly
Land Rovers:	1	"	Motor Cycles:	1	"
Bicycles:	2	"			

VI MAINTENANCE

IMPREST N500 Yearly for:-

- Fueling:
- Repairs of vehicles
- " " Equipments
- Laundry services
- Replacement of breakages e.g Therm.
- Repair of electrical appliances
- Paying of electric bill
- Milage and overtime allowances
- Educational materials like Pap and Eggs for
NFP. presentation

Most of the materials supplied need personnel specially trained for their operation and maintenance:

- | | |
|-----------------|------------------|
| e.g. Clinicians | Typist |
| staff nurses | Lab. technicians |
| " midwives | Projectionists |
| | Driver/Mechanic |

Other staff will also be deployed for effective clinic services

- e.g. Orderlies
- Messengers
- Caretakers

OBJECTIVE 1: Each month, the clinician in charge will submit her order for materials to the Co-ordinator in the Ministry of Health Overri.

TASKS	NO OF DAYS OR DATES COMPLETED	RESOURCES	IMPLEMENT OR TITLE	EVALUATION
- Take inventory - Fill requisition form	28-29 Jan '86	Inventory book requisition form Monthly Summary sheet	Clinician A/e staff Nurse/ Midwife	Recorded mails to M.O.H. Despatch book in the clinic
- Travel to M.O.H to submit requisition book	30th Jan 1986	Vehicles/ fuel Requisition form	Driver staff Nurse/ Midwife	Verbal feedback signed despatched book
OBJECTIVE 2				
Each month the clinician will collect, having verified the contents, all materials requested for the running of the clinic.				
- Travel to M.O.H - Inspect materials supplied and a sign - Collect materials supplied and treat back to the clinic	3rd Feb. '86 3rd Feb '86 3rd Feb '86	Vehicle/fuel Duplicate copy of requisition Vehicle/fuel	Driver Clinician Clinician Driver	Arrival to MCH Store Requisition Supplied Arrival at the clinic with materials collected.
OBJECTIVE 3				
Each month the clinician will store the collected materials and use them as and when necessary.				
- Offload materials into clinic - Store in appropriate storage area - Issue out materials required daily	3rd Feb. '86 4th Feb. '86 4th Feb-4th March 1986	Trolleys bins Cupboards shelves storage room Daily issuing book	Messenger Orderly/ caretaker clinician staff nurse midwife clinician staff Nurse/ Midwife	Presence of materials supplied in the clinic. collected materials in good condition Filed Requisition form Updated inventory book No of daily visiting clients Daily schedule sheet Monthly stock balance

GROUP 3

TRAINING

CRITICAL OBJECTIVE :

In the 5 years FP/ORT plan period, sufficient number of staff will be trained to render FP/ORT services; this will include :-

- 20 training of trainers
- 2 Clinicians to each clinic (approximately 250 clinicians)
- 250 Community based workers
- 500 Motivators
- 50 Health Educators
- 10 Statisticians/data collectors/data analyst.

OBJECTIVE : TRAINING OF TRAINERS

Each year for the first two years of the 5 year plan period, one training of trainers workshop will be held with ten participants in the workshop. (one session)

T A S K	NO. OF DAYS OR DATES OF COMPLETION	RESOURCES *	IMPLEMENTOR'S TITLE	EVALUATION
. Identify training Centre	1 week	. 1 vehicle	State Coordinator	Information on number of Workshops and Seminars conducted a Year.
. Identify Materials	1 week	. 1 driver		
. Collect Materials	2 weeks	. 1 typist		
. Select Trainers	4 weeks	. 1 typewriter		
. Select Specific staff for training	4 weeks	. Office materials		
. Conduct Training	8 weeks (Workshop)	. Materials/Commodities		
		. Duplicating Machine		
		. Text books		
		. Handouts/Pamphlets		
		. Specialized forms/Cards		
		. Chalk/Chalk board		
		. Models		

* Field work is involved. Allowance will be made for at least 2 more vehicles for participants.

GROUP 3

OBJECTIVE : CLINICIANS

Every year within the 5 years plan period, 2 clinicians for each new FP/ORT clinic, will attend a 4 - 6 weeks FP/ORT Clinical sessions (approximately 50 clinicians a year; in approximately 2 - 3 sessions).

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES *	IMPLEMENTOR TITLE	EVALUATION
. Identify training centre	1 week	. 1 vehicle	State Coordinator	Information on the performances of the clinicians activities in the field.
. Identify materials	1 "	. 1 driver		
. Collect materials	4 weeks	. 1 typist		
. Select trainers	4 "	. 1 typewriter		
. Select specific staff for training	8 "	. materials/commodities		
. Prepare for training	1 week	. office materials		
. Conduct training	4 - 6 weeks	. Duplicating machine		
		. Text books/handouts/pamphlets		
		. Specialise forms/cards		
		. models		
		. chalk/chalk board		

* Field work is involved. Allowance will be made for at least 2 more vehicles for participants.

GROUP 3

OBJECTIVE : (COMMUNITY BASED WORKER)

At least 60 community based workers will be trained each year for the first 3 years of the 5 year plan period

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
<ul style="list-style-type: none"> . Identify training centre . Identify materials . Collect materials . Select trainers . Select specific staff for training . Prepare for training . Conduct training 	<ul style="list-style-type: none"> 1 week 1 " 1 " 2 weeks 4 " 1 week 2 - 3 days (Seminar) 	<ul style="list-style-type: none"> . 1 vehicle . 1 driver . 1 typist . 1 typewriter . commodities . office materials . Duplicating machine . Handouts/Pamphlets . Specialized forms/cards. 	State Coordinator	Information from records of activities of CBW and client attendances
OBJECTIVE : (MOTIVATORS)				

250 motivators will be trained each year for the first 2 years of the 5 years plan
(approx. 500 motivators for 2 years in 5 sessions a year)

T A S K	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTOR TITLE	EVALUATION
<ul style="list-style-type: none"> . Identify training centre . Identify materials . Collect materials . Select trainers . Select specific staff for training . Prepare for training . Conduct training 	<ul style="list-style-type: none"> 1 week 1 " 1 " 2 weeks 4 " 1 week 1 " <p align="center">(Workshop each session)</p>	<ul style="list-style-type: none"> . 1 vehicle . 1 driver . 1 typist . 1 typewriter . Office materials . Duplicating Machine . Handouts/Pamphlets 	State Coordinator	Information on attendance in clinics and community based distribution centres

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GROUP 3

OBJECTIVE (HEALTH EDUCATORS)

20 health educators will be trained in the first year of the 5 year FP/ORT plan period, (two sessions of 25 participants each)

A S K S	NO. OF DAYS OR DATE OF IMPLEMENTATION	RESOURCES	IMPLEMENTORS TITLE	EVALUATION
Identify training centre	3 - 4 days	1 vehicle	State Coordinator	Information on attendance in clinics and community based distribution centres.
Identify materials	1 week	1 driver		
Collect materials	1 "	1 typist		
Select Trainers	1 "	1 typewriter		
Select specific staff for training	2 weeks	Office materials		
Prepare for training	2 - 3 days	Duplicating machine		
Conduct Training	1 week (Workshop)	Handouts/Pamphlets		

OBJECTIVE : STATISTICIANS/DATA COLLECTORS/DATA ANALYSTS

20 statisticians/data collectors/data analysts will be trained within the first year of the 5 year FP/ORT plan period in one session

A S K S	NO. OF DAYS OR DATE OF IMPLEMENTATION	RESOURCES *	IMPLEMENTORS TITLE	EVALUATION
Identify training centre	1 week	1 vehicle	State Coordinator	Accurate data to identify areas of need and improvement
Identify materials	2 weeks	1 driver		
Collect materials	1 week	1 typist		
Select Trainers	4 weeks	1 typewriter		
Select Specific Staff for training	4 "	Office materials		
Prepare for training	2 - 3 days	Duplicating machines		
Conduct training	1 week (Workshop)	Handouts/Pamphlets/ text books Specified forms/cards.		

* Field work is involved. Allowance will be made for at least 2 more vehicles for participants.

GROUP 4

FINANCE

CRITICAL OBJECTIVE :

Each year, during the next 5 years, annually budget for FP/ORT activities and programmes will be generated, specifying the sources of income, sufficient enough to run all the programme.

SPECIFIC OBJECTIVES :

- (1) At the beginning of each year, the state coordinator prepares defends, collects and disburses Government fund for each of the Sub heads of FP/ORT programme component.
- (2) At the end of each month, the clinician collects and renders accounts of users changes to the accounting unit e.g.
 - (1) Clients Card Fees.
 - (ii) Training fees from private candidates.
- (3) At the beginning of each year, the clinician maps out methods of funds Generating activities e.g.
 - (1) Appeal to voluntary organisations and philanthropists.
 - (ii) L.G.A. based Launching.
 - (iii) Waxing of FP/ORT Songs and Drama Cassettes.
 - (iv) Souvenons and FP/ORT Calendars - trays, cups, badges and flower vases.
 - (v) Contraceptive social market.
 - (vi) Hand crafts and Cottage Industries.

GROUP 4

SPECIFIC OBJECTIVE NUMBER 1 :

T A S K S	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTATOR TITLE	EVALUATION
- Prepares, Defends yearly budget and collects it.	By December 1, 1985 By " 15, 1985 By Jan. 30th, 1986	FP/ORT statistical data from all clinics. - Budget for mat - Papers, Pens, Ruler. - Typewriter/Sheets projected activities from each existing/New clinics.	State FP/ORT Co-Ord. Accounting Officer Typist	Approved budget and collected.
- Disturbances collected fund.	FEB - DEC., 1986	Approved Authority to incur expenditure (AIE PAPER) Treasury Vouchers Typewriter/sheets	State FP/ORT Co-Ord. Accounting Officer Typist	Auditors Report on : - Monthly Revenue Returns. - Receipts from Recipient officers, from the Treasury.
<u>SPECIFIC OBJECTIVE NUMBER 2 :</u>				
- Collects Card fees/ Training fees	Jan. 1, 1985 to Dec. 30, 1985	Clients/Students Cash register Receipt books	Accounting Officer Clinician	Auditors Report on : information contained in - Cash register - Receipt books - Clinicians Monthly reports - Accounting officer Monthly/Quarterly reports.

GROUP 4

TASKS	NO. OF DAYS OR DATE OF COMPLETION	RESOURCES	IMPLEMENTATOR TITLE	EVALUATION
- Renders account of users charge/training fees.	Jan. 1, 1986 to Dec. 30, 1986.	- Clients attendance register - Cash register - Receipt books - Typewriter/Sheets - Trainers REGISTER.	Clinician Accounting Officer Typist Trainers	Similar information found in - Reports from Clinician - Report from Auditors - Report from Trainers.
SPECIFIC OBJECTIVE NUMBER 3				
- Choice of activities to raise fund and maps out days of activities	Jan. 1 - Jan. 4, 1986	Documented list existing voluntary organizations Social welfare Officers Clients in the Clinics Clinic workers Past experiences	Clinician and Clinic workers Typist	Completed Calendar of Yearly activities to raise fund.
- Appeal to Voluntary Organizations and Philanthropists.	March 15th - March 30th, 1986	Typewriter/Papers Invitation Cards Appeal Letters Opinion Leaders F/P Motivators FP/ORT Clients	Clinician Health Educator Typist	Response of the Invitees Amount of fund realized.
- Involve Local Government Community in Launching for fund.	June 30th, 1986	Mass Media L.G.A. Sole Administrator Eze and his Cabinet opinion Leaders L.G.A. Health Personnel Typewriter/Papers Invitation Cards/Letters Mass Media		

Each of these workers will receive adequate training to be able to cope with their financial responsibilities for effective and efficient FP/ORT Services, e.g. - Accounting Officer.

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APPENDIX F-2

FP/ORT Two-Year Training Plan (Draft)

(To be sent under separate cover from Nigeria)

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APPENDIX F-3

**Management and Supervision Training
Designs for Community Health Education**

(To be sent under separate cover from Nigeria.)

APPENDIX G

Evaluation

1. Summary of Competency Model Self-Test
2. Summary of Participant Reaction Forms
- * 3. Participant Reaction Forms

* On file with INTRAH Data Management Service.

APPENDIX G-1

Summary of Competency Model Self-Test

MANAGERIAL COMPETENCIES

Self-Rating Scale

Name MSE IMO STATE

Date 18/U - 29/U '85

Desired Managerial Competencies	Performance Assessment Scale					Rank Order
Please rate yourself on the following:	Weakness ----- Strength					
3 1. The ability to formulate objectives.	1	2	3	4	5	
			2	9	4	
2. The ability to explain your objectives to your personnel.	1	2	3	4	5	
			1	8	6	
1 3. The ability to explain your objectives to your superiors.	1	2	3	4	5	
			2	9	4	
4 4. The ability to communicate effectively in a group situation.	1	2	3	4	5	
			6	4	5	
1 5. The ability to express confidence in others.	1	2	3	4	5	
			2	9	4	
3 6. The ability to stimulate others to work together.	1	2	3	4	5	
		1	2	3	9	
1 7. The ability to delegate responsibility to other personnel.	1	2	3	4	5	
			2	5	8	
1 8. The ability to give others performance feedback to help them improve their performance.	1	2	3	4	5	
			4	6	5	
4 9. The ability to use realistic goals and standards of excellence.	1	2	3	4	5	
		2	6	6	1	
2 10. The ability to arrange events in a logical sequence.	1	2	3	4	5	
			5	8	2	

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Desired Managerial Competencies		Performance Assessment Scale					Rank Order
		Weakness		Strength			
3	11. The ability to take action to accomplish something, overcoming obstacles, achieving goals.	1	2	3 3	4 8	5 4	
4	12. The ability to prepare and execute a program in a given time.	1	2	3 3	4 6	5 6	
5	13. The ability to recognize new ideas in different kinds of information.	1	2	3 6	4 6	5 3	
4	14. The ability to organize and coordinate training activities (i.e., housing, food, transportation, clinics, supplies.)	1	2 1	3 4	4 7	5 3	
	15. The ability to uphold the image and reputation of your organization.	1	2	3	4 5	5 5	
5	16. The ability to evaluate activities using established objectives.	1	2	3 3	4 8	5 4	
	17. The ability to appreciate one's own strengths and weaknesses.	1	2	3 6	4 2	5 7	
	18. The ability to work long hours and to be flexible in adapting to change (to improvise).	1	2	3 2	4 4	5 9	

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MANAGERIAL COMPETENCIES

Self-Rating Scale

Name _____

2nd round
Date November 29

Desired Managerial Competencies	Performance Assessment Scale					Rank Order
Please rate yourself on the following:	Weakness -----Strength					
1. The ability to formulate objectives.	1	2	3	4	5	
			3	3	9	
2. The ability to explain your objectives to your personnel.	1	2	3	4	5	
			1	2	11	
3. The ability to explain your objectives to your superiors.	1	2	3	4	5	
			1	4	8	
4. The ability to communicate effectively in a group situation.	1	2	3	4	5	
			2	5	7	
5. The ability to express confidence in others.	1	2	3	4	5	
			1	5	8	
6. The ability to stimulate others to work together.	1	2	3	4	5	
				5	9	
7. The ability to delegate responsibility to other personnel.	1	2	3	4	5	
				4	10	
8. The ability to give others performance feedback to help them improve their performance.	1	2	3	4	5	
			1	4	9	
9. The ability to use realistic goals and standards of excellence.	1	2	3	4	5	
			1	6	7	
10. The ability to arrange events in a logical sequence.	1	2	3	4	5	
			2	6	6	

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Desired Managerial Competencies	Performance Assessment Scale					Rank Order
	Weakness			Strength		
3 11. The ability to take action to accomplish something, overcoming obstacles, achieving goals.	1	2	3	4	5	
			2	4	8	
2 12. The ability to prepare and execute a program in a given time.	1	2	3	4	5	
			2	3	9	
7 13. The ability to recognize new ideas in different kinds of information.	1	2	3	4	5	
			7	5	8	
2 14. The ability to organize and coordinate training activities (i.e., housing, food, transportation, clinics, supplies.)	1	2	3	4	5	
			4	2	8	
15. The ability to uphold the image and reputation of your organization.	1	2	3	4	5	
				2	12	
1 16. The ability to evaluate activities using established objectives.	1	2	3	4	5	
			2	3	9	
17. The ability to appreciate one's own strengths and weaknesses.	1	2	3	4	5	
				5	9	
18. The ability to work long hours and to be flexible in adapting to change (to improvise).	1	2	3	4	5	
				4	10	

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APPENDIX G-2

Summary of Participant Reaction Forms

INTRAH PARTICIPANT REACTION FORM

For each set of statements below, please check the one that best describes your feelings about this training.

1. Workshop objectives were:

a. Very clear b. Mostly clear c. Somewhat clear d. Not very clear e. Not clear at all

| 10 | | 5 | | | | | |

2. Workshop objectives seemed to be achieved:

a. Entirely b. Mostly c. Somewhat d. Hardly at all e. Not at all

| 6 | | 7 | | 2 | | | |

3. With regard to workshop material (presentations, handouts, exercises) seemed to be:

- 15 a. All material was useful
- _____ b. Most materials were useful
- _____ c. Some material was useful
- _____ d. Little material was useful
- _____ e. No material was useful

4. Workshop material presented was clear and easy to follow:

a. All the time b. More than half the time c. About half the time d. Less than half the time e. None of the time

| 8 | | 7 | | | | |

11. Workshop facilities and arrangements were:

a. Very good	b. Good	c. Acceptable	d. Barely acceptable	e. Poor
<input type="text" value="6"/>	<input type="text" value="5"/>	<input type="text" value="4"/>	<input type="text"/>	<input type="text"/>

12. The trainer/trainers for this workshop was/were:

a. Very effective	b. Effective	c. Somewhat effective	d. Not very Effective	e. Not effective at all
<input type="text" value="13"/>	<input type="text" value="1"/>	<input type="text" value="1"/>	<input type="text"/>	<input type="text"/>

13. The trainer/trainers for this workshop encouraged me to give my opinions of the course:

a. Always	b. Often	c. Sometimes	d. Rarely	e. Never
<input type="text" value="12"/>	<input type="text" value="3"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

14. In providing information about my progress in training, the trainer/trainers for this workshop were:

a. Very effective	b. Effective	c. Somewhat effective	d. Not very effective	e. Not effective at all
<input type="text" value="12"/>	<input type="text" value="3"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

15. 15 a. I would recommend this workshop without hesitation,

 b. I would probably recommend this workshop

 c. I might recommend this workshop to some people

 d. I might not recommend this workshop

 e. I would not recommend this workshop.

Agencies in FP/ort 1
 FP/ort 1
 Managerial functions 3

Role plays 1
 Clinical & Ed. Mgn't 2

17. Below are several topics that were presented in the workshop. Please indicate the usefulness of the topics to you in the scale at right.

	8	7	6	5	4	3	2	1	very useful	hardly useful
Objectives	8									
Obstacles & Solutions	1									
Feed back	1									
Problem Solving:	5									
a. Needs Assessment (evaluation)									11	
b. Quality Circle									15	
c. Supervision									10	1
d. Monitoring									9	1
e. Planning									11	
f. Organizing									6	1
g. Communication									6	1
h. Management Models									7	1
i. Budgeting									6	
j. Leadership									1	

18. For the following techniques or resources, please check the box on the right that best describes your view of their usefulness for your learning in this workshop.

Reflections 1
 Information System 1

Techniques/ Resources	very useful			hardly useful			does not apply
	1	2	3	4	5	6	
a. lectures	4	2	2				4
b. group discussions	12	1					
c. individual exercises	10	3			1		
d. group exercises	13	1					
e. clinical sessions	5	1	1				5
f. field trips	12	1					
g. handouts/readings	12		1				
h. books	9	2	1				
i. audio-visuals	8	3					

APPENDIX J

Request for Technical Assistance from
FP/ORT Program Coordination

Ministry of Health
Public Health Director
Family Health Program
Owerri
Imo State
NIGERIA
29/11/85

DR JEAN de MALVINSKY
International Health Programs
University of San Francisco
Santa Cruz.

REQUEST FOR FURTHER TECHNICAL ASSISTANCE. 5 YR WORK PLAN REPORT, IMO STATE

Dear Jean,
As you can see the product of the Management Supervision and Evaluation Workshop is commendable and enormous. To develop it to an acceptable and working document, further work will have to be done.

I am therefore seeking for further Technical Assistance to make it possible that this dream be realized.

Thanks for all your cooperation.

Yours Sincerely
Grace Ogburna.