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Trip Report

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Travelers: Maureen T. Brown, INTRAH Program Officer

Country Visited: Nepal

Date of Trip: February 26 - March 25, 1986

Purpose: Project monitoring and to provide technical backup to FP/MCH Project trainers during district training workshops for intermediate supervisors.

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LIST OF ABBREVIATIONS USED IN THIS REPORT

ANM	Auxiliary Nurse-Midwife
CBD	Community Based Distribution
CRS	Nepal Contraceptive Retail Sales Company (P) Ltd.
DON/MOH	Division of Nursing/Ministry of Health
DORC	Development Oriented Research Centre
FP/MCH Project	Family Planning/Maternal and Child Health Project
FPO	Family Planning Officer
HMG	His Majesty's Government
ICHS/DP	Integrated Community Health Services/ Development Project
PBHW	Panchayat Based Health Worker
TBA	Traditional Birth Attendant
TMP	Traditional Medicine Practitioner
TOT	Training of Trainers

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*On file with INTRAH Program Office

EXECUTIVE SUMMARY

Maureen T. Brown, INTRAH Program Officer, worked in Nepal from February 26 - March 25, 1986. The purposes of the visit were to provide technical back-up to the FP/MCH Project Phase II training workshops for intermediate supervisors and to conduct project reviews of the Division of Nursing/Ministry of Health (DON/MOH) and Nepal Contraceptive Retail Sales (CRS) Projects.

Accomplishments included provision of technical back-up services to two FP/MCH Project district level training workshops, conducting a two-day trainers' debriefing session during which the intermediate supervisors' curriculum was revised, and review and monitoring of the INTRAH-funded components of the DON/MOH and CRS training projects.

Major findings of the visit were:

1. The four FP/MCH Project workshops planned for intermediate supervisors had been cancelled. Neither INTRAH nor USAID/Nepal had been notified. Two workshops were reinstated and conducted.
2. Follow-up evaluation activities involving translation of biodata and participant reaction forms had not been carried out by the FP/MCH Project evaluation specialist.
3. The DON/MOH project was slightly behind schedule in implementing its workplan activities.
4. The CRS project was progressing well without problems.

Major recommendations include:

1. INTRAH should reassess with the FP/MCH Project its priority for training district level supervisory field personnel.

2. INTRAH should discuss and resolve evaluation requirements and problems with the Nepalese participants during the Bangkok Evaluation Workshop planned for May 1986.
3. The six FP/MCH Project trainers who conducted the two intermediate supervisors workshops in March with Ms. Brown's technical back-up and supervision should be assigned as lead trainers in upcoming workshops planned for June 1986.
4. A trainers' debriefing session should be incorporated into all future TOT follow-on workshops as an excellent mechanism for review of the training process and curriculum revision.

SCHEDULE DURING VISIT

Wednesday,
February 26:

Ms. Brown arrived Kathmandu from Bangkok
at 12:30 p.m.

Briefing meeting with Mr. Ray Baker, INTRAH
Associate Director for Administration, and
Mr. Padma N. Tiwari, Director, Development
Oriented Research Centre (DORC).

Meeting at FP/MCH Project office with:

- Mr. Baker;
- Mr. U.N. Karna, Administrative
Assistant;
- B.B. Tharka, Internal Auditor;
- K. Kunwar, Senior Accountant;
- G.F. Mishra, Fiscal Chief;
- Mr. G. Regmi, Demographer, Evaluation
Unit;
- G.M. Shrestha, Supply Chief; and
- Mr. Tiwari.

Thursday,
February 27:

Meeting at Division of Nursing/Ministry of
Health (DON/MOH) with:

- Mr. Baker;
- Ms. Audrey Maw, Auxiliary Nurse-
Midwife Coordinator;
- Ms. Chandra Shrestha, Assistant Chief
Nurse; and
- Ms. Rukhmini Shrestha, Chief Nurse.

Meeting at FP/MCH Project Central Training
Unit with:

- Mr. Baker;
- Mr. P.R. Shakya, Chief, Training Unit;
- Mr. Jyoti Shrestha, Trainer; and
- Mrs. Summana K.C., Trainer.

Meeting at Malla Hotel with Mr. Regmi.

Meeting with Mr. Baker and Mr. Tiwari.

Friday,
February 28:

Meeting at USAID/Nepal Office of Health and
Population with Mr. Jay Anderson, Assistant
Health Development Officer, Mr. Baker and Mr.
Ernest Petrich, INTRAH consultant.

Friday,
February 28:
(Continued)

Meeting at DON/MOH with:

- Ms. Maw;
- Ms. Chandra Shrestha; and
- Ms. Rukhmini Shrestha.

Meeting at Malla Hotel with Mr. Hem Hamal,
General Manager, Nepal Contraceptive Retail
Sales Company (CRS).

Sunday,
March 2:

Meeting with Mr. Baker and Mr. Tiwari.

Meeting at FP/MCH Project office with:

- Mr. Baker;
- Dr. T.B. Khatri, Chief;
- Mr. Shakya;
- Mr. Tiwari; and
- Dr. Jainati Tuladhar, Acting Division
Chief, Project Evaluation Unit.

Meeting at Malla Hotel with Mr. Padma Raj
Rajbhandari, Training Chief, Integrated
Community Health Services/Development Project
(ICHS/DP), and Ms. Maw.

Monday,
March 3:

Debriefing meeting with Mr. Baker.

Meeting at FP/MCH Project Training Unit with:

- Mr. Rajbhandari;
- Mr. Shakya; and
- Mrs. Summana K.C.

Tuesday,
March 4:

Meeting at ICHS/DP with:

- Sher Bahadur Chaudhary, Trainer,
ICHS/DP;
- Shah Banshidhar Lall, Surklet Regional
Training Center; and
- Mr. Rajbhandari.

Meeting with Dr. Tuladhar.

Meeting at CRS with Mr. Hamal and field
training staff.

Meeting at DORC with Mr. Tiwari and
Mr. Sharma.

Meeting at Malla Hotel with Mr. Regmi.

Wednesday,
March 5: Meeting at FP/MCH Project with Mrs. Summana K.C.

Meeting at ICHS/DP with Dr. H.N. Uprety,
Chief.

Thursday,
March 6: Meeting at FP/MCH Project Training Unit with:

- Mr. T.B. Dangi, FP Officer (Trainer),
Evaluation Unit;
- Mr. Shakya;
- Mr. Jyoti Shrestha; and
- Mr. Madan R. Thapa, Trainer.

Friday,
March 7: Ms. Brown departed Kathmandu by air to
Pokhara at 7:00 a.m.

Ms. Brown departed Pokhara by car to Walling,
Syangja District.

Ms. Brown departed Walling for Syangja
District Headquarters by bus at 7:00 p.m.

Ms. Brown arrived Syangja Town at 9:00 p.m.

Saturday,
March 8: Spent day preparing workshop site for
training program, reviewing workshop
curriculum and materials and identifying
suitable accommodations for workshop
participants.

Sunday-
Tuesday,
March 9-11: Syangja Workshop.

Wednesday,
March 12: Syangja Workshop.

Departed Syangja for Pokhara by taxi at
4:00 p.m.

Ms. Brown arrived Pokhara at 7:00 p.m.

Thursday,
March 13: Ms. Brown arrived Kathmandu at 2:00 p.m.

Friday,
March 14: Kathmandu Workshop.

Saturday,
March 15: Worked on workshop curriculum handouts.

Sunday,
March 16: Kathmandu Workshop.

Monday,
March 17: Kathmandu Workshop.
Meeting at FP/MCH Project:
--Dr. Tuladhar; and
--Mr. Regmi.
Meeting at DON/MOH:
--Ms. Durga Gurung;
--Ms. Maw; and
--Ms. Rukhmini Shrestha.

Tuesday,
March 18: Kathmandu Workshop.
Accountants and Storeskeepers Trainers'
Debriefing Session.

Wednesday,
March 19: Kathmandu Workshop.
Accountants and Storeskeepers Trainers'
Debriefing Session.

Thursday,
March 20: Kathmandu Workshop.
Meeting at DON/MOH with:
--Mr. Anderson;
--Mr. Laxmi Malla;
--Ms. Maw;
--Ms. Chandra Shrestha; and
--Ms. Rukhmini Shrestha.
Attended Accountants and Storeskeepers'
Debriefing Session.

Friday,
March 21: Kathmandu Workshop.

Saturday,
March 22: Preparation for Intermediate Supervisor
Trainers' Debriefing Session.

Sunday,
March 23: Debriefing Session with FP/MCH Project
Intermediate Supervisor Trainers group.

Monday,
March 24: Debriefing Session with FP/MCH Project
Intermediate Supervisor Trainers group.

Monday,
March 24:
(Continued)

Meeting at FP/MCH Project with:

--Dr. Khatri;
--Mr. Shakya; and
--Dr. Tuladhar.

Tuesday,
March 25:

Finalization of intermediate supervisors' curriculum with Mr. Shakya, Mr. Jyoti Shrestha and Mr. Tiwari.

Debriefing meeting with Mr. Anderson, USAID/Nepal.

Ms. Brown departed Kathmandu for Delhi/U.S.A. at 6:30 p.m.

I. PURPOSE OF TRIP

The purposes of the trip were to:

1. Provide technical back-up services to Family Planning/Maternal and Child Health Project (FP/MCH Project) trainers during implementation of the first set of Phase II workshops for district-level intermediate supervisors.
2. Conduct a two-day post-workshop debriefing session with trainers of the intermediate supervisors.
3. Participate in discussions with senior FP/MCH Project staff regarding the Phase II proposal, contract and budget (with Mr. Ray Baker, INTRAH Associate Director for Administration), and assist FP/MCH Project training staff with planning for the remaining workshops to be conducted under Phase II in FY 1985 - 86.
4. Review with the Division of Nursing/Ministry of Health (DON/MOH) its revised workplan, evaluation plan and budget and to review progress achieved to date in implementation of the district auxiliary nurse-midwife (ANM) and traditional birth attendant (TBA) training programs.
5. Review with Nepal Contraceptive Retail Sales Company (CRS) progress achieved to date in implementing the traditional medicine practitioner (TMP) training program in the districts of Syangja and Dolkha.

II. ACCOMPLISHMENTS

- A. Working in close collaboration with six FP/MCH Project trainers and two senior back-up co-trainers, two 14-day training workshops were conducted in which a total of 46 district-level intermediate supervisors participated.
- B. A two-day debriefing session was conducted for the six trainers and two co-trainers during which the workshop process was carefully reviewed, the curriculum revised, essential training materials developed and a revised workshop schedule prepared.

- C. The DON/MOH revised workplan, evaluation plan and budget were reviewed and discussed in detail with senior DON/MOH staff and several questions/issues were resolved.
- D. The DON/MOH ANM/TBA training program was reviewed in detail and progress was monitored.
- E. The CRS TMP training program was reviewed in detail and progress achieved was monitored.
- F. Mr. Baker reviewed in detail with senior FP/MCH Project staff the Phase II contract and budget. Ms. Brown reviewed the proposal in detail with senior FP/MCH Project trainers and Dr. T.B. Khatri, Chief, FP/MCH Project, and assisted with planning activities for implementation of the next series of workshops.
- G. USAID/Nepal was briefed and debriefed concerning INTRAH's program in Nepal with the FP/MCH Project, the DON/MOH and the CRS project.

III. BACKGROUND

Previous INTRAH visits to Nepal are documented in trip reports 0-8, 0-35, 0-36, 0-53, 0-142 and 0-154.

INTRAH's activities in Nepal since the first needs assessment visit conducted in November/December 1984 have focused on extending and complementing the USAID/Nepal bilateral project. This is being accomplished through three major collaborative projects between INTRAH and the FP/MCH Project, the DON/MOH and CRS.

Major objectives for each of these projects include strengthening the institutional training capability of each organization, improving the health and FP/MCH delivery system and expanding access to FP services and supplies to the rural areas of Nepal.

This visit was directed toward monitoring and review of these three INTRAH-funded projects and provision of technical assistance back-up services to FP/MCH Project trainers during implementation of Phase II workshops for intermediate supervisors.

IV. DESCRIPTION OF ACTIVITIES

A. USAID/Nepal:

1. A briefing meeting was held with Mr. Jay Anderson, Assistant Health Development Officer, USAID/Nepal, to inform him of developments concerning postponement of the FP/MCH Project's intermediate supervisors' training. Mr. Anderson was not aware of the changes, but thought it might be due to the heavy schedule of the surgical contraception camps. He suggested Mr. Baker might wish to inform Dr. Khatri that, given the lack of notice of the change in plans, USAID/Nepal would deduct the cost of Ms. Brown's airline ticket from FP/MCH Project funds.

Mr. Ernest Petrich, INTRAH consultant, briefed Mr. Anderson on the upcoming FP/MCH Project accountants/storeskeepers workshops and invited him to attend.

Mr. Anderson requested from Mr. Baker copies of signed INTRAH contracts with the DON/MOH, CRS and FP/MCH Project, when available. He also indicated his interest in visiting the DON/MOH program with Ms. Brown to review its current activities.

2. Following completion of the FP/MCH Project workshops for accountants, storeskeepers and intermediate supervisors, Ms. Brown and Mr. Petrich briefed Mr. Anderson regarding the outcomes. Mr. Petrich briefed Mr. Anderson and Dr. David Calder, Chief, Health/Population/Nutrition Office, USAID/Nepal, concerning Dr. Khatri's request for a financial technical advisor (see trip report 0-247). Mr. Anderson visited both trainers' debriefing sessions where he had the opportunity to discuss the outcomes of the workshops with the trainers.
3. Mr. Anderson was debriefed by Ms. Brown on her last day in-country. Copies of the signed INTRAH contracts with the DON/MOH, CRS and FP/MCH Project Phase I projects and a rough copy of the revised Development Oriented Research Centre (DORC) budget were left with him. Mr. Anderson expressed his concern that the FP/MCH Project trainers still required technical assistance back-up from Ms. Brown and Mr. Petrich in June, and requested that INTRAH consider this. He also informed Ms. Brown that USAID/Nepal cannot buy in for the accountants/storeskeepers training until the FP/MCH Project Phase II contract is signed.

B. Family Planning/Maternal and Child Health Project (FP/MCH Project):

1. Initial Meeting with FP/MCH Project Senior Staff:

Upon arrival in-country, the INTRAH team was informed that the workshops planned for

intermediate supervisors had been postponed from March to August 1986.

In the initial meeting with the FP/MCH Project senior program staff, reasons given for this decision included:

- Regular FP/MCH Project training programs were behind schedule with the result that training targets were not being met;
- Trainers of the Pokhara Training of Trainers (TOT) workshop who were slated to conduct the Phase II intermediate supervisors workshops were not available because some were tied up in regular training, some were working on the fertility survey and the rest were busy with the surgical contraception camps; and
- It was Dr. Khatri's understanding that only accountants' and storeskeepers' training was planned for March 1986 and that intermediate supervisors' training was planned for August 1986.

Other items discussed during this meeting included:

- A detailed review of the Phase II contract by Mr. Baker (see trip report 0-254);
- The role and responsibilities of Mr. G. Regmi, Demographer, Evaluation Unit, for the evaluation component of INTRAH's program in Nepal; and
- The readiness of the training manuals for accountants and storeskeepers to be used in the workshops for those two groups.

2. Meetings with FP/MCH Project Chief:

The INTRAH team met with Dr. Khatri five days after in-country arrival. The following issues were discussed:

--A brief explanation was given by Dr. Khatri as to why the intermediate supervisors workshops were postponed. Dr. Khatri suggested that since Ms. Brown was in Nepal, Mr. Shakya and Ms. Brown should put together as many workshops for intermediate supervisors as possible, given the constraints of few available trainers and time.

--The issue regarding the need for a financial management advisor was raised by Dr. Khatri. He described an advisor who could train his staff and design/ implement the necessary changes in the system that would lead to improved financial and management control of the FP/MCH Project. He stated that His Majesty's Government (HMG) is in the process of decentralizing both program and budget matters from the central level to the Panchayat. Central level will prepare program and budget figure guidelines, the local Panchayat will plan and develop the program and budget estimates, and resubmit them to central level for approval, modification and funding. If the Panchayat budget is in excess of the central level guidelines, each Panchayat will be responsible for raising the difference.

Dr. Khatri's idea is that six to seven staff from the FP/MCH Project and the Office of the Comptroller General work/train with the financial management advisor for three months during which time they would design program and budget estimates, train other staff and implement financial management changes. Mr. Baker suggested that such a mandate would require a minimum of six months, and more realistically, one year. Dr. Khatri was advised that this idea should be discussed with Mr. Petrich, which he agreed to do.

- Ms. Brown raised the question concerning the evaluation component of the FP/MCH Project-INTRAH program. Dr. Khatri responded by raising the issue regarding Mr. Regmi's participation in the Nairobi Evaluation workshop. He indicated that the process of nomination was not in line with the usual HMG procedure, that HMG required at least two months to process such a request and that if Mr. Regmi wished to attend the Nairobi workshop, he could do so on a "personal leave" basis. This was accepted by Ms. Brown and Mr. Baker as an FP/MCH Project in-house decision, and the decision was left entirely up to Mr. Regmi (who subsequently chose not to attend).
- Dr. Jainati Tuladhar, Acting Chief, Evaluation Unit, stated that he was unaware of INTRAH's evaluation needs and could not be responsible for Mr. Regmi's INTRAH work activities. Ms. Brown enquired whether it might be possible to formulate some policy or mechanism whereby Mr. Regmi's responsibilities for INTRAH evaluation could be clarified and formalized. It was agreed that Ms. Brown and Dr. Tuladhar would meet to discuss this issue.
- Mr. Baker reviewed the FP/MCH Project-INTRAH Phase II contract on a page-by-page basis with Dr. Khatri, his staff administrator and Dr. Tuladhar. It was agreed that Dr. Khatri would review it again and put it through the HMG process before signing. Mr. Baker indicated his expectation that a signed front sheet might be ready for Ms. Brown to hand-carry back to UNC/CH at the end of March (see trip report 0-254).
- Ms. Brown and Mr. Shakya met with Dr. Khatri on completion of the two workshops and the trainers' debriefing session. The process and products of these activities were reviewed in detail with Dr. Khatri and the revised training plan schedule was explained to him. Dr. Khatri appeared satisfied with the outcomes of the training. The FP/MCH Project-INTRAH contract document had not

been signed; Ms. Brown was informed that it would have to be reviewed by the FP/MCH Project board and other HMG departments. Dr. Khatri would inform Mr. Padma N. Tiwari, DORC, when it was ready for transmission to INTRAH.

3. Meetings with FP/MCH Project Evaluation Unit:

In several meetings with Mr. Regmi, it was learned that little evaluation follow-up with the FP/MCH Project, the DON/MOH or the CRS programs, or contact with DORC had taken place since the INTRAH visit in December 1985. Mr. Regmi appeared uncertain of his future in the FP/MCH Project, uncomfortable with his role as the sole INTRAH evaluation person in the unit and Dr. Khatri's position on Mr. Regmi's role. Mr. Regmi informed Ms. Brown that INTRAH was not to press Dr. Khatri to approve Mr. Regmi's attendance at the Nairobi Evaluation workshop. He also advised that, in future, all correspondence concerning Mr. Regmi's participation in any evaluation activity should be channeled through Dr. Khatri and copied to the Evaluation Chief.

Given Mr. Regmi's uncertainty regarding his future plans, he was asked whom he would recommend in the Evaluation Unit to take over INTRAH's evaluation activities if he should leave; he suggested the following in order of priority:

- a. Mr. Vinaya R. Dhakhwa: Statistician with M.Sc. preparation and specialty in Computer Science. Actively involved in fertility survey design and data processing.

- b. Mr. S.M. Moule: FP Officer (FPO) with a diploma in population studies. May not have a strong grasp of statistical analysis skills.
- c. Mr. T.B. Dangi: FPO with a diploma in population studies. May not have a strong grasp of statistical analysis skills.
- d. Dr. Jainati Tuladhar: Acting Division Chief, Evaluation Unit.

Mr. Regmi agreed to attend the trainers debriefing sessions for accountants/ storeskeepers and intermediate supervisors to assist the trainers with analysis of the evaluation forms and preparation of pre/post-tests for the next series of training workshops.

Ms. Brown met with Dr. Tuladhar to discuss the INTRAH evaluation component. Dr. Tuladhar appeared to be unaware of the requirements outlined in the MOH/INTRAH contract. He stated that, in future, assuming the contract is signed, he would support his unit's inputs into this activity. He also requested that in all future matters directly relating to evaluation, he be copied or briefed.

4. Meetings with FP/MCH Project Training Unit:

In the initial meeting with Mr. Shakya, Chief, Training Unit, Ms. Brown and Mr. Baker were informed again of the various reasons for postponement of the intermediate supervisors workshops. It was learned that three of the nine trainers who participated in the Pokhara TOT workshop could be

available to conduct training for the current program if approval were obtained from Dr. Khatri. It was clear that the Training Chief was not prepared to support implementation of intermediate supervisors workshops or approach Dr. Khatri on this issue.

In subsequent meetings with Mr. Shakya, following Dr. Khatri's decision to go ahead with the intermediate supervisors' training, Ms. Brown met and worked for several days with the Training Chief and four of the six available trainers to prepare for the workshops. Two trainers posted in Pokhara were unable to come to Kathmandu for the pre-workshop preparation. No preparation for the workshops prior to this had taken place; indeed, only one of the trainers who attended the Pokhara TOT workshop still possessed a copy of the curriculum or training plan. However, once it was decided to go ahead, the Training Chief and the trainers applied themselves admirably and the two teams were reasonably ready to commence training on March 9, 1986.

It was decided that as Mr. Padma Raj Rajbhandari, Training Chief, Integrated Community Health Services/Development Project (ICHS/DP), would not be available to back-up the Syangja workshop until March 13, Ms. Brown would provide this service until he could replace her. Mr. Shakya agreed to back-up the Kathmandu workshop, and would be assisted by Ms. Brown during the second week of its implementation.

5. FP/MCH Project Intermediate Supervisors Workshops:

a. Syangja District Workshop:

- 1) Twenty-one participants from the Syangja and Palpa Districts attended this workshop (see Appendix B, List of Participants). Two of the three trainers (Mr. B.R. Gautam and Mr. G.P. Pokharel) had completed the Pokhara TOT workshop; the third trainer (Mr. Jyoti Shrestha) was an experienced trainer from the FP/MCH Project Training Unit in Kathmandu.
- 2) These trainers performed very well, given the lack of lead time for preparation. Participatory training techniques were used throughout the workshop and emphasis of all content/training activities was placed on practical, job-related material. The trainers worked together well as a team, taking turns as lead trainer and working together each evening to prepare for the next day's session. Daily review and feedback sessions were held with participants and, when required, changes in the training approach, curriculum or scheduling were made.

Some difficulties were experienced by the three trainers in adhering to the curriculum at the beginning of the training. It became clear very early that some of the lesson plans were incomplete; others were irrelevant or too theoretical. Many handouts were missing. The trainers showed considerable initiative and imagination in filling the gaps and keeping the content and training experiences realistic and participatory.

- 3) Participants who attended this workshop were, on the whole, well selected. All had been through the basic training course and all had worked as a supervisor for at least

one year. Several participants were older and very experienced. In general, the level of the class appeared to be fairly equal. One participant was refused entry to the workshop as he had been trained and was working as a laboratory technician.

No problems were experienced with finding accommodations for the participants although some experienced difficulty in obtaining a diet they preferred. The FP/MCH Project trainers stayed at the FP/MCH Project office while Ms. Brown lived at a local Gurung house.

As no suitable training facilities existed in Walling, the Army Officers' Mess was obtained rent free in Syangja. This proved to be quite adequate.

- 4) Logistic and administrative support provided by the DORC representative assigned for the Syangja workshop was excellent. No major problems were experienced and Mr. Sharma carried out his responsibilities with good humor and efficiency.
- 5) Technical back-up was provided by Ms. Brown during the first three days and by Mr. Rajbhandari for the remainder of the workshop. Mr. Rajbhandari performed his back-up function with excellent skill and leadership.

b. Kathmandu Workshop:

- 1) Twenty-five participants from Kathmandu, Lalitpur, Bhaktapur, Dhulikhel and Kavre Districts attended this workshop (see Appendix C, List of Participants). As in Syangja, two of the three trainers (Mr. Madan Thapa and Mrs. Summana K.C.) had completed the Pokhara TOT workshop. The third trainer, Mr. T.B. Dangi, from the Evaluation Unit of the FP/MCH

Project, proved to be an excellent trainer and had in fact been trained in a previous TOT program. Technical back-up was provided by Mr. Shakya throughout the two weeks; Ms. Brown assisted him during the second week of the workshop.

- 2) These three trainers did not work efficiently or effectively as a team, although this situation improved somewhat during the second week. They did meet each day to review the day's events and to plan for the next session. Daily feedback sessions were held with the participants and efforts were made to change the approach or curriculum when requested. This team did not appear to fully understand the overall goal and objectives of the workshop and occasionally got bogged down in discussions that did not much relate to the curriculum. On a few occasions, trainers reverted back to a didactic style of training. As experienced in Syangja, problems were encountered with incomplete lesson plans and training materials. Also, as in Syangja, the trainers displayed initiative and imagination in developing on-the-spot solutions to these gaps.
- 3) This group of participants was not as homogeneous as anticipated; several had not taken the basic intermediate supervisors' training course and the level of experience and ability was mixed. Trainers were very conscientious in ensuring that those not fully participating or a bit slower than the majority of the group received extra attention. A different participant was asked to summarize, open and close the session each day.

Participants voiced no problem with accommodations and it can be safely assumed that all stayed in their own homes, preferring to travel

back and forth rather than stay in a hotel. The snack provided by the hotel was found wanting by participants and the trainers made the decision to simply give them Rs. 10/day for purchase of food outside the hotel.

- 4) Considerable difficulty was experienced by DORC in obtaining a training site in Kathmandu; DORC had several places lined up, but arrangements with all fell through at the last minute. Finally, the Woodlands Hotel purple and gold ballroom was hired at a cost of Rs. 500/day and the workshop proceeded in somewhat splendid surroundings. Logistic and administrative support provided by DORC during the workshop was good and no major problems were experienced.
- 5) The technical back-up and problem solving function carried out by Mr. Shakya was excellent.
- 6) Pre/post-tests, biodata forms and participant reaction forms were obtained from all participants in both workshops. However, the pre/post-test was badly designed, containing many open-ended and ambiguously phrased questions. It also lacked a master answer sheet, resulting in disagreement among the trainers as to the correct answers. Participants also had difficulty in completing the participant reaction and biodata forms, which had been inaccurately translated and badly typed. These forms have been given to Mr. Regmi for analysis and summary. DORC will forward them to INTRAH when completed. Pre/post-test results for each group are attached as Appendices D and E.
- 7) Products of each workshop, developed by participants working in small groups included:

- a) A task analysis of the job description for the Panchayat based health worker (PBHW) and intermediate supervisor. The PBHW task analysis was expanded by participants to develop a very specific listing of how each task was to be done by the PBHW.
- b) A format for an annual workplan for the intermediate supervisor and a format for an annual workplan for the PBHW with targets.
- c) A supervisors' checklist for use when supervising PBHWs which incorporates specific ways of what and how the intermediate supervisor will supervise when visiting PBHWs in the field.

It was found during the workshop that it was not realistic to have participants develop an annual workplan as this task is done by the FPO who also sets the work targets for the PBHWs and intermediate supervisors. However, having participants develop the format proved to be a useful exercise as it enabled them to relate planning aspects of their job to the job description/task analysis and supervisors' checklist in a very practical way. Samples of the three products are attached as Appendix F (in Nepali).

c. Trainers' Debriefing Session:

Twelve people, including five of the six trainers and two co-trainers, attended the three-day debriefing session. The participants' agenda and summary of findings are attached as Appendix G.

Briefly, this session was used to analyze what took place during the workshop, the process used and the problems experienced. The curriculum was reviewed and revised, missing or

incomplete training materials were developed, the pre/post-test was rewritten and the training plan schedule was revised.

The training plan schedule required revision because of the postponement of the Dang and Ilam workshops and the national elections slated for the month of May. Mr. Shakya, Mr. J. Shrestha and Ms. Brown also revised the names of the trainers for each workshop in order to ensure that at least one of the six trainers who had conducted the Kathmandu or Syangja workshops would be present in subsequent workshops with the less experienced trainers. The revised schedule is attached as Appendix H.

Holding of a trainers' debriefing session proved to be an excellent idea and one that should be incorporated into every INTRAH training activity involving follow-on workshops by INTRAH-trained TOT groups.

C. Division of Nursing/Ministry of Health (DON/MOH):

Several visits were made to the DON/MOH to discuss and review its activities. During the first visit, Mr. Baker reviewed in detail with Ms. Rukhmini Shrestha, Chief Nurse; Ms. Chandra Shrestha, Assistant Chief Nurse; and Ms. Audrey Maw, ANM Coordinator, the revised budget and workplan activity which had been agreed upon during the November/December 1986 visit of INTRAH staff to the DON/MOH (see trip report 0-154). No substantive changes were required and the workplan and budget were accepted by the Chief Nurse. Mr. Baker was informed of the current cash flow problem being experienced by the DON/MOH (see trip report 0-254). Responding to other questions concerning the revised budget and workplan, Mr. Baker reassured the DON/MOH that they could still move line items around and that leftover funds

from one activity could be transferred and held over for another within a reasonable time limit.

The DON/MOH staff briefed Ms. Brown on the current status of the workplan training activities. (These are summarized in Appendix I).

Other issues discussed with the DON/MOH revolved around the evaluation component of the DON/MOH project, selection of a DON/MOH candidate for the INTRAH-sponsored evaluation workshop in Bangkok, difficulties being experienced with the biodata and participant reaction forms and working relations with DORC. These issues are discussed more fully in Section V, "Findings, Conclusions and Recommendations", of this report.

D. Nepal Contraceptive Retail Sales (P) Ltd. (CRS):

1. Mr. Hem Hamal, General Manager, and two members of the training staff of the CRS project provided Ms. Brown with a comprehensive review of the training activities to date. The Community-Based Distribution Sales Program (CBD) is working out very well. CRS reported a 15% increase in contraceptive sales in 1985. Twenty-five CBD field workers have been trained up to the end of January 1986 with monthly supervisory/ refresher training visits by CRS training staff taking place. All training activities are proceeding according to the workplan. Unfortunately, it was not possible to make a field observation visit during this period. Emphasis of the training for CBD TMP field workers is placed on process as related to sales and FP clients and supervision of each field worker's activities. No major problems

have been encountered. CRS training staff will be able to set individual sales targets for the CBD TMP after another six months or so, by which time CRS will have sufficient information on individual capabilities and baseline data.

2. Mr. Hamal discussed the possibility of submitting a new proposal to INTRAH. In essence, CRS would like INTRAH to fund all training in the CRS project. This would involve staff development training (probably management and supervision/trainer training), continuation of the CBD TMP training, training of retailers in contraceptive sales and womens' organizations training. Ms. Brown suggested CRS prepare a detailed proposal for submission to INTRAH. A copy of the INTRAH guidelines was left with Mr. Hamal.

The CRS CBD training schedule/training curriculum and pre/post-test results of the Syangja and Dolkha Districts initial training program are attached as Appendices J and K.

E. Integrated Community Health Services/Development Project (ICHS/DP):

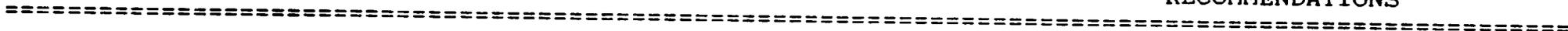
1. Ms. Brown met with Mr. Rajbhandari on several occasions to discuss details of the technical assistance services to be provided by Mr. Rajbhandari during the FP/MCH Project intermediate supervisors workshop in Syangja and at the trainers' debriefing session. As Mr. Rajbhandari understood that the workshop had been postponed, he made other plans for a

field visit and could only be available for the FP/MCH Project Syangja workshop from March 13, 1986.

2. A brief meeting was held with Dr. Uprety, Chief, ICHS/DP, to seek his permission for the release of Mr. Rajbhandari to back-up the Syangja workshop. Dr. Uprety was his usual courteous self and agreed to Mr. Rajbhandari's participation. Ms. Brown raised the question of possible INTRAH-FP/MCH Project-ICHS/DP Project collaboration on a joint TOT proposal which Dr. Uprety welcomed, in principle. It was agreed that Mr. Rajbhandari would discuss this again with Mr. Shakya of the FP/MCH Project. In subsequent meetings with Mr. Rajbhandari and Mr. Shakya, both agreed to meet and work on development of the proposal for submission to INTRAH.

FINDINGS/CONCLUSIONS

RECOMMENDATIONS



A. USAID/Nepal:

1. USAID/Nepal was briefed and debriefed concerning INTRAH activities in Nepal. Mr. Anderson indicated some concern regarding the capability of the FP/MCH Project trainers to conduct the remaining workshops for accountants, storeskeepers and intermediate supervisors. Mr. Petrich and Ms. Brown are of the professional opinion that the trainers who conducted this set of workshops are fully able to conduct an acceptable level of training for these three groups of FP/MCH Project district level personnel.

1. That the FP/MCH Project Training Unit senior staff monitor and provide technical back-up to future FP/MCH Project workshops.
2. That INTRAH staff monitor at least one FP/MCH Project workshop, if at all possible, during the annual project review visit planned for September/October 1986.
3. That INTRAH staff continue to follow-up and review with the FP/MCH Project Training Unit all workshop products/ outcomes and evaluation activities.

B. FP/MCH Project:

1. Relatively little importance is attached to training of community-based intermediate supervisors. This was evident from the decision to postpone the four workshops, the lack of work done on the curriculum or training plan since the TOT workshop held in September/October 1985 and the reluctance of the FP/MCH Training Unit to support having the workshops reinstated. This lack of commitment may result in indifferent training during upcoming workshops planned for the period June - September 1986.

1. That in any future collaborative efforts INTRAH reassess with the FP/MCH Project its priority in training district level supervisory personnel.

FINDINGS/CONCLUSIONS

RECOMMENDATIONS

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| <p>2. A high priority is assigned to financial/management training. Dr. Khatri continued to express strong interest in a short-term consultant to assist with improving the FP/MCH Project financial/management and administrative system. This matter was dealt with by Mr. Petrich (trip report 0-247) and is being followed up by USAID/Nepal and John Snow, Inc.</p> | |
| <p>3. Very little follow-up of INTRAH evaluation activities has been initiated since the last INTRAH visit in November/December 1985. Mr. Regmi had not consulted with the DON/MOH or CRS projects as agreed, nor were the participant reaction and biodata forms translated. Until Mr. Regmi's or his replacement's specific responsibilities are clearly defined and formally approved in writing by the FP/MCH Project Chief, INTRAH's evaluation requirements are unlikely to be adequately met by any one of the three INTRAH-funded projects in Nepal.</p> | <p>3.a. That INTRAH evaluation staff follow-up this issue with Mr. Regmi during the INTRAH evaluation workshop to be held in Bangkok in May 1986.</p> <p>b. That INTRAH continue to pursue this matter with Dr. Khatri by requesting him to formally appoint, in writing, Mr. Regmi as the person responsible for INTRAH evaluation activities.</p> <p>c. That all correspondence/activities dealing with evaluation matters be copied/discussed with the Chief of the Evaluation Unit in addition to Dr. Khatri and Mr. Regmi.</p> <p>d. That monitoring of INTRAH evaluation requirements be increased for the FP/MCH Project and DON/MOH programs.</p> |
| <p>4. The six FP/MCH Project trainers who conducted the Syangja and Kathmandu intermediate supervisors workshops functioned very well, especially in view of the limited time they had to prepare for implementation. Each had opportunity to apply the curriculum under the technical guidance of a senior trainer. Each has worked through and revised the curriculum and is familiar with the content, methods, exercises and objectives, and is considered capable of conducting training for intermediate supervisors.</p> | <p>4. That these six trainers be assigned as lead trainers in upcoming intermediate supervisors workshops planned to commence in June 1986 to provide guidance to the remaining FP/MCH Project trainers who did not have opportunity to practice under technical back-up supervision.</p> |

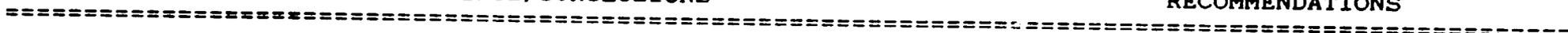
FINDINGS/CONCLUSIONS

RECOMMENDATIONS

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| <p>5. Strong technical back-up and leadership were provided by Mr. Shakya and Mr. Rajbhandari. Additionally, Mr. J. Shrestha, FP/MCH Project senior trainer, was also observed to possess excellent training/leadership skills and a sound grasp of experiential training methods.</p> <p>6. The trainers debriefing session was an excellent mechanism by which trainers were given time and opportunity to review the training process, compare experiences, discuss problems encountered, revise the curriculum and plan future activities.</p> <p>7.a. Major problems with the curriculum as identified by the trainers during the debriefing session included incomplete lesson plans/training materials, incorrect sequencing, timing and insufficient basic skills development activities in the MCH/HE component.</p> <p>b. Additionally, participants had difficulty filling out the participant reaction and biodata forms which had been inaccurately and hurriedly translated by DORC at the last minute. Problems were also encountered with the pre/post-test developed during the TOT workshop.</p> <p>c. The curriculum was completely revised during the three days devoted to the debriefing session. Much of it was immediately retyped on stencils and it was generally in condition for proofreading and reproduction. This included a new pre/post-test and handouts required for use in the workshops.</p> | <p>5.a. That Mr. Shakya and Mr. J. Shrestha provide technical back-up and supervision during the remaining intermediate supervisors workshops.</p> <p>b. That INTRAH continue to use Mr. Rajbhandari's technical services as a co-trainer or consultant in local and regional training activities.</p> <p>6. That this activity be incorporated into all future INTRAH TOT follow-on training workshops and/or activities.</p> <p>7. That the FP/MCH Project Training Chief, Mr. Shakya, proofread the curriculum, complete any unfinished training materials and deliver the final product to DORC for reproduction. This should be completed by mid-May 1986 at the latest.</p> |
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FINDINGS/CONCLUSIONS

RECOMMENDATIONS



C. DON/MOH Project:

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| <p>1.a. The DON/MOH project workplan activities are somewhat behind schedule in three of the five districts covered in the INTRAH-funded TBA/ANM training project. This is partly caused by difficulties in getting out to the field and to the fact that many ANMs are not in their posts. Plans are firm for catch-up training activities to take place in March and April, 1986.</p> <p>b. The DON/MOH has a very heavy workload, is understaffed, and appears to be overextended in terms of training responsibilities and number of projects it has accepted. At present, the DON/MOH is responsible for seven externally funded projects, although all are not yet in the implementation stage.</p> <p>c. Three of the DON/MOH senior program/training supervisory staff are slated to leave for study abroad in August. This will result in a critical staff shortage unless replacements are identified and recruited. This process has already begun, but there are a limited number of suitable candidates available.</p> <p>2. The DON/MOH reports it is experiencing problems in administering the participant reaction and biodata forms to the ANMs. They find them too long, too complicated, partly irrelevant and badly translated.</p> | <p>1. That INTRAH continue to monitor the workplan activities as reported in the bi-monthly financial/technical reports for March and April 1986 to confirm that activities behind schedule are, in fact, taking place.</p> <p>2. That this issue be fully discussed with the DON/MOH representative at the INTRAH evaluation workshop planned for May 1986 in Bangkok and appropriate changes be made. This activity should involve all the Nepalese participants at the workshop.</p> |
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FINDINGS/CONCLUSIONS

RECOMMENDATIONS

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| <p>3. The DON/MOH Chief Nurse selected Ms. Maw as the DON/MOH representative to attend the Bangkok evaluation workshop. Both USAID/Nepal and the DON/MOH agreed that as Ms. Maw is not an HMG employee and is a third-country national, it is unnecessary to seek HMG approval for her participation. INTRAH was instructed to make all necessary arrangements directly with Ms. Maw.</p> <p>4.a. The DON/MOH voiced concerns regarding the infrequent visits and lack of financial guidance from DORC.</p> <p>b. A severe cash flow problem was identified during the visit of Mr. Ray Baker which reflected the lack of budgetary understanding on the part of the DON/MOH and lack of guidance to the DON/MOH by DORC.</p> <p>5. The CRS workplan activities are progressing on schedule without any problems. Twenty-five CBD field workers have been trained.</p> | <p>3. That INTRAH initiate the necessary paperwork and approvals required to process Ms. Maw's participation in the Bangkok evaluation workshop. This should include making arrangements for air tickets, per diem and hotel payments directly with Ms. Maw.</p> <p>4. That this matter be discussed with DORC and Mr. Tiwari be encouraged to set up a regular weekly visit schedule for the purpose of assisting the DON/MOH Chief Nurse plan the financial aspects of the project and avoid further acute cash flow problems.</p> |
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APPENDIX A
PERSONS CONTACTED

USAID/NEPAL:

Mr. Jay Anderson, Assistant Health Development Officer
Dr. David Calder, Chief, Health/Population/Nutrition Office

DIVISION OF NURSING/MINISTRY OF HEALTH (DON/MOH):

Ms. Rukhmini Shrestha, Chief Nurse
Ms. Chandra Shrestha, Assistant Chief Nurse
Ms. Audrey Maw, Auxiliary Nurse-Midwife Coordinator
Ms. Durga Gurung
Mr. Laxmi Malla

NEPAL CONTRACEPTIVE RETAIL SALES COMPANY (CRS):

Mr. Hem Hamal, General Manager

DEVELOPMENT ORIENTED RESEARCH CENTRE (DORC)

Mr. Padma N. Tiwari, Director
Mr. Sharma, Workshop Administrative Assistant (Syangja)
Mr. Tiwari, Jr., Workshop Administrative Assistant
(Kathmandu)

FAMILY PLANNING/MATERNAL AND CHILD HEALTH PROJECT (FP/MCH PROJECT):

Dr. T.B. Khatri, Chief
Dr. Jainati Tuladhar, Acting Division Chief, Evaluation Unit
Mr. P.R. Shakya, Chief, Training Unit
Mr. U.N. Karna, Administrative Assistant
Mr. B.B. Kharka, Internal Auditor
Mr. K. Kunwar, Senior Accountant

Mr. G.F. Mishra, Fiscal Chief
Mr. G. Regmi, Demographer, Evaluation Unit
Mr. G.M. Shrestha, Supply Chief
Mr. T.B. Dangi, FP Officer (Trainer), Evaluation Unit
Mr. Madan R. Thapa, Trainer
Mr. Jyoti Shrestha, Trainer
Mrs. Summana K.C., Trainer
Mr. B.R. Gautam, Trainer
Mr. G.P. Pokharel, Trainer
Mr. Vinaya R. Dhakhwa, Statistician, Evaluation Unit
Mr. S.M. Moule, FP Officer, Evaluation Unit

INTEGRATED COMMUNITY HEALTH SERVICES/DEVELOPMENT PROJECT
ICHS/DP:

Mr. H.N. Uprety, Chief of Project
Mr. Padma Raj Rajbhandari, Training Chief
Sher Bahadur Chaudhary, Training Unit Staff
Shah Banshidhar Lall, Campus Chief, Regional Training Center
(Surklet)

APPENDIX B

LIST OF PARTICIPANTS - SYANGJA WORKSHOP

APPENDIX B

SYANGA - INTERMEDIATE SUPERVISORS WORKSHOP - PARTICIPANTS

1. Mr. Ananda Prasad ARYAL	Syangja District
2. Mr. Ganesh Bandu ARYAL	Syangja District
3. Mr. Kul Prasad DRUNGANA	Palpa District
4. Mr. Tul Bahadur Shamare MAGAR	Palpa District
5. Mr. Laxman MALLA	Syangja District
6. Mr. Shom Bahadur NEPALI	Syangja District
7. Mr. Ram Krishna PAHARI	Syangja District
8. Mr. Daya Bandu PAUDEL	Syangja District
9. Mr. Ghanendra Kumar PAUDEL	Syangja District
10. Mr. Krishna Prasad PAUDEL	Syangja District
11. Mr. Krishna Prasad Sharma PAUDEL	Palpa District
12. Mr. Bal Raj POKHAREL	Palpa District
13. Mr. Hira Bahadur REGMI	Syangja District
14. Mr. Khim Bahadur SHAHA	Syangja District
15. Mr. Rabininraj SHAKYA	Palpa District
16. Mr. Krishna Prasad SHARMA	Palpa District
17. Mr. Raj Kumar SHARMA	Palpa District
18. Mr. Raj Kumar SHRESTHA (A)	Syangja District
19. Mr. Raj Kumar SHRESTHA (B)	Syangja District
20. Mr. Man Bahadur THAPA	Palpa District
21. Mr. Uttam Bahadur THAPA	Syangja District

APPENDIX C

LIST OF PARTICIPANTS - KATHMANDU WORKSHOP

APPENDIX C

KATHMANDU - INTERMEDIATE SUPERVISORS WORKSHOP - PARTICIPANTS

1.	Mr. Pradeep ADHIKARI	District Office, Dhulikhel Kavray
2.	Mr. Hom BAHADUR K.C.	District Office, Dhulikhel Kavray
3.	Mr. Suraj Kumar BASNET	District Office, Dhulikhel Kavray
4.	Mr. Krishna Prasad BHATTA	District Office, Lalitpur
5.	Mr. Shankar Bahadur BURMA	District Office, Lalitpur
6.	Mr. Arjun Bahadur GAUTAME	District Office, Kathmandu
7.	Mr. Siddhi Bahadur JOSHI	District Office, Dhulikhel Kavray
8.	Mr. Ram Bahadur KASTI	District Office, Bhaktapur
9.	Mr. Sagar Krishna KAYASTHA	District Office, Dhulikhel Kavray
10.	Mr. Uddhab KUNWAR	District Office, Dhulikhel Kavray
11.	Mr. Purna Narayan MANANDHAR	District Office, Kathmandu
12.	Mr. Badri Narayan PRADHAN	District Office, Dhulikhel Kavray
13.	Mr. Hari Bikram RAYA	District Office, Dhulikhel Kavray
14.	Mr. Pravin REGMI	District Office, Kathmandu
15.	Mr. Mohan Kaji SHRESTHA	District Office, Dhulikhel Kavray
16.	Mrs. Nirmala SHRESTHA	District Office, Lalitpur
17.	Mr. Ram Bahadur SHRESTHA	District Office, Lalitpur
18.	Mr. Shiva Gopal SHRESTHA	District Office, Bhaktapur
19.	Mr. Shyam Krishna SHRESTHA	District Office, Bhaktapur
20.	Mrs. Bimala SINGH	District Office, Kathmandu

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| 21. | Mrs. Meera TANDUKAR | District Office, Dhulikhel
Kavray |
| 22. | Mrs. Bimala THAPA | District Office, Lalitpur |
| 23. | Mr. Narayan Bahadur THAPA | District Office, Lalitpur |
| 24. | Mr. Shyam Bahadur THAPA | District Office, Kathmandu |
| 25. | Mr. Sohan Lal VAIDYA | District Office, Lalitpur |

APPENDIX D

PRE/POST-TEST RESULTS - SYANGJA WORKSHOP

APPENDIX D

SYANGJA - INTERMEDIATE SUPERVISORS WORKSHOP - PRE/POST-TEST RESULTS

	<u>PRE-TEST</u>	<u>POST-TEST</u>
1. Mr. Ananda Prasad ARYAL	34%	62%
2. Mr. Ganesh Bandu ARYAL	55.5%	82%
3. Mr. Kul Prasad DRUNGANA	64.5%	90.5%
4. Mr. Tul Bahadur Shamare MAGAR	51.5%	81.5%
5. Mr. Laxman MALLA	52.5	84%
6. Mr. Shom Bahadur NEPALI	48%	86.5%
7. Mr. Ram Krishna PAHARI	51.5%	79.5
8. Mr. Daya Bandu PAUDEL	66%	91%
9. Mr. Ghanendra Kumar PAUDEL	77.5%	88%
10. Mr. Krishna Prasad PAUDEL	54.5%	64.5%
11. Mr. Krishna Prasad Sharma PAUDEL	46.5%	80%
12. Mr. Bal Raj POKHAREL	67.5%	80.5%
13. Mr. Hira Bahadur REGMI	-----	90%
14. Mr. Khim Bahadur SHAHA	51%	78%
15. Mr. Rabininraj SHAKYA	44%	85.5%
16. Mr. Krishna Prasad SHARMA	27%	81%
17. Mr. Raj Kumar SHARMA	38.5%	72%
18. Mr. Raj Kumar SHRESTHA (A)	42%	75%
19. Mr. Raj Kumar SHRESTHA (B)	-----	52%
20. Mr. Man Bahadur THAPA	27.5%	65.5%
21. Mr. Uttam Bahadur THAPA	54.5%	85%

APPENDIX E

PRE/POST-TEST RESULTS - KATHMANDU WORKSHOP

APPENDIX E

KATHMANDU - INTERMEDIATE SUPERVISORS WORKSHOP - PRE/POST-TEST RESULTS

	<u>PRE-TEST</u>	<u>POST-TEST</u>
1. Mr. Pradeep ADHIKARI	58%	86%
2. Mr. Hom BAHADUR K.C.	44%	67%
3. Mr. Suraj Kumar BASNET	61%	83%
4. Mr. Krishna Prasad BHATTA	48%	79%
5. Mr. Shankar Bahadur BURMA	46%	73%
6. Mr. Arjun Bahadur GAUTAME	47%	77%
7. Mr. Siddhi Bahadur JOSHI	37%	66%
8. Mr. Ram Bahadur KASTI	32%	49%
9. Mr. Sagar Krishna KAYASTHA	61%	94%
10. Mr. Uddhab KUNWAR	61%	83%
11. Mr. Purna Narayan MANANDHAR	45%	86%
12. Mr. Badri Narayan PRADHAN	39%	75%
13. Mr. Hari Bikram RAYA	52%	86%
14. Mr. Pravin REGMI	40%	68%
15. Mr. Mohan Kaji SHRESTHA	27%	36%
16. Mrs. Nirmala SHRESTHA	44%	81%
17. Mr. Ram Bahadur SHRESTHA	41%	57%
18. Mr. Shiva Gopal SHRESTHA	53%	86%
19. Mr. Shyam Krishna SHRESTHA	46%	76%
20. Mrs. Bimala SINGH	47%	61%
21. Mrs. Meera TANDUKAR	47%	83%
22. Mrs. Bimala THAPA	40%	76%
23. Mr. Narayan Bahadur THAPA	37%	59%

KATHMANDU WORKSHOP - PRE/POST-TEST RESULTS (Continued)

Page 2.

24.	Mr. Shyam Bahadur THAPA	32%	54%
25.	Mr. Sohan Lal VAIDYA	46%	71%

APPENDIX G

TRAINERS' DEBRIEFING SESSION - AGENDA AND FINDINGS

TRAINERS DEBRIEFING
INTERMEDIATE SUPERVISORS GROUP

APPENDIX C
PROGRAMME

<u>Date:</u>	<u>Topic:</u>	<u>Time:</u>
Sunday 23 March:	1. LESSONS LEARNED DURING THIS SET OF WORKSHOPS: (a) Brainstorming session & discussion: - What went right & what went wrong? - The curriculum & lesson plans; - The evaluation methods; - The Participants; - The training team; - The training sites; - Administrative & logistical support; - Other as identified.	10:30 - 12:00
	2. CURRICULUM REVIEW & REVISION PROCESS: (a) Lesson plans content; (b) Sequence; (c) Handouts & exercises; (d) Time scheduling.	12:00 - 5:00
Monday 24 March:	3. CURRICULUM REVISION CONTINUED:	10:00 - 1:00
	4. REVISION OF EVALUATION METHODS: (a) Pre/Post test; (b) Bio-data & Participant Reaction Forms (discussion only).	1:00 - 3:30
	5. PLANNING FOR NEXT SET OF WORKSHOPS.	3:30 - 5:00

VENUE: MALLA HOTEL, CONFERENCE ROOM (2ND. Floor)

TRAINERS/	Mr. P.R. Shakya	Mr. P.R. Rajchandani
GUESTS:	Mrs. Sumana K.C.	Mr. J. Shrestha
	Mr. M. Thapa	Mr. B.R. Gautam
	Mr. T.B. Dangal	Mr. G.P. Pokhrel
	Mr. G.N. Regmi	Mrs. M. Brown
	Mr. P. Tiwari	Mr. S. Sharma
	Mr. U. Tiwari	

TRAINERS DEBRIEFING SESSION
INTERMEDIATE SUPERVISORS GROUP

SUNDAY, 23 March:

Lessons learned during these two workshops:

1. CURRICULUM/LESSON PLANS:

- (a) Lesson plans incomplete. Essential training materials missing/not developed.
- (b) Time scheduling not accurate. Too much time allotted to some subjects and too little for others. Specifically,
- | | | |
|-----------------------------|----|------------|
| Population/Health Education | -- | too much |
| Supervision | -- | too little |
| Planning | -- | too much |
| Reporting & Recording | -- | too much |
| MCH component | -- | too little |
- (c) Synanja group found field training component very useful and should be kept in all future workshops.
- (d) Need to re-orient Population Education lesson plan from less theory to more practical skill development activities.
- (e) Need more basic skill development activities; specifically, MCH components- CRT; nutrition; ante-natal/post-natal health education CONTENT and PROCESS.
- (f) SEQUENCE: Out of logical order. New sequence agreed:
1. Pre-test; Bio-data forms;
 2. Introduction to the training programme;
 3. Job Description (i) I.S.
(ii) P.B.H.U.
 4. Planning;
 5. Supervision;
 6. Population & Health Education (i) content
(ii) process & skill practice
 7. Communication;
 8. Community Participation;
 9. Reporting and Recording;
 10. Evaluation;
 11. Field Practice;
 12. Review/Post-test/Participant Reaction.
- (g) After curriculum has been revised, agreed that:
- handouts/formats/case-studies etc. will be kept separate from the bound curriculum that is to be given to the trainees and all put together in the correct order, clearly marked for each lesson that it is intended, and put in a Trainers package along with the curriculum....sort of a trainers manual.
- Responsibility of DDC and the Training Coordinator to ensure this is complete before leaving for the field.

2. ADMINISTRATIVE & LOGISTICAL SUPPORT:

No major problems experienced by either the Kathmandu or Syanja group. Several suggestions made to help tighten up the support in future workshops included:-

- (a) DDRC to ensure that sufficient numbers of forms are included in the supplies that go out to the Field for each Workshop - twice the number of pre/post tests than the number of participants PLUS 10 extra;
- (b) Ensure sufficient supply of bio-data/participant Reaction forms, mid-workshop or daily workshop evaluation forms; increase the number of heavy felt easel-board pens from 4 to 8 (include more black colour);
- (c) Ensure the DDRC administrative assistant is fully familiar with details of the per diem/expenses in general for participants. In this regard, DDRC to prepare as soon as possible, detail instructions outlining the rules for participants in regard to travel allowance, method of travel participants are expected to take, number of days the per diem will be paid, nutritional supplies allowance, etc.

This information is to be prepared by DDRC, given to the Training Chief, FP/MCH Project who will include it in the letter notifying participants/district FPD who is to attend the training, when and where and for how long. When participants arrive at the training sites, an additional copy will be given to each on the first training day. This procedure should help to reduce any confusion in regard to per diems/travel allowances.

- (d) Trainers need to be informed of any administrative/ logistical plans or changes made by DDRC;
- (e) Trainers need to better utilize the support services that the DDRC personnel can provide (such as procuring services of a typist/making snacks arrangements/assisting trainers & participants to find places to live, etc.)
- (f) Trainers are fully responsible for all aspects of the training and are expected to provide the DDRC admin. asst. with guidance when in the field, and to provide him with back-up support and advice if any conflict should arise with the participants in regard to payments.
- (g) DDRC field personnel are to consult with the Trainers on any issue concerning the training/trainees.

3. TRAINING SITES:

- (a) When at all possible, trainees should live together in one place during the Workshops. Trainers can assist them to find appropriate places before the Workshop commences.
- (b) Training sites for future Workshops should be critically examined to ensure that adequate training facilities and living arrangements are available.

- (c) Arrangements for training facilities (and for Trainees) should be made in advance and confirmed by a site visit before the Workshop begins.

Suggested mechanism for this is:

FPD to be contacted (letter/telephone) and asked to check on the possibilities/make tentative arrangements if suitable; At least one Trainer make an advance site visit to ensure availability/suitability and finalize the arrangements. This should be done at least one month in advance of any planned workshop.

Training Chief, FP/MCH responsible to initiate.

Trainers should use Workshop Checklist when getting ready for Field assignment/Workshops.

4. PARTICIPANTS:

- (a) Criteria for admission to the training Workshops to include that participants selected have had the basic training course;
- (b) Level of education mixed among participants; some able to work faster than others; Trainers discussed how to deal with this.

5. EVALUATION:

- (a) Pre/post test:
 - 1. no question on pop/health education;
 - 2. no question on workplan;
 - 3. some questions confusing;
 - 4. some questions subjective...not all multiple choice;
 - 5. no values given/no master sheet;
 - 6. many need revision/re-phrasing/all need to be multiple choice format.
- (b) Need Field Observation checklist for Trainers to use when accompanying participants to the field;
- (c) Participant Reaction Form and Bio-data Forms;
 - unclear;
 - translation inaccurate/misleading;
 - Trainers need to work with Mr. G. Regni to assist him in improving these. Brown will discuss with INTRAH Evaluation Unit and feedback to Regni ASAP.BIDDATA forms inappropriate & confusing.

5. TRAINING TEAM:

- (a) All worked well together with each trainer assuming fair share of responsibility. All agreed in advance who was going to do what before each session and prepared for this.
- (b) In future workshops, agreed that a daily LEAD TRAINER would be appointed by the group; all trainers to take turns.
- (c) Discussion as to who should be Mr. X on future training Workshop Teams. FPD? Trainer from Training Unit?
Question requires thought and decision by FP/MCH Project, with help from Training Chief.

APPENDIX H

REVISED TRAINING SCHEDULE:

INTERMEDIATE SUPERVISORS WORKSHOPS, PHASE II, FY 1986

NO.	ACTIVITY	DATE	SITE	PARTICIPANTS	TRAINERS	COST/Rs.
1.	Accountants Training	Mar 2-15, 1986	Nepalgunj	20 accountants from: --Far west (7); --Midwest (9); & --HQ (4).	Mishra Khadka Kunwar *Petrich/Karna-Backup	95,054
2.	Storeskeepers Training	Mar 2-15, 1986	Nepalgunj	17 storeskeepers from: --Far west (8); & --Midwest (9).	S.M. Shrestha S.B. Pradhan S.B. Singh *Petrich/Karna-Backup	76,785
3.	Intermediate Supervisors Training	Mar 9-21, 1986	Malling Byanja	25 intermediate super- visors from Byanja & Palpa Districts.	S.R. Gautam S.P. Pokhrel J. Shrestha P.R. Rajbhandari/ *M. Brown-Backup	63,509
4.	Intermediate Supervisors Training	Mar 2-15, 1986	Kathaandu	26 intermediate super- visors from Kathaandu, Lalitpur, & Bhaktapur Districts.	M. Thapa Susanna K.C. T.B. Dangl P.R. Shukya/*M. Brown-Backup	62,066
5.	Trainers' Debriefing	Mar 19-21, 1986	Kathaandu	6 trainers of stores- keepers & accountants.	*Petrich/Karna	-----
6.	Trainers' Debriefing	Mar 23-25, 1986	Kathaandu	5 trainers of inter- mediate supervisors.	P.R. Shukya P.R. Rajbhandari *M. Brown	4,767 + per day
7.	Accountants Training	May 19- Jun 1 1986	Dharan	20 accountants from: --East (11); & --HQ (9).	Mishra Khadka Kunwar	80,079
8.	Storeskeepers Training	May 19- Jun 1 1986	Dharan	17 storeskeepers from: --East (11); & --HQ (6).	S.M. Shrestha S.B. Pradhan S.B. Singh	69,265
9.	Intermediate Supervisors Training	Jun 1-14, 1986	Baglung	28 intermediate super- visors from Parbat, Baglung & Myagdi Districts.	S.R. Gautam S.B. Singh T.B. Dangl	62,720
10.	Intermediate Supervisors Training	Jun 1-14, 1986	Dhokhaldunga	22 intermediate super- visors from Dhokhaldunga & Khotang Districts.	J. Shrestha M.R. Thapa S.R. Gautam	64,729
11.	Accountants Training	Jun 9-22, 1986	Janakpur	20 accountants from: --HQ (9); & --Central (11).	Mishra Khadka Kunwar	78,329
12.	Storeskeepers Training	Jun 9-22, 1986	Janakpur	18 storeskeepers from: --HQ (6); & --Central (12).	S.M. Shrestha S.B. Pradhan S.B. Singh	68,915
13.	Accountants Training	Jul 6-19, 1986	Pokhara	20 accountants from: --HQ (8); & --West (12).	Mishra Aastya Kunwar	74,759
14.	Storeskeepers Training	Jul 6-19, 1986	Pokhara	18 storeskeepers from: --HQ (6); & --West (12).	S.M. Shrestha S.B. Pradhan S.B. Singh	65,965
15.	Intermediate Supervisors Training	Aug 10-23, 1986	Dang	21 intermediate super- visors from Dang District.	S. Bijapati T.B. Dangl Mr. X	63,261
16.	Intermediate Supervisors Training	Aug 10-23, 1986	Ilaa	24 intermediate super- visors from Ilaa & Bhadrapur Districts.	S. Gautam Susanna K.C. Mr. X	68,409
17.	Intermediate Supervisors Training	Aug 10-23, 1986	Kanchanpur (Mahendranagar)	28 intermediate super- visors from Kanchanpur District.	S.B. Bijapati S.K. Shrestha J. Shrestha	65,861
18.	Intermediate Supervisors Training	Sep 1-14, 1986	Mahottari	21 intermediate super- visors from Dhanusha & Mahottari Districts.	M.R. Thapa J. Shrestha S.K. Shrestha	64,129
19.	Intermediate Supervisors Training	Sep 1-14, 1986	Rupandehi (Bhairahawa)	24 intermediate super- visors from Kapilvastu & Rupandehi Districts.	Susanna K.C. K.C. Acharya T.B. Dangl	64,871
20.	Intermediate Supervisors Training	Sep 1-14, 1986	Biratnagar	21 intermediate super- visors from Biratnagar District.	S.R. Gautam S.B. Singh M.R. Thapa	63,414
21.	Intermediate Supervisors Training	Sep 1-14, 1986	Dhanusha (Janakpur)	20 intermediate super- visors from Mahottari & Dhanusha Districts.	S.B. Pokhrel S.R. Gautam Mr. X	65,496
22.	Project Review, Evaluation Findings, Planning for FY 1986	Oct/Nov 1986	Kathaandu	-----	FP/MCH Project INTRAM USAID/Nepal	-----

* Not included in cost.

(Revised March 25, 1986)

Best Available Document

APPENDIX I

DON SUMMARY OF TRAINING ACTIVITIES STATUS

APPENDIX I

<u>ACTIVITY AS PER WORKPLAN</u>	<u>CURRENT STATUS 2/28/86</u>	<u>NUMBERS TRAINED TO DATE</u>
1. Planning workshop in Kathmandu	Completed	
2. TBA registration	Not completed in any district, but ongoing in every district.	Not obtained
3. Orientation of district	(a) Completed in Tanahu and Kaski districts. (b) Training in progress in Siraha and Rauthaut. (c) To commence in Parsa in April.	8 Tanahu
4. District ANM training	(a) Completed training in Tanahu and Kaski districts. (b) To commence ANM training in April in Siraha, Rauthaut, Parsa.	10 Tanahu 11 Kaski
5. Orientation of health post staff	(a) Completed training of TBAs in 7 health posts in Tanahu and 9 health posts in Kaski. (b) To commence training (orientation) in Siraha, Rauthaut and Parsa in March.	Not available
6. Health post TBA training	(a) Have started in Kaski (mid-February) and will start in Tanahu in March. (b) Plans finalized to commence training in remaining 3 districts.	Not available
7. Project field supervision	Not slated to commence until May 1986.	
8. Health post TBA refresher training	Ongoing activity taking place.	120 TBAs
9. TBA kit distribution	700 kits distributed and paid for in March 1986.	

APPENDIX J

CRS TRAINING SCHEDULE AND TRAINING CURRICULUM

NEPAL CRS COMPANY (P) LTD.

APPENDIX J

CBRS TRAINING SCHEDULE
(DOLKHA)

Dec. 21 - 25, 1985

Date Day	SESSION I 09.00 - 12.00	LUNCH BREAK 12.00 - 01.00	SESSION II 01.00 - 11.00
21st Saturday	- Training program review and orientation on the role and responsibilities of CBRS workers. - Pre Test. - HH/SJT/SR		- Population problems and need of family planning. - HH
22nd Sunday	- Various techniques of family planning - Technique of using various devices. - D.O. MCH		- Selling and sales promotion. - SR/NG
23rd Monday	- An overview of CRS Company and CBRS program - SJT/SR		- Motivation and communication. - Finance Controller HMC Dolkha
24th Tuesday	- Possible side effects & technique of curing and or referring to proper sources. - D.O. MCH		- Field Selling and promotion CPS/ORS product in a village. - CBRS Team
25th Wednesday	- Record keeping, reporting and accounting. - SR/NG		- Post Test. - Open discussion. - CBRS Team

10.30 - 10.45 Tea Break

02.30 - 02.45 Tea Break

Sk/dt

NEPAL CRS COMPANY PVT. LTD.
 TRAINING CURRICULUM FOR CBRS PROGRAM
 1985

JOB DESCRIPTION	OBJECTIVES	CONTENTS	METHODOLOGY	EVALUATION TECHNIQUES	INSTRUCTOR
1. To educate the clients about the need and uses of CRS/ORS products	1. To acquaint the trainees with problems and general need of family planning so that they can explain the importance of family planning and dehydration (ORS) to the potential clients.	1. Problems of population growth and need of family planning. 2. Our religious beliefs and their effects on the use of contraceptives.	1. Brain Storming & group discussion on with concluding remarks from the Instructor.	1. Question & answer (oral)	1. CRS Officers or population expert.

	2. To familiarize the participants with the various techniques of family planning, their uses and side effects so that they can educate to the potential clients about the CRS products.	1. Various technique of family planning 2. Technique of using the various devices of family planning. a. Possible side effects & techniques of curing/ referring to proper sources. b. Screening of the oral contraceptives.	1. Lecture & demonstration using visual aids and actual products (contraceptives) showing.	1. Question & answer (oral)	1. Medical Officer

8

JOB DESCRIPTION	OBJECTIVES	CONTENTS	METHODOLOGY	EVALUATION	INSTRUCTOR
	3. To acquaint the trainees with the CRS Company and its various objectives particularly the CRS program.	1. Overview of CRS Company. 2. General introduction of CRS products. 3. Operational details of CBRS program.	1. Lecture 2. Providing easy reading messages 3. Showing CRS products etc.	1. Question & answer (oral)	1. CRS Officers

	4. To acquaint the participants with the significance & technique of motivation & communication so that they can educate & motivate to the clients more effectively.	1. Need & techniques of motivation and communication. 2. Significance of motivation and communication on selling CRS products.	1. Lecture 2. Discussion 3. Games 4. Role Play etc.	1. Group presentation 2. Question and answer (oral)	1. CRS Officers or management experts
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JOB DESCRIPTION	OBJECTIVES	CONTENTS	METHODOLOGY	EVALUATION TECHNIQUES	INSTRUCTOR
2. Selling and promoting CRS products	1. To familiarize the trainees with the existing price, pricing policies and commission from CRS/ORS products, technique of inventory control, selling and promoting effectively.	<ol style="list-style-type: none"> 1. Pricing of CRS products 2. Techniques & methods of inventory control 3. Skills of effective selling 4. Approaching to the potential clients 5. Significance of promotional materials of CRS & their effective uses. 	<ol style="list-style-type: none"> 1. Lecture 2. Group discussion 3. Demonstration etc. 	<ol style="list-style-type: none"> 1. Role playing 2. Question and answer (oral) 3. Field work etc. 	1. CRS Officers or management experts.

3. Record keeping, Reporting & Accounting	1. To equip the participants with the importance & basic technique of record keeping & reporting with special reference to the CBRS program.	<ol style="list-style-type: none"> 1. Keeping purchase, sales & inventory records 2. Keeping clients' profile 3. Keeping records of communications with S/R 4. Reporting - Why ? How ? When ? 	<ol style="list-style-type: none"> 1. Lecture 2. Demonstration (filling forms) 	<ol style="list-style-type: none"> 1. Practical work 2. Question and answer (oral) 	1. CRS Officers
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APPENDIX K

PRE/POST-TEST RESULTS - CBD FIELD WORKERS
IN SYANGJA AND DOLKHA DISTRICTS

PRE-TEST AND POST-TEST RESULTS
OF THE CBRIS TRAINING PROGRAM
IN THE SYANGJA DISTRICT OF NEPAL

In order to evaluate the effectiveness of the CBRIS training to the TMPs of Syangja district of Nepal a questionnaire was administered to the participants before as well as after the CBRIS training. The table below shows comparative pre and post test results of the training in Syangja:

VARIABLES	PERCENTAGE OF PRE-TEST KNOWLEDGE (BEFORE TRAINING)	PERCENTAGE OF POST-TEST KNOWLEDGE (AFTER TRAINING)
1. Objective of the Nepal CRS Company Pvt. Ltd.	70%	90%
2. Meaning of family planning	70%	100%
3. Various family planning methods marketed by Nepal CRS Company:		
a) Dhaal condoms	70%	100%
b) Gulaf medium dose pills	50%	100%
c) Nilocon low dose pills	20%	100%
d) Kamal vaginal foaming tablets	40%	100%
e) Jeevan Jal-Oral Rehydration Solution	40%	100%
4. Price of:		
a) Dhaal	20%	100%
b) Gulaf	0%	100%
c) Nilocon	10%	100%
d) Kamal	0%	100%

VARIABLES	PERCENTAGE OF PRE-TEST KNOWLEDGE (BEFORE TRAINING)	PERCENTAGE OF POST-TEST KNOWLEDGE (AFTER TRAINING)
5. Use of:		
a) Dhaal	60%	100%
b) Kamal	20%	100%
6. Appropriate time to use Kamal	20%	100%
7. Effectiveness of Kamal after half an hour	10%	100%
8. Effectiveness of Kamal in case of washing the vagina just after use	10%	100%
9. Harmfulness of Kamal to pregnant women	50%	90%
10. General ideas on Gulaf and Nilocon	60%	100%
11. Each day necessity of Gulaf and Nilocon	50%	100%
12. Right day/time to start oral pills	50%	90%
13. Doses of Gulaf/Nilocon	50%	100%
14. Needful steps in case of missing in-take of Nilocon for 2 days and Gulaf for 3 days	0%	100%
15. Harmfulness of Gulaf/Nilocon to pregnant women	80%	100%
16. Harmfulness of Gulaf/Nilocon to women who breast feed their child	50%	100%
17. Side effects of pill	50%	100%
18. Use of Jeevan Jal (ORS)	70%	100%
19. Jeevan Jal preparation process	10%	100%
20. Diarrhoeal fatality	70%	100%
21. Importance of family planning to uplift family's economy	60%	100%

PRE-TEST AND POST-TEST RESULTS
OF THE CBRS TRAINING PROGRAM
IN THE DOLKHA DISTRICT OF NEPAL.

In order to evaluate the effectiveness of the CBRS training to the TMPS of Dolkha district of Nepal a questionnaire was administered to the participants before as well as after the CBRS training. The table below shows comparative pre and post test results of the training in Dolkha:

VARIABLES	PERCENTAGE OF PRE-TEST KNOWLEDGE (BEFORE TRAINING)	PERCENTAGE OF POST-TEST KNOWLEDGE (AFTER TRAINING)
1. Objective of the Nepal CRS Company Pvt. Ltd.	40%	100%
2. Meaning of family planning	86%	100%
3. Various family planning methods marketed by Nepal CRS Company:		
a) Dhaal condoms	46%	100%
b) Gulaf medium dose pills	13%	93%
c) Jeevan Jal-Oral Rehydration Solution	26%	100%
4. Price of:		
a) Dhaal	93%	100%
b) Gulaf	93%	100%
5. Use of:		
a) Dhaal	34%	100%
b) Gulaf	0%	100%

VARIABLES	PERCENTAGE OF PRE-TEST KNOWLEDGE (BEFORE TRAINING)	PERCENTAGE OF POST-TEST KNOWLEDGE (AFTER TRAINING)
6. General ideas on Gulaf	40%	100%
7. Each day necessity of Gulaf	20%	100%
8. Right day or time to start Gulaf pills	13%	100%
9. Doses of Gulaf	33%	100%
10. Needful steps in case of missing in-take of Gulaf for 3 days	0%	100%
11. Harmfulness of Gulaf to pregnant women	26%	86%
12. Harmfulness of Gulaf to women who breast feed their child	13%	73%
13. Side effects of pill	50%	100%
14. Use of ORS, Jeevan Jal	60%	100%
15. Jeevan Jal preparation process	73%	100%
16. Diarrhoeal fatality	100%	100%
17. Importance of family planning to uplift family's economy	86%	100%

P.S.: The above results do not include CRS products Nilocon oral pills and Kamal vaginal tablets as these were not included in the CBRS training curriculum in Dolkha district.