

End of Tour Report

Judith Standley

Training/NHED Advisor - July 1985 to March 1987

20.5 months of Technical Assistance

Chief of Party - August 1986 to March 1987

PD-AAU-262

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PT. # 3860476

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Introduction

The Training/NHED Advisor arrived in New Delhi in July 1985 to provide technical assistance to the USAID-Assisted ICDS Project.

In August 1986 the Training/NHED Advisor became the Chief of Party for the JSI contract in India.

This End of Tour Report is intended to summarize the activities in the areas supervised by the Advisor in her capacity as Training/NHED Advisor from July 1985 onwards, as well as the additional Chief of Party responsibilities since August 1986. A more detailed discussion of these activities may be found in the reports presented by the various short-term consultants provided under the JSI contract, and in the Advisor's quarterly reports. The present report ends with some general conclusions drawn from the Advisor's experience of the project during the past 20 months.

1. Chief of Party (COP)

Duties of the COP included overall administrative and management responsibility for JSI's Delhi office as well as the two field offices in Panchmahals, Gujarat and Chandrapur, Maharashtra. COP responsibilities included supervision of accounts, supervision of JSI staff, and management of project issues with USAID and the GJI.

- On February 14, 1987, on request of the Government of India, the two field offices were closed and the JSI field officers relieved of their duties. This will clearly have a negative impact on USAID/JSI's ability to monitor and implement district level activities, and to liaise with district level personnel.

- JSI's Phase I contract with USAID which terminated February 14, 1987 was extended at no extra cost until March 31, 1987. A second amendment extends the Phase I contract until April 30, 1987.
- USAID presented an RFP for Phase II of the USAID-Assisted ICSE Project to JSI on March 3, 1987. JSI submitted a proposal for Phase II to the Contracting Officer, USAID, New Delhi on March 17, 1987.

2. Training

2.1 The Training/NHED Advisor has worked with NIPCCD and the Mid-Level Training Centers (MLTCs) in Gujarat and Maharashtra to improve training techniques of instructors, curriculum content and training materials.

.. A four-day workshop on Growth Monitoring was held at NIPCCD in May 1986 for MLTC instructors. This workshop was in essence a training of trainers experience, where the tasks of growth monitoring were analyzed and appropriate training methodologies developed and tried out.

.. A Growth Monitoring Module and accompanying Growth Monitoring Manual were then developed by NIPCCD with assistance from the Training/NHED Advisor based on the Growth Monitoring workshop experience.

The Growth Monitoring Module contains five lesson plans. These lesson plans are designed to provide suitable focus to the growth monitoring portion of the supervisors' training syllabus. The module is a trainer's guide for imparting growth monitoring training.

The Growth Monitoring Manual complements the module and is intended for use by trainees. The manual includes an introductory chapter on growth, growth monitoring and nutritional status. This is followed by a chapter on each of the four tasks of growth monitoring:

- weighing
- filling in the growth chart: plotting
- interpretation of growth trend
- giving advice to mothers.

Exercises with practice growth charts follow Chapters III, IV and V. The answers to these exercises are contained in the Trainer's Module.

The Growth Monitoring Module and Manual have recently been sent to all MLTCs and selected AWTCs with instructions to use them in the next job training course. NIFCCD plans to organize a workshop to finalize the module in the near future.

2.2 Monitoring of Arganwadi Training Centers with the goal of accreditation.

This activity has not progressed as planned in the Project Paper. In part this was due to the fact that at the beginning of the project period, the Indian authorities had no established plan for developing an accreditation programme. Since then, progress has been achieved in the following areas:

2.2.1 A monitoring proforma for Arganwadi Training Centers (AWTCs) has been developed by NIFCCD and streamlined with the assistance of the Advisor.

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2.2.2 Extensive discussions have taken place with the Training Division of NIPCCD on how to computerize monitoring data and on the possibility of arranging an appropriate training course conducted by CSF under the JSI contract. Further progress has been blocked by the NIPCCD Director's refusal to approve the course.

2.2.3 At a roundtable senior manager's seminar held in March 1987 the MOHRD officials stated interest in accreditation and requested another seminar to explore this possibility further. It is hoped that such a seminar (tentatively scheduled for October 1987) will lead to accelerated progress in the accreditation activity.

Constraints

- i. For the first nine months of the Advisor's tour in India, NIPCCD counterpart staff showed reluctance to establishing a working rapport with the Advisor. This was perhaps due to a certain wariness on their part to working closely with a foreign Advisor, as well as their not initially perceiving a real need for such assistance. NIPCCD has still not officially appointed the Training Specialist, although in April 1986, the Advisor was told that Dr. Usha Abrol, recently transferred to the Training Division, would act as a counterpart. Since that time, work has been progressing well although in general NIPCCD staff have many responsibilities and cannot always spare the time to work with the Advisor.

Recommendations

1. NIPCCD Training Division staff are eager to continue the current revision/development process started with the Growth Monitoring Manual. It is essential that the new Training Advisor and UNICEF clearly outline with NIPCCD a workplan for joint activities. This would integrate the Advisor into NIPCCD's overall plan rather than having to work with Training Division staff when they can spare the time.
2. USAID, OSI and CSF should have a joint discussion with the MOEF and NIPCCD on the monitoring of training centers issue. The proposed computer training by CSF for NIPCCD Training Division staff to monitor training centers more easily and accurately should be discussed and confirmed before NIPCCD's calendar for 1987-88 is finalized in April 1987.

3. Mobile Inservice Training (MIST)

The Mobile Inservice Training scheme is designed to improve the performance of ICDS field workers by organizing skill oriented training based on task analysis. The training will be implemented by a selected FPO in each state.

3.1 Gujarat

The Gujarat State Crime Prevention Trust (GSCPT) was selected to implement the Mobile Inservice Training in June 1985. Unfortunately the contract between GSCPT and the Government of Gujarat was not signed until December 5, 1986. Since December, a great deal of progress has been made in curriculum development.

3.1.1 In December the Training/NHEO Advisor met with GSCPT staff and discussed the framework for task analysis.

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3.1.2 In January the task lists developed by the trainers were reviewed and revised with the Advisor.

3.1.3 In February, three MIST trainers and the project coordinator attended a 10-day trainer's training workshop in Delhi conducted by two US consultants and the Training Advisor. The workshop focused on task analysis and lesson planning. During the two weeks in Delhi, the task analyses for each ICDS functionary prepared by the MIST trainers were reviewed by the Training Advisor. The process of lesson planning based on task analysis began in the workshop.

3.1.4 The GSCPT trainers are currently in the process of designing lesson plans for each of the tasks analyzed for each trainee group. These materials will be completed by the end of April.

Constraints

1. The main constraint - delay in signing the contract - has finally been overcome. This has set the project back in terms of scheduling, but will not influence the overall impact or quality of training.

3.2 Maharashtra

In April 1986, USAID presented a brief to the Secretary RDE in Maharashtra recommending Pravara Institute of Research and Education in Natural and Social Sciences (PIRENS) as the most qualified institute willing to implement the mobile inservice training scheme. This brief was prepared by the Advisor following extensive visits to various training institutions in Maharashtra. However, the State had reservations about PIRENS, and no progress was made until early this year.

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In February 1987 the USAID Project Officer visited the Secretary RED and again raised the issue of FIRENS. This time the Secretary asked that the Director of FIRENS be called in for discussion and the contract drawn up.

Recommendation

- i. Once the contract is signed, and staff hired, the Phase II Training Advisor will begin to work with the training staff hired for MIST by introducing them to the process of task analysis. The Maharashtra MIST trainers would benefit from participating in a Training of Trainers workshop similar to the one held in Delhi from February 19th to March 4th in order to reinforce task analysis methodology, and strengthen training skills.
- ii. Wherever possible, the lesson plans and training materials developed by the Gujarat MIST team should be adapted for use in Maharashtra. This will speed up the preparation time needed before training begins.

4. Participant Training Plan

The Participant Training Plan was developed on the basis of a needs assessment conducted by Barbara Felling of the JSI home office during July 1985. The Plan was accepted officially by the GOI on May 6, 1986 in a letter from DEA to the USAID Program Development office. The Training Advisor/Chief of Party was responsible for coordinating the activities under this component.

The following workshops have been attended/held under this Plan:

4.1 Management Issues for International Health

A senior MOHRD official attended a three week course given by Management Services for Health (MSH) in Boston during April 1986.

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This workshop held in New Delhi at the American Center was conducted by Kris Oswalt (CSF), for 15 participants from the MOHRD, NIPCCD, ICCW, AIIMS, and M.S. University, Baroda.

4.3 Microcomputer Software for Evaluation and Data Analysis-I**August 4 - 16, 1986**

This workshop held in New Delhi at the American Center was conducted by Kris Oswalt (CSF) for 12 participants from M.S. University, NIPCCD, and the MOHRD.

4.4 MSU Statistician Workshop: Training in Microcomputer Software for Evaluation and Data Analysis-II - October 13-30, 1986

This workshop was held in Baroda by Robert Timmons and Kris Oswalt (CSF) for 6 participants working on the Impact Evaluation of the USAID-Assisted ICDS Project (M.S. University and CFS).

4.5 CDPO Management Training in Maharashtra - January 19-31, 1987

This training programme was conducted by the National Productivity Council in Chandrapur District for 12 participants including 9 CDPOs, 2 ADEPOs and 1 District Programme Officer.

4.6 Training Technologies and Management of Training Workshop**February 17 - March 4, 1987**

This 10-day workshop was conducted at the American Center in New Delhi by David Kahler from World Education, Incorporated (WEI), Barbara Felling (JSI) and the resident JSI Training/NHED Advisor. Thirteen trainees and two resource people attended from NIPCCD Delhi, NIPCCD regional centers at Guanati and Bangalore, the MLTC run by Southern Gujarat University in

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Surat, the MLTC run by the Gujarat State Crime Prevention Trust (GSCPT) in Ahmedabad, Mobile Inservice Trainers from GSCPT, and a representative from ICCW.

The workshop focussed on developing skills in task analysis and lesson planning.

4.7 Master Seminar on Management of Training Issues

March 5-6, 1987

This 2-day senior level roundtable discussion was conducted by David Kahler (WEI) with assistance from Barbara Felling (JSI). Ten senior level officials concerned with training issues including the Advisor, attended. Topics discussed included monitoring and accreditation of training centers, selecting trainees for training programmes, under-utilization of training centers, and cooperation and collaboration between various agencies and government bodies concerned with training issues.

Recommendations

- i. While development for Phase II of the USAID-Assisted ICDS Project is underway, it is still not clear if the GOI prefers in-country training to training overseas. Discussions should be held as soon as possible to determine what GOI needs are, and what is feasible to plan for.
- ii. The 10-day Training Technologies and Management of Training Workshop course took representatives from four institutions and guided them through a task analysis/lesson planning process that was new to all participants. To give support to these trainers and to strengthen training institutions generally, it is recommended that the workshop be repeated so that other colleagues from these same institutions and possibly others can acquire these skills.

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NHED

The NHED component aimed at strengthening the current NHED activities in the ICDS programme is based on a social marketing plan designed by Manoff International, Inc. in collaboration with JSI, USAID and the GOI. The initial plan (Phase I) August 1985 to July 1987 emphasized selected nutrition interventions. Other health and child development areas will be included in the Phase II cycle (1987-89).

The Training/NHED Advisor was responsible for supervising the implementation of the Phase I social marketing plan and coordinating the agencies/private companies/government bodies involved. Attached is a flow chart of activities for Phase I of the NHED Social Marketing Plan. Activities completed to date are as follows:

5.1 Select Research Organization

An RFP was prepared in July 1985 and a short list of agencies asked to respond. In September 1985 the GOI reviewed the proposals and in coordination with the Government of Maharashtra, Government of Gujarat, JSI and USAID selected MODE as the market research organization responsible for research activities for the NHED component.

5.2 Conduct Research

Field work for the formative research was conducted by MODE from December 1985 to March 1986 in both Panchmahals and Chandrapur. All interviewing instruments were reviewed by the Advisor and MII consultants.

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5.3 Analyze Research

MODE presented the findings of the formative research to the GOI, USAID and JSI in a two volume report entitled "Report for a Research Study on Nutrition and Health Education Development" April 7, 1986. An Executive Summary of the report was also submitted.

5.4 Select an Advertising Agency

A brief of the NHED social marketing project was sent to four short listed agencies. The GOI in coordination with the Government of Maharashtra, Government of Gujarat, JSI, MII, and USAID selected ULKA as the advertising agency for this project.

5.5 Formulate Intervention Strategies

Based on the formative research, intervention strategies for each primary target segment was developed.

5.6 Test Intervention Strategies

MODE tested the intervention strategies in the field with the appropriate target segments. All interview instruments were reviewed by the Advisor and MII. The "Report for a Study to Aid in Nutrition and Health Education Development - State II" was presented to the GOI, USAID and JSI on August 5, 1986.

5.7 Design Message Strategy and Media Strategy

Based on the formative research and the intervention strategy testing, ULKA developed a creative strategy and media strategy which was presented to the GOI, USAID, JSI and MII on August 19, 1986.

5.8 Develop Prototype Materials

The following prototype materials were developed for pretesting by ULKA with assistance from MII and JSI. All materials are in Gujarati and Marathi:

- .. Counselling Cards
- .. Pregnant Women's Action Card
- .. Bubble Growth Chart
- .. Radio Spots
- .. Radio Programmes
- .. Tin Plate Posters
- .. Campaign Logo
- .. Film Spots (scripts)

Materials for the NHED training were developed by the Advisor and produced by ULKA:

- Instruction booklet on How to Use the Bar and Salter Scales.
- Growth Monitoring Exercise book.

Assistance was also given in the development of the script for two 30-minute training films on "The Weighing Scale and Growth Monitoring", one in Gujarati and one in Marathi made by ULKA.

5.9 Pretest Materials

Materials were pretested by MODE in both districts with the appropriate target audience. All interviewing instruments were developed and reviewed by the MII consultant and the Advisor in collaboration with MODE. The "Report on Activity III - Study to AID in Development of Nutrition and Health Education" was presented to the GOI, USAID and JSI on January 7, 1987.

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5.10 Revise Materials (Messages)

Based on the research findings of the pretest, UNP is revising the materials, and in the case of the radio programme, the whole concept has been altered. The original idea was to present mythological stories that emphasized the importance of mothers in the development of their children. The pretest of two of these programmes showed that most women could not follow the stories and were bored by them, and that they were not acquainted with the underlying myths. The new idea is based on a soap opera theme with the Anganwadi Worker as the heroine. Stories are simple and based on everyday life.

The following materials should be ready by the first week of April:

- .. Counselling Cards
- .. Pregnant Women's Action Card
- .. Bubble Growth Chart
- .. Radio Spots
- .. Radio Programme
- .. The "Tin Plate" has been replaced by a "Thoran", a banner announcing the Anganwadi center and displaying pictures of key project components.

The film spots will not be further developed at this point. A decision to proceed will be based on budgetary and programme impact decisions once the campaign is launched.

5.11 Develop Communications Training

CHETNA, a PVO based in Ahmedabad has been subcontracted by ULKA to carry out the NHED communications training in both Panchmahals and Chandrapur.

The Training/NHED Advisor developed the lesson plan for the first cycle of training.

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- The Weighing Scale Instruction Booklet, and Growth Monitoring Exercise Booklet are ready for production awaiting GOI cost clearance. The training films (16mm version, 4 copies in Gujarati and 2 copies in Marathi) are ready and will be released by the producer once the GOI approves payment.
- The PHC orientation material has not been designed by ULKA to date. This material is two months late and needs to be developed before training in Chandrapur (where ICDS and health staff will be trained together) commences.
- The schedules for the first cycle of training are being developed for Panchmahals and Chandrapur in coordination with State and District ICDS officials.
- The NHED communications training is scheduled to begin on the April 15, 1987. This is a 4 month delay from the original plan developed in September 1986.

Conclusion

The launch of the NHED communications campaign will be delayed. It is estimated that general nutrition spots can begin to be aired on the radio in July. This will coincide with the completion of the first phase of training. The campaign launch - radio programmes, pregnant women's action card (Iron and Folic tablet distribution), use of Counselling Cards, etc. - should start by October 1987.

Although this delay is bothersome, it is not detrimental to the campaign's impact. In general, this component has progressed exceedingly well, the materials developed are innovative and technically sound, and the campaign has the potential to expand to a State-wide level.

Constraints

- i. The process of cost approval by the GOI for ULKA's work is very slow, and is causing delays that are hampering project implementation.

- ii. In some instances ULKA has been very slow in designing materials. In part this may be due to ULKA's inexperience in developing health and nutrition education materials. Therefore a great deal of discussion with JSI, MII and USAID has taken place, and changes in materials/ messages subsequently made. This process takes time and is understandable.

On the other hand in some instances ULKA has not developed materials on schedule. The PHC orientation material, originally due on January 12, 1987 has still not been presented, nor has the first draft of the counselling card training film due at the end of February. This is probably due to the Agency's large volume of commercial business and limited staff, but is nonetheless regrettable and leads to delays in the organization of training activities.

- iii. The NHED State Coordinators have not been appointed. This limits the scope for social marketing technology transfer to State level officials, and also makes planning for the campaign with district and state personnel less coordinated and meaningful.

Recommendations

- i. A meeting should be held with ULKA, USAID and the GOI to "problem solve" the cost approval process so that it becomes an enabling process rather than a constraining one.

- ii. ULKA needs a great deal of supervision and technical assistance while designing materials, and an equal amount of prodding to keep on schedule. In this regard it is important that a new Advisor be appointed as soon as possible. In the interim, USAID staff with help from the JSI Administrative Officer/Project Assistant can maintain continuity by monitoring workplan schedules, and keeping JSI/Boston and MII informed of the progress.
- iii. The NHED coordinators must be appointed as soon as possible. The district level campaign in Panchmahals and Chandrapur is a testing ground for possible State-wide launch. The NHED Coordinator in each State would play a key role in such an endeavor. The opportunity for training the NHED Coordinator in social marketing techniques - through Participant Training - and "on-the-job" application must not be lost.

General Conclusions

- i. The GOI's recent decision to close down JSI's field offices has grave implications for USAID/JSI in assisting district staff to implement and monitor innovative activities. One of the major achievements of the field officers was their ability to provide training and support to Anganwadi Workers and Supervisors as a part of their monitoring activities. Without the Field Officer in the districts, this vital activity ceases. It is necessary to reevaluate USAID/JSI assisted district activities, and initiate only those with enough support (from district level officials or from PWDs) to succeed.
- ii. The current USAID-Assisted ICDS Project has 27 months left. Discussions have already started about a follow-on project and expansion to a State-wide level of effort. With this in mind, the Training Advisor should focus more on institutional development at

the National level (with NIPCCD) and at the State level (with MLTEs and AWTCs) than on the District level activities already underway. While the Advisor should continue to monitor training activities underway at the District level, it is felt that a greater return can be obtained in the long run from involvement at the National and State levels. In particular, while District level training schemes are innovative, they are not readily replicable when considering State-wide expansion.

FLOW CHART OF NHED SOCIAL MARKETING PROJECT FOR ICDS

(1985 - 1987)

ACTIVITY	Aug 1985	Sept	Oct	Nov	Dec	Jan 1986	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan 1987	Feb	March	April	May	June	July	Aug	Planned Time Allocation	Weeks	Actually Completed
1. Select Research Organization	—	—																								July - September 12	8	Sept 12 (8 weeks)
2. Conduct Research			—	—	—	—	—	—																		MODE Activity I		
3. Analyze Research							—	—	—																	Oct 17 - March 10 extended to April 7	20 (24)	April 7
4. Select Ad Agency								—	—																	March 24 - April 25	4	May 12, 13
5. Formulate Interv. Strategy								—	—																	April 1 - May 9	3	May 19
6. Test Interv. Strategy									—	—	—	—														MODE Activity II May 12 - July 31	10	August 4
7. Design Message Strategy										—	—	—	—													July 12 - 30	2	August 19
8. Develop Prototypes													—	—	—	—	—	—	—	—						September 1 - 30	4	December
9. Pretest Messages															—	—	—	—	—							MODE ACTIVITY III (October 7 - November 4) November 4 - December 9	5	January 9, 1987
10. Revise Messages																—	—	—	—	—						(November 4 - 18) December 9 - 24	2	
11. Produce Materials																	—	—	—	—						(November 8 - January 13) December 24 - end Feb	8	
12. a) Develop Media Plans												—	—													a) July - August 19	3 (7)	August 19
b) Detailed Media/Monitoring																—	—	—	—							b) (November - December) January - February	2	
13. Implement Effort																				—	—	—	—	—	—	February 1 - August 31	27	
13a. Training																		—	—	—	—					January 19 - 23 Jan 26 - mid-March March 23 - 27 March 30 - end April PHC Trg - end April	2 7 1 6 2	Apr
14. In-process Research																										MODE Activity IV August - Sept. 1987 Second Phase March 1988	9 7	

Key: ——— • proposed implementation
 - - - - - • actual implementation if different than proposed