

PD-AAU-854

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Trip Report

0-379

Travelers: Miss Pauline Muhuhu, INTRAH/ESA Director
Ms. Teresa Mirabito, INTRAH Program Officer

Mr. Raymond Baker, INTRAH Associate Director for Administration

Country Visited: ZIMBABWE

Date of Trip: April 25 - May 14, 1987

Purpose: To work with ZNFPC in developing a 5-year training plan and INTRAH-assisted proposal; and to write a draft subcontract with the ZNFPC.

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LIST OF ABBREVIATIONS

CBD	Community Based Distribution
ESA	Eastern and Southern Africa
IEC	Information, Education and Communication
JHPIEGO	Johns Hopkins University Program for International Education in Gynecology and Obstetrics.
IST	In-Service Training
MCH/FP	Maternal Child Health/Family Planning
MOH	Ministry of Health
PAC	Paramedical Auxiliary Community Worker
PST	Pre-Service Training
TAC	Technical Advisory Committee
ZNFPC	Zimbabwe National Family Planning Council

EXECUTIVE SUMMARY

During April 27 to May 14, 1987, INTRAH/ESA Director Miss Pauline Muhuhu, INTRAH Program Officer Ms. Teresa Mirabito, and INTRAH Associate Director for Administration Mr. Raymond Baker, (May 5-14, 1987) visited Harare, Zimbabwe. During this visit the team, in conjunction with ZNFPC staff, organized a comprehensive plan for family planning training activities to be conducted during 1987 to 1992. The plan includes all training activities for which ZNFPC has contracted with MOH and other donor agencies in addition to ZNFPC staff development activities (see Appendix B). To enable ZNFPC to meet its commitments reflected on this plan, additional trainers are required. The INTRAH team assisted the Chief Training Officer in writing a justification for additional trainers for presentation to the National Administrator with whom the team met to discuss the problem. The team learned that the recruitment of additional staff may be difficult because of lack of funds.

In addition, a project proposal for INTRAH assistance and a subcontract were developed. The subcontract, proposed to be effective from September 1, 1987 through June 15, 1989 includes 15 training events for a total of 205 participants. Training events include:

- Training needs assessment skills development. (18 participants)
- Contraceptive/TOT update and manuals revision and development. (14 participants)
- Training in evaluation of training activities and trainees. (16 participants)
- PST/IST and service coordination workshop. (38 participants)
- Management training skills, out of country. (3 participants)
- Skills in management of MCH/FP clinic services. (65 participants)

- Development of MCH/FP clinic management manual. (10 participants)
- Field testing of manuals (32 participants)

A detailed budget by activity and by category of expense was also prepared. Copies of the five-year plan, the subcontract and the budget were left with USAID/Harare.

A visit was also made to the office of Coopers and Lybrand, Harare. The ensuing discussions concerned an audit of those ZNFPC financial records as concern the INTRAH subcontract.

SCHEDULE OF ACTIVITIES

Saturday April 25	Ms. Mirabito arrived in Harare.
Sunday April 26	Preparation for work at ZNFPC.
Monday April 27	Orientation to ZNFPC by Mrs. Lucy Botsh, Chief of Training Unit. Meeting with Dr. Esther Boohene, Program Coordinator. Meeting with Mrs. Botsh, Mrs. Lynette E. Malianga, Senior Tutor, Harare, and Mrs. Stembile Matatu, Senior Tutor, Bulawayo. Miss Muhuhu arrived in Harare.
Tuesday April 28	Initiated development of the 5-Year Training Plan with Mrs. Botsh, Mrs. Malianga and Mrs. Matatu. Briefed at USAID/Harare with Mrs. Lucretia Taylor.
Wednesday April 29 and Thursday April 30	Continued development of the 5-Year Training Plan.
Friday May 1	Workers' Day - National Holiday.
Sunday May 3	Worked on the 5-Year Training Plan.
Monday May 4	Met briefly with Mr. Wilbur Wallace, JHPIEGO. Completed development of 5-Year Training Plan.
Tuesday May 5	Identified proposed training activities for INTRAH sponsorship. Scheduled activities in Year I of the Training Plan, including proposed INTRAH activities.

**Wednesday
May 6** Reviewed the 5-Year Training Plan and the INTRAH proposal with Dr. Boohene.

Assisted the trainers in developing a rationale for increasing the size of training unit staff.

Meeting at MOH with Miss Helga Mapondera, Field Trainer, MOH.

Mr. Raymond Baker arrived in Harare.

**Thursday
May 7** Initiated development of INTRAH proposal with Mrs. Matatu.

Mr. Baker briefed with Dr. Boohene.

The INTRAH team met with Mr. S.E. Chikwanha, National Administrator, ZNFPC.

Mr. Baker and Mrs. Botsh initiated budget development for the proposed INTRAH-sponsored project.

Mr. Baker met with Mr. Wallace.

**Friday
May 8** Continuation of INTRAH proposal and budget development.

Mr. Baker met with Mr. David O'Brien, Enterprise Program.

**Saturday
May 9** Wrote trip report and worked on the proposed INTRAH project.

**Sunday
May 10** Wrote trip report.

Worked on draft of proposal.

**Monday
May 11** Miss Muhuhu and Mr. Baker met with Ms. Marcia Davids, Program Assistant, USAID/Harare.

Miss Muhuhu and Mr. Baker met with Mrs. Botsh and Mr. Katsande, Chief Finance Officer, ZNFPC.

Mr. Baker met with Mr. O'Brien.

Ms. Mirabito made home visits in Glendale with CBD worker and 2 supervisors.

**Tuesday
May 12**

Miss Muhuhu and Mr. Baker met with Mrs. Botsh to review proposal and budget.

Mr. Baker continued budget development with Ms. Botsh.

Ms. Mirabito worked on trip report.

**Wednesday
May 13**

The INTRAH team met to discuss the Zimbabwe proposal and other INTRAH business.

Mr. Baker and Miss Muhuhu met with Mrs. Botsh.

Mr. Baker met with Mr. O'Brien.

Mr. Baker met with Mr. Wilbur Wallace.

Miss Muhuhu and Mr. Baker met with Dr. Norbert Mugwagwa, Mr. S.E. Chickwanda and Mrs. Botsh.

Mr. Baker met with Mr. K.T. Katsande.

Ms. Mirabito departed for the U.S.

**Thursday
May 14**

Miss Muhuhu and Mr. Baker debriefed Ms. Marcia Davids at USAID/Harare.

Miss Muhuhu departed for Botswana.

**Friday
May 15**

Mr. Baker met with Mr. David Douthwaite, Coopers and Lybrand.

Mr. Baker met with Dr. Esther Boohene.

**May 18
Monday**

Mr. Baker departed for Botswana.

I. PURPOSES OF TRIP

The purposes of the trip were (1) to work with ZNFPC in developing a five-year training plan and in writing a project proposal for INTRAH technical assistance; and (2) to write a draft subcontract with ZNFPC.

Major objectives included:

1. Organization of ZNFPC training activities for the period 1987 to 1992.
2. Identification of an INTRAH-assisted project.
3. Drafting a proposed subcontract between ZNFPC and UNC/CH.
4. Estimating the cost for each family planning training activity.
5. Coordination of both draft documents with USAID/Harare.

II. ACCOMPLISHMENTS

1. The INTRAH team worked closely with the ZNFPC Chief Training Officer and two senior tutors from the Harare and Bulawayo Training Centres to design a five-year training plan for the Training Unit.
2. The team assisted in development of a rationale and writing a requisition for expanding the number of trainers at ZNFPC in order to meet training commitments and maintain standards. This was the first time ZNFPC trainers were able to quantify manpower requirements.
3. An INTRAH-assisted family planning training proposal and a budget aimed at strengthening skills of ZNFPC training and service personnel were developed.
4. A subcontract, to be effective from September 1, 1987 through June 15, 1989 was jointly proposed by ZNFPC staff and INTRAH representatives. The subcontract proposed 15 discreet activities including a final

program review. Approximately 205 persons will participate in training needs assessment, contraceptive and TOT update, training evaluations, management of MCH/FP clinic services; and development of IUD insertion and clinic services management manuals. CBD and clinical procedures manuals developed in 1984 with INTRAH assistance will also be updated (see Appendix B).

5. The INTRAH team and ZNFPC representatives also prepared a cost estimate. This budget details the cost of each activity by expense category.
6. Copies of all documents were furnished to the ZNFPC. The subcontract (including the general provisions) were reviewed in detail with senior members of ZNFPC staff. The budget, accounting requirements and reporting provisions were discussed with the ZNFPC Chief Finance Officer. Copies of all documents were discussed and left with the Program Assistant at USAID/Harare.
7. A visit was also made to the office of Coopers and Lybrand, Harare. The ensuing discussions concerned arrangements for an audit of those ZNFPC financial records as concern the INTRAH sub-contract.

III. BACKGROUND

This was the first PAC II INTRAH visit to Zimbabwe. PAC I INTRAH technical assistance to the Zimbabwe Family Planning program was initiated in June 1982 with support of two participants (Dr. Chimbira and Mr. Makuto) to Columbia University, New York. In October 1983, a memorandum of agreement was signed; and during FY 1984 INTRAH supported seven training activities in training methodologies, management and supervision and in development of CBD and clinical procedures manuals.

Two Resource Materials Libraries were also provided. During PAC II INTRAH has supported five participants to training workshops in the U.S., Mauritius and the Philippines. The ZNFPC was also represented at the INTRAH Technical Advisory Committee Meetings in February 1986 and 1987 in Nairobi, Kenya.

Since PAC I assistance to ZNFPC, the ZNFPC tutors have been actively training Zimbabwe nationals and regional family planning service providers in delivery of clinical and community based services. Responsibilities have rapidly increased over the past two years to include training of MOH trainers (pre-service tutors and MCH/FP trainers) and follow-up of trainees. There has also been an increase in the number of trainees for clinic and non-clinic based FP service delivery.

This visit was in response to a ZNFPC invitation to INTRAH to provide technical assistance in the revision of CBD and clinical procedures manuals developed in 1984 and to strengthen ZNFPC training and family planning service managerial capability.

IV. DESCRIPTION OF ACTIVITIES

A. Development of the Five-Year Plan

The INTRAH team of Miss Muhuhu and Ms. Mirabito and the ZNFPC Training Unit team reviewed training commitments for the period July 1987-June 1992. During the review process, additional training needs were identified. These include: systematic and regular follow-up of trainees; training to select family planning supervisory personnel; technical assistance to the Ministry of Health MCH/FP trainers; building of linkages between pre-service, in-service trainers and between these disciplines and service providers; and

annual program reviews. Meetings were held throughout the visit with such key persons as Dr. Esther Boohene; a JHPIEGO representative who was developing a training project proposal with Dr. Boohene; representatives of the Ministry of Health, World Bank Family Health project and the Enterprise project; and the MOH Coordinator for the JHPIEGO project in order to obtain clarification and information on particular training commitments and expectations.

Based on the information obtained from these sources and the ZNFPC trainers, a plan was developed which incorporated all training activities anticipated to occur between July 1987 and June 1992. Included in the plan are staff weeks required to conduct the training as well as allotment of time for ZNFPC staff development. A comparison between staff weeks required and staff weeks available illustrated an urgent need for additional staff to meet training commitments to date. The present ZNFPC training staff was employed to conduct an average of eight family planning clinical skills workshops, seven IUD insertion and eight provincial based refresher workshops per year. The demand for family planning, however, has increased significantly over the past two years. The Government of Zimbabwe is committed to expansion of the family planning program and has stated that ZNFPC will conduct all MOH family planning training. This includes training Ministry of Health pre-service tutors and an additional 150 clinic-based service providers per year under the World Bank-funded Family Health project. Furthermore, AID centrally funded agencies (especially JHPIEGO and the Enterprise Program) are developing proposals which will increase the demand for training to be conducted by ZNFPC.

The INTRAH and ZNFPC teams examined the existing ZNFPC structure including staffing, alternative resources available to assist with training and other possible solutions to alleviate the staff shortage. A major conclusion reached was that additional qualified family planning clinical skills staff trainers are needed to complete the training which is required to maintain high standards of training and FP service delivery. The future direction of the family planning program -- including quality of FP service delivery, pre-service and in-service training and the resulting changes to which the ZNFPC tutors will need to respond -- were examined.

B. Development of Proposal for INTRAH Training and Technical Assistance

A proposal for training and technical assistance was developed on the basis of the request made by Dr. Boohene prior to this visit and on the needs identified during the development of the 5-year Training Plan. ZNFPC has identified a need to update clinical skills and CBD manuals and to include a component on IEC, and to strengthen the capability of ZNFPC tutors to conduct management training and develop a management manual. The IEC content to be included in clinical and CBD manuals will be identified in an IEC workshop to be held in November 1987 for ZNFPC/IEC and training staff. During the development of the 5-year plan, ZNFPC tutors identified areas for further skills development that include: training needs assessment; evaluation of training and trainees on-the-job performance; training of trainers update; and the need to strengthen linkages between pre-service, in-service with service delivery systems.

The proposal developed is aimed at strengthening the capacity of ZNFPC tutors to improve their current training, to expand the scope of training and to enable trainers/tutors to maintain standards through evaluation and follow-up of trainees.

Mr. Ray Baker, INTRAH Associate Director for Administration, with assistance of the Chief Training Officer and the Chief Finance Officer, developed a detailed proposed budget. The budget and subcontract were reviewed by the Chief Training Officer prior to presentation to ZNFPC senior management and USAID/Harare.

C. Briefings and Debriefing Meetings

Ms. Mirabito and Miss Muhuhu briefed with Ms. Lucretia Taylor, USAID/Harare Program Officer, April 28, 1987. The INTRAH team was informed of AID cooperating agencies' activities in Zimbabwe. The team also learned that a USAID evaluation just concluded revealed a need to increase the number and frequency of CBD in-service training and development of provincial offices' training capability. The USAID-funded project ends in September 1987. A Pathfinder Fund two-year project effective September 1987 will provide technical assistance in evaluation and support for administration management. Mr. Baker and Miss Muhuhu held two discussions with Ms. Marcia Davids, USAID/Harare Program Assistant. During the first meeting, the INTRAH training plan was presented and budget information requested. At the second meeting, Ms. Davids was debriefed on the final outcomes of the INTRAH visit. The budget and subcontract were discussed in detail.

The INTRAH team of Miss Muhuhu and Mr. Baker held debriefing discussions with the ZNFPC senior management team of Dr. Mugwagwa, Executive Director; Mr. Chikwanha, National Administrator; and Mrs. Lucy Botsh, Chief Training Officer.

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1. Finding/Conclusion

The MOH has proposed to decentralize MCH/FP training and has initiated a pilot project to develop training capability of MCH/FP trainers in eight districts, one in each province. This will enable the MCH/FP trainers to initiate training activities in their districts and to standardize training in line with ZNFPC.

Recommendation

ZNFPC tutors should provide technical assistance to MCH/FP trainers in order to strengthen and expand the training capabilities within the provinces.

2. Finding/Conclusion

Family planning has been integrated into the pre-service nursing and midwifery curricula. ZNFPC has trained and continues to train pre-service tutors under JHPIEGO sponsorship and has identified a need to follow up these tutors and pre-service graduates in the field as one method of evaluating pre-service training. This follow-up will enable ZNFPC tutors to provide technical assistance and identify further pre-service and in-service training needs.

Recommendations

ZNFPC should negotiate with the MOH to facilitate the follow-up schedules in the 5-year plan. Presently no funds have been allotted for the follow-up of pre-service graduates. Follow-up activities should also be built into any training activities for provision of technical assistance and maintenance of standards.

ZNFPC tutors should be provided with skills and the opportunity to develop a system for regular follow-up to provide technical assistance and to identify further training needs addressed in the in-service, pre-service training issue and quality of service delivery.

INTRAH should sponsor workshops for training in evaluation of training activities and of trainees' on-the-job performance and strengthen the skills in training needs assessment. One to two ZNFPC trainers should also attend the Consultation Skills workshop to be conducted in Nairobi for TAC members in March 1988.

3. Finding/Conclusion

Many of the 5-year training proposals lack a time frame and financial support for on-site follow-up of trainees. A systematic follow-up including on-site visits will allow trainers to improve the training and strengthen service delivery.

Recommendation

ZNFPC should request donor agencies and the MOH to provide financial support for follow-up of trainees. ZNFPC should schedule follow-up activities on the 5-year plan.

4. Finding/Conclusion

ZNFPC has trained clinic based service providers from neighboring countries and will continue to do so in the next five years with 12-20 a year placed in regular ZNFPC classes in small groups. ZNFPC has expressed an interest in conducting follow-up visits and technical assistance to the regional participants to better understand the needs of these participants. The opportunity to provide such technical assistance would not only enable development of regional participants but also strengthen ZNFPC capability.

Recommendation

Opportunity should be provided to selected ZNFPC trainers to participate in technical assistance activities especially in the Southern Africa sub-region. Such opportunity could be in the form of participation in the training activities supported by international and national agencies. Such assistance could be provided in Zambia, Botswana, Swaziland, etc.

5. Finding/Conclusion

INTRAH had anticipated that ZNFPC would function as a regional training site for INTRAH-sponsored regional activities by 1987. However, given the present commitments to train national family planning service providers, ZNFPC can accommodate only twelve regional participants annually.

Recommendation

INTRAH should continue to sponsor a few participants to ZNFPC regular courses and continue to explore the development of ZNFPC as a regional training site.

6. Finding/Conclusion

ZNFPC tutors expressed an interest in learning natural family planning in order to prepare for training of service providers in this method.

Recommendation

ZNFPC should explore the availability of resource persons in Zimbabwe who are capable of training the tutors in NFP.

INTRAH should discuss this issue with the appropriate person at the Institute of International Studies in Natural Family Planning, Georgetown University, to determine if they are working with any organizations in Zimbabwe.

7. Finding/Conclusion

Expansion of family planning services has resulted in increased demands placed on ZNFPC tutors. The Chief of the Training Unit needs to consult regularly and be involved in the development of new training proposals or plans.

Recommendation

The Chief Training Officer and at least one senior tutor should participate in development of new training plans and proposals with all organizations who request ZNFPC tutors to conduct training. The present 5-year plan, which is already too ambitious, should be reviewed before any new commitments are made to ascertain availability of ZNFPC training staff.

8. Finding/Conclusion

The 5-year training plan developed by the INTRAH and ZNFPC teams reflects present commitments for staff refresher and new skills development courses to strengthen training unit capability. ZNFPC policy is for every worker to have a refresher course once a year. If ZNFPC is to meet its present commitments for the next three years, additional trainers are urgently

required. At the present time, trainers lack time for course planning and evaluation. Most often one course ends on Friday and the next starts on Monday. In the long run this situation will lead to trainer burn-out and weakness in training.

Recommendation

ZNFPC should recruit at least one additional team each in Harare and Bulawayo. The two teams could then conduct courses concurrently with one team conducting a clinical course while the other conducts a non-clinical course or one in the provinces. Two simultaneous clinical courses would cause overloading at the clinics and diminish learning experiences unless different clinics are used or different courses are conducted.

It is further recommended that at least one planning and closure week be added to each training activity of at least three weeks' duration, and that three trainers be assigned to one clinical course.

9. Findings/Conclusions

The process of developing a 5-year training plan had several positive outcomes:

- a. ZNFPC tutors acquired skills which will enable them to repeat the planning and development process during the program annual review.
- b. ZNFPC tutors realize the need for written documentation of a training plan, including all training for which they have been committed, in order to guide them with their work plan and to illustrate the need for additional staff during discussions with administration.
- c. Additional training needs aimed at increasing and maintaining high quality of training and FP service delivery were identified by tutors. The process was beneficial in building new skills for the two lead tutors and identification of organization issues within the tutorial staff.

Recommendation

During each annual review ZNFPC tutors should repeat the process of reviewing and identifying additional training needs and staff availability to meet the training requirements.

One outcome of annual reviews should be a written report to the ZNFPC administration. The report should include Training Unit achievements of the previous year and staff requirements.

ZNFPC should review the present 5-year plan when considering further requests for training to be conducted by ZNFPC tutors.

10. Finding/Conclusion

The ZNFPC Program Coordinator and tutors identified areas for INTRAH training and technical assistance which are reflected in the attached proposal (see Appendix C).

Recommendation

INTRAH should sponsor all activities as described in the proposal.

11. Finding/Conclusion

The proposed subcontract has the approval of the ZNFPC.

Recommendation

The subcontract should be forwarded to AID/Washington for approval.

APPENDIX A

PERSONS MET/CONTACTED

APPENDIX A

PERSONS MET/CONTACTED

Zimbabwe National Family Planning Council

Dr. Norbert MUGWAGWA, Executive Director
Dr. Esther BOOHENE, Program Coordinator
Ms. Lucy BOTSH, Chief of Training Unit
Mrs. Lynette E. MALIANGA, Senior Tutor, Harare
Mrs. Stebile MATATU, Senior Tutor, Bulawayo
Ms. Florence CHIKARA, Chief, Information/Education/
Communication Unit
Mr. Timothy NZUMA, Chief, Community-Based Distribution Unit
Dr. Alex ZINANGA, Medical Director
Mr. S.E. CHIKWANHA, National Administrator
Dr. LONDONO, Head of Research and Evaluation
Mr. KATSANDE, Chief Finance Officer

Ministry of Health

Dr. O. OBANTOLU
Miss Helga MOPONDERA, Field Trainer
Mrs. Kerstin NECKMAN
Mrs. Patricia MACKENZIE, Principle Nursing Tutor and
Ministry of Health Coordinator for JHPIEGO projects

USAID/Harare

Mrs. Lucretia TAYLOR, Program Officer, Health and Population
Mrs. Marcia DAVIDS, Program Assistant, Health and Population

JHPIEGO

Mr. Wilbur WALLACE

Enterprise Program

Ms. Nancy HARRIS
Ms. Reed WILSON
Mr. David O'BRIEN

COOPERS AND LYBRAND

Mr. David DOUTHWAITE, Partner

APPENDIX B

ZNFPC 5-YEAR (1987 - 1992) TRAINING PLAN

ZIMBABWE NATIONAL FAMILY PLANNING COUNCIL

5 - YEAR TRAINING PLAN - JULY 1987 TO JUNE 1992

The attached training plan represents the training for which the training staff has been committed.

An explanation of the heading used in the plan follows:-

Training Activity: Included are activities for which the training unit has been committed to conduct and which have been identified as imperative to expanding and developing the family planning program.

Length of Training: Includes 1 week for planning and 1 week for report writing.

No. of Training Weeks: total number of weeks required in one year to complete that training activity. Calculated by multiplying the number of activities by the length of training.

Staff Weeks Required: total number of staff (person) weeks required in one year to complete a particular training activity (ies). Calculated by multiplying the number of trainers required for one training activity by the number of training weeks.

Staff time has been based on 45 weeks in one year having excluded annual leave, occasional leave and public holidays.

Please note that staff time has been based on a 45 week year having excluded annual and occasional leave and public holidays.

ZNFPC training unit has 6 qualified clinical skills tutors and 4 CBD tutors. Of the 6 clinical skills tutors, 2 are currently on full time and one on part-time study leave. One full time and one part time tutor will return in January 1988 and the third in June 1988. Two tutors are scheduled for full time study leave in January 1988.

Therefore calculations are based on the availability of 4 clinical skills tutors multiplied by 45 actual working weeks and where appropriate, 4 CBD trainers multiplied by 45 actual working weeks.

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ZIMBABWE NATIONAL FAMILY PLANNING COUNCIL

5 YEAR TRAINING PLAN JULY 1987 TO JUNE 1992

YEAR 1: JULY 1987 - JUNE 1988

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITES	LENGTH OF TRAINING (WEEKS)	NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
1. Family Planning Clinical Skills	227 SRN, SCN, SCM Maternity Assistants	3 ZNFPC	FRP* - 120 Pathfinder 85 Enterprise 10 Regional 12	15: Harare 7 Bulawayo 8	6	90	270
2. IUD Insertion	30 Service Providers 12 Regional	2 ZNFPC 2 ZNFPC	Pathfinder 30 Regional 12	2: Harare 4: Bulawayo	5 2	15 8	30 16
3. TOT/FP Clinical Skills	54 M. Pre-Service Tutors 6 ZNFPC Tutors	2 ZNFPC	MOH/ZNFPC	4 Harare	6	24	48
4. F.P For Depot Holders	26 Village Health Workers	2 ZNFPC *	Population Council	1/Comonzi	6	6	12
5. Pre-Service, In-Service Service Co-ordination Meeting	58 Representatives from MOH, ZNFPC CDWA, ACH	2 ZNFPC INTRAH	INTRAH	1: Harare	1	1	2
6. Seminar On Results Of Zimbabwe Reproductive Health Survey (ZRHS)	70 -100 Policy	4 ZNFPC	UNFPA USAID	1: Inyanga	1	1	4
7. Seminar On Results Of ZRHS	100 - 140 Service Providers	4 ZNFPC	UNFPA	2: Inyanga	1	1	4
8. Family Planning Supplies Management	35 MOH, ZNFPC City Council	1 ZNFPC	GBC/ESAM	1: Harare	3	3	3
9. FP Refresher	200 Service Providers	2 ZNFPC	MOH/ZNFPC	10/Provinces	1	30	60
10. Training Needs Assessment	10 ZNFPC Tutors 8 ZNFPC PNO	2 INTRAH 1 ZNFPC	INTRAH	1	1	1	20
<p>2) The present Family Planning Training Unit clinical skills trainers have the capacity to conduct 8 clinical skills courses - 4 in Harare and 4 in Bulawayo, & 3 IUD insertion courses per year.</p> <p>Additional training commitments require the trainers to conduct 15 clinical skills and 7 IUD courses per year plus numerous additional training activities not previously conducted. To meet these commitments an additional 2 qualified clinical skills trainers will be required.</p>							

Best Available Document

YEAR 1.

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITES	LENGTH OF TRAINING (WEEKS)	NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
11. F.P Refresher	200 CBD Workers	2 ZNFPC *	MOH/ZNFPC	8 Provinces	3	24	48
12. Update TOT Contraceptive Technology, Pop-dynamics, Communication Skills. Review & Revision Of Manuals: Clinical Skills, IUD; CBD	10 ZNFPC Tutors 3 PNO (CBD Trainers)	2 INTRAH	INTRAH	1/Harare	5	5	25 Clinic-St.
13. FP Refresher	8 CBD Senior Educators	2 ZNFPC*	ZNFPC/MOH	1/Harare	3	3	6
14. FP Refresher	68 CBD Group Leaders	2 ZNFPC*	ZNFPC/MOH	5 Provinces	3	15	30
15. T A For MCH/FP Trainers	4 MCH/FP Trainers in 2 Districts	1 ZNFPC	FHP	2 Districts	6	12	12
16. Follow-up Of CBD Workers	68 Group Leaders	4 ZNFPC*	ZNFPC/MOH	5 Provinces	2	16	64
17. Staff Orientation	122 Ancillary Staff	2 ZNFPC	ZNFPC	8 Provinces	1	8	16
18. Preceptor Training	40 MOH Service Providers 10 ZNFPC Clinic Staff	2 ZNFPC	JHPIEGO	5/Harare - 3 Bulawayo - 2	6	30	60
19. Annual Program Review	10 ZNFPC, MOH	1 ZNFPC - Chief Training Officer	ZNFPC	1/Harare	1	1	1
* CBD Tutors							
** Family Health Project							

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YEAR 11 JULY 1988 - JUNE 1989

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITE	LENGTH OF TRAINING	TOTAL NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
1. TOT For VHW Trainers	55 SCN 55 Health Assistants	2 ZNFPC	FHP	6	10	60	120
2. Evaluation Skills for Trainers	16 ZNFPC Tutors	2 INTRAH	INTRAH	1/Harare	4	4	64
3. F.P Clinical Skills	22/SRN, SCN, SCN Maternity	3 ZNFPC	FHP 120 Pathfinder 64 Enterprise 14 Regional 12	15/Harare 7 Bulawayo 8		90	270
4. TOT/FP Clinical	30 MOH Pre-service Tutors	3 ZNFPC	JHP/EGO	2: Harare 1 Bulawayo 1	6	12	36
5. IUD Insertion	30 FP CI. Skills Trainees 12 Regional	2 ZNFPC 2 ZNFPC	Pathfinder 20 Regional 12	3 Harare + Bulawayo	5 2	15 8	30 16
6. Management Training	2 ZNFPC Tutors	TBD	INTRAH/MSALD		TBD	TBD	TBD
7. Training in Supervision Skills	24 CBD Supervisors; 8 Senior Educators 8 Senior SCN 8 Senior Youth Advisors	2 ZNFPC	ZNFPC	1 Harare	5	5	10
8. Management of MCH/FP Clinic Services	56 Clinic Supervisors 8 ZNFPC - PNOs 2 ZNFPC trainers	1 INTRAH 2 ZNFPC 1 MOH -	INTRAH	3/Harare	5	15	30 ZNFPC
9. Development of MCH/FP Management Manual	2 ZNFPC; 1 MOH - MCH/FP PNOs, DNOs	2 INTRAH	INTRAH	1/Harare	6	6	30 ZNFPC
10 Technical Asst. For MCH/FP trainers	8 Trainers in 4 Districts	1 ZNFPC	FHP	4/Districts	6	24	24
11 Refresher: FP Clinical Skills	200 Service providers	2 ZNFPC	FHP	10/Provinces	3	30	60
13 F.P Refresher	200 CBD Workers	2 ZNFPC *	MOH/ZNFPC	8/Provinces	3	24	48
14 F.P Refresher	68 CBD Group Leaders	2 ZNFPC	MOH/ZNFPC	8/Provinces	3	15	30
15 Review of Community Based Teacher Manual	ZNFPC Tutors	2 ZNFPC	MOH Council	1 Harare	1	2	4

YEAR 11 CONT'D

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITE	LENGTH OF TRAINING WEEKS	TOTAL NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
16 Technical Assistance and follow-up of Regional Trainees	20% Service Providers in Botswana trained at ZNFPC	2 ZNFPC	INTRAH	1/Botswana	2	2	4
17 FP for Private Sector CBD Workers	20 CBD Workers	3 ZNFPC	Enterprise	1/Harare	8	8	24
18 Family Planning for Depot Holders	25 Village Health Workers	2 ZNFPC *	FHP	1/Province	6	6	12
19 Pre-Service, In-Service, Service Coordination Meeting	Provincial	2 ZNFPC	FHP	1/Harare	1	1	2
20 Annual Program	10 ZNFPC	ZNFPC	ZNFPC/MOH	1/Harare	1	1	10

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITE	LENGTH OF TRAINING	TOTAL NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
1. F.P Clinical Skills	220 SRN, SCN, SCM Maternity Assistants	3 ZNFPC	FHP 180 Regional 20 Enterprise 20	15/Harare 8 Bulawayo 7	6	90	270
2. Follow up of Pre-Service Graduates	20% each group of P.S. Graduates in MCH/FP Service delivery	1 ZNFPC 1 MOH	FHP	3/Provinces	3	3	3
3. IUD Insertion	30 FP Service Providers 20 Regional	2 ZNFPC 2 ZNFPC	1 Pathfinder 1 Regional 20	3 Harare 4 Bulawayo	5 2	15 8	30 16
4. FP Clinical Skills Refresher	200 FP Service Providers	2 ZNFPC	FHP/ZNFPC	10 Provinces	3	30	60
5. FP Refresher	200 CBD Workers	2 ZNFPC *	FHP/ZNFPC	8 Provinces	3	24	48
6. F.P Refresher	68 CBD Group Leaders	2 ZNFPC *	FHP/ZNFPC	5 Provinces	3	15	30
7. Management For CBD Managers	Regional CBD Middle Managers	2 ZNFPC 1 Pathfinder	Pathfinder	1/Harare	4	4	8
8. Follow up of JHPIEGO Sponsored Trained Tutors	60 MOH Nurse Tutors	1 ZNFPC 1 MOH		3/Provinces	3	3	3
9. FP For Depot Holders	75 Village Health Workers from 3 Provinces	2 ZNFPC *	FHP	3/Provinces	6	18	36
10 Evaluation Skills Training	2 ZNFPC Tutors	TBD	TBD	Out of Country			
11 Staff Development	ZNFPC Tutors	TBD	-	-	-	-	-
12 Follow-up of FP Clinical Course	44 Service Providers Providers trained in Year 1	4 ZNFPC	FHP	6 Provinces	1	4	16
13 TOT and FP Clinical Skills	16 MOH MCH/FP Trainers	3 ZNFPC	FHP	1/Harare	9	9	27
14 FP for CBD Private Sector	20 CBD Workers	2 ZNFPC *	Enterprise	1/Harare	8	1	24
15 Pre-Service In-Service Service Coordinators Meeting	Provincial Representatives	3 ZNFPC	FHP	1/Harare	1	1	3
16 Annual Program Review	10 ZNFPC MOH	2 ZNFPC	ZNFPC/MOH	ZNFPC/MOH	1	1	10

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YEAR IV: JULY 1990 - JUNE 1991

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITE	LENGTH OF TRAINING	NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
1. FP Clinical Skills	220 SRN, SCN, SCM Maternity Assistants	3 ZNFPC	FHP 180 Regional 20 Enterprise 20	15/Harare 7 Bulawayo 8	6 weeks	90	270
2. IUD Insertion	40 Service Providers 20 Regional	2 ZNFPC 2 ZNFPC	Regional	4/Harare & Byo 4/Harare & Byo	5 weeks 2 weeks	20 8	40 16
3. Follow-up of Pre-Service Graduates	20% of each group deployed in FP Service	1 ZNFPC 1 MOH		2/Provinces	5 weeks	10	10 ZNFPC 10 MOH
4. Family Planning Refresher Clinical Skills	200 Service Providers	2 ZNFPC	ZNFPC/MOH	10/Provinces	3 weeks	30	60
5. Family Planning Refresher For CBD Workers	200 CBD Workers *	2 ZNFPC *	ZNFPC/MOH	8/Provinces	3	24	48
6. Family Planning Refresher For Group Leaders	68 Group Leaders *	2 ZNFPC *	ZNFPC/MOH	5/Provinces	3	15	30
7. Follow-up of JHPIEGO sponsored MOH Tutors	30 MCH/FP Pre-Service Tutors	2 ZNFPC 2 MOH	TBD	1 Province	5	5	10 ZNFPC 10 MOH
8. Family Planning For Depot Holders	75 Village Health Workers	2 ZNFPC *	FHP	2/Province	9	18	54
9. Staff Development	2 ZNFPC Tutors	TBD	TBD	Out of Country	-	-	-
10. Staff In-Service	10 + ZNFPC Tutors	TBD	TBD	In-Country	-	-	-
11. Follow-up of FP Clinical Skills	96 Service Providers Trained in Year II	1 ZNFPC	FHP	16/Provinces	1	16	16
12. TOT/FP Clinical Skills	MOH MCH/FP Trainers	3 ZNFPC	FHP	TBD	9	-	TBD
13. Preceptor Training	20 Clinical Preceptors	2 ZNFPC	TBD	2/TBD	5	10	20
14. Pre-Service, In-Service, Service Coordination Meeting	Provincial Representatives	3 ZNFPC	FHP	1/Harare	1	1	1
15. Annual Program Review	10 ZNFPC	2 ZNFPC	ZNFPC/MOH	1/Harare	1	1	10

YEAR V: JULY 1991 - JUNE 1992

TRAINING ACTIVITY	PARTICIPANTS	TRAINERS	SPONSOR	NO. OF ACTIVITIES/SITE	LENGTH OF TRAINING (WEEKS)	NO. OF TRAINING WEEKS	STAFF WEEKS REQUIRED
1. Family Planning Clinical Skills	250 SRN, SCN, SCM Midwife Assistants	3 ZNFPC	FHP 180 Regional 20 Enterprise 20	15/Harare 7 /Bulawayo 8	6	90	270
2. IUD INSERTION	40 Service Providers 20 Regional	2 ZNFPC 2 ZNFPC	Regional	4/Harare and Byo 4/Harare and Byo	5 2	20 8	40 16
3. Follow-up of Service Graduates	20% of each group deployed in FP Service	1 ZNFPC 1 MOH		2/Provinces			- ZNFPC - MOH
4. FP Clinical Skills Refresher	200 Service Providers	2 ZNFPC	ZNFPC/MOH	10/Provinces	3	20	60
5. FP for CBD Workers - Refresher	200 CBD workers	2 ZNFPC *	ZNFPC/MOH	8/Provinces	3	24	48
6. FP for CBD Group Leaders	68 Group Leaders	2 ZNFPC *	ZNFPC/MOH	5/Provinces	3	15	30
7. Management Training	20 Clinic Managers	ZNFPC/MOH	TSD	TSD			
8. Follow-up of MCH-FP Trainers	4 MOH MCH/FP Trainers in 2 districts	1 ZNFPC	FHP	2/Districts	1	2	2
9. Family Planning for Depot Holders	25 Village Health Workers Workers	2 ZNFPC *	FHP	1/Province	6	6	12
10. In-Service Education/ Training	ZNFPC tutors	-	-	In-Country	-	-	-
11. Staff Development	1 - 2 ZNFPC tutors	-	-	Out of Country	-	-	-
12. Follow-up of Clinic Course Trainers	96 Service Providers trained in year III	12 ZNFPC	FHP	16/Provinces	1	16	16
13. TOT/FP Clinical Skills	16 MOH MCH/FP trainers	1 ZNFPC 2 MOH	FHP	1/Harare	9	9	9 ZNFPC 18 MOH
14. FP for CBD Workers, Private Sector	20 CBD Workers	3 ZNFPC	Enterprise	1/Harare	8	8	24
15. Pre-Service - In-Service, Service Coordination Meeting	Provincial Representatives	3 ZNFPC	FHP	1/Harare	1	1	3
16. Annual Program Review	10 ZNFPC/MOH	2 ZNFPC	ZNFPC/MOH	1/Harare	1	1	10

APPENDIX C

ZNFPC FAMILY PLANNING TRAINING PROPOSAL

COUNTRY: ZIMBABWE

TITLE: FAMILY PLANNING TRAINING PROJECT

SUBMITTING ORGANIZATION: Zimbabwe National Family Planning Council

RESPONSIBLE OFFICIAL: Dr. Esther Boohene, ZNFPC Program Coordinator

PROJECT COORDINATOR: Mrs. Lucy Botsh, Chief of Training

COST TO INTRAH: \$102,306

DURATION: 2 Years

NUMBER OF PARTICIPANTS: 143

NUMBER OF ACTIVITIES: 11

DATE SUBMITTED TO INTRAH: May 1987

REVISED: JUNE 9, 1987

I. SUMMARY

In 1983 the Ministry of Health assigned a major role to the ZNFPC in organization and provision of family planning services through the training of health personnel in family planning service delivery skills and in the promotion of child-spacing education efforts. In 1984, INTRAH provided ZNFPC with technical and financial support in the development of tutor's training skills. Since then, the Training Unit has been responsible for the training of MOH clinic service providers, CBD workers and pre-service tutors. During the past two years, ZNFPC, with its small staff of ten tutors, has also assisted the MOH to integrate family planning into the basic and post-basic nurses training programs.

In 1986, The MOH Family Health Project (funded by a World Bank loan) indicated to the ZNFPC its requirements for approximately 150 FP service providers per year, in addition to the training of FP and management personnel to staff 8 FP/MCH training clinics. These personnel will be required between the years 1987 and 1992. The ZNFPC is also frequently requested to provide FP/MCH training to participants sponsored by other international agencies working in Zimbabwe (Pathfinder, JHPIEGO and Enterprise Program).

Given this rapidly increasing scope of responsibilities, ZNFPC has requested INTRAH technical and financial assistance in the strengthening and expansion of ZNFPC tutor-trainer skills and knowledge. This proposal is designed to strengthen management, training and evaluation capabilities; up-date ZNFPC staff in contraceptive technology and enhance skills in development of manuals, protocols and in-service/pre-service linkages. A total of 164 persons will be

trained in eight activities between September, 1987 and June, 1989.

II. BACKGROUND

Zimbabwe with a land area of 390,759 sq. kilometers (242,806 sq. miles) has a population growth rate of 3.2% and a fertility rate of 6.6 (Source: Zimbabwe Reproductive Health Survey, 1984). Although the government does not have a definite population policy, a primary health care for all by the year 2000 policy has been adopted. Under the primary health care program Zimbabwe National Family Planning Council has a mandate to harmonize its operational policies and practices with those of the Ministry of Health. It (ZNFPC) is also expected to collaborate and coordinate its activities with other Government Ministries in promoting child-spacing and family life education in the country. The Ministry of Health is gradually integrating the delivery of family planning services into the health care system, especially at primary health care level. Subsequently ZNFPC has to expand training to meet the demand for family planning service providers.

In 1984, INTRAH provided ZNFPC technical and financial support in developing tutors' training skills. Since then the Training Unit has been responsible for the training of clinic service providers, CBD and pre-service providers. In the period 1987/92, the ZNFPC Training Unit will, in addition to its present role, provide technical assistance to MCH/FP trainers and take leadership in standardization of service delivery through development of new manuals and periodic performance assessment of service providers, and provide additional training. This proposal, therefore,

aims to increase the training capability of ZNFPC to cope with the new and diversified responsibilities.

III. PROGRAM GOAL

To extend coverage of family planning information and services by strengthening the management, technical and training capabilities of the ZNFPC.

IV. PROGRAM OBJECTIVES

- To strengthen the capability of ZNFPC trainers to maintain high quality standards and to expand the scope of training.
- To establish a national coordination committee to monitor FP training and service needs and guide training institutions (pre-service and in-service) accordingly.
- To standardize service delivery and management through revision, development of manuals for use in CBD, clinical, IUD insertion and clinic services management manuals.
- To develop management capability of the clinic managers.

V. OPERATIONAL OBJECTIVES

- To train 18 ZNFPC tutors and provincial nursing officers in training needs assessment skills.
- To update contraceptive technology and training of trainers skills for 14 ZNFPC training and supervisory staff.
- To review and update CBD and clinical procedure manuals developed in 1984.
- To develop a core management training team.
- To develop MCH/FP clinic management and IUD insertion manuals for national use.
- To train 65 MCH/FP clinic managers in clinic management skills.
- To develop the capability of 16 ZNFPC tutors for evaluation of training activities and trainers.
- To facilitate formation of a national task group for pre-service training, in-service training and service coordination.

VI. PROJECT ACTIVITIES

A. TITLE: Training Needs Assessment Skills Development

PURPOSE: To enable trainers to design and implement training programs based on organizational, operational and individual training needs.

OBJECTIVES:

1. To enable participants to develop a strategy for conducting training needs assessment.
2. To develop skills in collecting, analyzing and interpreting data.
3. To enable participants to translate the training needs identified into a plan of action.

CONTENT:

Content will include but not be limited to:

1. Planning, initiating and conducting a training needs assessment.
2. Field practice.
3. Development and initiation of action plan.

EXPECTED OUTCOMES:

1. 18 ZNFPC personnel will have beginning skills in training needs assessment process and content.
2. Tools to be utilized for selection of clinical preceptors and for assessment of clinics in preparation for family planning clinical skills training.

PARTICIPANTS:

- 10 ZNFPC tutors from Harare and Bulawayo Units.
- 8 ZNFPC provincial nursing officers.

TRAINERS:

- 2 INTRAH
- 1 ZNFPC who attended INTRAH/Nairobi Training Needs Assessment workshop

VENUE:

Holiday Inn - Harare

REFERENCE MATERIALS:

1. "Training Needs Assessment" (book) by Stanley
2. "Planning for Manpower Development" (book)
3. Others to be determined.

B. TITLE: Contraceptive/TOT Update
Review and Development of Manuals

- PURPOSES:**
1. To provide contraceptive technology and training methodology update.
 2. To revise the CBD and Clinical Procedure Manuals and develop an IUD Insertion Procedure Manual.

OBJECTIVES:

1. To update knowledge of contraceptive technology and training skills of ZNFPC personnel.
2. To strengthen the capability of training in interpersonal and group communication skills and counseling for surgical contraception.
3. To revise CBD and clinical procedure manuals and develop an IUD manual.

CONTENT:

Will include but not be limited to:

1. Contraceptive technology in areas to be identified.
2. Adult training methodology update and application.
3. Population Dynamics (Dr. Mandishona, Director, CSO).
4. Interpersonal and group communication and motivation skills.
5. Counseling skills with special emphasis on surgical contraception.
6. Sexually transmitted diseases with special emphasis on AIDS prevention.
7. Process and content of procedure manual development and revision.
8. Revision of CBD and Clinical Procedures Manuals.
9. Development of IUD Insertion Manual.

Prior to commencement of this activity the ZNFPC Training Unit will collect information that needs to be incorporated into the manuals. A needs assessment questionnaire will be administered to selected participants at least two months before commencement of training to determine areas to be addressed in contraceptive update.

EXPECTED OUTCOMES:

The 14 ZNFPC personnel will have increased knowledge in:

1. Contraceptive technology.
2. Adult training methodology.
3. Population Dynamics.
4. Communication and counseling skills.
5. Sexually Transmitted Diseases.

The participants will also be better prepared to educate health workers on prevention of the spread of AIDS.

The CBD and Clinical Procedure Manuals will be updated and the IUD Insertion Procedure Manual will be developed.

PARTICIPANTS:

- 1 Chief Nursing Officer - ZNFPC
- 3 ZNFPC Provincial Nursing Officers from Matabeleland North, Masvingo and Midlands.
- 10 ZNFPC Tutors

TRAINERS:

- 3 INTRAH
- 2 ZNFPC Chief Medical Officers
- IEC Representative as required

VENUE:

ZNFPC - Spilhaus Centre, Harare

REFERENCE MATERIALS:

1. Family Planning Methods and Practices: Africa CDC publication
2. Population Reports - July 1983/STDs and Infertility, July 1986/AIDS
3. Periodicals Relative to use of IUD
4. Voluntary Surgical Contraception
5. Communication and Counseling Skills
6. Periodicals and articles on AIDS and other Sexually Transmitted Diseases
7. Sterilization of equipment and AIDS
8. Manual Developing Nursing Standards
9. Developing Family Planning Nurse Practitioner Protocols

10. INTRAH TIPS:
 - a) "Training Module on STDs"
 - b) "Training Module on AIDS"
 - c) "AIDS - Of Importance to FP Workers"
 - d) "Guidelines for Trainers and Supervisors of CBD Workers"
11. INTRAH Clinical Protocols

C. TITLE: Evaluation Skills for Trainers

PURPOSE: To strengthen capability of trainers to evaluate training activity and trainees during training and on-the-job performance.

OBJECTIVES:

1. To examine the various evaluation methods currently used by ZNFPC and INTRAH.
2. To standardize evaluation tools and procedures for family planning training and trainees.
3. To develop and standardize tools for evaluating family planning service providers on-the-job.

CONTENT:

Content will include but not be limited to:

1. Methods, process and techniques of evaluation and of developing tools.
2. Review of ZNFPC evaluation tools.

EXPECTED OUTCOMES:

1. The 16 ZNFPC tutors will have strengthened skills in evaluating training activities and trainees.
2. Tools for assessing family planning service providers will be standardized.

PARTICIPANTS:

16 ZNFPC Tutors from Harare and Bulawayo

TRAINERS:

2 INTRAH

VENUE:

Kadoma Ranch Motel

REFERENCE MATERIALS:

1. ZNFPC Evaluation Materials, CBD and Clinical Procedure Manuals
2. INTRAH Evaluation Materials
3. Assessing Health Workers Performance Manual
4. Evaluation of Health Programs

5. Introduction to Methods of Evaluation Research
6. Guideline for Evaluating a Training Program for Health Personnel
7. Village Health Guide Book

D. **TITLE:** Pre-Service, In-Service Coordination Workshop

PURPOSE: To enable nursing leadership from education, training and service to establish mechanism for strengthening relationships between pre-service basic and post-basic) and in-service training systems on one hand and between these two and service delivery on the other in order to reduce duplication of effort while maximizing utilization of limited resources.

OBJECTIVES:

1. To orient participants to the concept of developing a close coordination between pre-service, in-service training and service.
2. To enable participants to examine MCH/FP service and training issues affecting the quality of training and services delivery.
3. To facilitate the formation of provincial operational plan.

CONTENT:

Content will include but not be limited to:

1. Interdependent roles of the nurses and pre-service and in-service training and family planning service delivery systems.
2. Factors that positively influence/facilitate implementation of FP modules in pre-service nursing/midwifery programs including supervised practice and appropriate utilization of newly-acquired skills.
3. Ways and means of regular review of service demands, technology advances and FP service delivery modes; how these benefit clients, community and education/training programs.
4. Development of a mechanism for coordination.

EXPECTED OUTCOMES:

A strategy for coordination of pre-service/in-service training programs and service delivery system that ensures that service needs are addressed by training; reduces duplication of effort and maximizes utilization of limited human resources will be drawn out.

PARTICIPANTS:

38: ZNFPC
Zimbabwe Church-Related Health Services
Community Development and Women's Affairs
Pre-Service Tutors
City Health Authorities
Ministry of Health

TRAINERS:

2 INTRAH
2 ZNFPC
1 Ministry of Health

VENUE:

Holiday Inn, Harare

REFERENCE MATERIALS:

To be determined.

E. **TITLE:** Skills in Management of MCH/FP Clinic Services (3 workshops)

PURPOSE: To develop capability of 21 ZNFPC, MOH and City Council personnel in management of MCH/FP services.

OBJECTIVES:

1. To examine management concepts and styles appropriate to the management of MCH/FP services.
2. To enable participants to apply management functions and practices in MCH/FP service delivery through case studies and situation analysis.

CONTENT:

The curriculum will be developed by the trainers after a training needs assessment.

EXPECTED OUTCOMES:

1. At the conclusion of the workshop, 8 ZNFPC PNOs, 2 ZNFPC trainers, 11 MOH/City Health and hospital personnel will have increased capability to manage MCH/FP services.
2. At the conclusion of the first management workshop, a list of the MCH/FP clinic management tasks will be generated for inclusion in the MCH/FP Clinic Management Manual.
3. A management core training team will have been developed.

PARTICIPANTS:

65: ZNFPC Trainers and PNOs
Senior Sisters
MOH and City Health Personnel

TRAINERS:

3 INTRAH
20 ZNFPC

VENUE:

Kadoma Ranch Motel

REFERENCE MATERIALS:

To be determined.

F. **TITLE:** Development of MCH/FP Clinic Management Manual

- PURPOSE:**
1. To have a document to improve and standardize MCH/FP clinic management.
 2. To strengthen the capability of 10 ZNFPC trainers, Provincial Nursing Officers and MOH Clinic Managers in the process and methodology of manuals development.

OBJECTIVES:

1. The participants will examine the MCH/FP clinic managers' tasks and determine the crucial ones to be described in the manual.
2. To draft a manual describing steps to be performed for each task.
3. To write a manual user's guide for pre-testing.
4. To draw a plan for field testing, review and revision of the manual.

CONTENT:

1. Review and discussion of Zimbabwe MCH/FP clinic managers/supervisors' responsibilities.
2. Methods and process for development of manual.
3. Writing of manual and planning for field testing.

EXPECTED OUTCOMES:

1. A draft manual on Management of MCH/FP Clinic Services will have been developed.
2. A workplan and user's guide for field testing will have been prepared.

PARTICIPANTS:

10 Senior family planning service and training personnel comprised of ZNFPC and MOH.

Participants will have attended clinic management workshop and practiced either in management of clinics or training in management.

TRAINERS:

2 INTRAH with management and manuals development skills

2 ZNFPC management trainers

VENUE:

Harare

REFERENCE MATERIALS:

To be determined.

G. **TITLE:** Orientation Workshops for Field Testers

PURPOSE: To facilitate uniformity in field testing.

OBJECTIVES:

1. To familiarize participants with draft manual and the field testing requirements.
2. To discuss methods and schedule of providing feedback to ZNFPC trainers.

CONTENT:

The content of the one-day workshops will be determined by the 2 INTRAH and 2 ZNFPC management trainers during Activity # 7 (Development of MCH/FP Clinic Management Manual workshop). The content will include but not be limited to:

- Overview of content and purpose of manual;
- Guidelines on how to use the manual;
- How and when to provide feedback to trainers.

EXPECTED OUTCOMES:

1. At the end of the workshop, 32 MCH/FP Clinic supervisors/managers will be able to pre-test the draft manual effectively and objectively;
2. Each pre-tester will have pre-testing guidelines.

TRAINERS:

4 ZNFPC (2 per workshop). Two of these will be ZNFPC Management trainers, one at each workshop.

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PARTICIPANTS:

32 Supervisors of FP/MCH and FP clinics of the ZNFPC, MOH and City Health.

REFERENCE MATERIALS:

1. Draft Manual
2. Pre-testers guidelines
3. Both of the above will be developed during Activity # 7.

H. **TITLE:** Field Testing and Finalization of MCH/FP Clinic Manual

PURPOSE: To validate the appropriateness and applicability of the manual.

OBJECTIVES:

1. To field test the manual and suggest areas for improvement.
2. To revise draft manual based on users' comments and suggestions and prepare the manual for printing and reproduction.

METHOD:

1. Two one-day orientation workshops will be conducted in Harare and Bulawayo for 32 clinic managers. Each participant will be supplied with a copy of the manual and the user's guide.
Four ZNFPC trainers responsible for conducting these workshops will also be responsible for collecting comments and suggestions from the users in preparation for revision of the manual. The clinic managers will field test the manuals for two months.
2. Two ZNFPC trainers (one from Harare and one from Bulawayo) will compile and organize information received from users. Together with INTRAH consultants the team will prepare the manual for revision.
3. Five ZNFPC training and service personnel, with INTRAH technical assistance, will revise the manual content using information obtained from users. In consultation with the ZNFPC manager the team will finalize and prepare the manual for printing and reproduction.

I. **TITLE:** Project Review

PURPOSE: To assess the training project achievements.

OBJECTIVES:

1. To review project accomplishments.
2. To identify training project implementation constraints and unmet needs.
3. To make recommendations for future action.

CONTENT:

1. Comparison of project plan with accomplishments.
2. Administering questionnaires to trainees to determine the appropriateness and applicability of skills and manuals developed.

EXPECTED OUTCOMES:

A summary of achievements, unmet objectives, new needs and recommendations.

FACILITATORS:

ZNFPC Training Unit

PARTICIPANTS:

5 ZNFPC and MOH personnel

VENUE:

Harare

REFERENCE MATERIALS:

1. Project Proposal
2. Documents developed during the project.

VII. **TRAINING METHODOLOGIES**

Training methodologies will include but not be limited to the following:

- Group participation
- Discussion
- Role Play
- Visual Aids
- Lecturettes
- Demonstration
- Grab Bag
- Case Studies
- Practice

VIII. EVALUATION OF ALL ACTIVITIES WILL INCLUDE ADMINISTRATION OF:

Evaluation of the ZNFPC will take place mid-project and one month following completion of the project.

1. Each training activity will include criteria for evaluation to determine if work-shop objectives have been met. Evaluation tools to be utilized will include (as appropriate) but not be limited to:
 - INTRAH Biodata Forms
 - Pre/Post-Assessments
 - INTRAH Participant Reaction Forms
 - Daily Feedback
 - Role-Play
 - Assessment of manuals, tools and other materials developed during workshops
 - Field Observation (where applicable)
2. Project monitoring will occur at mid-point in the training activities. Modification will be made as necessary.
3. A final project review will be conducted one month following the final training activity.

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APPENDIX D

ZNFPC-UNC/CH SUBCONTRACT

CONTRACT BETWEEN
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
AND THE
ZIMBABWE NATIONAL FAMILY PLANNING COUNCIL

Negotiated pursuant to the terms of Contract No. AID/DPE-3031-C-00-4077 between the Agency for International Development and the University of North Carolina at Chapel Hill

For the University of North
Carolina at Chapel Hill
Chapel Hill N.C.

For the Zimbabwe
National Family Planning
Council
P.O. Box ST 220
Harare, Zimbabwe

Signature

Signature

Typed Name

Typed Name

Title

Title

Date

Date

Project Title: ZNFPC Family Planning Training Project

Contract/Account Number: 35617

Period and Cost: This contract is effective September 1, 1987
and will terminate on June 15, 1989.
The total estimated cost is \$96,306 U.S.

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Article I	Goal and Objectives
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Article I - Goals and Objectives

Goal

To extend coverage of family planning information and services through increasing the management, technical and training capacity of ZNFPC.

Program Objectives

1. To strengthen the capability of ZNFPC trainers to maintain high quality standards and expand the scope of training.
2. To establish a national coordination committee to monitor family planning training and service needs and guide training institutions (pre-service/in-service) accordingly.
3. To standardize service delivery and management through revision, development and use of CBD, clinical, IUD insertion and MCH/FP clinic service management manuals.
4. To develop management capabilities of the Clinic Managers.

Operational Objectives

1. To train 18 ZNFPC tutors and provincial nursing officers in training needs assessment skills.
2. To update contraceptive technology and training of trainers skills.
3. To review and update CBD and clinical procedures manuals developed in 1984.

4. To develop a core management training team.
5. To develop MCH/FP clinic management and IUD insertion manuals for national use.
6. To train 65 MCH/FP clinic managers in clinic management.
7. To develop the capacity of 16 ZNFPC tutors for evaluation of training activities and trainers.
8. To facilitate formation of a national task group for pre-service in service training and service coordination.

Article II Workplan

<u>Activity</u>	<u>Dates/Sites</u>	<u>Participants</u>	<u>Trainers</u>
1. Training needs assessment skills development	Sept. 7-18 1987 Harare, 2 weeks	18: 10 ZNFPC tutors 8 PNOs	1 INTRAH 1 ZNFPC
2. Contraceptive/TOT update and manual review and development	Feb. 1- Mar. 11 1988 Harare, 6 weeks	14: 10 ZNFPC tutors 3 PNOs 1 CNO	2 INTRAH
3. Training in evaluation of training activities and trainees	May 30- June 17 1988 Kadoma, 3 weeks	16: tutors	2 INTRAH
4. PST/IST and service-coordination workshop	Jun. 20- 24 1988 Kadoma, 1 week	38: ZNFPC, CWDA, ZACH, DNO, MCH/FP trainers, PST tutors, and MOH Hdqts	1 INTRAH 2 ZNFPC
5. Management training skills (funded from 35592).	TBD (out of country)	3: 2 ZNFPC tutors 1 MCH/FP trainer	N/A
6. Skills in management of MCH/FP clinic Services-I	Aug. 1- 19 1988 Kadoma, 3 weeks	21: 8 ZNFPC PNOs 2 ZNFPC trainers 11 MOH/City Council	2 INTRAH 2 ZNFPC
7. Development of MCH/FP clinic management manual	Oct. 3- 21 1988 Harare, 4 weeks	10: ZNFPC trainers MCH/PF trainers, and PNOs/DNOs	2 INTRAH 2 ZNFPC

Article II Workplan (Cont.)

<u>Activity</u>	<u>Dates/Sites</u>	<u>Participants</u>	<u>Trainers</u>
8. Orientation workshop for field testers	Last week Nov. 1988 Harare 1 day	16:	2 ZNFPC
9. Orientation workshop for field testers	Last week Nov. 1988 Bulawayo, 1 day	16:	2 ZNFPC
10. Field testing of MCH/FP draft manual	Dec. 1, 1988 Jan. 30, 1989	32:	N/A
11. Review and compiling of testers comments and preparation for finalization of the manual	2nd week Feb. 1989 Harare, 1 week	4: ZNFPC tutors	1 INTRAH
12. Finalization of the manual	Mid Feb. 1989 Harare, 1 week	5: ZNFPC/MOH	1 INTRAH 2 ZNFPC
13. Skills management of MCH/FP Clinic Services - II	Mid Mar. Harare, 3 weeks	22: DON/MOH ZNFPC Senior Sisters	1 INTRAH 2 ZNFPC
14. Skills in management of MCH/FP Clinic Services - III	Mid May 1989 Harare, 3 weeks	22: DON/MOH ZNFPC Senior Sisters	2 ZNFPC
15. Program review	Jun. 1989 Harare, 2 days	ZNFPC staff MOH staff	

Article III - Responsibilities of ZNFPC

1. Designation of a project coordinator who shall have overall responsibility for the successful, timely completion of the work plan.
2. As required, coordination of training activities with other donors; moreover, assure availability of service delivery commodities.
3. Provision of physical facilities for training.
4. Selection and notification of participants.
5. Logistic arrangements related to the transport, accomodation, meals and per diem payments to participants, from funds provided by UNC/CH.
6. Cooperation in the evaluation activities as detailed in Article VIII - Evaluation.
7. Completion and mailing of participants biodata forms, participant reaction forms, and the INTRAH Technical/Financial Reports.
8. Follow-up of participants for the purpose of collecting and submitting second generation trainee data and to evaluate training effectiveness and the assessment of additional training needs.

Article IV - Responsibilities of UNC/CH

1. Provide operating funds as detailed in Article V - Budget and Article VI - Payment Schedule
2. Assuring that participant per diem rates have USAID/Harare approval.
3. Assuring an adequate supply of forms required to document the participant training, evaluation and/or technical assistance activities.
4. Arrange and finance INTRAH technical assistance visits as detailed in the Work Plan.

Article V - Budget

1. This is a cost-reimbursement contract. UNC/CH will reimburse costs which are allowable and limited to those reasonable and necessary to accomplish the Work Plan. Costs for entertainment and social affairs are not allowable.
2. UNC/CH will provide up to \$96,306 (U.S.) in support of this project. Provision of this total shall be subject to the availability of funds to UNC/CH from AID.
3. The following budget sets forth estimated costs for individual line items. Within the total amount, the ZNFPC may adjust line items as reasonably necessary for the performance of work under this contract.

<u>Category</u>	<u>Zimbabwe Dollars</u>	<u>U.S. Dollars</u>
Per Diem	114,695	73,997
Transport	13,450	8,677
Temporary Hire	5,980	3,858
Tuition Fee	<u>15,150</u>	<u>9,774</u>
Total	149,275	96,306

Conversion rate: 1.55 Z \$ = \$1.00 U.S.

Article VI - Payment Schedule

1. The ZNFPC Program Coordinator is authorized to approve expenditures and to sign Technical/Financial Reports submitted to the Director, INTRAH, 208 North Columbia Street, Chapel Hill, North Carolina 27514.
2. UNC/CH will advance funds sufficient for the first activities. UNC/CH will reimburse the ZNFPC in amounts equal to reported expenditures in order to replenish the advanced funds. Replenishment may be made until such time as total reimbursements plus the initial advance payment equals the

total amount of funds set forth in the Budget. Any funds remaining after completion of this project shall be refunded to UNC/CH. See Article VII for the proper format to report costs and request replenishment funds.

Article VII - Reporting Requirements

A report following every activity will be submitted to the Director, INTRAH, in the following format:

SUB-CONTRACTOR REPORT #

Subcontractor _____

Report Beginning _____ and ending _____, 198_.

Date: _____

Person filling out reports: _____

Title of Activity: _____

Part A: Technical

I. Detail of Activity

1.

2.

3.

4.

- II. Cite any difficulties encountered in conducting activities.

- III. Please cite any situations that impede the progress of the project/contract toward meeting its objectives.

- IV. Forecast of activities during the next reporting period.

Part B. ZNFPC Financial Report No. _____

Title of Activity _____

<u>Category</u>	<u>Budget from INTRAH</u>	<u>Inception Through last Report</u>	<u>Total Expenditures</u>	<u>Cumulative Expenditures</u>
			Cost for Current Activity # _____ Dates of Activity _____	
Total	_____	_____	_____	_____
Total Zimbabwe dollars reported this activity			_____	
Total U.S. dollars reported this activity			_____	
Conversion Rate			_____ (insert rate)	

The undersigned hereby certifies that payment of the sum claimed is proper and due.

Signed _____
 Typed Name _____
 Title _____
 Date _____

5

Cash Status Section

Advances from INTRAH

<u>Advance No. or Check no.</u>	<u>U.S. Dollars</u>	<u>Conversion Rate</u>	<u>Value in Local Currency</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Total			

Financial Reports to INTRAH

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Total			
Still to be reported	_____		_____

Article VIII - Evaluation

ZNFPC agrees to:

1. Provide pre-post training assessment for each individual trainee and documentation of the assessments to INTRAH.
2. Assure that biodata forms and participant reaction forms are completed by each person trained in whole or in part by INTRAH funds and transmittal of these data in original or machinable form to INTRAH within 4 weeks of completion of training.
3. Select with assistance of INTRAH a 10% sample of trainees or a minimum of 30 persons over the life of the project for follow-up assessment.

Article IX - Amendment

This contract may be modified by amendment, subject to the mutual agreement of both parties and the prior concurrence of the USAID/Harare and AID/Washington.

SV

Article X - General Provisions

1. Examination of Records
2. Audit
3. Abortion-Related Activities
4. Voluntary Participation
5. Sterilization
6. International Air Travel
7. Termination
8. Disputes
9. Prevailing English Version
10. Notices