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IntraHealth

Trip Report

#0-342

Travelers:

Mr. James Williams, IHP Associate
Director
Ms. Karen Gridley, IHP Consultant

Country Visited: LAGOS STATE, NIGERIA

Date of Trip: August 18 - September 4, 1987

Purpose: To conduct an FP/ORT/CHE Clinic Management and Supervision workshop for 18 MOH/HSMB/LGA senior staff clinic supervisors, tutors, state training team members and section heads, August 24 - September 4, 1987.

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* On file with INTRAH Program Office.

** On file with INTRAH Data Management Services.

LIST OF ABBREVIATIONS

CHE	Community Health Education
EPI	Expanded Program for Immunization
HMB	Health Management Board
LGA	Local Government Area
MOH	Ministry of Health (State)
M/S	Management and Supervision
ORT	Oral Rehydration Therapy
STT	State Training Team
TOT	Training of Trainers

EXECUTIVE SUMMARY

Mr. James Williams, Associate Director, International Health Programs (IHP) and Ms. Karen Gridley, IHP Consultant, conducted a Family Planning (FP)/Oral Rehydration Therapy (ORT)/Community Health Education (CHE) Clinic Management and Supervision (M/S) workshop for 18 senior level staff from the Lagos State Ministry of Health (MOH), Health Management Board (HMB) and Local Government Areas (LGAs) from August 24 - September 4, 1987.

The goal of the workshop was to create a group of clinic supervisors, tutors, state training team members (STT) and section heads capable of managing, supervising and evaluating FP/ORT services within Lagos State's Governmental Health Structure.

A training design was developed by INTRAH/IHP trainers with input from Mrs. Margaret J. Bodede, Lagos State FP/ORT Coordinator, MOH. Training activities were coordinated through the office of Dr. (Mrs.) Patricia Akingbehin, Director of Preventive Health Services, MOH.

Major findings/conclusions/recommendations included:

1. Excellent administrative support from the FP Coordinator's office contributed greatly to the success of the workshop.
2. Participants were well chosen. Representatives from each LGA and major FP service delivery sites in the MOH form the mid-management core of the Lagos State FP program.
3. Future workshops should address integrating FP into a multi-service clinic context.
4. While the two-week workshop accomplished its major objectives, participants had too little time to practice newly-learned skills and concepts. Future management workshops should be scheduled for three weeks.

SCHEDULE OF ACTIVITIES

August 17 Mr. Williams and Ms. Gridley departed from San Jose 11:20 a.m.

August 18 Arrived in Lagos 9:00 p.m.

August 19 Met with Mrs. Margaret Bodede, Lagos State FP/ORT Coordinator, MOH, at the Ikeja Nursing School.

August 20 Met with Ms. Keys MacManus, AID Affairs Officer, AAO/Lagos and advised her of training schedule. A formal briefing was not held.

Picked up training materials at U.S. Embassy.

August 21 Met with Mrs. Bodede. Finalized training preparations and training design.

Met with Mr. B. G. Sadare, Permanent Secretary, Lagos State MOH.

August 21 - 23 Worked on training design and materials with State Training Team (STT) members.

August 24 - September 4 Conducted FP/ORT/CHE Clinic Management/Supervision workshop.

August 25 Met with Dr. Kunle Joseph, Medical Director, Ikeja General Hospital.

September 2 Met with Mrs. Bodede and Dr. C. O. Oluwole, Chief Consultant, Medical Statistics, Lagos State MOH and discussed Training Activity #9.

September 4 Closing ceremonies included the following persons: Dr. C. O. Oluwole, Dr. O. Petirin, Chief Consultant, Pediatrics, Ikeja General Hospital; Dr. O. G. Olomdehin, Medical Officer of Health, Ikeja LGA; Dr. A. O. Fabamwo, Consultant OB/GYN, Ikeja General Hospital; Mrs. H. M. Ajayi, Chief Health Educator, Lagos State; and Mrs. Offiong, Chief Matron, Ikeja General Hospital.

Ms. MacManus, AAO, was unavailable for debriefing.

September 4
(Continued)

Debriefed with Mrs. Bodede. Discussed pre- and post-test results and participants' reactions to the workshop.

Mr. Williams and Ms. Gridley departed from Lagos 11:55 p.m.

September 6

Arrived in San Jose 5:30 p.m. via London.

I. PURPOSE OF TRIP

The purpose of this trip was to conduct a Family Planning (FP)/Oral Rehydration Therapy (ORT)/Community Health Education (CHE) Clinic Management and Supervision (M/S) workshop for 18 senior clinic managers/supervisors, tutors, state training team members (STT) and section heads of the Lagos State Ministry of Health (MOH), Health Management Board (HMB) and Local Government Areas (LGAs).

II. ACCOMPLISHMENTS

- A. A meeting was held with Mrs. Margaret Bodede, Lagos State FP/ORT Coordinator, upon arrival in Lagos to review and finalize the training design. The design was modified to accommodate two additional participants and to meet expectations expressed by Mrs. Bodede.
- B. A protocol meeting was held with Mr. B. G. Sadare, Permanent Secretary, MOH, for introductions and to confirm the training schedule.
- C. A two-week FP/ORT/CHE Clinic M/S workshop was successfully conducted for 18 MOH/HMB/LGA senior staff as scheduled.
- D. During the workshop, participants:
 - developed a set of guidelines for FP Program Management in Lagos State;
 - applied the principles of M/S to problems in their work setting;
 - designed strategies for supervising personnel under their charge;
 - worked cooperatively in the resolution of problems with fellow FP program managers;
 - applied techniques for presenting complex information in a concise, visual format;
 - applied techniques for staff problem-solving; and

- applied management tools to aspects of clinical operation.
- E. A meeting was held with Dr. C. O. Oluwole, Chief Consultant, Medical Statistics, MOH, to determine purpose and objectives for Recording/Monitoring/Evaluation workshop, Activity #9.
- F. Trainers' debriefing meeting was held with Mrs. Bodede following the workshop to evaluate accomplishments, recommendations and follow-up activities.
- G. Due to the unavailability of the AID Affairs Office (AAO) staff no debriefing was held .

III. BACKGROUND

This is the eighth in the series of activities to be conducted under the INTRAH/MOH contract. Because the goal of the Lagos State MOH is to provide FP/ORT services in all government health facilities, it was considered important to increase the M/S skills of those FP program managers who represent various administrative structures in which FP service delivery sites are located.

In order to continue program momentum in Lagos State, INTRAH has agreed to support further training activities to end by March 1988. These workshops will be planned and conducted by the STT in order to train more FP clinical service providers and CHE workers. Participants in this M/S workshop will provide the administrative structure in which the newly-trained providers and workers will deliver FP/ORT services.

IV. DESCRIPTION OF ACTIVITIES

- A. There was no formal briefing with Ms. Keys MacManus, AID Affairs Officer, AAO/Lagos, prior to the commencement of the workshop. However, the AAO was advised unformally that the workshop was being conducted as

scheduled. During those conversations, it was planned that Ms. MacManus would visit the workshop, but unfortunately she was unable to do so.

- B. Reference books for the workshop, shipped from INTRAH, were picked up at the U.S. Embassy before the workshop began.
- C. The INTRAH/IHP trainers and Mrs. Bodede inspected workshop site and materials and supplies were ordered several days before the beginning of the workshop. The trainers and Mrs. Bodede also reviewed the workshop design and schedule and made revisions to accommodate the expectations of the participants.
- D. The workshop began August 24 and ended September 4, 1987. In addition to eight FP managers from the LGAs, participants included tutors from the School of Nursing; Lagos State FP/ORT Program Coordinator; two STT members; and four FP Clinic Managers from state hospitals. Four of the 18 participants were physicians; 14 were nurses (Appendix B).
- E. Training was conducted in the classrooms of the Contemporary Nursing Education Division of the Ikeja School of Nursing on the grounds of the Ikeja General Hospital.
- F. During the first week of the workshop, participants concentrated on writing "Guidelines for Family Planning Program Management in Lagos State." This document was developed by the participants to guide them and other program managers in planning, managing and evaluating FP services. The second week of the workshop was devoted to increasing participants' skills in problem-solving, evaluation and supervision.

- G. The "Guidelines" document was typed, reproduced and distributed to participants, MOH officials and the FP Program Office (Appendix I).
- H. A meeting was scheduled with Dr. C. O. Oluwole and Mrs. Bodede to discuss the purpose of Activity #9, Recording/Monitoring/Evaluation workshop with the outcome being to request INTRAH to cancel Activity #9 and transfer finances budgeted for Activity #9 to support a refresher and upgrading Training of Trainers (TOT) workshop for the STT. Further recommendation was made to develop or adapt FP service delivery protocols as a part of the TOT workshop.
- I. Upon completion of the workshop, a debriefing was held on Friday afternoon, September 4 with Mrs. Bodede. Results of the pre- and post-tests, participants' reactions and suggestions for improving the workshop were discussed.
- J. The AAO was unavailable for debriefing. A telephone message was left for Ms. MacManus regarding selection of participants, content of workshop, logistics and workshop products.

V. FINDINGS/CONCLUSIONS AND RECOMMENDATIONS

A. Administrative/Logistical Arrangements

1. Finding(s)/Conclusion(s)

Pre-training preparations were well-organized. Invitations had been sent, room arrangements made and requests for training materials responded to immediately. During the workshop, administrative support services were also very good, including secretarial, duplicating and transportation services. This facilitated the trainers' work greatly. Mrs. Bodede is a competent program manager.

Recommendation(s)

Mrs. Bodede should be commended for her management of the program, and future FP program support should continue to be channeled through her office.

2. Finding(s)/Conclusion(s)

The training site, a classroom in the Contemporary Nursing Education Division at Ikeja General Hospital, is well suited for this type of workshop. It is clean, airy, well-lighted, maintained and equipped. However, a disadvantage is the ambient noise level. The site is located next to the main generator of the hospital, behind the engineering shop and under the flight path of the domestic airport.

Recommendation(s)

Despite the noise level, the classroom of the Contemporary Nursing Education Division should continue to be used for training workshops.

B. Implementation of Activities3. Finding(s)/Conclusion(s)

Participants arrived at the training site at various times depending on Lagos traffic conditions. Travel time for some participants was as much as two hours one way.

Recommendation(s)

Future training activities should be designed with sufficient flexibility to accommodate the trainees' travel delays.

4. Finding(s)/Conclusion(s)

All participants were middle-level managers and well-selected for the workshop. Sixteen have managerial/supervisory or training responsibilities for the Lagos State FP program.* Furthermore, members of the group represented all eight LGAs and major FP clinical delivery sites for the Lagos State MOH (Appendix B). The Lagos

*Two of the participants manage educational activities, including FP training.

State FP program staff is serious, well-organized and committed to the program. Certain participants, based on the nature of their current roles and responsibilities and their interest and skills in program management, could benefit from additional management training.

Recommendation(s)

The following managers should receive additional management training:

- Mrs. Margaret Bodede, Lagos State FP Manager;
- Dr. (Mrs.) Faosat G. Adadeji, Medical Officer/FP Manager, Lagos Island Local Government; and
- Dr. Taiwo A. George, Medical Officer/FP Manager, Ikorodu Local Government.

5. Finding(s)/Conclusion(s)

FP program managers in Lagos State are also responsible for other health delivery services, i.e., Expanded Program for Immunization (EPI) and ORT. The MOH must often readjust staff time and work schedules in order to accommodate EPI, ORT and FP among program priorities.

Recommendation(s)

Future management training should address the question of how to integrate FP into a multi-service context.

6. Finding(s)/Conclusion(s)

Lagos State's FP program will expand rapidly. Within a year's time, the skills and tools which these managers now possess will need updating to cope with the magnitude of their tasks.

Recommendation(s)

An advanced management workshop in Lagos State should be conducted within the next 12 to 18 months.

7. Finding(s)/Conclusion(s)

Participants' feedback and trainers' observations indicated that two weeks was inadequate time for

participants to practice applying a range of M/S tools.

Recommendation(s)

Future M/S workshops for FP program managers should be scheduled for three weeks.

C. Follow-Up of Activity

o. Finding(s)/Conclusion(s)

Based on discussions with Dr. Oluwole and Mrs. Bodede, there was no identifiable need for Activity #9, Recording/Monitoring/Evaluation workshop. Mrs. Bodede did however, indicate a need for a refresher TOT workshop for the STT.

Recommendation(s)

INTRAH should cancel the Recording/Monitoring/Evaluation workshop, Activity #9 and use funds budgeted for the workshop to support a refresher and upgrading TOT workshop for the STT. This workshop should include development of FP service delivery protocols.

APPENDIX A

Persons Contacted/Met

APPENDIX A

PERSONS CONTACTED/MET

Lagos State Ministry of Health

Dr. (Mrs.) Mosun ADEWUSI, Assistant to Chief Medical Officer
Dr. C. O. OLUWOLE, Chief Consultant, Medical Statistics
Mr. B. G. SADARE, Permanent Secretary

Lagos State Health Management Board

Mrs. Margaret BODEDE, Lagos State Family Planning/Oral
Rehydration Therapy Coordinator, Chief Health Officer

The Pathfinder Fund/Lagos

Mr. Mike EGBOH, Program Officer

AID Affairs Office, U.S. Embassy/Lagos

Ms. Keys MACMANUS, AID Affairs Officer

Mrs. H. O. SHITTA-BEY, Population/Family Planning Program
Specialist

Ikeja General Hospital

Dr. A. O. FABAMWO, Consultant, OB/GYN
Dr. Kunle JOSEPH, Medical Director
Mrs. OFFIONG, Chief Matron
Dr. O. PETIRIN, Chief Consultant, Pediatrics

Others

Mrs. H. M. AJAYI, Chief Health Educator, Lagos State
Dr. O. G. OLOMDEHIN, Medical Officer of Health, Ikeja Local
Government Area

APPENDIX B

Participants

APPENDIX B

PARTICIPANTS

1. Mrs. Christiana O. ABIODUN
Assistant Chief Health Sister/State Trainer
Lagos State Health Education Unit
Ikeja
2. Mrs. Elizabeth O. ADEBAYO
Principal Nursing Officer/Family Planning Manager
Lagos Mainland Local Government
3. Dr. Faosat G. ADADEJI
Medical Officer/Family Planning Manager
Lagos Island Local Government
4. Dr. B. A. ADEGOROYE
Medical Officer of Health/Family Planning Manager
Epe Local Government
5. Mrs. A. Iyabo AWOTESU
Assistant Chief Tutor, Public Health
School of Nursing Complex
6. Mrs. Mary B. AYENI
Nursing Sister/Deputy Family Planning Manager
Somolu Local Government
7. Mrs. Margaret J. BODEDE
Chief Health Sister/State Family Planning Coordinator
Lagos State Health Management Board
8. Miss Florence O. ERINLE
Chief Health Sister
Lagos State Health Management Board
9. Mrs. Adjua FADIPE
Assistant Chief Nurse Tutor
School of Midwifery
Ikoyi
10. Mrs. Agnes FAWOLE
Principal Health Sister/Community Health Officer
Ministry of Health
Alausa
11. Dr. Taiwo A. GEORGE
Medical Officer of Health/Family Planning Manager
Ikorodu Local Government
12. Mrs. D. A. JEGEDE
Nursing Sister/Family Planning Manager
Ikeja Local Government

13. Dr. (Mrs.) O. A. MAKINDE
Medical Officer/Family Planning Manager
Badagry Local Government
14. Mrs. Folashade O. ODUTAYO
Matron, Family Planning Unit
Lagos Island Mainland Hospital
15. Mrs. Comfort M. OGUNYOYE
Senior Nursing Officer/State Trainer
Lagos Mainland Local Government
16. Mrs. C. M. OLUWOLE
Assistant Chief Nurse Tutor
School of Nursing
Ikoyi
17. Mrs. Adeline ONASANYA
Senior Nursing Officer/Family Planning Manager
Mushin Local Government
18. Mrs. Mabel A. OSHODI
Matron/State Trainer
Ikeja General Hospital

APPENDIX C

Pre/Post-Test Scores

APPENDIX D

Summary of INTRAH Participant Reaction Responses

INTRAH PARTICIPANT REACTION FORM

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

1. Workshop objectives were:

- | | | | | |
|----------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| a. Very clear | b. Mostly clear | c. Somewhat clear | d. Not very clear | e. Not clear at all |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 4 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. Workshop objectives seemed to be achieved:

- | | | | | |
|----------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|
| a. Entirely | b. Mostly | c. Somewhat | d. Hardly at all | e. Not at all |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

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

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

- | | | | | |
|-----------------------------|----------------------------|--------------------------|----------------------------|--------------------------|
| a. All the time | b. More than half the time | c. About half the time | d. Less than half the time | e. None of the time |
| <input type="checkbox"/> 11 | <input type="checkbox"/> 7 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. The amount of material covered during the workshop was:

- a. Too much b. Somewhat too much c. Just about right d. Somewhat too little e. Too little

| 2 | | 7 | | 9 | | | | |

6. The amount of time devoted to the workshop was:

- a. Too much b. Somewhat too much c. Just about right d. Somewhat too little e. Too little

| | | | | 4 | | 13 | | |

7. For the work I do or am going to do, this workshop was:

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

| 14 | | 3 | | 1 | | | | |

8. Possible solutions to real work problems were dealt with:

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

| 8 | | 7 | | 2 | | | | |

9. In this workshop I learned:

- 8 a. many important and useful concepts,
7 b. several important and useful concepts,
2 c. some important and useful concepts,
1 d. a few important and useful concepts,
_____ e. almost no important or useful concepts.

10. In this workshop I had an opportunity to practice:

- 6 a. many important and useful skills,
7 b. several important and useful skills,
4 c. some important and useful skills,
1 d. a few important and useful skills,
_____ e. almost no important or useful skills.

11. Workshop facilities and arrangements were:

a. Very good	b. Good	c. Acceptable	d. Barely acceptable	e. Poor
5	10	3		

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

a. Very effective	b. Effective	c. Somewhat effective	d. Not very Effective	e. Not effective at all
17	1			

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

a. Always	b. Often	c. Sometimes	d. Rarely	e. Never
16	2			

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

a. Very effective	b. Effective	c. Somewhat effective	d. Not very effective	e. Not effective at all
15	3			

15. 18 a. I would recommend this workshop without hesitation,

_____ b. I would probably recommend this workshop

_____ c. I might recommend this workshop to some people

_____ d. I might not recommend this workshop

_____ e. I would not recommend this workshop.

16. Please check any of the following that you feel could have improved the workshop.

- 17 a. Additional time for the workshop
- b. More limited time for the workshop
- 4 c. Use of more realistic examples and applications
- 8 d. More time to practice skills and techniques.
- 8 e. More time to become familiar with theory and concepts
- f. More effective trainers
- 1 g. More effective group interaction.
- 6 h. Different training site or location
- 5 i. More preparation time outside the training sessions
- 4 j. More time spent in actual training activities
- k. Concentration on a more limited and specific topic
- 1 l. Consideration of a broader and more comprehensive topic
- m. Other (specify) Residential w/ CASE STUDY

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

	very useful			hardly useful	
	1	2	3	4	5
a. <u>ADULT LEARNING PRINCIPLES</u>	16	1			
b. <u>PLANNING & Problem Solving TECHNIQUES AND PROCESS</u>	16	2			
c. <u>Monitoring AND EVALUATION</u>	16	2			
d. <u>Supervision</u>	16	1	1		
e. <u>Management Styles</u>	17	1			
f. <u>DEVELOPING FP program MANAGEMENT GUIDELINES</u>	17	1			
g. <u>Supervisory SKILLS & TECHNIQUES</u>	17			1	
h. <u>Reorganizing & Evaluation</u>	1				
i. <u>Motivation models</u>	1				
j. <u>time management model</u>	1				

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

Techniques/ Resources	very useful			hardly useful		does not apply 6
	1	2	3	4	5	
a. lectures	13	3				2
b. group discussions	18					
c. individual exercises	16	1		1		
d. group exercises	17	1				
e. clinical sessions						15
f. field trips						18
g. handouts/readings	15	3				
h. books	19	4			1	
i. audio-visuals	5	1				10

19. From the list below, please indicate the three (3) areas in which you feel additional training in a future course would be most useful to you.

- 1 a. Counselling and/or client education
- 4 b. Provision of Clinical Methods (IUDs, pills, diaphragms, injections)
- 1 c. Provision of Non-clinical Methods (condoms, foaming tablets, foam)
- 3 d. Provision of Natural Family Planning Methods (rhythm, sympto-thermal, mucous)
- 3 e. Supervision of Family Planning Services
- 4 f. Management of Family Planning Service System.
- 7 g. Planning/Evaluation of Family Planning Services
- 11 h. Policy Making/Direction of Family Planning Services
- 4 i. Community Based Distribution of Contraceptives
- 4 j. Community Based Outreach, Education or Information
- 4 k. In-Service Training in Family Planning
- 5 l. Pre-Service Teaching/Tutoring in Family Planning
- m. Other (specify) _____

20. Additional Comments: _____

Feel free to sign your name. (Optional)

APPENDIX F

Pre/Post-Instrument

MANAGEMENT & SUPERVISION WORKSHOP

Lagos State, Nigeria

August 24 - September 4, 1987

PRE/POST TEST

INSTRUCTIONS:

- Read all questions carefully
- Complete all questions
- Write all answers in the spaces provided

Please write your name or other special mark so that your test
can be returned to you.

NAME _____

23

1. Check the 5 principle components of program management:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Planning | <input checked="" type="checkbox"/> Staffing |
| <input type="checkbox"/> Commanding | <input checked="" type="checkbox"/> Directing |
| <input type="checkbox"/> Criticizing | <input type="checkbox"/> Hiring/Firing |
| <input checked="" type="checkbox"/> Organizing | <input checked="" type="checkbox"/> Controlling |

2. Put the following steps of a problem solving model in proper sequence:

- Problem Identification
- Obstacles/Resources Identification
- Plan Development
- Goals and Objectives
- Evaluation
- Implementation
- Needs Assessment

1. Needs Assessment
2. Problem Identification
3. Goals and objectives
4. Obstacles/ resources
5. Plan development
6. Implementation
7. Evaluation

3. What is the difference between a goal and an objective?

Goal: general statement of purpose; ideal situation; solution to problem; what you hope to accomplish; related to purpose and mission.

Objective: measurable statement of what you intend to do to accomplish goal; what will result in measurable terms as a function of planned activities.

4. Identify 3 characteristics of an organization.

Answers that indicate that an organization is a formalized

1. ~~structure with a purpose, e.g.:~~
- structured
2. -----
3. - lines of authority and responsibility

-purpose or direction or mission

5. What is the relationship between CHE activities and FP service delivery?

Answers that include the following concepts: CHE generates
clients and educated population to use services; FP supports
and reinforces CHE by delivering acceptable services.

6. a) Who should be responsible for setting protocols or standards in a FP service delivery program?

Clinicians/ policy makers

b) Who should be responsible for ensuring protocols or standards are adhered to?

Managers/ supervisors

7. What is the difference between authority and responsibility?

Authority: legitimate mandate to implement activities, make
decisions, bring about change;

Responsibility: accountability for actions or results.

8. Explain why an important part of a manager's job is to find the right problems to work on.

Answers which identify one of the following reasons:
1) if the problem is not the real or true problem, resources are misused or misallocated and outputs will result other than those desired; 2) if the problem is either at too high or too low a level, confusion results and it interferes with others' responsibilities; negative behaviors can be enforced.

9. Describe the link between planning and controlling.
An answer which incorporates the following concepts:

Planning: articulating what is intended, what one hopes to accomplish;
Controlling: making sure what actually happens falls within the plan;
Controlling actions is putting the plan into effect.

10. Which of the following should not be a purpose of a supervisor's visit to a fieldworker:

- support and encourage fieldworker
 do jobs fieldworker has not completed
 evaluate fieldworker's performance

will be accepted check on fieldworker's performance by talking to community leaders

- help solve problems (logistical, interpersonal, work related)
 check records to be sure they are kept correctly
 be sure fieldworker understands supervisor's problems
 evaluate usefulness of prior training activities

14

15. a) Name at least 3 factors that motivate workers.
Answer identifies three factors from the following list:

-adequate compensation

-recognition for job well done

-pleasant working conditions

-regular supervision

-good inter-staff relations/communications

-responsability
-advancement/ self-improvement possibilities

- b) Name at least 3 factors that discourage workers.
Answer identifies three factors from the following list:

-inadequate compensation

-poor working conditions

-no support or communication from supervisor

-inefficient administration

-poor role models in higher positions
-being treated as children

16. Explain the importance of delegation in organizations.
Any answer that indicated the importance of delegation to the
accomplishment of the organization's OBJECTIVES; e.g.,

Work is more than one or a few persons can do; delegation

of tasks in a rational, efficient manner--identifying responsi-

bility and authority--enables an organization to best accomplish

its objectives.

17. Distinguish between one-way and two-way communication.

Answer which includes these concepts;

One-way: when boss "tells" worker, with no return feedback;

Two-way: both parties meet to talk and both contribute to

the conversation; both learn from each other.

fb

18. List at least 3 points during the program planning, implementation and evaluation process where evaluation activities can provide managers with valuable information.

Answer which identifies any legitimate point of intervention, e.g.,

*Needs assessment, prior to program

*Monitoring, while program is going on

*End of activities: how did set of activities change situation, or

KAS?

19. Name at least 3 uses of properly kept FP program records.

Answers such as:-----

-to assess progress towards objectives-----

-to evaluate worker performance-----

-to evaluate clinic efficiency-----

-to assist in making decisions and necessary changes-----

-to order commodities

-to justify money

-to correct response to clients

-other

APPENDIX I

**Guidelines for Family Planning Program Management in
Lagos State**

G U I D E L I N E S

for

FAMILY PLANNING

PROGRAMME MANAGEMENT

in

LAGOS STATE

SEPTEMBER 4TH, 1987

Contributors to the first draft of the Guidelines includes-

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RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
CLIENTS	<p>1. <u>EDUCATING THE CLIENTS</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Hold health talks in the clinics <ul style="list-style-type: none"> - Ante-Natal clinics - Post-Natal clinics - Child Health clinics - O. P. D. b. Display posters in clinics c. Distribute Hand outs in clinics <p>2. <u>MONITORING OF FLOW OF INFORMATION</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Document number of CHE slips brought to clinic by clients b. Surprise visits to sites of the CHE talks and clinic staff activities c. Listen to talks and client - staff interactions d. Post questions to clients e. Listen to clients and their problems <p>3. <u>KEEPING OF CLIENTS' RECORDS</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Interview the clients b. Fill in information on correct forms in registration of clients <ul style="list-style-type: none"> - Form I - Collect necessary informations about clients:- Name, address, occupation, marital status, past medical HX, Frigor, use of contraceptives, medical examination, type of contraceptives accepted - Form II - Daily record of number of clients seen - Form III - Keep monthly, quarterly, half yearly, and yearly statistics c. Check records on a monthly basis to identify defaulters d. Record in notebook those defaulters who have been followed up 	<p>REACHING NO. OF CLIENTS TO ACHIEVE 7% OF TARGET POPULATION AT THE END OF THE TARGET PERIOD OF TIME</p>

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
CLIENTS (CONTD.)	<p>4. <u>MONITORING OF CLIENTS RECORDS</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Keep separate monthly, quarterly, half yearly, and yearly statistics that are sent to the FP Manager b. Verify that staff are using correct forms, monthly and during surprise visits c. Verify that forms are filled in correctly, monthly or during surprise visits d. Balance clinic statistics with the FP Manager's statistics, monthly <p>5. <u>MONITORING THE CLIENTS' SATISFACTION</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Observe client - Provider relationship b. Educate staff in keeping cordial relationship with the clients c. Occasional personal interview of clients by supervisor d. Correct any short-comings, e.g. Treating clients' complaints <p>6. <u>MONITORING THE CLIENTS' CONTINUED PATRONAGE</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Check records on a monthly basis to identify defaulters b. Follow-up defaulters c. Record in notebook those defaulters who have been followed up d. Repeat follow-up as necessary e. Mail client's change of address to appropriate family planning manager of the area where client has moved 	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
COMMODITIES	<ol style="list-style-type: none"> 1. <u>ORDERING</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Review records of use by method b. Chart frequency use c. Verify turn-around-time d. Set ordering schedule e. Obtain (or develop) order forms f. Place order according to schedule 2. <u>RECEIVING</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Identify commodities to be received b. Obtain list of commodities ordered c. Arrange to receive, e.g. <ul style="list-style-type: none"> - Assign vehicles - Obtain fuel voucher - Obtain Imprest - Assign personnel d. Pick up commodities ordered e. Check for damages, missing items and expiring dates f. Record damages and missing items g. Report to appropriate authority h. Arrange in the store i. Open ledger for commodities 3. <u>KEEPING INVENTORY</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Make a check list of all commodities b. Open tally cards for each item c. Enter commodities into ledger d. Update records after each supply e. Make weekly/monthly physical check of all commodities 	SUFFICIENT COMMODITIES ON HAND TO PROVIDE ALL CLIENTS WITH AN APPROPRIATE CONTRACEPTIVE

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
COMMODITIES (CONTD.)	<p>4. <u>DISPENSING TO CLIENTS</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Select client sampleb. Check clients' records to see if appropriate commodities were dispensedc. Interview selected clientsd. Check availability of commoditiese. Ask staff about any problems regarding commodity dispensingf. List problems regarding commodity dispensingg. Conduct staff meeting to discuss strengths/weaknesses of commodities, commodity dispensing and to help solve identified problems <p>5. <u>DISTRIBUTING TO SERVICE POINTS</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Check ending balance for each clinic for all commoditiesb. Check number dispensed for each commodityc. Determine required number of supplies for each commodityd. Review requisition form from clinicse. Issue supplyf. Update records <p>6. <u>S T O R I N G</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Check all available storesb. Visit the stores to review available space and conditionsc. Take decision on which stores to used. Get permission to use storese. Request for any repair adjustment and security devicef. Store commodities in order of expiring dateg. Ensure correct temperature for commoditiesh. Open up tally card for each item	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
COMMODITIES (CONTD.)	<p>7. <u>MAINTAINING RECORDS</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Review record of clients/daily activities/monthly reportsb. Open tally cards for every itemc. Decide schedule for transferring information from records to tally cardsd. Compile records e.g. daily/weekly/monthly/quarterly/annuale. File records monthlyf. Send returns to appropriate authority <p>8. <u>MONITORING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Use check list for monitoring of commoditiesb. Make necessary arrangement for monitoring<ul style="list-style-type: none">- Assign personnel- Assign vehicles- Obtain fuel voucher- Obtain Imprestc. Conduct monitoring activitiesd. Write reports stating status of commoditiese. Write report to units with recommendation for action to take re-monitoring	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
EQUIPMENT	<p>1. <u>IDENTIFYING/LISTING NEEDS</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Request for records/inventory of equipment from all existing clinics b. Cross check with standard list c. List needed equipment d. Obtain list of new clinics e. Combine new needs with old needs <p>2. <u>ORDERING AND PURCHASING</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Use check-list to list needed equipment b. Check for all available equipment from assisting agencies c. Send list of needs to appropriate authority for purchasing d. Place order accordingly <p>3. <u>RECEIVING</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Identify equipment to be received b. Obtain list of equipment ordered c. Make arrangements to receive <ul style="list-style-type: none"> - Obtain vehicles - Obtain personnel 	<p>Standard set of FP, CHE, Office Equipments to enable every clinic to render effective and efficient Family Planning Service</p>

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RESOURCE	MANAGEMENT ACTIVITY	RESULTS
EQUIPMENT (CONTD.)	<ul style="list-style-type: none">- Obtain fuel voucher- Obtain Imprestd. Pick up equipment orderede. Check standard equipment list against ordered listf. Check for damages and missing itemsg. Record damages and missing itemsh. Report to appropriate authorityi. Arrange in storej. Open ledger for equipments4. <u>KEEPING INVENTORY</u> <u>TASKS</u><ul style="list-style-type: none">a. Make a check list using standard setb. Open tally card for every itemc. Make daily/weekly/monthly/quarterly/yearly record checksd. Check condition of equipment (e.g. Breakages, Expiring date etc)e. Record losses, damages and outdated equipmentf. Report losses, damages etc.g. Make final check at the end of programme5. <u>DISTRIBUTING TO CLINICS</u><ul style="list-style-type: none">a. Identify needs of each clinicb. Allocate days for clinic to collect equipmentc. Invite clinics to collect on those datesd. Check requisition list from clinicse. Issue equipmentf. Update Records	

R E S O U R C E	M A N A G E M E N T A C T I V I T Y	R E S U L T S
EQUIPMENT (CONTD.)	<p>6. <u>INSTALLING</u></p> <ul style="list-style-type: none">a. Obtain list of clinics that need equipment installedb. Arrange for installationc. Contact technician (e.g. Electrician, Plumber etc)d. Set schedule for installatione. Deliver equipment to sitef. Test for effectiveness of installed equipmentg. Report any problems with installation equipment <p>7. <u>STORING</u></p> <ul style="list-style-type: none">a. Obtain a list of all existing storesb. Visit the stores to review on available space space and conditionc. Take necessary decision on which stores to used. Get permission to use storese. Request for any repairs, adjustment and security devicef. Get ready necessary record books <p>8. <u>MAINTAINING/REPLACING</u></p> <ul style="list-style-type: none">a. Ensure proper use of item to avoid breakdownb. Service equipment regularly and when duec. Make daily check of equipmentd. List damaged and missing itemse. Make necessary arrangement for repairsf. Effect repair within limited timeg. Order for replacement for missing items <p>9. <u>MONITORING</u></p> <ul style="list-style-type: none">a. Use check list of all equipments for monitoringb. Make necessary arrangement for monitoring visits<ul style="list-style-type: none">- Assign personnel- Assign vehicle- Obtain fuel voucherc. Conduct visit and check all equipment against standard listd. Write report specifying status of all equipmente. Write report with recommendations for action to be taken re-equipment	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
EQUIPMENT (CONTD.)	<p>10. <u>ACCOUNTING FOR THE UNSERVICABLE ITEMS</u></p> <ul style="list-style-type: none">a. Make a list of unservicable items weekly/ monthly/quarterlyb. Store the items in safe placec. Send the list to appropriate authorityd. Collate yearly returns	

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
INFORMATION	<ol style="list-style-type: none"> 1. <u>COLLECTING INFORMATION AND MATERIALS</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Set criteria for selecting organisation b. Write the list of known organisations having FP programs and their addresses c. Check if on phone d. Make appointment e. List what information and material you want f. Go/send/write for the information and material g. Collect information and material h. Record/file information and material i. Send acknowledgement letter 2. <u>PREPARING WRITTEN AND VISUAL AIDS</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Determine what information to convey b. Determine what form to use e.g. Newspaper publication, posters, handbills, handout, banners etc c. List what instruments and material needed d. Request/order/purchase instrument/materials e. Write materials f. Contract out material if necessary (Additional tasks will be required) 3. <u>DISTRIBUTING EDUCATIONAL MATERIALS AND VISUAL AIDS</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Determine the materials to distribute b. List where to distribute materials c. Check existing stock d. Produce more if necessary 	<p>INCREASE IN THE NUMBER OF NEW ACCEPTORS OF FAMILY PLANNING AND CONTINUING PATRONAGE IN THE CLINIC THROUGHOUT THE PLAN PERIOD</p>

RESOURCES	MANAGEMENT	ACTIVITIES	RESULTS
INFORMATION (CONFD.)		<ul style="list-style-type: none">e. Determine how to distribute materialsf. Assign who to distribute materialsg. Provide transportationh. Document deliveryi. Monitor use of materials4. <u>PREPARING INTERVIEW/TALK FOR MASS MEDIA TASKS</u><ul style="list-style-type: none">a. Identify topic for interview/talkb. Determine activity time and audiencec. Collect data for the interview/talkd. Prepare the interview/talke. Assemble Audio-Visual and Teaching Aidsf. Prepare additional audio-visual aids if necessaryg. Check availability of equipments needed e.g. microphones, blackboard etch. Rehearsei. File the papers on talk/interview5. <u>MONITORING MASS MEDIA TASKS</u><ul style="list-style-type: none">a. Find out from the organisation the message given and the airing agreementb. Check accuracy of messagec. Document your findingsd. Rectify if necessary6. <u>RESEARCHING IN CLIENT-RESPONSE TASKS</u><ul style="list-style-type: none">a. Determine purpose of surveyb. Prepare questionnaires to be usedc. Orientate interviewersd. Test pilote. Revise if necessaryf. Interview-Radio, TV, Health worker, Town crier, village head, friend, newspaper, husbandg. Compile datah. Analyse	

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
INFORMATION (CONTD.)	<p>7. <u>RESEARCHING IN COMMUNITY RESPONSE TASKS</u></p> <ul style="list-style-type: none">a. Determine purpose of the surveyb. Determine the size of the samplec. Prepare questionnaired. Train interviewerse. Discuss purpose with community workers/leaders/Headsf. Test pilotg. Revise if necessaryh. Interview samplei. Compile dataj. Analyse <p>8. <u>UTILIZING AUDIO - VISUAL AIDS (FILM) TASKS</u></p> <ul style="list-style-type: none">a. Decide on message to conveyb. Check file for available materialc. Contact relevant organisationd. Collect A/V aids from organisation (for rental or purchase additional task will be necessary)e. Decide on film to usef. Previewg. Pre-test if possibleh. Identify locationi. Book equipment, transport, supplyj. Transportationk. Project A/V	

RESOURCE	MANAGEMENT ACTIVITIES	RESULTS
MONEY	<ol style="list-style-type: none"> 1. <u>IDENTIFYING COST OF NEEDS AND ACTIVITIES</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Review/analyse current year's budget b. Look into areas of needs and activities through staff meetings b. Itemise the needs and activities d. Prioritise the items e. Estimate costs of needs and activities f. Add up and put on forms 2. <u>APPLYING TO APPROPRIATE SOURCE OF FINANCE</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Send needs and costs by form to appropriate quarters by the dead line 3. <u>SEEKING APPROVAL OF NEEDS AND ACTIVITIES</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Collect notes to justify request b. Defend the budget (All facts and figures already at hand) (to defend the budget) c. Get final approval 4. <u>CONTROLLING THE USE OF MONEY</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Check expenditure against the budget on monthly basis b. Check purchases against the balance c. Keep records on money spent 5. <u>BALANCING AND ACCOUNTING OF FUND</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Review records on monthly basis b. Add money spent by budget item c. Compare money spent to money allocated by item 	<p>CASH FLOW IS SUFFICIENT TO FINANCE ALL PLANNED ACTIVITIES IN ORDER TO ACHIEVE PROGRAMME GOAL</p>

RESOURCE	MANAGEMENT ACTIVITIES	RESULTS										
PERSONNEL	<p>1. <u>IDENTIFYING STAFF NEEDS</u> <u>TASKS</u></p> <ol style="list-style-type: none"> a. Compile number of existing staff b. Identify each member of staff by what function SHE/HE performs c. Record on a form, fixing staff names against function d. Record staff educational level e. Record staff in-service training f. Interview staff and record how they perform their duties g. Observe each staff member on the job h. Identify weakness in job execution (skills) i. Identify deficiency in number of staff j. Make a list of staff requirements k. Make recommendations to head of Unit/Department <p>SUGGESTION:- RECORD INFORMATION ON CHART BELOW:</p> <table border="1" data-bbox="766 1240 1394 1796"> <thead> <tr> <th data-bbox="766 1240 905 1411">NAME</th> <th data-bbox="905 1240 1044 1411">FUNCTION</th> <th data-bbox="1044 1240 1202 1411">EDUCATIONAL LEVEL</th> <th data-bbox="1202 1240 1295 1411">ADDITIONAL TRAINING</th> <th data-bbox="1295 1240 1394 1411">COMMENTS REGARDING STAFF NEEDS</th> </tr> </thead> <tbody> <tr> <td data-bbox="766 1411 905 1796"></td> <td data-bbox="905 1411 1044 1796"></td> <td data-bbox="1044 1411 1202 1796"></td> <td data-bbox="1202 1411 1295 1796"></td> <td data-bbox="1295 1411 1394 1796"></td> </tr> </tbody> </table>	NAME	FUNCTION	EDUCATIONAL LEVEL	ADDITIONAL TRAINING	COMMENTS REGARDING STAFF NEEDS						<p>ADEQUATE NO. OF CATEGORIES OF COMPETENT STAFF FOR EFFECTIVE IMPLEMENTATION OF FAMILY PLANNING PROGRAMME PLAN</p>
NAME	FUNCTION	EDUCATIONAL LEVEL	ADDITIONAL TRAINING	COMMENTS REGARDING STAFF NEEDS								

RESOURCE	MANAGEMENT ACTIVITIES	RESULTS
<p>PERSONNEL (CONTD.)</p>	<p>2A <u>TRAINING (ON THE JOB TRAINING)</u> <u>TASKS</u></p> <ol style="list-style-type: none"> a. List training needs b. Identify training resources c. Set training objectives d. Write training design e. Set training schedule f. Collect training materials g. Assign training tasks h. Supervise training activities i. Evaluate result of training j. Use clinical meeting to share experiences k. Get feed back from personnel on the usefulness of training l. Use your own skills as an example of how to perform <p>2B <u>TRAINING (OUTSIDE PROGRAM)</u> <u>TASKS</u></p> <ol style="list-style-type: none"> a. Identify needs b. Compile names c. Get information on available in-service training d. Set schedule e. Apply to workshop for acceptance f. Obtain approval for sending staff to workshop g. Inform staff <p>3. <u>REQUESTING FOR STAFF REPLACEMENT</u> <u>TASKS</u></p> <ol style="list-style-type: none"> a. Make an annual leave roster b. Make a maternal leave roster c. Make a sick leave record d. Establish an assignment rotation calendar e. Make staff assignments f. Evaluate rotation calendar g. Specify gap in staff coverage of work h. Inform head of unit or need for additional staff i. Submit written request for additional staff (with justification) 	

RESOURCE	MANAGEMENT ACTIVITIES	RESULTS
PERSONNEL (CONTD.)	<p>4. <u>ASSIGNING/POSTING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Review current staff assignmentb. Review where, when and what categories of staff requiredc. Discuss the jobs with staffd. Specify needs for assignment changese. Re-assign the staff according to capability and program needf. Inform the head of department of the need to re-assign <p>5. <u>SUPERVISING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Review staff activities in the clinicb. Review staff strength in relation to the activitiesc. Observe staff/client relationshipd. Participate in the clinic work if necessarye. Listen to staff complaints/problems (individually or during staff meetings)f. Solve staff problems if possibleg. Supply staff needsh. Counsel staff as indicatedi. Warn staff as indicatedj. Document warnings if requiredk. Recommend for promotion/further training (if necessary)l. Hold regular meetings with staff <p>6. <u>MONITORING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Draw up duty rosterb. Review staff attendance book dailyc. Review movement book dailyd. Check the daily activity formse. Participate in clinic activitiesf. Keep record of data gathered during monitoring activitiesg. Fill the annual evaluation performance form for each member of staff	

RESOURCE	MANAGEMENT ACTIVITIES	RESULTS
PERSONNEL (CONTD)	<p>7. <u>MOTIVATING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Know your staff and address them informallyb. Maintain a flexible work schedulec. Take their claims to appropriate authority promptlyd. Listen to staff problemse. Help solve problems as quickly as possiblef. Have regularly scheduled general meetings with staffg. Talk to them individuallyh. Recognize excellence in work and dedication to the job <p>8. <u>EVALUATION</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Design assessment formb. Give out assessment forms to staff to complete periodicallyc. Grade staff performanced. Give justification for gradinge. Request for staff comment on gradingf. Recommend for further training if necessaryg. Recommend for promotion where necessaryh. Forward assessment form to appropriate authorityi. Include assessment information in annual evaluationj. Maintain personnel files on all staff	

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RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
SPACE	<ol style="list-style-type: none"> 1. <u>SELECTING SITE</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Set deadline for choosing site b. Seek permission for survey c. Survey of the area d. List possible sites e. Holding series of meetings with all officer involved <ol style="list-style-type: none"> i) Community ii) L. G. A. staff iii) Team members f. Obtain final permission from appropriate group 2. <u>PLANNING USE OF SPACE</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Contact existing health committee members b. Prepare agenda for meeting c. Prepare preliminary plan d. Hold meetings e. Inspect site f. Group takes necessary decision g. Draw plan h. Set criteria for use of space 3. <u>IMPROVING USE OF SPACE</u> <u>TASKS</u> <ol style="list-style-type: none"> a. Inspect site or space b. Identify all inadequacies c. Re-plan the space d. Get approval for change of plan e. Modify master plan 	ENVIRONMENT IS ACCEPTABLE AND ACCESSIBLE TO THE TARGET POPULATION

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REQUIREMENTS	MANAGEMENT ACTIVITIES	RESULTS
SPACE (CONTD.)	<p>4. <u>ALLOCATING SPACE</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Meet with working teamb. Team inspects the spacec. Mark out space for each activity<ul style="list-style-type: none">e.g. - Clients waiting room- Counselling room- Examination room- Storage of commodities- Instruments- Toilets, lounge etc <p>5. <u>MAINTAINING SPACE</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Set daily clinic cleaning schedule<ul style="list-style-type: none">i) List cleaning jobsii) Assign cleaning jobsb. Set schedule for checking safety devices in the clinic<ul style="list-style-type: none">- List things to checkc. Make arrangement for regular repairs, e.g. with Hospital Engineering section or contractord. Establish schedule for regular maintenance	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
OFFICE/GENERAL SUPPLIES	<p>1. <u>IDENTIFYING/LISTING NEEDS</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Request for records/inventory of supplies b. Request for record of use c. Cross - check inventory with record of use d. Assess needs e. Make a list of needs <p>2. <u>ORDERING AND PURCHASING</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Use check list for needed supply for all units b. Check on all available sources of supply c. Send list to appropriate authority for approval or purchasing d. Place order accordingly <p>3. <u>RECEIVING</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Identify office supply to be received b. Obtain list of office supply ordered c. Arrange to receive <ul style="list-style-type: none"> - Assign vehicles - Assign personnel - Obtain fuel voucher - Obtain Imprest d. Pick up supply ordered e. Check for damages, missing items and expiring date f. Record damages and missing items 	SUFFICIENT AND UNINTERRUPTED SUPPLY OF P.P. FORMS, APPOINTMENT CARDS, REGISTERS AND OTHER STATIONERY TO LAST THE PLANNED PERIOD

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
<p>OFFICE/ GENERAL SUPPLIES (CONTD.)</p>	<p>g. Report to appropriate authority</p> <p>h. Arrange in store</p> <p>i. Open ledger for supply</p> <p>4. <u>KEEPING INVENTORY</u> <u>TASKS</u></p> <p>a. Make a check list - master list of items</p> <p>b. Page different items in ledger</p> <p>c. Make weekly/monthly record check</p> <p>d. Check for condition of supplies</p> <p>e. Record losses, damages</p> <p>f. Report losses, damages</p> <p>g. Make final check - yearly/end of programme</p> <p>5. <u>DISTRIBUTING TO CLINICS</u> <u>TASKS</u></p> <p>a. Identify needs of each clinic</p> <p>b. Allocate days for clinic to collect supplies</p> <p>c. Invite clinics to collect on those days</p> <p>d. Check requisition list from clinics</p> <p>e. Issue supply</p> <p>f. Update records</p> <p>6. <u>RE - ORDERING</u> <u>TASKS</u></p> <p>a. Check list of supply in stock</p> <p>b. Compare stock with ordering list</p> <p>c. List balance in the ledger</p> <p>d. Prepare list of supply</p> <p>e. Order/purchase according to approved list</p> <p>f. Update records</p> <p>7. <u>STORING</u> <u>TASKS</u></p> <p>a. Obtain a list of all existing stores</p> <p>b. Visit the stores to review available space and condition</p> <p>c. Take necessary decision on which stores to use</p>	

RESOURCE	MANAGEMENT ACTIVITY	RESULTS
OFFICE/GENERAL SUPPLIES (CONTD.)	<p>d. Get -----</p> <p>e. Re----- my repairs, adjustment and security device</p> <p>f. Get ready necessary record books</p> <p>8. <u>MONITORING</u> <u>TASKS</u></p> <p>a. Use check list for monitoring of supplies</p> <p>b. Make necessary arrangement for monitoring visits</p> <ul style="list-style-type: none"> - Assign personnel - Assign vehicles - Obtain fuel voucher <p>c. Conduct visit and check all supplies against standard list</p> <p>d. Write report specifying status of supplies</p> <p>e. Write report with recommendation for action to be taken re - supply</p> <p>9. <u>ACCOUNTING FOR SUPPLIES</u> <u>TASKS</u></p> <p>a. Make a list of items supplied</p> <p>b. Store the items in safe place</p> <p>c. Send the list to appropriate authority</p> <p>d. Collate monthly/quarterly/yearly returns</p>	

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RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
T I M E	<p>1. <u>WAITING CLINIC SCHEDULE</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. List names by cadres of staff b. Note holidays and annual leave, schedule c. List Regular daily, weekly and monthly activities d. Assign staff to activities e. Ask for feed back f. Reassign activities if necessary g. Write out the names and the time table to inform of work schedule h. Paste the time-table up i. Inform staff of schedule <p>2. <u>MONITORING CLIENT FLOW</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Select the number of clients b. Note time client arrives at the clinic c. Note time spent at each point <ul style="list-style-type: none"> - Waiting room - Registration, weighing - Examination room - Commodities collection/insertion - Appointment d. Note time client leaves clinic e. Chart client flow for month <p>3. <u>MONITORING STAFF TIME</u> <u>TASKS</u></p> <ul style="list-style-type: none"> a. Determine for how long you want to monitor b. Determine what you are looking for c. Design a monitoring plan d. Orientate/train observers on what to do e. Provide forms and requirements 	<p>- SET CLINIC SCHEDULE TO ACCOMMODATE THE NEEDS OF CLIENTS AND STAFF</p> <p>- MINIMUM CLIENT WAITING TIME</p>

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
TIME (CONTD)	<p>f. Assign each observer to a staff at the beginning of clinic session to closing</p> <p>g. Note how much time a staff spends e.g. on patient, with correspondence, talking to staff, break, phone, visiting in the district etc</p> <p>h. Develop chart for each staff for the week</p> <p>4. <u>RESEARCHING IDEAL CLINIC TIME TASKS</u></p> <p>a. List organisations that give family planning service or have family planning program</p> <p>b. Select those to contact e.g. Family Planning services in Ogun, Cyo, Ondo and Kwara States INTEAH, JHPIEGO, PATHFINDER, PPFM, USAID, AFRICARE, AVSC</p> <p>c. Draw up format for information request</p> <p>d. Write, phone or contact those selected</p> <p>e. Send format</p> <p>f. Collect returns</p> <p>g. Compile data</p> <p>h. Chart information</p> <p>i. Analyse information</p> <p>j. Compare other programs with our program</p> <p>k. Draw up a recommendation</p> <p>5. <u>REORGANIZING CLINIC SCHEDULE (IF NECESSARY) TASKS</u></p> <p>a. Identify the reasons</p> <p>b. List what you want to change</p> <p>c. Prepare another time table from the existing clinic schedule</p> <p>d. Inform clinic staff of change in clinic schedule and tell them the reason</p> <p>e. Ask for feedback</p> <p>f. Revise the schedule</p> <p>g. Paste the new clinic schedule</p> <p>h. Remove previous schedule</p>	

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
TRANSPORTATION	<p><u>IDENTIFYING NEEDS</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Collect information on present use <ul style="list-style-type: none"> from Units from clients from units b. Collect information on predicted use <ul style="list-style-type: none"> from plan c. Verify needs and type of vehicle used and requested d. List vehicle now in use and requested e. Write request for additional vehicle to be included in budget request <p>2. <u>ORDERING/REQUESTING</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Put vehicle request in your requisition form b. Send requisition forward to authority c. Write out justification to defend request d. Follow up and defend request e. Remind persons in charge of request if approval is late in coming <p>3. <u>RECEIVING</u></p> <p><u>TASKS</u></p> <ul style="list-style-type: none"> a. Receive and file verifications b. Inspect vehicle c. Verify accessories d. Make vehicle legally operational e.g. <ul style="list-style-type: none"> - license vehicle - insure vehicles 	<p>SUFFICIENT TRANSPORTATION TO CARRY OUT PLANNED ACTIVITIES</p> <ul style="list-style-type: none"> - SUPERVISION OF STAFF AND SERVICES - EASY FLOW OF COMMODITIES - C.E.R. ACTIVITIES

RESOURCES	MANAGEMENT ACTIVITIES	RESULTS
TRANSPORTATION (continued)	<p>4. <u>REQUESTING FOR DRIVERS</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Identify No. of drivers neededb. Request for No. of drivers neededc. Write out justificationd. Defend and follow-up <p>5. <u>SCHEDULING WORK</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. List jobs to be performedb. List time for each activityc. Allocate driver to each vehicled. Inform drivers of schedule <p>6. <u>CONTROLLING/MONITORING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Review list of vehicles and drivers attached to each unitb. Review duty schedulec. Obtain log book for each driverd. Train drivers on use of log booke. Set procedures for checking log books dailyf. Set schedule for regular meetings with drivers and users of transport to solve problems re-transport <p>7. <u>SERVICING/MAINTAINING/FUELLING</u> <u>TASKS</u></p> <ul style="list-style-type: none">a. Work a schedule for regular servicing for each vehicle according to standardb. Include service schedule in driver's work planc. Check to see if service schedule is keptd. Request for fuel vouchers for running vehiclese. File or store fuel vouchers' bookletsf. Distributing to drivers based on assignmentsg. Collect and file receiptsh. Delegate the senior drivers to write schedule for cleaning of vehiclesi. Check at random if cleaning schedule is kept	

100

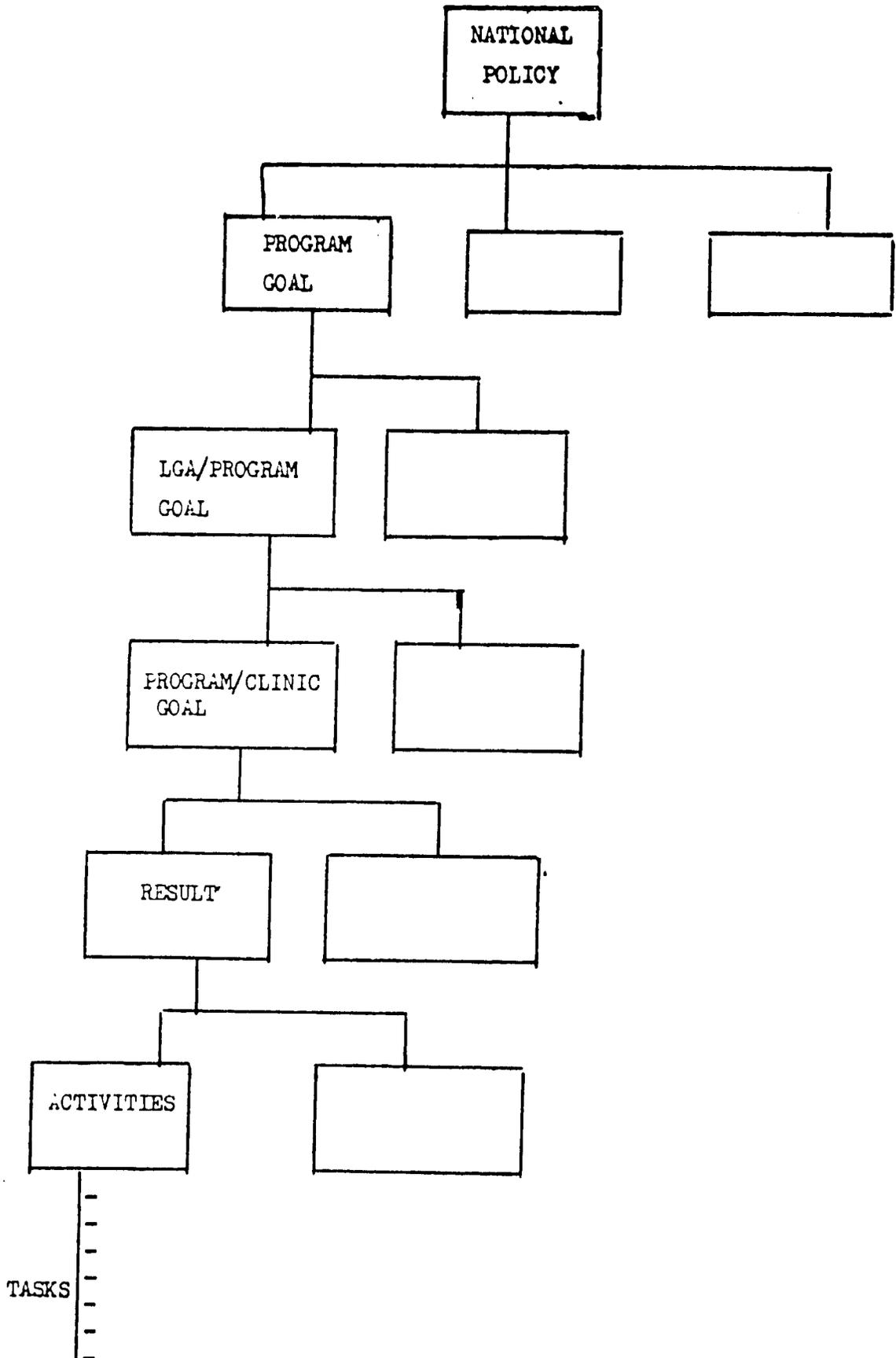
APPENDIX J

Materials Produced During Workshop

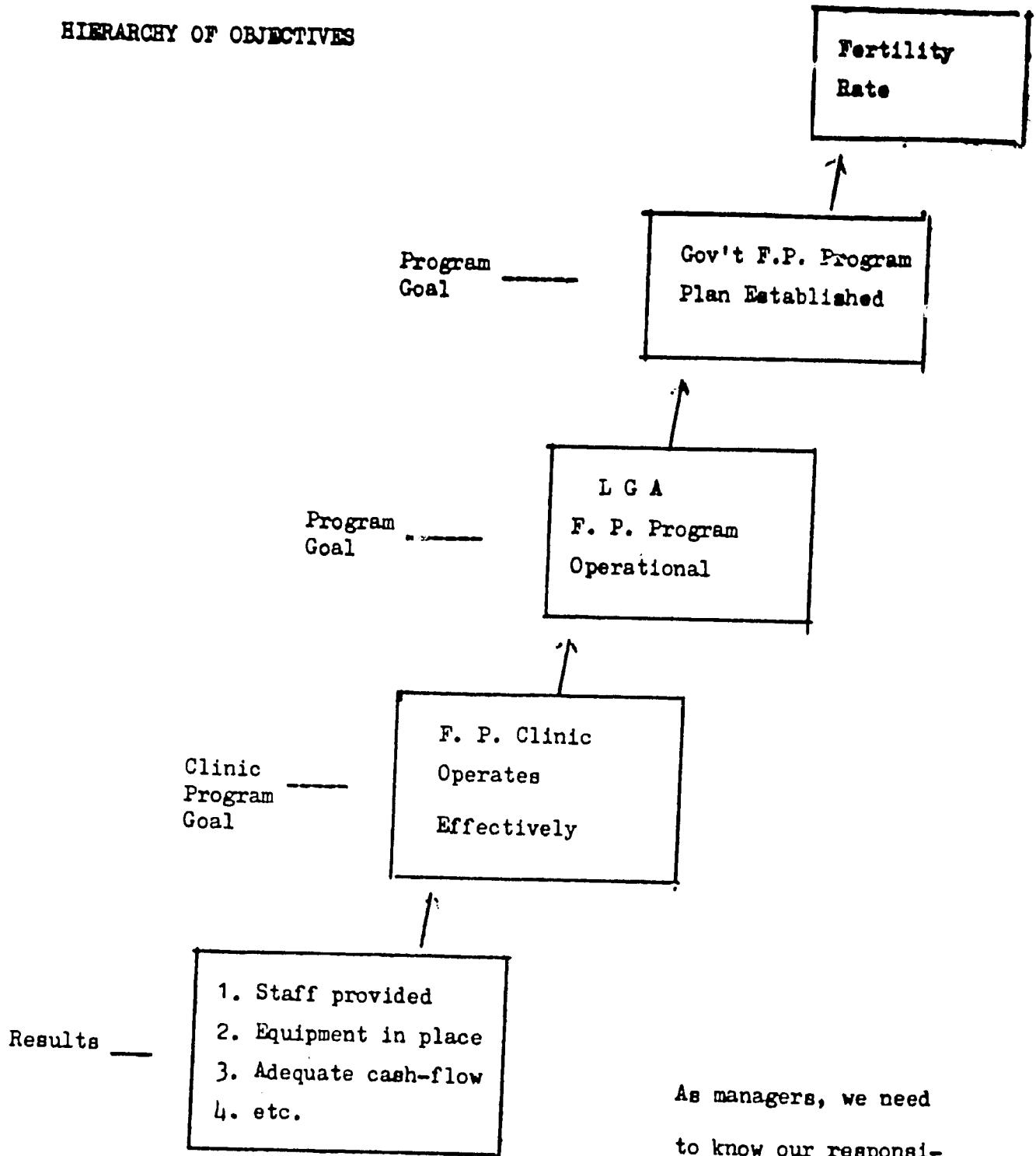
GROUP NORMS - RULES TO LEARN BY:

If you have an idea - state it	
Ask questions if you are unsure about anything	
Be tolerant and allow for individual differences	
Don't interrupt - allow people to complete statements	
Share Experiences	
any idea is okay to discuss in the group	
If you don't know, say so	
Try to stick to the schedule	
Be brief and precise	
Allow everyone to participate - Everyone try to contribute	

HIERARCHY OF OBJECTIVES



HIERARCHY OF OBJECTIVES



As managers, we need to know our responsibility in relation to the hierarchy of objectives.

MANAGEMENT MODEL

RESOURCES/ INPUTS	MANAGEMENT ACTIVITIES	RESULTS/ OUTPUTS
1a	1. a. b. c.	1
2.	2. a. b. c.	2.
3.	3. a. b. c.	3.
4	4. a. b. c.	4.

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Resource:- Clients

Activities:- Continued patronage

Problem:- "Difficulty in contacting defaulters"

Needs/Assessment:

Call on CHE as to why Defaulters are difficult to contact.

Goal:

All defaulters are to be contacted by CHE

Obstacle: Broken down vehicle.

Resources: FP Manager/Transport Officer

Objectives:

Request for repair of vehicle on form completed and sent within one week.

Approval for repair granted within two weeks.

Repair of vehicle completed within three weeks.

Plan of Action:

Tasks

1. Write and request form for repair of vehicle within limited time.
2. Send request form to transport officer within limited time.
3. Seek for approval within limited time.
4. Collect approval and follow up repair within limited time.

Evaluation:

6/2

- Resources: Money
- Activity: Seeks approval of needs and activities
- Problem: Money budgeted for not approved on time
- Assessment:
- Find out the reason
 - Trace forms etc. through Process
 - Ask Personnel Officer about difficulty
 - Seek Ministry of Health's Opinion
- Goal: - Approval obtained on time within six weeks

OBSTACLES

- a. Application may not get to appropriate section.
- b. Too many approval letters to deal with at the same time.
- c. FP finance dealt with last.
- d. Inadequate fund
- e. May not like programme
- f. Nobody on seat to approve.

RESOURCES

- a. Backing of FP Programme
- b. Get acquaintance with finance officer
- c. Ability to write many good letters in support.
- d. Support of the M.O.H. and L.G.A. etc.

OBJECTIVES

- a. FP, LPO to be at hand within 4 weeks
- b. FP Manager has visited M.C.H. and account office within 3 weeks
- c. Pressurise the Authority concerned e.g. M.O.H., L.G.A.

PLAN OF ACTION

TASKS

- a. Get permission to see the Director
- b. Find out what other managers do.
- c. Outline your problems on papers and request for help from M.O.H., L.G.A. officials.
- d. Copy of request papers sent to FP programme director.

EVALUATION:

Resource:- Commodities
Activity:- Monitoring of Commodities
Problem:- No vehicle to conduct monitoring activity

Assessment:

1. Ask transport manager for vehicle schedule
2. Obtain monitoring schedule from other activities

Goal:

A vehicle will be available for monitoring by end of October

Obstacles

Resource

- | | |
|---|--|
| 1. Transport Manager not responsive to need | 1. EPI/ORT monitoring vehicle |
| 2. Transport allocated to more than one programme on same day | 2. Closer contact with transport manager |
| 3. FP programme no pull | 3. On-going P.H.C activities |
| | 4. N G Os assistance |

Objectives:

1. Health Management Board and Ministry of Health will take action on vehicle need by end of September.
2. Transport Manager will assign transport solely for monitoring twice a month by end of October.

Plan of Action:

1. Orientate transport manager.
2. Prepare schedule of monitoring visits for one month ahead and inform of changes early.
3. Send memo to Health Management Board and Ministry of Health stating transport problems.
4. Follow up memo
5. Contact N G Os for assistance.
6. Ask for staff bus to be allocated on specific days.

Evaluation:

60

RESOURCE:

TIME

ACTIVITY: - Balance L. G. A. S family planning clinic statistics with the family planning managers monthly statistics.

1. PROBLEM: Family Planning statistics are not received promptly to allow for monthly collation of L.G.A. statistics to meet the deadline of 30/31st of every month, at the State Ministry of Health.

2. ASSESSMENT:

1. Find out from L.G.A.s why statistics came late
2. Trace process of sending
3. Who is responsible for sending statistics
4. Find out from family planning managers what types of problems experienced in sending statistics.

3. GCAL: -

Statistics will be submitted by all the 8 Local Government Areas, to the Ministry of Health between the 17th - 20th of every month.

4. OBSTACLES

- 1) Shortage of F.P. statistics forms
- 2) Shortage of trained family planning Personnels
- 3) None release of vehicles at L.G.A. level
- 4) None release of vehicles Ministry of Health level
- 5) Lack of communication between F/P Managers, LGA and Ministry of Health Officials
- 6) Lack of communication within Ministry of Health

5. RESOURCES

1. Fellow F.P. Manager
2. Acquaintance with other F.P. Manager
3. Support of M.C.H. in all the 8 Local Govt. Areas
4. Support of State F/P Co-ordinator
5. Support of Program Director/ DP HS and Ministry of Health Officials
6. Use of vehicles and telephones
7. Personnels willing to undergo F.P service - providers training

6. OBJECTIVES:

1. All L.G.As family planning manager have 9 months supply of forms by one month
2. Statistics forms at the Ministry of Health central office (my office) can accommodate all L.G.A's shortage for a period of 3 months
3. Initiate monthly meetings with state family planning co-ordinator, all L.G.A, Family Planning Managers and myself to foster good relationship, solve problems and relay pieces of information within one month.
4. Pressure on State Co-ordinator and Program Director - Ministry of Health to organise and train extra 4 family planning service providers per Local Govt. Area within the next 6 months.
5. Family Planning Managers to get statistics sent to M.O.H.(my office) between 17th - 20th of every month.
6. Medical Officer of Local Governments, D.P HS and State Ministry of Health Officials to release vehicles to appropriate Family Planning Managers for sending statistics and monitoring between 17th - 25th of every month.

TASK:

1. Contact State Co-ordinator to find out about availability of family planning statistic forms.
2. Discuss with Program Director (Ministry of Health) and get permission to convene a meeting of family planning managers and State Co-ordinator.
3. Contact State Coordinator and Family Planning Manager in all Local Government Areas by letter stating date, venue and time of meeting.
4. Arrange with Family Planning Managers (L.G.As) to collect statistics forms from State Coordinator.
5. Find out from State Coordinator if L.G.A. F/P Managers have collected forms.
6. Hold monthly meetings with all family planning managers from the 8 L.G.A's to discuss problems and find solution to them, disseminate information, get to know each other better, collect addresses and telephone numbers.
7. Devise an efficient means of getting all statistics to Ministry of Health by 17th - 20th of every month.
8. Try out this plan for 3 months
9. Document the date each L.G.A's statistic reach Ministry of Health Ikeja, and also reasons for those reaching there late.

8. **EVALUATE:**

1. Analyse findings
2. With vehicle provided by Ministry of Health - Monitor Family Planning Clinics and collect late statistics from defaulting clinics.

(Owner Mrs. A. T. PAWOLE)

- RESOURCE: - Commodities
- ACTIVITY: - Maintaining records - (Commodities)
- PROBLEM: - Commodities issued out at the beginning of the day does not tally at the close of business.
- ASSESSMENT: - Ask other team members what is responsible.
- Observe system of dispensing commodities.

GOAL: - Accurate recording of all commodities dispensed daily/monthly.

OBSTACLES:

- | | |
|------------------------------------|--|
| • Shortage of Personnel | - Team members |
| - Inconsistent system of recording | - Enough daily activity record forms |
| - Pilfering | - Tally sheets/seperate commodity register |
| - Incorrect recording | |

OBJECTIVES:

- i) Rendering an accurate returns to the appropriate authority monthly
- ii) Consistent

PLAN OF ACTION

- Request for more trained staff.
- Orientate team members on how to record on daily activity form.
- Regular cross checking of commodities.
- Limit No. of people that will have access to commodities.
- Make each officer accountables for her stock.

- ACTIVITY:** - Monitoring of flow information to clients
- PROBLEM:** - Shortage of C.H.E.'s
- ASSESSMENT:** - Call a meeting of C.H.E.
- Listen to C.H.E. talks
- Interview clients
- GOAL:** - Four more C.H.E.'s assigned to clinic within 6 months
- OBSTACLES:** - Not enough C.H.E.'s at clinic to inform potential clients adequately
- Finance
- RESOURCES:** - My boss - Authority
F.P. Manager
Niky's experience

OBJECTIVES:

- a) Justification written
- b) Submitted to boss within 2 weeks
- c) Basis approval for 4 more C.H.E.'s by M.O.
- d) Request sent forward within 6 weeks
- e) Defend request
- f) Request approval within 6 weeks

PLAN OF ACTION/TASKS

- a. Hold a meeting with my boss
- b. Let her know my problems about the shortage
- c. Identify number of C.H.E.'s needed
- d. Apply for C.H.E.'s with bosses' approval
- e. Receive C.H.E.'s.

ACTIVITY: Educating Potential Clients

PROBLEM: Posters and handouts are inadequate in number and information

ASSESSMENT: - Gather informations from the CHE, and Health Education Manager.

GOAL: - At least 100 posters and 1,000 handouts would have been produced in 3 months to make motivation talks more effective.

OBSTACLE:

1. Only few posters and hand-outs are available.
2. Finance.

RESCURCES:- Health Education Manager and Staff.

CEJECTIVES:

1. Adequate informations to appear on the posters and handouts would have been given the Health Education Manager in 2 months.
2. 100 posters and 1,000 hand-outs would be aproduced in 3 months.

PLAN/TASKS:

- 1) Give the Health Education Unit Manager detailed informations about things to appear on the posters and hand-outs, and let her know the number required to be produced and at what time. Also that the hand-outs should be produced in English and 3 other main native languages.
- 2) The FP Manager to follow up the production of the posters and see to it that the required informations are on the posters and hand-outs produced.
- 3) Make requisition for the completed posters and hand-outs.
- 4) Collect the completed posters and hand-outs.

IMPLEMENT:

- (1) Use the posters to educate the potential clients to make the motivation talks more effective.
- (11) Distribute hand-outs to each potential client in the language that he/she understands.

RESOURCE: - Money

ACTIVITY: - Seeking approval for needs and activities.

PROBLEM: - Approval NCT received as scheduled.

ASSESSMENT: - As if management knows about your intention

- See if those representing the management at meetings are presenting you well.
- Ask the director (finance) about the difficulty

GOAL: - The approval will be received within two (2) weeks

OBSTACLES:

RESOURCES

- | | |
|-------------------------------|--|
| - Bias about activity | - Getting director better acquainted with needs and activities |
| - Administrative bottle necks | - Support of director and other officials |
| | - Approved budget |

OBJECTIVES:

1. Director will be informed with three (3) days.
2. Monitor all the steps of the application process within one week.

PLAN OF ACTION:

- Seek permission to see director (finance)
- Discuss problem with director
- Ask for approval in writing for documentation
- Follow up letter step by step
- Check approval

REQUESTING FOR DRIVER

PROBLEM: - Transportation - Driver not attached to FP monitoring vehicle

ASSESSMENT: - Ask the head driver why
Ask the transport manager why
Ask the Director why

GOAL: - Transportation - Will ensure that a driver is always attached to monitoring vehicle.

OBSTACLES

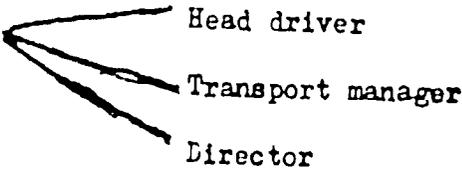
- Shortage of drivers
- Driver allocated to more Senior Officials
- No co-operation between head driver and transport manager

RESOURCES

- Fellow Managers
- Acquittance with head driver
- Acquittance with transport manager
- Ability to express myself
- Ability to write good letter
- Backing of family planning director
- Backing of Health Management Board
- Support of Family Planning programme by director of preventive health services.

OBJECTIVE: - By the end of one month, one driver should be attached to Family Planning monitoring vehicle.

PLAN OF ACTION:

- i) Make itinerary for monthly monitoring
- ii) Copy 
 - Head driver
 - Transport manager
 - Director
- iii) Pressure on transport manager
- iv) Liase with head driver and transport manager
- v) Make a report of drivers needed to head driver
- vi) Use charisma to win them
- vii) Educate them on family planning importance
- viii) Write letter stamped "priority" or "urgent" to director.

RESOURCE: - Commodities

ACTIVITY: - Storing

PROBLEM: - Stores available are not ideal to accommodate i.e. Too Small, No shelf, No space, Damp etc.

ASSESSMENT:

1. Ask from staff for location of stores.
2. Inspect the construction of the available stores.
3. Note the storing facilities available.

GOAL: - Adequate storing facilities will exist in all F/P clinics.

OBSTACLES:

1. Inadequate number of stores
2. Head of department turning deaf ears to complaint
3. Fund budgeted not released
4. Engineering department very lethargic on construction

RESOURCES

1. Space allocation for new stores
2. The Medical Officer of Health/ Sec. to Local Government for further consultation and action
3. Good relationship of Manager and Medical Officer of Health

OBJECTIVES:

1. All FP clinics would have had proper storage system by the end of six months.
2. Good report within the Medical Officer of Health Sec. to Local Government/ Treasurer/Engineering Department through letters, and personal contact will be established within one month.

PLAN OF ACTION:

1. Check available stores
2. Visit the stores and review space and conditions available.
3. Decide which stores to use.
4. Request for permission to use stores.
5. Modify to required standard (Repair, adjustment and Security).
6. Ensure correct temperature for commodities.
7. Maintain standard.

TASKS	TIME (DAILY/WEEKLY/MONTHLY)				PERSON RESPONSIBLE	INDICATOR

MANAGEMENT

The Process of getting things done using human and material resources within a time frame.

FUNCTIONS/TASKS OF A MANAGER

1. Planning
2. Implementation
3. Directing
4. Supervision
5. Monitoring
6. Evaluation
7. Documentation for Reference

DEFINITION OF MANAGEMENT

Getting things done through people. It is the process by which people are made to carry out certain functions within the available resources to achieve a set goal.

FUNCTIONS OF A MANAGER

1. Articulates management position.
2. Plans and organises work to be done (work outline);
3. Provides materials to work with;
4. delegates the work to workers;
5. recommends to appropriate authority on Staff situation.
6. Discipline and supervision.
7. Motivates and controls.
8. Evaluates and reports.
9. Reassesses set goals and makes recommendations.

AN EFFECTIVE SUPERVISOR

GROUP I

1. Tells me my work.
2. Provides me with tools.
3. Commends me when I do something good.
4. Invites me for a talk/discussion.
5. Tells me what is happening in the other departments pertaining to us.
6. Listens to problems - both job and personal.
7. Helps when I ask for help pertaining to the job.
8. Asks for my opinions in matters that relate to my work.
9. Allows me to plan, organise and implement.
10. Encourages further training e.g. M.P.H., FP Training, IFPORT etc.
11. Does not complain but advises.
12. Finds out needs and meets them where possible.
13. Appreciates my work

AN EFFECTIVE SUPERVISOR - DOES NOT

1. Give me vague instructions and blame me for everything.
2. By-pass me to my subordinate.
3. Fail to appreciate my work.
4. Yell at me all the time.
5. Break my work schedule with personal requests.
6. Threaten me if I make any comment.
7. Find fault always with my work (Never satisfied without giving reasons).
8. Use the telephone to send me on errands that are unofficial and below my cadre.
9. Treat me like a personal servant.
10. Prevent me to plan the use of time.
11. Distrust organised plans without any reason.
12. Cash in all in-service training privileges (allows staff development training for subordinates).
13. Communicate with staff on plans, programs or feedback.
14. Resist other peoples opinion.
15. Starve me of tools.
16. Ignore the needs of worker.
17. Make himself/herself inaccessible.

PURPOSES OF SUPERVISION

- ensure tasks are being done and program is going according to plan
- to find out if there are problems and discuss ways of solving them
- to ensure maximum output over time
- to observe how workers perform on the job
- to see that people are doing their jobs in the proper way
- to aim in achieving a specific goal
- to identify training needs and areas where staff need help
- to see that work is done on time
- to see how workers attend to clients
- to control movement
- to maintain discipline
- to control use of materials
- to make provision for budgeting needs
- to monitor staff as team leading and institute system of evaluation, (staff, clients, system)
- to motivate
- to complete communication gap
- to facilitate
- to counsel staff
- to evaluate competence of staff
- to make sure right person is in the right job
- to ensure tasks in job description are carried out
- to help staff with difficult tasks
- to collect information
- to see to welfare of workers
- to assess performance and to help with reports
- to develop a reporting system
- to establish a good working atmosphere

AN EFFECTIVE SUPERVISOR

GROUP II

1. Discuss on performance and corrects where necessary.
2. Encourages opportunity to discuss on problems.
3. Provides adequate working tools.
4. Gives recognition to every member of the team.
5. Shows interest in workers' welfare.
6. Gives freedom to use initiative to plan and implement work.
7. Admits when she is not sure of a particular procedure.
8. Is cordial, pleasant but firm.
9. Calls you aside to make corrections not in the open.
10. Participates in the execution of job.
11. Expresses appreciation for jobs well done.
12. Goes over day's job with subordinates:
 - What is not done for the day
 - What was done wrongly
 - How to improve on writing correspondence.
13. Gives more hands to assist when saddled with extra jobs.

AN EFFECTIVE SUPERVISOR - DOES NOT

1. Keep you waiting unduly for an appointment.
2. Fail to take needed action, especially where money is concerned
3. Allow enough time for discussion.
4. Delay important information affecting staff development.
5. Show interest in staff welfare.
6. Take action on gossips without ascertaining correct information
7. Tell you off in front of junior staff and clients.
8. Fail to appreciate good work done.
9. Interrupt day's activities with official circulars marked "URGENT".
10. Find fault.
11. Show hot temper.
12. Fail to ask why a job is not yet done.

Program for International Training in Health

The University of North Carolina at Chapel Hill
School of Medicine

208 North Columbia Street (344A)
Chapel Hill, North Carolina 27514

November 23, 1987

Cable: INTRAH, Chapel Hill, N.C.
Telephone: (919) 966-5636
TLX 3772242
ANSWERBACK: UNCCHINTRAH

Ms. Marilyn Schmidt
Program Monitor
ST/POP/IT
SA 18 Room 811
Agency for International Development
Washington, D.C. 20523

Re: AID-DPE-3031-C-00-4077

Dear Marilyn:

Enclosed are two copies (one complete copy, one standard copy) of INTRAH trip report #0-342.

Country: Lagos State, Nigeria
Activity Title: Training
Dates: August 18 - September 4, 1987
Traveller(s): Mr. James Williams, IHP Associate Director
Ms. Karen Gridley, IHP Consultant
Purpose of Trip: To conduct an FP/ORT/CHE Clinic Management and Supervision workshop for 18 MOH/HSMB/LGA senior staff clinic supervisors, tutors, state training team member and section heads, August 24 - September 4, 1987.

Please let us know if you need additional copies of these reports or portions thereof.

Sincerely,

Lynn

Lynn K. Knauff
Deputy Director

Enclosures

cc: Ms. Keys MacManus, AAO/Lagos
AID Acquisitions
Dr. James Lea, Director/Ms. Lynn Knauff, Deputy Director
Mr. Robert Minnis, IHP/IHPS
Mr. Jack Thomas, AFR/TR/HPN
Regional Population Office. REDSO/WCA
Miss Pauline Muhuhu, INTRAH/ESA
Mr. Pape Gaye, INTRAH/WCA Director
Dr. Sara Seims, MSH
Mr. Fred Rosensweig, TRG

The logo for INTRAH, featuring the word "intra" in a stylized font with a globe icon above the letter 'i', followed by "h" in a bold, sans-serif font.

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