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TRIP REPORT

TRAVELLERS'S NAME: Dr. Beth Beckner

PROJECT TITLE/NUMBER: Family Health International
Egypt NPC/IDP
Subcontract 3788-1

TRIP DATES: January 29-February 28, 1992

TRIP SITES: Cairo, Fayoum, Hurghada, Beni Suef,
El Minya, Assiut, Sohag, Qena, Aswan

TRIP PURPOSE: Conduct two workshops on planning and follow-up, for NPC governorate directors and technical staff from eight governorates of Upper Egypt; do follow-up visits to trainees in the same governorates; design a collaborative evaluation of the project training; and plan future workshops.

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1. SUMMARY

Dr. Beth Beckner was in Egypt January 30-February 29, 1992 to provide technical assistance for the National Population Council's Institutional Development Project. This was ninth in a series of visits in which Dr. Beckner is acting as training specialist for the project. During this trip, a workshop on planning and follow-up was conducted for NPC governorate office directors and technical specialists, for four governorates in Upper Egypt. The second workshop on planning and follow-up, which was to have been conducted for the remaining four governorates of Upper Egypt, was cancelled at the last minute.

Dr. Beckner joined the Project Resident Advisor for site visits to trainees in the eight governorates of Upper Egypt.

Finally, in meetings with IDP staff and consultants, planning was started for a workshop on the finances chapter of NPC's new procedures manual.

2. BACKGROUND

In November 1989, Dr. Beth Beckner assumed the position of training specialist for the Institutional Development Project at Egypt's National Population Council (IDP/NPC). During that

visit, she worked with Egyptian counterparts, and with the Project's Resident Management Advisor, to develop competency-based training objectives, a schedule of training activities, and detailed curricula for the first two scheduled workshops to be conducted at NPC.

In February-March 1990, Dr. Beckner returned to Cairo to assist in implementation of these first two courses (Contraceptive Technology Update and Work Plan Development). Participants were NPC central staff and the directors and technical specialists from the first seven governorates to be phased into the project. Also during this visit, a complete schedule of training-related activities for 1990 and 1991 was developed and approved by all parties concerned.

During Dr. Beckner's May 1990 visit, the second Work Plan Development Workshop was conducted; a workshop for population plan development was designed and conducted; and planning continued for two July workshops.

Dr. Beckner returned to Egypt in July to assist in conducting Contraceptive Technology Update II and Basic Management and Teambuilding Workshop I. She also worked with the IDP Resident Management Advisor to begin planning the upcoming Monitoring and Evaluation Workshop. Finally, she was asked by the USAID Project Manager and the dean of The Institute for

Training and Research in Family Planning (ITRFP) to help design training for the new Council of Women Leaders in Family Planning, and preliminary discussions were held on content for this course.

In September 1990, Dr. Beckner assisted the IDP Team in conducting the second and third scheduled Basic Management and Teambuilding workshops. Participants were the entire NPC management teams of the fourteen governorates not included in the first workshop on this topic. Dr. Beckner's second task during the September trip was to work with Dr. Abdul Ghany to incorporate competency-based methodologies into NPC's Population Dynamics Workshop. She also worked with Dr. Alkhateeb on the training manual for the NPC Workshop for Monitoring and Evaluation I.

Dr. Beckner returned to Egypt in May 1991, when she assisted in conducting the workshop Advanced Management I. Topics covered in that course were advanced teambuilding, motivation, conflict management, and negotiation.

In July, Dr. Beckner returned for the workshop on Advanced Management II, which provided in-depth training in leadership and communication. She also observed and exchanged feedback on Workshop I, the ITRFP/CEDPA Women Leaders project, for which she had drafted the training manual. She worked with

Dr. Alkhateeb on the training design for Advanced Management III and IV, and with Ms. Salha Awad (ITRFP) on the design for Women Leaders Workshop II and III.

Dr. Beckner was in Egypt next, in November 1991, to assist the IDP team in conducting a workshop which combined the original Advanced Management III (Making Decisions), Advanced Management IV (Change and Organizational Development), and Competency-based Presentation Skills. She also obtained feedback on Workshop III: Applied Communication Skills for the ITRFP/CEDPA Women Leaders project. Finally, she worked with staff at NPC, ITRFP, USAID, and EP&A to schedule 1992 training activities.

3. CONSULTANT'S SCOPE OF WORK

Dr. Beckner's scope of work for this trip was to:

- a. Assist the IDP staff and consultants in conducting two training sessions dealing with all aspects of planning, managing and monitoring governorate annual population plans. (Upper Egypt governorates.)
- b. Join the IDP staff and consultants on field site visits to Upper Egypt NPC/G offices.

- c. Collaborate with IDP staff on the design of training evaluation techniques and methods and proposing dates and venues for such evaluations.
- d. Initiate training designs for financial management courses anticipated at a later date this year.

4. ACTIVITIES AND ACHIEVEMENTS

a. The Workshop

The first of four scheduled workshops on planning and follow-up was conducted February 1-6 at the Institute for Social Development in Fayoum. Participants were the NPC governorate directors and technical staff from Fayoum, Hurghada, and Beni Suef; and the technical staff only from El Minya.

Dr. Alkhateeb, who was to have been the main workshop facilitator, was unable to attend the first three days due to a crisis situation in Cairo. The first part of the course was, therefore, led by Dr. Abdelghany Mohamed, Mr. Mohamed Naguib, and Dr. Magdi Abdelkhdr, all NPC consultants. They were ably supported by IDP team members Abd El Fatah Said, Abdel Mesih Nagib, and Ayman Ali El Attar. Dr. Alkhateeb arrived early on day four.

The workshop, as presented, had several departures from the original design (see Appendix B). The first half of Objective #1 was met: each governorate presented their 1991 population plans, with discussion of difficulties, successes, etc., encountered in their implementation. However, population plans for 1992 were not drafted because preparation meetings with other agencies had not yet been conducted.

Objective #2 dealt with review of 1991 office workplans and drafting 1992 workplans. Unfortunately, only the El Minya delegation brought their 1991 workplans, which they presented with impressive knowledge and poise in the absence of their director. Delegations from the three other governorates had been confused and had brought with them a monitoring form which has a title similar to "office work plan". The report from the workshop in which the workplans had been developed for 1990 was obtained. With this reminder, the remaining delegations agreed to submit 1992 workplans prior to meeting with other agencies to work on 1992 population plans. Discovery of this confusion showed that the workshop met a continuing need for the participants. It is worth noting, however, that during the site visits, Drs. Alkhateeb and Beckner found the Aswan office has clear and comprehensive annual and quarterly office workplans.

A number of the offices also had Gantt charts posted, and these, of course, represent a sort of visual abbreviated workplan.

Objective #3 (exchange of experiences, problems, and lessons learned in applying their new management skills) was conducted in plenary. The IDP team had collected all the difficulties identified in previous workshops and listed them on newsprint. The group's analysis of the list revealed that nine out of the fourteen problems had been solved, and this discovery seemed to have an encouraging effect on the participants. New problems had arisen, of course, but it was pointed out that this is to be expected and will always happen. The group discussed possible solutions to the remaining old and new problems, and some good ideas were proposed.

Objective #4 aimed at having participants collaborate actively in evaluation of their own training. They worked in two groups to develop appropriate evaluation designs, methodologies and instruments. These products will be added to those created in the remaining workshops to arrive at a final training evaluation design.

Another departure from the workshop design is the method presented for target-setting. NPC no longer uses the

Bongaart model, so the new method was presented, and practice exercises were performed by participants.

Participants and the training team seemed to remain in good spirits even though unusually cold weather conditions produced cold temperatures within the training center building. The training center, at a lovely lakeside location, has the potential to be an excellent facility. Bedrooms, classrooms, and conference rooms would be quite adequate in warmer weather. The quality of center facilities, management and supporting services, including food services, were adequate. The only other real problem encountered was that both morning and evening sessions tended not to start on time due to consultants' and participants' late arrivals in the training room.

On the positive side, the IDP team did a good job with the workshop report while managing to attend most sessions. They also did a beautiful job on visuals, a task previously done by the ITRFP specialist. Also on the positive side, participants said they finally, after Mr. Mohamed Naguib's session, understand target setting procedures.

The greatest benefit to participants in this workshop may have been the opportunity to interact with each other. It was discovered that each office has strengths from which the others can learn. For example, although delegation does not come naturally to several of the directors, the Giza director has developed the habit of calling a staff meeting after each workshop to pass his own training along to his staff and then delegating to them a considerable amount of responsibility. He acknowledged that his leadership style has indeed changed since the project began. El Minya's director hired very young staff and they, too, have assumed considerable responsibility including presenting their governorate population plan and workplan to their more senior colleagues.

Each governorate office also has had difficulties. Some problems are common to all yet to differing degrees. One problem raised was that the population planning year does not match the budget year. This causes confusion in bookkeeping.

Another problem common to all offices is that the governorate per diem for overnight travel of five pounds discourages follow-up visits, especially in the larger governorates.

Still another problem is that the system of travelling to Cairo every month to obtain gasoline allotments wastes considerable time and in some cases costs more than the amount of gasoline obtained. A more cost-effective system needs to be developed. Moreover, although some governorates have vehicles worth LE 100,000, the amount of gasoline provided is totally inadequate for the type of supervisory follow-up activities expected.

Three of the offices have a shortage of technical specialist positions funded, even though one (Giza) ranks second nationally in population.

One governorate office has no typewriter, no telephone, no copy machine, no vehicle. Since there is no public transport, and taxi expenses are disallowed, any NPC activities must depend upon the favors of friends.

b. Problems Encountered by the IDP Team

Workshop Cancellation. The second workshop on planning and follow-up, scheduled for February 22-27, was ultimately cancelled.

The cancellation was less serious than it might have been, since the participants can be added to the roster of the two workshops scheduled for April in Lower Egypt.

Travel Authorization. IDP team members were not granted travel authorization to accompany Drs. Alkhateeb and Beckner during site visits. If travel authorization had been granted, the IDP team members would have gained valuable experience from working with Drs. Alkhateeb and Beckner in this project activity, since follow-up visits should always be a part of training and supervision.

Vehicle Problems. A project vehicle was not available for site visit use. Drs. Alkhateeb and Beckner rented a vehicle to conduct their visits.

c. Site Visits

Hurghada (February 10-12). The NPC office has no typewriter, no telephone, no copy machine, no computer, no project vehicles. The lack of vehicle, no available public transportation, and disallowed taxi costs means that NPC staff must depend upon friends' charity for transport throughout the governorate. Procurement of basic office furniture requires the issuing of four

checks and a trip to Cairo, during which time four months can elapse.

It appears as if this governorate has an office in name only. Granted, the population per square kilometer is low and widely distributed. Still, population planning and family planning services are needed to maximize human resources productivity and for health reasons. Nevertheless, the travellers found the director and office staff enthusiastic and anxious to work. The minimally furnished, low rent (LE 3 per month) office had walls covered with population charts and staff members asked to be included in training.

While in Hurghada, the travellers and NPC office director were received by Red Sea Lieutenant-Governor Gamel. They also toured the governorate's MIS center and were very impressed by the data collection, enthusiasm of the workers, and the office organization (job descriptions and Gantt charts posted in each office, organizational and flow chart displayed in the director's office).

Beni Suef (February 16). This NPC office has a project vehicle, new computer and printer, a telephone, and two typewriters. However, due to stated funds shortage, computer paper has been borrowed from the MIS center.

The office appears well organized, with planning charts on the wall for use during systematically scheduled visits by women leaders (an NPC project) with the governorate's family planning/PHC caravans.

Drs. Alkhateeb and Beckner were received by his Excellency Governor Abdel Fatah El-Sayad Ghaloush. Also present was Dr. Ibtosan Kamel, Governorate Director of Family Planning.

The travellers observed a training session for women leaders. The training session, whose topic was Communication, was conducted by Mr. Mohammed Ahmed Kamel, Chief of the Governorate Information Center and an alumnus of the International Health Programs at Santa Cruz, California, the site of a recently held training workshop to which IDP sponsored several persons.

El Minya (February 16-18). The travellers were met upon arrival at their hotel by the NPC office director and entire office staff. This is indicative of the El Minya staff's team spirit and willingness to work. It was this team who so ably presented their office workplan at the previously described Fayoum workshop.

Evidence of a well organized operation was found.

Additionally, travellers attended a meeting of the Women Leaders Council, which was chaired by Mme Samiha Badawi, wife of the Governor. The travellers and NPC staff also met with His Excellency Governor Abd El Hamid Badawi.

The travellers met several times with Dr. Samir, Director of the Johns Hopkins Expanded Communications Project and toured the Itsa Training Center, an excellent facility which should be considered for future NPC workshops.

Assiut (February 18-19). The Assiut office had received their new computer exactly three days previously and their IDP project-trained statistics specialist had already produced ten pages of population statistics. Demographic indicators were tabulated over time, rural vs. urban, by district, etc., and the director had already begun examining and analyzing the data. The travellers took a copy of this printout to the remaining NPC offices to encourage peer-learning.

The Assuit Women Leaders small mobile clinic project (LE 5,000) has been highly successful and is now self-supporting, which was mentioned by the governor, General El Alfi, during our audience with him. His wife, Mme Leila El-Afi, is head of the Women Leaders project and very active in the governorate's comprehensive care

centers. She escorted the travellers through the main training center and two smaller service centers at Mankabad and Mafarout. The centers, in poor sections of the city, were filled with women learning to sew, embroider, weave carpets, and read. Their children were to be found in the same building, playing — and also learning to read.

Sohag (February 19). Insufficient gasoline allowance limits the use of the project vehicle. As yet, no air conditioner has been provided to protect the newly arrived computer from the brutal Upper Egypt summer. There is also no outside telephone line. Wall charts document population trends and targets with a sudden increase in births very evident exactly nine months from the return of 40,000 workers from Kuwait and Iraq at the start of last year's Gulf war.

In Sohag, the travellers visited two of eleven Clinical Services Improvement Centers (CSI) in the governorate. The Women Leaders project participates in these centers to provide additional services. Staff were justly proud of spotless facilities and comprehensive services, which include counseling, laboratory testing, and IUD insertion. They also stressed that they assisted couples

in choosing their contraceptive methods, and that they follow up discontinuing and referral clients.

Qena (February 19-21). The computer for this office has not arrived. This office also needs an air conditioner to protect the computer when it does arrive.

The travellers met with six members of the Women Leaders project. The NPC-sponsored Women Leaders project in this governorate, in collaboration with the Egyptian Family Planning Association, initiated comprehensive care centers in six villages. They have been so successful that other villages have demanded similar centers. Therefore, in an audience with the Governor and in the presence of the Women Leaders, Dr. Alkhateeb asked for matching funds to add six centers to the project. The Governor agreed.

The NPC office director and Women Leaders took the travellers to see one of the centers, which compares favorably to the CSI centers and is operated on a lower budget.

Aswan (February 21-24). This office also is lacking a computer. An air conditioner for the computer room is needed here, too. The NPC office director had called a

meeting for the day of our arrival at Aswan. On Friday evening (the one day of rest from the work week), 14 people met for three hours with the travellers. Those present included five trainers who were in the middle of conducting a workshop in Kom Ombo, a one-hour commute each way.

As mentioned in the workshop section of this report, Aswan governorate office not only has a written population plan and tables of statistics compiled without a computer, they also have a comprehensive annual office workplan and quarterly office workplan.

The Aswan governorate's Women Leaders project is not as well organized as is desired. Therefore, the NPC governorate office is assisting with the local leaders' training workshops based upon the national Women Leaders Workshop. The workshop's training plan, objectives, pre/post test, budget, and session plans were shown to the travellers. Trainers trained during the Alexandria ITRFP workshop were observed preparing for the following day's training sessions.

The travellers visited Kom Ombo to observe several of these training sessions. The three-day courses, on a budget of LE 625 for 25 trainees, are aimed at local

women leaders, social and outreach workers, and religious leaders. They have proven to be apt pupils, anxious to get what is needed and get on with the job. In one observed session, social workers were asked to compare two similar projects with which they were familiar — one successful and one a failure — in order to derive guidelines for themselves. This is a good example of participatory, experiential learning.

5. RECOMMENDATIONS

- a. The training center at Fayoum could be considered for future workshops. Its training center in El Minya is superior in physical facilities, equipment, support services, and management; and is also centrally located.
- b. Participants for the cancelled Aswan workshop should be divided between the two workshops scheduled for April in Lower Egypt.
- c. In order for a workshop to be really well facilitated, all IDP team members need to be present and involved.
- d. Required equipment and supplies should be allotted to governorate offices as soon as possible. Air

conditioners to protect computers are an urgent need as summer approaches in Upper Egypt.

- e. Gasoline allotments and government travel per diems are inadequate. They should be increased or supplemented in order to achieve expected project activities.
- f. The monthly trip to Cairo by directors to obtain gasoline is time-consuming and not cost-effective. The approval and procurement process should be modified to provide for an adequate, timely supply.
- g. Each governorate office has strengths which could benefit other offices: e.g., planning and training at Aswan, delegation or responsibility at Giza, analysis of population statistics at Assiut, etc. Ways should be found to effect a cross-pollination of ideas and to maximize exchange of skills among the offices.
- h. Follow-up by NPC Central Office staff is needed to assure that all the governorate offices have population and office workplans for 1992.
- i. The feasibility of changing the population plan year to coincide with the budget year should be investigated.

Alternatively, the governorate finance specialists could be trained to work in six-month blocks of time.

- j. The shortage of technical specialists in Giza, Beni Suef, and Fayoum governorate offices should be addressed.
- k. Project vehicles should be allocated for primary use in project activities.

APPENDIX A

PERSONS CONTACTED

Fayoum Institute for Social Development

Mr. Abdel Aziz El Ashri — Director
Mr. Mohamed Hassan — Chairman, Board of Directors, General
Society for Training in Social Development

National Population Council/Cairo Headquarters

Saleh H. Fadl, Director, Technical Secretariat, NPC
Mr. Helmi Mustafa, IDP Training Specialist
Mr. Abd Al Fatah Said, IDP Information Specialist
Mr. Abdel Mesih Nagib Girgis, Financial Specialist
Mr. Esam Aly Madkour, IDP Evaluation Specialist
Mr. Ayman Ali El Attar, IDP Planning Specialist
Dr. Abdelghany Mohamed, Consultant in Population Dynamics and
Planning
Mr. Mohamed Naguib, Consultant in Evaluation
Dr. Magdi Abdel Khadr, Consultant in Population Statistics

EP&A

Ms. Carol Brancich, President
Dr. Waleed Alkhateeb, IDP Resident Management Advisor
Ms. Margaret Martinkosky, Senior Associate
Mr. Noel Marsh, Senior Associate

Hurghada (February 10-12)

Red Sea Lieutenant-Governor General Gamel
Mr. Hamdi Hegab, NPC governorate Office Director
Mrs. Salwa, NPC Technical Staff
Mrs. Aziza, NPC Technical Staff

Beni Suef (February 16)

His Excellency the Governor Abdel Fatah El-Sayed Ghaloush
Dr. Ibtesan Kamel, Family Planning Director
Mr. Mohamed Awad Gamel — NPC Governorate Office Director
Mabrouk Ahmed — Finance Affairs/Stores
Mrs. Safiya Abdelatif — Administrative Assistant
Miss Amani Gameel — Statistics and Follow up Specialist
Miss Amal Hussein — Training/IEC Specialist
Miss Hella Mahmoud — Typist/Clerk

El Minya (February 16-18)

His Excellency the Governor Adb El Hamid Badawi
Mrs. Samiha Badawi, Governorate level director, National Council
of Women Leaders
Mr. Ali Mohamed Maher — NPC Governorate Office Director

PERSONS CONTACTED (continued)

El Minya (February 16-18) (continued)

Mr. Ashraf Qaed — Statistics/Information Specialist
Mr. Hani, Itsa Training Center Resident Manager
Mr. Ali Mohamed Ali — Planning/Monitoring
Miss Sahar Gamel Idin — Training/Monitoring
Mr. Gamel Mohamed — Statistics Specialist

Assiut (February 18-19)

His Excellency Governor El Alfi
Mrs. Leila El-Alfi, Governorate-level director, National Council
of Women Leaders
Mme Rita Milet, Director, Women's Training Center
Mr. Ahmed Abed Abdelatif, Director, EFPA/Assiut
Mr. Alam El-Din, NPC Governorate Office Director
Mr. Abdelbaset Faouaz IEC
Mr. Mohamed El Hussein, outreach supervisor, training
Mr. Tag El-Tin Abdelaziz, Local Population Council, Women's
Council
Mr. Mohamed Rabia, Statistics Specialist
Mr. Mohamed Sayed, Planning/Administration/Finance

Sohag (February 19)

Mr. Anwar Sheikh, NPC Governorate Office Director
Mohamed Tehami Sultan, Planning
Wafa Hamdi Mahmoud, Statistics
Sawsan Mohamed Soghair, Follow up
Gihan Waheed Mansour, IEC

Qena (February 19-21)

His Excellency the Governor, H.E. Mohamed Abdel Rahim Nafe
Mr. Fouad Ali Fikri, NPC Governorate Office Director
Salim Soliman, Statistics
Hamdi Hamza Mostafa, Follow up, Planning
Ezza Mostafa Kamal, Follow up
Iman Mohamed Ali, Outreach

Aswan (February 21-24)

Mr. Abdel Wehab Ahmed — Director
Mr. Ahmed Eid — Statistics
Mrs. Magda Ahmed Hussein — Monitoring/Evaluation/Follow-up
Mr. Khaled Abdelsadek Mohamed — Planning
Mr. Maharos Mohamed — Training/IEC
Mrs. Amal Abdelkarim, Executive secretary, Women's Council
Mrs. Aisha Saied, Media specialist/Governors' consultant from
State Information Service
Dr. Amira Mourad, Health Director, Aswan City

PERSONS CONTACTED (continued)

Aswan (February 21-24) (continued)

Mr. Gamel El Din Mohamed, Governorate Director of Education
Mr. Fathi Gabalawi — Aswan Director, EFPA/Lead trainer Kom Ombo
Sheikh Mohamed Qasem — religious trainer Kom Ombo

APPENDIX B

NPC/IDP PLANNING AND FOLLOW-UP WORKSHOP

February 1992
One Week (Six Days)

Participants: NPC governorate director and planning specialist
from seven governorates.

Objectives: In this workshop, participants will:

1. Review 1991 governorate-level population plans and, based on that review, draft plans for 1992 (1.5 days).
2. Review 1991 NPC governorate office work plans and, in light of that review, draft 1992 office work plans (1.5 days).
3. Share and document successes, difficulties, and lessons learned in applying knowledge and skills gained in basic and advanced management courses conducted in 1990 and 1991 (2 days).
4. Collaborate with IDP trainers and consultants in designing evaluation of their own training (1 day).

Objectives Analysis

1. Review 1991 governorate-level population plans and, based on that review, draft plans for 1992.

Knowledge
<ul style="list-style-type: none">• definitions and formulas for population indicators• national and governorate level statistics for Egypt relevant to population planning• statistics from other countries for comparison purposes (?)• national and governorate projected (target) and actual statistics for 1991 or as recent as available• factors contributing to attainment or non-attainment of 1991 targets; and probability of those factors affecting 1992 target attainment• planning steps• population plan format
Skills
<ul style="list-style-type: none">• use of population indicators, statistics and formulas to arrive at targets for future population activities• examination of 1991 success level, and projected obstacles and resources (forcefield analysis) in order to adjust formula-derived targets upward or downward <u>and</u> reduce obstacles/increase resources• communication skills: presentation, persuasion, information-gathering, negotiation, listening• organizing and writing
Attitudes
<ul style="list-style-type: none">• honest self-appraisal• courage to speak mind• openness to consider others' opinions

2. Review 1991 NPC governorate office work plans and, in light of that review, draft 1992 office work plans.

Knowledge
<ul style="list-style-type: none">• actual vs. planned 1991 office activities• factors contributing to attainment or non-attainment of 1991 planned activities and probability of those factors affecting 1992 activities• steps of planning• work plan format
Skills
<ul style="list-style-type: none">• realistic appraisal of success level in implementing 1991 office work plans• identification of obstacles and resources which contributed to that success level (f.f.a.)• use gaps in planned vs. actual activities, plus results of forcefield analysis, plus expected environmental changes, plus meeting newly identified needs to revise work plan objectives and activities for 1992• communication: presentation, listening, etc.• organizing/writing
Attitudes
<ul style="list-style-type: none">• honest self-appraisal• courage to speak mind• openness to consider others' opinions

3. Share and document successes, difficulties, and lessons learned in applying the knowledge and skills gained in IDP workshops.

Knowledge
<ul style="list-style-type: none"> • topics covered in basic and advanced management • objectives for each course • participants' experiences
Skills
<ul style="list-style-type: none"> • discussion • analysis/self-appraisal • giving, receiving feedback
Attitudes
<ul style="list-style-type: none"> • honest self-appraisal • courage to speak mind • openness to consider others' opinions

4. Collaborate with IDP trainers and consultants in designing evaluation of their own training (1 day).

Knowledge
<ul style="list-style-type: none"> • definition/purposes/kinds/methods of evaluation • objectives for each IDP course conducted • resources and obstacles (e.g., time and funds available)
Attitudes
<ul style="list-style-type: none"> • honest self-appraisal • courage to speak mind • openness to consider others' opinions

Materials

copies of NPC governorate level 1991 population plans
information on 1991 population targets and actual accomplishments (or most recent year for which information is available)
copies of NPC 1991 office work plans
newsprint
markers
photocopy paper
Population Reference Bureau charts on international statistics (8 copies)
objectives for each IDP workshop conducted
transparencies: definition of evaluation definitions of the various management topics diagram of a system in its environment
<i>Qualitative Evaluation</i> by M.Q. Patton (EP&A's office)
<i>Family Planning Managers Handbook</i> by MSH
<i>Management</i> by Hicks
other references ?

Session One
1992 Population Plans

Day One

1. Greet participants. Draw their attention to the posted workshop title and read aloud the workshop objectives.

2. Ask if they can see any connections between the objectives — how they are related to each other. (Answers: office work plans are based on population plans and are a means of implementing them; objectives 3 and 4 comprise means of evaluating continuing needs in the governorates and thus help in drafting NPC central office work plans for the coming year.)

3. Explain that they will spend today and half of tomorrow on the first objective. They will work in governorate pairs on the following tasks (show on newsprint):
 - A. Compare Egypt's population growth rate with that of other Middle East countries, other developing nations, and the more industrialized nations. (Other: IMR, literacy, life expectancy, per capita income?)

 - B. Review RAPID simulation findings for Egypt (and selected other countries?) — TOO LONG: PRINT-OUT OK?

- C. Review 1991 governorate population plan's target statistics and actual population statistics attained during the year — ARE THESE FIGURES AVAILABLE?
 - D. Analyze reasons for attainment or non-attainment of targets using forcefield analysis.
 - E. Use Bongaart's model to arrive at theoretical population targets for 1992.
 - F. Use results of A-D to adjust the theoretical population targets (E) to fit the situation in each governorate.
4. Point out that this is a lot of work for a day and a half. They should be ready to present the results of their work (A-F) tomorrow morning. Trainers will be available to help in the evening as well as all day. There are six tasks, so they should spend no more than an hour on each task, including any newsprint charts or transparencies they will need for their presentations.

Note: Participants may need a lot of help on these tasks. Trainers should be ready with copies of the population indicator formulas (and back-up copies of the 1991 governorate population plans?)

Day Two

5. Read task A and ask for observations and reactions. Encourage discussion, but don't spend more than 10-15 minutes on this topic.
6. Repeat for task B. Again, limit the time to 10-15 minutes.
7. For tasks C-F, each governorate should present its work for review by the other directors and planners. The large group may need to suggest revisions of unrealistically ambitious or needlessly low targets.
8. Have participants return to their governorate groups and use their 1991 population plan format, plus their new targets, to draft their 1992 population plans. (Work on this may continue in the evening.)

Session Two

1992 NPC Governorate Work Plans

Day Two, continued

9. Elicit from participants the steps of planning. Write on newsprint and post on the wall.
10. Ask which of the planning steps they used in yesterday's work. (Answer: all except the implementation step.)

11. Tell them that they will spend today writing 1992 governorate office work plans, which they will use to help implement the population plans.
12. Explain that rather than start right in on the steps of planning to develop the work plans, it will be useful to learn from their experiences in implementing last year's work plans.
13. Tell them that in reviewing their 1991 work plans, they should answer the following questions (post on newsprint):
 - A. Which identified needs were met? What needs continue to exist? Are there any new needs which should be addressed?
 - B. Which objectives were met? Which objectives were not met? Based on answers to A above, which objectives need to be revised? Do any objectives need to be added? Deleted?
 - C. What obstacles and resources continue to affect work plan implementation? Are there any new obstacles and resources which should be addressed in writing the work plan?

- D. In light of A-C, what revisions, additions, and deletions should be made in governorate office activities? (Be sure to include monitoring activities.)
14. Ask if they can guess where these questions came from. (Answer: the planning steps.) Point to the posted planning steps (#9) and relate the A questions to the needs assessment step, etc.
15. Tell participants that they should work in governorate groups to review their old work plans, using questions A-D above. If they wish to continue in the evening, they may. They should have their revised (1992) work plans ready for discussion tomorrow morning.

Day Three

16. Have each governorate present the results of its analysis of 1991 office work plans. Ask the audience to provide feedback on any overly or insufficiently ambitious objectives and activities. They should also look for ideas from other governorates which they would like to "borrow" for their own work plans.
17. Ask participants to use the answers to Questions A-D, plus the large group's feedback, and spend the rest of the day writing their 1992 work plans; they should include starting and

· completion dates for all activities, and persons responsible.
The plans will be collected for typing tomorrow morning.

Day Four

18. Collect 1992 governorate work plans for typing.
19. Remind participants that objectives 3 and 4 of this workshop are aimed at helping NPC central office with its 1992 training plan.

Session Three

Review of IDP Workshops

20. Tell participants that they will spend today on Objective 3.
Read aloud.
21. Show transparency "IDP Workshop Topics". Explain that because there are really many management topics, they have been listed separately.
22. Ask participants to list on newsprint the following for their assigned workshop topics (Write):
 - A. Successes related to this topic since attendance at the workshop.
 - B. Continuing difficulties related to this topic.

23. Have each group present its work and lead the large group in adding to the lists. In this way, each participant will have input for each topic.
24. Have participants return to their original groups and original workshop topics to generate two more lists:
 - C. Lessons learned from A and B.
 - D. Continuing training needs related to this topic.
25. Have each group present these results and lead the large group in adding to the lists.

THIS SESSION COULD BE AWFULLY LONG, ESPECIALLY THE PRESENTATIONS FROM SEVEN GROUPS. IF YOU HAVE ANY IDEAS FOR SHORTENING THEM (LEAVE OUT C, MAYBE?), THAT'S FINE!

Suggested optional activity for homework and fourth day: recall 1) most rewarding experience, 2) saddest experience, 3) most embarrassing experience, 4) funniest experience related to implementing workshop-gained skills. Be prepared to relate one of them in a story-telling session or skits? as part of the closing ceremony.

Session Four

Evaluation of IDP Training

Day Five

26. Point out that yesterday's work, besides constituting a needs assessment for the next cycle of planning, also acts as part of our evaluation of the IDP training. Today they are going

to continue that process by designing their own evaluation of the training.

27. As a review, ask what are the purposes of evaluation. Answers can include: revise training program, end it, increase or decrease funding, expand to other groups, etc.
28. Point out that all of these purposes involve the making of a decision. That is, evaluation is a tool to help us make decisions. If no decision will result from an evaluation question, it is a waste of time, effort, money, and materials. They should keep this point in mind as they work today.
29. Display a diagram of a system in its environment and ask, as a review, what parts of a system can be evaluated. (Answer: all parts.) Ask them to also keep this point in mind as they work today.
30. Distribute a handout of the objectives for the IDP workshops and tell participants that one very valuable way to evaluate a program of any kind (including training) is to judge the degree to which objectives were attained. Point to the systems transparency and elicit or tell that in most cases this "objectives-based evaluation" addresses the output of the system.

Note: The exception would be objectives which deal with process, e.g., in this session, participants will analyze..., etc.

31. Tell participants that they will work in groups to design the evaluation of their own training. They should use the list of workshop objectives, the diagram of a system, and their knowledge of evaluation methods to help them. If they choose interviews or mailed surveys, they should write the questions to be asked; if they choose observation visits, they should design the observation checklists to be used. They should be prepared to present their work tomorrow morning.

Day Six

32. Have each group present its plan for evaluating the IDP training.
33. If any parts of the system have been neglected (e.g., unintended outcomes, long- vs. short-term outcomes, environmental changes/new needs), ask the large group to help add appropriate questions.
34. Thank the group for collaborating with you on designing this evaluation of their own training. Tell them that Insh'Allah you will see them soon as you carry out all or at least parts of their joint evaluation plan.

transparency

IDP Workshop Topics

group 1	Contraceptive technology Population Dynamics
group 2	Monitoring and Evaluation The Planning Process
group 3	Budgeting/Resource Allocation Organization/Coordination/Directing
group 4	Decision-Making/Problem Solving/Conflict Resolution
group 5	Supervision/Delegation/Staff Development
group 6	Representation/Reporting/Making Presentations
group 7	Teambuilding/Motivation/Leadership

APPENDIX C

WORKSHOP DAILY SCHEDULE

February 1	Introduction New Procedure for setting Population Targets Presentation of Governorate Population Plans
February 2	Presentation of Governorate Population Plans, continued
February 3	Presentation of Governorate Office Workplans
February 4	Exchange of Experiences/Difficulties/Obstacles to Implementation of Plans Possible Solutions to Problems Encountered
February 5	Preliminary Design of IDP Training Evaluation
February 6	Workshop final evaluation and closing

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APPENDIX D

SCOPE OF WORK APRIL 23-MAY 21, 1992

1. Assist in conducting third IDP workshop on planning and follow-up, for NPC governorate directors and technical staff not covered in the two previous courses.
2. Assist with workshop on the finances chapter of the new NPC procedures manual.
3. Conduct follow-up visits to trainees in Lower Egypt.