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TRIP REPORT: KENYA

MWORA MAP EVALUATION AND
TRAINING

APRIL 27 - MAY 21, 1995

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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	BACKGROUND	2
III.	PURPOSE	4
IV.	ACTIVITIES	5
V.	FINDINGS/CONCLUSIONS	7

Annex 1	:	MWORA map evaluation report
Annex 2	:	Refresher/follow-up training schedule for FPAK CBD staff
Annex 3	:	TOT training schedule for FPAK
Annex 4	:	Training schedule for MYWO staff on MWORA map preparation
Annex 5	:	House-hold survey questionnaire
Annex 6	:	Land mark legends
Annex 7	:	Colors to represent different FP methods
Annex 8	:	Name and locations of CBD Agents of MYWO visited during MWORA mapping field observation
Annex 9	:	MWORA mapping Action Plan summary for MYWO
Annex 10	:	Persons Contacted

I. EXECUTIVE SUMMARY

This visit was conducted by FPMD/Bangladesh project staff, S.M. K. Zaman to Kenya during April 27 through May 21, 1995. The purpose of this visit was to conduct an evaluation of FPAK's MWORA mapping implementation, provide a follow-up/refresher training to 15 CBD staff of FPAK from Taita Taveta district on MWORA map updating, provide a Training of Trainers (TOT) to a core group of trainers of FPAK who would impart MWORA map training to other CBD staff of FPAK and train 11 field and three headquarters staff of Maendeleo ya Wanawake Organization (MYWO) on the preparation and utilization of MWORA mapping. Besides, the other purpose of this visit was to attend a dissemination seminar and share MWORA mapping evaluation findings with other organizations.

As per the above scop of work visit conducted as planned. On May 3, 1995 in a team comprises of FPMD and FPAK representatives conducted MWORA map evaluation through two focus group discussion, one with the CBD agents and the other with the CBD field workers and supervisor. The evaluation findings revealed MWORA map as an effective tool for both CBD field workers and field agents. During MWORA map evaluation CBD field workers and agents mentioned about some of the difficulties they were facing with MWORA map updating, maintenance and numbering. To address the above issues FPMD/Bangladesh project staff conducted a follow-up training on May 4, 1995. In this training above issues were addressed. To share MWORA map evaluation findings among other NGOs, FPMD/Kenya organized a dissemination seminar on May 10, 1995. In this seminar the evaluation findings were shared with other NGOs. During May 11-12, 1995 a two-day TOT was provided to 10 FPAK CBD staff in Nairobi on the technique of conducting training on MWORA map preparation. During this training (TOT) a training protocol for CBD field staff was also developed.

During May 15-19, 1995 conducted MWORA map preparation training for 14 CBD field level staff of Maendeleo ya Wanawake Organization (CBD agent-9, CBD supervisor-1 district manager-1 and headquarters staff-3). The training curriculum included theoretical orientation on maps, purpose of maps and how to prepare MWORA maps. During this training the participants were assigned to mapping exercise and also to prepare MWORA maps working in a practical site where MYWO is operating its CBD program.

At the end of the training the participants were assigned to prepare draft maps of their own areas. To ascertain preparation of correct maps, site visits were conducted to these areas and necessary technical assistance was provided to all CBD agents/ on preparation and maintenance of these maps.

In order to assist MYWO for implementing MWORA map effectively an Action Plan was developed. The duration of this Action Plan is for 12 months, starting from June 1, 1995 through May 31, 1996. In this Action Plan 43 activities have been planned for the pilot period. To assist MYWO headquarters, district and sub location supervisory staff on conducting issue based monitoring and provide necessary technical assistance, a MWORA Map Monitoring System guideline was also developed.

II. BACKGROUND

FPMD Kenya assists the Family Planning Association of Kenya (FPAK) in strengthening its CBD Management Information System (MIS). Currently, FPAK has been implementing its CBD program in 21 sites (located in 7 provinces and 8 areas) with 764 CBD agents, 54 CBD field workers and 10 supervisors. As an operational strategy, the CBD agents distribute contraceptives at the field level. The CBD agents are part time workers assigned to cover 300-800 house-holds. The CBD field workers are full-time paid staff who supervise the activities of CBD agents. On an average, one CBD field worker is responsible to supervise 15 CBD agents.

In February 1993, FPMD, USAID and National Council for Population and Development (NCPD)/Kenya conducted an evaluation of FPAK's CBD program. The evaluation report revealed that there were important programmatic issues that were not addressed by FPAK CBD program. These included CBD workload, area of coverage, lack of a clear understanding on the method-mix of their area etc. To address the above issues the evaluation team also suggested some measures. One of which was to create "map" for CBD agents to show their area of operation and contraceptive acceptance status.

In Bangladesh, FPMD is implementing a project known as Local Initiatives Program (LIP). As an operational strategy, LIP has deployed a cadre of female volunteers to assist government workers in the door-step service delivery. The LIP volunteers, who have limited literacy use a map known as ELCO map to plan activities and record their services. The Management Sciences for Health in its November/December 1992 issue of the Family Planning Manager had published about the advantages of ELCO map. Like many other organizations, FPAK became interested to replicate this map for their CBD program and accordingly sought FPMD assistance. Consequently, in April 1994 through FPMD/Kenya a FPMD/Bangladesh LIP staff provided technical assistance to 14 CBD field staff of FPAK on the preparation and utilization of ELCO mapping to be used as a management tool. FPA, Kenya who named this map as MWORA map (Men and Women of Reproductive Age) implemented this mapping system on a pilot basis for ten months in eight of its CBD sites under Taita Taveta district. On completion of this pilot implementation, FPAK requested FPMD to conduct an evaluation to test the feasibility of the use of MWORA maps as an effective tool for the entire of FPAK's CBD program. Assuming the positive result of this evaluation, FPAK also requested FPMD to provide a Training of Trainers (TOT) to a core group of its headquarters staff who would impart MWORA map training to other CBD workers/agents of FPAK.

In late April 1994, after imparting training to CBD field staff of FPA, Kenya on ELCO/MWORA mapping, FPMD/Kenya organized a half-day dissemination seminar on ELCO/MWORA mapping. In this seminar FPMD/Bangladesh LIP project staff informed the participants on the advantages of ELCO mapping as an effective management tool in order to provide quality family planning services. Like many other organizations, Maendeleo ya Wanawake Organizations (MYWO), a leading NGO who also operate CBD program through part time field workers known as CBD agents attended this seminar. Maendeleo also became interested to replicate ELCO/MWORA mapping for its CBD program and subsequently requested FPMD/Kenya to provide technical assistance for its CBD field agents on the preparation and utilization of ELCO/MWORA mapping.

Consequently, as per request of the FPMD Kenya this visit was made to conduct an evaluation of FPAK's MWORA mapping, provide TOT to a core group of trainers of FPAK and impart training to MYWO field staff on the preparation and utilization of MWORA mapping.

III. PURPOSE

The purpose of this visit was to conduct an evaluation of FPAK's MWORA mapping implementation, provide a follow-up refresher training to the 15 CBD staff of Taita Taveta district on MWORA map updating, provide a Training of Trainers (TOT) to a core group of trainers of FPAK, who would impart MWORA map training to other CBD staff of FPAK and train 11 field and three headquarters staff of Maendeleo ya Wanawake Organization (MYWO) on the preparation and utilization of MWORA mapping. Besides, the other purpose of this visit was to attend a dissemination seminar and share the evaluation findings of MWORA mapping of FPAK. The scope of work was to accomplish the following objectives:

1. To conduct an evaluation of FPAK's MWORA mapping in-order to test the feasibility of the use of MWORA maps as an effective tool for the FPAK's CBD program. At the end of the evaluation FPAK's future expansion of MWORA maps in rest of its CBD areas would be determined.
2. To conduct a follow-up refresher training to 15 CBD field staff from Taita Taveta district (who were trained last year on MWORA mapping) in order to address some of the issues pertaining to effective implementation of MWORA maps and augment their knowledge and skills further on the meticulous use of MWORA maps. At the end of the training the participants would be able to:
 - update MWORA maps correctly
 - use MWORA map as a management tool
 - analyze MWORA map data for decision making
3. To equip a core group of trainers of FPAK consisting of CBD supervisors, area managers and headquarters staff with the technique of imparting training on MWORA mapping to CBD field worker and field agent. At the end of this training the participants would be able to:
 - have necessary knowledge and skills to train CBD agents on the drawing and utilization of MWORA maps for their catchment area.
4. To attend a dissemination seminar organized by FPMD/Kenya and share the MWORA mapping evaluation findings among other NGOs in Kenya.
5. To train 11 field level and three headquarters staff of Maendeleo ya Wanawake Organizations on how to prepare MWORA maps for improved client services. At the end of the training the participants would be able to:
 - develop MWORA maps for their own areas
 - understand the utility of MWORA mapping in providing services to their clients
 - initiate management decisions for quality family planning services.

IV. ACTIVITIES

DAY-1 (April 28, 1995): Accompanied by Ms. Barbara Tobin, Project Manager of FPMD Kenya visited Family Planning Association of Kenya's (FPAK) headquarters in Nairobi and met with the FPAK's senior management staff and briefed them on our scope of work including questionnaire for MWORA map evaluation follow-up and TOT schedule for FPAK staff. FPAK officials all questions were answered and their feed-back on our scope of work were well taken.

In the afternoon, visited Maendeleo ya Wanawake Organization's (MYWO) headquarters in Nairobi, met with the MYWO senior management staff, shared Bangladesh experience of ELCO mapping with them particularly how ELCO map could be used as a management tool in order to provide quality family planning services. Also, reviewed our scope of work and ELCO/MWORA map training schedule and training curriculum with them. During this visit the CEDPA/Nairobi, Regional Advisor, Ms. Lalit Kraushaar was present. All necessary corrections in the training curriculum was made and training dates and venues were finalized.

DAY-2 (May 2, 1995): Travelled to Voi with FPMD/Kenya, Project manager, Ms. Barbara Tobin, FPAK Sr. Evaluation Officer, Ms. Moureen Kuyo and FPAK CBD Program Officer Mr. Jackson Thoya.

DAY-3 (May 3, 1995): In a team, comprises of FPMD/Bangladesh and Kenya and FPAK conducted two focus group discussions on the effectiveness of MWORA mapping with the nine CBD Agents, five CBD field workers and a CBD supervisor from Voi division of FPAK at Wundanyi, Voi.

DAY-4 (May 4, 1995): Shared the focus group discussion findings with the FPAK field and provincial staff. Besides, conducted a follow-up training to the all nine CBD field agents, five CBD field worker and the CBD field supervisor of FPAK's voi division on MWORA map updating and also on data analysis.

DAY-5 (May 5, 1995): Returned to Nairobi with the evaluation team.

DAY-6 (May 8, 1995): Reviewed evaluation findings with the CBD field workers and CBD field agents who would participate in the dissemination seminar of MWORA mapping evaluation findings and oriented them with their relevant topics to be presented in the dissemination seminar. Also, jointly with FPAK, developed an schedule of MWORA map dissemination seminar scheduled to be held on May 10, 1995.

DAY-7 (May 9, 1995): Presented the MWORA map evaluation findings to the FPAK headquarters staff. During this presentation the CBD field staff also participated. Besides, also reviewed the dissemination seminar schedule with the FPAK headquarters staff. In the afternoon, prepared the CBD field worker and field agents with their topics to be presented in the dissemination seminar.

DAY-8 (May 10, 1995): Attended the dissemination seminar organized by FPMD Kenya and discussed the background of ELCO MWORA map training.

DAY-9-10 (May 11-12, 1995): Conducted the Training of Trainers (TOT) on MWORA map preparation and implementation to a 10 member core group of trainers of FPAK comprises of FPAK headquarters staff, area manager, CBD field supervisor and CBD field workers and field agents. Also, during this TOT several training materials were reviewed with them and TA was provided on conducting MWORA map monitoring visits and data analysis for decision making.

DAY-11 (May 14, 1995): Travelled to Machakos to provide MWORA map preparation training to 11 field level and 3 headquarters staff of Maendeleo ya Wanawake Organization (MYWO) from Mitabuni location. MYWO selected nine sub-locations from Mitabuni location for pilot testing of MWORA mapping.

DAY-12-14 (May 15-17, 1995): Conducted MWORA map training to 14 MYWO staff comprises of headquarters staff-3, district staff-1, divisional staff-1, field staff-9. On the afternoon of day-14, also assisted MYWO in the preparation of an Action Plan for MWORA map pilot testing and explained MWORA map monitoring guidelines to MYWO headquarters and district staff.

DAY-15-16 (May 18-19, 1995): Visited all nine sub-locations of MYWO's pilot area for MWORA mapping where the newly trained CBD agents were preparing maps through conducting house-hold surveys. During these site visits, reviewed survey data and draft maps and provided necessary technical assistance for further improvements. In the afternoon, returned to Nairobi.

DAY-17 (May 20, 1995): Left Nairobi for Dhaka/Bangladesh.

V. FINDINGS/RESULTS

1. MWORA Map Evaluation: The evaluation was conducted through holding two focus group discussions with the 8 CBD field agents, five CBD field workers and a CBD field supervisor from Taita Taveta district who implemented the MWORA maps for ten months, May 1994 - February 1995 for pilot testing. The objectives of pilot test were to examine the feasibility of the use of MWORA maps as an effective tool for the FPAK CBD program and to improve the skills of CBDs to enable them better understand and respond to clients needs. The study employed the Focus Group Discussion (FGD) and observation methodologies of data collection. The FGD questionnaire was designed to get information related to experience during the training, implementation and recommendations for expansion of the maps to cover the whole sub-location and to other CBD agents. Two FGDs, one for field workers and the supervisor and the other for agents were conducted.

The results indicate that it is possible for CBD agents to use the maps as an effective management tool. Particularly, MWORA maps are very useful to have a clear idea on the area of their coverage, to identify non users, frequent method switchers, clients for long term methods and to plan their day-to-day activities. Besides, MWORA maps were also found to be very helpful for reaching difficult clients and those needs to be motivated for long-term and clinical methods.

In addition, utilizing the MWORA maps the CBD field workers and agents are able to plan for the supply of commodities. However, they also mentioned about some of the difficulties faced by both CBD's and their supervisors. These were mainly related to map storage, interpretation and updating. These difficulties were addressed through conducting a follow-up training after the evaluation.

Above all, the pilot test proved that CBDs were able to acquire skills in map drawing and use the maps to effectively serve their clients. The evaluation team therefore, recommended that the MWORA maps be adapted in all FPAK CBD sites gradually, beginning with the remaining CBDs in Taita Taveta.

2. Follow-up/Refresher Training for CBD Field Workers/Agents: During the MWORA map evaluation on May 3, 1995 the CBD field workers and field agents mentioned about some of the difficulties they were facing in regard to MWORA map implementation. These included problems in identifying the MWORA area, map maintenance, numbering the MWORA's when they move-out of a area permanently and issues to consider when to update the map. In order to address the above issues on May 4, 1995 a one-day refresher/follow-up training was conducted to eight CBD agents, five CBD field workers, the CBD field supervisor of Taita Taveta and the area manager of coast area.

The participants were explained clearly about how to resolve the above issues. Regarding the issue of identifying the MWORA area, the participants were advised to consult the sub-location map and identify the area of operation to be covered in one map to include 75 MWORAs.

While addressing the updating issues, it was advised that there should be two types of updating:

- a. **Major Updating:** This should be done once in every two years, after conducting a fresh house hold survey
- b. **Regular Updating:** This should be done daily as a routine activity.

The participants were told that during major updating they should drop all over aged women (above 49 years), dead MWORAs and MWORAs who have migrated permanently from the map area. Consequently, on completion of these they should re-arrange the MWORA numbers in the MWORA register. Subsequently, these new numbers should be shown in the map. During the regular updating, CBDs should add any new comers (MWORAs), allocate new MWORA numbers (last numerical number from the register), show any change in FP method, record moved out/dead MWORAs, other source recipient, newly married MWORAs etc. While addressing the issue of replacement it was advised that MWORA maps could be replaced only once the map become unusable, lost, torn, untidy and overcrowded with too many boxes. During this training participants were also asked to do some exercise on MWORA map interpretation and on data analysis. Participants conducted the exercise and data analysis very enthusiastically.

3. **Dissemination Seminar:** To share the MWORA map evaluation findings among other NGOs, FPMD/Kenya organized a one-day dissemination seminar in Nairobi on May 10, 1995. About 50 persons from different organizations attended this seminar. Besides, USAID Mission director to Kenya and few other USAID/Kenya's Office of Population and Health (OPH) staff also attended the seminar. In this seminar FPMD/Bangladesh and Kenya staff discussed the background of ELCO/MWORA mapping and Bangladesh and Kenya experience in improving the management of FP services through implementing ELCO/MWORA map as a management tool. FPAK shared the evaluation findings of the MWORA map implementation. While the MWORA map implementation field experiences were shared by the FPAK CBD field staff from Taita Teveta district. USAID Mission Director thanked FPMD to assist FPAK for implementing MWORA maps. In this seminar the FPAK field staff informed the participants about the various advantages/benefits of MWORA maps. Particularly, through using MWORA maps field staff can have a clear idea of their area of coverage, can easily target the clients, plan day-to-day activities, shift clients from temporary to permanent methods, and can have a clear idea of the method-mix of their area etc. FPAK CBD field staff also demonstrated their maps and explained map information to the participants. NGO representatives asked different questions and also raised different concerns. Both FPMD and FPAK responded to all questions and concerns of the participants. In her concluding address, FPAK Program Manager, Mrs. Margaret Thuo informed that because of successful result of the MWORA map evaluation, FPAK has decided to expand MWORA maps in the entire Taita Taveta district. She also informed that FPAK has also earned necessary skills to train other interested agency staff on MWORA mapping. At the end of the seminar three agencies requested FPAK to train their staff on MWORA mapping.

4. **FPAK Training of Trainers:** On May 11-12, 1995, a two-day TOT was provided to 10 FPAK CBD staff. During this TOT the participants were imparted with necessary training on how to prepare MWORA maps, its advantages/benefits, limitations, and updating. During this TOT, FPAK evaluation findings were also shared and issues raised during the evaluation were addressed. During this training, a training protocol for CBD field staff on MWORA mapping were also developed. Besides, MWORA mapping monitoring system guidelines were reviewed with the participants and they were handed over with a copy of this guidelines. At the end of the training the participants expressed their ability to train other CBD staff on MWORA mapping.

5. **MWORA Map Training for MYWO Staff:** Maendeleo ya Wanawake Organization (MYWO) organized MWORA mapping training in Machakos. Eleven field level staff from Mitabuni location and three MYWO headquarters staff participated in this training. The training was divided into three parts. Part- one covered all theoretical aspects, part- two was on map drawing exercise and part- three was on actual map drawing in the CBD's real catchment area. During this training FPAK's CBD Program Officer Mr. Jackson Thoya also participated with FPMD as a co-trainer.

As per training schedule the first half-day session was spent in orienting the participants with the background, importance, types and advantages of geographical maps as well as with the purpose, importance and benefits of MWORA maps and how to prepare them. Different hand- outs and reading materials on MWORA mapping were distributed and these were also reviewed with them and necessary explanations were provided to enable them understand the advantages of MWORA maps as a management tool and how to prepare them. In the afternoon session, the participants were divided into three groups and were assigned to prepare a geographical map of the training compound, Garden Hotel, Machakos. The participants were able to prepare five maps. Review of these maps reflected containing all essential information, including important locations and major land marks of the area.

On the following day, the participants were re-orientated with the steps of preparing MWORA maps. They were also asked to define MWORA and design house-hold survey questionnaire in the context of Kenya's situation.

After an hour-long discussion and brain-storming it was decided that for household survey all women of reproductive age and only men who are using any FP method would be allocated with a FP number. The target group would be called as MWORA (Men and Women of Reproductive Age).

The participants then were asked to develop different symbols and colors to represent major landmarks and family planning methods. Most of the landmark legends were developed as per sample MWORA map of the Family Planning Manager, November/December 1992 issue (Annex-5) To represent different family planning methods, different colors were also developed details of which are in Annex-6 .

After this session, the participants were divided into three groups and were taken to Mitabuni for practical MWORA map preparation exercise. Each group conducted a detailed house-hold survey of their assigned area, analyzed the survey data and as per the survey analysis prepared MWORA maps.

On the afternoon of May 17, 1995, a consolidation session was held where these group maps were reviewed and necessary feed-back was provided for further improvement and next course of action, i.e, preparing individual map for each CBD agent's location. During this session participants were advised to proceed as per following steps prior to their MWORA map preparation.

- Collect a copy of the sub-location map from sub location administrator or Chief's office or sketch the entire area map of the CBD Agent's working area;
- Decide the area where MWORA-map pilot testing would be conducted;
- Circle the pilot area in the sub-location map to demarcate MWORA mapping pilot area;
- Conduct house-hold survey in the circled area;
- Prepare draft MWORA-map of the pilot area;

After this consolidation session, the participants returned to their sites and from that afternoon started conducting house-hold survey and preparing draft maps.

6. Action Plan: An Action Plan for MWORA map pilot testing was developed for Maendeleo ya Wanawake Organization (MYWO). This Action Plan was developed with MYWO Research/MIS Officer, Ms. Margaret Watani, Assistant Research Officer Ms. Darkos and Training Officer Mr. Samuel. CEDPA/Nairobi, Regional Advisor, Ms. Lalit Kraushaar and FPMD/Kenya Project Manager, Ms. Barbara L. Tobin were also present during this AP development. The duration of this Action Plan is for 12 months starting from June 1, 1995 through May 31, 1996.

In this Action Plan 43 activities were planned for the pilot period. All activities to be undertaken during the pilot period were detailed indicating persons responsible for each work with their time lines.

MYWO would monitor progress of MWORA map pilot testing as per activities listed in the Action Plan. At the end of the pilot period MYWO would conduct an assessment/evaluation of MWORA map implementation findings and as per this evaluation findings would determine their future course of action on MWORA mapping implementation. MYWO would also hold a dissemination workshop to share their MWORA map implementation experience among other NGOs. The Action Plan has already been handed over to MYWO. Summary of this Action Plan is in Annex-8.

7. **MWORA Mapping Monitoring System:** To assist FPAK and MYWO headquarters, district and sub location supervisory staff on conducting issue based monitoring and provide necessary technical assistance the MWORA Map Monitoring System guidelines was reviewed with the FPAK and MYWO staff. While reviewing the guideline, the necessary monitoring steps, such as Questions to be asked; Observations to make and Records to be checked by a supervisory staff during his/her MWORA map monitoring visit were explained.

A copy of this MWORA Mapping Monitoring guidelines was handed over to each of the headquarters staff of FPAK and MYWO.

8. **Field Observation:** During May 18-19, 1995 I alongwith FPAK CBD PO Mr. Jackson Thoya and three MYWO headquarters staff visited locations and villages of all these nine CBD field agents and reviewed their work. During these field visits most of the CBD field agents were found to have conducted house-hold surveys for 10-15 house holds, sketched a draft MWORA map and placed 15-20 Men and Women of Reproductive Age's (MWORA) boxes with the MWORA number. We have reviewed all these nine maps. The name of these locations and CBD field worker and field agents who were visited are in Annex -

During the review, we conducted consistency check with the landmark legends, house-hold information and FP method colors and provided necessary technical assistance for further improvement.

VI. RECOMMENDATIONS

FPMD/Kenya should follow-up implementation of MWORA mapping by MYWO as per Action Plan and FPAK's expansion of MWORA maps to rest of the CBD's of Taita Taveta district as well as providing MWORA map training to other CBDs.

Follow-up Action: FPMD/Kenya Project Manager Ms. Barbara L. Tobin and FPAK's Senior Evaluation Officer Ms. Maureen and CBD Program Officer, Mr. Jackson Thoya visited Bangladesh during May 04-14, 1995. During this visit they were taken to two LIP sites and were exposed to the use effectiveness of ELCO maps by the LIP volunteers.

COMMUNITY BASED DISTRIBUTION OF SERVICES

MWORA MAPS EVALUATION REPORT

FAMILY PLANNING ASSOCIATION OF KENYA
NAIROBI, KENYA
MAY, 1995

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY.....	1
II. BACKGROUND.....	2
III. METHODS.....	3
IV. RESULTS.....	3
CBDs' PERSPECTIVE AND THEIR RECOMMENDATIONS.....	3
FIELDWORKERS' PERSPECTIVE AND THEIR RECOMMENDATIONS.....	5
V. RECOMMENDATIONS.....	6

I. Executive Summary

In 1993, the Family Planning Association of Kenya realised that its CBD agents were having difficulties in determining workload, area of coverage, type of clients served, and method mix per agent. With assistance from Family Planning Management Development (FPMD), Kenya Office, and with technical assistance from FPMD - Bangladesh, the Association initiated a pilot test of ELCO/MWORA maps among eight CBD agents attached to the Taita-Taveta CBD site. The objectives of the pilot test were to test the feasibility of the use of MWORA maps as an effective tool for the FPAK CBD programme, and to expand and improve the skills of CBDs to enable them to better understand and respond to clients' needs.

The pilot test was implemented for ten months. This report is as a result of an internal evaluation conducted by FPMD and FPAK to gauge the success of the pilot test. The evaluation team utilised the qualitative method of data collection and held focus group discussions with the agents and their supervisors and at the same time observed how the maps had been utilised by the agents in their day-to-day work.

The results indicate that it is possible for CBD agents to use the maps as an effective management tool. They have been using the maps to identify non-users, method switchers and clients for long term methods, to plan their day-to-day activities, calculate method mix, and identify the pattern of method use. The supervisors, on the other hand, felt that they are able to use the maps to easily understand the work of the CBDs and as such they are able to guide the agents more specifically and plan with the agent on strategies for reaching difficult clients and those eligible for long-term methods. In addition they are able to plan for the supply of commodities to the agents. The maps greatly reduced on cheating by the CBDs on the number of clients served. This has resulted in more accurate figures of clients served being reported.

Difficulties faced by both CBDs and their supervisors were mainly related to map storage, interpretation, and updating. It was realised that keeping the maps clean was difficult. Further, interpreting the map and coming up with the appropriate activities to address the issues arising needed more in-depth training. These difficulties were addressed during a refresher course conducted after the evaluation.

Above all, the pilot test proved that CBDs were able to acquire skills in map drawing and use the maps to effectively serve their clients. The evaluation team therefore recommends that the MWORA maps be adapted in all FPAK CBD sites gradually, beginning with the remaining CBDs in Taita-Taveta first, then spread to other sites stepwise.

II. Background

The Family Planning Association of Kenya (FPAK) is a non-profit, non-political, and non-governmental organisation committed to the pursuit and achievement of family well being through responsible parenthood. The Association was registered in Kenya in 1961 and affiliated with the International Planned Parenthood Federation (IPPF) in 1962. The Association is composed of staff and volunteers. At the grassroots level, FPAK is represented by Volunteer Branches and Area Committees, while at the national level, elected officials from the branches form the Annual Delegates Conference, which is the Supreme policy-making body of the Association. The staff of the Association comprise the Secretariat.

The Association currently operates through eight provincial Areas and from its Headquarters in Nairobi. Her activities reach all provinces of Kenya except the North Eastern Province. Throughout these provinces, the Association operates fourteen static clinics, as well as sub-static and mobile service delivery points, a large, well established network of 1000 CBD agents, 64 youth volunteers, 11 community gender educators, two youth centres, and affiliated staff and volunteers. Additionally, the Association maintains programme-supportive units at the Headquarters level such Research and Evaluation, and Information, Education and Communication (IEC).

In 1993, a CBD evaluation report revealed that there were important programmatic issues that were not addressed by the FPAK CBD programme. These included CBD workload, area of coverage, lack of a clear understanding of the clients served by the CBDs and method mix. As a result in 1994, the Association sought assistance from Family Planning Management Development (FPMD) to pilot test the Men and Women of Reproductive Age (MWORA) maps. The term was adopted from the Eligible Couple (ELCO) maps used in Bangladesh. This was deemed necessary as family planning services in Kenya reaches also unmarried men and women of reproductive age. FPMD-Kenya organised technical assistance from their Bangladesh counterparts who have successfully used the maps as a management tool for the equivalent of the CBD programme, in the national family planning programme for the last ten years.

The MWORA map sub-project has been implemented by the Association on a pilot basis for ten months. The pilot testing phase comprised training in map drawing, actual drawing of the map for a section of the sub-location covered by the CBD, utilisation of the maps in the implementation of the project by the CBDs and evaluating the feasibility of the acceptance of the maps by the CBDs and their supervisors.

The sub-project was implemented in four divisions of Taita-Taveta District, Coast Province. A total of five fieldworkers and eight CBD agents were trained in map drawing and utilisation. The initial training took

place in April 1994, followed by a training on the utilisation of the maps two months later. The maps have thus been utilised by the CBDs for ten months before an internal evaluation was undertaken by FPAK and FPMD-Kenya.

The overall objective of the pilot testing was to assist CBD agents to improve on the provision of the quality of services. Specifically the pilot test sought :

- To test the feasibility of the use of MWORA maps as an effective tool for the FPAK CBD programme, and,
- To expand and improve the skills of the CBDs to enable them to better understand and respond to clients' needs.

This report outlines the findings of interviews conducted among CBDs and their supervisors who were trained and are implementing the MWORA maps in Taita-Taveta.

III. Methods

The evaluation was conducted among eight CBD agents, five fieldworkers and their supervisor. The study employed the Focus Group Discussion and observation methodologies of data collection. The FGD questionnaire was designed to get information related to experience during the training, implementation and recommendations for expansion of the maps to cover the whole sub-location and to other CBD agents. Two FGDs, one for fieldworkers and the supervisor and the other for agents were conducted. The data was then subjected to qualitative data analysis.

IV. Results

CBDs Perspective and their recommendations

When asked what their feelings about the MWORA map training were, the CBD agents said they found the initial drawing of the maps very difficult the first time but the subsequent drawing became easier and easier. In addition the drawing of a section of the sub-location turned out to be much easier as they were familiar with the surroundings. The household survey was also seen as a difficult exercise but it made the map drawing simple. At the end of the training the CBDs felt more confident and in control of the new skill they had learnt.

The utilisation of the map in their day-to-day work illuminated light on the usefulness of the maps. The CBDs realised that through the maps the general quality of their services improved as they were able to:

- Identify non-users in their operation areas. They discovered that they had more non-users around their homes than far away.
- Plan their day-to-day activities more elaborately with regards to targeting non-users, counseling for long term methods, commodities to carry on a visit and the general planning of the route.
- Know their clients and their needs better
- Identify clients for long term methods
- See method mix and identify patterns of method use
- Identify method switchers easily.

There were also difficulties that the CBDs faced during the implementation. These included problems in identifying the MWORA area, map maintenance (keeping the maps clean), numbering of the MWORAs when they migrate permanently or otherwise to another part of the map or when they move out of the mapped area, and issues to consider when updating the map. There was, however, a lot of enthusiasm shown by the agents regarding the maps. A number of CBDs had taken the initiative and drawn maps for the remainder of their sub-locations, even without their supervisor's knowledge. When the supervisors discovered what was going on, most of them encouraged the CBDs. In addition some CBDs had started training their colleagues on how to map and use the maps. It surprised the CBDs that the people around them were mostly non-users.

Overall the CBDs felt that the maps had greatly improved their work and reduced their workload. They recommended that if the mapping exercise were to continue then it would be mandatory to have more than one map and it would be better to map one village at a time. They further recommended that they should be taught how to manage more than one map. They felt that the fieldworkers would find it difficult to supervise when all the CBDs had maps.

The CBD agents were confident that they would be in a position to train other agents so long as they were allowed to use Kiswahili as the language of instruction and get minimal assistance from the fieldworkers.

Fieldworkers' Perspective and their recommendations

Initially the fieldworkers felt that there was no relationship at all between the family planning work and map drawing. They could not figure out how a map can be used in facilitating the family planning work. They also found the initial household survey and drawing difficult. They underrated their capability including that of the CBDs in successfully completing the training and using the maps. In addition, they found that remembering the colours and symbols to use in the maps was difficult. The fieldworkers also felt that the MWORA maps would increase the workload both for the CBDs and for themselves. After the initial training, however, they became very confident and realised that their fears were baseless. They realised that they (including the CBDs) "could do it" according to their own words.

In the field the fieldworkers felt that the map drawing exercise was difficult "but with commitment and hardwork" one could do it. They also found the household survey difficult but appreciated its usefulness to the MWORA maps. The maps have proved to be useful to the fieldworkers as they are able to:

- Plan activities better for those CBDs with the maps.
- Understand the problems of the CBDs better and guide them in their daily work more effectively.
- See at a glance the type of clients the CBD servicing, method mix and the pattern of method use.
- Use the maps to do spot checks, plan the supply of commodities to the CBDs, identify clients for long-term and permanent methods, and plan for outreaches.
- Know the CBDs' clients better when they use the maps and detect cheating in record keeping easily as "the maps reveal the truth".

When asked to compare the CBDs with maps and those without maps, the fieldworkers were all praise for the CBDs with maps. They said these CBDs were able to plan and conduct specific activities without relying on guess work. They were able to request for specific quantities of commodities, concentrate more on their work and seemed to work harder than their counterparts who had no maps.

The most recurring difficulty that the fieldworkers seemed to envisage was the storage and handling of the maps by the CBDs. The maps become untidy and illegible very fast. The supervision of more than one CBD with a map was difficult but if one found a central place to guide the CBDs as a group it became easier. During the household survey difficulties were found with getting the total number of children a MWORA had especially if the MWORA was a non-user. The fieldworkers appreciated that initially the

drawing and learning to use the map is difficult though once one learnt how to do it, it proved to be a very useful tool both for the CBD and the supervisor.

The fieldworkers recommended that the maps should be extended to all their CBDs as this would greatly improve on their performance and quality of service to the clients. They further recommended that the initial theoretical training for CBDs new to the maps take not less than four days and another four days for field training. The trainers should use a simple language that is easily understood by the CBDs.

V. Recommendations

From the fore-going results it clear that the MWORA pilot test was a success. The objective of imparting skills and actual utilisation of the maps was achieved. Both the CBDs and the supervisors found it a useful tool for the effectiveness of their work. The enthusiasm shown by the group in implementing the maps is an indication that the maps were accepted by the CBDs. It is suggested that the problems faced in the implementation phase be addressed during the refresher course and solutions found before the expansion is undertaken. FPAK should also device ways of keeping the maps clean and producing them at the lowest cost possible. Additional training is required in interpretation of maps if the maps are to be fully utilised by the agents and their supervisors.

FPAK Follow-up Training on FP-MWORA Mapping for CBD field Staff

Objectives: To provide a follow-up training to the 15 CBD field workers and field agents of FPAK from Taita Taveta district on the meticulous use of MWORA maps. At the end of the training the participants will be able to:

1. update MWORA maps showing the FP acceptance status of the MWORAs of the catchment area.
2. use MWORA map as a management tool for planning and organizing their work.

Thursday May 04, 1995	Time
1. Introduction	10 min.
2. Expectations of the participants	10 min.
3. Reviewing of Agenda/topic	10 min.
4. Learn MWORA map implementation experience from the CBD field workers and field agents: <ul style="list-style-type: none"> ○ Identify major issues ○ List down major problems ○ Other concerns etc. 	1 hr.
5. Address issues and concerns of the CBD field staff and supervisors on MWORA maps	1-2 hrs.
6. Case-Study.	1 hr.

<p>7. Analysis of an ELCO/MWORA map to calculate:</p> <ul style="list-style-type: none"> ○ Contraceptive Prevalence ○ Method-mix ○ Develop IEC strategies in order to educate/motivate non acceptors on FP ○ Other points/items from which MWORA map could be used. 	1 hr.
8. Feed-back on these case analysis	
9. Conclusion	

***FP-MWORA Mapping Preparation and Implementation training for the CBD
supervisory Staff of Family Planning Association of Kenya.***

May 11 - 12, 1995

Objectives: To equip a core group of trainers consisting of CBD headquarters staff, supervisors and Area Managers of FPAK with the technique of imparting training on MWORA mapping to CBD field worker and field agents. At the end of the training the participants will be able to:

1. list out 20 benefits of MWORA mapping for improved client services and,
2. have necessary knowledge and skills on the drawing and utilization of MWORA maps for their catchment areas.

Day-1 Thursday May 11, 1995		Time
1. Welcome and Warm-up		15 min.
2. Introduction to maps: <ul style="list-style-type: none"> ○ What is a map ○ Where it is used ○ Types of maps ○ What type of management decision that could be generated from the map 		1 hr.
3. What is an ELCO map: <ul style="list-style-type: none"> ○ Background and history 		30 min.
4. Bangladesh and Kenya experience on ELCO/MWORA mapping		2 hr.

5.	Advantages/benefits of ELCO/MWORA Mapping: <ul style="list-style-type: none"> ○ How does ELCO/MWORA mapping achieve program goal ○ How does ELCO/MWORA mapping improve access ○ Benefits of ELCO/MWORA maps to: <ul style="list-style-type: none"> - Managers - Supervisors - Field workers - Community leaders 	2 hrs.
6.	Mapping in Kenya environment, issues and concerns map preparation and implementation.	1 hr.
Day-2 Friday, May 12, 1995		
Key lessons learned from Day-1		30 min.
1.	How to prepare a MWORA map <ul style="list-style-type: none"> ○ Introduction ○ Define the target group ○ Design house hold questionnaire ○ Develop symbols ○ Develop colors ○ How to conduct the survey and how to draw the map 	5 min. 30 min. 1 hr. 30 min. 30 min. 1 hr.
2.	Exercise on MWORA map preparation	1 hr.
3.	Feed-back on MWORA map exercise: <ul style="list-style-type: none"> ○ What the map tells ○ What the map does not tell 	1 hr.
4.	Updating the MWORA map <ul style="list-style-type: none"> ○ When to update ○ How to update 	1 hr.
5.	Develop MWORA mapping Monitoring System guidelines	1 hr.
6.	Develop training protocol for CBD field worker and CBD agents	1 hr.

MWORA Mapping Training for the CBD Program staff of Maendako ya Wanawake Organization (MYWO)

Objectives: To acquaint MYWO CBD staff with MWORA mapping for improved client services. As a result of this training the MYWO staff will be able to:

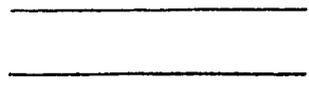
1. know the utility of MWORA mapping in providing services to their clients
2. develop MWORA map for their own working areas
3. utilize MWORA maps for effective planning, implementation and monitoring purposes.

Day 1 Monday, May 15, 1995	Time
1. Introduction and warm-up	15 min.
2. Expectations (trainees and trainers)	15 min.
3. Objectives of the training	10 min.
4. Introduction to maps	30 min.
5. Types of Maps	30 min.
6. Why Mapping?	30 min.
7. What is an ELCO map?	30 min.
8. Why ELCO map?	30 min.
9. Benefits and Limitations of ELCO mapping	30 min.
10. Bangladesh Experience/Kenya Experience (FPAK)	1 hr.
11. Exercise on mapping	2 hr.
12. Mapping in the Kenya environment, Issues and concerns.	1 hr.

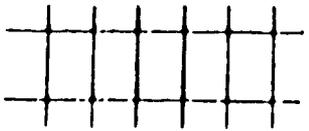
Day 2, Tuesday, May 16, 1995		Time
1.	Recap- day 1	30 min.
2.	How to Prepare a MWORA map <ul style="list-style-type: none"> ○ introduction ○ define the target group (MWORAs) ○ design household questionnaire ○ develop symbols ○ select colors ○ orientation on how to conduct the survey, and how to draw the map 	5 min. 30 min. 2 hrs. 30 min. 10 min. 30 min.
3.	MWORA map preparation (exercise)	2 hrs.
4.	Feed-back on module test <ul style="list-style-type: none"> ○ what the map tells ○ what the map does not tell 	1 hr.
5.	Training conduct a field survey Select two/three areas/sites where this field exercise <ul style="list-style-type: none"> ○ Define boundaries. ○ Draw the draft map and identify the houses/prime land marks. ○ Identify number of household and MWORA. ○ Conduct sample household survey. 	2 hrs.
6.	Evening: feed-back and consolidation session.	1 hr.
Day 3, Wednesday, May 17, 1995		Time
1.	Recap day 2	30 min.
2.	Continue household survey and mapping	3 hrs.
3.	Consolidate field data into map.	2 hrs.
4.	Next Steps	1 hr.
5.	Closing	

Day 4, Thursday, May 18, 1995		Time
1. Task:	Participants/CBD staff to preparing their individual MWORA map in their real work sites.	Whole day
2. Follow-up:		
○ Develop a MWORA Mapping Monitoring System with MYWO.	Whole day	
○ Action Plan development		

Day 5, Friday, May 19, 1995		Time
Visit MYWO locations where CBD's are conducting house hold survey and preparing MWORA maps. Review maps and provide necessary technical assistance.	Whole day	
MYWO may please prepare itinerary and schedule of this visit.		



Road



Railroad



River/Stream



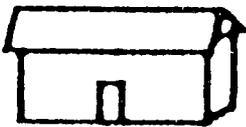
Market



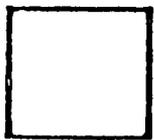
Hospital/Clinic



Mosque



School



House



Volunteer/Fieldworker

Colors to represent different FP methods for the use in FP maps.

FP Method		Color
1.	Pill	Blue
2.	Condom	Green
3.	Injectable	Yellow
4.	IUCD	Pink
5.	Foam Tablet	Brown
6.	Tubal Ligation	Red
7.	Vasectomy	Purple
8.	Norplant	Dark Green
9.	Cream/Jelly	Dark Blue
10.	Non-User	Orange
11.	Pregnant	Black

MAENDELEO YA WANAWAKE PARTICIPANTS

Name of CBDs	Sub-Location Visited
Jane Ngui	Koma Rock, Mitaboni Location
Jane Muia	Miumbuni Sub-Location
Lilian Nzula Musyyoka	Mumbuni Sub Location
Pauline Mwongeni Muok	Mitaboni Emale Sub-Location
Rackok Syomot kigi	Mitaboni Location Miumbuni Sub-Location
Grace N Katnuku	Mitabon Location Nzambani Sub-Location
Veronican Noho	Mitaboni Location
Monica M. Sauh	Mitaboni Location
Dorothy	Mitaboni Location

I. SUMMARY

Maendalio ya Wanawake Organization will implement Men and Women of Reproductive Age Map (MWORA-Map) in Mitaburi Location for one year, June 1995 - May 1996 on a pilot basis.

The overall goal of MWORA-Map pilot testing is to improve MYWO's CBD MIS system at the field level. To achieve the above goal MYWO will prepare nine MWORA-maps in nine CBD Agents' area under Machakos district for a pilot testing and will implement these maps for a period of 12 months, June 1995 through May 1996. It is anticipated that these MWORA mapping would enable CBD field agents to understand their community and its contraceptive needs better and also, they would be able to use them for making as a simple & effective program management tool.

MYWO's specific activities for the pilot period will include the following:

- In June 1995, prior to preparing MWORA-maps, each CBD field agent will collect a copy of sub-location map from the sub-location administrator office to demarcate MWORA-mapping areas.
- In early June 1995 the CBD Agents under the direct supervision of CBD divisional coordinator will conduct the house-hold survey and as per survey analysis will prepare the first draft map.
- By the second/third week of June, the divisional coordinator will review these maps, make necessary correction and submit to district manager for her review and feed-back.
- In the first week of July 1995, the district manager will review all final draft MWORA-maps and submit these maps along with the survey records to Evaluation Officer at the MYWO headquarters in Nairobi.
- The Evaluation Officer/Assistant EO will review these final draft FP maps. They will conduct some consistency check to ascertain accuracy of MOWRA boxes and utilization of appropriate colors to represent FP methods.
- In the 3rd week of July 1995, the MYWO headquarters staff will conduct a one-day MWORA-Map implementation workshop to provide feed-back on the final draft maps and house-hold survey records. As per this workshop the CBD field agents will finalize their MWORA-maps and survey registers and will implement those for next 10 months.
- To augment knowledge and skills of the CBD agents on the appropriate utilization of MWORA maps, the MYWO headquarters will provide them a one-day training in November 1995.
- In early May 1996 the Evaluation Unit of MYWO will conduct an assessment/evaluation of MWORA-Map implementation. MYWO will determine their next course of action on MWORA-Mapping implementation as per results of this evaluation. This evaluation findings will also be shared among other NGO's through holding a dissemination seminar.

PERSONS CONTACTED

FPMD/Kenya

1. Ms. Barbara L. Tobin, Project Administrator
2. Mr. Peter, Program Officer, MIS

USAID/Nairobi

1. Mr. Charles Thube
2. Mr. T. Takona

CEDPA/Nairobi

1. Mrs. Lalit Kraushaar, Regional Advisor

FPA, Kenya

- | | |
|-----------------------|---|
| 1. Mr. G. Mzenge | Executive Director |
| 2. Mrs. Margaret Thuo | Program Manager |
| 3. Mrs. M. Kuyoh | Senior Program Officer, Research and Evaluation |
| 4. Mr. Jackson Thoya | Program Officer, CBD |
| 5. Mr. S. Mwangi | Program Officer, Library |
| 6. Mr. Ariaza | Financial and Admin. Manager |
| 7. Ms. Anabel E | Program Officer, Research/Evaluation |
| 8. Mr. Salim | Area Manager, Coast. |

Maendeleo ya Wanawake Organization

- | | |
|-----------------|-------------------------|
| 1. Ms. Margaret | Research/MIS Officer |
| 2. Ms. Darkos | Asstt. Research Officer |
| 3. Mr. Samuel | Training Officer |

MWORA Nap Training Participants from FPAK, Taita Taveta district

NAME	TITLE	PLACE
1. Ms. Pauline K. Mbashu	CBD, Field worker	Voi/ Mbololo
2. Ms. Bertina Mtongolo	CBD, Field Worker	Voi/Buguta
3. Ms. Clemence Mnene	CBD, Field worker	TAVETA
4. Ms. Mary Kilei	CBD, Field worker	MWATATE
5. Ms. Mwangemi Victoria	CBD, Field worker	WUNDANYI
6. Ms. Elnora Kitimo	CBD, Agent	WUNDANYI
7. Ms. Clemence Mwakio	CBD, Agent	WUNOANYI
8. Ms. Faith Mwawuganga	CBD, Agent	WUNDANYI
9. Ms. Jacinta Mwaswgali	CBD, Agent	WUNDANYI
10. Ms. Clemence Mwachia	CBD, Agent	Voi.
11. Ms. Mary Chao	CBD, Agent	Voi.
12. Ms. Lawencia Mwalelwa	CBD, Agent	MWATATE
13. Ms. Roscline Nagaluma	CBD, Agent	ICIVIOGO (TAVETA)
14. Ms. BM Mwalimo	CBD, Supervisor	Voi/Taita Taveta

MAENDELEO YA WANAWAKE PARTICIPANTS

Name of Participants	Sub-Location Name	Title
Jane Ngui	Koma Rock, Mitaboni Location	CBD Agent
Jane Muia	Miumbuni Sub-Location	CBD Agent
Lilian Nzula Musyyoka	Mumbuni Sub Location	CBD Agent
Pauline Mwongeni Muok	Mitaboni Emale Sub-Location	CBD Agent
Rackok Syomot kigi	Mitaboni Location Miumbuni Sub-Location	CBD Agent
Grace N Katnuku	Mitabon Location Nzambani Sub-Location	CBD Agent
Veronican Noho	Mitaboni Location	CBD Agent
Monica M. Sauh	Mitaboni Location	CBD Agent
Dorothy	Mitaboni Location	CBD Agent

*F*amily planning organizations worldwide are striving to make it possible for every individual to choose the number and spacing of their children, and are working to support national strategies for reducing population growth rates. The managers of these organizations must rise to the challenge of providing high-quality, effective family planning services to ever-increasing numbers of couples. The Family Planning Management Development (FPMD) Project strengthens family planning organizations in both the public and private sectors by identifying their managerial problems, applying practical solutions to these problems, and enhancing the quality and sustainability of their services.

*F*PM works at the national, regional, and local levels throughout Africa, Latin America and the Caribbean, Asia, the Near East, and Eastern Europe. The project provides management assistance to national family planning programs and organizations to improve the effectiveness of service delivery. FPMD's approach to organizational development is built on extensive experience, which includes the provision of technical assistance to family planning organizations in over 30 countries and management training to over 2,000 family planning managers worldwide.