

**FAMILY PLANNING MANAGEMENT TRAINING**

**BASIC MANAGEMENT SKILLS WORKSHOP**

**FOR**

**OFFICIALS FROM INSTITUTO  
PERUANO DE SEGURIDAD SOCIAL  
AND MINISTRY OF HEALTH - PERU**

**September 4 - 9, 1988: Session I  
September 11 - 16, 1988: Session II  
Hotel El Pueblo, Lima - Peru**

**Conducted by  
Management Sciences for Health**

**Instructors:**

**María Eugenia Arias  
John Paxman**

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## ACKNOWLEDGMENTS

Much work went into preparing the workshop in Peru. First, a team from MSH assessed the management training needs of the two principal public institutions involved in family planning in Peru in September of 1987. Second, in May of 1988, Ms. Ellen Eiseman from MSH-Boston, visited Lima and met with officials from the Instituto Peruano de Seguridad Social (IPSS), the Ministry of Health (MOH) and USAID to determine if any significant changes had taken place between September of 1987 when the needs assessment was carried out. Third, after Ms. Eiseman reported that there were no indications that alterations should be made, the instructors proceeded to prepare materials and design the workshop.

The members of the Family Planning Management Training Project would like to express their sincere thanks and appreciation to the many individuals who contributed their time, energy and resources to make it all happen. In particular, we would like to acknowledge the support given by the following individuals:

|                     |  |
|---------------------|--|
| Dr. Americo Mendoza | Director General<br>Family Planning Program<br>Ministry of Health                              |
| Dr. Alfredo Guzman  | Director (until September 1988)<br>Family Planning Program<br>Social Security Institute (IPSS) |
| Ms. Rita Fairbanks  | Advisor in Health and Population<br>USAID - PERU   |
| Mr. John Burdick    | Chief of Population Division<br>USAID - PERU   |

We would also like to thank all of the people who were involved in the preparation and coordination of the workshops: Hilda Baca and Maria Elena Saavedra (MOH) and Carolina Garcia (IPSS).

## **EXECUTIVE SUMMARY**

The workshop for the family planning officials from the two institutions in the Peruvian public sector was a first of its kind, and required the development of a curriculum especially tailored to the needs of the family planning coordinator. In order to make the workshop as responsive as possible to the needs of the participants, various members of the MSH/FPMT team met with officials from the central level in Lima and asked them to provide information on the activities and responsibilities of the coordinators. Interviews were also conducted with a group of coordinators (prospective participants) during one of their visits to Lima in September of 1987. Based on this information it was decided to introduce the participants to the basic management concepts and skills that would allow them to run a successful family planning program.

As the participants are the ones responsible for implementing family planning programs, they needed a workshop that was practical and directly related to their work. Hands-on experience was crucial, and the case method, combined with group work, a management simulation, and exercises was used extensively. If one can use the active participation and enthusiasm of the participants as an indication of the appropriateness of the methodology used, the methods were well chosen.

During the workshop, participants learned managerial skills and concepts, and were exposed to the ways the family planning system worked at the national level and to future plans. An important component of the workshop was the section on "interaction skills", i.e., how to improve the ability of the participants to work with and through people. A key by-product of the workshops was the formation of bonds between the officials from the IPSS and the Ministry of Health. This will be crucial to the success of the family planning effort.

The FPMT training team were impressed by the commitment of the participants, expressed in their conscientiousness, active participation, the long hours they put in, and their open attitude to learning new things.

## **BACKGROUND TO THE WORKSHOP**

The Family Planning Management Training Project (FPMT) was initiated in late 1985 in order to provide training and technical assistance to leaders and managers of family planning programs. One of FPMT's activities was an assessment of the management training needs of the two principal public institutions involved in family planning in Peru. These two institutions were: the Instituto Peruano de Seguridad Social (IPSS) and the Ministry of Health (MOH). The assessment concluded that the staff of these institutions needed training in basic management skills (including planning, program design, control and supervision) in order to carry out a successful family planning program.

The workshop was aimed at strengthening family planning activities in the UDES (department level) and UDES (territorial level). The workshop was designed after reviewing data gathered from the officials at the central level as well as prospective participants. The workshop lasted 5 days and it was held in the "Hotel el Pueblo" in Lima. Administrative and logistical support was provided by the Ministry of Health, the IPSS and USAID-Peru.

## **PRE-WORKSHOP PREPARATION**

### **DESIGN AND PREPARATION OF MATERIALS**

The process of designing and developing the workshop began in late 1987. The bulk of the work was done in Ecuador by the lead trainer but material was gathered and discussions were also held in Boston with the other instructor. During the needs assessment visit which was held in September of 1987, Laurie Cobb, Carlos Aramburu and Maria Eugenia Arias interviewed a number of officials (see Annex I for a list of persons interviewed by MSH staff during September of 1987 and May of 1988) at both the IPSS and the MOH in order to identify the management training needs of the two institutions. Prospective participants from both institutions were also interviewed. At that time, the group recommended that training interventions be focused on those personnel groups likely to continue such as the Family Planning Coordinators (mid-level managers of the program). The FP coordinators were appointed early in 1987 at the MOH and were located at the UDE (departmental) level. The IPSS also named FP coordinators at the various service delivery levels.

The assessment which was made in September of 1987, concluded that coordinators needed training in program management (planning, design, control and supervision). In sum, the request was for training in basic administrative skills and the needs assessment proposed a workshop outline which included two main parts:

- I. Introduction to basic management concepts and the role of the family planning administrator in the public sector
  - a) environmental analysis
  - b) problem identification
  - c) goals and objectives
  - d) the importance of data collection and analysis
  - e) working with numbers and making them useful
  - f) target setting
  - g) monitoring and evaluation
  
- II. Interaction skills
  - a) the art of supervising
  - b) communication
  - c) delegation
  - d) coordination
  - e) understanding the FP coordinator's role in the health system

Some time passed before the workshops were actually held. The reason for the lag time between the first needs assessment, the visit by Ellen Eiseman (May, 1987) and the actual workshops (September, 1988) was the existence of considerable institutional uncertainty and change in the family planning programs of both institutions. The Ministry of Health was in the process of naming a new family planning director and a new

organizational structure for the program was likely to take place. The IPSS also underwent considerable change. In May of 1987, both directors of FP programs at the MOH and the IPSS were highly interested and enthusiastic about the training activities proposed and reviewed with Ellen Eiseman. Officials from both institutions made recommendations for the training program and finally set a date for the workshop.

The instructors reviewed Ms. Eiseman's notes and suggestions for the workshop and proceeded to develop materials and make the necessary preparations. Sonia Burbano, a consultant for MSH traveled to Lima in June and finalized hotel arrangements as well as worked with the coordinators from the IPSS (Carolina Garcia) and the MOH (Maria Elena Saavedra) in order to assure administrative details were under control.

## **SUMMARY OF TRAINING GOALS**

The workshop was divided into two sections: the first section provided basic management skills and covered the following topics:

- situation or environmental analysis**
- understanding the FP system and one's role within the system**
- basic concepts in administration**
- the role of the FP coordinator**
- the planning process**
- goal/target setting**
- the importance of data**
- working with numbers and making them useful**
- monitoring and evaluation**

The second section focused on the skills necessary for working with and through people in the public sector. Participants were advised that implementation of a program depended not only on them but on their ability to work with people. This meant working with subordinates, superiors at the UDE level as well as colleagues at Central Level. The topics covered in this section were:

- working with groups**
- coordination, communication, community relations**  
(taught through the management simulation)
- the art of supervising**
- delegation**
- giving performance feedback**

Figure 1 shows the design of the course and Annex II shows the schedule for the workshop which lists the topics covered. Annex III is a list of the materials which were used during the workshop. The workshop was given two times, the same material was used for both groups. The principal trainer decided to use simple management material on each of the topics covered and this material was adapted to family planning programs. The Korten casebook (Administración de Programas de Planificación Familiar, by Frances and David Korten, Bogota: Editorial Presencia, published under the auspices of the Pathfinder-Fund) was used as a basic text for the course. Cases from the Korten book were used to teach some of the sessions and case lets were written for some sessions. The Family Planning Management Training Simulation written by Paula Caproni was translated into Spanish and used for the first time in Latin America. There were some changes and adaptations made to the simulation.

**FIGURE 1 WORKSHOP DESIGN**

**Basic Management Skills for Family Planning Programs  
September 4-9, September 11-16, 1988  
Peru.-**

|          |  |   |  |
|----------|--|---|--|
| Day<br>1 | Introduction<br>Session 1  | Working with<br>Groups<br>Session 2     | Basic Management<br>Concepts<br>Session 3<br><br>The Family Planning<br>System |
| Day<br>2 | Environmental<br>Analysis<br>Session 4   | The Planning<br>Process<br>Session 5    | Goal Setting<br>Session 6  |
| Day<br>3 | Simulation: A day in the Life<br>of a Family Planning Program<br>Sessions 7 & 8<br><br>(Coordination, Communication,<br>Leadership, Community Relations)<br>Importance of<br>Data<br>Session 9 |   |  |
| Day<br>4 | Working with<br>Numbers<br>Session 10  | The Art of<br>Supervising<br>Session 11 | Delegation<br>Session 12   |
| Day<br>5 | Monitoring & Summary &<br>Evaluation<br>Session 13<br>Wrap-up<br>Session 14  |   |  |

**Note:** There were also two sessions which were used to show the participants the new forms designed for gathering information.

## **PARTICIPATION**

A total of 62 participants attended the workshops. There were 30 participants in the first section and 32 in the second. Annex IV and Annex V show the list of participants in each of the workshops, their institution and department is also shown. The majority were representatives from the IPSS and the MOH.

There were also participants from the private sector. In the group exercises, the trainers made an effort to form groups which included members from both institutions and from different parts of the country so that participants develop relationships and contacts with other FP coordinators.

## **TRAINING TEAM**

The training team was composed of the following members:

|                                |   |
|--------------------------------|---|
| <b>Ms. Maria Eugenia Arias</b> | <b>Principal Trainer, MSH/FPMT consultant</b> |
| <b>Mr. John M. Paxman</b>      | <b>Trainer, The Pathfinder Fund</b>           |
| <b>Ms. Sonia Burbano</b>       | <b>Facilitator, MSH/FPMT consultant</b>       |

During the second workshop, Ms. Sonia Burbano also participated as a trainer.

## **WORKSHOP MATERIALS AND TEACHING METHODOLOGY**

Each participant was provided with material for the first 3 sessions of the workshop during the introduction on Sunday. Participants were then given material necessary for the rest of the workshop at the end of each day.

The workshop was designed in a participative learner-centered way. Participants worked individually, in small groups, and in plenary sessions. The small groups were designed and formed to assure a mix of IPSS and MOH officials as well as a mixture of departments. There was also some variation of groups so as to provide participants the opportunity to work with various FP coordinators. Apparently participants are transferred frequently and this would allow them to get to know each other better, it also permitted us to move those participants who were obviously senior and sharper around and not let them dominate any one group. This permitted the timid and less knowledgeable participants a chance to show what they could do and practice the skills they were acquiring.

Participants were given assignments daily which consisted mostly of reading and preparing the cases for the next day. The FP management Simulation was used for the first time in Spanish and participants were asked to prepare to represent one of the groups mentioned in the simulation.

The following techniques and methods were included in the workshop proceedings:

- Lecturettes
- Case Method
- Group Work/Team Work
- Participant Led Discussions
- Experiential Exercises
- Role Plays
- Participant Presentations
- Management Simulation
- course Evaluation Instruments

The course materials were presented in a form and framework that supported the development of both knowledge and skills. Emphasis was directly on learning and practising those skills and concepts that are required to

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2A copy of the simulation in Spanish or English can be found in the MSH/FPMT library.

manage an FP program. Participants had opportunities for ongoing interaction in their respective groups. Both in the work groups and during the plenary case discussions and role plays they had multiple opportunities to review and analyze their skills in problem identification, target setting, environmental analysis, problem solving, and interaction skills (delegation, leadership, coordination etc.). The trainers helped the participants to relate their own experiences to the new concepts, for which the case method provided an excellent tool.

## WORKSHOP OUTPUTS

The major outputs achieved in this workshop were:

1. **Creation of bonds and cooperation.** The participation of coordinators from both the Ministry of Health and the IPSS enabled participants to develop friendships and close working relationships with each other. The fact that the FP coordinators came from various departments and were mixed with officials from the central level also reinforced the creation of a network which will benefit the program. As participants from both institutions and from all parts of Peru worked together, they developed a sense of team work and the notion that all are working towards a common goal.
2. **Skill building** The skill building component of the workshop was oriented to equipping participants with the necessary skills to manage their programs and understand the system within which that program was to be implemented. The workshop provided the participants the opportunity, through hands on experience and discussion, to become familiar with management concepts and techniques.

A key component of the workshop was the management simulation--a day in the life of a Family Planning Program--which permitted participants to assume roles (usually different from the ones they held in real life as far as status and level was concerned) either of officials from the central level, the department level, or the health center level.

The simulation also included patients as well as community participation and participants also assumed those roles. After the simulation, the participants had time to discuss their experience and reflect on the problems they had faced, the solutions they had suggested and their learning.

The training team strived, throughout the week, to couple theoretical concepts to practical applications, always using the participants' work situation as a point of departure. It was hoped that this practical emphasis would increase the likelihood that the new knowledge and skills would be transferred from the artificial setting of the workshop to the work setting. During the week, case lets were written based on experiences of participants present at the workshop which were then used in the classroom to illustrate a management concept.

3. **Understanding the Health System and the Role of the FP coordinator within that system.** Perhaps one of the most important results of the workshop was that participants were exposed to the family planning objectives and its place within the Health System as a whole. Participants from both institutions learned of the other's work,

acquired a better understanding of their place in the total structure, and began to comprehend how they could make use of the system in order to accomplish their goals. Many of the participants commented that in the past couple of years due to the constant change of ministers as well as other top officials, there is constant change in the way things are done. They all agreed that there is still lack of knowledge of how things work given the large number of new employees and the high turnover of higher officials.

## EVALUATION

A simple questionnaire was administered to the participants after the workshop to provide feedback to the trainers, who were interested in three things: (a) did participants feel they had actually learned something and was the course useful and (b) what was the participants' evaluation of the material and teaching methods. A place was provided for additional comments, which was used by most participants to express their appreciation of both the training content and the training team. The questionnaire designed for this purpose appears in Annex VI.

For both sessions, the course and trainer evaluations were very favorable. Participants were asked to rate the course, its content and usefulness and the instructors on a scale of 1 to 5 (1=Poor, 5=Excellent). The lowest average score in Session I was of 4.3 and in Session II the lowest average score was 4, and 4.8 was the highest average score for both Sessions. Average scoring for each question between the Sessions was consistent, that is Question 1, Question 3, Question 4, Question 6.1.b, c, Question 6.2.a, b, c, in both Sessions received scores above 4.5. Whereas the remaining questions in both sessions, received the lower scoring. For the tabulations please consult Annex VII.

Some participant comments were: "the course was very useful for me, it offered me the opportunity to reflect upon my job as an administrator;" "the course methodology was excellent, the course was great for me"; "teaching methods were great." Participants also offered recommendations such as "the case studies could be based more on the Peruvian reality," "perhaps the trainers could encourage all participants to actively participate in presenting their ideas to the class so we can all learn from each other, as well as from the trainers"; "some of the discussion topics were out of our reach, they concern the higher echelon of our organizations."

## **RECOMMENDATIONS FOR FUTURE WORKSHOPS**

The training team's assessment of the workshop, reinforced by the evaluations, is that the setup of the workshop worked well. During the first couple of sessions the participants are exposed to the management cycle as a whole and the role of the FP coordinator within this process; they also get a chance to learn each part of the process separately. They practice writing goals and objectives, setting targets, supervising, delegating, etc. It is apparent that adults learn better when they know what the big picture looks like and then concentrate on tiny portions. The learning is reinforced by making them do it as a whole again during the simulation.

It was apparent that 30 participants are still a manageable group. It is easier to teach a group this size via the case method. The trainer must be concerned with the process as well as the content of the case. There are obviously some implications for the trainers: the case method may mean a lot more work for the trainer and it demands being "on" during the whole session and allowing the participants to be the key actors. This is sometimes difficult for trainers and especially so for people who are more used to being in control of the classroom.

In future workshops a short teaching note could be elaborated which explains the health system and the objectives of the FP program within that health system. This information is available but it is usually found in many documents and sometimes in an incomprehensible manner.

ANNEX I

List of People Interviewed

USAID - Peru:

Mr. John Burdick  
Chief of Population Division

Ms. Rita Fairbanks  
Advisor in Health and Population

Instituto Peruano de Seguridad Social (IPSS)

Dr. Alfredo Guzman  
Director of Family Planning Program - IPSS

Mr. Juan Herrera  
Chief of Program, Information and Evaluation

Sra. Carolina Garcia  
Directora de IE&C

Ministry of Health

Dr. Americo Mendoza  
Director General del Programa de Planificacion Fam.

Dra. Juana Hilda Garcia  
Previous Director of the Family Planning Program

Obstetriz Maria Elena Saavedra  
Family Planning Program

Dr. Walter Torres  
Family Planning Consultant to MOH

Obstetriz Eymer Regifo  
Family Planning Program

Obstetriz Hilda Baca  
Family Planning Program

FP coordinators from various departments

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3 Coordinators of the Family Planning Program in both the MOH and the IPSS were interviewed in order to get a general idea of their needs and what their activities were as FP coordinators. This information was useful for structuring our recommendations for training activities.

**Private Universities**

**Dr. Luis Sobrevilla**  
**Universidad Peruana Cayetano Heredia**

**Dra. Rosa Zamora**  
**Universidad Peruana Cayetano Heredia**

**Dr. Folke Kafka**  
**Universidad del Pacifico**

**Sr. Antonio Palomino Kunupa**  
**Instituto Peruano de Administracion de Empresas**

**The Pathfinder Fund**

**Carlos Aramburu**  
**Representative**

ANNEX II

SEMINARIO-TALLER

"LA ADMINISTRACION DE PROGRAMAS DE PLANIFICACION FAMILIAR"

Lima, 4 a 9 de Septiembre de 1988

HORARIO

Domingo, 4

- |               |   |
|---------------|---|
| 17:30 - 18:00 | Inscripción y entrega de materiales                           |
| 18:00 - 19:00 | Inauguración  |
| 19:00 - 20:00 | Información sobre temas administrativos y formación de grupos |
| 20:00 - 21:00 | Cena  |
| 21:00 - 22:30 | Estudio Individual  |

Lunes, 5

- |               |   |
|---------------|---|
| 07:30 - 08:30 | Desayuno  |
| 08:30 - 09:45 | Sesión # 1: "Introducción y Metodología de Enseñanza" |
| 09:45 - 10:00 | Refrigerio  |
| 10:00 - 12:00 | Estudio Individual                                    |
| 12:00 - 13:30 | Almuerzo  |
| 13:30 - 15:15 | Sesión # 2: "Trabajando en equipo"                    |
| 15:15 - 15:30 | Refrigerio  |
| 15:30 - 16:15 | Reunión en grupos                                     |
| 16:15 - 17:30 | Sesión # 3: "El Rol del Administrador"                |
| 17:30 - 19:00 | Libre   |
| 19:00 - 20:00 | Cena  |
| 20:00 - 22:00 | Estudio Individual                                    |

Martes, 6

07:30 - 08:30 Desayuno  
08:30 - 10:15 Sesión # 4: "Análisis Ambiental"  
10:15 - 10:30 Refrigerio  
10:30 - 11:15 Reunión en Grupos  
11:15 - 12:30 Sesión # 5: "Proceso de Planificación"  
12:30 - 13:30 Almuerzo  
13:30 - 15:00 Sesión # 6: "Fijación de Metas"  
(parte A)  
15:00 - 15:45 Reunión en grupos  
15:45 - 16:00 Refrigerio  
16:00 - 17:30 Sesión # 6: "Fijación de Metas" cont...  
(parte B)  
17:30 - 18:00 Instrucciones para sesiones 7/8 "Simulación"  
18:00 - 19:00 Libre  
19:00 - 20:00 Cena  
20:00 - 22:00 Estudio Individual

Miercoles, 7

07:30 - 08:15 Desayuno  
08:15 - 08:30 Preparación "Simulación"  
08:30 - 11:30 Sesiones #s 7/8 "Simulación: Organización de  
Planificación Familiar"  
11:30 - 13:30 Cierre "Simulación"  
13:30 - 14:30 Almuerzo  
14:30 - 15:30 Estudio Individual  
15:30 - 16:15 Reunión en grupos  
16:15 - 16:30 Refrigerio

|               |  |
|---------------|--|
| 16:30 - 18:00 | Sesión # 9: "La importancia de la Información" |
| 18:00 - 19:00 | Libre  |
| 19:00 - 20:00 | Cena   |
| 20:00 - 22:00 | Estudio Individual                             |

Jueves, 8

|               |                                       |
|---------------|---------------------------------------|
| 07:30 - 08:30 | Desayuno                              |
| 08:30 - 09:30 | Reunión en grupos                     |
| 09:30 - 10:45 | Sesión # 10: "Trabajando con Números" |
| 10:45 - 11:00 | Refrigerio                            |
| 11:00 - 12:30 | Sesión # 10: cont.....                |
| 12:30 - 13:30 | Almuerzo                              |
| 13:30 - 14:15 | Reunión en grupos                     |
| 14:15 - 15:30 | Sesión # 11: "Supervisión"            |
| 15:30 - 15:45 | Refrigerio                            |
| 15:45 - 17:15 | Sesión 12: "Delegación"               |
| 17:15 - 19:00 | Libre                                 |
| 19:00 - 20:00 | Cena                                  |
| 20:00 - 22:00 | Estudio Individual                    |

Viernes, 9

|               |   |
|---------------|---|
| 07:30 - 08:30 | Desayuno                                |
| 08:30 - 09:45 | Sesión # 13: "Control y Evaluación"     |
| 09:45 - 10:00 | Refregerio                              |
| 10:00 - 11:15 | Sesión # 14: "Retroalimentación-Cierre" |
| 11:15 - 11:30 | Evaluaciones                            |
| 11:30 - 12:30 | Entrega de Certificados - Clausura      |
| 12:30 - 14:00 | Almuerzo de despedida                   |

ANNEX III

SEMINARIO-TALLER

"LA ADMINISTRACION DE PROGRAMAS DE PLANIFICACION FAMILIAR"

Lima, 11 a 16 de Septiembre de 1988

HORARIO

Domingo, 11

- |               |   |
|---------------|---|
| 17:30 - 18:00 | Inscripción y entrega de materiales                           |
| 18:00 - 19:00 | Inauguración  |
| 19:00 - 20:00 | Información sobre temas administrativos y formación de grupos |
| 20:00 - 21:00 | Cena  |
| 21:00 - 22:30 | Estudio Individual  |

Lunes, 12

- |               |   |
|---------------|---|
| 07:30 - 08:30 | Desayuno  |
| 08:30 - 09:45 | Sesión # 1: "Introducción y Metodología de Enseñanza" |
| 09:45 - 10:00 | Refrigerio  |
| 10:00 - 12:00 | Estudio Individual                                    |
| 12:00 - 13:30 | Almuerzo  |
| 13:30 - 15:15 | Sesión # 2: "Trabajando en equipo"                    |
| 15:15 - 15:30 | Refrigerio  |
| 15:30 - 16:15 | Reunión en grupos                                     |
| 16:15 - 17:30 | Sesión # 3: "El rol del Administrador"                |
| 17:30 - 19:00 | Libre   |
| 19:00 - 20:00 | Cena  |
| 20:00 - 22:00 | Estudio Individual                                    |

Martes, 13

07:30 - 08:30 Desayuno  
08:30 - 10:15 Sesión # 4: "Análisis Ambiental"  
10:15 - 10:30 Refrigerio  
10:30 - 11:15 Reunión en Grupos  
11:15 - 12:30 Sesión # 5: "Proceso de Planificación"  
12:30 - 13:30 Almuerzo  
13:30 - 15:00 Sesión # 6: "Fijación de Metas"  
(parte A)  
15:00 - 15:45 Reunión en grupos  
15:45 - 16:00 Refrigerio  
16:00 - 17:30 Sesión # 6: "Fijación de Metas" cont...  
(parte B)  
17:30 - 18:00 Instrucciones para sesiones 7/8 "Simulación"  
18:00 - 19:00 Libre  
19:00 - 20:00 Cena  
20:00 - 22:00 Estudio Individual

Miercoles, 14

07:30 - 08:15 Desayuno  
08:15 - 08:30 Preparación "Simulación"  
08:30 - 11:30 Sesiones #s 7/8 "Simulación: Organización de  
Planificación Familiar"  
11:30 - 13:30 Cierre "Simulación"  
13:30 - 14:30 Almuerzo  
14:30 - 15:30 Estudio Individual  
15:30 - 16:15 Reunión en grupos  
16:15 - 16:30 Refrigerio

16:30 - 18:00 Sesión # 9: "La importancia de la Información"  
18:00 - 19:00 Libre  
19:00 - 20:00 Cena  
20:00 - 22:00 Estudio Individual

Jueves, 15

07:30 - 08:30 Desayuno  
08:30 - 09:30 Reunión en grupos  
09:30 - 10:45 Sesión # 10: "Trabajando con Números"  
10:45 - 11:00 Refrigerio  
11:00 - 12:30 Sesión # 10: cont.....  
12:30 - 13:30 Almuerzo  
13:30 - 14:15 Reunión en grupos  
14:15 - 15:30 Sesión # 11: "Supervisión"  
15:30 - 15:45 Refrigerio  
15:45 - 17:15 Sesión 12: "Delegación"  
17:15 - 19:00 Libre  
19:00 - 20:00 Cena  
20:00 - 22:00 Estudio Individual

Viernes, 16

07:30 - 08:30 Desayuno  
08:30 - 09:45 Sesión # 13: "Control y Evaluación"  
09:45 - 10:00 Refregerio  
10:00 - 11:15 Sesión # 14: "Retroalimentación-Cierre"  
11:15 - 11:30 Evaluaciones  
11:30 - 12:30 Entrega de Certificados - Clausura  
12:30 - 14:00 Almuerzo de despedida

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ANNEX IV

SEMINARIO TALLER "ADMINISTRACION DE PROGRAMAS  
DE PLANIFICACION FAMILIAR

DEL 04 - 09 de Septiembre

HOTEL "EL PUEBLO"

LISTA DE PARTICIPANTES

| <u>NOMBRES</u>                   | <u>INSTITUCION</u>              | <u>PROCEDENCIA</u>     |
|----------------------------------|---------------------------------|------------------------|
| 1. Baca Neglia, Hilda            | M.S                             | Nivel Central          |
| 2. Callehuanca Pino, Rosa        | M.S                             | Madre de Dios          |
| 3. Carrión Soria, Oscar          | IPSS                            | Abancay - Apurimac     |
| 4. Casanova Vallejos, Hector     | M.S.                            | Lima - Norte           |
| 5. Cueva Gutierrez, Maria        | M.S                             | Tumbes                 |
| 6. Changllio Roas, Edmundo       | Asoc.Pro-Des.<br>y Bienst. Fam. | Ica                    |
| 7. Chipana Cutipa, Andrés        | M.S.                            | Moquegua               |
| 8. García Vargas, Carolina       | IPSS                            | Nivel Central          |
| 9. Hidalgo Okimura, Luis         | IPSS                            | Madre de Dios          |
| 10. Huapaya Manco, Feliz         | IPSS                            | Pucallpa - Ucayali     |
| 11. Languna Suárez, Eduardo      | San.FF.PP.                      | Lima                   |
| 12. Lazo Abril, Ana              | IPSS                            | Arequipa               |
| 13. López Félix, Luis            | M.S.                            | Huaraz - Ancash        |
| 14. Mendoza Cabanillas, Liduvina | M.S.                            | Cajamarca              |
| 15. Menzala Peralta, Celia       | M.S.                            | Abancay - Apurimac     |
| 16. Muñoz Vásquez, Henry         | M.S.                            | Pucallpa - Ucayali     |
| 17. Naveda Pimentel, Juan        | IPSS                            | Tumbes                 |
| 18. Pacheco Aguilar, Esther      | IPSS                            | Chiclayo - Lambayeque  |
| 19. Palza Gil, Adriana           | M.S.                            | Tacna                  |
| 20. Paredes Barriga, Sonia       | M.S.                            | Puno                   |
| 21. Párraga Aliaga, Tomás        | San.FAP                         | Lima                   |
| 22. Pichilingue López, Julio     | IPSS                            | Huacho - Lima          |
| 23. Ramírez Lévano, Flavio       | M.S.                            | Nivel Central          |
| 24. Ríos Morante, Luis           | M.S.                            | Chiclayo - Lambayeque  |
| 25. Ruiz Mateo, Gladys           | IPSS                            | Cajamarca              |
| 26. Santivanez Stiglich, Vicente | M.S.                            | Lima - Ciudad          |
| 27. Solís Tupes, Wilfredo        | M.S.                            | Chachapoyas - Amazonas |
| 28. Umeres Alvarez, Adelina      | M.S.                            | Arequipa               |
| 29. Vargas Bocanegra, Francisco  | IPSS                            | Nivel Central          |
| 30. Vela Moscoso, Reynaldo       | IPSS                            | Tacna                  |

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ANNEX V

SEMINARIO TALLER "ADMINISTRACION DE PROGRAMAS  
DE PLANIFICACION FAMILIAR

DEL 11 - 16 de Septiembre

HOTEL "EL PUEBLO"

LISTA DE PARTICIPANTES

| <u>NOMBRES</u>                   | <u>INSTITUCION</u> | <u>PROCEDENCIA</u>  |
|----------------------------------|--------------------|---------------------|
| 1. Acarraz Curi, Ricardo         | M.S                | Ayacucho            |
| 2. Aldoradín Valencia, Roberto   | M.S                | Callao              |
| 3. Barboza Cieza, Reanio         | M.S                | Lima - Este         |
| 4. Campos Cabrejos, Néstor       | IPSS               | Canete - Lima       |
| 5. Cardenas Nunez, María         | IPSS               | Nivel Central       |
| 6. Castro Huajardo, Maritza      | M.S                | Cuzco               |
| 7. Cerda Gómez, Raquel           | M.S                | Huánuco             |
| 8. Clemente Cuadros, Andrés      | M.S.               | Piura               |
| 9. Chang Wong, Luis              | San. Marina        | Lima                |
| 10. Dávila López, Honorato       | San. Ejercito      | Lima                |
| 11. Del Carpio Chire, Angel      | IPSS               | Cuzco               |
| 12. Espejo Rodríguez, Alfredo    | IPSS               | Nivel Central       |
| 13. Fernández Rincón, Américo    | CNP.               | Lima                |
| 14. Ferradas Cabellero, Matías   | IPSS               | La Libertad         |
| 15. Gambirazio Silva, Zulema     | M.S.               | Junin               |
| 16. Gonzáles Gonzáles, Carlos    | IPSS               | Piura               |
| 17. Laca Vélez, Guillermo        | IPSS               | Hosp.E.R.M. - Lima  |
| 18. Lezama Tirado, Juan Fco      | IPSS               | Nivel Central       |
| 19. Martina Chávez, Marco A.     | IPSS               | Junin               |
| 20. Mejía Aroca, Evaristo        | M.S.               | La Libertad         |
| 21. Paredes Gutiérrez, Christina | M.S.               | Huancavelica        |
| 22. Portillo Coz, Doris          | M.S.               | Pasco               |
| 23. Portocarrero Ruiz, María     | M.S.               | San Martín          |
| 24. Prado Trevisán, Cecilia      | IPSS               | Lima                |
| 25. Ramos Blume, Marcos          | INPPARES           | Lima                |
| 26. Rios Paredes, Zaid           | M.S.               | Loreto              |
| 27. Salazar Flores, Alan         | IPSS               | Pol. - Lima         |
| 28. Salinas Ballón, Inés         | IPSS               | Ica                 |
| 29. Strul de Sánchez, Miriam     | M.S.               | Lima - Sur          |
| 30. Tenorio Agapito, Domitila    | M.S.               | Ica                 |
| 31. Vera Gonzáles, Marco         | FAP                | Hosp.FAP Las Palmas |
| 32. Villacorta Nájjar, Juan      | IPSS               | San Martín          |

ANNEX VI

Nombre del Curso \_\_\_\_\_

Fechas De \_\_\_\_\_ A \_\_\_\_\_

CAPACITACION EN ADMINISTRACION DE PROGRAMAS DE  
PLANIFICACION FAMILIAR

FORMULARIO PARA EVALUACION FINAL DEL CURSO

Deseariamos saber tanto aquello que le gusto del curso que acaba de concluir, como aquello que usted considera que deberia mejorarse. En cada pregunta que presentamos a continuacion, por favor haga un circulo alrededor del numero entre 1 (puntaje mas bajo) y 5 (puntaje mas alto) que mas se aproxime a su opinion. Al final de las dos ultimas secciones del cuestionario, hemos dejado espacio adicional para que haga los comentarios que considere apropiados.

El Curso

1. En general, como calificaria usted a este curso?

Deficiente 1 2 3 4 5 Excelente

2. Cual era el objetivo por el cual asistio al curso

Logro el curso satisfacer ese objetivo?

En lo mas minimo 1 2 3 4 5 Totalmente

3. Que tan util cree que la sera el curso para su trabajo?

Inutil 1 2 3 4 5 Sumamente util

Que temas cree usted que seran mas utiles?

\_\_\_\_\_

\_\_\_\_\_

Que temas cree usted que seran menos utiles?

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Metodos y Materials

4. En general, considera usted que los metodos y el material escrito que se utilizo en el curso constituyeron buenos instrumentos de aprendizaje?

Muy malos 1 2 3 4 5 Muy buenos

5. Dichos metodos y materiales, eran aplicables a su situacion de trabajo?

Ninguna aplicacion 1 2 3 4 5 Totalmente aplicables

6. Que tan util le resulto a usted cada uno de los siguientes items?

Metodos didacticos utilizados durante el curso

a. Conferencias Unutiles 1 2 3 4 5 Excelentes

b. Discusiones en grupos pequenos  
Unutiles 1 2 3 4 5 Excelentes

c. Metodo de estudio de casos  
Unutiles 1 2 3 4 5 Excelentes

d. Presentaciones de participantes  
Unutiles 1 2 3 4 5 Excelentes

e. Representacion de papeles  
Unutiles 1 2 3 4 5 Excelentes

Material escrito utilizado durante el curso

a. Casos Unutiles 1 2 3 4 5 Excelentes

b. Ejercicios Unutiles 1 2 3 4 5 Excelentes

c. Simulaciones Unutiles 1 2 3 4 5 Excelentes

d. Otros \_\_\_\_\_  
Unutiles 1 2 3 4 5 Excelentes

Por favor, haga una lista de los titulos del material escrito que le resulto:

Mas Util: \_\_\_\_\_

Menos Util: \_\_\_\_\_

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7. Por favor utilice este espacio para hacer cualquier comentario o sugerencia adicionales sobre el curso, los metodos y los materiales. Utilice el otro lado de ia hoja si es necesario.

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Instructor (es)

Nombre del Instructor John Paxman

a. En general, como calificaria al instructor?

Deficiente 1 2 3 4 5 Excelente

b. Dominaba el instructor el tema?

En lo mas minimo 1 2 3 4 5 Sumamente bien

c. Las instrucciones que el instructor daba sobre el material eran buenas?

Muy malas 1 2 3 4 5 Excelente

d. El instructor tenia entusiasmo e interes?

Absolutamente nada 1 2 3 4 5 Muchisimo

e. Fomentaba el instructor la participacion del grupo?

En lo mas minimo 1 2 3 4 5 Muchisimo

Cuales fueron los aspectos positivos del instructor?

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Que recomendaciones haria usted para mejorar el curso?

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Algun otro comentario sobre el instructor:

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Instructor (es)

Nombre del Instructor Maria Eugenia Arias

a. En general, como calificaria al instructor?

Deficiente 1 2 3 4 5 Excelente

b. Dominaba el instructor el tema?

En lo mas minimo 1 2 3 4 5 Sumamente bien

c. Las instrucciones que el instructor daba sobre el material eran buenas?

Muy malas 1 2 3 4 5 Excelente

d. El instructor tenia entusiasmo e interes?

Absolutamente nada 1 2 3 4 5 Muchisimo

e. Fomentaba el instructor la participacion del grupo?

En lo mas minimo 1 2 3 4 5 Muchisimo

Cuales fueron los aspectos positivos del instructor?

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Que recomendaciones haria usted para mejorar el curso?

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Algun otro comentario sobre el instructor:

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ANNEX VII.

WORKSHOP

EVALUATION FORMS COURSE TITLE: SEMINARIO TALLER ADMINISTRACION DE PROGRAMAS DE PLANIFICACION FAMILIAR

DATE: SESSION I: 4-9 September 1988 NO. OF PARTICIPANTS: 30

SESSION II: 9-14 September 1988 NO. OF PARTICIPANTS: 32

REPLY SCALE: 1...2...3...4...5 (1= Poor, 5= Excellent)

| SESSION I     |   | TOTAL | MEAN |
|---------------|---|-------|------|
| QUESTION 1.   | 4 4 5 5 5 5 4 4 5 4 4 4 4 4 4 5 4 5 5 5 4 5 5 5 4 4 5 5 5 5 | 136.0 | 4.5  |
| QUESTION 2.   | 4 4 4 4 4 4 4 4 3 4 4 5 4 4 4 4 4 4 5 4 4 5 5 4 5 4 5 5 5 5 | 128.0 | 4.3  |
| QUESTION 3.   | 4 5 5 5 5 4 5 4 4 5 4 5 5 4 4 4 5 5 4 5 5 4 4 5 5 5 5 5 5 5 | 129.0 | 4.6  |
| QUESTION 4.   | 4 5 5 5 5 5 5 4 3 3 5 4 5 5 4 5 5 4 5 5 4 5 5 4 4 5 5 5 5 5 | 138.0 | 4.6  |
| QUESTION 5.   | 3 5 4 4 4 4 5 4 3 3 5 4 5 5 5 4 4 4 5 5 5 4 4 3 4 4 5 5 4 5 | 128.0 | 4.3  |
| QUESTION 6.1. |   |       |      |
| a.            | 5 4 5 5 4 4 4 4 4 3 4 5 4 3 5 5 4 4 4 5 5 5 4 3 5 5 4 3     | 119.0 | 4.3  |
| b.            | 4 4 5 5 5 5 5 5 5 4 5 5 5 5 5 5 4 5 5 5 5 5 5 4 4 5 5 4 5   | 143.0 | 4.8  |
| c.            | 5 5 5 5 5 5 5 5 4 4 4 4 4 5 5 5 5 5 5 5 5 5 5 4 4 5 5 5 5   | 143.0 | 4.8  |
| d.            | 5 4 4 5 4 5 4 4 4 3 5 4 4 5 5 5 5 4 4 5 4 4 5 3 5 3 5 5 4 5 | 131.0 | 4.4  |
| e.            | 5 3 4 5 5 4 4 4 5 5 5 5 5 5 4 5 5 5 5 5 5 5 2 5 4 5 5 4 5   | 133.0 | 4.4  |
| QUESTION 6.2. |   |       |      |
| a.            | 5 4 4 5 5 4 5 4 3 4 5 4 5 5 5 5 4 5 5 5 5 5 5 4 5 4 5 5 5 5 | 139.0 | 4.6  |
| b.            | 5 4 4 5 4 5 5 5 4 4 4 5 4 5 4 5 5 5 4 4 5 4 5 4 4 5 5 4 3   | 136.0 | 4.5  |
| c.            | 5 4 5 5 5 4 5 5 4 5 5 4 5 5 4 5 5 5 5 5 5 5 5 2 5 4 5 5 5 5 | 141.0 | 4.7  |
| d.            | 5   |       |      |

QUESTION 7. (ADDITIONAL COMMENTS)

| SESSION II    |   | TOTAL | MEAN |
|---------------|---|-------|------|
| QUESTION 1.   | 4 5 5 4 4 5 5 5 5 4 5 5 4 5 5 5 5 4 4 5 5 5 5 4 5 5 5 5 4 5 5   | 141.0 | 4.7  |
| QUESTION 2.   | 4 5 5 4 4 4 5 5 4 5 4 4 3 4 5 5 4 4 4 5 3 5 3 4 5 4 4 5 4 5 5   | 124.0 | 4.3  |
| QUESTION 3.   | 4 5 5 4 5 5 5 5 5 5 5 5 3 4 5 5 5 5 5 5 4 5 4 4 5 5 5 5 5 5     | 142.0 | 4.7  |
| QUESTION 4.   | 4 4 5 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 4 4 5 5 5 4 5 5     | 142.0 | 4.7  |
| QUESTION 5.   | 4 5 3 5 4 4 3 5 3 5 4 5 4 3 4 5 5 5 5 5 5 5 4 5 3 4 4 5 3 4 5 5 | 128.0 | 4.3  |
| QUESTION 6.1. |   |       |      |
| a.            | 4 4 3 3 5 4 2 5 3 5 5 3 5 5 5 3 5 4 3 4 4 4 4 4 4 5 4 3 5       | 105.0 | 4.0  |
| b.            | 4 5 5 4 5 5 4 4 5 4 4 4 5 3 4 5 5 4 4 4 5 5 5 4 4 5 4 5 4 5 5   | 135.0 | 4.4  |
| c.            | 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 4 5 5 5 4 4 5 5 5 5 5 5 5 5     | 143.0 | 4.8  |
| d.            | 4 5 5 4 5 4 4 5 4 4 5 4 5 3 4 5 5 5 5 4 4 5 5 4 4 5 5 4 5 5     | 134.0 | 4.5  |
| e.            | 4 5 5 4 5 4 5 4 5 5 5 4 5 3 5 5 5 5 5 4 5 4 5 4 4 4 5 4 5 3 4 5 | 135.0 | 4.5  |
| QUESTION 6.2. |   |       |      |
| a.            | 4 4 5 4 5 5 5 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 4 4 5 5 5 4 5 5     | 143.0 | 4.8  |
| b.            | 4 4 5 3 5 4 5 4 5 4 5 5 5 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 4 5 5   | 138.0 | 4.6  |
| c.            | 4 5 5 5 5 5 5 5 5 5 5 4 5 5 4 4 5 5 5 5 5 4 4 5 5 5 5 5 5 5 5   | 144.0 | 4.8  |
| d.            | 4 4 4 4 4 5 3 5 4   | 41.0  | 4.1  |