

PDWAU 578

The Enterprise Program

REPORT ON THE SECOND ENTERPRISE PROGRAM SPONSORED WORKSHOP:

"Family Planning In The Commercial Sector"

October 7-10, 1986

Hilton International Hotel

Nairobi, Kenya

Contract No. AID/DPE-3034-C-00-5072-00



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October 7 - 10, 1986

**Venue: Hilton International Hotel
Nairobi, Kenya**

Enterprise Program Staff

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Workshop Undertaken in Connection with JSI/FPPS Kenya Staff

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Executive Summary

The four day workshop on Family Planning In The Commercial Sector was conducted by the Enterprise Program in Nairobi, Kenya, October 7 - 10, 1986 with the overall objective of promoting the increased involvement of commercial and industrial entities in developing family planning programs.

Nairobi was chosen as the site to take advantage of the unique and extensive experience of the Family Planning Private Sector Programme (FPPS) being implemented by JSI. The extensive experience factor provided by Dr. Eric Krystall, Programme Director, Joan Robertson, Programme Administrator, the personal contacts and professional knowledge of Mrs. Millicent Odera, and the other local JSI Staff were key elements in the workshop's success.

Participants in the workshop included 35 persons from eight African and two Asian countries. They represented oil, mining, agricultural products, pharmaceutical, and various other companies and associations. Several of the participants and guest speakers were able to share specific information on their experiences with family planning services in the commercial sector. Kevin Kingfield, Director of the project for "Technical Information on Population for the Private Sector" TIPPS provided the workshop with a very timely and informative presentation on cost benefit analysis which was extremely well received. The participants from India and Thailand were helpful by sharing information on the well developed private sector programs in both of these countries.

The workshop oriented participants to the considerable potential of increasing awareness and use of fertility regulation through factory, plantation, mines, manufacturing associations and other commercial sector organizations.

Opening addresses by Kenya's Vice President, The Honorable Mwai Kibaki; USAID Mission Director, Steven Sinding focused on requirements, demands and alternatives for family planning in Africa. These speakers gave participants not familiar with population policy in the region considerable encouragement, as did a closing speech by Kenya Assistant Minister of Labor and Executive Secretary of African Parliamentarians Committee on Population and Development, Honorable Kimani Wa Nyoike. Joel Montague, Enterprise Project Director, welcomed the delegates noting the accomplishments of the Enterprise Program and emphasizing that the challenges associated with family planning in Africa could be seen as opportunities.

Workshop sessions concentrated on program design and management, IE&C requirements, contraceptive technology, cost-benefit analysis and sharing of experiences with family planning in the commercial sector. They included; lectures, group work, panels of experienced businessmen and service providers, and site visits to FPPS projects. A special recognition was made to private sector business and medical leaders who participated in several panel discussions. These arrangements were concluded by FPPS personnel in Nairobi.

The workshop design implementation was managed by an Enterprise team headed by Norman Bramble, Human Resource Development Specialist and assisted by Kulmindar Johal, Senior Family Planning Specialist and William H. Chester, Marketing/Commercial Analyst along with Nancy Harris, Deputy Director. Arrangements on the ground for hotel, guest speakers, administrative support and site visits were provided by JSI Personnel from the Family Planning Private Sector Program in Kenya. The FPPS role was an important factor in the success of the workshop. Constance Carrino, the Contracting Technical Officer for the Enterprise Program also assisted in organization and preparation while providing participants with a wealth of information on USAID goals and program directions to assist them with their development efforts.

The key challenges managed by the three person workshop coordinating team were identifying appropriate participants from the commercial sector and coordinating the numerous channels of communication and areas of authority represented by the many concerned organizations and individuals. These names and the coordination of arrangements required extensive assistance from the entire Enterprise Staff, USAID Washington, USAID offices and missions in every participating country and the FPPS Nairobi Staff. The coming together of all these inputs at the four day workshop represented a positive synergy and a successful course.

The one drawback constantly noted by both staff and participants was that the workshop was too tightly scheduled leaving insufficient time for discussion and question and answers. Given the same content the extra day could have been productively used.

Results of the workshop in terms of the participants included increased understanding commitment and confidence in regard to implementing family planning programs in their companies. Each participant also went away with a plan to do something when they returned to work. These varied from exploring opportunities to specific detailed plans for implementing new or improved programs.

On the part of the Enterprise Program, the results included subproject development and technical assistance opportunities, improved understanding of family planning in the commercial context and greater program credibility. Beyond this, the workshop also provided a base of experience to draw on in further program development including workshops, technical assistance, overall program strategy and subproject development.

OBJECTIVES/WORKSHOP DESIGN

The four-day workshop on "Family Planning In The Commercial Sector" was conducted by the Enterprise Program in Nairobi, Kenya, October 7 - 10, 1986 with the overall objective of promoting the increased involvement of commercial and industrial entities in developing family planning programs.

The objectives of the workshop in terms of individual and organizational learning were to: a) provide an opportunity to exchange ideas and learn from the experiences of existing family planning programs

in the commercial sector; b) increase knowledge of family planning programs and services and relate this to the development and management of family planning programs in the participants' companies and organizations; and c) develop work plans for initiating or improving family planning activities in their companies or organizations.

Of equal importance and related to the workshop's individual and organizational learning objectives were the Enterprise Program specific objectives, which were to: a) to establish program credibility in the commercial sector; b) develop productive working relationships with participants and resource persons; c) identify and initiate planning for new subprojects; d) move forward planning and implementation of subprojects already initiated; e) promote private voluntary organization (PVO) involvement in commercial sector family planning; and f) increase understanding of how to develop projects in the business context.

The workshop methodology was a combination of experiential, task-based, group work, site visits, presentations from individuals and organizations with relevant experience, didactic inputs (e.g., contraceptive update), and individual and organizational planning. A detailed schedule of the four days may be found in Appendix 4a.

Nairobi was chosen as the site for the workshop to take advantage of the unique and extensive experience of the Family Planning Private Sector Programme (FPPS) being implemented by JSI. This project is now in its third year and has thirty active projects in the private sector with both not-for-profit and for-profit entities. Mr. Eric Krystall, FPPS Program Director and FPPS staff provided support and inputs into all aspects of the workshop including, arranging for guest speakers and site visits, facilitating discussion/task groups, administration and sharing of FPPS experience. The role of FPPS in implementing this workshop was extensive and a key element in its success.

A second reason for choosing Nairobi was the positive Government of Kenya (GOK) policy towards support of family planning in the private sector as well as positive expressions of support from both the USAID and REDSO/ESA offices.

BACKGROUND/PARTICIPANTS

This was the second Enterprise Program regional workshop and the first to focus on family planning in the commercial sector. The first workshop, "The Practice of Management Principles", was conducted for selected Latin American family planning PVOs and focused on issues of managerial and organizational improvement as a base for subproject development. With these two workshops the Enterprise Program has focused on the two broad areas of its mandate e.g., helping PVOs to improve their managerial capabilities and the expansion of family planning in the commercial sector.

This second workshop was planned in response to an expressed need identified from inputs from businessmen, USAID Missions, PVO and Government persons with projects and/or responsibilities for family planning in the commercial sector and Enterprise Program staff involved in assessment and

subproject development in Africa. These inputs suggested the need to identify, consolidate and share the limited experience available with family planning in the commercial sector in Africa as a base for expanding involvement and to provide a forum for concerned businessmen to share ideas, needs, and plans. As such, the workshop represented, a first for Africa in both its focus and involvement of business persons.

The 35 participants included representatives from eight African and two Asian countries. Twenty-eight (28) represented commercial and industrial firms including oil, mining, farms and plantations, pharmaceuticals, food processing, and railways. Four represented national manufacturing and employer associations and two represented labor organizations. In addition, there were two participants from PVOs and two from Government organizations with programs or responsibilities for family planning in the commercial sector. While some workshop participants, especially those from smaller firms, were senior management, most were personnel managers or directors of employee benefits programs, including nineteen medically trained personnel (3 nurse-midwives and fourteen doctors).

While participant experience with family planning in general, and family planning in the commercial sector in particular, varied from none to extensive, most (including the medically trained) had little actual program experience.

A complete list of participants with their titles, organizations, and addresses may be found in Appendix 1.

WORKSHOP PREPARATION AND MANAGEMENT

In January of this year the staff of the FPPS project in Nairobi agreed to assist in implementing the workshop and REDSO/ESA concurred. In light of these agreements, the Workshop Coordinator visited Nairobi in May in connection with a program development visit to Nigeria. The purposes of this trip were to clarify FPPS's role, set dates and venue, agree on involvement of GOK officials and media, and work out details of workshop methodology and content. During the visit, the Workshop Coordinator worked with the staff of FPPS and met with representatives of REDSO/ESA who were in all cases were very positive and helpful. The outcome of this trip was a scope of work for FPPS and a budget for FPPS costs. These were agreed, subsequently approved in Washington and became the basis for cooperation between the Enterprise Program and FPPS. The work defined for FPPS included: administrative support, preparation of case studies, coordination between the Enterprise Program and USAID offices in Nairobi, recording of conference proceedings, various inputs, and arrangement for opening ceremonies, keynote speakers and reception. Details of this scope of work and budget are appended to the Workshop Coordinator's report on the May visit.

As noted in the field trip report, a key challenge in implementing this workshop was the identification of participants, issuing of invitations and arranging for their international travel and per diems. This was especially challenging as the type of participants sought, e.g.,

representatives of commercial firms with an interest in family planning programs, were outside the context of most family planning programs and Mission experience. The success achieved in this regard, was due to a number of factors including personal contacts of Enterprise staff persons, TIPPS assistance in Zaire and pursuit, by the Workshop Coordinator, of individual leads with various Missions. In the end, the participants who attended the workshop met the selection criteria and exceeded the target number. The Enterprise Program subsequently received numerous expressions of interest which were received too late to be considered.

A second challenge in preparing for and implementing the workshop was coordinating the many individuals and organizations involved, including Enterprise Program staff, FPPS, TIPPS, JSI Boston and various USAID offices. Given the number of channels of communication and the overlapping areas of authority between the various persons involved, the results were gratifying. During the final stages of preparation and during the workshops, the various inputs came together almost without difficulty.

This resulted in a workshop that built a synergy from the various resources available. A complete list of these resource persons and guest speakers may be found in Appendix 2.

The approach taken to manage this complex effort was to assemble a workshop management team composed of the Coordinator, Norman Bramble, Enterprise Program Human Resource Development Specialist and two Assistant Coordinators with complementary technical skills, e.g., William H. Chester, Marketing and Commercial Analyst and Kulmindar M. Johal, Senior Family Planning Specialist. In the months leading up to the workshop this team coordinated the efforts of all concerned persons, managed, the participant identification/invitation process, invitee travel arrangements, workshop design and program, materials and supplies brought from the United States, and disbursement procedures and liaison with the JSI/FPPS staff in Kenya.

The workshop management team arrived in Nairobi five days in advance of the workshop. Much of this time was spent on administrative issues. The day before the workshop a final meeting of all resource persons was held to ensure a common vision of the workshop and how it was to be conducted. A key tool developed for this purpose, introduced in the final Staff meeting and used during actual implementation of the workshop was a Staff and Resource Persons Work Plan. This plan detailed individual responsibility for each session during the four days. In the final preparation meeting, the plan was reviewed in detail and agreed. Additionally, it was reviewed on a daily basis by the workshop management team. This plan and the efforts to achieve common understanding of it were key factors in ensuring a smooth coordination of workshop program activities. A copy of the plan is in Appendix 7b.

A final structured staff and resource person evaluation of the workshop was held on Saturday morning after Friday's conclusion. This review session was facilitated by David Kahler of World Education Inc., a resource person, who is also developing the Enterprise Program Company-Based Family Planning Service Module. The review examined the strengths of the workshop, how to improve it, and recommendations for follow-up

activities. A summary of the review session may be found in Appendix 9 and conclusions are discussed in the Results/Conclusions section of this report. In general, the staff and resource persons agreed unanimously that the workshop was very successful in achieving its objectives.

DESCRIPTION OF THE WORKSHOP

The workshop was inaugurated by the honorable Mwai Kibaki, Kenya's Vice President and Minister for Home Affairs who addressed the participants and then opened the floor for questions. This address not only provided a high level endorsement of the workshop, it also set a positive upbeat and serious tone which carried throughout the four days and contributed significantly to the workshop's success. Participants were impressed by and commented on Vice President's presentation, impressive delivery, and willingness to accept questions from the floor.

Other opening activities included welcomes by Enterprise Program Director, Joel Montague and FPPS Programme Director, Eric Krystall. Steve Sinding, USAID Kenya Mission Director, addressed the participants on the topic of "Demand for Population Assistance in Africa" and a presentation was given on workshop objectives, methodologies and program by the Workshop Coordinator.

The workshop sessions included a variety of activities such as: technical input, sharing of experience, group work, site visits, and action planning.

Technical inputs focussed on program design and management, methods of IE&C promotion in the work place, contraceptive technology for the business personnel (in two separate sessions for those with and without medical training) and cost benefit analysis (including a presentation by the director of TIPPS.)

Sharing of experiences included inputs from the Enterprise, FPPS and TIPPS projects, a panel of businessmen from companies with family planning programs and a panel of nurse-midwives who are actually managing and delivering services in the private sector. The sharing of experiences was also continued during informal times between sessions and after hours, in group work and during the site visits.

The group work included sharing of individual experiences, developing ideas for IE&C activities and planning for site visits. On two occasions groups gave reports to the General Session on their work and site visits. For this group work 35 participants were divided into four groups each with a mix of family planning program experience, country representation, type of organization, job and medical or non-medical persons. An Enterprise Program or FPPS Programme person worked with each group as a facilitator. These groups proved a useful vehicle for sharing experiences and ideas, maximizing the value of the field visits, and for lively processing of workshop inputs.

The site visits were made during the third day of the workshop. In the morning, the group visited different company sites and then met in the afternoon for an IE&C folk presentation at the Brooke Bond Mabrookie Tea Estate. The evening before the visit, each group met to discuss what they wanted to achieve from the visits. On the morning after the visit, they prepared and presented reports on their visits to the General Session.

The final day of the workshop was devoted to planning, including a presentation on the planning process and planning sessions with country or other groups such as oil companies, nurse-midwives and labor representatives. Content and process for the presentation on planning family planning programs in the commercial sector, was taken from the Company-Based Family Planning Services Module. In addition, the program planning activities of some of the groups was done under the direction of David Kahler who was field testing this portion of the module. A listing of these planning groups may be found in Appendix 1b. The outcomes are discussed below in the report section on Results/Conclusions.

The workshop was closed at a formal ceremony at which the Assistant Minister for Labour and General Secretary for African Parliamentarian Council on Population, The Honorable Kimani Wa Nyoike addressed the delegates and presented each with a certificate of participation. As with the opening ceremonies, the participants found the speaker to be informed and energizing which provided a fitting conclusion to a very busy four days.

A list of materials distributed during the workshop or made available for reference may be found in Appendix 6.

Results/Conclusions

A formal evaluation was requested of the participants. The evaluation form used elicited responses on each session of the workshop as well as achievement of overall objectives. The responses were universal in judging the workshop a great success. All sessions received high marks from a majority of participants. Some of the key positive aspects of the workshop cited were: the opportunity to share and discuss ideas with other participants; learning about the experiences of the Enterprise Program, FPPS and TIPPS, an understanding of cost-benefits (one participant said he had concluded from the workshop that the cost of adding family planning to employee benefits would be much less than his company had previously assumed), practical information on how to set up, manage, and evaluate a program; technical information on contraceptive technology (an update for medically trained personnel and an introduction for businessmen with prior FP experience) site visits to company clinics, the folk media IE&C presentation at the Brooke Bond Mabrookie Tea Estate and the speakers at the opening and closing ceremonies. The participants also cited logistics, site and the positive, helpful attitudes of staff as strengths of the workshop.

The only area consistently cited as a constraint was that the program was too tight leaving insufficient time for discussion, questions and answers as well as for interaction with workshop staff and resource personnel. This observation, as well as the strengths noted above, were also consistent with the conclusion drawn in the staff review session held after the workshop. A more detailed summary report of participants' evaluations may be found in Appendix 8. A summary of observations from the staff review session may be found in Appendix 9.

As noted above much of the final day of the workshop was devoted to participant planning activities. The results of this by country were:

Nigeria: The Lever Brothers team decided to add a three day training course for approximately 50 additional motivators to complement new Enterprise subproject activities. The training was scheduled for later in October. Health-Aids Inc., planned to assist Enterprise investigate subproject development in three parastatals (telecommunication, electricity, and oil production and marketing), selected industries which are in contact with AID affairs office, and Rivers, Kwara and Sukato States.

Zambia: The team discussed their interest in expanding family planning services in factories and in creating an umbrella unit to assist a series of factories with the Enterprise team.

Zaire: The team plans to meet each other upon returning and will get in contact with country's global parliamentarian and family planning association representatives. It was agreed that TIPPS work would be completed before Enterprise enters, though SNZE may be ready to begin sooner.

Zimbabwe: Participants planned to receive Enterprise/TIPPS team the week after the workshop. Discussions on government plans began at the workshop. The country's political structure will require AID private sector programs to reach industrial, mining, agricultural and commercial firms exclusively through the national family planning board.

Uganda: Representatives indicated the need for an Enterprise Program assessment visit. All five companies presented are supportive of the concept. The two breweries have their own health facilities and others wish to consider setting up joint facilities. IE&C was identified as an important requirement by company representatives though industry would prefer supporting national health program through service delivery rather than direct donations.

Malawi: Team members, especially the Sugar Corporation of Malawi, were assured cooperation of their companies before attending the workshop. An Enterprise assessment/project development visit was requested.

Ghana: Private midwives expressed need for family planning training and training updates. The TIPPS program was suggested as a way to initiate interest in private sector supported family planning for employees.

India: Representative Lessel David offered to carry out a survey to investigate work with the Employers Associations in a selected state. Participant Ramachandran will explore program opportunities with practitioners of traditional forms of medicine and their professional organizations.

Commercial retail sales representatives from Nigeria, Zambia and Ghana, FPIA and SOMARC programs provided useful background on contraceptive availability. Availability and price of contraceptives is likely to affect all Enterprise subprojects in Africa and will thus require linking AID subsidized programs with private factory-based programs at their initial stages. For example, the present plan is for Lever Brothers of Nigeria to buy some of its contraceptives from the Sterling/FPIA project, due to the project's lower prices. These purchases will not be AID supported.

The Thailand participants helped focus attention on the IE&C needs within a factory program and served as a resource to others in their planning activities. Thailand experience with worker motivators and management/worker project implementation groups helped those planning programs of their own. The delegation's attendance was greatly appreciated. Additionally the Zambia participants discussed their interest with Enterprise personnel.

As a result of these discussions and information provided on the evaluation forms, follow-up workshops were proposed for the participants in this workshop, as well as a similar workshop for other commercial sector persons in Africa.

For most of the participants, this was their first exposure to family planning in the commercial sector. For many, it was a unique and, according to participants verbal and written evaluation comments, a stimulating experience. All the participants went away with a commitment to do something; be it investigate local possibilities or actually initiate programs. With some participants plans for further program development were made with the Enterprise Program. Those who had initiated programs prior to the program expressed a renewed commitment and enthusiasm as well as having learned something which they felt could be used to improve their programs. Follow-up of participants by the Enterprise Program should be conducted in order to assist them to develop programs and also to maintain their interest and enthusiasm to further develop family planning programs. Finally, and perhaps most significantly, the workshop initiated a needed process of taking account of experience and provided a model for future workshops with similar purposes, (e.g., the TIPPS Project Director felt there was much to be learned from the workshop to use in designing the workshops they will be conducting). Certainly, the lessons of experience with this workshop is a valuable resource to the Enterprise Program as it moves into its second year.

APPENDIX 1.

WORKSHOP PARTICIPANTS

- a. Address List**
- b. Work Groups and Planning Groups**

APPENDIX 1a.

WORKSHOP PARTICIPANTS' ADDRESS LIST

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APPENDIX 1b.

WORK GROUPS AND PLANNING GROUPS

Work Groups

A.

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B.

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Dr. Kamanga	Zimbabwe
Dr. Sequeira	Zaire
Mr. Bahizi	Uganda
Mr. Ndhlukula	Zimbabwe
<u>Dr. Olatunji</u>	<u>Nigeria</u>
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C.

Mrs. Ahedor	Ghana
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Dr. Edun	Nigeria
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Mr. Akuettch	Ghana
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Ms. Tipprapa	Thailand
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<u>*Ms. Odera</u>	<u>FPPS</u>

E.

Mrs. Larbie	Ghana
Dr. Lawrence	Nigeria
Mr. Mudundo	Zambia
Dr. Sebatware	Zaire
Mr. Ochwo	Uganda
Dr. Boohene	Zimbabwe
Mr. Ramachandran	India
<u>*Ms. Theuri</u>	<u>FPPS</u>

*Facilitator

Planning Groups

**Section A
David Kahler**

UGANDA

Senkubuge
Henry
Luyunbya
Bahizi

GHANA

Akuetteh*

ZAMBIA

Kamanga
Phili
Mundondo
Simwanza

THAILAND

Somjit*

MALAWI

Kachale
Mayuni

* resource persons with relevant experience.

Section B

Nurse Midwives

K. Johal

Larbie
Ahedor
Masha

Oil Companies

K. Kingfield

Orija
Olantunji
Sequeira

Lever

K. Johal/W. Chester

Olugbile
Igbinovia
Sebatware

Employer - Employee Assoc.

N. Bramble

Rattanamuk
Rawirath
Orowe
Simbaye

Zimbabwe

N. Harris

Boohene
Fraser MacKenzie
Ndhlokula

Zaire

K. Kingfield

Doppagne
Kabamba

Health Aids

W. Chester

Lawrence
Edun

India

J. Montague/N. Bramble

David
Ramachandran

APPENDIX 2

Workshop Staff, Resource Persons and Guest Speakers

- a. Workshop Staff**
- b. Resource Persons**
- c. Guest Speakers**

APPENDIX 2a.

WORKSHOP STAFF

Coordinator	Norman R. Bramble Human Resource Development Specialist Enterprise Program
Assistant Coordinator	Kulminder M. Johal Senior Family Planning Specialist Enterprise Program
Assistant Coordinator	William H. Chester Marketing and Commercial Analyst Enterprise Program
Administration	Sophia Mbugua Office Manager Family Planning Private Sector Programme

APPENDIX 2b.

RESOURCE STAFF

Joel G. Montague
Director
Enterprise Program

Nancy P. Harris
Deputy Director/Family Planning
Enterprise Program

Constance Carrino
Office of Population
USAID, Washington, DC

Eric R. Krystall
Programme Director
Family Planning Private Sector Programme

Millicent A. Odera
Deputy Director/Research & Evaluation Specialist
Family Planning Private Sector Programme

Joan Robertson
Management and Procurement Specialist
Family Planning Private Sector Programme

Daudi Nturibi
Information, Education and
and Communication Specialist
Family Planning Private Sector Programme

Nester Theuri
Clinical Management Specialist
Family Planning Private Sector Programme

Esther Kibe
Office Secretary
Family Planning Private Sector Programme

David Kahler
Senior Program Specialist
World Education Incorporated
Washington, DC

APPENDIX 2c.

GUEST SPEAKERS

**His Excellency, The Vice President
and Minister for Home Affairs,
Honorable Mwai Kibaki E.G.H., M.P.**

**Honorable Kimani Wa Nyoike, M.P.
Assistant Minister for Labour
and Secretary African Parliamentarians**

**Dr. Steven Sinding
Director
USAID Mission to Kenya
Nairobi, Kenya**

**Peter Savosnick
Management Consultant
Nairobi, Kenya**

**Mr. M.M. Nyaga
Housing & Welfare Superintendent
Kenya Cannery Limited
Thika, Kenya**

**Frank Wejuli
Director of Group Personnel
Brooke Bond Kenya Limited
Nairobi, Kenya**

**Kevin Kingfield
Project Director
Technical Information on Population
for the Private Sector (TIPPS)
John Short and Associates
Columbia, Maryland**

**Dr. G. Ng'ayu
Canaan Medical Services
Nairobi, Kenya**

Dr. F. Owino
African Highlands Tea Company
Nairobi, Kenya

Ms. L. M'Muthara
Kangaru Maternity Clinic
Embu, Kenya

Mrs. Sellah Nakhisa
Protestant Church Medical Association
Nairobi, Kenya

Robert M. Eley
Principal Research Scientist
Institute of Primate Research
National Museums of Kenya
Box 24481 Karen
Nairobi, Kenya

Mohamed Isahakia
Senior Research
Institute of Private Research
National Museums of Kenya
Box 24481 Karen
Nairobi, Kenya

Brook Bond Workers and Families Performing
Family Planning Folk Media.

APPENDIX 3.
Workshop Objectives

APPENDIX 3

OVERALL WORKSHOP AIMS

To promote the increased involvement of commercial sector organizations in family planning programs.

WORKSHOP OBJECTIVES

To provide workshop participants with an opportunity to:

1. Exchange ideas and learn from the experience of existing family planning programs in the commercial sector.
2. Increase knowledge of family planning programs and services and relate this to the development and management of family planning programs in participants' companies and organizations as appropriate.
3. Develop work plans which can be implemented in their companies and/or organizations.
4. Identify and initiate planning for potential new Enterprise Program subprojects and/or move forward the planning and implementation of subprojects already initiated.

DAILY OBJECTIVES

Tuesday:

To provide workshop participants with an opportunity to:

- Establish a positive upbeat tone and clarify expectations re:
 - o openness;
 - o willingness to try things out;
 - o workshop hours and full participation;
 - o positiveness;
 - o sharing.

Establish common understanding of and commitment to workshop aims and methodology;

Establish effective group operations;

Initiate productive exchange of ideas and experiences in groups;

Improve understanding of IE&C and benefits of family planning to business;

- Gain an understanding of the objectives and activities of the Enterprise Program and the experience of the Family Planning Private Sector Programme in Kenya;
- Summarize and evaluate daily activities.

Wednesday

To provide workshop participants with an opportunity to:

- Continue productive exchange of ideas and experiences in groups and extend to exchange among groups in general sessions;
- Gain knowledge from the experience of managers from companies and private hospitals with family planning programs;
- Gain an understanding of the objectives and activities of Technical Information On Population For The Private Sector Project (TIPPS);
- Have a family planning technology briefing or update appropriate to job and medical background;
- Share the experiences of family planning supervisory level medical managers and service providers in the commercial sector;
- Prepare for field visits;
- Summarize and evaluate daily activities.

Thursday

To provide workshop participants with an opportunity to:

- Participate in on-site visits to companies with family planning programs;
- Observe a folk media IE&C program performed by workers of Brooke Bond Tea Estate;
- Compare and contrast observations of various sites visited and draw lessons from this experience.

Friday

To provide workshop participants with an opportunity to:

- Share field experiences;

- Obtain information and methods for planning family planning programs

- Develop workplans;

- Identify and plan Enterprise Program follow-up as appropriate;

- Give helpful feedback on their evaluation of the workshop.

APPENDIX 4

Workshop Program

- a. Schedule
- b. Closing Ceremonies Program
- c. Work Group Tasks

APPENDIX 4a.

**WORKSHOP PROGRAM
TUESDAY OCTOBER 7, 1986**

8:30 AM GENERAL SESSION

- o Welcome by Joel Montague
Enterprise Program Director
- o Workshop aims and methodology
- o Introduction to Enterprise Program
Joel Montague and Nancy Harris

9:30 AM GROUPS

- o Introductions

10:30 AM BREAK

10:45 AM GENERAL SESSION

- o Family Planning Private Sector Programme
Eric Krystall, Programme Director
Millicent Odera, Deputy Director

11:45 AM GENERAL SESSION

- o Cost Benefits of Family Planning to Firms - A Case Study
Peter Savosnick, Management Consultant

1:00 PM LUNCH

2:00 PM GENERAL SESSION

- o Address by Dr. Steven Sinding, Director, United States Agency for International Development (USAID) Mission to Kenya.

" The Demand for Population Assistance in Africa"

3:00 PM GENERAL SESSION - OPENING CEREMONIES

Mr. Daudi Nturibi - Session Chairman

- o Address by His Excellency, The Vice-President and Minister for Home Affairs, Honorable Mwai Kibaki, E.G.H. MP.
- o Vote of thanks by Millicent Odera

4:00 PM BREAK

4:15 PM GENERAL SESSION

- o Information Education and Communication (IE&C) and Marketing of Family Planning in the Commercial Sector.

Daudi Nturibi

5:30 PM GENERAL SESSION

- o Summary of daily activities

7:00 - 9:00 PM RECEPTION

WEDNESDAY OCTOBER 8, 1986

8:30 AM GENERAL SESSION

- o Brief Work Groups

8:45 AM GROUPS

- o Sharing Experiences with Family Planning in the Commercial Sector

10:45 AM BREAK

11:00 AM GENERAL SESSION

- o Panel - Family Planning A Management Perspective

Richard Onyango - General Manager, Nzoia Sugar Company

Wallace Mantu - Personnel Manager, Kenya Cannery, Limited

Frank Wejuli - Director of Group Personnel,
Brooke Bond Kenya Limited

12:30 PM GENERAL SESSION

- o Introductory to Technical Information on Population for the Private Sector (TIPPS) Project

Kevin Kingfield - Project Director

1:30 PM LUNCH

2:30 PM GENERAL SESSION

- o Section A - Family Planning for Non-Medical Businessmen

Kulmindar Johal and William Chester

- o Section B - Family Planning Update for Service Providers in the Commercial Sector

3:45 PM BREAK

4:00 PM GENERAL SESSION

o Medical Panel - Family Planning Service Delivery

Dr. G. Ng'ayu	-	Canaan Medical Services
Dr. F. Owino	-	African Highlands Tea Co.
Ms. L. M'Muthara	-	Kangaru Maternity Clinic
Mrs. S. Nakhisa	-	Protestant Church Medical Association

5:15 PM GENERAL SESSION

o Summary of daily activities

o General briefing of site visits

Joan Robertson

5:30 PM GROUPS

o Specific briefing and planning for site visit and reporting

7:00 PM - 8:00 PM GENERAL SESSION

o IE&C Films

Daudi Nturibi

THURSDAY OCTOBER 9, 1986

8:30 AM

o Group site visits

1:00 - 2:00 PM LUNCH

2:00 - 5:00 PM

o Site Visit - Mabroukie Tea Estate family planning folk media performed by Brooke Bond workers and their families

7:00 - 8:00 PM GENERAL SESSION

o family planning films

Kulmindar Johal

FRIDAY OCTOBER 10, 1986

8:30 AM GENERAL SESSION

- o Presentation of site visit reports

9:30 AM GENERAL SESSION

- o Planning/Developing/Managing/Evaluating Family Planning Services in the Commercial Sector

Eric Krystall and Millicent Odera

10:30 AM BREAK

- o Briefing on development of plans of action

11:00 AM GROUPS

- o Program Planning

LUNCH (To be scheduled by groups)

2:15 PM GENERAL SESSION

- o Presentation/Sharing of plans

4:15 PM GENERAL SESSION

- o Workshop evaluation and discussion

5:00 PM CLOSING CEREMONIES

- o Honorable Kimani Wa Nyoike, M.P. Assistant Minister for Labour and Secretary African Parliamentarians.

- o Vote of thanks

APPENDIX 4b.

**PROGRAM FOR CLOSING CEREMONY
OCTOBER 10, 1986**

SESSION CHAIRMAN MRS. M.ODERA FPPS

5:00 PM

Welcoming the guests by
Mrs. Millicent Odera.

5:05 PM

Bill Chester of Enterprise
Program to comment on:

- What workshop has achieved
- Future plans
- Enterprise's contact

5:15 PM

Mrs. Odera to invite the Guest
Speaker to close the workshop
Hon. Kimani wa Nyoike,
Assistant Minister for Labour.

5:30 PM

Presentation of certificates by
Hon. Kimani wa Nyoike assisted
by Mrs. Mindy Johal.

- Workshop participant to give
a vote of thanks on behalf of
the participant (Dr. Simwanza)
- Final word from the Director of
Enterprise Program Dr. Joel Montague.

APPENDIX 4c.

GROUP BRIEFING

- o Interview each other in pairs/trios regarding:
 - Personal background
 - Corporate/organizational background
 - Family Planning experience

- o Each group member introduce the person interviewed to the whole group.

- o Identify and record on a chart the Family Planning experience in the profit sector in the group.

APPENDIX 5

Note On Video Recording of Proceedings

APPENDIX 5

During the Nairobi Workshop on "Family Planning In The Commercial Sector", professional video camera operators were contracted to record a number of the presentations and speeches. Cameras were operating during the opening session to record the welcoming speeches of The Honorable Mwai Kibaki, Vice President of Kenya; Dr. Steve Sinding, Deputy Director, USAID Kenya; Dr. Joel Montague, Project Director of the Enterprise Program; and Dr. Eric Krystall, Project Director for the Family Planning Private Sector (FPPS) project in Kenya.

In addition to the opening remarks, video recordings were made of other Tuesday presentations on: The FPPS program, by Dr. Krystall and Millicent Odera; Cost Benefits of Family Planning to the Commercial Sector, by Mr. Peter Savosnik; IE&C Marketing of Family Planning in the Commercial Sector, by Mr. Daudi. On Thursday, the 9th of October, cameras also accompanied workshop participants on a field trip to the Brooke Bond Mabrookie Tea Estate. While at the plantation, community singers and actors presented several excellent examples IE&C through folk media. The family planning messages were presented in both songs and skits developed and presented by these groups.

A copy of the recordings made during the workshop is available for review in VHS format at the Enterprise offices at 1100 Wilson Blvd., Arlington, VA 22209 USA.

*Note: A detailed narrative of the workshop proceedings prepared by Muriithi Kinyua is on file at the Enterprise Program office.

APPENDIX 6

**Handouts and Reference Materials
Made Available to Participants**

APPENDIX 6

List of Materials Distributed to Participants

A. Books

- a) Centers for Disease Control, Atlanta, Family Planning Methods and Practice 1983.
- b) The Population Reference Bureau: Population Handbook International Edition 2nd edition 1986.

B. Articles

- a) "Family Planning In The Work Place" People Volume 6 No. 3 1979.
- b) "Making Messages Matter" People Volume 13 No. 2 1986.
- c) Communicating Contraception Populi Volume 2 No. 2 1984.
- d) "Male Involvement in Family Planning", IPPF, 1986.

C. Pamphlets

Population Communication Services Basic Processes And Principles For Population/Family Planning Communication.

Planned Parenthood of Metropolitan Washington, D.C.
Men and Contraception - A Shared Responsibility.

Family Planning Sector Private Programme - Boys Growing Up, Family Planning For Men, Family Planning For Women, Girls Growing Up.

American College of Obstetrics and Gynecology - Series of Pamphlets on Family Planning Methods, Ways To Chart Fertility Pattern, Breast Feeding, Sexually Transmitted Diseases, Self Breast Examination, Infertility Causes and Treatments.

D. Audio Tape

Tatiana y Johnny

E. Planned Parenthood

Contraceptive Methods Teaching Kit

F. Wall Charts

- a. Population Crisis Committee: A Guide To Modern Contraceptives 1986.
- b. The Population Reference Bureau, Inc. 1986 World Population Data Sheet.
- c. U.S. Department of Health and Human Services, Sexually Transmitted Diseases Summary 1986.

Ga. Handouts - distributed on all program topics and group work including the following:

1. Brooke Bond Kenya Limited Family Planning Programme.
2. Enterprise Program Paper presented to American Public Health Association Annual General Meeting, Oct. 1986 (J. Montague and J. Jeffers)
3. Family Planning Private Sector Project in Kenya Cannery.
4. Family Planning Private Sector Programme Report 1984/1985.
5. Kangaru Clinic and Maternity Hospital FPPS Programme.
6. Nakisha, S., "Overview Information On Protestant Churches Medical Association Family Planning Extension Project".
7. Nturibi, D., Family Planning Private Sector Programme "Strategy For Promotion of Family Planning".
8. Nturibi, D., "The Use of Folk Media Techniques In Promotion of Health And Family Planning".
9. Project Request From Kenya Cannery Limited to FPPS.
10. Savosnick, P. Cost Benefits Of Family Planning To Firms, A Case Study.
11. Sinding, S.W. Demand For Population Assistance To Africa.

Gb. Available Resources

1. Barcelona et al. Contraception, Community and Family Study Center, Chicago 1981.
2. Downstate Medical Center, New York, Family Planning Procedure Manual For Nurse-Midwives 1982.
3. Enterprise Program - Developing Company-Based Family Planning Services - A Module For Trainers 1986.
4. Enterprise Program - Assessing Your Organizational Assets, A Manual for Managers of Private Voluntary Organizations Involved in Family Planning 1986.
5. Hatcher et al., Contraceptive Technology - 1986 - 87 and It's Your Choice 1982 Irvington Publishers, New York, N.Y.
6. International Labor Organization Publications In-Plant Population Education, (1977) Population and Family Welfare Education for Workers (1980), The Trade Union Leader's Compendium On Family Welfare In Organizational Industry (1984).
7. John Snow Incorporated Corporate Capabilities Statement 1986.

H. Films Shown

1. Clinic Services Management: The Need to Care
2. Too Late
3. Communicating Family Planning: Speak They Are Listening.
4. The Cheerful Revolution
5. Indonesia: Family Planning First

Flip Charts

Planned Parenthood Federation of America, Methods of Contraception 1986.

The Human Life and Natural Family Planning Foundation, Fertility Awareness and the Symptom-Thermal Method Flip Charts, Washington, D.C.

International Planned Parenthood Federation, Planning Your Family.

Family Planning IE&C and Motivation

1. Display of posters and pamphlets from around the world.
2. Kenyan artists display of maternal child health and family planning paintings.
3. Population Communication Services, Population Information Program Series of IE&C training material packages.

Models

Lindi pelvic model

J.J. male and female reproductive organs.

APPENDIX 7.

Workshop Staff/Resource Persons' Meeting Objectives and Workplans

- a. Meeting Objectives for Staff
and Resource Persons**
- b. Work Plan**

APPENDIX 7a.

Planning Meeting Objectives

1. Establish common vision of workshop i.e. common understanding and agreement on workshop aims and methodology.
2. Clarify roles, responsibilities and functions of each individual.
3. Clarify how we are going to work together effectively including: channels of communication task authority, decision making process, information sharing, and staff meetings.

NAIROBI WORKSHOP

STAFF WORK PLAN

TUESDAY TIME	SESSIONS	STAFF	RESPONSIBILITIES
8:30	General Session	Bramble	<ul style="list-style-type: none"> . Make sure room is in order . Call session to order . Manage time . Introduce Joel Montague . Brief aims/methodology . Introduce Joel/Nancy . Brief groups
9:30	Groups	Bramble <u>Facilitators:</u> A. Nancy B. Connie C. Daudi D. Millicent E. Nester	<ul style="list-style-type: none"> . Overall-respond to Facilitators needs . Ensure group room/space ready with easel/felt tip pens . Ensure brief is charted . Brief rooms . Manage time . Help group get organized so they can focus on content - help them manage process . Ensure charting of conclusions - offer to chart if needed . Announce break and time and place to reconvene
10:30		BREAK	
10:45	General Session	Johal	<ul style="list-style-type: none"> . Ensure room is in order . Call session to order . Manage time . Introduce speaker (s) . (Manage Q's & A's?) . Thank speakers . Turn over to Chester
11:45	General	Chester	<ul style="list-style-type: none"> . Introduce speaker (Savosnik) . Manage time . (Manage Q's & A's) . Announce lunch; time and place to reconvene
1:00		LUNCH	
2:00	General Session	Connie	<ul style="list-style-type: none"> . Ensure room is in order . Call session to order . Introduce speaker - Sinding . Manage time . (Manage Q's & A's)
2:45	Seating of Guests	Montague/Sophia	<ul style="list-style-type: none"> . Greet guests and seat guests after Steve finishes
3:00	G.S. V.P.	Daudi	<ul style="list-style-type: none"> . Manage as agreed per protocol row of seats for V.P. speaker
4:00		BREAK	<ul style="list-style-type: none"> . Coffee ready at 3:30

TIME	SESSIONS	STAFF	RESPONSIBILITIES
4:15	General Session	N. Harris	<ul style="list-style-type: none">. Make sure room is in order. Call session to order. Introduce Daudi and subject. (Feed?'s). Manage time. Thank speakers. Turn over to N. Bramble
5:30	General Session	N. Bramble	<ul style="list-style-type: none">. Summary of day. Observations. Individual notes. Remind of reception. Remind of Wednesday a.m. start time and place (i.e., in work groups)
7:00-9:00	Reception	Sophia	<ul style="list-style-type: none">. All arrangements with hotel. Brief as necessary on protocol

WEDNESDAY

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TIME	SESSIONS	STAFF	RESPONSIBILITIES
8:30	General Session	Bramble	<ul style="list-style-type: none"> . Get group room assignments from Bill Chester . Ensure room is in order . Call session to order . Brief group work . Manage time . Remind of G.S. report time
8:45	Groups	<p>Bramble</p> <p><u>Facilitators:</u></p> <p>A. Nancy B. Connie C. Daudi D. Millicent E. Nester</p>	<ul style="list-style-type: none"> . Overall-respond to facilitators' needs . Ensure group room/space ready with easel/felt tip pens . Ensure brief is charted . Brief groups . Manage time . Help group get organized so they can focus on content - help them manage process . Ensure charting of conclusions - offer to chart if needed . Ensure reporter is identified and ready to report . Announce break and time and place to reconvene
9:15	General Session	<p>Bramble</p> <p>Reports on group's activities</p>	<ul style="list-style-type: none"> . Ensure room is in order . Call session to order . Manage time - stop on time - . Ask groups for 5 minute report, one by one . Field questions . Thank reporters . Announce break and remind of time to reconvene
10:45		BREAK	
11:00	General Session	<p>E. Krystall</p> <p>(Manager's panel)</p>	<ul style="list-style-type: none"> . Ensure room is in order . Call session to order . Introduce panel members and subject (managers) . (Manage Q's & A's) . Manage time . Thank panel members . Turn over Constance Carrino
12:30	General Session	Connie Carrino	<ul style="list-style-type: none"> . Introduce K. Kingfield and subject . (Manage Q's & A's) . Thank speakers . Introduce K. Johal to brief next session (group lists)

TIME	SESSION	STAFF	RESPONSIBILITIES
1:30		LUNCH	
2:30	General Session	A) K. Johal (non-medical) B) N. Harris (medical)	<ul style="list-style-type: none"> . Ensure room is in order . Call session to order . Manage time . Introduce speaker(s) . (Manage Q's & A's) . Announce break and time and place to reconvene
3:45		BREAK	
4:00	General Session	Nester (Medical panel)	<ul style="list-style-type: none"> . Ensure is in order . Call session to order . Manage time . Introduce panel members and topic (Drs. and Nurses) . (Manage Q's & A's) . Turn over to Bramble
5:15	General Session	Bramble	<ul style="list-style-type: none"> . Summary of day . Introduction Joan to brief field visits
5:30	Groups	J. Robertson	<ul style="list-style-type: none"> . Overall
		<u>Facilitators:</u>	
		A. Robertson B. Sophia C. Millicent D. Nester E. Daudi (Sellah Nkahisa)	<ul style="list-style-type: none"> . Brief on site(s) to be visited, logistic time etc. . Ensure groups . (a) Determine what they would like to achieve/get out of visit . (b) Plan for reporting in G.S.
7:00	Films (IE&C)	Daudi (Mindy)	<ul style="list-style-type: none"> . Ensure room projector and VCR ready, introduce film

THURSDAY

TIME	SESSION	STAFF	RESPONSIBILITIES
8:30	Site Visits	Joan Robertson	. Overall
		<u>Groups</u>	
		A. Robertson	. Accompany groups
		B. Sophia	
		C. Millicent	
		D. Nester	
		E. Sellah N. Kahisa	
		LUNCH (at Carnavor)	
1:00	Depart		
2:00	Mabrookie Tea Estate	J. Robertson	. Announce evening film and time and place to reconvene
7:00	Evening Film	Harris	. Ensure room, projector, screen, all set-up . Introduce film

APPENDIX 8

Summary of Participant Evaluations

APPENDIX 8

Summary of Participant Evaluations of Workshop

All participants stated that the workshop was very useful and knowledgeable and experience gained will be utilized in the promotion and development of family planning programs in their organization. MOS suggested that they will need funding and support from governments, management and donor agencies to initiate family planning programs. Many felt that support is required beyond two years.

Although all program areas and workshop methodology were relevant to participant needs, programmatic aspects most useful in order of priority were as follows:

1. Sharing of ideas and experiences with participants and resource personnel.

"It was something of a mixed grill of similar problems and potential benefits and very rewarding to know what's happening in other places so that we can learn from their experience. Sharing clearly brought out challenges to be faced in program implementation".

2. Cost-benefits of family planning to firms.

"This is a key element in getting the private for-profit sector to willingly accept provision of on-site family planning services, and the success of a program will depend on presenting management with facts and figures in order to get their commitment to the program".

3. IE&C and marketing of family planning including site visits and folk media demonstrations.

"Useful eye opener of what communities can do to promote a service and gives us information to present to management". "Opened up additional sources and avenues for dissemination of information and training".

4. Planning process in program development.

"Very important to know what is involved in planning a family planning project".

5. Updating knowledge in family planning technology, service delivery and management.

"...had never realized that this could be a subject so freely discussed without any embarrassment. Even

non-medical personnel could discuss the subject and enjoy the discourse. This subject (family planning) should be introduced to more non-medical personnel, particularly at the managerial level".

Program Constraints

Most participants indicated that the program was too compressed and there was insufficient time for questions, discussions, and interaction with participants and workshop staff and recommended that such workshops be extended an additional day (from 4 to 5 days). As one participant indicated "It hurts to run from the workshop to the airport".

Workshop Staff Location and Facilities.

All participants stated that the workshop was extremely well organized and that the staff and resource persons were "a very strong and capable team - committed, polite and well composed even under pressure". Most indicated that location and facilities were excellent to good.

Recommendations

All participants recommended that there is an urgent need for similar workshops for managers on "Family Planning In The Commercial Sector" if business managers are to be convinced of the cost/benefits of family planning to their firms. Additional program topics and inputs to be considered are:

1. Short and long term planning for programs.
2. More time and discussion devoted to how to confront conflicts with traditional and religious beliefs about family planning.
3. Encourage firms to collect data on cost/benefits of family planning in the private sector and present these statistics at workshops since success of programs depends on convincing management with hard data.
4. Invite family planning acceptors and consumers to workshops so that participants can meet with them and understand employee perspectives on family planning in the work place.
5. How to motivate governments and the OAU to accept family planning and create awareness and a positive atmosphere in these groups.

APPENDIX 9
Summary of Staff Review Session

APPENDIX 9

SUMMARY OF WORKSHOP REVIEW MEETING
October 11, 1986

Participants

David Kahler-facilitator

Joel Montague
Nancy Harris
Norman Bramble
Kulmindar Johal
Bill Chester

Eric Krystall
Joan Robertson
Millicent Odera
Sophia Mbugua
Ester Kibe
Nester Theuri

What Was Good	How To Improve
<ul style="list-style-type: none">-excellent mix of participants-way everyone worked together-team work-positive attitude of staff and participants-use of local experience-high quality presentations-people were prepared with presentations-handouts (lots and good)-political endorsements by VP & Vice Minister-being able to relate to FPPS and use as example-site visits excellent-IE&C's, importance underlined by tea estate visit-group size, briefing and facilitator use excellent-good facilities-concerns moved from day to day-logistics good (few glitches)-having room 054 and staff back up-daily staff meeting-staff commitment-objectives & workplan well defined & stated-could draw on local examples on cost benefit side-identifying and finding delegates was successful	<ul style="list-style-type: none">-make program looser and provide more time for group work, reports discussion, questions and answers-to send out more background information ahead of time to participants-have Washington team and local team sooner*have on site xerox and word processing facilities, equipment*clarify task responsibilities/authority and channels of communication earlier*free up workshop staff so that they can participate/interact with participants-provide more free time to participants-provide one free day to participants at end of workshop-rethink way in which workshop is scheduled to accommodate airline schedules-communal meals to increase interaction among participants/staff-more advanced coordination with Embassy and AID-participant involvement in mid-term assessment and redirection of workshop*have E.P. admin. person assigned early and go out to workshop-how to select participants earlier

- participants started on same wave length/level
- ticketing went well
- boost to FPPS
- good visual displays
- Enterprise coordinating team worked well together

*Most important points raised.

ASSESSMENT OF WORKSHOP OBJECTIVES:

1. Exchange ideas and learn from experiences of existing FP programs in Commercial sector.

excellent					poor
5	4	3	2		1
(6)	(3)				

2. Increase knowledge of FP and services.

excellent					poor
5	4	3	2		1
(5)	(4)				

3. Develop work plans.

excellent					poor
5	4	3	2		1
	(2)	(3)	(2)	(1)	

4. Identify and initiate planning for new E.P. subprojects.

excellent					poor
5	4	3	2		1
	(1)	(3)	(2)	(1)	

WHAT KIND OF FOLLOW UP IS NEEDED

IMMEDIATE - by November 15

- info on success of conference to AID/POP channels
- thank you's from E.P.- Kenyan inputs
- insert workshop into E.P. workplan
- Reports
- AID
- Marketing/PR
- Admin. issues
- individual part.
 - Norman: India, Somjit
 - Nancy/Bill: Zimbabwe
 - Bill: Nigeria
- What is FPPS to do when approached?
- module

WITHIN 3 MONTHS-by Jan 1, 1987

- plan for visits and any follow up with each country
- plan to regularize exchange of info. between countries
- Field-Test Module
- interim plan for E.P./FPPS collaboration
- close on Nigeria/Zimbabwe

APPENDIX 10

Other Responses to the Workshop

APPENDIX 10

The following is a selection of comments on the workshop taken from letters and cables sent to the Enterprise Program after the participants returned home.

- o I am writing on behalf of my organisation and on my own behalf to thank you personally and through you, the Enterprise Program, for the wonderful opportunity you extended to my organisation and myself to participate in the recent Workshop on Family Planning in the Commercial Sector; held in Nairobi, Kenya between 7th and 10th October, 1986.

The Workshop couldn't have been more useful, educative, informative and enjoyable. The setting was right, the arrangements superb and the content extremely realistic and revealing.

The Workshop staff were very helpful and understanding especially to us who attended this kind of Workshop for the first time. The coordinators-ordinators: Norman, Kulmindar and Bill were wonderful people all round and Sophia did wonderful administration. Everything worked as planned without a single hitch. A very impressive achievement. The resource personnel, no flattery whatsoever, were a committed group of very able persons who; I believe, must have spent months preparing the material presented for our eager and insatiable consumption.

Allow me to mention Mrs. Nancy Harris, Dr. Eric Krystall, Mrs. Millicent Odera and Miss Joan Robertson whom I found to be absolutely "with it". Easy to approach, easy to understand and always available for both advice and consultation - what a wonderful team!

I trust that with all the printed material and the Training Kit (contraceptive methods) I brought home and the very clear memories of most points discussed, we shall sooner or later get moving towards action in our organisation most likely in a joint venture.

My Director asks me to convey his personal greetings and appreciation for all you did to organize such a useful Workshop. I still have to make a full report to him, in which I intend to brief the Company of all we can do for the benefit of our employees at all levels.

Once again, thank you very much for this Workshop whose aims and objectives are not only useful but a must for all in the Private Sector and elsewhere.

UGANDA ASSOCIATED INDUSTRIES LIMITED
E. T. Luyombya
PERSONNEL & ADMINISTRATION MANAGER

Let me say that we very much appreciate your country's concern for our well-being and the colossal sums of money you are expending to realize it. This Family Planning Workshop in Kenya was very rewarding and has helped to deepen our awareness of the potential within our country. I believe that those of us in the private sector have tremendous roles to play in arousing Family planning consciousness through information, education and services to our employees.

You may rest assured that we, (Lever Brothers Nigeria Limited) are firmly committed to Family Planning and what we have gained from the experiences of other countries will help us to develop strategies that will ensure the acceptance of Family Planning within the Company.

I enclose herewith my used air ticket and details of my expenses while in transit.

Give my regards to your team from The Enterprise Program. I will be away on holidays for five weeks with effect from 20th October, 1986.

J. O. IGBINOVIA
HEAD OFFICE/SALES PERSONNEL MANAGER
LEVER BROTHERS NIGERIA LTD.

1. APPRECIATE SUMMARY OF WORKSHOP ACTIVITIES AND FOLLOW-UP POTENTIAL. BILL CHESTER PRESENTLY PURSUING OPPORTUNITIES PER REFTEL.
2. BELIEVE THE IE&C COMPONENT WAS EXTREMELY IMPORTANT PART OF WORKSHOP. ALSO VERY PLEASED WITH NEW SPIRIT AT LEVER BROS.

3. LOOK FORWARD TO RECEIVING TAPE OF HARRIS AND OLUGBILE AND ALSO TO RECEIVING COPIES OF SPEECHES BY KIBAKI, SINDING, MONTAGUE AND NYOIKE. LIKELY WE CAN GET SOME PRESS COVERAGE FOR THEM IN NIGERIA.

KEYS MACMANUS
AID
LAGOS
NIGERIA

- o I am sure you will be interested to know that we were all very impressed and appreciative of the efforts which made your team and the workshop a very worthwhile exposure. I am personally delighted that I interrupted my leave plans to attend the workshop which was very timely for the Lever Brothers project. Kindly extend my appreciation to the other members of your team who worked so hard to make the workshop a success.

Enclosed please find the air ticket and expenses incurred in correction with the workshop.

Dr. A.O. B. Olgubile
Lever Brothers Nigeria, Ltd.

- o As I have told you in NAIROBI, after consulting with you colleagues in Zaire, I'll send a report on how to collaborate with the F.P.P.S.

Once more, I thank you very much for having given me an opportunity to attend this very interesting and useful conference.

DR. SEBATWARE KIYABO
SENIOR MEDICAL ADVISOR
Plantations Leveir au Zaire

- o Thanks for the splendid arrangements for the workshop in Nairobi. It was quite valuable especially for us from Uganda. We are looking forward to introduce the Family Planning programs within our individual organisations.

J.J. Baluizi
Uganda Breweries Ltd.

- o I wish to congratulate Mr. Joel Montague, Program Director, your good self and other staff of The Enterprise Program for the successful organisation and implementation of the Regional Workshop on Family Planning held from October 7 to 11 in Nairobi, Kenya. I have fully benefited from the lectures, discussions, visits and the opportunities of sharing experiences with other participants.

Dr. Oladapo Olatunji
Medical Director
Mobil Rodway Nigeria

- o On behalf of Mr. William Price my company's Managing Director, I am very grateful for the extensive workshop on Private Sector Family Planning Programme which you made possible for me to attend.

I want you to know that I really appreciated the amount of hard work put into it by the entire members of Enterprise Programme.

Wishing you all the best in your future commitments.

Private Sector Family Planning
Project Coordinator
Sterling Drug

- o This is to express my deep appreciation for the opportunity given me to attend the Family Planning Workshop that took place recently in Nairobi, Kenya.

The workshop has gone a long way in maintaining my commitment to family planning as a way of improving the standards of living of our people.

I say hearty congratulations to all the staff of the Enterprise Program for the wonderful work that is being done in Kenya. I strongly believe that with more effort and commitment, greater results will be obtained in Nigeria.

I look forward to working with you in the near future.

Dr. Adebisi Edun
Health Aids Ltd.

APPENDIX 11

MEDIA COVERAGE

- a. Newspaper Articles**
- b. Television Coverage**

'Private sector should help in family planning'

Question: What exactly are the reasons for the enterprise programme?

Answer: Evidence of the unmet need and growing demand for Third World family planning services is overwhelming. Many governments have addressed this need by supporting public sector family planning programmes. Their progress in providing and improving access to information and services is significant.

However, at least one-third of all couples around the world are still unprotected from unplanned pregnancies, making it clear that governments alone cannot possibly provide all the family planning services that are needed. It is evident that other sectors, such as the private sector, must be encouraged to participate more fully in the improvement of family planning service delivery systems. This is particularly true here in Africa and in Latin America.

The programme is funded by the United States Agency for International Development. The programme's resources are directed towards assisting private sector organisations to initiate or enhance development of high quality, voluntary family planning services — supplementing public sector and other activities already underway. Both profit-making entities and non-profit agencies and associations are supported under this initiative.

Improvement of existing employee-based family planning programmes in the Third World is predicted on a number of assumptions:

- Members of trade unions, co-operatives, factories and other organised private sector groups can play an important role as instruments of demographic and socio-cultural change.

- There may be distinct advantages to be gained from utilising family planning purposes an already existing administrative or medical infrastructure such as can be found in industrial, commercial or other organisational settings for educational programmes, service delivery activities, etc.

- The private sector, particularly "for-profit" groups, have very distinct management and financial characteristics — some of which can usefully be adapted to public sector and non-profit family planning activities.

- Personal family economics/family welfare messages can be appealing to an audience of workers or salaried personnel, many of whom may no longer accept the traditional values related to generating additional hands to till the soil found in agricultural societies.

Q: In terms of the population problem what results do you envisage when focusing on the commercial sector in your family planning drive?

A: About half our effort is indeed directed at the "profit making" sector. To understand our work in this area it is useful to recognise that besides a maternal and child health problem we do have a "population problem". We agree with both the Vice-President, Mr Mwai Kibaki, and Mr Kimani wa Nyoike, both of whom addressed the workshop participants. Each said we must recognise that there is a "population problem" and that to use euphemisms or avoid discussing the imbalance between population growth and resources is to avoid calling a spade a spade.



The United States-based Enterprise Programme held its first conference in Africa recently in Nairobi. The special conference sought to find ways through which the private commercial sector can assist Government efforts in implementing family planning. The director of the programme, Mr Joel Montague, talked to SENDA WA KWAYERA (Pictured) in an exclusive interview.

The Vice-President said that the population of tropical Africa will double in 14 years. This is going to cause problems. We must recognise this and act accordingly through many channels. One of the most important channels is through family planning.

Let's take the Indian example. The Tata Iron and Steel Company initiated family planning services 10 years ago. The employee birth rate has been between 20 and 25 per 1,000 for that period as against the all-India average of 35. In one factory in Central America factory pregnancy rates have been cut by half.

I visited a textile mill in the Philippines two months ago where maternity benefits had been cut by a third because of fewer pregnancies — after contraceptives had been made available to married workers.

Programmes

In summary I believe I describe it how you will — there is something called a "population problem". We believe that private sector programmes in the commercial sector can help in as many programmes in other sectors contribute to its solution.

Q: Would you mind singling out a few of your successes since the initiation of the programme?

A: Our programme has just started. We have no real success in terms of impact. First and most importantly, we've sent multidisciplinary teams to a dozen or so countries to do initial assessments of the need for private sector family planning. From these assessments we develop a country strategy, write "concept papers" and then receive detailed project proposals from our potential collaborators.

As a result of the above team effort we have now signed one or more contracts for collaborative private sector family planning activities with local organisations in Indonesia, Nigeria, Honduras and Thailand. Contracts are being negotiated in Pakistan, the Philippines, and Mexico as well as another in Thailand. This month we will have teams in Zimbabwe, and Barbados to initiate work in those countries.

I am doing some early work in Egypt next week. Next year we will fund new projects in the countries where we have already visited and do assessments in a dozen new USAID-assisted countries.

We hope to fund approximately 40 projects — each for two to three years — over the life of the project. We are ahead of schedule in this area but are determined that our work abroad will be easier once we establish our "regional advisers" overseas. Our first office will be opened in Asia next year.

On the technical assistance side we have sent private sector family planning specialists to a number of countries — notably Ghana, Nigeria, Senegal, the Philippines and Indonesia — to

carry out specialised technical tasks. Right now we have a physician doing some work in Chad and expect that the coming years will see a sharply increased volume of work, particularly in Africa.

This year we've also held two multi-country workshops. The first was in Quito, Ecuador, where voluntary agencies from the region met to discuss a variety of subjects related to management development and income generation.

You talk of success. I think our biggest success is the most subtle and difficult to measure. We have a wonderful team at enterprise. Somehow through good marketing they have been able to convince a number of non-profit family planning groups in a whole series of countries that it is in their enlightened self-interest to become at least partly self-sufficient and free of the international donors such as ourselves.

Increasingly these organisations are recognising what the "for profit" sector has to offer them — terms of skills in finance, marketing, management information in system and computers, fund-raising, etc.

Q: There are some major controversies in the church area about family planning. What do you think about these issues?

A: Religion is of course a delicate subject and here as elsewhere in this interview, I can only give my own personal thoughts. I don't speak for my organisation or any other. Quite naturally I do not agree with those who oppose family planning



Vice-President Mwai Kibaki makes a point during his inaugural address. With Mr Kibaki are (from right): Director, USAID in Kenya, Mr Steven Sindig and Mr Montague, the head of the Enterprise Programme.

on what are known as "religious grounds". Perhaps this is because I am not of the same religion as those who oppose us!

It may also be that there is some confusion of terms here. At our workshop the Vice-President, when answering a question, noted that some of the religious "opposition" may not actually oppose family planning, what they actually oppose are modern means of contraception. There are other means which are acceptable to these groups, such as "natural family planning", abstinence, etc.

I have no problem with that. However, I and many of my colleagues feel that any eligible adult couple who want to contracept should have a series of alternative methods available.

However, religion is basically a matter of interpretation and there are a great many legitimate, ethical, moral and religious areas which do need debate — regards teenagers, sex-education etc. We should, however, be free to argue and debate, not to impose our views. The health and welfare of mothers and children is too important I think to impose the same solution on all.

Q: During your Nairobi workshop what were some of the most important areas of discussion and what were some of the highlights of the meeting?

A: The workshop was attended by medical directors or personnel managers from organisations in 12 countries — eight of them African. They represented plantations, mines, oil companies, parastatals, factories, trade and professional organisations, and private medical facilities, multi-

nationals, pharmaceutical companies and so on. Kenya was of course, chosen as the venue for its successful experience in private sector family planning because of the programme being implemented by the JSI/FPPS programme which is being co-ordinated by the National Council for Population and Development. The FPPS programme, like our own — is USAID funded and now supports 32 projects in Kenya comprising more than 70 family planning service delivery points.

While here the delegates visited five private sector family planning projects: Kenya Cannery, B.A.T., E.A.I., Kikuyu Hospital, Kenya Breweries and Brooke Bond, Mabroukie Tea Estate. Each organisation gave an overview of their employee-based family planning programmes for the delegates followed up by a visit to their clinics.

Searching questions were posed and a good deal learned as Kenya is a true leader in this area.

Incidentally, it is perhaps worth noting that the JSI/FPPS medical records and logistics system is remarkable and we are adopting it in a modified form for our world-wide programme. Paraphrasing I should note that the programme, at Kenya Cannery has had a real influence on the development of USAID's private sector family planning.

The second high point was the highly imaginative array of private sector family planning projects designed by the delegates for possible application in their own firms, companies and industries when they return. The enthusiasm of the delegates

was infectious and we will certainly contact many of them in the next six to nine months to see how they are doing — and if they want — there may be ways which we can continue to work with them to help them achieve their corporate objectives.

Q: What advantages do you see for the employee and employer in a company that undertakes a work site family planning programme?

A: Let's face it, a well planned family is likely to also be a healthy and happy family. The benefits to workers of having access to contraceptive information and service on or near the worksite are obvious. An income which allows a family of three or four to live comfortably may mean misery and malnutrition for 10 — particularly in urban settings. The returns to management may be more subtle. They are essentially:

- Savings from foregone company or state paid maternity leaves.

- Medical care savings accruing to the company from healthier, happier employees and their families.

- Increased employee or union loyalty generated by providing additional health services.

- Saving from fertility-related benefits such as children's allowances, school fees, housing.

- Savings accruing from less absenteeism and tardiness.

- A better image with Government and the community.

While the health and happiness of workers is paramount there are real savings which accrue to employers who start work-site family planning programme.

STANDARD

CITY EDITION

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Give family planning priority says V-P

THE Vice-President and Minister for Home Affairs, Mr Mwai Kibaki has said family planning was an integral part of development and should be accorded priority in planning.

Mr Kibaki, who was officially opening a workshop on family planning in the commercial sector at the Hilton Hotel yesterday, said the private sector had a role to play in propagating the concept of family planning.

He called for co-operation among different organisations involved in family planning activities, noting that they were not in competition. The Vice-President said all with initiative should be allowed to participate.

Mr Kibaki said organisations were already giving medical services to their employees and urged them to further involve themselves in the family planning programme.

Saying family planning was basic in the development process, the Vice-President added family planning officials had a duty to provide right information on how to deal with population control.

He said family planning should not be taken only for macro-economic reasons but to uplift the individual family units and welfare as well.

Mr Kibaki said all leaders including politicians and leaders of religions should be involved and speak out on family planning in meetings and gatherings.

He said this would involve all institutions including the church and schools.

See also Page 10



KENYA's Vice-President and Minister for Home Affairs Mr Mwai Kibaki seen yesterday when he opened a workshop on family planning, "The Enterprise Programme," at the Nairobi Hilton. The seminar, including delegates from many African countries and overseas, will continue until Friday and will include field visits for the delegates.

Population a major African problem — V-P

THE Vice-President and Minister for Home Affairs, Mr Mwai Kibaki, has said rapid population growth was among the major problems facing Africa.

He said the problem should be given the importance it deserved alongside other development aspects.

He said any development plan that ignored population increase was inadequate and incomplete adding Government plans should take into account the numbers that they had to service.

Mr Kibaki was officially inaugurating the All African Parliamentary Council on Population and Development at the Kenyatta International Conference Centre yesterday.

The Vice-President said any elected Government had the responsibility to serve the masses and that the minimum it could provide was to avail information in all areas which affected the people such as in agriculture, health and family planning.

Saving the role of leadership was crucial. Mr Kibaki added

Standard Reporter & KNA

the task of informing should be taken on by all leaders in various sectors who should be in the forefront in trying to tackle the population problem.

He told the parliamentarians it was their duty to convince their Governments on the need to vote more resources into the population problem, adding Kenya was blessed to have President Daniel arap Moi who had realised the problem and had been the number one advocate of family planning.

Mr Kibaki said Kenya had been on the exercise for a long time, but in the last seven years the Government had dealt with the problem in a determined manner.

He said for Government targets to be achieved, the peo-

ple had to be informed about the part they were supposed to play.

Mr Kibaki said while the child mortality rate in most African countries was declining, fertility rate was high due to the growing high standard of living owing to better health facilities.

He discredited the "demographic transition theory" advocated by some misguided elitists who claimed the government did not need to do something about population control since the problem would take care of itself in the course of time. He said owing to the modern life style, Africa must adopt to new methods in development in order to catch up and compete with the rest of the world.

"This calls for the use of all modern devices on population control since the traditional ways practised by our ancestors are no longer practicable", he said.

The Secretary-General of the council, Mr Kimani wa Nyoike, who introduced the Vice-President to the participants, said the aim of the council was to involve the Members of Parliament who were elected by the people and therefore guide the Government in appropriate directions.

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THE

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Seminar held

The Deputy Director and research evaluation specialist with the Family Planning Private Sector (FPPS), Mr. MALLICENT Odera, addressing delegates attending a four-day workshop on family planning on Thursday.

Best Available Copy

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APPENDIX 11b.

Dr. A.O.B. Olugbile, a physician from Lever Bros. and Ms. Nancy P. Harris, Deputy Director of the Enterprise Program were interviewed on live Kenya television on the program "Mambo Leo" which focuses on current events or interest items of Kenya. Dr. Olugbile and Harris were asked general questions about the workshop and the Enterprise Program as well as questions on why private sector companies are becoming involved in this. The Kenya FPPS program was highlighted as an example, as were Lever Bros. activities in both Kenya and Nigeria. Dr. Olugbile described the concern which many employers have for the welfare of workers and their families as the main driving force behind such programs.

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