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ASSISTANCE TO THE FAMILY HEALTH DIVISION
WITH TRAINING OF TRAINERS/SUPERVISION
AND EVALUATION WORKSHOPS
MALI

A Report Prepared By PRITECH Consultant:
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During The Period:
MARCH 5 - APRIL 21, 1990

TECHNOLOGIES FOR PRIMARY HEALTH CARE (PRITECH) PROJECT
Supported By The:

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REPORT OUTLINE

I. SUMMARY DESCRIPTION OF THE SCOPE OF WORK (include changes made to initial SOW)

To assist the Family Division of the MOH of Mali to prepare and implement two training programs (training of trainers and supervision and evaluation) for control and regional level staff.

II. PURPOSE(S) OF THE PROJECT

The purpose of the two training programs was to prepare central and regional-level personnel of the Family Health Division for their responsibilities in 1) training MCH/FP staff throughout the country at the cercle and arrondissement levels (in MCH/FP), and 2) supervising and evaluating MCH/FP services.

III. METHODOLOGY

The consultant worked with 3 Malian co-trainers. She prepared all training materials, oriented the co-trainers to the training design and methodology, conducted daily feedback sessions with the co-trainers, modified the training design as needed, and conducted training sessions with which the co-trainers had limited experience.

IV. SUMMARY OF OBSERVATIONS AND FINDINGS

Participant evaluation of both workshops was very positive. The training team was very impressed with the effort the participants put into the workshop and with the quality of their work. The consultant provided nearly all of the clerical/typing support to the workshops, due to: 1) the generosity of GDO/Mission personnel in making computers available, and 2) the apparent lack of availability of full-time secretarial support from the FHD.

V. MAIN CONCLUSIONS

The two workshops provided appropriate preparation of participants for their responsibilities in training, supervision and evaluation. On the job practice will enable them to further improve their skills. Had the consultant not had access to a computer, clerical support for these workshops would likely have been problematique.

VI. PRIMARY RECOMMENDATIONS

The FHD will need to assess carefully the secretarial needs of future training programs, in light of the existing demands on their secretarial staff and the needs of training programs.

TRIP REPORT

I. Summary Description of the Scope of Work

The Scope of Work for this assignment was to assist the Division of Family Health of the Ministry of Health of Mali to implement two training programs for central and regional level staff. Specifically, the consultant assisted with the preparation and animation of: a) a three-week training of trainers workshop (March 5-31, 1990), and b) a two-week supervision and evaluation workshop (April 2-21, 1990). Each workshop was preceded by one week of workshop preparation.

II. Purpose of the Project

The purpose of these two training programs was to prepare central and regional level personnel of the Division of Family Health for their responsibilities in a) training MCH/FP staff throughout the country at the cercle and arrondissement levels, and b) supervising and evaluating MCH/FP services at regional, cercle and arrondissement levels. Of the twenty six participants, fourteen were central level staff representing nutrition, diarrheal diseases, vaccination, family planning and health education units of the DFH; eight were directors of MCH/FP services at the regional level; and four were physicians being hired as assistants to the regional representatives.

The workshops were part of the DFH's initial steps at "re-organizing" MCH/FP services throughout the country. These two workshops will be followed by a second series which will provide identical training to the remaining half of the DFH staff at the central and regional levels. Participants of this workshop developed certain training, supervisory and evaluation instruments. Participants of the second series of workshops will in most cases follow the same procedure, developing instruments which were not developed during these workshops or developing identical instruments which will then be refined at the central level into a uniform package to be adopted for use by the DFH. Following the two series of workshops, the trained staff will be responsible for clinical and clinic management training and for re-orienting the supervision and evaluation of MCH/FP services throughout the country.

III. Methodology

The consultant worked with three Malian co-trainers in the conduct of the workshops. She prepared all of the training materials, oriented the co-trainers to the training design and methodology, conducted daily feedback sessions with the co-trainers, modified the training design as needed, and conducted training sessions which the co-trainers felt unqualified to teach. The co-trainers conducted the majority of the training sessions. The consultant de-briefed with the interim director of

the DFH (the director was temporarily out of the country) and with the director of the USAID Mission prior to her departure.

Both workshops were designed on the basis of specific roles the DFH had defined for their personnel. During the TOT, the participants analyzed the tasks of personnel to be trained at the arrondissement level. They then developed training modules (including both classroom training and clinic-based practicums). Each participant practice-taught a part of the module he/she developed. Modules were revised based on the practice-teaching experience. Finally, attention was given to organizational aspects of clinic-based practicums. Participants developed check lists to be used by personnel involved in the clinic-based practicums to evaluate performance of staff in training.

The supervision/evaluation workshop also focused on structure and process. Following an introduction to the organizational aspects of supervision, participants developed a supervisory check list for use in the supervision of clinic-based personnel as well as regional-level personnel. This was followed by a series of sessions on various interpersonnal aspects of supervision afterwhich each participant was assigned to "supervise" a given component of a MCH/FP clinic in Bamako, pre-testing a) his/her application of concepts of supervision discussed in the workshop in his/her interaction with the personnel as a supervisor, and b) the supervisory check list.

During the evaluation part of the workshop, participants were presented with a framework for planning and executing the evaluation of their work. Participants then worked in groups by region, applying the concepts taught to their own work plans. Each group used the 1990 annual work plan for the designated region (which had been developed by the regional representative of the DFH who was a participant in the workshop) as a basis for applying the concepts of evaluation which were taught. The groups revised the work plans according to certain program planning principals and then developed a plan for the evaluation of the execution of the work plan.

IV. Summary of Observations and Findings

Participant participation in both workshops was excellent. The training team was very impressed with the degree of effort the participants put into the workshop, with the quality of their work and with the team spirit which they displayed both in the preparation and in the presentation of their work.

Participant evaluation of both workshops was very positive. A number of participants remarked that although they had been doing training and supervision for some time, they benefitted greatly from both workshops; many acknowledged that they had limited experience in evaluation. In particular, participants appreciated: a) the framework taught for curriculum design and the chance to pretest their work, b) the opportunity to develop a

supervision check list and pretest it, c) the workshop focus on supervision as a supportive process, and d) the opportunity to re-focus their annual work plans to make them more goal-oriented and capable of being evaluated.

A constraint felt by the entire group was the existence of multiple agendas at times by the DFH. The DFH has a very ambitious calender of activities for the year which at times requires staff to be involved in two or more activities at the same time. This affected the participation of several participants of the workshop.

The DFH had apparently not made specific provisions for secretarial support for these two workshops. Because of this, and with the generosity of the AID Mission in making equipment available, the consultant was able to produce all materials needed by trainers and participants. Production of typed copies of participant work will be handled by the DFH office.

V. Conclusions and Recommendations

The two workshops provided appropriate preparation of participants for their responsibilities in training, supervision and evaluation. On the job practice will allow them to further refine their skills.

In the planning of future training activities, the DFH will need to pay closer attention both to priorities of their personnel in the scheduling of activities and the provision of

secretarial support to the training program. These issues were discussed with the DFH during the debriefing.

DIRECTION NATIONALE DE LA SANTE PUBLIQUE

DIVISION DE LA SANTE ~~PUBLIQUE~~ ^{FAMILIAL}

FORMATION: SUPERVISION/EVALUATION

9-21 avril 1990

But: Améliorer la compétence des participants en matière de supervision du personnel et d'évaluation des services SMI/PF.

Objectifs Généraux:

A la fin de la formation, chaque participant sera capable de:

1. élaborer les fiches de supervision pour le personnel SMI/PF du niveau cercle.
2. préparer une visite de supervision.
3. exécuter les visites de supervision suivant les principes de supervision.
4. faire le suivi des visites de supervision en fonction des besoins identifiés.
5. élaborer un plan de travail pour un problème de prestation de service dans une région du pays.
6. élaborer un plan pour l'évaluation des efforts dans la résolution du problème de prestation des services SMI/PF (niveau régional).

DIRECTION NATIONALE DE LA SANTÉ PUBLIQUE

DIVISION DE LA SANTÉ PUBLIQUE

CALENDRIER: SUPERVISION/EVALUATION
9-21 avril 1990

1ère semaine	LUNDI	MARDI	MERCREDI	JEUDI	VENDREDI	SAMEDI
8h00	Ouverture Présentation:	Elaboration des fiches de supervision	*Fiche de Supervision (suite)	Préparation d'une visite de supervision	*Motivation (suite)	Visite de supervision: - principes
Matin	Introduction au Programme	*Description de poste		Supervision *Aspects interperson- nels	*Styles de supervision	Travail en équipe
	<u>SUPERVISION</u> <u>Introduction</u>					
12h00	P	A	U	S		E
12H30	<u>Activités/ outils de sa supervision</u>	*Fiche de supervision	Présentation des fiches de supervision	*Motivation		*Diagnostic des problèmes
Soir						*Délégation
14h00	C	L	O	T	U	R

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CALENDRIER SUPERVISION/EVALUATION

2ème semaine	LUNDI	MARDI	MERcredi	JEUDI	VENREDI	SABEDI
8h00	*Conflit	<u>Visite de supervision:</u> pratique	<u>EVALUATION</u> <u>Introduction</u>	<u>Evaluation</u> <u>niveau rendement</u> (suite)	Objectifs de service (suite)	*Plan d'évaluation
Matin			<u>Evaluation:</u> <u>niveau contrôle</u>			Evaluation de l'atelier
	*Discipline					Clôture
12h00	P	A	U	S		E
12h00	Supervision: -sommaire	<u>Suivi</u>	<u>Evaluation</u> <u>niveau rendement</u>	<u>Principes de la collecte des données</u>		
Soir						
14h00	C	L	O	T	U	R U E

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