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**A GUIDE TO SUCCESSFUL  
PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS**

**WORKSHOP LESSONS LEARNED, 1986-1996**

**PVO Child Survival Support Program  
The Johns Hopkins University  
Baltimore, Maryland**

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**I. Introduction**

In 1985 the United States Agency for International Development, Bureau for Humanitarian Response, Office of Private Voluntary Cooperation (USAID/BHR/PVC) began the PVO Child Survival grants program to improve the health of infants and children in 23 developing countries. In the ninth year of Child Survival, beginning October 1993, 23 US-based PVOs will be implementing 91 Child Survival projects, six vitamin A, two Rotary PolioPlus projects, and two headquarters project.

In addition USAID/BHR/PVC has committed to a technical support strategy designed to strengthen PVO Child Survival field projects and PVO home office operations. Activities of this technical support strategy include,

- direct implementation support to PVO staff through project orientation visits and assistance with health information systems, including knowledge and practice survey training,
- indirect implementation support by arranging for specified technical assistance and publishing quarterly technical feedback materials,
- organization of workshops, conferences, and technical task force meetings where PVOs can exchange ideas, materials developed, and lessons learned,
- Child Survival project document review,
- Child Survival project monitoring & evaluation support.

Field based workshops are key technical support activities. These regional workshops increase the skills and knowledge of PVO country national field staff implementing Child Survival projects and provide the opportunity for field staff to share ideas and lessons learned. Country and regional networks have originated from these workshops. Workshop outputs include developing 90 Day Plans by participants (an exercise which stresses follow-up action), developing measurable objectives, and revising project work plans.

USAID/BHR/PVC expects that the regional PVO Child Survival workshops will result in increased project technical performance, as seen in improvement of project detailed implementation plans and project monitoring; expects project staff to share ideas and lessons learned in Child Survival implementation, and encourages workshop participants to form formal networks and meet at regular intervals in their home countries after the workshop.

To date, twelve regional workshops have been carried out with

assistance from the PVO Child Survival Support Program of The Johns Hopkins University and with various PVO Child Survival country projects acting as host. These are,

- Meals for Millions/Sierra Leone, April 1986
- Adventist Development & Relief Agency/Rwanda, July 1987
- World Vision/Zimbabwe, July 1987
- African Medical & Research Foundation/Kenya, June 1988
- Project HOPE/Guatemala, August 1989
- Project Concern International/Indonesia, December 1989
- Africare/Nigeria, June 1990
- International Eye Foundation/Honduras, August 1991
- Save the Children/Mali, October 1991
- CARE/India, February, 1992
- Esperanca/Bolivia, March, 1993
- World Vision/Uganda, July, 1993
- AMREF/Kenya, September, 1993
- Save the Children/Bangladesh, November 1993
- CARE/Guatemala, June 1994
- WRC-OPRODE/El Salvador, September 1995

## II. Lessons Learned in Planning & Conducting PVO Child Survival Implementation Workshops

In nine years of collaboration on regional PVO Child Survival workshops, both the PVO and JHU have learned many lessons which, when applied, have strengthened planning and implementation of subsequent workshops. Following is a summary of lessons learned by the organizing teams of workshops held in Asia, Central America, and both French and English-speaking Africa. These ideas are meant to assist future organizing teams in implementing successful PVO Child Survival workshops.

### A. WORKSHOP PROCESS

1. An experienced facilitator should be employed, one well versed in group dynamics, conflict resolution, and adult learning principles. The facilitator is responsible for making sure that the objectives of the organizers are met and, most importantly, that the expectations of the participants are met. It is the facilitator's role to be attentive to workshop process and the mood and energy level of the group.
2. Emphasize the EIAG approach to learning:
  - E xperience
  - I dentify
  - A nalyze
  - G eneralize

EIAG is a learning process that helps participants to assimilate useful, practical information. The best example of the EIAG

process can be seen when, after a preparatory session, workshop participants visit host PVO Child Survival communities to see project activities. This experience generates many emotions and impressions. Upon return to the classroom, participants will identify what they learned (since everyone tends to perceive different things). Participants next analyze project strengths and weaknesses and draw general principles from the experience. Finally, the facilitator asks the workshop participants to generalize the lessons learned to their own project situations, and discuss the implications for action in the future.

3. It is very important that the total group (PVO participants, organizers, and consultants) not exceed thirty persons in order to maximize the effectiveness of small group exchange, enhance participation by each person, and increase feasibility of site visits.
4. Keep the number of workshop objectives small in number. It is better to take time to explore a few messages/ideas in full than to cover many topics incompletely. Plenty of time left for discussion and sharing is a major feature of the more successful workshop.
5. It is important to hold "Where are we at?" (WAWA) sessions at the end of each day's session, these give the participants a chance to express their feelings about workshop proceedings thus far.
6. Every evening the workshop organizing team meets to review the day's activities and tomorrow's plans. At this meeting the organizing team decides about needed adjustments in the workshop schedule, based upon what the participants requests in the WAWA session.
7. It is best if no workshop sessions are scheduled in the evening. Experience has shown that this time is important for informal networking and relationship building and/or rest. Group sessions can be intense; field visits can sometimes be overwhelming. People cope better when they are rested.

#### B. WORKSHOP GROUP

1. Workshop organizers, PVO participants, and local resource persons make up the workshop group of 30 (or less) persons. All members of this group are seen as resource people with ideas and unique experiences and background to share. Avoid separation of the workshop group. For instance, speak only in the language which is being used to conduct the workshop; do not isolate group members by speaking in languages they do not fully understand.
2. While local resource people can be used when special expertise is available, their participation should be planned carefully. When

too many in-country resource people or officials attend selected workshop sessions, the workshop becomes less relevant for participants from other countries - the activity can be perceived as a country rather than a regional workshop. This makes for negative evaluations by participants.

3. Often, the country national host will receive special requests from in-country people who wish to participate in the workshop. Keeping workshop sessions focused on issues common to USAID funded Child Survival projects, will be most meaningful for the PVO Child Survival participants but not as relevant to additional in-country participants. Experience has also shown fragmented participant groups when workshop attendees come from very different backgrounds/organizational levels. It is always difficult to refuse a request for participation; one option is to invite the in-country official to participate in the opening or closing ceremony of the workshop.
4. Workshop participants should be mixed; participants from older Child Survival projects can share valuable information with participants new to Child Survival implementation.

#### C. WORKSHOP PLANNING

1. The host PVO project is perceived best if a country national field staff member serves as the official host of the workshop and takes a key role in conducting of the workshop. This one point has been essential to the acceptance of the PVO host project by participants.
2. Workshop organizers do not expect the host Child Survival project to be a model project. All projects have strengths and areas for improvement. Showing constraints faced by the project and demonstrating how they are dealt with is of interest to all, everybody learns!
3. It is best if decisions regarding participants, content, process, etc. are not made prior to the first planning meeting. The organizing team consists of representative from PVO headquarters, PVO field, the JHU PVO Child Survival Support Program, and USAID; decisions related to workshop participants, content, process, etc. should be left to the entire planning team.
4. The PVO country national staff member identified to be host should be involved in the initial planning meeting. Input from the field level is crucial when making decisions about logistics. Country national staff who helped to plan previous workshops have found the experience enriching. In many cases, they have gone on to organize PVO/MOH workshops at the district and country level.
5. Plan, plan, plan, and then plan some more. Always go back over

workshop objectives to assure that they are being met somewhere in the workshop schedule. Justify the inclusion of each workshop session into the agenda by considering how it relates to stated objectives.

6. There are often requests from participating PVOs for permission to send regional and/or expatriate staff as workshop participants instead of country national field staff. The pressure to grant these special requests can be great. Yet, the USAID technical support strategy and the major purpose for regional PVO Child Survival workshops is to enhance sustainability and effectiveness of project activities by upgrading technical standards and lessons learned by country national staff. One can see that regional and/or expatriate PVO personnel are not appropriate workshop participants.

## ROLES OF ORGANIZING TEAM MEMBERS

### PVO Headquarters, PVO Field, JHU, USAID, Consultants, and Facilitator

PVO HQ: Formulate and track workshop budget, organize administrative activities, issue invitations to PVO HQ and then to identified PVO field staff; hire facilitator; sponsor trip of host country national to workshop planning meeting in USA; gather and mail (or carry) resource materials, purchase airplane tickets/overland travel for invited PVO participants; sponsor own HQ technical person to attend workshop; serve as link to PVO country director and Child Survival project director. Be responsible for preparation and distribution of report to participants, USAID and JHU.

#### PVO

Field: Organize workshop logistics, participant food and lodging, inform appropriate in-country officials about workshop, arrange village visits and participation of local persons when appropriate, brief USAID on workshop arrangements, design workshop banner and participate in pre-workshop planning meeting. Welcome participants at opening ceremony, manage field site visits, host cultural evening, arrange transport of departing participants to airport, and participate in lessons learned session immediately following the workshop.

#### Johns Hopkins

Univ.: Assure standardization of workshop messages and workshop process across all regional workshop activities, brief PVOs on roles and responsibilities, prepare technical background materials for workshop using information from project documents and FHA/PVC consultant reports; furnish PVO HQ and field with sample materials from prior workshops; after clearance from USAID obtain external consultants for workshop. Use own budget to fund representative from JHU to assist PVO HQ and field project in coordinating workshop. Carry out six month follow-up evaluation.

#### USAID:

Invite and fund the PVO to host the workshop, approve budget, identify PVO projects eligible for the workshop, give final approval to all workshop participants, participate in USA planning meeting, officially inform USAID of workshop, take part in-country planning meeting, give short talk to workshop participants, participate in daily organizing team sessions, be available for one-on-one discussion with PVO field staff, take part in lessons learned session immediately following workshop, issue letter of appreciation to host PVO following workshop.

### Consultants:

Design workshop sessions in collaboration with the facilitator, assure that the sessions achieve workshop objectives and include up-to-date technical information, identify PVO representatives to take part in workshop sessions, report on the methods, materials and conclusions for workshop sessions. That the consultant is responsible, take part in the workshop pre-planning meetings and daily organizing team session, be available for one-on-one discussions with PVO representatives, take part in the Lessons Learned session immediately following the workshop.

### Facilitator:

Assure that the objectives and expectations of the workshop participants are met and the workshop process is sensitive to the moods and energy level of the group, active in the design of all the workshop sessions, take part in the workshop pre-planning meetings and daily organizing team sessions, record key statements and conclusions during discussions, take part in the Lessons Learned session immediately following the workshop.

The following pages describe, in greater detail, the roles and responsibilities of each organizing team member in detail, from the initial planning stage (0-6 months pre-workshop) to the final evaluation (0-6 months post-workshop).

## PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS

### Roles & Responsibilities

#### PVO Headquarters

##### Pre-workshop: (0 - 6 months)

- \* Identify host PVO headquarters person who will be responsible for communicating workshop information to her/his own office (field & HQ), to participating PVOs (field & HQ), to The Johns Hopkins University (JHU) staff and consultants, and to USAID.
- \* Attend briefing meeting with representatives of JHU.
- \* Identify the country project which will host the workshop; obtain all necessary agreements from project staff; brief them on expected roles and responsibilities.
- \* Prepare budget (using sample budgets from other workshops) with the appropriate line items; travel, housing & meals, consultants, supplies/books, translation/printing/distribution of workshop report, administrative/incidentals, local transportation, other.
- \* Compose and send invitation letters to the participating PVOs' USA office inviting them to nominate two representatives of the designated CS field project, who are the country national staff most directly involved in CS implementation, to attend the workshop. A copy is sent to each PVO's USAID project officer (project officer names can be obtained from JHU), and to JHU. Also send simple workshop needs assessment to PVO USA office to survey their ideas for workshop content areas that would prove useful to their field staff. (Samples available at JHU)
- \* Develop letters of invitation to the designated field representatives, a participant needs assessment form, workshop information Fact Sheet, and instruction sheet on how to prepare for the workshop. (Samples available at JHU)
- \* Translate all materials when appropriate. (expected only of French & Spanish)
- \* Make travel arrangements for the designated workshop participants. Prepare travel and visa information.
- \* Arrange for lodging & per diem if participant must layover while coming and/or returning from workshop.
- \* Send by DHL, to the designated field participants, an information packet which includes letter of invitation, needs assessment, and

travel and visa information. Other relevant workshop material will be sent in a second mailing several weeks prior to the workshop. A co-copy of the letter should be sent to the participants' PVO USA headquarters and JHU.

- \* Hire a workshop facilitator to assist with pre-workshop planning and to facilitate the workshop.
- \* Participate in pre-workshop planning meeting, in the U.S.A., with representatives from JHU & the PVO country national staff member assigned to organize logistics.
- \* In preparation for this meeting, draft goals for review by organizing team and prepare analysis of needs assessment.
- \* At this meeting, the organizing team will carry out role clarification, obtain consensus on workshop goals and expected outcomes. Draft daily schedule with content areas. The preliminary workshop design is to be based on needs as found through DIP reviews of eligible projects, consultant assessments, responses from PVO USA/HQ needs assessment, and the PVO field participant needs assessment. JHU will identify possible USAID-funded technical consultants from the USA or the region, and the PVO host should identify possible in-country resource persons. Also at this meeting, review workshop logistics for each suggested session. Review next steps to take place in preparation for workshop. Prepare workshop Fact Sheet (see JHU samples).
- \* Write up the minutes of the meeting & prepare a report for USAID/BHR/PVC which details the workshop plans, goals, objectives, expected outcomes, agenda, and expected resource persons. A briefing is usually held in Washington, D.C., at which time USAID gives final approval to the plans.
- \* Identify the person who will write the workshop report. Clarify expectations for final product with USAID and JHU, including translation if workshop is held in Spanish or French.
- \* Monitor and assist host PVO country national staff member in organizing workshop logistics.
- \* Gather up-to-date technical resource material for display in the resource center & for distribution to participants. (See previous workshop reports for sample bibliography of resource materials.) Mail or carry material to workshop. If the carrier must change planes, do not check materials through! Many PVOs have lost materials this way.
- \* Several weeks prior to the workshop send DHL to designated participants including workshop summary information, instruction sheet on how to prepare for the workshop, an air ticket, and any final instructions. (In the past, organizers asked participants to bring

traditional dress for the cultural evening.)

- \* Participate in pre-workshop planning meeting, in-country, one week prior to workshop. At this meeting the organizing team will carry out role clarification, review workshop plans to date (logistics, agenda), develop a work plan for the days prior to the participants' arrival, visit workshop site, & meet key persons.

- \* During the week prior to the workshop, join other members of the organizing team in meeting & discussing the workshop with appropriate people at USAID, UNICEF, WHO, and MOH, as specified by the PVO country national host and USAID.

**During workshop:**

- \* Manage resource room.

- \* Attend every meeting of the organizing team.

**Post-workshop: (0 - 3 months)**

- \* Attend workshop "wrap-up" session in-country and submit all data for the final report to the person designated to write the report.

- \* Write two page Executive Summary to submit to USAID within 2 weeks following the workshop.

- \* Debrief at the USAID offices in Washington, D.C.

- \* Write complete report and send to JHU for editorial review.

- \* Finalize report, print, bind, and distribute one copy to each PVO field participant and each workshop resource person in the language in which the workshop was held (English, Spanish, or French). In addition, print, bind and distribute 1 copy, in English, to the PVO HQ of each of the participating PVOs and 5 copies each, in English, to JHU & USAID.

- \* USAID may request that additional copies be printed at this time, and if this is so, will pay for the cost of additional copies.

## PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS

### Roles & Responsibilities

#### PVO Field Office

#### Pre-workshop: (0 - 6 months)

- \* Identify PVO CS project country national who will be responsible for coordinating all workshop related activities in-country.
- \* Identify PVO field project staff who will be directly involved in workshop logistics for village visits.
- \* Participate in pre-workshop planning meeting with other members of the core organizing team [representatives from PVO headquarters & The Johns Hopkins University (JHU)], generally held in the U.S.A.
- \* At this meeting, the organizing team will carry out role clarification, obtain consensus on workshop goals and expected outcomes. Draft daily schedule with content areas. The preliminary workshop design is to be based on needs as found through DIP reviews of eligible projects, consultant assessments, responses from PVO USA/HQ needs assessment, and the PVO field participant needs assessment. JHU will identify possible USAID-funded technical consultants from the USA or the region, and the PVO host should identify possible in-country resource persons. Also at this meeting, review workshop logistics for each suggested session. Review next steps to take place in preparation for workshop. Prepare workshop Fact Sheet (see JHU samples).
- \* Secure modest, rural training site located near the CS project impact area, with adequate lodging & meeting space for the workshop period. Peace Corps training centers, religious training centers, and small modest hotels have served as previous workshop training sites. Confirm availability of potable water (or arrange for bottled water), functioning toilets & showers, and laundry facilities at the workshop site.
- \* Confirm availability of fuel for field trips; if supply low, prepare plans for reserve supply.
- \* Arrange for a Resource Room at the workshop site to hold materials brought by host PVO headquarters and participants. Obtain VCR (notify headquarters of VCR specifications), slide projector, etc.
- \* Identify sites for village visits and contact village leaders to obtain permission; inform community about purpose of workshop, type of visits, and arrange schedule.

- \* Inform key people in local collaborating agencies about the purpose, objectives, and preliminary workshop plans. (e.g., USAID, MOH, WHO, UNICEF, other NGOs in country, etc.)
- \* Arrange transportation of participants from airport upon their arrival in country. Arrange lodging and meals in capital city for participants while they wait to be transported to workshop site.
- \* Arrange transportation from capital city to workshop site. Arrange lodging and meals for participants and organizing team during the workshop.
- \* Arrange transportation for participants to the CS impact areas.
- \* Arrange transportation for participants back to the capital city and provide meals and lodging until participants depart for their home countries.
- \* Design and order nametags, bags, banner, and certificates of participation for use by participants. (Samples available at JHU)
- \* Obtain easels (minimum of 2), easel paper pads, color crayons/marketing pens, adhesive tape, writing pads, and other office supplies for use during the workshop. (Field office should communicate to U.S. headquarters as to which supplies are not available in-country.)
- \* Hire a local photographer to shoot group photo and workshop sessions/field visits.
- \* Consider what in-country publicity is desired, if any, & arrange.
- \* Participate in pre-workshop planning meeting, in-country, one week prior to workshop. At this meeting the organizing team will carry out role clarification, review workshop plans to date (logistics, agenda), develop a work plan for the days prior to the participants' arrival, visit workshop site, & meet key officials.

#### **During Workshop:**

- \* Attend all meetings of the workshop organizing team to review day's events and revise schedule if necessary.
- \* Transport participants from airport to hotel then to workshop site.
- \* Plan Welcome Reception upon arriving at workshop site.
- \* Arrange bus transportation and lead participant group on village visits.

\* Plan "cultural night" the evening prior to the last day of the workshop.

**Post-workshop: (0 - 3 months)**

\* Transport participants from workshop site to capital city.

\* Provide meals and lodging until participants depart for home country.

\* Attend workshop "wrap-up" session in-country and submit all data for the final report to the person designated to write the report.

## PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS

### Roles & Responsibilities

**The Johns Hopkins University  
PVO Child Survival Support Program**

#### Pre-workshop: (0 - 6 months)

- \* Propose upcoming year's workshop schedule to USAID.
  - USAID selects activities.
  - PVO makes formal request.
  - USAID deposits funds into PVO CS grant.
- \* Designate JHU Workshop Coordinator.
- \* In collaboration with PVO/HQ, identify Workshop Organizing Team members. (This includes JHU Workshop Coordinator, PVO HQ representative, PVO country national field staff representative, facilitator, and resource persons.)
- \* Develop, with USAID, the list of PVO Child Survival field projects that will be asked to send representatives.
- \* Assess strengths & weaknesses of participating projects by a review of the detailed implementation plans.
- \* When indicated, assess strengths & weaknesses of new projects with consultant visits to new field sites.
- \* Identify, secure, and brief consultants when appropriate.
- \* Participate in a pre-workshop planning meeting with representatives from PVO HQ & the PVO country project.
- \* At this meeting, draft workshop goals and expected outcomes. Draft suggested content areas based on identified needs as found through DIP reviews of eligible projects, consultant visits, PVO USA HQ needs assessment, and PVO field participant needs assessment. Identify possible in-country & regional resource persons. Review workshop logistics.
- \* Draft workshop agenda and overall design.
- \* Develop workshop background materials using data from participating PVO projects.
- \* Translate materials when appropriate.

- \* A briefing is usually held in Washington, D.C., at which time USAID gives final approval to the plans.

- \* Arrange JHU personnel travel.

**Post-workshop: (0 - 3 months)**

- \* Attend workshop "wrap-up" session in-country and submit all data for the final report to the person designated to write the report. Review the report format.

- \* Edit drafts of workshop final report.

- \* Organize all slides and photographs which illustrate workshop activities.

- \* Brief appropriate USAID agencies on workshop outcomes.

- \* Send out follow-up evaluations, six months after the workshop, to all PVO field project participants. Compile data received.

## PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS

### Roles & Responsibilities

Consultants
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#### Pre-workshop

- \* Attend briefing meeting with representatives of JHU or be briefed by JHU through the mail. In some cases consultants will attend the pre-workshop planning meeting in the U.S.A. with representatives from the host PVO HQ, PVO field staff and JHU.
- \* Design workshop sessions for which the consultant is responsible. Information will be supplied by JHU to help identify PVO representatives who could possibly take part in the sessions. Sessions should be designed to emphasize a few important messages, maximizing sharing and participation by the PVO representatives.
- \* Participate in the pre-workshop planning meeting, in-country, one week prior to the workshop. At this meeting the organizing team will carry out role clarification, review workshop plans to date (logistics, agenda), develop a work plan for the days prior to the participants arrival, visit the workshop site and meet key workshop officials.
- \* Work through the process of workshop sessions with the facilitator while in-country and review each session with the organizing team.
- \* Prepare and bring sufficient technical materials needed to distribute to participants. Please note that due to the tight schedule it is unrealistic to expect participants to read a lot of background materials before a session.

#### During Workshop

- \* Meet with PVO representatives identified to take part in workshop session(s) to determine how the PVO representatives' experiences in project implementation can be integrated into the design of the session.
- \* Record and collect notes and summarize the methods, activities, objectives and conclusions immediately following workshop sessions. The consultant is responsible to present a summary of the session to the person responsible for the workshop report.
- \* Participate in one-on-one and group discussions with the workshop participants to provide advice and facilitate discussions.

\* Attend all meetings of the workshop organizing team to review the days events and revise the schedule if necessary.

**Post-Workshop**

\* Attend workshop "wrap-up" session in-country and submit all data for the final report to the person designated to write the report.

\* Take part in the Lessons Learned session immediately following the workshop to provide input on the strengths and weaknesses of the workshop.

## PVO CHILD SURVIVAL IMPLEMENTATION WORKSHOPS

### **Roles & Responsibilities**

Facilitator
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#### Pre-workshop

- \* Participate in pre-workshop planning meeting, in the U.S.A.. with representatives from JHU, the host PVO HQ staff and field staff.
- \* At this meeting, the organizing team will carry out role clarification, obtain consensus on workshop goals and expected outcomes. Draft daily schedule with content areas. The preliminary workshop design is to be based on needs as found through DIP reviews of eligible projects, consultant assessments, responses from PVO USA/HQ needs assessment, and the PVO field participant needs assessment. JHU will identify possible USAID-funded technical consultants from the USA or the region, and the PVO host should identify possible in-country resource persons. Also at this meeting, review next steps to take place in preparation for workshop. Prepare workshop Fact Sheet (see JHU samples).
- \* Design workshop sessions for which the facilitator is responsible.
- \* Facilitate the pre-workshop planning meeting in country. At this meeting the organizing team will carry out role clarification, review workshop plans to date (logistics, agenda), develop a work plan for the days prior to the participants' arrival, visit workshop site, and meet key persons.
- \* Work through the process of each sessions one-on-one with organizing team members responsible for workshop sessions during the week prior to the workshop.
- \* Review with the organizing team as a group the process and design of each session prior to the workshop.

#### During workshop

- \* Attentive to the energy level and mood of the group and suggest changes in the workshop process based on this.
- \* Record on newsprint key statements and conclusions as a result of discussions.
- \* Record, collect notes, and summarize methods, activities, objectives and conclusions for sessions the facilitator is responsible

to present for the final report.

- \* Facilitate group discussions to process field visits or summarize events.

- \* If requested, record information for the person responsible for a session.

- \* Facilitate the morning introduction session to present the day's schedule and the daily WAWA ("where are we at") session which closes the day.

- \* Participate in one-on-one and group discussions with workshop participants to provide advice and facilitate discussion.

Post workshop (or 3 months)

- \* Attend workshop "wrap-up" session in country and submit all data for the final report to the person designated to write the report.

- \* Take part in the Lessons Learned session immediately following the workshop to provide input on the strengths and weaknesses of the workshop.