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Trip Report

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Travelers: Mr. Tom Leonhardt,
INTRAH Consultant

Country Visited: SRI LANKA

Date of Trip: May 21 - June 6, 1986

Purpose: To provide technical assistance
back-up to FPASL trainers during a two-week
Management/TOT workshop for FPASL district
project officers

Program for International Training in Health
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EXECUTIVE SUMMARY

INTRAH and the Family Planning Association of Sri Lanka (FPASL) conducted a national workshop on management and training from May 26 through June 5, 1986 at the FPASL's training center near Negombo, Sri Lanka.

The participants of this workshop were 17 district project officers (DPOs) who work for the FPASL's Operations Division. They are in charge of supervising and managing the village volunteers. The trainers of this workshop, apart from several outside speakers, were the seven FPASL head-quarters staff and the 6 DPOs trained during the December 1985 and January 1986 workshops.

The workshop "supervisor", INTRAH consultant Mr. Tom Leonhardt, arrived five days early in order to help the national trainers prepare the workshop and to coordinate final arrangements with FPASL staff, especially the Operations Division Director Mr. Dissanayake and Training Director Mr. Ben Benedict.

During the workshop, the participants developed skills in management and training which will enable them to carry out more effectively their roles as managers of the Village Volunteer Program. This role involves not only the supervisory aspects of the program, but also involves a considerable amount of training during the volunteer training program cycle.

The basic curriculum for this workshop was developed in January 1986 during the Management/TOT workshop and was

subsequently modified by the national trainers during the preparatory phase of the current workshop, from February through May, 1986.

The participants were motivated, enthusiastic about learning and worked very hard during the long workshop. The new trainers showed themselves to be most capable of planning, implementing and evaluating a training program. The workshop was judged a great success by the participants, the trainers, and the INTRAH consultant.

Products of the workshop include:

- A tested and revised management/training of trainers curriculum;
- Adoption by FPASL Headquarters of workshop participants' proposed changes in administrative forms which DPOs are required to fill out;
- Establishment of a committee which will complete all revisions made in the village volunteer training program curriculum as the result of field tests conducted between January and May 1986; and
- A qualified cadre of Headquarters and district trainers capable of managing the village volunteer training program.

SCHEDULE DURING VISIT

Tuesday, May 20: Mr. Leonhardt leaves Paris.

Wednesday, May 21: Arrives Colombo.
Meeting with Mr. Benedict,
FPASL Training Director.

Thursday, May 22: Meeting with Mr. Benedict and
Mr. Abeyrickrema, FPASL
Director. (Beginning of four
day weekend).

Friday, May 23: Workshop planning and
preparation with national
trainers.

Saturday, May 24: Meeting with workshop planning
team and FPASL Operations
Division Director Mr.
Dissanayake.

Sunday, May 25: Final preparations and travel
to training center.

Monday May 26: Workshop begins.

May 26 through May 30: Week I of workshop.
June 1 through June 5: Week II of workshop.

Thursday, June 5: Closing ceremony.
Return to Colombo.

Friday, June 6: USAID Debriefing with
Health/Population/Human
Resources Officer Ms. Eileen
Oldwise.

Leaves for Paris.

Saturday, June 7: Arrives Paris.

Sunday, June 8: Rest stop.

June 9 through 21: On mission for CDC/Atlanta

Saturday, June 21: Arrives McLean, VA.

I. PURPOSES OF THE TRIP

As stated in the assignment description, the purposes of the trip were to:

1. work with national trainers in advance of the workshop to make final preparations;
2. provide technical assistance back-up during the implementation of a two-week Management/TOT workshop for DPOs; and
3. hold trainer review/feedback sessions after each day of the workshop.

The goal and the objectives of the workshop, as developed by the FPASL trainers, were:

Goal

To help the DPOs become better managers and trainers in order to implement more effectively and efficiently the district FP programme of the FPASL.

Objectives

1. To make the rural programme more successful.
2. To help the DPO identify and solve some of his problems.
3. To improve FPASL staff/field relations and coordination.
4. To improve the quality of FPASL reports and records.
5. To help the DPO perform more efficiently.
6. To improve DPO communication skills.
7. To improve coordination between FPASL Headquarters and field staff.
8. To expand the DPO's theoretical knowledge of management and training.
9. To help the DPO be the best representative in the district.
10. To give the DPO a training skills update.
11. To increase DPO job satisfaction.
12. To exchange ideas.
13. To help the DPO evaluate his work.
14. To help the DPO reach his targets in the given time period.
15. To bring everyone up to standard level.

II. ACCOMPLISHMENTS

The following was accomplished during the assignment:

- A. A 10-day workshop in management and training was successfully implemented. All the participants of this workshop are involved directly in FP activities at the field level. The workshop brought together national and district level FPASL staff for an exchange of ideas and a chance to work together to begin solving some of the problems that confront the FPASL. The workshop also provided the participants with a broad, theoretical base in management and training.
- B. A core group of national and field level FPASL staff have had hands-on experience in the systematic development and implementation of a management/TOT workshop.
- C. The trainers benefit by having the management and training concepts then learned during the December 1985 and January 1986 workshops reinforced by the experience of having to teach them as well as by having attended this workshop as "participants" when the outside speakers made their presentations.

III. BACKGROUND

The overall goal of INTRAH's project with the FPASL is to strengthen the Village Volunteer Program. In order to do this, a number of interrelated activities have been and will be undertaken.

INTRAH's contract with the FPASL was developed on the basis of INTRAH visits to Colombo in February of 1985 (Lynn Knauff and James Veney, Trip Reports 0-31 and 0-32) and in May of 1985 (Lynn Knauff and Ray Baker, Trip Report 0-63). The project supports staff development, the training of village volunteers and village and district committee members, and also includes a training evaluation component.

A third INTRAH visit was made to Colombo by INTRAH Deputy Director Lynn Knauff and INTRAH Research Assistant Marcia Angle from November 9-16, 1985. The purpose of their visit was to finalize preparations for the INTRAH-assisted workshops which would be held in December 1985 and January 1986. During this visit, the INTRAH team prepared a task analysis for the village volunteer workers.

During the December 1985 workshop, a group of national headquarters staff and a selected group of DPOs spent two weeks, under the guidance of INTRAH consultant Tom Leonhardt, developing a training curriculum for the village volunteers and a shorter refresher training curriculum for the same target group.

The training curriculum for the village volunteers was developed following a systematic approach to curriculum development, thus ensuring that the training would be as relevant as possible to actual job performance expectations of the village volunteer workers.

This curriculum development workshop was the first step in a series of events aimed at strengthening the Village Volunteer Program. The village volunteers are at the very foundation of the FPASL's program, and they are responsible for recruiting and motivating couples

to adopt and continue to practice FP methods. Thus, it was felt that any effort toward improving the program must begin with the village volunteers.

During the January 1986 workshop (Trip Report 0-145) the same group of participants from FPASL headquarters as well as selected DPOs spent two weeks, again with INTRAH consultant Leonhardt, developing a management/training curriculum for implementation during a May 1986 workshop. Participants of this workshop were also afforded an introduction to management theory and to basic training principles and practice. The goal of the January 1986 workshop was to prepare the participants for the training they would be called upon to conduct during the May 1986 workshop.

As the conclusion of the December 1985 and January 1986 workshops, the core group of national trainers were ready to train the remaining DPOs in management/TOT.

IV. DESCRIPTION OF ACTIVITIES

The INTRAH Program, in cooperation with the FPASL, conducted a national workshop on management and training from May 26 through June 5, 1986. The workshop was held at the FPASL's training center near the city of Negombo, about 40 kilometers north of the capital Colombo.

A. Participants

Attending the workshop were 17 Sri Lankans, all FPASL district project officers (DPOs). These DPOs work for the Operations Division of FPASL. All the participants arrived in time to attend the workshop, not an easy feat given the existing

political situation in Sri Lanka at the time of the workshop. The DPOs are responsible for managing and training a huge cadre of village volunteers. These village-level volunteers, who constitute the foundation of the FPASL's program, are directly involved in recruiting and motivating couples to practice FP. In addition to their FP duties, they help couples in various other areas, the theory being that a couple preoccupied with other problems will not view FP as a priority.

B. Trainers

There were 13 trainers for the workshop, 7 lead trainers from FPASL headquarters and 6 regional DPO assistant trainers. INTRAH consultant Tom Leonhardt oversaw the implementation of the workshop (the curriculum which had been revised during the period January through May 1986) and was also responsible for conducting daily post-workshop feedback sessions in order to help the FPASL national trainers improve their training skills. The names and titles of the participants and trainers can be found in Appendix B.

C. Pre-training Activities

The INTRAH consultant arrived in Sri Lanka five days before the workshop was scheduled to start. During the previous two INTRAH-conducted activities, the groundwork had been laid for this workshop and the Operations Division of the FPASL had made all the necessary transportation and logistics arrangements. This was greatly appreciated by the consultant and allowed him to

collaborate with FPASL staff on the various content and process issues surrounding the workshop.

During the five days before the workshop (even though four of them were national holidays) the consultant was able to meet several times with the FPASL Executive Director Mr. Abeyrickrema and with FPASL Director of Operations Mr. Dissanayake to discuss last minute preparations and expectations for the workshop. Both officials made themselves completely available to the consultant and were most helpful during this planning period. The consultant also met several times with the national trainers under the guidance of Mr. A.J. Benedict who had been named lead trainer for the workshop. The four-day holiday did not prove to be much of an obstacle to the preparation phase since most of the work had been ably undertaken before that time.

The consultant was unable to meet with USAID Health/Population/Human Resources Officer Ms. Eilene Oldwine due to her absence from Colombo for the holidays.

D. Training Programme Schedule

The workshop began on May 26, 1986 at 8:00 a.m. with an informal opening speech by the Director of Operations. During the next two weeks, the participants were exposed to a series of activities, all designed to help them become better managers of the Village Volunteer Program (see Appendix C for complete workshop schedule, activities and objectives).

After the usual workshop opening activities dealing with workshop objectives, participant expectations and administrative details, the participants brainstormed a list of problems they recently had encountered during the implementation of the Village Volunteer Training Program. (The DPOs had implemented the curriculum developed during the December workshop.) During small group work, the participants explored various ways to improve the curriculum and volunteer training for the next year. A committee of DPOs was appointed to make specific recommendations since time did not permit the entire group to work on the problems identified.

Since the DPOs had been consulted on the volunteer training program curriculum during the January 1986 workshop, and indeed had studied it very closely with the curriculum development team, they felt a certain ownership of the curriculum and were very willing to critique it and make necessary changes.

A pre-test was then administered and the INTRAH Biodata forms were filled out. The first day ended with an excellent talk by the Executive Director on FPASL policies. His talk was followed by a question and answer session.

Day Two was spent reviewing training theory and allowing the participants to develop a list of helpful hints they have used when implementing the volunteer training program. They were also given the chance to demonstrate two training exercises,

a game and a case study. Unfortunately, there was not enough time for the demonstration of a role play.

At the end of the training session, the INTRAH consultant met with the trainers to discuss the day's events and to decide upon a training issue which trainers felt needed more work. Time management was the unanimous choice and the trainers decided to work on beginning and ending the daily training sessions on time.

On Day Three, a guest speaker addressed the group on management theory. He discussed the definition of management and the five basic management functions. The participants also had a chance to study supervision, the Blake-Mouton grid, etc. In the afternoon the same guest speaker discussed time management. Because of the length of the presentations, there was no opportunity for the participants to practice application of the principles discussed during the lectures.

Since there was a guest speaker, the trainers did not meet with the consultant at the end of the day.

Day Four was spent in studying program planning: the steps to follow when planning an FP program in the community, and how to fill out an activity form for the head office. Small groups studied activity forms that were correctly filled out and then, given a case study, developed possible FP programs.

During the training review session, the trainers and the consultant reviewed the progress made on managing time that day. The trainers had made progress (sessions started and ended closer to the originally planned times) and they decided to work on improving the timing of small group activities.

The Director of Operations spent Day Five discussing various types of evaluation and some of the tools that can be used to evaluate performance. The afternoon was given over to small group work, examining the various kinds of evaluation instruments and how they might be applied to FPASL work.

During the daily review session, progress was duly noted -- the trainers were better able to judge the amount of time needed for small group tasks. Since timing was improving, it was decided that the trainers would work on giving clearer instructions to the participants before participants broke into small groups.

Day Six was devoted to office procedures: what forms are necessary for the DPOs to fill out and how might they be modified or changed to simplify the task of the DPOs. Each small group worked on various forms and made specific recommendations which will be considered by the head office.

The review session focused on the instructions given that day for small group tasks.

On Day Seven, the trainers introduced the concept of communication and why it is particularly important for FP. The participants identified various communication problems they encounter and those encountered by the village volunteers when they work with couples in the field. A guest speaker lectured on public speaking techniques and this was followed by a question and answer session. In small groups, the participants worked to identify solutions to the communication problems they had identified earlier in the morning. In the afternoon, another guest speaker from the National Institute of Business Management lectured on the latest theories of public relations.

On Day Seven trainer/trainee feedback concentrated on general opinions of how things were progressing.

On Day Eight, after an introduction to audiovisuals, small groups worked on how they might develop certain kinds of visual aids for certain kinds of target groups. Before lunch, random FP-related topics were given out to some of the participants and they delivered extemporaneous speeches on those topics.

The trainers had made a concentrated effort to give clear instructions by asking if everyone had understood the task and by writing the instructions in English, Tamil and Sinhala. This was discussed during the feedback session.

Volunteer utilization was the theme for Day Nine. The day was devoted to: 1) identifying the steps in selecting good volunteers; 2) conducting an interview with a prospective volunteer; and 3) how to sustain a volunteer's interest in the program. A fourth topic was also discussed: leadership qualities necessary for better management of the Village Volunteer Program.

During the review session an informal evaluation was conducted on trainer performance and improvement of workshop timing and instructions. All agreed that they had made progress as trainers.

On the tenth and final day, the curriculum committee reported to the large group on their recommendations for modifying the training curriculum. The ideas were discussed, but were not formally adopted. This was followed by a discussion on the proposed changes in the forms that the DPOs are required to fill out. Several changes were adopted by the head office staff. The participants then closed the two-week program by filling out the INTRAH Participant Reaction forms and by speaking into a tape recorder regarding their feelings about the workshop. The tape was recorded for the benefit of the Director of Operations who was unable to attend the last day of the workshop.

There was no formal closing ceremony, but the participants expressed a desire to receive certificates from INTRAH.

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A. Administrative and Logistical Arrangements

Administrative and logistical arrangements for the training program were well-handled by the FPASL, as usual. The consultant was lodged at a nearby resort hotel; transport to and from was provided by the FPASL.

The consultant has no specific recommendations regarding administrative and logistical arrangements. For future reference, it should be noted that two hotels are available for consultants or out-of-country trainees: the Ranwelis (non air-conditioned bungalows about three kms from the training center) and the Dolphin (air-conditioned rooms about two kms from the center). The Ranweli is slightly cheaper, but meal prices at the two establishments are about the same.

B. Training Center -- Physical Layout

The center has dormitory facilities for about 30 people in fairly crowded conditions (five or six to a room). The training room is large, but long and narrow and there are no real break-out rooms for small group work (the participants now use the lawn, the dining room and a covered porch).

It is recommended that the FPASL continues improvements on the center as funds allow. Priority is being given to the construction of a new lecture hall and housing bungalows will follow. These will be essential if the center is to become a site for international training

programs. Its location approximately 40 kms from Colombo and very near the airport makes it ideal for hosting conferences and training programs.

C. Training Center -- Materials and Equipment

Very little in the way of materials exists at present at the training center. This means that training materials, office equipment, etc., need to be transported from FPASL headquarters in Colombo. It is virtually impossible to duplicate any handouts, for example, once the training staff leaves for the site. The center presently has an overhead projector, screen, television set, and Magiboard.

It is recommended that INTRAH look into the possibility of furnishing the center with the following equipment, especially if it envisions a larger, regional role for the center:

1. photocopier (first priority)
2. flipcharts (2)
3. typewriter (1)
4. flannel board (1)
5. new overhead projector (1)
6. stencil machine (1)
7. assorted office supplies

D. Training

1. The newly-constituted FPASL training team (seven headquarters staff and six DPOs) did an excellent job of planning, implementing and evaluating the workshop. It is obvious to the consultant that the team had spent a lot of time preparing for the workshop, and as indicated by the participant reaction forms, the workshop responded to participants' needs. The FPASL training team, with continued practice, review and feedback sessions, has the potential to host international FP training activities.

Again, it should be noted that since the DPOs had been consulted on the volunteer training program during the January 1986 workshop, they felt ownership of the curriculum developed during that workshop and were thus more disposed to use it during their own village training sessions and to critique it and make necessary changes during the workshop.

It might be advisable for the FPASL training team, during the October 1986 refresher course, to spend a couple of days in an experiential setting, developing and delivering training sessions on selected FP topics. Each session would be followed by a Coverdale-type review in order to extract and quantify successful training practices. This would allow the team members the opportunity to critique each other using good feedback techniques. Reviewing the session immediately after, instead of at the end of the day, would allow the trainers a chance to learn by doing.

2. During the management/TOT workshop, the seven headquarters staff acted as lead trainers, leading the large group sessions, and the DPOs acted as assistant trainers, facilitating the small group work. The six DPOs should be afforded the opportunity to refine their platform skills during the October refresher course or even sooner, if the opportunity presents itself.
3. Language is somewhat of a problem, given that two Tamil DPOs do not feel comfortable with Sinhalese and not all DPOs are able to work in English. During large group discussions, Tamil DPO participation was low. The FPASL should begin to explore a training system which allows all participants to participate fully in all the activities. Simultaneous translation is impractical, given the setting and the nature of most of the training, but a system of "two trainers and two flipcharts" might be examined more closely. There is no single solution to this problem and the FPASL is encouraging the DPOs to improve their English.

4. As the training progressed, it became clear that a large part of the volunteers' task is to motivate and follow up couples using FP. This involves the volunteers' identifying and changing behaviors. It is recommended that a part of the refresher course in October be devoted to basic health education theory which is concerned with the systematic identification of behaviors, the reasons people act the way they do, and setting up strategies for allowing people to change their behaviors in ways that are healthful. Since the FPASL, in conjunction with INTRAH, has begun to explore management and training theories to reinforce what the DPOs and volunteers are already doing in the field, now might be a good time to do the same thing with health education.
5. Even with the generous amount of materials, texts, reference books, etc., supplied by INTRAH, there is still a real dearth of materials at the FPASL. If the FPASL is to play a host role for international training, it is essential that a reference library for management, training and FP methodology be set up and supplied with books. INTRAH, possibly in conjunction with IPPF, should begin a title search for relevant texts and locate funding for the purchase of these materials. Subscriptions to professional journals and magazines might also be useful. A request was received by the consultant for a subscription to "Training Magazine" and this might be a good place to start.
6. During the workshop, several excellent trainers were identified. These people should be encouraged to continue to perfect their training skills. INTRAH should look into the possibility of sponsoring some or all of these trainers to the Management Sciences for Health training management workshop next summer and should also explore other workshops that these people might attend.
7. The FPASL training team has mastered most of the basic training skills required to plan, conduct and evaluate a workshop. It is recommended that the October refresher course include some of the following topics:

Macro-training issues

- further refinements on timing
- exploring in more depth the experiential learning cycle
- perfecting difficult techniques such as role playing

Micro-training issues

- facilitating small and large group discussions
- platform skills required for good training programs
- using certain visual aids and audio-visual equipment

Content issues

- development workers as a change agent
- basic health education theory
- management evaluation

APPENDIX A

PERSONS CONTACTED

APPENDIX A

PERSONS CONTACTED

USAID

Ms. Eilene Oldwine, Health/Population/Human Resources
Officer

Family Planning Association of Sri Lanka

Mr. Daya Abeywickrema, Executive Director

Mr. A. Dissanayake, Director of Operations Division

APPENDIX B-1

LIST OF WORKSHOP TRAINERS

APPENDIX B-1

LIST OF WORKSHOP TRAINERS

Mr. C.D. Ranawake	Operational Manager	HQ
Mr. P.D.M.I. Gamini	" "	HQ
Mr. Joe Livera	" "	HQ
Mr. A.J. Benedict	Assistant Director	HQ
Ms. Yoga Balachandran	" "	HQ
Mr. S. Samarasinghe	" "	HQ
Mr. A. Dissanayake	Director	HQ
Mr. A.S. Poovendran	DPO	Jaffna
Mr. U.A. Hemachandran	DPO	Kalutara
Mr. S.P. Gamage	DPO	Matara
Mr. J.H. Bambarendege	DPO	Matale
Mr. L.R. Thilakawardana	DPO	Gampaha
Mr. C. Kandegama	DPO	Kandy

APPENDIX B-2

LIST OF WORKSHOP PARTICIPANTS

Appendix B-2

List of District Project Officer
Workshop Participants

Name	Address	Country
MR. PONNIAH SIVAKANDAN	C/O MR. T. THURAISSINGHAM, PLANNING OFFICE, KACHCHERI	SRI LANKA
MR. PRASAD KIRIHENA		SRI LANKA
MR. VYRAMUTHU JIVANAATHAN	BT/CHEDDIFALAYAM KURUKKALMADAM	SRI LANKA
MR. M.M.M. NISWARDEEN	AMARATHUNGA BUILDING AMPARAI	GAMPOLA
MR. ANFANANTHAN	TEMPLE ROAD MULLAILION	SRI LANKA
GAMINI BALASODRIYA	WARIYAPOLA	SRI LANKA
MR. WIJESIRI KARANDENIYAGE	NO. 50 CHILAW ROAD MARAWILA	SRI LANKA
MR. JINADSA ACHCHIGE	768 KENDAHENAATH SHE PANNIFRI SIYA	SRI LANKA
MR. BANDARA UDAGEDARA MUDIYANSELAGE	NO. 31 AMIKAT ROAD MONARAGOLC, CEYLON	CEYLON
MR. ATHULA WIJAYASIRI WIDAMELAGE	PLANNING DIVISION KACHCHERIYA POLONNARUWA	SRI LANKA
MR. KARUNASENA HEWANALILMUNIGE	P. 15,, UDAWALAWA CAMP	SRI LANKA
MR. SAMARAJEEWA HATARASINGHEGE	NO: 54 WEERAKETIYA ROAD TENGALE	SRI LANKA
MR. GAMINI SISIRA K. PHEWARAPPERUNA	NO. 5 GAGABODA RD. BADALLE C/O RURAL DEVELOPMENT BRANCH	SRI LANKA
MR. SURIL JAYANTHA PEIRIS		SRI LANKA
MRS. SEELAWATHIE TISERA SENEVIRATHNA	563, COLOMBO RD. GINTOTA GALLE	SRI LANKA
MR. PATABENDI MADDUMAGE SILVA	KALAWEWA RD. GALEWELA	SRI LANKA
MR. WIJAYAKUMAR WIJAYAKUMARAN	FPASL P.O. BOX 365 COLOMBO	SRI LANKA

APPENDIX C

WORKSHOP SCHEDULE AND ACTIVITIES

APPENDIX C

WORKSHOP SCHEDULE AND ACTIVITIES

Date	Time	Session
5-26	8-8:35	Participants filled out Bio-data forms
	8:35-9:00	Introductions Goals and Objectives Remarks by Mr. Dissanayaka Remarks by Consultant
	9-10	Brainstorming: "Problems encountered during the implementation of the Village Volunteer Training Program"
	10-11:30	Group Work: "Develop concrete proposals for making changes in the VTP curriculum based on field experiences"
	11:30-12:45	Report out Committee appointed to continue working on curriculum modifications
	14:00-15:00	Pretest
	15:00-16:45	Review of FPASL Policy: Mr. Abeyrickrema, followed by discussion
	5-27	8:15-9:45
9:45-10:30		Discussion: "What is a training activity and which ones are most important for a DPO to master?"
11:00-12:30		Group Work: "For the principle training techniques that you use during the VTP, develop a list of helpful hints that might help other DPOs become better trainers"
14:00-14:30		Report out

Date	Time	Session
5-27	14:30- 15:30	Lecturette and discussion: "The Experiential Learning Cycle"
	16:00- 17:30	Group Exercise: Simulation of a training game and a case study in order to practice the application of the learning cycle
5-28	8:00- 11:00	Management theory: Mr. Perera, Guest Lecturer
		Definition of management and Five essential functions of management
	11:00- 12:45	Supervision (same lecturer) Discussion: "Good supervision"
		Large group discussion: Supervisory case study
	14:00- 17:00	Time management (same lecturer): "Nineteen steps to better time management"
5-29	8:00- 8:20	Shared results of pretest
	8:20- 9:30	Practical exercise: Part I "Jot down all the programs and activities you propose to do during the month of June"
		Practical exercise: Part II Participants filled out a FPASL activities form
		Discussion: "Did planning and thinking stage fit into the actual monthly form?"

Date	Time	Session
5-29	9:30-12:30	Definition of Program Planning in Lecture on Program Planning with/the context of the FPASL
		Lecture and demonstration on filling out an activity proposal
	12:30-14:45	Group work: Correctly filling out a FPASL activity proposal
5-30	14:45-17:15	Report out
	8:00-10:00	Lecture: "Evaluation, What is it, why evaluate, how to evaluate, whom or what to evaluate, when and where?"
		Discussion
	10:00-11:00	Small group work: "Analyze three reports to see if proper evaluation steps were followed"
	11:00-12:30	Report out
	13:30-14:45	Lecture: Evaluation Tools: BARS, Observation and Analysis of Reports.
14:45-15:15	Group Work: Apply one of theevaluation tools discussed during the lecture to an aspect of your program	
15:15-17:30	Report out	
6-1	14:00-14:20	Mid-point informal evaluation with the participants
	14:20-15:25	Lecture/Discussion: "Required reports and forms necessary for following correct FPASL office procedures"

Date	Time	Session
6-1	15:25- 16:00	Group Work: "For you, what are the most essential files and reports at the district level?"
	16:00- 17:30	Report out
6-2	8:00- 8:25	Introduction of the communication training session
	8:25- 9:25	"Communication problems encountered in the field" Discussion and brainstorm
	9:30- 10:30	Guest speaker: Dr. Medis "Public Speaking Hints"
	11:00- 11:30	Question and answer session
	11:30- 12:30	Work session: "Make suggestions for solving three priority communication problems"
	14:00- 18:00	Guest speaker: Public relations theory
6-3	8:00- 9:30	Introduction to audio-visuals and visual aids
	9:30- 10:00	Group work: "Identify a typical target group for an FP talk and tell what kind of visual aids you would use based on the characteristics of the group"
	10:00- 11:30	Report out
	11:30- 12:30	Brainstorm: "What are the criteria for a good public lecture?"
	14:00- 17:30	Practical exercise: Selected participants gave lectures on FP topics. Discussion and evaluation of lectures

Date	Time	Session
6-4	8:00- 8:30	"Volunteer Utilization": Lecture and Discussion
	8:30- 9:15	Group Work: "Steps to follow to select good volunteers"
	9:15- 10:00	Report out
	10:00- 10:30	Role play/simulation: A model volunteer/DPO interview
	11:00- 12:00	Discussion: "Proposals for establishing a methodology for sustaining volunteers' interest in the FPASL"
	14:00- 15:30	Group Work: "What are the leadership qualities necessary when dealing with grassroots and district level people and agencies?"
		Report out
16:00- 17:00	Critical incident: "What are the leadership qualities that you would need given certain difficult situations faced by DPOs?"	
6-5	8:00- 9:10	Group discussion: Amendments and proposed changes to the VTP curriculum
	9:10- 10:20	Final discussion of modifications to DPO forms and reports
	11:00- 12:00	INTRAH reaction forms
		Posttest
		Remarks by consultant and participants
	One minute evaluation (oral) into tape recorder by the DPOs	

APPENDIX F

PRE- AND POST-TEST SCORES

PRE POST TEST EVALUATION

Potential Correct Answers	TRAINING		MANAGEMENT		EVALUATION		COMMUNICATION	
	15		12		9		19	
	PRE	POST	PRE	POST	PRE	POST	PRE	POST
1. Miss. S.T.Senoviratne	8	12	6	9	5	4	4	19
2. Mr. K.Wijesiri	5	15	6	9	0	7	8	17
3. Mr. Sumil Jayantha Peiris	6	11	6	9	2	8	10	16
4. Mr. B.A.Gandri	4	11	5	10	0	4	4	14
5. Mr. P.M.S.Silva	9	12	7	11	2	4	8	19
6. Mr. A.Wijyasiri	6	12	0	10	3	4	7	19
7. Mr. P.Kirihena	11	12	3	11	2	7	9	17
8. Mr. P.Sivakanthan	11	12	8	11	4	7	4	17
9. Mr. U.G.M.Bandara Ulagedara	11	14	4	9	2	4	6	17
10. Mr. J.K.A.Jinadasa	13	11	3	10	1	4	8	15
11. Mr. N.T.Anpananthan	11	15	2	10	2	7	11	17
12. Mr. H.Samarajeewa	8	13	3	6	3	4	6	15.5
13. Mr. H.W.Karunasena	4	13	9	10	1	4	5	18
14. Mr. G.S.K.Thewarapperuma	7	14	8	8	2	8	6	12
15. Mr. M.M.M.Niswaradeen	11	15	7	10	4	6	7	18
16. Mr. S.Wijyakumaran	6	15	7	9	2	6	8	17
17. Mr. V.Jivanathan	9	15	3	11	2	7	11	19
Total No. of Correct Answers	140	222	87	163	37	95	122	287
Potential Correct Answers	255	255	204	204	153	153	323	323
Average	54.9%	87%	42.6%	79.9%	24.1%	62%	37.7%	88.8%

PRE / POST TEST

1. What is Training ?.....
.....
.....

2. Match Section B to Section A by marking the correct number in the brackets (Training sequence)

<u>Section A</u>	<u>Section B</u>
Pre Test()	Trainee does XYZ.....(1)
Behavioural Objectives.....()	Trainee cannot do XYZ ... (2)
Learning Activity.....()	Trainee will be able to do XYZ(3)
Post Test.....()	Trainee practices XYZ..(4)

3. Section A gives the 3 channels of learning. Its equivalent Training terms are given under section B. Match them by writing the correct number in the brackets.

<u>Section A</u>	<u>Section B</u>
Physical()	attitude(1)
Intellectual.....()	skill.....(2)
Emotional ()	Knowledge(3)

4. Write the Training tool with which you will associate the following.
(The Training tools are listed below)

- a) No idea is a silly idea.....
- b) Eye contact.....
- c) An unrehearsed drama.....
- d) Where more than one resource person is present.....
- e) Where Trainee learns by observing only.....
- f) Problem derived from previous events.....
- g) Where participants should sit in a circle.....

Training tools: Roll Play, group work, Brain storming,
Case study, Lecture, Demonstration,
Pannel discussion.

MANAGEMENT

1. List four important functions of a Manager.
 - 1.
 - 2.
 - 3.
 - 4.

2. Name three Management styles.
 - 1.
 - 2.
 - 3.

3. Which of the following statements belong to general principles of management.
 - a. Maintain and enhance self esteem.
 - b. Focus on behaviour not personality.
 - c. Actively listen for feelings and content.
 - d. Use reinforcement techniques to shape behaviour.
 - e. Goal setting and follow up.
 - f. All of the above.
 - g. None of the above.

PRE/POST TEST

EVALUATION

1. Evaluation is the collection and analysis of information by various methodological strategies to determine the (select one of the following)
 - a. Relevance of program activities
 - b. Progress of program activities
 - c. Efficiency of program activities
 - d. Effectiveness of program activities
 - e. Impact of programme activities
 - f. All of the above.

2. Formative evaluation refers to :
 - a. The need to form evaluation groups before proceeding.
 - b. Evaluation that will effect subsequent programme activity.
 - c. Evaluation of the form of a process, rather than the content.
 - d. The process of recording evaluative activity

3. Summative evaluation refers to :
 - a. Evaluation of the content of a process, rather than the form.
 - b. Evaluation that is carried out to determine if evaluation groups should be formed.
 - c. Retrospective evaluation.
 - d. Quantitative evaluation.

4. Which of the following methods could be used to assess training events?
 - a. reaction forms.
 - b. observation.
 - c. materials review.
 - d. all of the above.

5. Which of the following are considered performance based criteria?
 - a. Initiative.
 - b. Work quality.
 - c. Attendance.
 - d. All of the above.
 - e. None of the above.

6. Evaluation will help the DPO to (check against the correct ones)
 - a. Plan programmes.
 - b. Implement programmes more effectively.
 - c. Improve the quality of the programmes.
 - d. Develop programme objectives.
 - e. Identify target groups.
 - f. All of the above.
 - g. None of the above.

AUDIO VISUAL

1. What are the factors you would -
 - (a) Consider in selecting appropriate audio visuals.
List out at least five (05).
 - i.
 - ii.
 - iii.
 - iv.
 - v.
 - (b) What are the correct ways of using audio visuals.
List out.

CMIRFH

1. What is the overall objective of the CMIRFH?
2. What are immediate objectives?
 - i.
 - ii.
 - iii.
 - iv.

D.P. OO RESPONSIBILITIES

1. What are primary responsibilities of the DPO? List out.