

Training Report



Course: Leadership and management course for Tuberculosis and HIV/AIDS program managers

Venue: National TB & Leprosy Training Center, Zaria, Nigeria

Dates: 16th – 24th September 2009

TB|CTA
The Tuberculosis Coalition
for Technical Assistance



This activity and report was made possible through support provided by the U.S. Agency for International Development, under the terms of the Tuberculosis Control Assistance Program (TB CAP)

Key Words

Tuberculosis, Data management, TB, TB&HIV

Disclaimer

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Acronyms

ATS	American Thoracic Society
CDC	Centers for Disease Control and Prevention
FHI	Family Health International
HIV	Human Immunodeficiency Virus
JATA	(Japan Against TB Association (JATA),
KNCV	Royal Netherlands Tuberculosis Association
M&E	Monitoring and Evaluation
MSH	Management Sciences for Health
NTBLTC	National TB & Leprosy Training Centre
NTBCPs	National Tuberculosis Control Programs
TB	Tuberculosis
TBCAP	Tuberculosis Control Assistance Program
TB CTA	Tuberculosis Coalition for Technical Assistance
The Union	The International Union Against Lung Disease and Tuberculosis
USAID	United States Agency for International Development
WHO	World Health Organization

Acknowledgements

The management of the training centre wish to express their deep appreciation to each person who contributed to the success of the 2nd international course. The support received of Tuberculosis Control Assistance Program (TB CAP), Royal Netherlands Tuberculosis Association (KNCV), Management Sciences for Health (MSH) and the United States Agency for International Development (USAID), added a valuable perspective to the training conclusions that will contribute importantly to support efforts to strengthen the management and technical capacities of the National Tuberculosis Control Programs (NTBCPs) in Africa.

The management also wishes to acknowledge the support of Ineke Huitema (PMU), Ieva L. (KNCV), Eliud Wandwalo (MSH), Emmy van der Grinten (KNCV,) and Pedro G. Suarez (MSH) for their support in ensuring this course was a success.

Introduction

Background

The National TB & Leprosy Training Centre, Zaria, Nigeria was established in 1991 as a human resource centre for the National TB & Leprosy Control Programme with the following mandates:

1. Training of manpower for the National TBL Control programme (NTBLCP).
2. Referral hospital for TB & leprosy cases
3. Provides an integrated TB/HIV diagnosis, treatment, care and support.
4. Development of training materials and guidelines
5. Operational research relating to TBL.

The centre is one of the two centers supported by TB CAP institutional capacity development project, which aim at developing the capacity of the centre to provide high quality regional training for TB and HIV programme managers in Africa.

The 1st international course conducted by the centre was on "data management and supervision" for programme managers in 2008, while the 2nd course in September 2009 on "leadership and management".

Justification for the course

The African region at the moment is faced by the challenge of high burden of TB and HIV/AIDS, human resource crisis (quantity, quality and low motivation), multiple partners with diverging interest and the factor of global funds utilization (consumption versus quality of service)

Effective coordination and utilization of funds and partners support has been a major challenge for most of the program managers in the region. With this the course aim at helping programme managers to work "smarter and not harder" by application of simple management tools.

ACTIVITIES:

1.1 Pre training activities

Training modules were developed by the centre, using many reference materials in leadership and management, especially from MSH (MOST tools, Managers who lead) and materials from Abts associate.

The final materials were shared with TB CAP/PMU for inputs and reviewed with technical support from TB CAP (Dr Eliud Wandwalo- MSH) for a period of four days. The model clinics were also visiting to assess their readiness to support the training during field visits. The material review was crucial to ensure its quality and scope, important topics were added during the review (Drugs and logistic management and time management sessions).

1.2 Finally the training curriculum had the following objectives:

Knowledge

1. Explain the steps in program planning process
2. Describe the differences and uses of strategic and operational planning.
3. Describe the role of a manager within a TB and HIV/AIDS control program
4. Understand the changing roles and recognize the skills and knowledge required by managers.
5. Learn how to develop and monitor budgets
6. Understand the role of program managers in procurement and logistic management
7. Describe program monitoring and use of data for decision-making
8. Interpret the different indicators and targets for TB and TB/HIV collaborative activities
9. Demonstrate the use of performance gap analysis in program management
10. Describe the different components of supportive supervision
11. Explain the different components of quality assurance in TB and HIV program

Skills

1. Demonstrate accurate use of the following tools (SWOT analysis matrix, Stakeholders analysis, Priority setting matrix)
2. Designing an action plan
3. Prepare a program or supervision checklist/report
4. Demonstrate effective communication skills
5. Apply problem solving skills appropriately

The course was announced six months earlier with information on the course sent to all the program officers in the region via e-mail, TB CAP also provided support to distribute final announcement through TB CAP website, and country projects.

Letters of invitation for the course were sent to all the Anglophones countries and the selection was on first come first serve. Nine countries indicated interest in the course but only seven were selected and the remaining two were asked to wait for next year.

Training materials

Participants/facilitators folders, bags, CDs and all other teaching materials/aids were ready before the commencement of the course. External facilitators were provided with the materials on their sessions 2 weeks before the course.

1.3 Logistics arrangement on participant's arrival and departure.

All international participants arrived through Lagos International airport and were received by the logistic officer of the training center and brought them to a hotel proximal to the airport for security reasons. The logistic officer flew with them to Kaduna in the North and proceeded to the school, which is a 45-minute drive from the airport.

The same arrangement was made for their departure after the training, all participants reported to have arrived in their respective countries safely and sound.

1.4 Facilitators

Facilitators for the training were selected from the centers' pool; the principle of the selection was based on areas of expertise, experience and has participated in the TOT course organized by the centre with the support of TB CAP. Therefore facilitators were from partners like MSH, academia, field officers and training centers facilitators. Facilitation was done as a team bringing in different experiences to guide the participants. Details of the program sessions and facilitators see attached annex 1.

2.0 Training activities:

All participants (20) that were invited attended the training (100% attendance). Three of the participants were females representing 15% of the total participants. Participants were from seven countries, Botswana, Ethiopia, Ghana, Malawi, Liberia, Nigeria and Zimbabwe. See detailed list of participants annex 2.

2.1 Participant's expectations:

Despite the above stated objectives, participants were asked to list their expectations from the workshop considering their level of experience in the TB and TB/HIV program. The following were the participant's expectations:

1. To acquire skills on management and leadership
2. Learn how to deal with motivational issues at work
3. Project management
4. Management of financial resources.
5. Crisis and conflict management

NB: These expectations were compared with the content of the training program and most of the issues raised by the participants were captured in the program. However certain issues were beyond the scope of the program and participants were asked to put them on the parking lot for individual discussions, time was provided to address individuals/countries specific needs and reference materials provided.

2.2 Training sessions:

The training sessions were structured in such a way that facilitators introduced topics and participants worked in small groups using case scenarios. See detail program annex 3. Presentations were then made in plenary sessions. Participants worked in various groups either as a country teams or with members from different countries. This arrangement facilitated sharing experiences and applying the learning to real situations. For each topic

participants were encouraged to write down what lessons were learned for possible application as an individuals or country after the training.

2.2.1 Sessions:

Session 1: Emerging issues in management and leadership:

Objectives: Identify leadership and management issues responsible for their country programme performance.

Methodology: Participants were introduced to some component of MOST tool, and in small group/team were able to assess different managerial component of their programmes. The assessment was discussed in a plenary and Common issues identified were, poor coordination of partners activities, multiple plans for different partners and thematic areas, weak supervision system and lack of clear job description for many staff.

Information generated in the session was used as an input to subsequent sessions.

Session 2: Overview of management; the role of management and leadership in TB & HIV programmes.

Objectives:

1. Explain what management is and its important
2. Describe the different management and leadership functions
3. Describe leading and managing result model

Methodology: Presentation, discussion and exercises were used in this session. The presentation was on the different leadership and management functions (Leadership; Scanning, focusing, mobilizing/aligning and inspiring. Management: planning, organizing, implementation and monitoring and evaluation.). The group exercise was for participants to assess their competence based on the different functions and present in plenary.

Observation was that many of the participants have been practicing management functions and only few were practicing leadership functions by chance, and participants agreed that this could be contributing to the problem of poor planning, weak coordination and staff motivation in the programmes.

Session 3: Motivation and delegation

Objectives:

1. Define motivation and describe the role of work environment in motivation
2. Differentiate between motivation and satisfaction
3. Describe ways to motivate staff
4. Know delegation and describe steps involve

Methodology: Presentation, discussion and exercises were used. An emphasis was on the role of work environment/climate and tools on staff performance and why managers have hard time delegating.

Observation was that staff can be motivated in many ways and not only monetary incentives, and that delegation is necessary but requires certain steps (identifying the competent staff, specific task, time bound, given authority and providing support were necessary).

Session 4: Programme planning; what managers need to know

Objectives:

1. Describe the different planning processes,
2. Use the planning tools (SWOT, Priority matrix, Logfram) appropriately
3. Link SWOT analysis, priority setting and strategic interventions
4. Develop an action plan

Methodology: Presentation, discussion and group work were used. The session was based on a case study (Wazobia country). Participants were ask to identify problems from the TB/HIV program and define them operationally (using the 5why's or fishbone approach), following which a SWOT analysis and matrix. Using same case participants were introduced to priority setting matrix and how to develop a work plan using the logframe approach. At the end of the session each group presents a work plan with objectives, activities, input, outputs, indicators and budget line.

Observation was that the planning process need to be plan and budgeted and requires a lot of time. Many programme don't invest enough time in the planning process. It was agreed that the session requires more time in the future and participants should be ask to come with their countries plan to be assessed during the session.

Session: Procurement and logistics

Objectives:

1. Provide workshop participants with a model framework for understanding TB drug management
2. Discuss potential weaknesses and best known practices today within procurement and distribution elements of TB drug management

Methodology: Presentation and discussions. Roles and responsibilities of programme managers were highlighted during the session.

Observation: The session requires more time for participants to discuss practical challenges and way forward, because logistic management has been the main challenge of the TB program in the region.

Session 5: Programme monitoring and data use.

Objectives:

1. Know the basic program monitoring and evaluation processes
2. Describe data ownership at different levels
3. Appreciate the use of data for program decision-making

Methodology: Presentation and discussion on the link between programme monitoring and evaluation with planning process. Basic questions address by monitoring, evaluation and supervision were discussed. The role of data in programme management was emphasis

especially on its ownership and use. How data should be presented to different stakeholders for advocacy was highlighted.

Observation was lack of data utilization at different levels, that data are collected and just forwarded to partners without analysis, interpretation and use at implementation levels.

Session 6: Developing and monitoring budget

Objectives:

1. Developing budget based on activities
2. Matching available resources to planned activities
3. Monitoring the efficiency of current resource use
4. Identifying ways to reduce and recover costs
5. Identifying trends in past resource usage to determine future budget requirements, project cash needs, and forecast financial growth
6. Developing long-term financial plans to meet future resource requirements
7. Controlling and attempting to prevent major risks

Methodology Group work with link to the work plan in session 4, participant were asked to budget for implementation of one objective in their work plan and present in plenary session.

Observation was the need to introduce participants to the WHO planning and budgeting tool and the need to use an expert in financial issues for the session.

Session 8: Staff Supervision, Performance Appraisals and Feedback

Objectives:

1. Describe clearly the relationship between supervision, monitoring and evaluation.
2. Link supportive supervision to program performance.
3. Describe the various steps involve in supportive supervision.
4. Know the merit and the demerit of the different styles of supervision.
5. Know the importance of feedback and report in supervision process.
6. Describe the characteristics of a good supervisor.

Methodology: Presentation, group work and field visit. The session discussed the processes involved in organizing and conducting an effective supportive supervision. Participants were taking through the process of designing a supervisory checklist, many countries presented their current supervisory checklist and feedbacks were given on areas for improvement. Participants developed a checklist and visited two facilities after which findings were discussed. Areas discussed were on ease of application of the checklist while at the facility, how recommendations were arrived at and methods of feed back to facility staff. Performance appraisal and gap analysis was discussed with the aim of assisting programme managers come up with good recommendations during supervisory visits.

Observation was that many existing checklist are not task/job/performance specific and usually confused with monitoring and evaluation checklist. Most of the checklists were big average of ten pages, making it difficult to be administered. It was observed by the participants that more time need to be added to the session.

Session 9: Role of Reporting in a TB and HIV/AIDS Program

Objectives:

1. Appreciate the importance of report writing
2. Know the characteristic of a good report
3. Developing a Reporting Plan

Methodology: Presentation and group work. The session was a follow-up to session on supervision. Areas discussed were who is the report main for and for what? The emphases was on clarity, simplicity, specific and actions to be taking by who, when and using what resources.

Observation was report are mostly bulky, delayed and not disseminated especially to the supervisee.

Session 10: Strengthening Quality Assurance and Improvement

Objectives:

1. Define Quality and Quality Assurance.
2. Describe the framework for assuring quality of health services.
3. Explain the criteria and principles for a Quality Assurance Tool and process.

Methodology: Presentation and discussions. Areas addressed were what quality is, who defines quality and how is quality check. Manufacturing process was used (coca cola) as a frame work.

Observation quality management issues are always related to laboratory in the programmes, therefore it was difficult to link the concept with service delivery/program. Participant's advice more time for the session and do practical examples with the programme, looking at the different process and indicators of the programmes.

Session 11: Assessment and application

Objectives:

1. Identify key lessons learned
2. Make a six months implementation plan based on lessons learned in the course.

Methodology: The teams were asked to develop a six-month country work plan on how to improve on their leadership and management functions following this course, which was presented on the final day. Individual countries were given feedback on their presentations and the following was general for all the groups:

- Think simple and think of the health workers at the facility levels rather than at higher levels, because the real work is at the facility.
- Use existing system like supervision and regular meetings to provide on the job training
- Use the priority setting matrix, as all problems cannot be solved at once.
- Think of what you can do first before thinking of what others should do.
- Use existing activities to introduce new concepts and plans- it will not cost extra

3.0 Assessment:

Only formative assessment was used in the training. Individuals or groups were given feedback on their group work and presentations by their colleagues and facilitators.

Every morning participants were asked to discuss what they learned in the previous day in form of (A' HA) meaning what was completely new to them or exciting to know and relate it to their work places/countries.

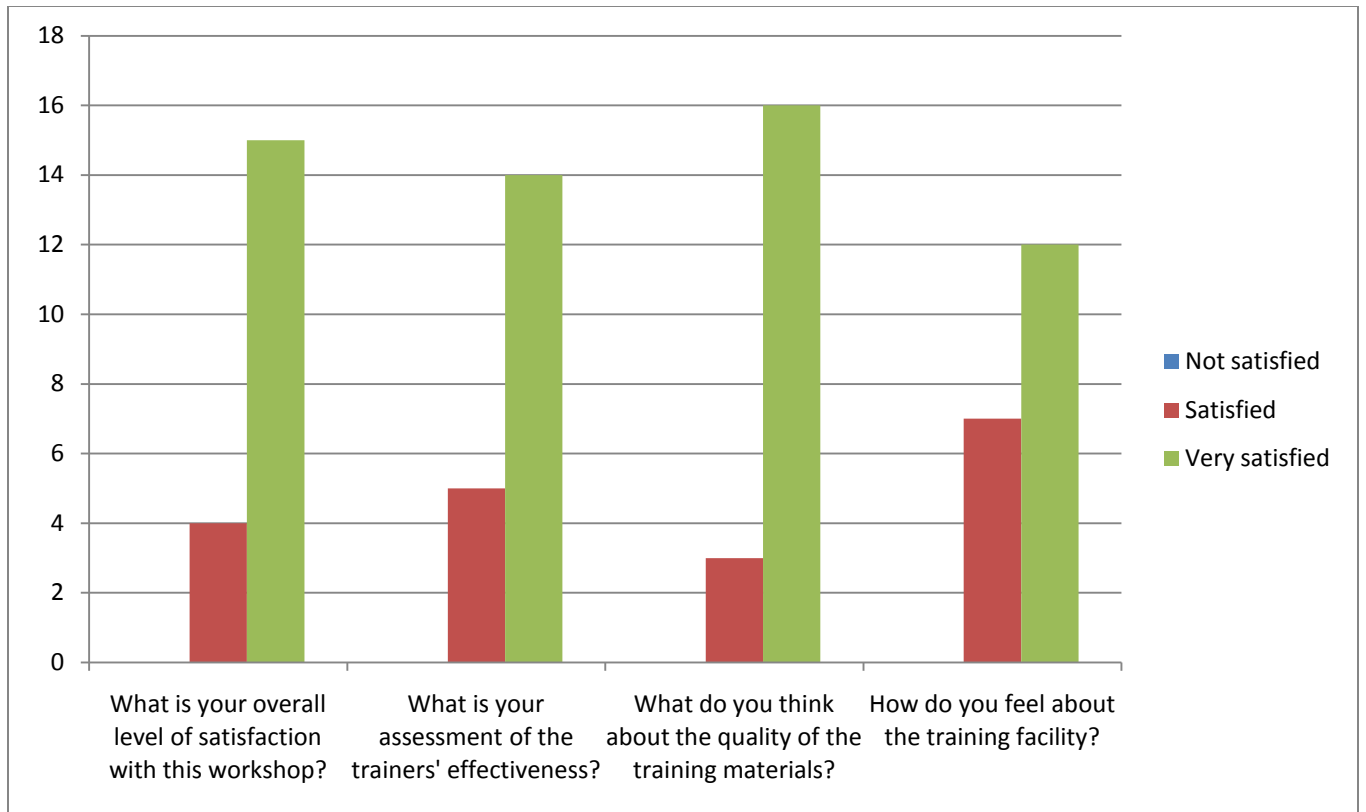
At the end of the training participants were ask to develop an application plan of the lesson learned during the course. The plan was a short term for a period of six months; these plans were presented in a plenary. The common feedback to all the groups was:

- Actions should be specific
- Most actions should be within the sphere of control of the participants.
- Use existing system in the programme to facilitate change, e. g. existing supervisory system, quarterly meetings and logistic system in the programs.

Participants are to finalize their plans within one month and were share with the institution for follow-up at three and six months.

4.0 Workshop Evaluation

Overall, the training workshop was very successful in accomplishing the objectives. The following graph provides a summary of the results of the workshop evaluation completed by all 19 participants. Overall, data indicate that participants were very satisfied (78.9%) or satisfied (21.1%) with the workshop. Participants scored the effectiveness of the trainers highly (73.7% were very satisfied and 26.3% were satisfied). In addition, all the participants were satisfied or very satisfied with the quality of the training materials as well as the training facility.



Annexes:

Annex 1

List of facilitators and support staff.

1	Dr Joshua Obasanya	Principal NTBLTC (Facilitator)	joobasanya@hotmail.com	2347028652888
2	Dr Mustapha Gidado	Training Coordinator NTBLTC (Facilitator)	gidadomansu@yahoo.com.au	2348033109989
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7	Jimoh Kehinde	Facilitator NTBLTC (Logistics Officer)	kehindeagbaiyero@yahoo.com	2348053303366
8	Kamal	IT Support Staff		

Annex 2

S/N	Name	Countries	Designation	Gender	E-mail	Telephone
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5	Dr Aboje S.	Nigeria	Deputy Director, NTBLCP	Male	saboje@yahoo.com	+2348033485497
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9	Mr Moses Toby	Liberia	Supply Chain Manager	Male	Tobymoses89@yahoo.com	+2316584686
	Name	Country	Designation	Gender	E-mail	Telephone
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Annex 3. Training program

Time	Day 1 Wednesday	Day 2 Thursday	Day 3 Friday	Day 4 Saturday	Day 5 Monday	Day 6 Tuesday	Day 7 Wednesday	Day 8 Thursday	
9:00 to 10:30	Session 1: Training Course Introduction Overview of TB CAP activities and introduction to TB CAP tools -Emerging Issues in Management & Leadership Ineke/Eliud/Obasanya/Gidado	Session 4: Program Planning: What Managers Need to Know (Problem identification) Gidado/Ineke	4e- Logical framework approach Gidado/Ineke/ Osho	Session 7 The Role of Communication in a TB and HIV/AIDS Time Management Jimoh/Ieva/Ineke	Session 8: Staff Supervision, Performance Appraisals and Feedback Gidado/Sabitu	Field trip	Report writing	Session 1 Course Evaluation Wrap-up Meeting Trainers	
10:30 to 11:00			Break						
11:00 to 12:30	Session 2: Overview of Management: The Role of a Manager and a Leader Obasanya/Gidado	Session 4 continue 4b- SWOT analysis Gidado/Osho/Ineke	4f- Finalization of action plan Gidado/Ineke/ Osho	Session Procurement and Logistics management	Supervision continue	Field trip All facilitators	Presentati on of field report		
12:30 to 13:30			Lunch						
13:30 to 15:00	Session 3 How to Motivate and Delegate Ieva/Gidado	Session 4b continued 4c- Priority setting matrix. Gidado/Ineke/ Osho	Session 5: Program Monitoring and Data Use for Management Kene/Eliud/Ieva		Preparation for field trip continue Gidado/Eliud	Field trip	Session 10: Strengthening Quality Assurance and Improvement Gidado/Sambo		
15:00			Break						

to 15: 30								
15: 30 to 17: 00	Session 3 continued	Session 4 continued 4d- Developing action plan Gidado/Ineke/ Osho	Session 6: Developing and Monitoring Program Budgets Gidado/Eliud/ Ieva		Session 9: The Role of Reporting Obasanya/Gidado	Field trip	Session 11: Summary of Key Modules and Application Planning Obasanya/Gidado	

NB: Saturday: social event

Annex 4 Detail evaluation results

Management and Leadership Training for TB and HIV/AIDS National Managers(International) 16-24 September 2009 (Zaria, Nigeria)											
Evaluation #	Part One: What is your overall level of satisfaction with this workshop?	Part Two: What is your level of satisfaction with the way in which the workshop helped you achieve the following objectives?						Part Three: Effectiveness of the trainers and quality of the learning environment			What was the most useful aspect of this workshop?
		Describe the role of a manager within a TB and/or HIV/AIDS control program, understand the changing roles and recognize the skills and knowledge required by managers	Strengthen human resource management, supervisory and motivation skills	Learn how to develop and monitor budgets	Discuss program monitoring and use of data for decision-making	Identify how to assure quality within your programs	Review the role of communication and reporting within programs	What is your assessment of the trainers' effectiveness?	What do you think of the quality of the training materials?	How do you feel about the training facility?	
1	4	3	3	2	3	3	3	4	4	5	The role of managers in staff motivation
2	3	3	3	3	3	3	3	3	3	3	Performance gap analysis
3	4	4	4	4	4	3	2	4	3	3	Issues relating to modern manager
4	3	4	4	3	4	4	4	3	5	5	Team building and motivation
5	5	4	4	4	4	4	3	4	4	4	All
6	4	5	5	5	5	4	5	5	5	5	Use of SWOT analysis
7	4	4	4	4	4	4	2	4	4	3	Training methodology
8	4	5	5	5	5	5	5	5	5	5	Practical Challenges
9	4	4	4	4	4	3	3	4	4	4	Exercise
10	4	4	4	5	5	5	5	5	5	5	Planning Tools
11	3	3	4	4	5	3	4	3	5	3	The group exercises
12	5	4	4	4	4	4	4	4	4	4	All
13	5	4	4	5	5	5	3	4	4	4	Program planning monitoring and evaluation
14	3	4	3	5	3	2	3	4	3	3	Budgeting and work planning
15	5	4	3	4	3	4	3	3	4	3	Inbuilt exercises
16	5	4	5	5	5	5	4	5	5	5	Group work and participation
17	4	4	5	3	4	5	5	4	5	5	Motivation and delegation and communication
18	5	4	4	4	4	4	3	3	5	4	Role of Manager
19	5	4	5	4	4	3	5	4	5	4	Organisation(Planning and execution)
20											
21											
22											
23											
24											
	**Enter scores from 1-4.		1=Not satisfied								
			2=Somewhat satisfied								
			3=Satisfied								
			4=Very satisfied								