

VALUE OF THIS TRAINING FOR NIPSS

Theme:

**POPULATION GROWTH &
HUMAN CAPITAL DEVELOPMENT**

HALIFAX HALL AND CONFERENCE CENTRE, SHEFFIELD, UK

2nd - 6th March, 2020



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BACKGROUND

The National Institute for Policy and Strategic Studies (NIPSS) is Nigeria's apex think tank, contributing to the nation's policy formulation on issues of paramount importance to the office of the Presidency. The dRPC has worked with NIPSS over the past decade to provide technical support and trainings on the requisite skills to deliver on their mandate.

The dRPC was pivotal to the 2019 Senior Executive Course of the National Institute on "Funding Universal Health Care Coverage for Nigerians", which resulted in development of action points for the responsible line ministries which is now awaiting review by the Federal Executive Council for implementation, also serving as technical inputs in the resource base for the Senate committee on Health of the 9th Assembly for the repeal and reformation of the National Health Insurance Commission Bill.

This year Mr President has tasked the National Institute to find solutions for Population growth and human capital development for Nigeria. The importance of this issue is undeniable, with Nigeria's population estimated at 200 million and predicted to double by 2050 within the limited space and unpredictable fiscal realism.

The dRPC in collaboration with the University of Sheffield, School of Health and Related Research (SchARR) convened the training of Trainers 5 days course for the NIPSS delegates.

OBJECTIVES OF THE TRAINING

1. Introduce the main concepts underpinning population growth and human capital development and why it is relevant.
2. Discuss the learning outcomes that participants in the training will subsequently host in their step-down trainings.
3. Reflect in sessions how they might apply the learnings in their own follow on course.

The objectives of this training was to improve the NIPSS directing staff's leadership and technical capacity as Trainers for the 77 nominated participants of the Senior Executive Course 42 on the issue of their proposed theme: Population growth and human capital development.

To expand their contextual understanding on population growth and human capital development and the need to prioritize Family Planning.

JUSTIFICATION

The NIPSS directing staff are a composite of a heterogeneous group with varied background and expertise. Regardless of this premise they are expected to deliver on solutions through policy analysis and research to Mr President. Based on the theory of change; " IF the technical capacity of the National Institute's directing staff is increased with learnings from population growth and human capital development with contextual approaches on health and policy development THEN the better the quality trainings will be for the participants and the outcome of targeted actionable policies to address the aforementioned issues". This theory of change provided us with the justification for the 5 day course designed for the NIPSS directing staff. Also of significance was the expansion of the NIPSS directing staff with new officers. This training provided an

opportunity to equip the now expanded core directing staff with the requisite skills for managing their organisational change without losing their essential thrust for this new theme.

PRIMARY TARGET DELEGATES

- Prof Habu Galadima- Director General NIPSS
- Prof Pam Sha Dung – Director of Research, NIPSS
- Dr Nasirdeen Usman mni- Ag Director of Studies, NIPSS
- Dr Emmanuel Musa- Senior Fellow, NIPSS

SUPPORT DELEGATES FOR THE PROVISION OF A HEALTH CONTEXT

- Dr Adebimpe Adebisi mni- Director of Family Health
- Dr Salma Anas-kolo- Incoming Director of Family Health

EXPECTATIONS FROM THE DELEGATES

The expectations from the delegates gathered for this training revolved around the following themes:

- Discovering effective means of searching and utilizing evidence for policy making
- How to tackle population growth for effective human capital development
- Using evidence-based policy making to enhance human capital development
- Understanding robust mechanisms for evidence-based policy making and implementation
- How to translate policies into demographic dividends
- How to effectively make recommendations with implementation strategies that can have direct bearing on policies

DAY 1 – Policy Prioritisation – FMOH, Dr Mohammed Saddiq and Dr Robert Akparibo

The session commenced with a presentation from the Federal Ministry of Health on Nigeria's health policy context from the Permanent Secretary; Mr Abdulaziz Mashi represented by the outgoing Director of Family Health Dr Adebimpe Adebisi mni. This presentation highlighted the priorities from the National Health Policy 2016, its vision, mission and policy goal with universal health coverage for all Nigerians at its crucible. Also highlighted were the 10 thrusts of the National Health Policy; Governance, Health Service Delivery, Health Information, Medicines Vaccines Commodities and Health Technologies, Health Infrastructure, Partnership for Health, Community Ownership and Participation, Health Research and Development, Health Financing and Human Resources for Health. In the presentation FMOH revealed how stakeholders(including NIPSS) can foster implementation of the policy. The presentation ended with discussions on the Second National Strategic Health Development Plan(2018-2022), its priorities, impact and achievements since the approval with key next steps (which included engagement with the Nigeria Governors forum, a joint annual review and following up with states on their annual operations plans).

Following the presentation and discussions, participants delved into the day's activities.

Day 1 was organised to develop skills to work with policy makers in a way that supports them to critically analyse policy issues and to work with key stakeholders through dialogue and discussion. Participants were tasked during practical sessions to develop a common understanding of what policy actually meant to policy makers. Rational steps/processes for policy process and legitimisation. Because policy can, in practice, be

complex and political, it's useful for participants to understand tools/framework for making sense of some of the complexities.

Setting the Challenge

To prioritise the issue, participants were tasked by groups to generate a list of challenges on the topic of population growth and human capital development. Some of the key themes were:

- Bureaucracies to implementation of policies.
- Challenge on harmonisation of the different needs.
- Continuity of policies initiated post the SEC 42 as the focus is usually Leadership driven.
- Does evidence matter in policy implementation in developing countries?
- How to establish an effective link between family planning and human capital development for policy development
- Tracking policy implementation
- Sociocultural issues, inadequate funding, data shortage, lack of political will and lack of Family Planning services.

Delegates also benefited from sessions on understanding the context and evidence for policy implementation issues. Exploring what evidence already existed whilst identifying the gaps. Also observing approaches being applied in other contexts.



Delegates contextualizing policy implementation challenges using themes

The day ended with sessions on understanding user experiences and perspectives. This session was aimed at developing ways to understand the experiences and perspectives of users within the policy context in relation to the priority issues reflected in the prior sessions. Understanding that user storying and journey mapping approaches can be used to promote reflection on different perspectives about the issues identified.

This session challenged participants to reflect on how user needs affected the way they approached policy implementation issues. Key learning from the session- “the best way to design a policy is to imagine someone using it”.

Participants studied the Nigeria maternal health and the health care system as a case study precursor to prioritisation of family planning.

DAY 2- Population growth and human capital development: Family Planning -Dr Deborah Sporton

Started with a recap of day 1.

The focus of day 2 was on population growth and human capital development. Participants benefitted from sessions on population and development, observing African population trends and African population futures.

Delegates learnt about the principles of projections based on fertility, dynamics of population change, population growth, fertility and mortality. Some of the learnings from demographic transition theory, population growth and economic development with comparative analysis of other nations served to poise the participants for the discussions on Nigeria’s progress towards 2020 targets. It was important for the participants to know that fertility transition across Africa isn’t uniform and fertility had implications for the population growth rates.

Session 2 focused on realising the demographic dividends in Nigeria; progress and prospects. Key learnings from the ‘Asian Tigers’ was that a youthful age groups transition to working ages with few dependents was key. This was also contingent on sharp decline in birth rates and also enabling social, economic and political environment.

Setting the challenge

Enabling environment for human capital development for the delegates would aid the following themes;

- Large youthful cohort were educated and possessed appropriate skills to meet the demands of a growing economy.
- Family Planning programs
- Female education » women participation in the labour market » contributing to lower fertility levels.
- Encouraged economic growth
- Investment and savings increased

Key learnings- there is a window of opportunity to achieve a demographic dividend, identify it.



Group work/sessions

Findings from evaluating the preconditions for achieving demographic dividends from the delegates revolved around the following themes;

- Fertility rate slow and stalling.
- Infant and U5 mortality rates declining yet fertility remains high.
- Family Planning programs are poorly developed with lack of demand for birth control alongside an unmet need for contraception.
- Education and skill lagged behind especially in relation to women.
- Stagnation in the labour market

Delegates spent sessions working on actions to solve for the above mentioned. Their solutions were:

- Strengthening existing policies with reforms on education and health – National population policy, National employment policy, National health policy, National ICT policy and National security policy. Also needing strengthening is the Family Planning Blueprint and the Roadmap for harnessing demographic dividends.
- Strengthening institutions

DAY 3 – Leading Organisational Change – Prof Alexandros Psychigios

Delegates participated in sessions on applying change and overcoming resistance, understanding the nature of leadership in their current organisations, change management process, overcoming resistance to change and leading change on implementation of prioritised population growth and human capital development issues. This was particularly important as some of the initial narrative of population growth management has attracted some form of resistance.

Participants benefitted from the context of change management, approaches to organisational change, the Lewin three step process and unfreezing the status quo.

Group work focused on identifying types and sources of resistance and some of the themes included;

- People – politicians, traditional leaders, religious leaders etc.
- Systems
- Organisations
- Politics – partisan politics.

Other sessions focused on minimizing resistance to change, what helps to make change successful and what stops change from happening.

DAY 4 – Leading change through policy making – Dr Jim Millns, Dr David Trallagan

Delegates benefitted from learnings on enablers of change and the brain adaptive leadership of change. These sessions were a bit more technical offering delegates a peak to neuroscience techniques to achieving change in behaviour, the social brain theory, overcoming bias and the pillars of change management. Participants also visited the NHS Sheffield Community Council group to learn from them how to effectively



Delegates group photo with the NHS Sheffield CCG team

improve our health insurance Scheme. Open discussions with the Deputy Director Jim Millns enabled the team identify workable solutions to access and organisational structure for the NHIS.

Participants were given the opportunity to reflect on the changes they wanted to effect and this would form the basis of their action planning exercise for implementation on the last day.

DAY 5 – Population growth and human capital development: Education and participation -Dr Daniel Hammett, Dr Mohammed Saddiq, Dr Robert Akparibo

On the final day, delegates benefitted from sessions on population growth and human capital development: education and participation, defining the target audience for the step-down training of this course. This session created a thinking space for critical reflections on the existing NIPSS SEC system. This also focused on what participants of the SEC are able to do after completing the course and not just the abstract knowledge of how things are supposed to work.

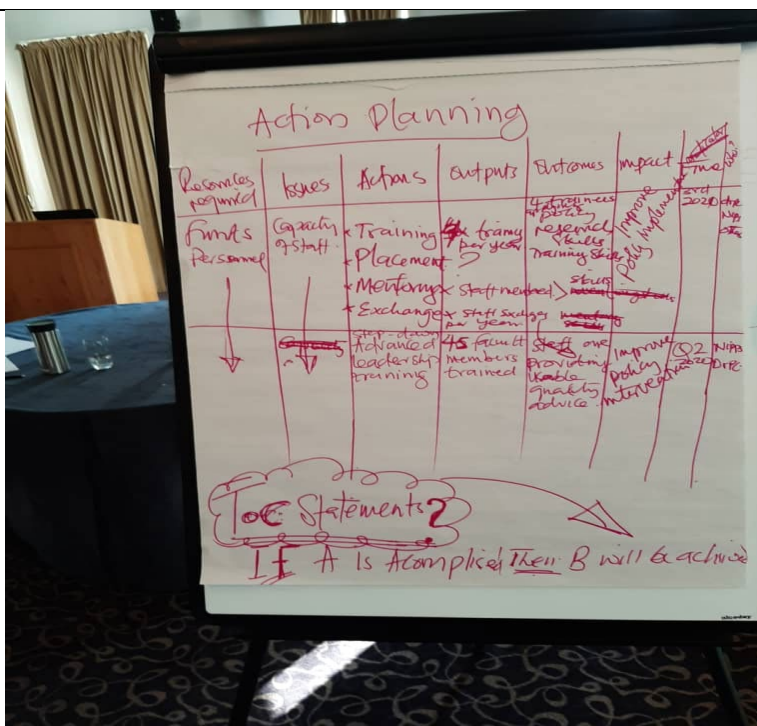
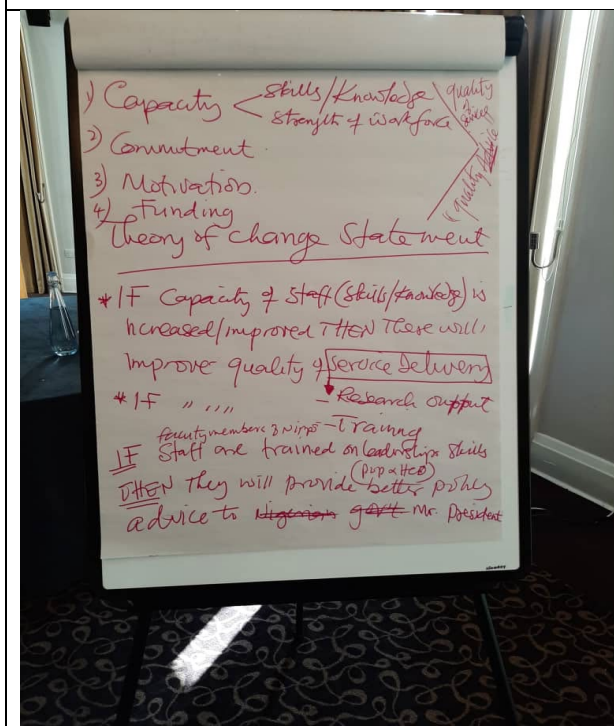
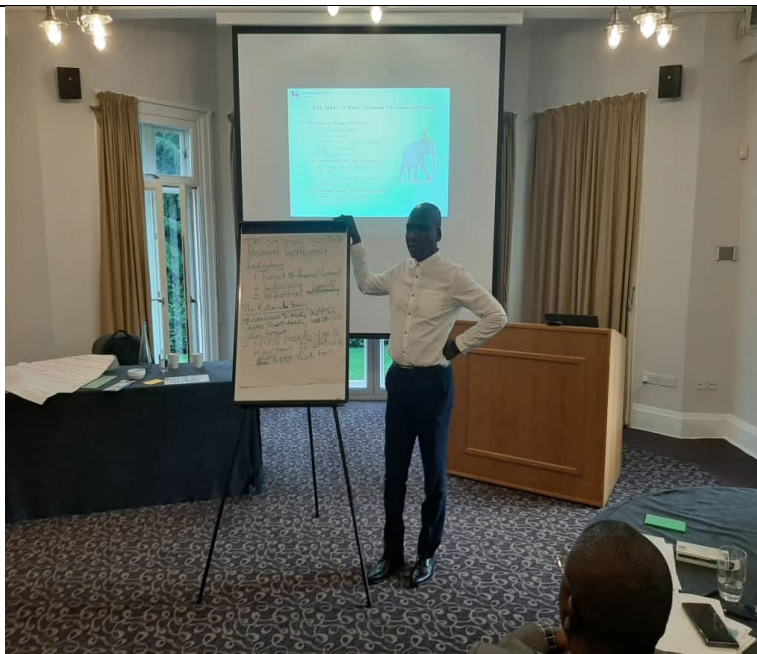
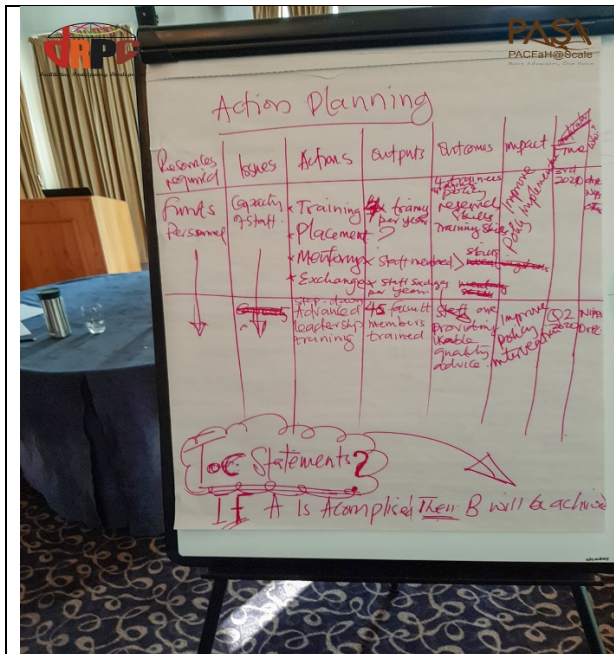
Core principles highlighted to realise demographic dividends in this session were education for sustained development, enabling participation and engagement with civil society. These were ways of making the youthful citizens equipped. Key investment opportunities for the youth identified for huge benefits included;

Learning periods beyond primary school, starting a productive life, adopting a healthy lifestyle, forming a family and exercising citizenship.

Citizen engagement was highlighted as a means of developing skills, strengthening democracy and supporting good governance.

Civil society as a third sector, overlapping and interacting with state and market, seeks to promote public rather than private interests and plays multiple roles in social and political life.

ACTION PLANNING



Rough draft of NIPSS delegates Action Planning process

Following the 5-day course the NIPSS delegates spent some time developing action plans to be implemented. This action plan will be monitored by the dRPC.

The theory of change statement; IF capacity of NIPSS staff (skills/knowledge) is increased/improved, THEN there will be improved quality of service delivery/Research outputs/ policy advice to government.

NIPSS detailed action plan

ISSUES	ACTIONS TO BE TAKEN	OUTPUTS	OUTCOMES	IMPACT	INDICATOR	TIME	PERSONS RESPONSIBLE
Capacity of staff to deliver on SEC42 theme	Step-down advanced leadership training.	45 faculty members and writing team trained	Faculty members and writing team are able and providing usable policy advice for the final report.	Improved policy intervention on population growth and human capital development	Number of faculty members and writing team trained. Number of faculty members and writing team with increased knowledge and skills.	Q2, 2020	NIPSS dRPC
Expansion of faculty members with new recruits	Leadership Trainings	Conduct 4 Leadership trainings per year	Faculty members trained on leadership skills.	Improved research output from the faculty members and quality of policy Intervention.	Number of trainings conducted in 2020. Number of staff members trained on leadership and research skills.	Q4, 2020	NIPSS dRPC
Expansion of faculty members with new recruits	Research training	Conduct 2 Research trainings per year	Faculty members trained on research skills.	Improved research output from the faculty members and quality of policy Intervention.	Number of Research work produced by Q1 2021	Q4, 2020	NIPSS dRPC
Expansion of faculty members with new recruits	Rotational placements and mentorship	Quarterly rotation of staff to improve skills	Faculty members trained on leadership and research skills.	Improved research output from the faculty members and quality of policy Intervention	Number of staff members benefiting from rotations within the National Institute	Q4, 2020	NIPSS

drPC M&E plan to track NIPSS action plan

s/no	Title of Activity	Indicator title and definition	Target	Data source	Method/ approach of data collection	Data acquisition		Data analysis and reporting	
						Schedule/ frequency	By whom	Schedule/ frequency	By whom
1	Step-down training on advanced leadership training to build the capacity of 45 staff members and writing team to deliver on the SEC42 theme	Number of faculty members and writing team trained. Number of faculty members and writing team with increased knowledge and skills.	NIPSS staff members and writing team	Advanced leadership training step down report/attendance	Pre and post evaluation Reflective evaluation	Once	NIPSS/dRPC-PAS	Once	NIPSS/dRPC-PAS
2	Conduct 4 Leadership trainings per year	Number of trainings conducted in 2020. Number of staff members trained on leadership and research skills.	NIPSS	Quarterly leadership training reports/attendance	Pre and post evaluation Reflective evaluation	4 in 2020	NIPSS	4 in 2020	NIPSS/ dRPC-PAS
3	Conduct 2 Research trainings per year	Number of Research work produced by Q1 2021	NIPSS	2 research training reports/attendance	Pre and post evaluation	2 in 2020	NIPSS	2 in 2020	NIPSS/ dRPC-PAS

		Number and Percentage of staff with improved knowledge and skills in research							
4	Rotational placements and mentorship for staff to improve knowledge and skill level	Number of staff members benefiting from rotations within the National Institute Number and Percentage of staff with improved knowledge and skills on their duties, roles and responsibilities	NIPSS	Staff posting roster reflecting quarterly rotations	Quarterly update report on the rotation policy	Quarterly	NIPSS	Quarterly	NIPSS/ dRPC-PAS

POST WORKSHOP EVALUATION

Following the trainings, we evaluated the course learnings through an evaluation tool. The tool design utilized open ended questions to collect qualitative data from the respondents. A hundred percent response rate was gotten from this cohort.

The instrument sought to measure knowledge and skills gained whilst exploring their thoughts on Nigeria's awareness of the impact of population growth on stability and development. It also sought to identify from their experiences, key barriers to addressing population growth and the role of leadership development programs. Finally the tool sought to gain insight on some of the key actions that can be effective in catalysing government action and their role in implementing some of the learnings.

All the respondents evidenced knowledge and skills gain from the course with the agreement that the course related to their SEC 42 theme.

When we enquired in one word, how they characterized the knowledge/skills gained from the training as it related to population growth and human capital development in Nigeria?

The following responses aggregated in thematic areas gotten from the participants were: valuable, relevant, informative, apt and satisfactory/enriching.

What concerns you most regarding the country's awareness of the impact of population growth on stability and development?

The tool revealed expressed concerns regarding the country's awareness of the impact of population growth and human capital development by 75% of the respondents. The following responses (concerns) were obtained aggregated by thematic areas;

- very low level of awareness amongst decision makers,
- policy makers unconcerned with the implications of population growth and instability and development,
- inadequate awareness and weak coordination,
- inability to balance our population growth with economic development.

Meanwhile, 25% of the respondents were of the opinion that Nigeria had a fairly good awareness of the issues and are evolving with strategies for population management.

What concerns you most regarding the country's willingness to adopt appropriate policies to address the impact of population growth on stability and development of the country?

All of respondents (100%) expressed concerns regarding Nigeria's willingness to adopt appropriate policies to address the impact of population growth on stability and development of the country. Their concerns divided in themes were mostly (60%) due to lack of public awareness



on this danger and concerns regarding willingness to adopt policies to address the issues with commitment at all levels.

What are the key barriers for appropriate steps to be taken to address the impact of population growth on the stability and development of the country?

All the respondents identified key barriers to steps taken to address the impact of population growth on the stability and development of the country disaggregated by themes, with modal selection being sociocultural barriers and a lack of awareness, other barriers were political will, weak capacity, poor funding, no clear policy path and ineffective data for management.

What role can leadership development programs play in catalysing steps towards policy and action to address population growth and human capital development in Nigeria?

The respondents all agree that development programs played a role in catalysing steps towards policy action to address population growth and human capital development in Nigeria. With the roles including; awareness creation, capacity building, accountability and support for policy direction and coordination.

Who should be targeted in Leadership development programs and why?

When we enquired about who should be targeted for this type of leadership development programs, a majority (40%) seemed to think policy makers and implementers were the best targets, whilst other targets included Directors of MDAs, Institutions and even civil society organisations. Their reasons were that the identified were the implementers.

Key actions that can be effective in catalysing government's action on population growth and human capital development in Nigeria?

Some key actions were highlighted as having the potentials of being effective in catalysing government action on population growth and human capital development in Nigeria:

- Agenda setting and development of relevant policies,
- Identifying the relevant critical factors that drive population growth and human capital development,
- Targeted advocacy and champions building,
- Peer learning across the country,
- Regular stakeholders' engagement and
- Civil society mobilization.

What role should MDAs such NIPSS or FMOH be playing to advance action on population growth and human capital development?

When asked what roles NIPSS should be playing to advance action on population growth and human capital development, the following reactions were obtained:

- Formulation of evidence-based policy formulation.



- Advocacy with policy formulation to relevant MDAs.
- Promoting platforms for stakeholder engagement on the issue.

Delegates from FMOH felt their role included:

- Provision of Family Planning services as an integral part of health services in Nigeria.
- Joint planning and implementation of capacity building, educational and public enlightenment.

Areas can NIPSS and FMOH improve their collaboration to advance action on population growth and human capital development?

NIPSS and FMOH are in unison that they needed to collaborate on policy development, policy review, policy advocacy and policy monitoring and evaluation.

Identify one thing that has changed for you personally and or professionally?

When we asked participants at the course conclusion what had changed for them personally and professionally, the following responses were gotten aggregated by themes:

- Improved Leadership skills – 60% of respondents
- Enhanced knowledge – 40% of respondents

Identify one thing that you will introduce/do improve in your professional work?

The delegates were keen on utilizing these skills for their professional career noting that the leadership skills will maximize their outputs, ensure organisational change and ensure effectiveness.

The delegates committed to introducing adaptive leadership, organisational change amongst others to their organisations for effectiveness in delivering the Senior Executive Course 42 theme on Population growth and human capital development.

How will you continue to work together to implement action plans developed at the end of this program?

The NIPSS delegates committed to working together with FMOH to facilitate the step down training of the course, co-develop policy recommendations at the end of the SEC 42 and building strong partnerships for the implementation of the policies recommended from the SEC 42.

ANALYSIS AND REFLECTIONS

Findings from the course evaluation evidenced knowledge gain on the side of the delegates. The relevance of the course may have had some bearings to their willingness to actively participate. This was particularly shown as the delegates demonstrated eagerness to learn, imbibe and have broader context on the issues related to the theme of the SEC 42 following the materials we had distributed via USB sticks prior to the Executive Course start.



We found it quite interesting that not all the delegates had concerns about the level of awareness of the impact of the issue of population growth and human capital development in Nigeria but they were unanimously concerned about Nigeria's willingness to adopt appropriate policies to solve for the issue. Their concerns about the nation's willingness influenced what they saw as barriers for the appropriate steps the government needed to take. The barriers identified offer us some insight into issues they perceived as important for finding solutions for.

The NIPSS delegates were equivocal in stating that there was a role for leadership development programs in catalysing government action and reinforced it by listing it as key actions that can be effective in catalysing government on the issue amongst others. Catalysing government for change is something NIPSS is keen on achieving this year with the SEC 42 recommendations.

During this training course, we exposed NIPSS to FMOH to provide a health context. NIPSS concedes to the notion of working with FMOH to set the agenda of family planning for managing population growth. Following this, the need for collaboration between NIPSS and FMOH became evident and their responses shows their willingness to solidify the relationship.

For a more objective reflection, the following themes were observed;

Did we do what we said we would do? (Internal validity)

We aimed to expand the contextual understanding of the NIPSS delegates on the issues surrounding population growth and human capital development as well as build their knowledge and skills capacity to train the 77 delegates in the SEC 42. We have been able to evidence knowledge gain and improved contextual understanding of the theme. We however are looking to measure increase in skill at the end of the SEC 42 course with our tool following a baseline administered.

Did we do it well? (Quality Assurance)

All of the delegates responded in unison to the affirmative from their feedback on this. They agree that the course flow was seamless, content was well suited and appropriate and the resource persons were effective in their delivery. The course facilitators were carefully identified for effective delivery. They also hope to mirror the methods in their step-down trainings.

Did we make a difference? (Impact)

The NIPSS delegates are now better poised because of the increase in knowledge and contextual understanding. The NIPSS delegates are now more open to collaborating with FMOH and are also keen on monitoring the implementation of their previous recommendations, having understood the importance.

Was this training the right thing to do? (Relevance and learnings)

NIPSS has expanded its core directing staff number. This will have an impact on the course as new member will be tasked with roles directly bearing on the SEC. This training was not only beneficial as a training of Trainers but also as an orientation for the new staff and an induction into the



methodology of organisational change. This training also served up a safe environment for learnings without distractions for the group. This was important for the reflective part of the training.

The NIPSS delegates are now primly poised for better outcomes.

OUTCOMES

The NIPSS delegates improved their knowledge and technical capacities following the short course developed as a training of Trainers on population growth and human capital development. They have also utilized some of the learnings to develop action plans on how they intend to improve the policy recommendations which is a key output for the end of course report for the presidential parlay.

The NIPSS delegates had their expectations met for this course.

The dRPC as a partner and supporter of NIPSS is on hand to provide support and oversight function for monitoring these action plans.

dRPC FOLLOW-UP/NEXT STEPS

- Post training debriefing meeting in Abuja - 16th March, 2020
- Follow up call with the NIPSS Delegates - 16th March, 2020.
- Step down training planning meeting with NIPSS- 20th March, 2020
- Monthly follow up calls for support and feedback- 31st March 2020
- Step down training planning and agenda formulation for NIPSS- 25th April, 2020
- Evaluation of the step-down training conducted – Post training workshop (Q2, 2020)
- Monitor progress – Quarterly throughout the SEC program (Q2-Q4, 2020)



APPENDIX- EVALUATION TOOL

DRPC –PAS/University of Sheffield Advanced Leadership Short Course: Leading Evidence Based Policy Implementation

Monday, 2 – Friday 6, March 2020

Post Training Reflection Exercise

Introduction: Please take 15minutes to respond to this self-administered questionnaire. No names are required and there will be no attribution in reviewing responses. Please endeavour to write as clearly as possible, alternatively you may wish to fill the instrument on line.

1. In one word, how will you characterize the **knowledge gained** from this training as it relates to population growth and human capital development in Nigeria?
.....
2. In one word, how will you characterize the **skills gained** from this training as it relates to population growth and human capital development in Nigeria?
.....
3. At the end of this training what concerns you most regarding the **country's awareness** of the impact of population growth on stability and development?
4. At the end of this training what concerns you most regarding the **country's willingness** to adopt appropriate policies to address the impact of population growth on stability and development of the country?
5. In your view what are the **key barriers** for appropriate steps to be taken to address the impact of population growth on the stability and development of the country?
6. What role can leadership development programs play in catalyzing steps towards policy and action to address population growth and human capital development in Nigeria?
7. Who should be targeted in Leadership development programs and why?
8. What are some of the key actions that can be effective in catalyzing government's action on population growth and human capital development in Nigeria?



9. What role should MDAs such NIPSS or FMOH be playing to advance action on population growth and human capital development? *(NIPSS please respond to the NIPSS section only. FMOH please respond to the FMOH section only)*

NIPSS:.....

.....

FMOH:.....

.....

10. In what areas can NIPSS and FMOH improve their collaboration to advance action on population growth and human capital development?

11. Identify one thing that has changed for you personally and or professionally?

12. At the end of this training identify one thing that you will do improve in your professional work?

13. At the end of this training please identify one new thing that you will introduce in your professional work?

14. How will you continue to work together to implement action plans developed at the end of this program?