

Creating better managers

through structured training and mentoring

The challenge: addressing a lack of management capacity

Building the capacity of mid-level managers in the health sector in Nigeria has been sorely neglected. There have been few management courses, and those that do exist tend to be classroom-based. Few courses offer work-based coaching and mentoring and an iterative approach to problem-based, contextually rooted and team-based management capacity-building.

The problem is further compounded by the explosion of new management structures as a result of the 'bringing Primary Health Care (PHC) under one roof' policy and the subsequent requirement for a new cadre of effective managers. Nigeria needs to develop a national management capacity-building programme that draws on international experience.

Key messages: A new training package to counter the lack of hands-on training and mentoring for mid-level health sector managers has delivered promising results.

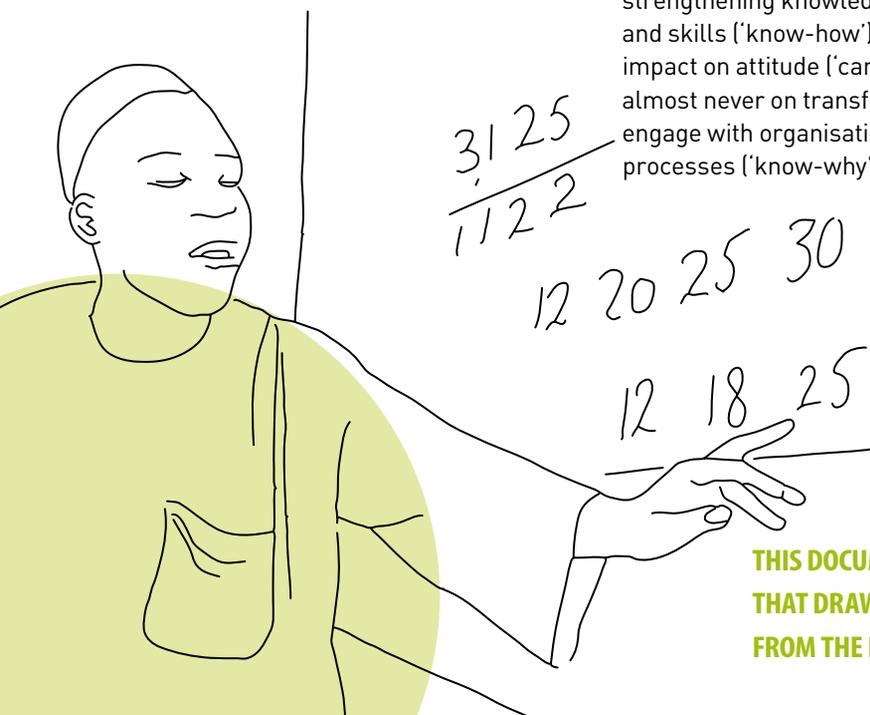
- 1** To counter Nigeria's lack of sufficient mid-level health sector managers, PRRINN-MNCH has developed a comprehensive training package using facilitators to improve the knowledge, skills and attitude of new managers.
- 2** Two modules per year are planned, with a clear structure including: sharing challenges; technical input on specific issues; work-based assignment development; team mentoring; project review.
- 3** The first training module made significant advances and will be used to further train sub-state managers in Jigawa state. Positive results in other African countries, including enhanced value for money and sustainability, imply success for this initiative in Nigeria too.

The response: a comprehensive training package

In a resource-scarce environment, professional capacity ('know-what', 'know-how', 'know-why' and 'care-why') becomes one of the most important resources for delivering quality services. The notion of competence focuses on the development of knowledge, skills and attitude. However, traditional competency building interventions generally focus on developing and strengthening knowledge ('know-what') and skills ('know-how'). Rarely do they impact on attitude ('care-why') and almost never on transferring learning to engage with organisational systems and processes ('know-why').

Sustained and continuous development of individual professional competency needs an organisational environment which rewards 'going beyond' the professional execution of tasks, to strategic leadership and team-motivated creativity. This organisational ability starts with individual 'know-what' and 'know-how' and is then sustained and developed by a deep understanding of organisational systems and processes ('know-why') and by the will, motivation and ability to adapt and innovate to create successful results ('care-why').

Based on this philosophy, PRRINN-MNCH has created a structured training package for new managers. This package can be tailored to state-specific circumstances, adjusted according to the budget available and linked to a certificated programme through a tertiary institution, if needed.



THIS DOCUMENT IS ONE OF A SERIES OF KNOWLEDGE SUMMARIES THAT DRAW ON THE ACTIVITIES, RESULTS AND LESSONS LEARNED FROM THE PRRINN-MNCH PROGRAMME

Facilitators: Eight facilitators have been selected from the four PRRINN-MNCH states (Jigawa, Katsina, Yobe and Zamfara) and nearby tertiary institutions and they form the nucleus of the capacity-building team.

An initial workshop was held for the facilitators to discuss and share educational approaches, build a common philosophy and design the course for state-level managers.

Modules: Two 'modules' are planned per year – one in July and one in November. In 2012, the first year of the course, the July module was focused on leadership and governance of the new structures and the November module was on planning and monitoring.

All four states are involved and send six to eight people each - four to five from the new PHC Boards, the relevant director from the State Ministries of Health and some PRRINN-MNCH managers from the state. The presence of Director General or Executive Director from each state is vital.

Each module is structured in the following ways:

- Participants share challenges and successes, and discuss solutions
- Facilitators provide input in their area of expertise, tailored to the specific context in the state – this might be on human resources, Health Management Information Systems, Sustainable Drug Supply System, or other areas
- Facilitators work with the teams on developing an assignment/project that can benefit their work context. The teams then return to work on their assignment

- Facilitators mentor the teams during the implementation of the assignment
- These assignments are then discussed during the next module.

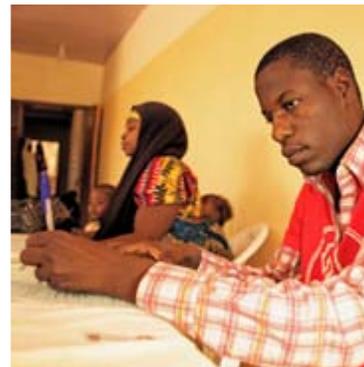
The results: scaling up and rolling out

The capacity-building programme began in 2012 and two modules have been held to date. Senior managers from the four states attended the modules and each team embarked on their assignments between modules, supported by the mentoring system.

Issues addressed by the different state management boards include:

- Reviewing and strengthening the referral system in Jigawa - the Gunduma Councils now manage the emergency services and have been supplied with the necessary resources for the emergency ambulance referral system
- Revising the PHC Development Agency Act in Katsina - a final draft is now under consideration
- Addressing the inadequate numbers and maldistribution of skilled health workers in Yobe - this has led to the lifting of the employment embargo, recruitment of new staff, transfer of all staff to the new PHC Board and a more rational distribution of existing staff.

Although it is primarily focused on managers in the new PHC Boards, the programme has been adapted for use by the Women for Health programme and is being used to build the capacity of managers in training institutions (Schools of Nursing and



Schools of Health Technology). In 2013, the programme will be used to train managers at sub-state management levels (Gunduma Council level) in Jigawa state.

Policy implications

The importance of building the capacity of managers in a structured manner has not yet been fully realised. If the gains from the restructuring and reorganisation of the health service are to be realised, management capacity-building is crucial. The capacity-building programme will enhance value for money and ensure sustainability of the changes.

Conclusion

Although the capacity-building programme is in its infancy, the model has been used successfully in other African countries and initial feedback and observations suggest that it will be equally successful in Nigeria.



Partnership for Reviving Routine
Immunisation in Northern Nigeria;
Maternal Newborn and Child Health Initiative

The PRRINN-MNCH programme works with federal, state and local governments and local communities to improve the quality and availability of maternal, newborn and child health services.

www.prrinn-mnch.org
Email: info@prrinn-mnch.org



The PRRINN-MNCH programme is funded and supported by UK aid from the UK Government and the State Department of the Norwegian Government. The programme is managed by a consortium of Health Partners International, Save the Children and GRID Consulting, Nigeria.