


NO. 1

# 第三国集団研修 事前調査団 報告書

## — エジプト 看護管理 —

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2000年9月

国際協力事業団  
 アフリカ・中近東・欧州部

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# 第三国集団研修 事前調査団 報告書

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## 序 文

第三国集団研修とは、社会的、文化的、言語的に共通の基盤を持つ同一地域内の開発途上国を対象に、わが国が技術協力事業により移転した技術を習得した開発途上国を研修実施国として選定し、当該地域内の周辺途上国からの研修員を受け入れてより現地事情に適合した技術、知識の移転、普及を図り、これにより開発途上国間協力（南南協力）の推進に寄与し、将来的には、実施国が独自に研修員受入事業を実施できるよう協力することを目的としています。この事業は、途上国自身のイニシアティブにより、当該途上国の研修実施機関がわが国の資金的、技術的支援を得て実施するもので、1974年度にタイのコラート養蚕訓練センターで初めて実施されて以来、実施件数は増え続け、2000年度には122件の実施が計画されています。

エジプト第三国集団研修「看護管理」は、アフリカ諸国における看護指導者に対し、科学的原理や技法を適用した看護の質的・量的向上を目指しています。

本報告書は、同研修実施の妥当性・可能性を総合的に評価すべく、2000年9月20日から2000年9月25日まで当事業団が派遣した事前調査団が、エジプトにおいて行った研修ニーズの調査及び協議の結果をとりまとめたものです。

最後に本件調査の実施にあたり、多大な協力をいただいた外務省、天使大学、在エジプト日本大使館、エジプト側政府関係機関に対し、心より感謝の意を表します。

2000年9月

国際協力事業団

理事 大津 幸男





## 目 次

序 文

目 次

### 1. 事前調査団の派遣

- 1-1 派遣の経緯 ..... 1
- 1-2 派遣の目的 ..... 1
- 1-3 調査団の構成 ..... 1
- 1-4 調査日程 ..... 1
- 1-5 主要面談者 ..... 2

### 2. 要請の背景

- 2-1 周辺国の研修のニーズ ..... 2
- 2-2 実施国における当該分野の現状 ..... 3

### 3. 協議結果

- 3-1 協議結果概要 ..... 3
- 3-2 コース名 ..... 3
- 3-3 上位目標 ..... 4
- 3-4 研修目標 ..... 4
- 3-5 協力期間 ..... 4
- 3-6 研修内容 ..... 4
- 3-7 カリキュラム ..... 5
- 3-8 割り当て国 ..... 5
- 3-9 資格要件 ..... 5
- 3-10 受講定員 ..... 6
- 3-11 研修期間・初年度実施時期 ..... 6
- 3-12 研修機関 ..... 6
- 3-13 エジプト側の実施体制 ..... 6
- 3-14 予算措置 ..... 7
- 3-15 日本側の技術協力 ..... 7

添付資料

- 1 Minutes of Meetings
- 2 「看護教育」延長に係るエジプト側の要望書
- 3 「看護教育」帰国研修員アンケート調査結果



## 1. 事前調査団の派遣

### 1-1 派遣の経緯

エジプト保健人口省では「すべての人に健康を」を重点課題として掲げており、その達成のためプライマリヘルスケア及び予防医療に取り組んでいる。その一環として、1985年から15年間行われた第三国集団研修「看護教育」コースが、アフリカ諸国のニーズを満たすために果たした役割は大きい。

同コースは1999年度に終了したが、当該分野はTICAD II東京行動計画にも取り上げられている分野であり、引き続きの協力が必要として本件「看護管理」に係る事前調査団を派遣し、第三国研修実施の可能性について調査することとなった。

### 1-2 派遣の目的

本第三国研修について、割当候補国に係る当該分野の現状及びニーズを確認するとともに、実施機関の研修実施体制と効果的かつ具体的な研修計画策定のための協議を行うことを目的とした。

### 1-3 調査団の構成

総括／研修計画：近藤 潤子 天使大学 学長

協力計画：武藤 亜子 国際協力事業団アフリカ・中近東・欧州部  
中近東・欧州課

### 1-4 調査日程

	月日	曜	調査行程 / 概要
1	9/20	水	成田発
2	9/21	木	カイロ着
3	9/22	金	調査団打ち合わせ
4	9/23	土	10:00 保健人口省 第三国研修に係る協議
5	9/24	日	10:00 保健人口省 12:00 エジプト外務省 第三国研修に係る協議

6	9/25	月	12:00 保健人口省 13:30 エジプト外務省 調査議事録 (M/M) 署名 16:00 日本大使館/JICA 事務所報告
7	9/26	火	カイロ発
8	9/28	水	成田着

## 1-5 主要面談者

### 【エジプト側】

Ambassador Esmat ABDEL AZIM, Advisor, Egyptian Fund for Technical  
Cooperation with Africa

Dr. Amir Kamal DESSOUKY, Minister, Plenipotentiary, Deputy Secretary General,  
Egyptian Fund for Technical Cooperation with Africa

Dr. Ahmed Adel Ali EL SAYED, Undersecretary for Curative Care and Emergency  
Affairs, Ministry of Health and Population

Dr. Bahia Ahmed Fouad, General Director, Nursing Department, Ministry of Health and  
Population

Ms. Mary HALIM, Financial Officer, Nursing Department, Ministry of Health and  
Population

### 【在エジプト日本側関係者】

山村 研吾	在エジプト日本大使館一等書記官
坂田 章吉	JICA エジプト事務所次長
佐藤 仁	JICA エジプト事務所所員
Hala Shoukry	JICA エジプト事務所所員

## 2. 要請の背景

### 2-1 周辺国の研修のニーズ

JICA エジプト事務所では、本第三国研修実施に当たり、これまで実施してきた第三国研修「看護教育」の、帰国研修員に対するアンケート調査を実施した。質問票は、1997～1999年の3年間に同研修に参加した15ヶ国56人に配布されている。

これまでの回答の回収率は30%(17人)ではあるが、15ヶ国中11ヶ国から回答が寄せられており、

同研修への関心の高さがうかがえる。寄せられた回答によると、研修員のニーズは十分満たされている（回答者全員の所感）。更に、同研修の継続を望む声も寄せられている。

本事前調査においては、エジプト事務所により上記調査を実施していたため割当候補国への現地調査は行わなかったが、本研修「看護管理」の割当候補国は「看護教育」の割当国から選ばれているので、引き続いてのニーズは充分あると考えられる。

## 2-2 実施国における当該分野の現状

エジプト保健人口省は、エジプトの医療、看護、母子保健等を管轄しており、看護科は大卒看護婦及び高卒看護婦の配属計画、実習、訓練、医療の現場における看護の充実等を管轄している。高卒看護婦のための臨床専門別トレーニングセンターは、1970年代後半にはプロジェクト方式技術協力「看護教育研究(1978～1983年)」にて支援した、エジプト保健人口省看護研修センター(カイロに所在、通称ローダ・センター)1ヶ所であった。同プロジェクトの成果、並びにカイロ大学小児病院や同大学看護学部への協力の成果もあり、現在は全国に相当数が設置され、高卒看護婦の社会的地位も、当時に比べて向上している。

また、看護学部を有する大学(高等教育省の管轄)も、1970年度後半はアレキサンドリア大学とカイロ大学(当初は医学部看護学科)しかなかったが、現在は相当数の大学が看護学部を有している。

係る経緯からも、エジプト保健人口省は今後とも、重点課題として「すべての人に健康を」を掲げられると思われる。

## 3. 協議結果

### 3-1 協議結果概要

事前調査団は第3国研修の枠組みについて協議を行い、ほぼ合意した。しかし、アフリカ技術協力基金では新しい総裁が10月初旬に任命される予定であり、協議議事録R/D署名は新総裁任命後に行いたいとの意向が寄せられた。調査団はやむを得ないとしてこれを了承し、R/D案を添付したM/Mに署名した。R/D署名は新総裁任命後ただちに行う予定である。

### 3-2 コース名

看護管理 (Modern Management Techniques in Nursing)

### 3-3 上位目標

本研修の実施を通じて、アフリカ諸国の看護リーダーが看護専門職全般及びヘルスケアの場を改善できるように、質の高いケアの概念を用い、規準を作成し、変化をもたらすことができるようにする。そのために、看護リーダーに初歩的研究法を学ばせ、コミュニケーション、紛争解決（医師、看護婦、患者同士のあるいは互いの摩擦を減らすプロセス）、リーダーシップ、意思決定（何が問題であるかを検討し、どの方法を採用かを定めるプロセス）、問題解決能力を含む管理の原理とプロセスの理解を、看護リーダーが深めることを上位目標とする。

### 3-4 研修目標

本研修終了時に研修員は、次の事柄が行えるようになる。

1. 地域における問題や看護ニーズをアセスメント（調査/分析/把握/査定）する
2. 実践及び教育において、看護の問題を処理するためのリサーチの方法を適用する
3. 実践及び教育において、看護管理のプロセスと技法について検討する
4. 作業環境を向上させるためのコミュニケーション原理と技法を活用する
5. 様々な状況において意思決定を行い、適切なリーダーシップを用いる
6. 異なる作業の場において、必要に応じ変化を推進する
7. 看護の実践、教育及び研究のための規準を作成する
8. 実践及び教育において品質管理の手段を適用できる
9. 健康の向上に対し、評価方法を適用する

### 3-5 協力期間

当初対処方針においては、要望調査票どおり、2000年度～2004年度としていた。しかし、R/Dの署名が10月以降になることを受け、第一回目の研修開始までに要する準備内容に鑑み、研修開始時期を来年度としてほしい旨、エジプト側より要望された。

調査団はこれを了承し、これに伴い、協力期間は2001年度～2005年度となった。

### 3-6 研修内容

看護リーダーとして必要な看護の基礎を確認しつつ、看護の現場におけるニーズ、問題点を発掘し、チームを作って分析し、改善点を提案し、現場の状況を速やかに改善できる実践、教育、

理論をその内容とする。併せて、改善した状況を維持するとともに、一連のプロセスをアセスメント（調査/分析/把握/査定）し、評価できる実践、教育、理論についてもその内容とする。

### 3-7 カリキュラム

第一回目のカリキュラム素案は次のとおり

(第一週) コミュニケーション

(第二週) 研究法の原理、状況分析

(第三週) 看護の原理と要素、看護管理の管理サイクル、看護サービスの組織  
(デザイン及び人員)

(第四週) 看護管理のプロセス、管理の科学的アプローチ、リーダーシップとチーム構成、意思決定-問題解決、紛争解決

(第五週) 総合品質管理、ドキュメンテーション、質のアセスメント及び向上、生産性向上、危機管理

(第六週) 看護管理のコントロール、人的評定/ケア/行動の評価

### 3-8 割り当て国

エジプト側の要望どおり、ブルンディ、カメルーン、エチオピア、ガーナ、ケニア、マラウイ、ナミビア、ルワンダ、スワジランド、タンザニア、ウガンダ、ザンビア、ジンバブエ、ジブティ、セネガル、モーリタニアとした。

なお、1998年度まで実施していた「看護教育」においては、割り当て国に仏語圏アフリカも含まれていた。しかし、研修が英語で実施されており、仏語圏アフリカに対しても募集時の資格要件として十分な英語力を要求しているものの、中には英語での研修受講が困難な参加者もあり、研修実施に支障を来していた。このため、今般の「看護管理」においては割り当て国を英語圏アフリカ並びに仏語圏アフリカでもアラビア語による意志疎通が図りやすい国としたいとの要望がエジプト側より出され、調査団はこれを了承した。

### 3-9 資格要件

協議の結果、次のとおりとした。なお、「看護教育」の資格要件よりは上位の看護リーダーを想定しているが、各割り当て国においてどのような役職名が実際には付されているか明確でないため、以下3.において想定しうる上位の役職名を並記することとした。

1. 割り当て国の看護婦の資格を有する者
2. 割り当て国政府により外交ルートを通じて推薦された者
3. 実践または教育において行政上リーダーの経験を有する者（看護リーダー即ちプライマリ・ヘルス・ケアに関する看護部長または副部長、看護学校校長や副校長であることが望ましい）
4. 十分な英語力を有すること
5. 30歳～50歳であること
6. 割り当て国の国民であること
7. 心身共に健康であること

### 3-10 受講定員

先方の要望どおり、割り当て国からは18人とし、実施国からは10人とした。

### 3-11 研修期間・初年度実施時期

3-5にて記載したとおり、保健人口省の事情や要望に鑑み、研修期間は6週間とし、第一回目の研修時期は2001年9月22日～11月1日とした。

### 3-12 研修機関

エジプト国保健人口省 看護部 (Nursing Department, Ministry of Health and Population)

### 3-13 エジプト側の実施体制

保健人口省看護部はこれまでも「看護教育」分野における第三国研修実施実績があり、またアフリカ技術協力基金によるコストシェアリングも引き続き得られることから、実施体制に支障はないと考えられる。

なお、エジプト人研修員に係る受入経費の負担について、事前調査団が現地入りする前に保健人口省とアフリカ技術協力基金との間で協議を行ったものの、決着がついていない模様である。事前調査団との協議中にも、エジプト人研修員の割り当て人数を記載しないことに係る検討が行われたが、アフリカ技術協力基金の意向により当初予定どおり記載することとなった。今後研修実施通報、募集、選考等の実施の過程でエジプト人研修員の経費負担を巡って問題が生じ、そのために研修実施に支障が出ないように、エジプト側による早期解決を望みたい。



### 3-14 予算措置

1998年10月19日付けで「アフリカにおける南南協力推進のための日・エジプト三角技術協力」に関する枠組み文書が署名され、この中でエジプト側のコストシェアリング負担についても、2003年度を目安に15%にするよう求めている。これに基づき、当初対処方針では2000年度からの開始を目途としていたため、既に今年度エジプトで実施されている他の第3国研修の経費負担率に基づき、エジプト側のコストシェアリングの割合を7.5%としていた。しかし、協議の結果2001年度から開始することとしたため、初年度の先方のコストシェアリングを10%とすることで合意した。併せて、枠組み文書どおり2003年度まで年々負担率を増やし、2003年度は15%とすることも先方の口頭了解を取り付けた。

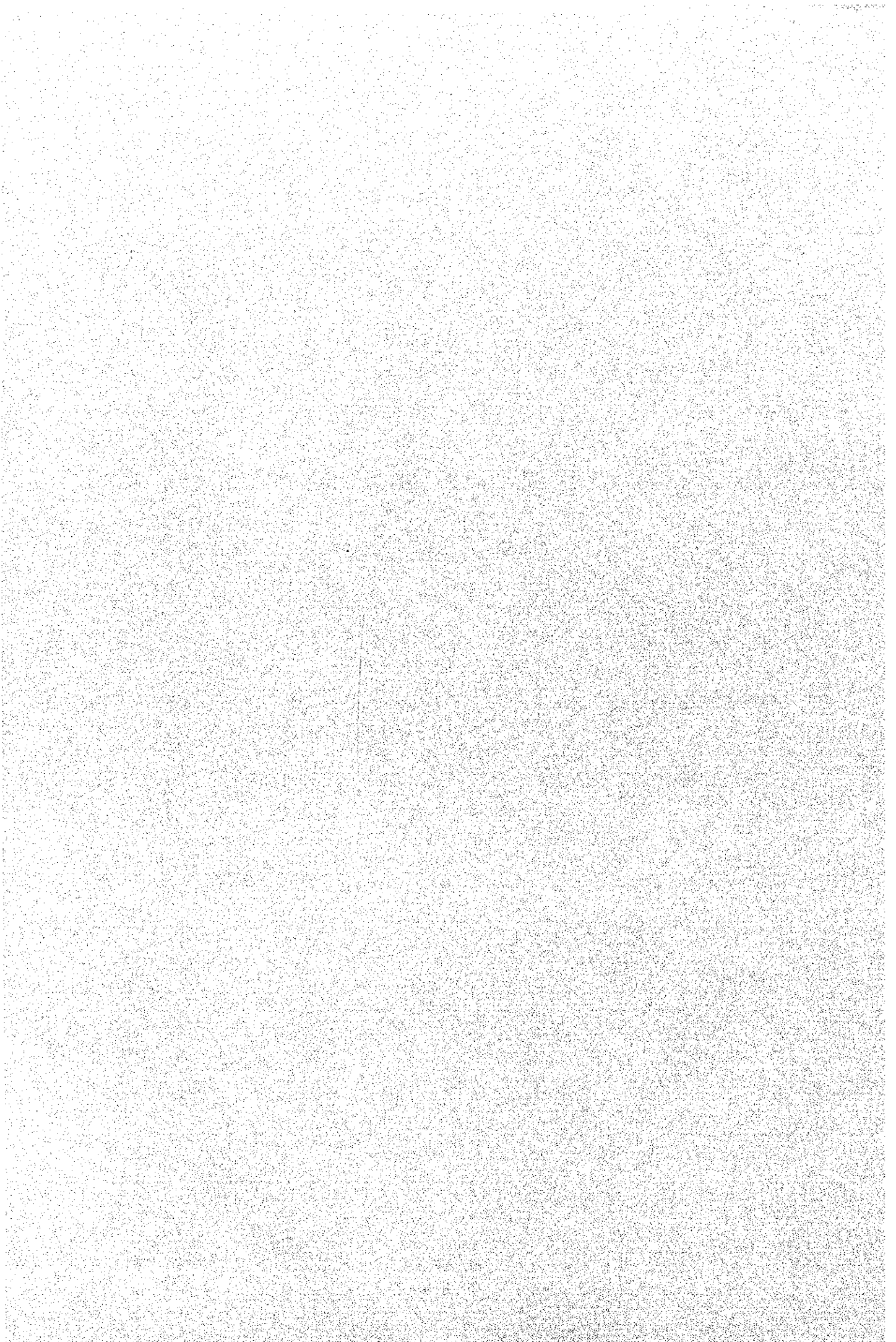
アフリカ技術協力基金はコストシェアリングの割合が年々増えていることを受け、これまで実施機関に対して負担してきていたコストシェアリング部分以外の経費の負担を減らしつつある。これらの経費負担を巡って問題が生じ、そのために研修実施に支障が出ないよう、エジプト側による早期解決を望みたい。

### 3-15 日本側の技術協力

日本人専門家、C/P研修の割り当て、並びに研修実施に必要なプロジェクター等の機材を希望する旨、先方から要望された。詳細な内容は追って先方と事務所とで協議し、本邦に提出するよう依頼した。



# 添付資料



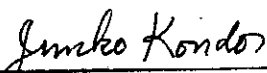
MINUTES OF MEETINGS BETWEEN  
THE JAPANESE PRELIMINARY SURVEY TEAM AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE ARAB REPUBLIC OF EGYPT  
ON THE THIRD COUNTRY TRAINING PROGRAM

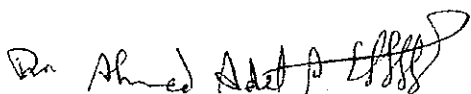
The Japanese preliminary survey team (hereinafter referred to as "the team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Prof. Junko KONDO visited the Arab Republic of Egypt from 21 September, 2000 to 26 September, 2000 in order to discuss with the authorities concerned of the Arab Republic of Egypt a training course for participants from Africa in the field of Modern Management Techniques in Nursing to be implemented in the Arab Republic of Egypt under JICA's Third Country Training Program. The team has conducted surveys, held a series of meetings and exchanged opinions with the authorities concerned of the Arab Republic of Egypt regarding the course.

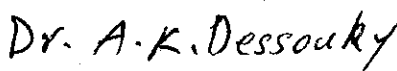
Both sides came to share the view that the course will contribute to the development of Modern Management Techniques in Nursing in African countries and drafted the Record of Discussions attached as APPENDIX I and that they would recommend to their respective Governments that further studies should be made for elaborating it in order to ensure the successful implementation of the course.

A list of the attendants at the meeting is attached as APPENDIX 2.

Cairo, 25 September, 2000

  
\_\_\_\_\_  
Prof. Junko KONDO  
Leader of the Japanese  
Preliminary Survey Team  
Japan International Cooperation  
Agency

  
\_\_\_\_\_  
Dr. Ahmed Adel Aly El Sayed  
Under Secretary for Curative Care,  
Ministry of Health and Population

  
\_\_\_\_\_  
Min. Pol. Dr. Amir Kamal Dessouky  
Deputy Secretary General,  
Egyptian Fund for Technical  
Cooperation With Africa

## D R A F T

RECORD OF DISCUSSION BETWEEN  
THE RESIDENT REPRESENTATIVE OF JICA EGYPT OFFICE AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE ARAB REPUBLIC OF EGYPT  
ON THE THIRD COUNTRY TRAINING PROGRAM

Japan International Cooperation Agency (hereinafter referred to as JICA) through the Resident Representative of JICA Egypt Office had a series of discussion with the authorities concerned of the Government of the Arab Republic of Egypt with respect to the framework of a training course in the field of Modern Management Techniques in Nursing under JICA's Third Country Training Program, and to the desirable measures to be taken by both Governments to ensure the successful implementation of the course.

Based on the above discussion, the Resident Representative of JICA Egypt office and the authorities concerned of Government of the Arab Republic of Egypt shared the view that they would recommend to their respective Governments the matters referred to in the documents attached hereto.

Cairo, Date, Month, 2000

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Mr. Mikio NAKAMURA,  
Resident Representative  
Japan International Cooperation  
Agency, Egypt Office

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Dr. Ahmed Adel Aly El Sayed  
Under Secretary for Curative Care,  
Ministry of Health and Population

---

Amb. Soad Shalaby  
Secretary General  
Egyptian Fund for Technical  
Cooperation with Africa

*J. Kondor*

## ATTACHED DOCUMENT

The Government of Japan and the Government of the Arab Republic of Egypt will cooperate with each other in organizing a training course in the field of Modern Management Techniques in Nursing at Ministry of Health and Population (hereinafter referred to as "the Course") under JICA's Third Country Training Program.

The Government of the Arab Republic of Egypt will conduct the Course with the support of the technical cooperation scheme of the Government of Japan.

The Course will be held once a year from Japanese fiscal year (JFY) 2001 to JFY 2005, subjected in accordance with the following;

1. TITLE

The Course will be entitled "Modern Management Techniques in Nursing".

2. PURPOSE

The purpose of the course is to train nurse leaders to strengthen and develop their understanding of management principles and process including communication, conflict resolution, leadership, decision making, problem solving abilities, and simple research methodology to enable them to apply concepts of quality care, to develop standards, and to implement changes in order to improve nursing profession in general and health care setting in particular.

3. OBJECTIVES OF TRAINING PROGRAM

At the end of the Course, the participants would be able to;

- 3-1 Assess community problems as well as/for nursing needs
- 3-2 Utilize research methodology in handling nursing problems in practice and education.
- 3-3 Discuss nursing management process and techniques in practice and education
- 3-4 Utilize principles and techniques of communication and conflict resolution to enhance working environment
- 3-5 Take decisions and apply suitable leadership style in different situations

*J. Kondor*

List Of Attendants

Egyptian Side

Ministry of Health and Population

Dr. Ahmed Adel Aly El Sayed, Undersecretary for Curative Care,

Dr. Bahia Ahmad Fouad, General Director, Nursing Department

Mary Halim, Financial Officer, Nursing Department

Egyptian Fund for Technical Cooperation with Africa

Amb. Esmat Abdel Azim, Advisor to EFTCA

Min. Pol. Dr. Amir Kamal Dessouky, Deputy Secretary General

Japanese Side

The Preliminary Survey Team

Prof. Junko KONDO, President, Tenshi Collage

Ms. Ako MUTO, Staff, Middle East and Europe Division,

Regional Department 4 (Africa, Middle East, Europe),

Japan International Cooperation Agency

JICA Office in Egypt

Ms. Hala Shoukry, Staff, JICA Egypt Office



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- 3-5 Take decisions and apply suitable leadership style in different situations

- 3-6 Promote change when needed in different working setting
- 3-7 Develop standards for nursing practice, education and research
- 3-8 Apply quality control measures in either practice or education
- 3-9 Use evaluation methodology to improve health setting

#### 4. DURATION

The duration of the Course will be approximately six weeks and the Course for JFY 2001 (hereinafter referred to as the "first Course") will be held from September 22, 2001 to November 1, 2001.

#### 5. CURRICULUM

Tentative curriculum of the first Course is attached as ANNEX I.

#### 6. INVITED COUNTRIES

The Governments of the following countries will be invited to apply by nominating their applicants(s) for the Course :  
Burundi, Cameroon, Djibouti, Ethiopia, Ghana, Kenya, Malawi, Mauritania, Namibia, Rwanda, Senegal, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe.

#### 7. NUMBER OF PARTICIPANTS

The number of participants from the invited countries shall not exceed eighteen (18) in total. And the number of participants from Egypt shall not exceed ten (10).

#### 8. QUALIFICATION OF APPLICANTS

Applicants for the Course are :

- 8-1 A state registered nurse(S.R.N)
- 8-2 To be nominated by their respective Governments in accordance with the procedure stipulated in 10-1 below.
- 8-3 Experience in administrative leadership position in either practice or education (Nurse Leaders preferably Nursing Directors and Assistant Nursing Directors in curative or primary health care setting, Chief Nurse Supervisor, Head Nurse, Nursing school director or assistant director, Trainer).
- 8-4 To have a good command of spoken and written English,
- 8-5 Between thirty (30) and fifty (50) years old

*Jc Kondor*

8-6 To be a citizen of the nominating countries, and

8-7 To be in good health, both physically and mentally, to complete the Course.

#### 9. FACILITIES AND INSTITUTIONS

The course will be given at Central Administration for Nursing Department, Ministry of Health and Population.

#### 10. APPLICATION PROCEDURE

10-1 A Government applying for the Course on behalf of its nominee(s) shall forward five (5) copies of the prescribed application form for each nominee to the Government of the Arab Republic of Egypt through diplomatic channels not later than sixty (60) days before the commencement of the Course,

10-2 The Government of the Arab Republic of Egypt will inform the applying Governments through diplomatic channels whether or not the applicant(s) is/are accepted not later than thirty (30) days before the commencement of the Course

#### 11. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN AND THE GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT

In organizing and implementing the Course, both Governments will take the following measures in accordance with the relevant laws and regulations in force in each country. The schedule of the first Course implementation is attached in ANNEX II.

11-1 Government of the Arab Republic of Egypt

11-1-1 Ministry of Foreign Affairs (Egyptian Fund for Technical cooperation With Africa)

(1) To forward the General Information brochures (G.I.) to the Governments of invited countries through its diplomatic channels

(2) To receive application forms and forward them to the Central Administration for Nursing Department, Ministry of Health and Population

(3) To notify the result of the selection of participants to the respective

Government through its diplomatic channels

- (4) To bear a part of the following expenses of the Course, equivalent to 10% of total amount for the first Course. The amount borne by EFTCA is part of study tour(s), texts, teaching aids, expendable supplies, copies, honoraria for external lecturer(s) and opening and closing ceremony. The Government of the Arab Republic of Egypt shall make efforts to increase the rate of cost-sharing annually in order to reach 15% within 3 years. And the annual rate of cost-sharing will be consulted between both Governments each year.

11-1-2 Central Administration for Nursing Department, Ministry of Health and Population

- (1) To formulate the curriculum based on ANNEX I
- (2) To draft and print the G.I
- (3) To assign an adequate number of staff as lecturers/instructors for the Course
- (4) To provide its training facilities and equipment for the Course
- (5) To select participants for the Course, and notify to the Ministry of Foreign Affairs in Egypt and JICA Egypt Office (hereinafter referred to as "the JICA Office") of the results,
- (6) To arrange accommodations for participants
- (7) To arrange international air tickets for participants from invited countries and meet and see them off at the air port.
- (8) To arrange domestic study tour(s) as a part of the Course
- (9) To take budgetary measures to cover the cost of conducting the Course, excluding the expenses financed by the Government of Japan. A tentative estimate of expenses for the Course is attached as ANNEX III.
- (10) To issue certificates to the participants who have successfully completed the Course.
- (11) To submit a course report to the JICA Office within thirty (30) days after the termination of the Course.
- (12) To submit a statement of expenditure with the receipts and other documentary evidence necessary to verify the expenditure stated above within thirty (30) days after the termination of the Course.
- (13) To coordinate any matter related to the Course.

## 11-2 The Government of Japan

- (1) To dispatch Japanese short-term expert(s) ,in accordance with the normal procedures of its technical cooperation scheme ,who will give advice to Central Administration for Nursing Department and deliver some of the lectures. This, however, is subject to the JICA budget available for this purpose and to the number of suitable expert(s) in Japan. Central Administration for Nursing Department is expected to inform JICA Office of requests for JICA short-term expert(s) not later than the annual consultation.
- (2) To bear part of the following expenses of the Course through JICA equivalent to 90% of total amount for the first Course, and annual rate of cost-sharing will be consulted between both Governments each year. A tentative estimate of expanses for the Course is attached as ANNEX III.
  - a) Expenses relevant to participants from invited countries, such as international economy class flight fare, accommodation, per-diem and medical insurance premiums
  - b) Expenses relevant to EFTCA such as study tour(s), texts, teaching aids, expendable supplies, copies, honoraria for external lecturer(s) and opening and closing ceremonies.

## 12. PROCEDURE FOR REMITTANCE AND EXPENDITURE

Remittance of funds for expenses to be borne by the Government of Japan and expenditure thereof will be arranged in accordance with the following procedures.

- 12-1 The Central Administration for Nursing Department will use its bank account in Egypt to receive the funds remitted by JICA ,and inform the JICA Office of the name of the bank, the account code number and name of the account holder.
- 12-2 The Central Administration for Nursing Department will submit to the JICA Office a bill of estimate for the expenses to be borne by the Government of Japan not later than sixty(60) days before the commencement of the Course.
- 12-3 JICA will assess the bill of estimate and remit the assessed amount of expenses to the account mentioned in 12-1 above within thirty(30) days

after the receipt of bill of estimate.

- 12-4 The Central Administration for Nursing Department will submit to the JICA Office a statement of expenditures within thirty (30) days after the termination of the Course.
- 12-5 In case there is any unspent remainder of the amount remitted by JICA ,the Central Administration for Nursing Department, Ministry of Health and Population will reimburse the unspent amount to JICA in accordance with the advice given by JICA. The funds allocated for the airfare, accommodation, per-diem and medical insurance premiums shall not be appropriated for any other purposes.
- 12-6 When requested by JICA ,the Central Administration for Nursing Department will make available for JICA's reference all the receipts and other documentary evidence necessary to verify the expenditures stated in 12-4 above.

### 13 OTHERS

The attached document and the following Annexes attached hereto shall be deemed to be part of Record of Discussions.

Annex I : Tentative Curriculum of Course (for JFY 2001)

Annex II : Schedule of Course Implementation (for JFY 2001)

Annex III : Tentative Estimate of Expenses to be borne by JICA  
(for JFY 2001)

## Tentative Curriculum of the Course

### First Week

Communication - Group Dynamics

### Second Week

- Principles of Research Methodology
- Situation Analysis

### Third Week

- Principles and Elements of Nursing Management Cycle of Nursing Management
- Structure of Nursing Service (Design/Personnel)

### Fourth Week

- Process in Nursing Management
- Scientific Approach to Management
- Leadership and Team Building
- Decision Making – Problem Solving
- Change Conflict Resolution

### Fifth Week

- Total Quality Management
- Documentation
- Quality Assessment and Improvement
- Productivity
- Risk Management

### Sixth Week

- Control of Nursing Management
- Evaluation of Personnel, Care and Performance Appraisal Formats.

## ANNEX II

## SCHEDULE OF COURSE IMPLEMENTATION FOR JAPANESE FY 2001

MONTH	EGYPTIAN SIDE	JAPANESE SIDE
October 2000	1. Signing of Record of Discussion (R/D) 2. Preparation of request for expert(s)	1. Signing of Record of Discussion (R/D)
February 2001	1. Preparation of G.I.	
April 2001	1. Submission of G.I. 2. Submission of Bill of Estimate	
May 2001		1. Recruitment of Expert (s)
June 2001	1. Selection of Participants	
July 2001	1. Notification of the Selected Participants	1. Remittance of Expenses
August 2001		1. Submission of C.V. of the Expert(s)
September 2001	1. Implementation of the Course	1. Dispatch of Expert(s)
December 2001	1. Submission of Statement of Expenditure 2. Submission of Course Report	



## ANNEX III

Estimated Expenses for JFY2001  
Modern Management Techniques in Nursing

<b>ITEM I</b>			
<b>INVITATION EXPENSES</b>			
1. Airtickets			85,000
2. Transportation Charge	LE.	45 x 18 pax. x 2 times	1,620
3. Per-diem	LE.	60 x 18 pax. x 43 days	46,440
4. Accommodation	LE.	120 x 18 pax. x 42 nights	90,720
5. Shipping Allowance	LE.	45 x 18 pax. x 10 kg	8,100
6. Medical Insurance	LE.	100 x 18 pax. x 2 months	3,600
7. Life Insurance	LE.	68 x 18 pax. x 2 months	2,448
8. Transit	LE.	250 x 18 pax. x 0.1 times x 2 days	900
<b>SUBTOTAL</b>			<b>238,828</b>
<b>ITEM II</b>			
<b>TRAINING EXPENSES</b>			
<b>1. Honororia for Lecturer</b>			23,700
(1) Honororia	LE.	50 x 2 pax. x 30 days x 6 hour	18,000
(2) Per-diem	LE.	70 x 2 pax. x 15 days	2,100
(3) Accommodation	LE.	120 x 2 pax. x 15 nights	3,600
<b>2. Employment Fee</b>			12,300
(1) Coordinator (A)	LE.	700 x 3 pax. x ( 1.3 + 1.7 ) month	6,300
(1) Coordinator (B)	LE.	80 x 30 pax. x ( 1.3 + 1.2 ) month	6,000
<b>3. Study Tour</b>			11,700
(1) Bus Rent	LE.	400 x 6 times	2,400
(2) Inspection Fee	LE.	50 x 31 pax. x 6 times	9,300
<b>4. Teaching Materials</b>			14,000
(1) Stationery	LE.	300 x 28 pax.	8,400
(2) Training Materials	LE.	200 x 28 pax.	5,600
<b>5. Meeting Expenses &amp; Ceremony</b>			9,600
(1) Opening Ceremony	LE.	60 x 80 pax.	4,800
(2) Closing Ceremony	LE.	60 x 80 pax.	4,800
<b>6. Printing Materials</b>			3,400
(1) G.I. Printing	LE.	50 x 40 copies	2,000
(2) Certificate	LE.	50 x 28 copies	1,400
<b>7. Text Books</b>			14,000
(1) Printing	LE.	20 x 10 types x 28 pax.	5,600
(2) Purchase	LE.	50 x 6 types x 28 pax.	8,400
<b>8. Communication Fee</b>			1,500
	LE.	10 x 10 min. x 15 times	1,500
<b>SUBTOTAL</b>			<b>90,200</b>
<b>GRAND TOTAL</b>			<b>329,028</b>
<b>10% Cost sharing to be covered by the Egyptian Government</b>			<b>32,903</b>
<b>Net Total to be paid by Japanese Government</b>			<b>296,125</b>

## 添付資料 2

Translation

The Egyptian Fund for Technical  
Cooperation With Africa

Ref. No. 1781  
Dated 14/9/1999

Mr. Kikuo Takeuchi,  
Resident Representative,  
JICA Egypt Office

Dear Sir,

On the occasion of the termination of the training course of African Nurse Leaders by holding the last one in 1999 within the trilateral cooperation between JICA and EFTCA for African countries. Since this course was very successful throughout the years 1985 where 398 nurse leaders from 33 countries were trained.

Within the framework of positive contribution to training and improvement of health service for African, it is noticed that 398 not enough number to satisfy the needs in this field. EFTCA would like to assure the importance to continue cooperation in training courses in the field of health such as:

Pediatric Emergency

Social Pediatrics

Or any other relevant field you may think of.

EFTCA hopes that this subject would be of the interest of the Japanese side and would like to seize this opportunity to express its highest appreciation on our cooperation.

Best regards.

Secretary General

Amb. Samira Ekdawi

عناية مآ / هالة حكيم

تحريراً في ١٤ / ١٩٩٧

وزارة الخارجية  
الصندوق المصري للتعاون الفيلن مع إفريقيا

رقم القيد ١٧٨١ مرفقات

السيد / كيكو تاكيو تشي

الممثل المقيم لهيئة التعاون الدولي اليابانية بالقاهرة ( جايا )

تحية طيبة وبعد ،،،

بمناسبة قرب انتهاء دورات تدريب قادة الممرضات الأفارقة حيث تنتهي الدورة الخامسة عشر والأخيرة في ١٩٩٩/١٢/٢ والتي تم تنظيمها في إطار التعاون الثلاثي بين الصندوق المصري للتعاون الفني مع إفريقيا وهيئة التعاون الدولي اليابانية ( جايا ) لصالح الدول الأفريقية. ونظراً للنجاح الكبير الذي حققه هذا البرنامج طوال الفترة الماضية منذ عام ١٩٨٥ تم فيها تدريب حوالي ٣٩٨ من قادة الممرضات الأفارقة منهم ٢٦٢ من الدول الأفريقية موزعين على ٣٣ دولة أفريقية .

وفي ضوء المساهمة الإيجابية لهذه الدورات في تدريب ونشر الوعي الصحي لقادة الممرضات الأفارقة فإنه تلاحظ أن هذا العدد (٢٦٢) يعتبر غير كاف بالنظر إلى شدة حاجة الدول الأفريقية لمزيد من التدريب في هذا المجال الصحي وغيره لما تعانيه من نقص شديد في الرعاية الصحية، لذلك فإن الأمانة العامة تود التأكيد على أهمية استمرار التعاون في هذا المجال وتفتتح أن يتم عقد دورات تدريبية في مجال حيوي آخر من مجالات الصحة مثل:

Pediatric Emergency

اسعافات الأطفال

Social Pediatric

الرعاية الاجتماعية للأطفال

أو أي من مجالات الصحة التي ترونها وتكون الدول الأفريقية في أشد الحاجة إليها. وإذ ترحب الأمانة العامة أن ينال هذا الموضوع اهتمام واستجابة الجانب الياباني فإنه يسعدنا أن نتقدم بوافر الشكر والأمتنان على حسن تعاون هيتكم الموقرة معها في سبيل تقديم العون الذي يهدف إلى تنمية الموارد البشرية للكوادر الأفريقية .

وتفضلوا بقبول فائق الاحترام ،،،

الأمين العام  
سليم / سميرة عقداوي

وقال التفتيح

D/FUND/ROOMS

[Course Title: ]

C a p a b l l i t y	Similar training and its contents	(No/Yes) In case of Yes, describe it			
	Training System	Total No. of Instructor:	No. of Instructors who are in charge of the course		
	Current condition of facilities & equipment	very poor needs assistance because it is bought 15 years ago.			
	Accommodation	(No/Yes)	for the course? (No/Yes)	free of charge (Yes/No)	
		Room charge/single/night	US\$	40	
Needs of Expert		(No/Yes) In case of Yes, fill in Request Survey Sheet for Expert for TCTP			
Needs of equipment		(No/Yes) In case of Yes, fill in Request Survey Sheet for Equipment for TCTP			
	Type	Item	Amount	Items to be covered by Egypt	Breakdown
B u d g e t o r T r a i n g	Invitation expenses	0 Airfare	LE 75600		4200 x18 part.
		0 Transportation	LE 2160		60 x18x2
		Per-diem	LE 46440		60 x18x43
		Accommodation	LE 90720		120 x18x42
		0 Transit	LE 900		250 x18x0.1x2times
		0 Shipping Allowance	LE 8100		45 x18x10Kg.
		Medical Insurance	LE 3600		100 x18x2m.
		Life Insurance	LE 2448		68 x18x2m.
		Others	LE		
		Sutotal 1	LE 229,968		
	Training expenses	Honoraria for ext.	LE 23700		
		Employment fee	LE 16000		
		Study Tour	LE 10800		
		Teaching Materials	LE 8400		
		Meeting	LE 9360		60 x78x2
		Textbooks	LE 16000		10 x10x28+@50x6x28+@2000
		Communication	LE 2000		
		Printing	LE 3750		50 x40+@50x28+@50x7
	Subtotal 2	LE 90,010		Breakdown for others	
Total	Total	LE 319,978			
Possibility of Cost Sharing by Egypt			% of the above cost can be covered by Egypt		
0 Priority order in all TCTP courses	Egypt side:	th among courses	EOJ:	th among courses	
	JICA:	th among courses			
* Priority order in all In-country course	Egypt side:	th among courses	EOJ:	th among courses	
	JICA:	th among courses			
Comment by EOJ					
Comment by JICA					

## **Specific Objectives of Training Program:**

*At the end of this training program, participants should be able to:*

1. Assess community problems as well as nursing needs
2. Utilize research methodology in handling nursing problems in practice & education
3. Discuss nursing management process & techniques in practice & education
4. Utilize principles & techniques of communication, and conflict resolution to enhance working environment
5. Take decisions & apply suitable leadership style in different situations
6. Promote change when needed in different working setting
7. Develop standards for nursing practice, education and research
8. Apply quality control measures in either practice or education
9. Use evaluation methodology to improve health setting

# *Proposal for Training Program for African Nurse Leaders*

## **Theme of Training:**

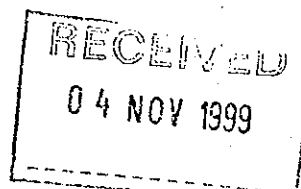
Modern Management Techniques in Nursing

## **The Purpose:**

The purpose of this training program is to train nurse leaders on simple research methodology, to strengthen & develop their understanding of management principles & process including communication, conflict resolution, leadership, decision making, problem solving abilities. This course will also enable nurse leaders to apply concepts of quality care, develop standards and implement changes in order to improve nursing profession in general and health care setting in particular

**Duration:** 6 weeks

**Language:** English



2000/01 TCTP/IN-COUNTRY TRAINING REQUEST SURVEY SHEET (1/2)

(for new/extended course)

mark "0" for TCTP, mark "\*" : for In-country training, no mark: both TCTP and In-country training

Category		TCTP/In-country training		date:	
Implementing Country		Egypt		Name:	
Course Title	J				
	English	International Training Program for African Nurse Leaders Modern Management Techniques in Nursing			
Implementing Organization	J				
	English				
Supervising Organization	J				
	English	Ministry of Health and Population			
Background, circumstances, and necessity of REQUEST	The great need of African countries to prepare nurse managers in different health set up especially the last cooperation stresses on educational and training needs. Great need for nursing administration principles and Research are then required.				
	Relation with Japanese Technical Cooperation (project, loan, grant, equipment, training, expert, JOCV, etc)	Scheme	Cooperation period	Project Name	
		TCTP	1985 ~ 1999	African Nurse Leaders	
	Relation with other donors and its contents	Expected results in case collaboration with other scheme			
		(No/Yes) in case of Yes, describe it			
	Needs of training from target countries	It will be same countries. Needs assessed from all ex-participants in previous programmes. Also from African countries, when evaluation team visited Ghana and expressed this area as training needs			
Overall goal (Purpose)	The output or the participants themselves through the course will contribute to. . .				
	To train nurse leaders on simple research methodology to strengthen and develop their understanding of management principles & process including communication, conflict resolution, leadership etc.				
	At the end of the course, the participants are expected to have:				
Objectives	Utilize research methodology in handling nursing problems in practice				
	Discuss nursing management process & techniques in practice & education				
Contents of training	Research methodology, management process & techniques. Communication				
	Conflict resolution, change theories, decision making, Leadership theories and styles. Standards for practice & education. Quality control and evaluation				
T O Qualification	age: under	experience: more than	yrs		
	Academic b/g(Univ./college/H.school/others )			Language	
T O Pax.	Target country 20 pax. + Egypt 10pax=Total 30pax.[Egypt pax.<Total No.*1/4]				
	0 Period (yrs) 2000 ~ 2004 5 years)				
0 Target countries [excluding Egypt]	Angola, Cameroon, Ghana, Guinea, Kenya, Mauritania, Madagascar, Rwanda				
	Senegal, Togo, Tanzania, Uganda, Zambia, Zimbabwe , others				
I * Target group	High rank nurse managers, matrons, nursing directors in different health facilities etc.				
Duration		yy2000mm10	~	yy2000mm11 42 days	

(Egypt) (2/2)

### 添付資料 3

The African Nurse Leaders Training Course was initiated in 1985 as the first TCTP in Egypt. R/Ds have been signed in 1985, 1990 & 1995. Every year 20 African participants were accepted in addition to 10 Egyptians. Total number of participants attending the course mounts to 410 from 31 countries.

The questionnaire was sent to 56 ex-participants of the years 1997, 1998 & 1999.

The distribution of questionnaires to recipient countries and answers received were as follows:

Country	Sent to	Answered	RATE %
Cameroon	5	3	60.00
Cote d'Ivoire	1		0.00
Djibouti	4	2	50.00
Ethiopia	2		0.00
Ghana	4	1	25.00
Guinea	5	1	20.00
Kenya	3	1	33.33
Madagascar	2	1	50.00
Mauritania	6		0.00
Senegal	3		0.00
Tanzania	6	2	33.33
Togo	2	1	50.00
Uganda	5	2	40.00
Zambia	4	1	25.00
Zimbabwe	4	2	50.00
TOTAL	56	17	30.36

This table brings Cameroon at the top of the countries interested in returning the filled questionnaire with the rate of 60% at the same time it is ranking second in accepted number of participants (5 ex-participants) after Tanzania and Mauritania (each 6 ex-participants)



## OUTPUT OF QUESTIONNAIRE

### African Nurse Leaders

The analysis of the answer of the questionnaires filled by the ex-participants on their evaluation of the Training Course reflect effectiveness and efficiency of the course.

%

Item	Excellent	V.Good	Good	Adequate	Inadequate
Course Duration	29.4	29.4	11.8	11.8	17.7
Orientation Program	35.3	35.3	29.4		
Lecture Content & Presentati	23.5	41.2	29.4	5.9	
Practical Work	23.5	47.1	17.7	5.9	5.9
Study Tours	41.2	29.4	17.7	11.8	
Theory/Practical Ration	41.2	17.7	35.3	5.9	
Knowledge & Information	41.2	47.1	5.9		
Relevance of Subjects	47.1	23.5	17.7	5.9	
Technical & Scientific Gains	23.5	47.1	17.7	5.9	
Quality of Trainer	41.2	41.2	17.7		
Facilities Offered	58.8	5.9	23.5	5.9	5.9

Item	High	Somewhat	Not Very
Appropriate of Training to your Objectives	100		-

1. The importance of the course was reflected in the 100% score of the appropriate training to your objectives.
2. The efficiency is shown in the evaluation of 47.1% the ex-participants to the relevance of subjects as excellent while 47.1% think that knowledge and information gained is very good.
3. The course conduct was also praised since 58.8% said that the facilities offered is excellent and quality of trainer was 41.2% excellent and 41.2% very good.
4. 6 out of the 17 answers complained of language problem saying that there should be separate classes for Anglophone and Francophone. It consumed a lot of time and concentration to try to make French speakers fully understand.
5. 4 answers highlighted the importance of continuity of this training or refreshment course while 2 answers think it is important to include management and administration skills.
6. 4 ex-participants would prefer to separate class from hotel.







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