



# WHO

REGIONAL OFFICE FOR EUROPE

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SCHERFIGSVEJ 8  
DK-2100 COPENHAGEN Ø  
DENMARK  
TEL.: (45) 39 17 17 17  
TELEFAX: (45) 39 17 18 18  
TELEX: 15348

49700  
EUR/ICP/HRH 305(B)  
ENGLISH ONLY  
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## *THE LEMON PROJECT: LEARNING MATERIALS ON NURSING*

Report on the Second Meeting  
of the LEMON Advisory Group

Prague, Czech Republic  
28 – 30 October 1993

1994

EUR/HFA target 36

## TARGET 36

### DEVELOPING HUMAN RESOURCES FOR HEALTH

*By the year 2000, education and training of health and other personnel in all Member States should actively contribute to the achievement of health for all.*

#### ABSTRACT

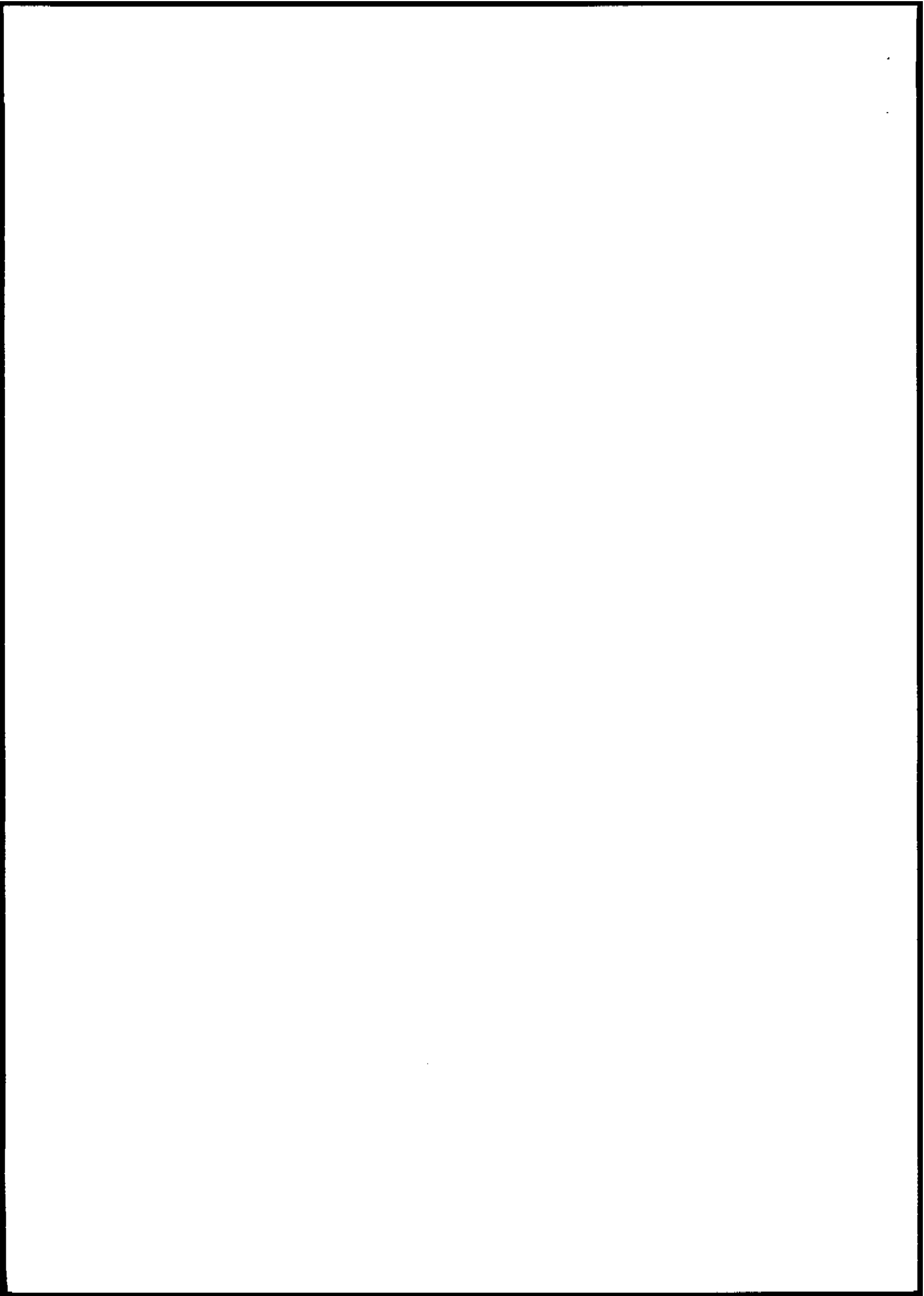
The poor quality and the scarcity of learning materials on nursing and midwifery form one of the obstacles to the development of nursing in the countries of central and eastern Europe and the former USSR. The WHO Regional Office for Europe coordinated LEMON Project (the LEarning Materials On Nursing project) is designed to help meet these needs. The project aims to provide a basic package of high-quality material to answer local needs in a user-friendly way. The Advisory Group held its second meeting in Prague to discuss the content and design of the package and the activities related with the implementation of the project at national and international level. This meeting was part of phase 1 of the project, the development of the basic package. After consultation with all the countries involved, the package will be translated and pilot-tested (phase 2) before being adapted in each country in phase 3.

#### Keywords

NURSING – trends  
MIDWIFERY – trends  
TEACHING MATERIALS

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## Introduction

The LEMON Project is organized in three phases. Phase 1 involves the preparation of a package of basic educational material for nursing; Phase 2 involves the field testing of the draft package in the countries of central and eastern Europe (CCEE) and the Newly Independent States of the former USSR (NIS); Phase 3 involves finalizing the package, adapted to the individual needs of the countries, and producing and disseminating it to selected target groups.

The LEMON Project is part of the mandate of the Second Declaration of Almaty, related to nursing in the Newly Independent States, which was made by the leaders of nursing and midwifery who participated in the First Meeting of Government Chief Nurses of the NIS, in Almaty, Kazakhstan, from 30 August to 1 September 1993 (**Annex 3**).

## Purpose of the meeting

During the second meeting, the Advisory Group worked on issues related to the activities in Phase 1:

- evaluation of the progress of the project;
- incorporation of comments on the core content from the countries not represented on the Advisory Group;
- review of the material recommended so far;
- review of fund raising and publicity activities and results;
- planning the next steps.

In particular, the meeting clarified various aspects related to the project's future, the scope and size of the package, and the activities required for its implementation.

## Discussion

### *Progress report by the project coordinator*

After the first Advisory Group meeting, the list of subjects to be included in the package was sent to the concerned countries for comments. The central Asian republics were consulted during meetings held in Kazakhstan and Kyrgyzstan, in August 1993.

At the same time, experts were urged to recommend material for the package. Once their recommendations were processed, it was possible to produce a first provisional list of material. It was wide ranging, but did not cover all the subjects.

As to the running of the Project, the Advisory Group went on with the tasks outlined at the Maribor meeting. These were related particularly to fund raising and publicity but also to activities at the national level (**Annex 1**).

Information mechanisms were established, including information papers designed for the Advisory Group, the country LEMON groups and a newsletter called LEMON News.

### *Reports from CCEE participants <sup>1</sup>*

Though the project provoked many questions, the work to establish a national LEMON group in all the countries represented on the Advisory Group is on its way or has already been completed. National LEMON groups (called Country LEMON Groups), where established, have started several activities related to fund raising and publicity, beginning by establishing contacts with ministries of health and other relevant institutions. Work related to the assessment questionnaire is also undertaken. In general, the LEMON Project provoked very positive reactions. The CCEE represented in the Group confirmed the need for official acknowledgment by the Nursing and Midwifery Unit, Regional Office in order to clarify their status at national level.

### *Two main issues*

The discussion focused on two main issues:

- the implementation of the Project at the national and international level, with the main focus on the organization of Country LEMON Groups and fund raising;
- the content and format of the package.

### *Implementing the Project: role and functions of the Country LEMON Groups*

At the national level, Country LEMON Groups implement the Project. During the meeting, the tasks and composition of a national group were discussed, particularly its relations with the Advisory Group. The tasks of Country LEMON Groups include the assessment of needs, the practical organization of the Project (i.e. translation, publishing and distribution, as well as fund raising, publicity, monitoring and preparation of the follow-up). The procedure for recognition as a Country LEMON Group was identified as follows: the Chief Nurse in the ministry of health (or other, functioning as counterpart of the Nursing and Midwifery Unit), will communicate the names of the group members and the country LEMON coordinator to the Nursing and Midwifery Unit. Then the Regional Adviser for Nursing and Midwifery will write to the ministry to support the nomination of the members of the Group and collaborating centres and liaison officers, where they exist, will be informed. The members can then present themselves as members of the official Country LEMON Group of the WHO LEMON Project.

The major responsibility of the national group to complete the national assessment questionnaire was stressed. In this respect it was agreed that, even if full answers to the questionnaire are highly desirable, it is also important that the Project coordinator receives the information as soon as possible. If some information is not available, the national group should nevertheless forward the available data to the Nursing and Midwifery Unit. Finally, it was agreed that the Country Group can consult external experts on specific tasks.

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<sup>1</sup> Country reports are attached in Annex 1.

### *Defining, designing and editing the package*

The basic LEMON package is divided in 12 chapters, as agreed during the first meeting of the Advisory Group. This subdivision and the subjects for inclusion were confirmed after the evaluation of comments received from the consulted experts and after consultation of the CCEE/NIS not represented in the Advisory Group. The basic LEMON package may be followed by more specific information, displayed in a variety of ways (e.g. videos, special modules, etc.; Section 3.6)

The Group agreed that the Project coordinator should choose a subject coordinator for each section of the package. The role of this person is to review the recommendations, select the material and compose the chapter. After all chapters have been drafted, one person will ensure that the whole package is consistent and uses the same approach. Barbara Stilwell volunteered to prepare a first draft of Chapter 4 on Health promotion and health education. The size and characteristics of the package were discussed, and it was agreed that it should contain 350 - 450 pages, A4 format. The pages will be removable, in order to facilitate upgrading or updating. All the national packages will have the same cover layout; films for printing it will be provided centrally. Finally, it was agreed that all nurses should be provided with the package free of charge. While this bears the risk of implicitly devaluing the package, the widest possible dissemination was considered more important.

### *The follow-up to the basic package*

Since the size of the package does not allow extensive coverage, it was agreed that the basic LEMON package may be further developed in future and that it can be followed by more specific material and activities related to the different subjects.

In this respect, a proposal of the Royal College of Nursing, to offer its video series "Nursing Update" for use in CCEE/NIS was discussed in detail. It was decided to explore the best way to present and edit this video material, which is highly recommended for its visual and synthetic qualities, together with other relevant material (e.g. existing WHO modules on immunization).

### *Marketing and fund raising*

The first feedback from the countries represented on the Advisory Group was discussed, so that the members could share experience and face common problems together. Davide Forno made a presentation on priorities and tactics in fund raising, with an eye to the role of the national group and the general framework of European economy and finance (Annex 2). It became clear that the responsibility for fund raising at national level lies with the Country LEMON Group, supported by advice from the Project Coordinator and the fund raising workgroup. At international level this lies with the Advisory Group, the Project coordinator and the fund raising workgroup. Before making final decisions on, for example, the involvement of a private firm specializing in public relations and fund raising to take care of a part of these tasks, the Project coordinator will consult the members of the Advisory Group.

## Conclusion

The second meeting of the LEMON Advisory Group clarified the scope and size of the basic LEMON package, the organization of the Project at the national level, international activities and possibilities for follow-up to the basic package. The participants confirmed the need for the Project, on the basis of their own experience since the first meeting of the Advisory Group and consultations with countries not represented in the Group.

Before the third meeting of the Advisory Group, to be held at the end of April 1994, the following activities will be carried out.

1. Barbara Stilwell will compose Chapter 4 of the package. This chapter will function as an example for the remainder and will be reviewed by the Advisory Group. Experts will be invited to be subject coordinators and to compose the remaining chapters. The draft package will be reviewed and finalized at the third meeting.
2. Fund raising and publicity activities will be intensified.
3. Established Country LEMON Groups will continue to prepare the implementation of the Project, and new Country Groups will be established.
4. Follow-up to the basic package will be prepared by Country LEMON Groups and the Advisory Group (e.g. through pilots).

The discussion of the activities performed so far at the second meeting, was instrumental in raising the Advisory Group members' hopes for success. It is now hoped that the members of the Advisory Group, as well as those of the Country LEMON Groups, will be able to work in a more stimulating climate, with a clearly defined set of goals and expectations, knowing that their work will dramatically benefit their profession. Of course, this will require a great deal of help from the profession itself but also from all the other sectors of the society which understands and praises the importance of the LEMON Project.

*Annex I***Reports from participants from the CCEE and other members  
of the Advisory Group***Croatia (Branka Duvnjak)*

The Croatian LEMON Group has been established, with eight members from different settings, including the Chief Nursing Officer, the National Association of Nurses, teachers and representatives of the Ministry of Education. First publicity contacts have been already established, with the translation of the LEMON material into Croatian, and the group is also dealing with publishing aspects. The Project provoked very positive reactions. Finally, the Group expressed the need for official acknowledgement by the Nursing and Midwifery Unit, in order to enhance its status at the national level. (This need was confirmed by the other CCEE represented, and the method for this acknowledgement clarified).

*Czech Republic (Marta Stankova)*

In spite of a quite unstable situation, in both the health system and the nursing profession, the work to establish a national group is on its way, and first contacts have been established with the Ministry of Health, nursing schools and journals. Although the Project provoked many difficult questions, the responses are encouraging. The group will consider the possibility of obtaining funds from the Ministry of Health.

*Latvia (Iveta Kelle-Stepite)*

In Latvia, new health legislation is being discussed. Nurses feel that the LEMON Project could be linked to the educational system, particularly in relation to proficiency tests. The Latvian LEMON Group is starting its work with the establishment of relationships with major groups inside the profession. A first survey on fund raising is under way, but it seems to be quite difficult to obtain money from local donors. Nevertheless, the interest in LEMON is significant and promising.

*Romania (Mariana Tone)*

In Romania, the LEMON Project has been discussed with the Ministry of Health and the Nurses' Association, which are both very interested in it. The Romanian LEMON Group started its work, involving representatives from the National Nurses' Association, nursing schools and the Ministry of Health. As far as fund raising is concerned, contacts with journals have been established, and the group will soon present its activities to local representatives of funding agencies (the United Nations Children's Fund (UNICEF), the World Bank, etc.). Another aspect

that will be considered is how to link LEMON with the existing UNICEF/WHO project on learning material for Romania.

### *Slovenia (Majda Slajmer-Japelj)*

In Slovenia, the LEMON Group has started to operate, already gaining the support of the Ministry of Health, the Ministry of Education and the Chamber of Nurses. Interest in the Project is high, and first contacts for fund raising are considered (with The World Bank, etc.). The Group is also dealing with aspects of publishing, namely considering the possibility of using existing material in Slovene for the LEMON package and evaluating the publishing costs. Issues under evaluation are the target group(s) for and the aims of the package.

### *Reports from other Advisory Group members*

#### *Pat Ashworth*

Pat Ashworth is continuing to work on the list of recommended material for nurses in Romania, and is considering the best way to include the history of nursing, seen especially from the national point of view, in the LEMON package.

#### *Davide Forno*

Davide Forno is focusing particularly on fund raising and public relations, with the voluntary and very valuable help of experts (Dr Maria Teresa Gayta and Dr Giuliano Lonardi, of the Scuola di Amministrazione Aziendale, Turin, Italy). He made a first general survey on the availability of potential donors in northern Italy, and he considered the issue of copyright. The contribution on fund raising and publicity is presented in **Annex 2**.

#### *Barbara Stilwell*

Barbara Stilwell briefly described the result of the visit of Adèle Beerling and Davide Forno to the Royal College of Nursing. This visit was made to explore possibilities for support from the United Kingdom. The reaction of the Royal College is very positive and encouraging, and the use of its video series "Nursing Update", made in collaboration with the BBC, will be considered. Finally, Barbara Stilwell is considering how to combine the activity of LEMON with a project to develop library services with African nursing schools, planned by WHO Headquarters and the Royal College of Nursing.

*Annex 2***The LEMON Project: some issues and considerations  
related to fund raising and publicity***Background*

The general situation of finance and economy in Europe is, at the present time, rather difficult. The rate of unemployment is constantly increasing, specially in highly industrialized areas, and it is augmenting also in fields that were not significantly affected before: now unemployment is no longer typical of unskilled workers. The producers are facing a difficult moment: diminutions in the production, high cost of money, restructuring are among the problems of the day.

Also considering the above reasons, it is possible to state, in broad terms, that education is not, at the present time, a top priority for the governments, which are in fact tackling apparently more urgent issues. This is partly balanced by the policy statements of major international institutions (e.g. the EEC Commission, The World Bank) which also recently stressed the importance of education, specially for underprivileged sectors of the society such as women.

As far as the former communist countries are concerned, they are facing too a very critical moment, with the peculiarity of a wide privatization process ongoing. The penetration in the internal markets of big foreign companies is due mostly to the low cost of labour, secondly to the necessity to be present on a potential, developing new market.

*Fund raising: a first survey*

From a first survey conducted in Northern Italy, based on several interviews with top managers of major banks, insurance companies and publishing companies, it seems more likely to obtain funds for the LEMON Project on a national/local scale, as far as the private is concerned. In general Western banks are now quite short of cash, because of difficulties for their clients to pay debts: this also resulted in cuts in the usual quite broad intervention of banks in cultural and humanitarian activities, which is now targeted mainly on a local basis.

This is applicable also to insurance companies, which may nevertheless be interested in the Project because of the developments in the system of health insurance schemes. Finally, also publishing companies are facing a difficult moment, but at the same time there are processes of penetration in the Eastern markets, specially as far as major multinational companies are concerned.

*Fund raising and publicity*

It is important to consider the relations existing between fund raising and publicity. First of all, every fund raising activity is at the same time publicity, while publicity is not

automatically a fund raising initiative, as for instance in the case of information on the project destined to the general public.

Another important aspect is the level of "definition" of information, which should be more specific when aimed at fund raising: in this case it is very important not only to describe the general purposes of the project, but also to present all the advantages for the potential donors and for the general public. These may basically be summarized as short term and long term advantages. While presenting the project to a potential donor, it seems advisable to start with the description of the benefits for the general public (society at large), stressing then the advantages for the donor.

It is vital for the project to exploit every possibility of presenting information, specially through mass media. The cost of publicity in journals, televisions, radio stations is very high, so that every free possibility should be used.

Information should be presented in a synthetic way, together with an address and telephone number of the contact person(s): without this last piece of information, that kind of publicity may be of very little use.

### *The identification of potential donors*

It seems rather difficult to "sell" the LEMON Project to the general public: specially in crisis time, it is not very likely that people feel the need to donate money for such an endeavour. Famine, war, disasters are more moving issues than nursing education may be.

Because of the quite limited resources of national groups, it may be useful to consider and apply a simple rule while deciding the extent of contacts for fund raising. These contacts should be carefully prioritized, considering the ratio between the probabilities of receiving a donation and the amount of it. In other words, it may be worthwhile to insist for a big donation, even if this seems difficult to obtain, while insisting for a little donation may be desirable only if this is given by a prestigious sponsor, which can subsequently enhance the publicity for LEMON, stimulating the competition between other potential contributors.

While expertise in fund raising can be very useful, this is not, however, strictly necessary for a task which is relying first of all on general knowledge of the social and economical situation of a country and on creativity. As a general statement, each national group should have at least one member responsible for fund raising only: it is not necessary that this person can speak English. For a non experienced fund raiser, the best start may be an exploration of his/her personal acquaintances operating in business or government related domains. National nurses' associations may play a very important role in publicity and fund raising, so it is necessary to examine the best way to involve them in the Project.

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*Annex 3***NURSING IN THE NEWLY INDEPENDENT STATES  
- SECOND DECLARATION OF ALMATY, 1993 -**

This declaration was made by the leaders of nursing and midwifery who participated in the First WHO Meeting of Government Chief Nurses of the Newly Independent States, Almaty, Kazakhstan, 30 August - 1 September 1993. The countries were Armenia, Kazakhstan, Kyrgyzstan, the Russian Federation (Tumen oblast), Turkmenistan and Uzbekistan, with observers from Mongolia.

The development of nursing, midwifery and other so-called middle level health personnel should be a priority for all countries. As the largest group of health personnel in every country, nurses play a key role in maintaining and improving the health of the population. In the past, however, the practice, training and wellbeing of nurses have been neglected and their contribution to health care has been undervalued.

We believe that this development is long overdue. It is needed today more than ever, when the health of our people is under threat because of the serious economic difficulties being faced by all the former republics of the USSR. Nursing and midwifery provide cost-effective solutions to health care problems, as shown by evidence from many countries around the world.

We recognize that each of our countries has its own unique situation, its own strengths and its own needs. Nevertheless, in our discussions we have identified a number of common issues, development needs which we all share. These needs are as follows:

- **Leadership.** The development of nursing and midwifery is impossible without strong leadership from within the professions themselves. The positions of Chief Nurse and Chief Midwife in the Ministry of Health must be occupied by a qualified nurse, midwife or feldscher, and supported with appropriate staff and budget. Where no such positions exist, they should be created as soon as possible.
- **The process of nursing reform.** A group of leaders should be convened under the leadership of the Chief Nurse to lead the reform process and advise the government. This group should work closely with the Republic Council for Nurses and Midwives.
- **National Action Plans.** Each country should develop a National Action Plan for Nursing, as recommended by the 1992 World Health Assembly. This plan should be endorsed and actively supported by Ministries of Health.
- The National Action Plan for each country should address the following key issues:
  - a legal and regulatory framework for nursing.
  - the authority, responsibilities and role of senior nurses in oblasts and hospitals.
  - a professional structure for middle level personnel, clarifying each grade's role and functions.
  - the education and training of middle level personnel at basic, postbasic and continuing levels, and its reorientation towards primary health care.

- the development of professional associations.
  
- ***The socio-economic position of nurses.*** The professions cannot develop their potential without improvements in salaries and working conditions. Measures should be taken by governments to 'care for the carers'.
  
- ***Resources.*** Funding should be made available by Ministries of Health for nursing development. In addition, they should actively seek funding from international agencies and other donors.
  
- ***International links.*** Nurses in all our countries want closer international links in order to exchange ideas and experiences. Links should be strengthened with other NIS, with other countries outside NIS and with the World Health Organization. The WHO Collaborating Centre for Primary Health Care and Nursing, Almaty, Kazakhstan, will continue to play a leading role in maintaining these networks.

This declaration was made on 1 September 1993 in Almaty, Republic of Kazakhstan, and unanimously endorsed by all participants and observers.

## RECOMMENDATIONS TO COUNTRIES

Participants and observers from Armenia, Kazakhstan, Kyrgyzstan, Mongolia, Russian Federation (Tumen Oblast), Turkmenistan and Uzbekistan will undertake the following activities:

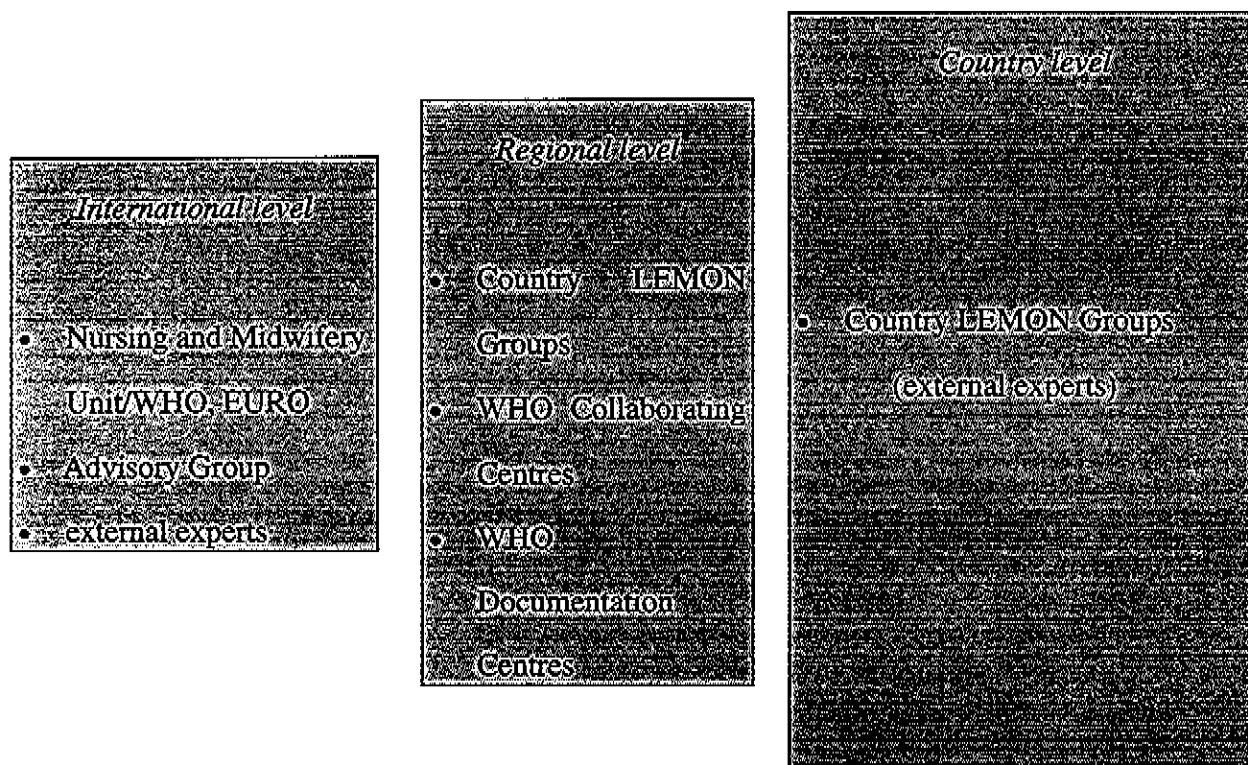
1. Publicize the Second Declaration of Alma-Ata as widely as possible.
2. Inform Ministries of Health and nursing and midwifery colleagues about the results of this meeting, including the Declaration and Recommendations.
3. Continue the development of a National Action Plan for Nursing and keep WHO informed about progress.
4. Continue the development of the LEMON Project (Learning Materials on Nursing) and maintain regular contact with the Project Coordinator.
5. Maintain regular contact with the Nursing and Midwifery Unit, WHO EURO and supply it with information about country needs, developments and potential projects.
6. Maintain regular contact with other participants in other NIS countries.
7. Participate in the Second Meeting of NIS Government Chief Nurses in 1994 and encourage other NIS to participate.

### RECOMMENDATIONS TO WHO

1. Publicize as widely as possible the Second Declaration of Alma-Ata.
2. Write to Ministers of Health in all participating countries, drawing their attention to the Declaration and Recommendations, and asking them to support the development of a National Action Plan for Nursing as outlined by participants from their country.
3. Circulate the meeting report to participants and Ministers of Health as soon as possible.
4. Continue the development of the LEMON Project (Learning Materials on Nursing) and maintain contact with each country.
5. Strengthen the collaboration between the WHO Nursing and Midwifery Unit, EURO and other relevant WHO programmes at Region and Headquarters, and in each participating country.
6. Help countries to network with each other and to become more active members of the international nursing community.
7. Organize the Second WHO Meeting of NIS Government Chief Nurses in 1994.

## Annex 4

## Summary of groups and levels involved in LEMON



## Tasks of the Country LEMON Groups

- To make a plan of action for LEMON including:
- Assessment of need for learning material on nursing. This involves reviewing the list of subjects to be included in the basic package, consulting experts in your country to comment on the list and to set priorities/emphasize subjects according to the needs of your country.
- Selection of groups for testing the draft package (pilot groups).
- Consult external experts whenever necessary.
- Fund raising.
- Publicity.
- Reaching the pilot groups and later all nurses.
- All practical aspects of bringing the package to all nurses: translation, publishing, distribution. The assessment questionnaire is an aid to this. This questionnaire will help the group to make decisions and to collect the information necessary for the production, distribution and review of the LEMON package.
- Monitoring the project and review of the draft package.
- Preparing for the follow up to the basic package.

*Annex 5*

**PARTICIPANTS**

**Temporary Advisers**

Ms Pat Ashworth

16 Apollo Road, Portstewart, Northern Ireland, BT55 7PX, United Kingdom of Great Britain and Northern Ireland  
Telephone: +44 265 83 45 38

Ms Branka Duvnjak

c/o Embassy of Croatia, 31 Motta Street, 3005 Bern, Switzerland  
Telephone: +41 31446 060; Telefax: +41 31 35 25114

Ms Iveta Kelle-Stepite

Chief Nurse, Ministry of Welfare, Labour and Health of the Republic of Latvia,  
Skolas str. 28, 1303 Riga, Latvia. Telephone: +3 71 2 276021; Telefax: +371 2 27 6445

Ms Majda Slajmer - Japelj

International Manager, WHO Collaborating Centre for Primary Health Care Nursing,  
Health Centre of Maribor, Ul. Talcev 9, 62000 Maribor, Republic of Slovenia  
Telephone: +38 62 212 761 (CC); Telefax: +38 62 29 481

Dr Marta Stankova

Institute for Nursing Theory and Practice, U. Staré Skoly 1, 110 00 Prague, 1.  
Czech Republic. Telephone: +42 2 232 2494; Telefax: +42 2 231 5709

Ms Barbara Stilwell

Lecturer, Institute of Advanced Nursing Education, Royal College of Nursing,  
20 Cavendish Square, London, W1M A0B, United Kingdom  
Telephone: +44 71 409 3333; Telefax: +44 71 355 1379.

Ms Mariana Tone

Human Resources Department, Ministry of Health, Str. Ministerului 1, 70052 Bucharest,  
Romania. Telephone: +40 1 6 752 397; Telefax: +40 1 3120173

### Observers

Ms Blanka Misconiovà,  
Chief Nursing Officer, Ministry of Health, Palackého nám 4, 12801 Prague 2,  
Czech Republic. Telephone: +42 2 2497 2463

Ms Helena Frydeckà  
Institute for Postbasic Education of Nurses, Vinarskà 6, 65602 Brno, Czech Republic

Dr Alena Mellanovà  
Director, Institute for Nursing Theory and Practice, First Medicine Faculty,  
Charles University, U Staré skoly 1, 11000 Prague, Czech Republic  
Telephone: + 42 2 232 24 94; Telefax: 42 2 231 57 09

Dr Dagmar Sitnà  
Director of the Nursing School, Soudni 20, 28202 Nymburk, Czech Republic

### World Health Organization

Regional Office for Europe  
Scherfigsvej 8, DK-2100 Copenhagen Ø, Denmark  
Telephone: +45 39 171717; Telefax: +45 39 171818

Ms Adèle Beerling  
Short-term consultant, Nursing and Midwifery  
Telephone: +45 39171296; Telefax: +45 39171865

Mr Davide Forno  
Visiting Scholar, Nursing and Midwifery, CESPI, via XX Settembre 76, 10122 Turin,  
Italy. Telephone/Telefax +39 11 4362295

Ms Jane Salvage  
Regional Adviser, Nursing and Midwifery  
Telephone: +45 39171355; Telefax: +45 39 171865

Annex 6



**EVALUATION QUESTIONNAIRE**  
**on the running of the LEMON Project**

\* Please encircle the most correct answer, add comments where asked and send back to the World Health Organization, Regional Office for Europe, Scheffigsvej 8, DK 2100 Copenhagen Ø, Denmark, Att.: A. Beerling, LEMON Project, Nursing and Midwifery Unit.

1. Do you receive your working papers **yes** **no**  
at the time you expect them? **sometimes**

if your answer is no or sometimes, please comment:

2. Are the papers you receive for the **yes** **no**  
LEMON Project clear and understandable? **sometimes**

if your answer is no or sometimes, please comment:

3. Is the correspondence addressed to you **yes** **no**  
in the most effective way?

if your answer is no, please comment:

4. Is the amount of work you have to do **no, it's OK** **yes, a little**  
for the project too much? **yes, far too much**

if your answer is yes, please comment:



5. If you need to contact members of the no yes  
Advisory Group is that difficult?

if your answer is yes, please comment:

6. Do you feel that your input in the Advisory Group yes no  
is reflected in the papers and activities for the LEMON Project? sometimes

if your answer is no or sometimes, please comment:

7. Any other comments?

If you want the Project Coordinator to contact you on any of the matters mentioned above, please give your name here

Thank you for filling out this form.

Adèle Beerling

Project Coordinator

Phone: (45) 39 17 12 96

Fax: +45 39 171865