

## CHAPTER 2

## Implementing health activities

## Learning objectives

**After studying this chapter and doing Exercises 65–69 on pages 374–379, the health worker should be able to:**

- **list and explain the functions of management dealing with the coordination of activities, and the use of human and physical resources and information**
- **name specific aspects of implementation that call for organization, direction and supervision**
- **specify the information processes required to support monitoring and control decisions.**

**Introduction: The implementation function**

Without implementation, plans remain theoretical. Management performs its implementation functions in order to put the principles discussed in Part I, Chapter 1, into practice.

The principles of division of labour and of delegation apply particularly to the management functions that deal with personal relationships. The principles of economy and substitution of resources apply to the management functions concerned with equipment, supplies and funds. The principle of management by exception, which applies primarily to information, affects the evaluation function and, through it, many implementation decisions. In implementation, management is concerned with achievement and performance.

Four main types of decision must be taken in implementation. The first