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# GHAR GHAR MAA SWASTHYA

1<sup>st</sup> Annual Report, August 2, 2010-July 31, 2011

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# ACRONYMS AND ABBREVIATIONS

<b>AED</b>	Academy for Educational Development
<b>ASHA</b>	Advancing Surveillance, Policies, Prevention, Treatment, Care and Support to Fight HIV/AIDS
<b>CRS</b>	Nepal CRS Company
<b>ERP</b>	Enterprise Resource Planning
<b>FP</b>	Family Planning
<b>FHI 360</b>	FHI Development 360 LLC
<b>GGMS</b>	Ghar Ghar Maa Swasthya
<b>GIS</b>	Geographic Information System
<b>GPS</b>	Global Positioning System
<b>GON</b>	Government of Nepal
<b>IDF</b>	Institutional Development Framework
<b>KAP</b>	Knowledge, Attitudes, and Practices
<b>MCH</b>	Maternal and Child Health
<b>NFCC</b>	Nepal Fertility Care Center
<b>N-MARC</b>	Nepal Social Marketing and Franchising Project: AIDS, Reproductive Health, and Child Survival
<b>RH</b>	Reproductive Health
<b>SBCC</b>	Social and Behavior Change Communication
<b>STI</b>	Sexually Transmitted Infection
<b>USAID</b>	United States Agency for International Development

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# EXECUTIVE SUMMARY

## INTRODUCTION

USAID's *Ghar Ghar Maa Swasthya* (GGMS), or Healthy Homes project, seeks to graduate Nepal CRS Company (CRS) to become a viable private sector company and to increase the availability and accessibility of health products in select hard-to-reach rural areas. GGMS consists of two components. Under the first component, USAID funds CRS for social marketing activities, focusing on sustainability through commercial marketing in urban areas and promoting subsidized products in the rural, hard-to-reach areas. Under the second component, USAID funds FHI Development 360 LLC (FHI 360)<sup>1</sup> to assist CRS in developing and implementing business plans and in designing and implementing behavior change communication activities, such as generic campaigns promoting family planning best practices.

## COMPLIANCE WITH US POPULATION POLICIES

FHI 360 gave significant importance to guaranteeing compliance with US population policies. FHI 360 worked with CRS to ensure that its programs are being implemented in compliance with these policies. FHI 360, CRS and the Nepal Fertility Care Center (NFCC) jointly reviewed and refined the quality assurance interventions being implemented among Sangini social franchising network providers. FHI 360's three technical staff successfully completed the FP Legislative and Policy Requirements course from the USAID Global Health eLearning Center.

## OPERATIONAL ENVIRONMENT

During this period, FHI 360 experienced minimal disruption in activities due to the operational environment in the country. Protests and market disruptions were minimal. Loadshedding remained a constant during the winter months, but FHI 360 maintained adequate back up and generator systems to ensure a smooth working office. USAID's suspension of AED and AED's subsequent acquisition by Family Health International delayed many procurement and short-term technical assistance activities.

## PROJECT ACHIEVEMENTS

Overall, the GGMS project has progressed as planned during the first six months of the project. FHI 360 has not achieved significant progress in two indicators, but has prioritized these project components in year two of the project.

## INTERMEDIATE RESULT 1: INCREASED SUPPLY OF SELECTED HIGH-QUALITY FP, RH, AND MCH COMMODITIES AND SERVICES IN HARD TO REACH RURAL AREAS THROUGH PRIVATE SECTOR HEALTH PROVIDERS

FHI 360 provided routine technical input into the development of marketing strategies for CRS's portfolio of family planning (FP), reproductive health (RH), maternal and child health (MCH) and HIV/sexually transmitted infection (STI) prevention brand portfolios. FHI 360 staff participated on a broad range of technical working groups and committees in FP, RH, and MCH technical areas. FHI 360 worked with CRS and NFCC to redesign the technical support visit (TSV) intervention for improving the quality of service delivery through Sangini outlets. A working group reviewed and condensed the TSV tool into a one-page reference guide, which is now being used by NFCC staff.

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<sup>1</sup> For the purposes of this annual report, reference to FHI Development 360 LLC is inclusive of AED unless specifically mentioned.

## **INTERMEDIATE RESULT 2: INCREASED AVAILABILITY OF HIV/AIDS/STI PREVENTION COMMODITIES AND SERVICES AMONG MOST-AT-RISK GROUPS IN DESIGNATED HOT ZONES**

FHI 360 engaged HIV stakeholders in the areas of research, program implementation and in providing input into the national strategy. FHI 360 provided significant input into the development CURE STI treatment kit for male urethritis and CRS's third condom brand marketing plans. These inputs included marketing plan frameworks, review of available evidence to inform audience segmentation, brand name selection and refinement of marketing strategies and tactics. Following discussions with the GGMS Cognizant Officer's Technical Representative (COTR), FHI 360's plans to engage commercial sector condom planned to initiate a strategy to work with commercial condom distributors have been postponed to years four and five.

## **INTERMEDIATE RESULT 3: CRS ACHIEVES FULL COST RECOVERY WITH AT LEAST TWO PRODUCTS AND PRODUCT COST RECOVERY WITH AT LEAST ANOTHER TWO PRODUCTS BY THE END OF THE PROJECT**

CRS's five-year sustainability plan will play a central role in CRS's transformation over the course of the GGMS project and beyond. FHI 360 played an instrumental role in the development of CRS's five-year sustainability plan, which has been submitted to USAID/Nepal for endorsement. FHI 360 is working with CRS to install an enterprise resource planning (ERP) system that will integrate existing vertical systems (e.g., finance, logistics, human resources, monitoring and evaluation) into a single platform. FHI 360 adapted the institutional development framework (IDF) developed by the USAID-funded Capable Partners Program to assist CRS in reflecting on its current state and identifying institutional development priorities for year two of the project.

## **INTERMEDIATE RESULT 4: ENHANCED STRATEGIC BEHAVIOR CHANGE COMMUNICATION MATERIALS AND RESOURCES PRODUCED**

In December 2010, FHI 360 initiated social and behavior change communication (SBCC) capacity-building activities by conducting a SBCC assessment with CRS. FHI 360 hosted an eight-day Marketing and Communication Workshop, which adapted modules developed by the USAID-funded C-Change project, to fit CRS's particular context as was defined during a pre-workshop capacity assessment. The ultimate results of this workshop were marketing plan drafts for two new products – third condom brand and sanitary napkins – CRS plans to introduce in the coming year. The workshop also encouraged greater professional dialogue and critique within the CRS marketing team.

## **PROJECT MANAGEMENT**

FHI 360 prioritized project planning during this period and developed a start-up and deployment plan, joint first-year work plan, performance-based monitoring system, and social inclusion plan. USAID approved all of these plans. FHI 360 used a competitive process to procure services from two local research agencies to carry out work under GGMS.

## **MONITORING AND EVALUATION**

GGMS piloted the integration of GIS mapping into CRS's field activities in in the mid-western development region to gain an understanding of geographical coverage of outlets at a district and village development committee level. The approach was determined to be successful and year two of the project will focus on expanding to other areas of the country. FHI 360 contracted research agencies to carry out two studies: Global Information System (GIS) mapping of high-risk areas for HIV transmission and knowledge, attitudes and practices (KAP) survey in 49 GGMS priority districts. FHI 360 designed a quality assurance mystery client survey to be implemented among CRS-trained Sangini providers. This procurement is currently underway.

## **CHALLENGES AND NEXT STEPS**

FHI 360 faced a number of challenges during the initial year of the GGMS project. USAID's suspension of AED, AED's subsequent acquisition by FHI 360 and delays in hiring the Senior Technical Expert hampered FHI 360's ability to deliver across all first year indicators. Year two of the project will focus on following through on research initiated in year one, installation of the ERP system in CRS, institutional development activities for CRS, assessment of CRS's distribution system and support for the preparation of CRS's launch of its third condom brand

## INTRODUCTION

USAID's *Ghar Ghar Maa Swasthya* (GGMS), or Healthy Homes project, seeks to graduate CRS to become a viable private sector company and to increase the availability and accessibility of health products in 49 priority hill and mountain districts. The program will assist the Government of Nepal (GON) to expand the depth, reach, and impact of the private sector in social marketing, and provide low-cost MCH, FP, and HIV prevention products and services.

GGMS consists of two components. Under the first component, USAID funds CRS for social marketing activities, focusing on sustainability through commercial marketing in urban areas and promoting subsidized products in the rural, hard-to-reach areas. Under the second component, USAID funds FHI 360 to assist CRS in developing and implementing business plans and in designing and implementing behavior change communication activities, such as generic campaigns promoting family planning best practices.

The GGMS project has four primary result areas:

**INTERMEDIATE RESULT 1:** Increased supply of selected high-quality FP, RH, and MCH commodities and services in hard to reach rural areas through private sector health providers

**INTERMEDIATE RESULT 2:** Increased availability of HIV/AIDS/STI prevention commodities and services among most-at-risk groups in designated hot zones

**INTERMEDIATE RESULT 3:** CRS achieves full cost recovery with at least two products and product cost recovery with at least another two products by the end of the project

**INTERMEDIATE RESULT 4:** Enhanced strategic behavior change communication materials and resources produced

## COMPLIANCE WITH US POPULATION POLICIES

FHI 360 gave significant importance to guaranteeing compliance with US population policies. FHI 360's three technical staff successfully completed the FP Legislative and Policy Requirements course from the USAID Global Health eLearning Center. FHI 360's Chief of Party for GGMS attended a half-day training on US FP requirements organized by the Senior Policy Advisor, USAID Office of Population and Reproductive Health. The Chief of Party later disseminated key outcomes from this training to FHI 360 technical staff. FHI 360 worked with CRS to ensure that its programs are being implemented in compliance with these policies. FHI 360, CRS and NFCC jointly reviewed and refined the quality assurance interventions being implemented among Sangini social franchising network providers.

## OPERATIONAL ENVIRONMENT

### COUNTRY SITUATION

During this period, FHI 360 experienced minimal disruption in activities due to the operational environment in the country. Protests and market disruptions were minimal. Loadshedding remained a constant during the winter months, but FHI 360 maintained adequate back up and generator systems to ensure a smooth working office. FHI 360 revised its *Safety and Security Contingency Plan* to account for the current operational environment.

## **AED SUSPENSION AND ACQUISITION BY FHI 360**

While GGMS has not suffered the same operational challenges in country as the social marketing program has faced in previous years, the organizational environment challenged project implementation. On December 8, 2010, USAID suspend AED, which stalled its ability to conduct procurement-related and short-term technical assistance activities through March 2010. On March 4, 2011, AED announced that it was looking for organizations to acquire all of its assets and programs. This helped to relieve some of the pressure related to procurement activities, and at the end of April short-term technical assistance and modest procurement activities resumed. As the acquisition announcement date of June 30, 2011 approached, there was again a stalling of procurement activities as the organization prepared for the transition of assets and programs. On July 6, 2011, FHI 360 announced that it had acquired substantially all of AED's assets and programs. During the initial period that followed, procurement-related activities were again halted as the novation process for individual contracts, including the GGMS contract, was completed. At the end of July 2011, all procurement-related restrictions were lifted and activities resumed.

## **PROJECT ACHIEVEMENTS**

Overall, the GGMS project has progressed as planned during the first six months of the project. Table I summarizes FHI 360's progress on specific project indicators for which FHI 360 is responsible.

Table 1: Summary of FHI 360 progress against relevant project indicators

INTERMEDIATE RESULTS	INDICATOR	PROJECTION	ACHIEVEMENT
<b>IR 1: Increased supply of selected high-quality FP, RH, and MCH commodities and services in hard-to-reach rural areas through private sector health providers</b>			
Sub IR 1.1: Increased availability of selected quality FP and MCH commodities in rural, hard to reach areas	Number of dialogue meetings held	48	55
	Number of baseline contextual assessments completed	5	0
	Number of collaborative plans submitted on time	5	5
Sub IR 1.2: Improved systems for quality assurance and waste management related to FP and MCH products and services delivered through CRS	Percentage of franchise outlets that meet minimum quality assurance standards for FP/MCH product and provision of care.	54	TBD
<b>IR 2: Increased availability of HIV/AIDS/STI prevention commodities and services among most-at-risk groups in designated hot zones</b>			
Sub IR 2.1: Increased availability of commercial condoms in traditional and non-traditional outlets of hot zones	Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand	25	TBD
	Number of dialogue meetings held with commercial partners	N/A	N/A
Sub IR 2.2: Increased accessibility of subsidized social marketed condoms for FSWs	Percentage of hot spots with at least one condom-selling outlet within 100 meters	45	TBD
Sub IR 2.4: Percentage coverage of geographically defined hot zones with quality condoms and STI treatment products	Percentage of hot zones with one condom-selling outlet per five hot spots	50	TBD
	Percentage of hot zones with one STI treatment-selling outlet per five hot spots	40	TBD
<b>IR 3: CRS achieves full cost recovery with at least two products and product cost recovery with at least another two products by the end of the project</b>			
Sub IR 3.2: CRS financial management system disaggregates accounting by products and donor support	Number of financial reports produced by CRS without the assistance with FHI 360	4	6
	Number of CRS staff trained in cost accounting	10	0
Sub IR 3.3: Increased collaboration between private sector, donors, USAID partners, and GON public sector health services in FP, MCH, HIV/AIDS and STI prevention products and services	Number of meetings and interaction sessions conducted	6	9
<b>IR 4: Enhanced strategic behavior change communication materials and resources produced</b>			
Sub IR 4.1: Enhanced awareness and positive attitude change concerning selected quality FP and MCH behaviors in rural, hard to reach areas	Percentage of currently married women of reproductive age (15-49 years) who can identify at least three modern methods of contraception.	50	TBD
	Percentage of currently married women of reproductive age (15-49 years) who know where to get selected MCH commodities	50	TBD
Sub IR 4.3: Increased number of marketing and strategic BCC activities implemented by CRS with minimal TA assistance	Number of CRS staff trained in BCC, marketing and sales	6	5

Note: Indicators marked with 'TBD' are dependent upon studies that are currently underway. A revised table of achievements will be submitted once results are available.

As Table I indicates, FHI 360 achieved most of the indicators for which it was responsible. There are two indicators where FHI 360 has not achieved the annual projection:

- **Number of baseline contextual assessments conducted:** FHI 360 has initiated assessments in five districts. District-specific data (e.g., contraceptive prevalence rate, method-specific use, geographic location of public and private service delivery points and district ethnic diversity) have been collected. However, human resource and procurement constraints have prevented the completion of on-the-ground district-level data collection and interaction as stated in this indicator's definition. FHI 360 will integrate these assessments into an assessment of CRS's distribution system in year two.
- **Number of CRS staff trained in cost accounting:** FHI 360 planned to coordinate this activity with the installation of the new ERP system within CRS. The procurement of services for this installation were delayed and the corresponding training. Once the ERP system is introduced within CRS, complementary cost accounting training will be completed.

For the indicator *Number of CRS staff trained in BCC, marketing and sales*, CRS decided that only five staff, rather than six, would participate in the eight-day marketing and communication workshop held by FHI 360. Details of achievements for each intermediate result are below.

## INTERMEDIATE RESULT 1: INCREASED SUPPLY OF SELECTED HIGH-QUALITY FP, RH, AND MCH COMMODITIES AND SERVICES IN HARD TO REACH RURAL AREAS THROUGH PRIVATE SECTOR HEALTH PROVIDERS

### TECHNICAL INPUTS INTO MARKETING ACTIVITIES

FHI 360 provided routine technical input into the development of marketing strategies and tactics for CRS's portfolio of FP, RH and MCH brands. The marketing and communication workshop held in May 2011 (described below under Intermediate Result 4) resulted in the creation of a CRS-specific marketing plan template. This template synthesized elements of CRS's existing plans with newer elements (e.g., audience segmentation, financial forecasts). FHI 360 participated in meetings with CRS's advertising agencies, provided input into the redesign of the Nilocon White logo and packaging and assisted with pricing decisions for Nilocon White, Sutkeri Samagri and Piyush.

### PARTICIPATION IN GOVERNMENT OF NEPAL (GON) TECHNICAL MEETINGS

FHI 360 staff participated on a broad range of technical working groups and committees in FP, RH, and MCH technical areas. Such groups included National Family Planning Subcommittee, Safe Motherhood and Neonatal Health Subcommittee, National Commodity Forecasting Meetings, Family Planning Communication Strategy Meeting, and the Annual Reproductive Health Review Meeting. FHI 360 led the newly established thematic group for public-private partnerships for the Annual Reproductive Health Review meeting.

### QUALITY ASSURANCE

During the final phase of the Nepal Social Marketing and Franchising Project: AIDS, Reproductive Health and Child Survival (N-MARC), AED commissioned an assessment of the quality assurance intervention among Sangini social franchising network to identify lessons learned and secure recommendations for future programmatic direction. One of the key recommendations was to re-evaluate the TSV strategy and tools to make them more user-friendly and focused on coaching rather than data collection.

Using the recommendations from this assessment, FHI 360 worked with CRS to redesign the TSV intervention for improving the quality of service delivery through Sangini outlets. To enable this redesign process, the FHI 360 team created a discussion guide, based upon an in-depth document review, to

facilitate CRS and Nepal Fertility Care Center's (NFCC's) analysis of the TSV intervention. FHI 360's SBCC Advisor facilitated a review session among CRS's and NFCC's TSV staff, which included a strengths, weaknesses, opportunities and threats analysis. The session resulted in some key realizations: the existing TSV tool was long and tedious to administrate, which resulted in TSV staff being focused on collecting data from service providers rather than on coaching them – the original intention of the tool. TSV staff reflected that they were perceived to be monitoring staff rather than a technical support provider.

This session instigated the formation of a working group consisting of representative from CRS, FHI 360 and NFCC that thoroughly reviewed the TSV tool and condensed it into a one-page reference guide. This reference guide was shared among the TSV staff for input and pretested in two localities of Kathmandu valley: Bhaktapur and Imadol. Based upon the pre-test, the working group made some minor modifications and the tool was finalized for use by TSV staff.

In the second year of the project, GGMS will look at the Sangini social franchising network from a broader perspective and develop a Sangini service marketing strategy. This will guide CRS in making the best use of its current Sangini network for wider product availability and at the same time improving the quality of service delivery through this network.

## INTERMEDIATE RESULT 2: INCREASED AVAILABILITY OF HIV/AIDS/STI PREVENTION COMMODITIES AND SERVICES AMONG MOST-AT-RISK GROUPS IN DESIGNATED HOT ZONES

### ENGAGEMENT WITH HIV STAKEHOLDERS

FHI 360's engagement with HIV stakeholders focused primarily on the research, program implementation and providing input into the national strategy.

- **Research:** FHI 360 held meetings with UNAIDS and the National Center for AIDS and STI Control regarding planned GIS mapping activities under GGMS. Recently, these entities jointly completed a national size estimation study of most-at-risk populations, and FHI 360 sought to gain access to the raw data and hand-drawn maps used as part of this study. Unfortunately due to administrative challenges, the data and maps were not made available.
- **Program implementation:** FHI 360 facilitated coordination between GGMS and the Advancing Surveillance, Policies, Prevention, Treatment, Care and Support to Fight HIV/AIDS (ASHA) project: inclusion of negotiation skills training module to CRS's inter-personal communication activities; linking CRS and ASHA partners along highway to support CURE promotional efforts; GIS mapping of high-risk areas; and increasing availability of CRS's condom brands in ASHA drop-in centers.
- **Input into the national HIV/AIDS strategy:** FHI 360 provided technical input, from a social marketing and private sector perspective, into the Government of Nepal's National HIV/AIDS Strategy (2011-2016).

### CURE AND THIRD CONDOM BRAND MARKETING PLAN INPUTS

FHI 360 worked closely with CRS on the finalization of two key marketing plans using the new template: third condom brand marketing plan and CURE STI treatment kit for male urethritis. The new template allowed for a much more in-depth analysis of who CRS's primary audience would be for its third condom brand and triggered renewed thinking in terms of how CRS should position its new brand and how to reach the primary audience with promotional activities.

FHI 360 provided technical inputs for the launch event of CURE in Ittahari district, and the FHI 360 Chief of Party attended and gave remarks at the event.

## ENGAGING THE COMMERCIAL SECTOR TO INCREASE CONDOM AVAILABILITY IN HOT ZONES

GGMS has a sub-intermediate result related to increasing the coverage of commercial sector condom brands in hot zones. In the first year of the project, FHI 360 had planned to initiate a strategy to work with commercial condom distributors to increase their marketing and distribution of condoms in high-risk areas. However, following discussions with the GGMS COTR, engagement of the commercial sector will be postponed until years four and five of the project following further in-depth analysis of the potential impact of this strategy.

## INTERMEDIATE RESULT 3: CRS ACHIEVES FULL COST RECOVERY WITH AT LEAST TWO PRODUCTS AND PRODUCT COST RECOVERY WITH AT LEAST ANOTHER TWO PRODUCTS BY THE END OF THE PROJECT

### DEVELOPMENT OF CRS'S FIVE-YEAR SUSTAINABILITY PLAN

A central element to FHI 360's technical assistance to CRS is the improvement of business processes and planning. CRS's five-year sustainability plan will play a central role in CRS's transformation over the course of the GGMS project and beyond. FHI 360 played an instrumental role in the development of CRS's five-year sustainability plan, which has been submitted to USAID/Nepal for endorsement. The process used has helped to crystalize CRS's organizational mission and values, product portfolio performance, areas in need of investment, and its overall financial position over the course of the next five years. CRS now has a concrete plan to guide it towards greater sustainability, and has a process in place that will be replicated on an annual basis in order to update the plan to reflect current and external circumstances.

From a sustainability perspective, CRS will be in strong position by the 2014/2015. Table 2 shows the current CRS product portfolio as defined by the product's sustainability status. Table 3 shows CRS's projection of its product portfolio in 2014/2015 – result of strategic investments outlined in the sustainability plan.

**Table 2: CRS brands by measure of sustainability, 2010/2011**

Brands		
Subsidized	Commodity cost recovery	Full cost-recovery
Nilocon White	CURe	eCON
Dhaal Deluxe	Sutkeri Samagri	Nava Jeevan
Sunaulo Gulaf	Virex	
IUD	Piyush	
Panther Premium		
Jadelle		
Sangini		
Matri Surakchya Chakki		

**Table 3: CRS brands by measure of sustainability, 2014/2015**

Brands		
Subsidized	Commodity cost recovery	Full cost recovery
Dhaal Deluxe	IUD	Third brand of male condom*
Sangini	CURe	eCON
Sunaulo Gulaf	Sutkeri Samagri	Sanitary napkin brand*
Jadelle	Piyush	Nava Jeevan
	Panther Premium	Nilocon White

\* New products

CRS's product portfolio will be well balanced between subsidized, commodity cost-recovery and full cost recovery brand in 2014/2015. With a more balanced product portfolio, CRS will be in a stronger position to further its sustainability objectives while at the same time delivering on its organizational mission.

## UPGRADING CRS'S INTERNAL MANAGEMENT SYSTEMS

A key priority for the GGMS project is to strengthen the internal systems of CRS so that management decisions can easily draw upon information from functional areas across the organization. The project is working with CRS to install an ERP system that will integrate existing vertical systems (e.g., finance, logistics, human resources, monitoring and evaluation) into a single platform. This system will create operational efficiencies and allow CRS senior management to have data more readily available for decision-making. It will also create greater accountability and transparency by automating processes and approval levels throughout the organization previously. FHI 360 is in the process of finalizing a contract with a Kathmandu-based vendor to install the system in CRS, provide comprehensive training and certification to all users and provide 12 months of follow-up technical support. The system will become operational in early 2012.

## ADDRESSING CRS'S INSTITUTIONAL DEVELOPMENT NEEDS

CRS has recognized that in order to progress towards greater self-sufficiency and independence, institutional enhancement is required. FHI 360 adapted the IDF developed by the USAID-funded Capable Partners Program to assist CRS in reflecting on its current state and identifying institutional development priorities for year two of the project. An institutional development expert joined the project for two weeks holding a multi-day workshop and discussions with CRS staff facilitate the introduction and use of the IDF.

The workshop created an environment for CRS's Senior Management team to self-assess how the organization operates across multiple dimensions (e.g., corporate vision and mission, human resources, financial position, external image and communications, marketing, distribution and supply chain management).

Based on the self-assessment, the team decided to focus on three areas:

1. Developing an human resources development plan
2. Strengthening CRS's monitoring and evaluation system
3. Strengthening CRS' supply chain management (No work plan was specifically defined for this 3<sup>rd</sup> item because FHI 360 is in the process of procuring an ERP system, which will address gaps identified in this area).

CRS has defined specific activities and timelines to address the above and these have been incorporated into the year two workplan.

## INTERMEDIATE RESULT 4: ENHANCED STRATEGIC BEHAVIOR CHANGE COMMUNICATION MATERIALS AND RESOURCES PRODUCED

In December 2010, FHI 360 initiated SBCC capacity-building activities by conducting a SBCC assessment with CRS. This participatory workshop engaged CRS senior management, marketing and field staff involved in SBCC activities to identify organizational strengths and weaknesses in SBCC. The following areas emerged as needing greater technical assistance: using research to measure impact, staff implementation capacity, collecting and using data for planning, theory-driven planning and design and monitoring and evaluation frameworks.

Building upon this self-assessment, FHI 360 hosted an eight-day Marketing and Communication Workshop. The workshop provided an opportunity for the marketing team of CRS to develop skills for a more systematic and evidence-based approach to its marketing and communication activities. Initially conceived in response to a request by CRS technical staff to look more closely at social and behavior change communication (SBCC) as an independent discipline, the workshop evolved to combine SBCC with commercial product marketing elements. The ultimate results of this workshop were marketing plan drafts for two new products – male condom brand and sanitary napkins – CRS plans to introduce in the coming year.

Workshop facilitators introduced theoretical marketing and communication concepts and engaged participants to create specific marketing strategies for these two new products.

The workshop team adapted modules developed by C-Change, a USAID-funded project to improve the effectiveness and sustainability of social and behavior change communication (SBCC), to fit CRS's particular context as was defined during a pre-workshop capacity assessment. The workshop used experiential learning approaches including collection of formative research data and materials pre-testing. CRS's advertising agency joined parts of the workshop related to creative development and materials pre-testing, which allowed for a more collaborative creative development process.

The ultimate result of this workshop was a draft marketing plan for both products, including market and competitive assessments, pricing strategies, creative briefs, monitoring and evaluation activities and implementation plans. The workshop also encouraged greater professional dialogue and critique within the CRS marketing team.

*The workshop provided us exposure on the importance of research to identify consumers' needs and wants, and how monitoring and evaluation helps us to know the status of a project.*

*-Uttam Raj Regmi, Marketing Head*

## PROJECT MANAGEMENT

### OFFICE OPERATIONS

FHI 360 retained its office space and most operations vendors used during the N-MARC project, which allowed for a rapid transition. FHI 360 transferred all N-MARC-related assets (i.e., equipment, vehicles) to the GGMS project. Procurement of new equipment and supplies specifically for GGMS was completed using competitive bidding processes. In addition, FHI 360 conducted a review of its management and internal controls within its GGMS office as part of start-up activities.

### STAFFING

FHI 360 capitalized on staff investments during the N-MARC project by bringing nearly the entire team over to the GGMS project. FHI 360 retained two key personnel from the N-MARC project: Peter

Oyloe as Chief of Party and Anjeeta Shrestha as Finance and Administration Director. USAID/Nepal has recently approved Hare Ram Bhattarai as Senior Technical Expert, the third key personnel position.

In terms of technical and program positions, FHI 360 retained Arinita Maskey Shrestha as SBCC Advisor and hired Dr. Prakash Dev Pant as the Monitoring and Evaluation Advisor. All finance and administration staffs were retained from the N-MARC project.

## PROJECT PLANNING

During the initial start-up phase of the project, FHI 360 submitted a start-up and deployment plan, joint first-year workplan, performance-based monitoring system and social inclusion plan. Subsequently, FHI 360 and CRS jointly submitted a second-year workplan and a revised performance-based monitoring system. The revised performance-based monitoring system reflected recommendations by a USAID data quality audit consultant regarding the inclusion of an additional indicator – number of targeted condom service outlets – and minor modifications to the existing indicators.

## PROCUREMENT OF SERVICES

FHI 360 conducted two major procurements of research services for a GIS mapping survey and KAP survey during the course of the period. FHI 360 first published a request for expressions of interest from agencies interested in being placed on a preferred research vendor list. From the list of agencies submitting expressions of interest, FHI 360 staff eliminated those interested parties that did not have any research experience. For each procurement, FHI 360 identified a short list of vendors with experience conducting the type of survey of interest. A request for proposals was submitted to these vendors, providing fifteen working days to respond. An evaluation committee was established for each procurement, and the committee reviewed and scored proposals submitted by the deadline. The committee selected the vendor with the highest score, and FHI 360's Finance and Administration Director negotiated a final budget and scope of work. Contracts were signed with Blitz Media Pvt. Ltd for the GIS mapping survey and with Valley Research Group for the KAP survey.

# MONITORING AND EVALUATION

FHI 360 has initiated or designed research activities to monitor the progress of the GGMS project and to inform project interventions. For any research activity involving human subjects, FHI 360 receives approval from an internal ethical review board. Details of specific project monitoring and evaluation activities are described below.

## INTEGRATION OF GIS MAPPING INTO CRS FIELD ACTIVITIES

GGMS piloted the integration of GIS mapping into CRS's field activities in the mid-western development region (MWDR) to gain an understanding of geographical coverage of the outlets at a district or village development committee level. The pilot included training of CRS field staff and data collection, processing and analysis. The pilot period was from December 2010 through February 2011. In March 2011, FHI 360 and CRS held a joint meeting to assess the pilot program in terms of feasibility, coverage of data collection and use of information. The outcomes of the joint assessment were:

- **Feasibility of Data Collection:** The training of CRS field staff to collect GIS data was successful, with all field staff in the MWDR demonstrating a high degree of competency in collecting high-quality and consistent data. The data collection did add extra burden on field staff, but this challenge was not considered a barrier to expansion.
- **Coverage of Data Collection:** The data collected during this period were not exhaustive of the number of outlets selling CRS products in the MWDR. Based upon this initial period, approximately nine months will be needed to collect data for all outlets.
- **Use of Information:** While the data collected during the MWDR were not exhaustive for the region, CRS found the information generated from the GIS mapping activity valuable at

both the regional and headquarters level. At the regional level, the MWDR Area Manager was able to quickly identify gaps in coverage and work with field staff to plan routes for the coming month. At the headquarters level, the information generated provided guidance to overall field implementation planning.

The approach was determined to be successful and year two of the project will focus on expanding to other areas of the country. To facilitate expansion, the following activities will take place:

- **Data Collection:** CRS will procure Global Positioning Satellite (GPS) units for each Field Officer involved in data collection activities. In addition, CRS will hire one data entry and management consultant for a period of six months to assist with entering and managing the data received from area offices.
- **Training:** As a result of the pilot initiative, the following areas of training will be reinforced: reduce duplication of data collection for same outlet by field staff; use of village development committee name rather than local address (even if local address is more common); complete information (e.g. phone numbers) for each outlet; and landmark identification. In addition to training of field staff, the FHI 360 Monitoring and Evaluation Advisor will provide training to a CRS headquarters-based staff in data management, analysis, and reporting and creation of GIS maps. Specifically, he will provide support to the data entry and management consultant hired by CRS.

## GIS MAPPING OF HIGH-RISK AREAS

GGMS has built upon the success of GIS mapping of high-risk areas under the N-MARC project. FHI 360 contracted Blitz Media Pvt. Ltd. to carry out the GIS mapping of high-risk areas survey in 31 districts. The methodology includes the enumeration of all hot spots, the creation of hot zones, and the enumeration of all condom-selling outlets in a sample of hot zones. From this survey, GGMS will be able to determine the current level of coverage, accessibility and quality of coverage of CRS condom brands – Dhaal Deluxe and Panther Premium – and those brands from the commercial sector. A separate portion of the survey will look at coverage of CRS's CURE STI treatment kit for male urethritis. This survey differs slightly from those conducted during the N-MARC project in that geographic areas where injecting drug users and men who have sex with men are known to be engaging in high-risk behaviors were included. FHI 360 has shared this revised approach with the ASHA project, which has provided valuable details on locations where these additional groups are known to be active. FHI 360 expects results to be available in October 2011.

## KAP SURVEY IN 49 GGMS PRIORITY DISTRICTS

Using a competitive bidding process, FHI 360 has contracted Valley Research Group to conduct a KAP survey among women of reproductive age (15 to 49 years) in the 49 GGMS priority districts. Results from the survey will serve two purposes:

1. Provide baseline measures for the GGMS performance measurement plan
  - a. IR 4.1.1: Percentage of currently married women of reproductive age (15 to 49 years) who are currently using a modern method of contraception
  - b. IR 4.1.2: Percentage of currently married women of reproductive age (15 to 49 years) who know where to get selected MCH commodities
2. Inform the development program strategies to achieve the objective above.

Besides the above indicators, the survey covers the following topics: injectable contraceptives, emergency contraceptive pills, point-of-use water methods, oral rehydration salts, zinc and menstrual hygiene. Nepal Family Health Program-II provided input into the survey instrument. FHI 360 anticipates results to be available in October 2011.

## QUALITY ASSURANCE MYSTERY CLIENT SURVEY

A key objective of the GGMS project is to increase the use of high-quality family planning, reproductive health and maternal and child health products and services in 49 hill and mountain districts through private sector providers. This will contribute to the Government of Nepal's efforts to reduce the number of unwanted pregnancies and to improve maternal and child health.

Through the GGMS project, CRS manages the Sangini network of pharmacies - a social franchising network for family planning service delivery. Currently, there are approximately 3,072 pharmacy outlets in the Sangini network covering all 75 districts. CRS manages the provision of technical support visits to these network outlets and provides support to improve the quality service delivery capacity among the providers involved.

FHI 360 has developed a quality assurance mystery client survey in order to assess progress towards improving the quality of service delivery through the Sangini network. The survey will be carried out among Sangini network providers who have received training from CRS in 49 GGMS districts. The survey will have pre-recruited persons visit outlets anonymously, posing as a new client, to assess the quality of customer services based on pre-determined criteria. The mystery client fills out a survey form detailing the services obtained during the visit to the outlet.

FHI 360 is in the process of selecting a vendor to carry out this survey. Results are anticipated to be available in November.

## AD HOC RESEARCH TECHNICAL SUPPORT TO CRS

FHI 360 has provided ad hoc research technical support to CRS in order to better inform implementation of programs. Some examples include synthesis and presentation of previous research on willingness to pay data for condoms and oral contraceptive pills, analysis of HIV behavioral research to ascertain relevant knowledge and attitudes towards condoms in preparation of the third condom brand marketing strategy, pre-testing methodology and discussion guide development for the third condom brand and literature review of available studies related to STI treatment-seeking behaviors of transport workers. During the marketing and communication workshop described above, FHI 360 facilitated a qualitative research exercise with CRS marketing staff, whereby each team member had to conduct qualitative interviews with the primary audience for the two products of interest.

# CHALLENGES AND NEXT STEPS

## CHALLENGES

FHI 360 faced a number of challenges during the initial six months of the GGMS project, but has taken actions to mitigate the effects of these challenges on delivering project results.

### USAID SUSPENSION OF AED AND AED'S ACQUISITION BY FHI 360

The USAID suspension of AED on December 8, 2010 and the subsequent acquisition of AED by FHI 360 had a significant impact on FHI 360's ability to carry out activities. In particular, FHI 360's ability to procure services needed for GGMS has been restricted. These include short-term technical assistance for CRS in social and behavior change communications and institutional development and sustainability planning, procurement of enterprise resource planning software and technical support and procurement of research services to conduct baseline contextual assessments, analyze retail market audit data and conduct GIS mapping of hot zones, mystery client and KAP surveys.

While some aspects of project implementation were restricted, FHI 360 staff focused its efforts on working closely with CRS staff to build trust and lay the foundation for the remainder of the project. As restrictions eased, FHI 360 prioritized those elements that would have the greatest impact on advancing CRS's sustainability and program objectives.

## **DELAYS IN HIRING SENIOR TECHNICAL EXPERT**

The delays in filling the Senior Technical Expert key personnel position have resulted in a reduction in the breadth program activities, compared to the original plan. The Chief of Party and other technical staff have assumed responsibilities that would have been assigned the Senior Technical Expert. While progress on immediate priorities has been achieved, some of the longer-term institutional development activities planned for CRS have not advanced without the presence of the Senior Technical Expert. As of August 2011, USAID/Nepal has approved Hare Ram Bhattarai for the position of Senior Technical Expert.

## **NEXT STEPS**

FHI 360 has established a strong, trusting relationship with CRS during year one of the GGMS project, and seeks to build on this relationship in year two. FHI 360 has identified the following priority areas for year two.

## **FOLLOW THROUGH ON RESEARCH FROM YEAR ONE**

Given the delays in the procurement of research services, a clear priority for the coming year is to complete and finalize results from research planned for first year: KAP survey, GIS mapping survey and mystery client survey. The findings from these surveys will establish of baseline project measurements and will inform the development of program strategies for year two and beyond.

## **INSTALL ENTERPRISE RESOURCE PLANNING SYSTEM**

Central to CRS's ability to monitor financial and programmatic performance is the unification of its existing vertical management systems. FHI 360 will prioritize the finalization of the contract with the selected vendor for the installation of the enterprise resource planning system. Short-term technical assistance from FHI 360 headquarters will provide inputs into the assessment and customization phases of the installation.

## **PRIORITIZE INSTITUTIONAL DEVELOPMENT ACTIVITIES**

With CRS having embraced the IDF in year one, FHI 360 will assist in ensuring that the priority areas identified by the Senior Management Team for year two (e.g., human resource development strategy, monitoring and evaluation system and supply chain management) are carried according to the defined timelines.

## **ASSESS OF CRS'S DISTRIBUTION SYSTEM**

CRS's distribution system is unparalleled in Nepal for medical products. With the focus of GGMS on 49 priority hill and mountain districts, assessing the reach of CRS's existing distribution system to these areas and the costs associated with it are necessary for maintaining long-term cost-efficiency. FHI 360 will contract an external agency to conduct an assessment of CRS's distribution system and identify ways to create greater efficiencies while at the same time maximizing coverage. These assessments will include district-specific data that will be used as baseline contextual assessments for indicator 1.1.2.

## **SUPPORT CRS'S LAUNCH OF THIRD CONDOM BRAND**

The upcoming 2012 launch of CRS's third condom brand will be one of the most critical product launches in CRS's recent history because of the potential significant contributions the product can make to offset declines in donor funding over the next five years. FHI 360 staff, both in the GGMS office and from FHI 360 headquarters, will provide technical guidance across all launch preparation activities to contribute to its success.