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G HAR G HAR MAA SWASTHYA

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ACRONYMS AND ABBREVIATIONS

CRS	Nepal CRS Company
ERP	Enterprise resource planning
FHI 360	Family Health International
FP	Family planning
GIS	Geographic information system
GON	Government of Nepal
HECAF-Nepal	Health Care Foundation – Nepal
KAP	Knowledge, attitudes, and practices
MCH	Maternal and child health
ORS	Oral rehydration salts
PMP	Performance Measurement Plan
RH	Reproductive health
SBCC	Social and behavior change communication
STI	Sexually transmitted infection

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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 rural, hard-to-reach areas. Under the second component, USAID funds Family Health International (FHI 360) to assist CRS in developing and implementing business plans and behavior change communication activities, such as generic campaigns promoting family planning (FP) 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 conducted a mystery client study (detailed under Intermediate Result I below) to ascertain the degree to which providers are following FP service delivery protocols established by the project.

OPERATIONAL ENVIRONMENT

During this period, FHI 360 experienced minimal disruption in activities related 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.

PROJECT ACHIEVEMENTS

Overall, the GGMS project progressed smoothly during the course of the project year making significant progress in institutional development building with CRS and monitoring and evaluation.

INTERMEDIATE RESULT 1: INCREASED SUPPLY OF SELECTED HIGH-QUALITY FP, REPRODUCTIVE HEALTH (RH), AND MATERNAL AND CHILD HEALTH (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 tactics across CRS's product portfolio. FHI 360 staff participated on a broad range of technical working groups and committees in HIV/AIDS, FP, RH, and MCH technical areas. FHI 360 has initiated contract processing to with a local agency to dispose of USAID-donated commodities following World Health Organization guidelines. The process used will serve as a new model for commodity disposition that combines recycling of non-hazardous waste with the safe disposal of hazardous waste. FHI 360 has selected MART India to conduct an assessment of CRS's distribution to determine overall system reach and identify opportunities for enhancement of effectiveness and cost-efficiency.

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

FHI 360 completed the first round of Geographic Information System (GIS) mapping of hot zones during this reporting period. FHI 360 facilitated introductory meetings between GGMS and the Saath Saath Project to identify opportunities for collaboration, particularly in overlapping districts. FHI 360 has

yet to initiate significant engagement with commercial condom distributors, but is planning for this activity to occur in years three to five of the project.

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

A central element to FHI 360's technical assistance to CRS is the improvement of business processes and planning. FHI 360 has supported CRS to install the Microsoft Dynamics NAV enterprise resource planning system (ERP) to integrate existing vertical information systems to streamline management decision-making. With the support of FHI 360, CRS will work with a reputed organization with experience in assessing and formulating a human resource management strategy. As CRS moves into a new era focused on greater independence and sustainability, establishing a strong connection with donors as well as consumers will be critical to its success. FHI 360 is providing to reinvigorate CRS's brand identity through a integrated suite of corporate communication and branding materials.

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

FHI 360 provided routine coaching in the development of the CRS's third condom brand marketing strategy and the design of the brand logo and packaging. FHI 360 designed a two-day Effective Product Marketing training to be used with CRS's field staff to improve the quality of their interactions with customers. In addition, a four-day training of trainers was created to institutionalize this field-level training program within CRS.

PROJECT MANAGEMENT

FHI 360 used a competitive procurement process for three major procurements during this reporting period. Mr. Hare Ram Bhattarai joined GGMS in January 2012 bringing 18 years of international experience in leadership and development, logistics management and monitoring and evaluation. FHI 360 also hired Ms. Moon Pradhan for the position of Marketing and Communication Advisor.

MONITORING AND EVALUATION

FHI 360 carried out a GIS mapping study in 31 districts to assess condom coverage, access and quality of coverage in hot zones. Overall, condom coverage and access are higher than expected, though some differences remain between regions of the country. 'Quality of coverage' indicators are relatively positive. FHI 360 conducted a knowledge, attitudes and practices (KAP) survey in 49 GGMS priority districts in order to establish baseline measures for the GGMS performance measurement plan and inform the development of program strategies. In addition to the above, FHI 360 commissioned a mystery client study to determine the quality of family planning service delivery through Sangini providers in the 49 GGMS priority districts.

CHALLENGES AND NEXT STEPS

FHI 360 faced a number of challenges during the reporting period, but has taken actions to mitigate the effects of these challenges on delivering project results. These challenges include capacity constraints within CRS to take advantage of FHI 360's technical assistance and delays in the hiring of the Senior Technical Advisor. For the remainder of this project year, FHI 360 will focus on finalizing and disseminating research findings and enhancing the institutional capacity of CRS – specifically related to leadership and development, corporate identity reinvigoration and development of monitoring and evaluation strategy.

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 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 maternal and child health (MCH), family planning (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 Family Health International (FHI 360) to assist CRS in developing and implementing business plans and behavior change communication activities, such as generic campaigns promoting FP best practices.

The GGMS project has four primary result areas:

INTERMEDIATE RESULT 1: Increased supply of selected high-quality FP, reproductive health (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

This report comprises a description of results and activities for the period of August 1, 2011 to January 31, 2012.

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 conducted a mystery client study (detailed under Intermediate Result 1 below) to ascertain the degree to which providers are following FP service delivery protocols established by the project. Together with program monitoring data collected by Nepal Fertility Care Center, this study will be used to inform for CRS's management of compliance with US population policies and to improve the quality of FP service delivery.

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.

PROJECT ACHIEVEMENTS

Overall, the GGMS project has progressed as planned during the first six months of the project. Table 1 summarizes FHI 360's progress on specific performance measurement plan (PMP) indicators related to technical assistance to CRS.

Table 1: Summary of FHI 360 progress on specific technical assistance PMP indicators

INTERMEDIATE RESULTS	INDICATOR	TARGET	PROGRESS
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			
Sub IR 1.1: Increased availability of selected quality FP and MCH commodities in rural, hard to reach areas	Number of dialogue meetings held	36	✓
	Number of baseline contextual assessments completed	8	✓
	Number of collaborative plans submitted on time	2	✓
IR 2: Increased availability of HIV/AIDS/STI prevention commodities and services among most-at-risk groups in designated hot zones			
Sub IR 2.1: Increased availability of commercial condoms in traditional and non-traditional outlets of hot zones	Number of dialogue meetings held with commercial partners	0	N/A
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			
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	12	✓
	Number of CRS staff trained in cost accounting	10	✓
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	12	✓
IR 4: Enhanced strategic behavior change communication materials and resources produced			
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	10	✓

✓ Indicates progress on track to achieve annual target based on previous achievements

✗ Indicates progress is not yet on track to achieve the annual target based on previous achievements

As Table I indicates, FHI 360 is on track to achieve its technical assistance related indicators with either progress made directly against these indicators or specific activities planned for the second half of the project year.

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 tactics for CRS's product portfolios. Most efforts focused on designing and pre-testing the branding and packaging for CRS's third condom brand.

PARTICIPATION IN GON TECHNICAL MEETINGS

FHI 360 staff participated in a broad range of technical working groups and committees in HIV/AIDS, FP, RH and MCH technical areas. Such groups included National Family Planning Subcommittee, Safe Motherhood and Neonatal Health Subcommittee, Family Planning Communication Strategy Meeting, and the Annual Reproductive Health Review Meeting.

MANAGEMENT OF EXPIRED COMMODITIES

Under Intermediate Result 1, FHI 360 is mandated to provide technical assistance to CRS to improve its healthcare waste management practices. To this end, FHI 360 initiated contract processing for Health Care Foundation – Nepal (HECAF-Nepal) to dispose of expired USAID-donated commodities collected from CRS's distribution channels. HECAF-Nepal will follow World Health Organization guidelines for the disposal of condoms, oral contraceptive pills and injectable contraceptives. All packaging materials and condoms will be recycled and hazardous waste from the oral contraceptive pills and injectable contraceptives will be sealed in a container and disposed of in a landfill. The entire process will be documented with video and photos to be used for training and advocacy purposes. The activity will begin in April 2012.

ASSESSMENT 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 has selected MART India to conduct an assessment of CRS's distribution system. Key areas of inquiry will include:

- Review CRS's existing product portfolio and document the scope and reach of CRS's existing commodity supply chain.
- Measure the per-unit distribution costs associated with select CRS products (condoms, oral contraceptive pills, injectable contraceptives and oral rehydration salts) in specific geographic areas, given the current supply chain structure, and review existing product-pricing structure.
- Develop a strategy to modify or add on to the existing CRS system to generate greater product coverage while at the same time creating cost efficiencies. Provide recommendations as to ways in which the company can use its unique capabilities in reaching underprivileged and vulnerable populations living in hard-to-reach areas.
- Develop a strategy to improve processes (e.g., route planning, targeting, etc.) for CRS field-based staff in terms of better coverage and pricing strategy changes to reflect differences in distribution costs to different geographic areas.

- Develop per-unit product-specific costing scenarios based upon recommendations
- Assist CRS in developing an operational plan for executing the recommendations, which will include a framework allowing CRS to monitor progress over time.

This activity will be completed by June 2012.

QUALITY ASSURANCE

FHI 360 conducted a mystery client study in order to assess the quality of FP service delivery among providers in CRS's Sangini social franchising network. Results from this study will be used to inform refinements in CRS's existing training and technical support visit approaches. Details on this study can be found in the Monitoring and Evaluation section of this report.

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

GEOGRAPHIC INFORMATION SYSTEM (GIS) MAPPING OF HOT ZONES

FHI 360 completed the first round of GIS mapping of hot zones during this reporting period. Details of the study can be found in the Monitoring and Evaluation section below. All findings have been disseminated to both headquarters-based personnel and field-based personnel. FHI 360 will be assisting CRS to develop specific marketing strategies to address programmatic gaps in hot zones.

COORDINATION WITH SAATH SAATH PROJECT

FHI 360 facilitated introductory meetings between GGMS and the Saath Saath Project to identify opportunities for collaboration, particularly in overlapping districts. Global Information System (GIS) mapping data collected under GGMS was shared with Saath Saath Project staff.

ENGAGEMENT WITH THE COMMERCIAL SECTOR

FHI 360 has yet to initiate significant engagement with commercial condom distributors. Given that the priority of GGMS in the first three years is to focus on capacity building of CRS, it was jointly decided between FHI 360 and USAID/Nepal to postpone this element of the project until the final three years.

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

SUBMISSION OF CRS'S FIVE-YEAR OPERATIONAL PLAN

FHI 360 worked with CRS to finalize its five-year operational plan for submission to USAID/Nepal. This plan received USAID/Nepal endorsement in December 2011. FHI 360 assisted CRS in implementing a number of priority elements of this plan including an early retirement scheme, a loan program for field personnel to procure motorcycles and an increase in company per diem. A core element of this plan was the transition from USAID-donated commodities to ones procured by CRS. This transition is now underway with the finalization tender documents for Panther Premium condoms and Nilocon White.

COMMODITY PROCUREMENT PLANNING

FHI 360 has provided technical assistance to CRS in procurement planning for CRS's third condom brand, Panther Premium and Nilocon White. Significant effort has focused on the finalization of product specifications, identification of potential suppliers, development of procurement timelines and creation

of tender documents. FHI 360 has used expertise from its Product Quality and Compliance unit in North Carolina for final reviews of tender documents. FHI 360 will continue to work with CRS to build overall supply chain management and procurement expertise within the organization.

INSTALLATION OF ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

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. CRS decided that the installation of Microsoft Dynamics NAV ERP would be the optimal way to integrate existing vertical systems (e.g. finance, logistics, human resources, monitoring and evaluation) into a single platform. FHI 360 hired Brainworks, a local firm specializing in NAV, to design and install this system within CRS. With support from FHI 360, CRS established a steering committee and functional area teams to guide this installation process. Following extensive interviews, observation and analyses to identify CRS-specific system needs, Brainworks customized NAV and installed the system on CRS's server. User acceptance testing is underway to ensure that CRS users are capable of operating the system correctly. The system is expected to be fully operational by May 2012.

HUMAN RESOURCE MANAGEMENT ASSESSMENT

During and after the current project period, CRS has committed to the challenge of emerging as a sustainable organization in terms of management, programs and finance. CRS has been aggressively planning to use better processes and technologies to become more efficient and effective. Its decision to install an ERP system to improve its decision-making power is one example of this strategy. Efficiency and competitive advantage cannot solely be gained just by the deployment of new technology and availability of financial resources. A competitive and motivated work force with an efficient human resource management system is the most important resource required to take CRS to the next level of its graduation process. CRS's current human resource management system has not been reviewed with respect to its efficiency and effectiveness for a long time. During a self-assessment exercise conducted by CRS's senior management team in May 2011, human resource management was one of the priority areas identified for further in-depth analysis to identify areas requiring more attention and investment to increase effectiveness.

With the support of FHI 360, CRS will work with a reputed organization with experience in assessing and formulating a human resource management strategy. Key areas of inquiry will include:

- Human resource management budget
- Human resource management capacity (leadership, managerial and operational) in relation to current needs
- Human resource management planning in relation to near- and long-term organizational strategy
- Personnel policy and practice (e.g., recruitment, gender and social inclusion, remuneration, career path)
- Personnel data management
- Performance management (e.g., monitoring and supervision, performance evaluation and reward and punishment)
- Professional development and training

The CRS Board of Directors has approved this activity, and the request for proposals will be released following a presentation to the Board of Directors in March 2012.

REINVIGORATION OF CRS'S CORPORATE IDENTITY

As CRS moves into a new era focused on greater independence and sustainability, establishing a strong connection with donors as well as consumers will be critical to its success. An important element to establishing these connections is to ensure that its corporate identity resonates and is meaningful with these groups. As companies move into new business areas or undergo shifts in strategy, it is common for them to rethink their corporate branding to ensure that maintains or builds a personal and

emotional connection. CRS's corporate identity has undergone few changes over the course of the last 33 years, and with the intensified attention on independence and sustainability, making sure that its corporate brand resonates with its audiences will be increasingly important.

FHI 360 has worked with CRS Senior Management and the Board of Directors to advance this initiative forward, and plans to use technical assistance from the Design Lab 360, a specialized center at FHI 360 focused on design and branding, to assist with this activity. Specifically, this activity will help to revitalize CRS's visual brand identity through an integrated suite of corporate communication and branding materials. The following components will be addressed:

- Assess the resonance and effectiveness of current CRS brand identity
- Create a strong, memorable and consistent visual brand identity aligned with CRS's vision and strategic direction
- Provide staff with tools and training to manage and build on the brand identity

FHI 360 has included a capacity-building element to this activity to ensure that CRS is able to nurture its own corporate identity in the future.

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

Following the successful completion of the marketing and communication workshop with Nepal CRS Company's marketing team in May 2011, FHI 360 has continued to provide capacity-building support to CRS to enhance its social and behavior change communication (SBCC) capacity.

Specifically, FHI 360 provided routine coaching in the development of the CRS's third condom brand marketing strategy and the design of the brand logo and packaging. During the packaging development process, FHI 360 assisted CRS in conducting research among consumers residing in urban and semi-urban areas to acquire feedback for the creation of brand name, logo and packaging elements. In addition, FHI 360 designed a two-day Effective Product Marketing training to be used with CRS's field staff to improve the quality of their interactions with customers. In order to facilitate the integration of this training in CRS's routine operations, FHI 360 created a four-day training of trainers to be used with CRS's headquarters-based marketing and field operations staff. Both of these trainings were conducted in February 2012.

PROJECT MANAGEMENT

PROCUREMENT OF SERVICES

FHI 360 conducted three procurements during this reporting period using a competitive procurement process. These include the installation of ERP system in CRS, a mystery client study and an assessment of CRS's distribution system.

STAFFING

FHI 360 received approval for the hiring of Mr. Hare Ram Bhattarai for the key personnel position of Senior Technical Advisor. Mr. Bhattarai brings more than twenty years of experience in leadership development, management information systems, and monitoring and evaluation in Africa, South Asia, Southeast Asia and East Asia. Mr. Bhattarai joins us from MSH where he worked for 18 years in a variety of capacities providing technical assistance and support to MSH projects throughout the world.

Mr. Bhattarai's experience is enhanced by his Master of Management Information Systems from Virginia Polytechnic and State University (Virginia Tech) and his Bachelor of Electronic Engineering from BHU, India.

FHI 360 recruited and is in the process of hiring Ms. Moon Pradhan as Marketing and Communication Advisor to replace Arinita Maskey Shrestha who left the project in September. Ms. Pradhan will bring ten years of experience in journalism and marketing to the project. Most recently she held the position of Marketing Director at Gham Power, a private company specializing in solar power.

MONITORING AND EVALUATION

FHI 360 conducted a number of research studies during the course of the reporting period. For those studies involving human subjects, FHI 360 used its internal institutional review board prior to embarking on the research.

GIS MAPPING OF HIGH-RISK AREAS

FHI 360 built upon the success of GIS mapping of high-risk areas under the Nepal Social Marketing and Franchising Project: AIDS, Reproductive Health and Child Survival project by expanding its mapping approach to include most-at-risk populations other than female sex workers and their clients. This study was carried out to:

- Map out geographic areas where sexual activity takes place or is negotiated
- Measure coverage, quality of coverage and access to condoms
- Identify opportunities to enhance condom social marketing in Hot Zones

This study contributes to the following project indicators:

- IR 2.1.1: Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand
- IR 2.2.1: Percentage of hot spots with at least one condom-selling outlet within 100 meters:
- IR 2.3.1: Percentage of hot zones with one condom-selling outlet per five hot spots

The study was carried out in 31 districts divided into seven segments with the majority of the districts along major highway routes. The seven segments were:

- Area 1: Kathmandu valley
- Area 2: Dhading, Makawanpur, Chitwan and Nawalparasi
- Area 3: Tanahu, Kaski, Syangja and Palpa
- Area 4: Rupandehi, Kapilbastu, Dang, Banke, Bardiya, Kailali and Kanchanpur
- Area 5: Bara, Parsa, Rauthat, Sarlahi, Dhanusha, Mahottari, Siraha and Saptari
- Area 6: Jhapa, Morang and Sunsari
- Area 7: Kavre and Sindhupalchowk

All hot spots were identified in each area and hot zones were created based upon these hot spots. Lot quality assurance sampling was used to sample hot zones in order to determine coverage, quality of coverage, and access to condoms.

Overall, 6,466 hot spots were identified as compared to 3,352 in 2008. This increase in hot spots is likely due to increasing commercial activities in the urban areas and the addition of five districts (Kavre, Sindhupalchowk, Syangja, Tanahun and Palpa).

Indicator-specific results are presented in Table 2 showing that hot zone-related indicators exceeded anticipated results for all three indicators for year one of the project.

Table 2: GGMS hot zone-related indicators for year one

INTERMEDIATE RESULTS	TARGET	PROGRESS
IR 2.1.1: Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand	25%	69%
IR 2.2.1: Percentage of hot spots with at least one condom-selling outlet within 100 meters	45%	63%
IR 2.3.1: Percentage of hot zones with one condom-selling outlet per five hot spots	50%	74%

These positive overall results demonstrate that CRS and the private sector are maintaining a strong presence in hot zones. However, looking at region-specific data, there are areas for improvement.

Areas 2, 3 and 7 are performing lower than other areas with regards to condom coverage, with area 7 being the lowest at 30 percent. Access to condoms in area 7 is very low, at only 24 percent. The 'quality of coverage' data are relatively positive. CRS's condom brands are available in over 70 percent of outlets sampled; however, the visibility of condom promotional materials is very low across all study areas. Though most outlets have not experienced stock outs in the past month, there is concern in areas 4, 5 and 6 where their percentage of outlets facing stock outs was above 15 percent.

Results of the study were shared with CRS headquarters-based staff, Area Managers and Field Staff. Some key recommendations coming from the sessions include: increase focus on areas 6 and 7; explore the reasons why outlets are facing stock outs problems especially in areas 4, 5 and 6; and use the newly created maps to ensure saturation of hot zones with condom-selling outlets.

KNOWLEDGE, ATTITUDES AND PRACTICES (KAP) SURVEY IN 49 GGMS PRIORITY DISTRICTS

FHI 360 has completed the KAP survey among 1,800 women in 49 GGMS priority districts. Results from the survey serve two purposes:

1. Provide baseline measures for the GGMS performance measurement plan
 - a. IR 4.1.1: Percentage of women of reproductive age 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.

The following is a selection of key results.

KNOWLEDGE AND USE OF CONTRACEPTIVES

Knowledge of modern contraceptives: More than 9-in-10 married respondents were found to be aware (spontaneous plus aided) of female sterilization, male sterilization and injectables, 90 percent of oral contraceptive pills and condoms and approximately three quarters of intra-uterine device and implants.

Use of modern contraceptives: Approximately two-thirds (68 percent) of the respondents reported using a contraceptive method at some point, with 61 percent reported having used a modern method. Injectable contraceptive (35 percent) was reported as the most commonly ever used method in both the mountain and hill regions, followed by oral contraceptive pills (13 percent), withdrawal (12 percent), male sterilization (9 percent), condoms (8 percent) and female sterilization (7 percent). There were few differences in methods ever used between mountains and hills.

For IR 4.1.1, percentage of women of reproductive age who are currently using a modern method of contraception, 45 percent of these married women said they were using a modern contraceptive at the time of the survey, which is slightly higher than that of the national average of 43 percent¹.

Source of supply: The major source of supply of contraceptive method was government health sectors (78 percent), followed by private medical sectors (11 percent) and non-government sectors (6 percent) respectively.

MATERNAL AND CHILD HEALTH

Knowledge of source for MCH commodities: For IR 4.1.2, percentage of currently married women of reproductive age (15 to 49 years) who know where to get selected MCH commodities, the survey found that 93 percent of currently married women with at least one child under 5 years of age knows at least one place to obtain oral rehydration salts.

Use of oral rehydration salts (ORS): About two-fifths (42 percent) of those aware of ORS in both mountain and hills said they had given ORS to their youngest or next youngest child under 5 the last time when s/he had diarrhea.

Use of zinc: Thirty-eight percent (26 percent in mountains) of the women who had children under five were aware of baby zinc, and 37 percent of those aware of baby zinc reported that they had used it for their child under 5 at some time in the past.

A full report, with results related to menstrual hygiene practices in the hill and mountains, will be submitted to USAID at the end of March.

MYSTERY CLIENT STUDY

In order to determine the quality of FP service delivery through Sangini outlets, FHI 360 conducted a mystery client study among Sangini providers operating in the 49 GGMS priority districts. The study sought to measure the quality of service delivery across the following dimensions:

1. Physical facilities
2. Infection prevention
3. Product availability
4. Behavioral Change Communication materials
5. Pre-counseling
6. Client assessment (Screening)

FHI 360 used pre-recruited, trained persons called mystery clients to visit outlets anonymously, posing as a new client. The mystery clients had specific characteristics and followed a prescribed scenario where a woman of reproductive age (approximately 25) visited a Sangini outlet with the intention of obtaining Sangini. Prior to the mystery clients' visits, all providers were telephoned informing them of the possibility that a mystery client could visit their outlets. Following the interaction with providers, mystery clients revealed that they were not actually clients, but posing as clients in order to assess the quality of service delivery. Immediately, after her visit to the sampled outlet, the mystery client filled out a data collection form detailing the services obtained during the visit to the client.

Data collection has been completed and analysis is ongoing. Anecdotal reports from mystery clients suggest that providers were appreciative of the initiative to continually monitor the quality of services provided. A full report will be submitted to USAID in April 2012.

¹ Nepal Demographic and Health Survey 2011 (Preliminary Report).

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. Specifically, FHI 360 provided significant input into the pre-testing of brand names, logos and packaging for CRS's third brand.

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.

CAPACITY CONSTRAINTS OF CRS

Certain constraints within CRS, such as human resource capacity, policy and political requirements, have inhibited FHI 360's ability to provide the quantity of technical assistance required under the GGMS contract. Human resource constraints relate to the ability of CRS staff to dedicate the time necessary for certain capacity-building activities, given their own commitments to deliver their CRS portion of the GGMS project. In addition, certain activities – human resource management assessment and corporate identity enhancement – have required approval by the Board of Directors, which has the mandate to provide stewardship over CRS's future.

FHI 360 has taken steps to overcome this challenge by providing longer-term planning horizons for capacity-building activities to CRS's senior management so that time can be appropriately allocated.

DELAYS IN HIRING SENIOR TECHNICAL ADVISOR

The delays in filling the Senior Technical Advisor key personnel position have resulted in a reduction in the breadth of 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 Advisor. 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. Mr. Bhattarai joined the GGMS team in January 2012, and his contributions have already been significant. These contributions are expected to continue and expand, helping to make up for delays experienced in many activities during the first year.

NEXT STEPS

For the remainder of this project year, FHI 360 will focus on finalizing and disseminating research findings and enhancing the institutional capacity of CRS in the following areas.

FINALIZE AND DISSEMINATE RESEARCH FINDINGS

With the completion of the KAP survey and mystery client study, FHI 360 will finalize research findings and disseminate them to selected stakeholders. In order to continue capacity-building efforts in SBCC with CRS, FHI 360 will hold a series of workshops with the CRS marketing team to incorporate these findings into the development of new marketing and communication strategies.

LEADERSHIP AND DEVELOPMENT

While CRS's institutional capacity will be strengthened by increasing skills and knowledge of CRS staff as well as improving internal systems, FHI 360 will also focus efforts on building the leadership and development capacity of Senior Management. FHI 360 plans to hold a series of leadership workshops with senior staff members based both at headquarters and in the field, and will seek to institutionalize these workshops within CRS.

ASSESS HUMAN RESOURCE MANAGEMENT CAPACITY

FHI 360 will release the request for proposals for the assessment of CRS's human resource management capacity and hire an agency to conduct this activity. Results from this assessment will feed into the formulation of a multi-year human resource management strategy to ensure that CRS is optimally staff with appropriate human resource systems in place to attain greater organizational sustainability.

CORPORATE IDENTITY REINVIGORATION

With the Board of Directors approving the activity to reinvigorate CRS's corporate identity, FHI 360 will embark on a corporate identity assessment among consumers and stakeholders. Results from this assessment will inform the design of a new corporate identity. FHI 360 will call on experts from the Design Lab 360 to work on this activity in close collaboration with the CRS Board of Directors and staff. Efforts will also focus on developing the capacity of CRS's marketing staff to roll out the new identity and to nurture the identity over time.

DEVELOPMENT OF MONITORING AND EVALUATION STRATEGY

FHI 360 will bring an impact evaluation specialist from headquarters to work with CRS to develop an organizational monitoring and evaluation strategy. This strategy will seek to address both the needs of external partners (e.g. donors) as well as those of the organization itself. This technical assistance is planned for April 2012.