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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's Chief of Party worked closely with other FP service delivery projects (e.g., Saath Saath Project, Suaahara) in order to standardize compliance-monitoring tools. FHI 360 took the lead in developing a standard central-level monitoring tool that will be adopted by all FP projects. Four FHI360 staff have successfully taken prescribed courses on compliance to US Policies on Family Planning.

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 contracted Health Care Foundation – Nepal (HECAF-Nepal) to with a local agency to dispose of USAID-donated commodities following World Health Organization guidelines. The process used can serve as a new model for commodity disposition that combines recycling of non-hazardous waste with the safe disposal of hazardous waste. FHI 360 contracted 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. FHI 360's mystery client study found that 50 percent of Sangini providers met the minimum quality standards for service delivery.

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 and second rounds of Geographic Information System (GIS) mapping of hot zones during this reporting period; the second round found that GGMS has exceeded all indicators. FHI 360 facilitated meetings between GGMS and the Saath Saath Project to identify opportunities for collaboration, particularly in overlapping districts.

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

FHI 360 provided technical assistance to CRS in CRS's procurement of Nilocon White, third condom brand, and Panther Premium commodities. 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. FHI 360 supported CRS in the development of its five-year operational plan, which was endorsed by USAID/Nepal. With the support of FHI 360, CRS will work with Deloitte Touche Tomatsu India to conduct an assessment of its human resource management approach. FHI 360 trained 23 CRS staff in cost account principles.

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 worked closely with the CRS marketing team to develop a systematic face-to-face marketing approach, and developed a two-day training program for this purpose. FHI 360 conducted a training of trainers for five staff members, modeled after this program. Immediately upon completion of the training of trainers, CRS started rolling out the training program to all field-based staff. Overall, GGMS trained 39 CRS staff in effective product marketing.

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, management information system and monitoring and evaluation. FHI 360 also hired Ms. Moon Pradhan for the position of Marketing and Communication Advisor. FHI 360 selected three candidates from Bajura, Gorkha and Mugu to participate in the GGMS internship program.

MONITORING AND EVALUATION

FHI 360 carried out a GIS mapping study in 26 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. 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 included the alignment of technical assistance with CRS delays in the hiring of the Senior Technical Advisor. For year 3, FHI 360

will focus on 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 July 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's Chief of Party worked closely with other FP service delivery projects (e.g., Saath Saath Project, Suaahara) in order to standardize compliance-monitoring tools. FHI 360 took the lead in developing a standard central-level monitoring tool that will be adopted by all FP projects. Four FHI360 staff have successfully taken prescribed courses on compliance to US Policies on Family Planning.

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. Load shedding remained a constraint during the winter months, but FHI 360 maintained adequate back up and generator systems to ensure a smooth working office.

PROJECT ACHIEVEMENTS

Overall, the FHI 360 has achieved projections set for year 2 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 against relevant project indicators

INTERMEDIATE RESULTS	INDICATOR	PROJECTION	ACHIEVEMENT
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	41
	Number of baseline contextual assessments completed	8	22
	Number of collaborative plans submitted on time	2	2
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.	60	50
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	Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand	30	90
	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	50	76
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	55	73
	Percentage of hot zones with one STI treatment-selling outlet per five hot spots	50	5 (from 2011 study)
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	15
	Number of CRS staff trained in cost accounting	10	23
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	7
IR 4: Enhanced strategic behavior change communication materials and resources produced			
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	94 (ORS) 48 (CDK) 37 (Zinc)
	Percentage of currently married women of reproductive age (15-49 years) who know where to get selected MCH commodities	50	93
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	39

As Table 1 indicates, FHI 360 succeeded in achieving or exceeding nearly all of its technical assistance related indicators for year 2. Following provides additional detail related to selected indicators listed in Table 1 above:

- **Number of baseline contextual assessments completed:** The projection for year 2 was eight assessments and 22 assessments were conducted. Given the constraints faced by the project in year 1, the five assessments planned for that year were not completed. As part of FHI 360's efforts to assist CRS in improving its distribution system, FHI 360 contracted MART to conduct an assessment in 22 districts (see below for more details). As part of MART's overall assessment, 22 district profiles were created which account for the achievement of this indicator.
- **Percentage of franchise outlets that meet minimum quality assurance standards for FP/MCH product and provision of care:** GGMS achieved 50.1 percent against a projection of 60 percent for this indicator. FHI 360 will use the results from the mystery client survey (detailed below) in order to assist CRS in improving progress against this indicator in year 3.
- **Number of CRS staff trained in cost accounting:** FHI 360 originally scheduled this training for July 2012; however, due to scheduling conflicts with key CRS staff involved in the training, it was delayed until August 2012. We have included the achievement here as a reference. GGMS trained 23 CRS staff against a projection of 10. The rationale for this significantly higher achievement was CRS's request to include all relevant field staff in the training program.
- **Number of meetings and interaction sessions conducted:** GGMS achieved seven meetings or interaction sessions conducted against a projection of 12 for this indicator. During this period, FHI 360 prioritized technical assistance to CRS with less emphasis on broader coordination with other partners.
- **Percentage of currently married women of reproductive age (15-49 years) who can identify at least three modern methods of contraception:** The projection for the first year was set at 50 percent for the first year. GGMS achieved 93 percent during this period according to the study carried out from June 2011 through November 2012.
- **Percentage of currently married women of reproductive age (15-49 years) who know where to get selected MCH commodities:** The projection for the first year was set at 50 percent for the first year. Achievement of this indicator was recorded at 93 percent for oral rehydration salts, 48 percent for clean delivery kits and 37 percent for zinc. The study for this indicator was carried out from June 2011 through November 2012.
- **Number of CRS staff trained in BCC, marketing and sales:** GGMS trained 39 CRS staff against a projection of 10. The rationale for this achievement was that FHI 360 helped CRS to institutionalize the training program that resulted in the training being cascaded from the CRS head office to CRS's six area offices.

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 significant 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, reproductive health (RH) and maternal and child health (MCH) technical areas. These groups included the 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 OR DAMAGED 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 contracted HECAF-Nepal to dispose of expired USAID-donated commodities collected from CRS's distribution channels. Previously, expired or damaged commodities were usually disposed of by burning. Recognizing the significant impact of burning on the environment and communities where it takes place, GGMS initiated this activity in order to minimize the impact of the disposition in the environment. The disposition proposed by HECAF-Nepal followed guidelines developed by the World Health Organization (WHO). Non-hazardous waste (e.g., condoms and packaging materials) was recycled. For hazardous waste such as oral contraceptive pills and injectable contraceptives, HECAF followed the WHO protocols for encapsulation in order to reduce the likelihood of the waste contaminating the environment.

GGMS has documented the entire recycling and disposal process using video and photos and is developing a five to seven minute documentary outlining the process. GGMS hopes that the documentary will be a resource for organizations and/or projects that are or in need of disposing of healthcare commodities.

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 contracted MART to conduct an assessment of CRS's distribution system. MART conducted the assessment in 22 districts encompassing the five development and three geographic regions with a mandate to do the following:

- 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 to the existing CRS system to generate greater product coverage while at the same time creating cost efficiencies. Recommend 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 through 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 to execute the recommendations, which will include a framework allowing CRS to monitor progress over time.

CRS staff that joined the MART team in the field expressed their belief that the MART team added value to their work and to the work of CRS as a whole. The draft report for this activity has been submitted and discussions are currently underway between FHI 360, CRS and MART in order to finalize the document. Results from this assessment will be used to enhance the effectiveness and efficiency of CRS's distribution system in hard-to-reach areas.

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. The study found that 50 percent of Sangini providers met the minimum quality standards for service delivery. Results from this study are highlighted under the Monitoring and Evaluation section below.

INTERMEDIATE RESULT 2: INCREASED AVAILABILITY OF HIV/AIDS/STI PREVENTION COMMODITIES AND SERVICES

AMONG MOST-AT-RISK GROUPS IN DESIGNATED HOT ZONES

GIS MAPPING OF HOT ZONES

FHI 360 completed the first and second rounds of GIS mapping of hot zones during this reporting period. The second round of the study found that GGMS has exceeded all indicators.

Details of the study can be found in the Monitoring and Evaluation section below. FHI 360 is working with CRS to develop specific marketing tactics to address programmatic gaps in hot zones, which will be prioritized in the first quarter of year 3.

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. In addition, GGMS and Saath Saath are currently collaborating in the areas of capacity development approaches, social marketing through drop-in centers and developing programs and approaches to make workplace of female sex workers safer.

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 prior 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 to transfer the procurement responsibility from USAID to CRS. CRS has now started procuring commodities independently but with some TA from FHI 360, which was being done by USAID till date. This can be taken as a great achievement towards building capacity of CRS for its sustained operations. CRS has used this document to guide both its strategic and operational planning through years two and three.

COMMODITY PROCUREMENT

FHI 360 provided technical assistance to CRS in CRS's procurement of Nilocon White, third condom brand, and Panther Premium commodities. CRS succeeded in conducting procurements for all three products; however, all bids for the third condom brand and Panther Premium commodities were found to be non-responsive. Thus, CRS will be initiating a retender for these products with FHI 360's technical support. FHI 360 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 operational systems of CRS so that management can make informed decisions based on information from integrated 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 contracted Brainworks, a local firm specializing in NAV, to design and install this system within CRS. With support from FHI 360, CRS succeed in introducing

the system, which is fully operational. All staff that will be using the system have undergone extensive training to ensure competency. FHI 360 will continue to provide CRS technical assistance relating to NAV in order to ensure that its functionality is maximized. To support this installation, FHI 360 competitively procured server hardware, software and accessories on behalf of CRS, which will ensure that the system performance is maximized. The system is connected to CRS's six area offices from where the sales and other data can be directly entered.

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. CRS understands that efficiency and competitive advantage cannot solely be gained just through 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 sustainability 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 appropriate solutions to increase effectiveness.

Following approval from CRS's Board of Directors in May 2012, FHI 360 conducted a competitive regional procurement and selected Deloitte-India to work with CRS on this activity. 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

Following the conclusion of the assessment, results and recommendations will be presented to CRS's Board of Directors to initiate the necessary corporate policy and systems changes that will improve CRS's human resource management.

BUILDING LEADERSHIP AND MANAGEMENT CAPACITY

CRS is now going through a period of change from being fully dependent on USAID to becoming a self-sustainable organization. CRS underwent a sustainability self-assessment in May 2011 and identified leadership and management skill, as a capacity development need. Through the *Ghar Ghar Maa Swasthya* (GGMS) project, FHI 360 developed a four-phase results-oriented leadership and management development course for CRS. Composed of four separate workshops spread over six months, the course's primary objective is to improve the leadership and management skill and practices of CRS management to help meet its challenge of emerging as an independent and self-sustainable organization.

The first phase of the workshop was held June 9-11, 2012. Fourteen CRS, two USAID and two FHI 360 staff completed the first phase. The course was grounded in the Results-Oriented Leadership Development approach and combined presentations, small group work and experiential learning

techniques. Over the course of the two-and-a-half day workshop, CRS participants learned about results-oriented leadership, developed a shared organizational vision, identified challenges to be faced to achieve this vision and created specific challenge projects that will form the basis of the remainder of the course. Participants' evaluations of the phase I workshop were positive overall, with many participants commenting that this type of learning was relevant and valuable to their work. The phase II workshop is scheduled for September 2012.

REINVIGORATION OF CRS'S CORPORATE IDENTITY

FHI 360 worked with CRS Senior Management and the Board of Directors to develop an approach to reinvigorate CRS's corporate identity in light of the intensified attention on independence and sustainability. FHI 360 plans to provide technical assistance through the Design Lab 360, a specialized center at FHI 360 headquarter focused on design and branding, to assist with this activity. Specifically, this activity will help to revitalize CRS's visual brand identity through the development of 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. Due to other competing technical assistance work with CRS, this activity has been postponed until the second quarter of year 3.

ALIGNING CAPACITY DEVELOPMENT ACTIVITIES

Following the completion of the phase I workshop of the leadership and management development course, FHI 360 facilitated a full-day session with CRS Senior Management and Area Managers in order to ensure alignment of capacity development priorities. This session allowed for focused dialogue on capacity development priorities that will be used to guide interventions over the coming year.

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. FHI 360 also facilitated a five-hour brainstorming session to use consumer feedback from this research to modify product branding.

ENHANCING PRODUCT MARKETING

CRS is entering a new phase in its history, characterized by a sharper focus on organizational independence and sustainability. Until now, CRS relied on external technical assistance to train its field staff to implement USAID-funded social marketing programs, and therefore, had neither a systematic training program in marketing, or in-house capacity in place. In December 2010, CRS, with assistance from FHI 360, conducted a self-assessment of its social marketing and behavior change communication capacity. CRS identified "strengthening of staff competencies" as an urgent need to ensure the organization's success.

The primary challenge faced related to the reluctance of CRS staff to facilitate a training program on their own. Given the historical reliance on external assistance, CRS staff did not have the experience of developing and conducting training programs. FHI 360 worked closely with the CRS marketing team to develop a systematic face-to-face marketing approach, and developed a two-day training program for this purpose. FHI 360 conducted a training of trainers for five staff members, modeled after this program. Immediately upon completion of the training of trainers, CRS started rolling out the training program to all field-based staff. CRS first conducted two trainings with minimal support from FHI 360. One month later, CRS organized its own training programs on the same topic, with minimal support from FHI 360. Overall, GGMS trained 39 CRS staff in effective product marketing.

This initiative has resulted in CRS adopting a systematic product marketing approach for its field staff. In addition, it has created confidence among CRS staff that they have the ability to conduct trainings on their own as evidenced by the lead role they played in the second round of trainings. Evaluations done at the conclusion of all field-level trainings indicated that the participants found the training to be of high quality and important to the work they are doing. Field staffs have requested additional trainings in other areas, such as leadership and management and monitoring and evaluation – an indication of the high value they placed on the training received. Plans are in place to evaluate the degree to which training participants are incorporating what was learned into their daily activities.

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 of the Sangini franchise network, an assessment of CRS's distribution system, GIS mapping of hot zones, network system upgrades for CRS, and human resources management assessment.

STAFFING

Mr. Hare Ram Bhattarai joined GGMS in 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 has already demonstrated significant value to the project through his mentorship and leadership and management coaching to CRS staff.

FHI 360 also hired Ms. Moon Pradhan as Marketing and Communication Advisor to replace Arinita Maskey Shrestha who left the project in September. Ms. Pradhan brings ten years of experience in journalism and marketing to the project. She has already contributed significantly to increase the capacity of CRS's marketing team as well as leading project communication and outreach efforts.

HIRING OF GGMS INTERNS

The GGMS project has a primary focus on the 49 hill and mountain districts of Nepal. Thus, FHI 360 thought it was important that its internship program focus on providing opportunities to promising young professionals from these 49 districts, particularly from those districts categorized as remote by the Government.

After an extensive process that involved reviewing over 250 applications, three candidates were selected from Bajura, Gorkha and Mugu to start their internship program on August 1, 2012. These three individuals will work in the areas of social and behavioral change communication, monitoring and evaluation and training and facilitation.

MONITORING AND EVALUATION

FHI 360 conducted a number of research studies during the course of the reporting period. For studies involving human subjects, FHI 360 received approval for research protocols from 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 in June 2011 to:

- Map out geographic areas where sexual activity takes place or is negotiated named as hot spots
- Measure coverage, quality of coverage and access to condoms in the Hot Zones (a cluster of hot spots)
- 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 26 districts divided into six segments with the majority of the districts along major highway routes.

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.

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 two

INTERMEDIATE RESULTS	TARGET	ACHIEVEMENT
IR 2.1.1: Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand	30%	90%
IR 2.2.1: Percentage of hot spots with at least one condom-selling outlet within 100 meters	50%	76%
IR 2.3.1: Percentage of hot zones with one condom-selling outlet per five hot spots	55%	73%

These positive overall results demonstrate that CRS and the private sector are maintaining a strong presence in hot zones. Results of the study will be shared with CRS headquarters-based staff, Area Managers and Field Staff.

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 IUD 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 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, 48 percent knows of a place to obtain clean delivery kits and 37 percent know of a place to obtain zinc.

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 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 is forthcoming.

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

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 pretension 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. The data recorded were discussed with her supervisor to ensure that she captured the accurate data.

Overall 50 percent of providers met the minimum quality standards expected of Sangini providers, which is slightly below the projected achievement of 60 percent. The most surprising fact revealed by this study was that the performance of the outlets in terms of quality family planning service delivery in Kathmandu has ranked lowest, and is contrary to what was expected.

Moving forward, priority must be given to improving providers' interpersonal and communication skills, particularly related to counseling of clients, and enhancing infection prevention practices (e.g., use of puncture-proof containers). FHI 360 plans to conduct an assessment of infection prevention and healthcare waste management practices at Sangini outlets in three districts in the first quarter of year 3. This assessment will provide recommendations as to how to improve these practices at the outlet level.

AD HOC RESEARCH TECHNICAL SUPPORT TO CRS

FHI 360 has provided ad hoc research technical support to CRS in order to better inform the 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 second year of the GGMS project, but has taken actions to mitigate the effects of these challenges on delivering project results.

ALIGNMENT OF TECHNICAL ASSISTANCE PRIORITIES

During the first six months of year 2, certain constraints within CRS inhibited FHI 360's ability to provide the quantity of technical assistance required under the GGMS contract. FHI 360 modified its approach during the second half of year 2 by lengthening the horizon of technical assistance planning with CRS and getting buy-in to timelines and expected commitments early on. It is expected that this modification will result in greater alignment of priorities and more rapid implementation of capacity development activities.

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 had to assume responsibilities that would have been assigned to 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 year 3, FHI 360 will focus on the following:

LEADERSHIP AND MANAGEMENT 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. Building on the success of the phase I workshop of the leadership and management development course, FHI 360 will facilitate the remaining three workshops over the course of the first half of the year. FHI 360 plans to work with CRS staff to institutionalize this course within CRS.

ASSESS HUMAN RESOURCE MANAGEMENT CAPACITY

FHI 360 has contracted Deloitte Touche Tohmatsu India to conduct an assessment of CRS's human resource management capacity that will be conducted in the first quarter of year 3. Results from this assessment will feed into the formulation of a multi-year human resource management strategy to ensure that CRS is optimally staffed 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 in the second half of year 3. 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 in the third quarter of year 3. This strategy will seek to address both the needs of external partners (e.g. donors), as well as those of the organization itself.

INTER-PERSONAL COMMUNICATION TRAINING FOR CRS FIELD STAFF

Upon request from the CRS field staff and building upon the success of the effective product marketing training, FHI 360 will design and conduct a multi-day interpersonal communication skills training course for CRS's field staff in the second quarter of year 3. This course will provide CRS's frontline staff with the knowledge and skills to effectively engage communities in health marketing activities.