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GHAR GHAR MAA SWASTHYA

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COR: Mr. Pangday Yonzone

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ACRONYMS AND ABBREVIATIONS

CRS	Nepal CRS Company
ERP	Enterprise Resource Planning
FHI360	Family Health International
FP	Family Planning
GGMS	Ghar Ghar Maa Swasthya
GIS	Geographic Information System
GON	Government of Nepal
HECAF - Nepal	Health Care Foundation – Nepal
KAP	Knowledge, Attitudes, and Practices
MCH	Maternal and Child Health
MIS	Management Information System
NHEICC	National Health Education, Information and Communication Center
ORS	Oral Rehydration Salts
PMP	Performance Measurement Plan
RH	Reproductive Health
SBCC	Social and Behavior Change Communication
STI	Sexually Transmitted Infection
USAID	United States Agency for International Aid
WHO	World Health Organization

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EXECUTIVE SUMMARY

INTRODUCTION

USAID's Ghar Ghar Maa Swasthya (GGMS), seeks to assist Nepal CRS Company (CRS) to move towards becoming a viable private sector company and to increase the availability and accessibility of health products in Nepal with focus on selected hard-to-reach hills and mountain districts. 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 provide technical assistance to CRS to improve its capacity to enable it to take the challenge of being sustainable and conduct generic campaigns promoting best practices in FP/MCH, HIV/AIDS etc.

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 comply with these policies. FHI 360 regularly attended FP related meeting with other FP service delivery projects. Its staffs have successfully taken prescribed courses on compliance to US Policies on Family Planning.

OPERATIONAL ENVIRONMENT

FHI 360 operation was smooth during the reporting period. Disturbances due to political or other reasons were minimal. It managed the long loading shedding hours with provision of adequate power back up.

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 significant technical input through its local and International staff into the development of marketing strategies for CRS's product portfolios. FHI360 provided technical assistance in the planning of launching of D'zire condom set for 20 September 2013, and in preparing marketing plan for Sanitary napkins that CRS plans to introduce in 2014.

Health care waste management is one of the most important areas that needed attention in improving quality of care of services provided by CRS. Last year FHI 360 provided technical assistance to CRS to improve its healthcare waste management practices by disposing its expired commodities in an environmentally friendly way. FHI360 has produced a short documentary film to illustrate the recycling and disposal process of expired commodities at CRS. We hope that the documentary will be a resource for organizations and/or projects that are or in need of disposing of healthcare commodities in an environmentally friendly way. FHI360 is closely working with CRS logistics department in developing standard operating process (SOP) for managing expiry of commodities at CRS.

FHI360 is also assisting to improve quality of care at Sangini franchise outlets of CRS. This year it assessed health care waste management systems (HCWM) of CRS's Sangini outlets in three districts, one each from mountain (Mugu), Hills (Syangja) and Tarai (Sunsari) region of the country to understand the status and practices of managing both infectious and non-infectious medical wastes generated in these outlets. FHI360 has already initiated the process to address the gaps in the management of health care wastes in Sangini outlets identified by the assessment.

FHI 360 is continuing to provide technical assistance to CRS in strengthening its commodity distribution system. Last year, FHI 360 contracted MART India to assess CRS's distribution system. MART conducted the assessment in 22 districts and made number of recommendations in relation to improving the efficiency and effectiveness of the distribution system. FHI360 has further engaged MART to work with CRS in implementing activities to close the gaps identified in the assessment.

FHI360 conducted mystery client study to assess quality of FP services among providers in CRS supported Sangini social franchising network. The study found that 52 percent of Sangini providers met the minimum quality standards for service delivery. This is below the target of 65 percent set for this year. Last year the achievement was 50 percent against the target of 60 percent. Monitoring and Evaluation section below provides details of the results from this study. FHI360, CRS and USAID jointly analyzed the result of last year and found some questions to be irrelevant to the quality of care of Sangini services. This year we have also calculated the composite indicator with only 47 questions (based on the feedback from CRS) instead of 89 and the achievement is 67 percent, which is above the target of 65 percent. FHI360 will share the results of this year's study with CRS and work on closing the identified gaps.

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

Every year, FHI360 conducts a GIS based study to assess the accessibility of condoms in hot-zones where the risky sexual behaviors are expected. The study of this year indicated that the achievement exceeds the PMP target. Monitoring and Evaluation section of this report details the target and achievement scenario.

FHI 360 continued coordinating with USAID's Saath-Saath Project to identify opportunities for collaboration, particularly in overlapping districts. GGMS shared Global Information System (GIS) mapping data on STI clinics with Saath-Saath Project. In addition, GGMS and Saath-Saath are currently collaborating in introducing social marketing of condoms through drop-in centers. In this effort, FHI360 facilitated the involvement of CRS in conducting training sessions on 'social marketing of condoms' for drop in centers (DIC) of Saath-Saath project. CRS staffs now participate in meetings with Saath-Saath and JHEPIGO to explore ways of using social marketing strategy to sell condoms through Saath-Saath's partner NGOs that are working with most-at-risk populations. This may serve to some extent to help towards the sustainability of local NGOs. Another possibility explored was if Saath-Saath could refer suspected cases of STI to access STI kits marketed by CRS. This has not materialized yet as it needs more consultations and planning.

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

Introduction of new products

One of the strategies of CRS to progress towards sustainability is to introduce new products to earn revenue to cross-subsidize socially marketed products. CRS has decided to introduce dotted condom with brand name D'zire and sanitary napkins as revenue earning products. D'zire is set to launch in

September 2013 and sanitary napkins sometimes in 2014. CRS plans to achieve full cost recovery for these two products. Nilocon White and eCON are already recovering their full cost. eCON in fact is generating substantial surplus revenue.

FHI 360 provided technical assistance to CRS in preparing the launch of “D’zire” mainly in three areas: procurement and testing, market research and communication campaigns. FHI360 availed the services of its laboratory facility in Bangkok to test quality of D’zire condoms before shipment from supplier in Malaysia. Last year CRS conducted D’zire related research in consumer willingness to pay, brand association, and pricing. FHI360’s local and international consultants provided TA in all these researches. FHI360 also provided TA in the production of promotion materials of D’zire.

FHI360 continues to provide technical assistance to prepare the marketing plan of sanitary napkins, which CRS plans to introduce in 2014.

Capacity development in procurement

CRS’s increased capacity in the procurement of commodities is evident by the fact that it did successfully procure Nilocon White OCP, D’zire and Panther condoms through International competitive bidding. FHI360 helped CRS to test the procured condoms before their shipment from Karex Malaysia. It is encouraging to know that both D’zire and Panther condoms will arrive in Nepal well before the planned launching event on 20 September 2013.

Improvement of systems

CRS requires efficient and responsive management systems to work towards recovering cost of its products and long-term sustainability. A central element of FHI 360’s technical assistance to CRS is the improvement of business processes and planning. Technical assistance in this area continued this year as well. Microsoft Dynamics NAV enterprise resource planning system (ERP) that integrates existing vertical information systems to streamline management decision-making is completely functional now. With the support of FHI360, CRS is continuing working with Deloitte to address the gaps identified during the assessment of its human resource management. FHI360 has also engaged MART to continue working with CRS to build capacity in areas of improving the efficiency CRS’s product distribution system.

Planning

Forward planning is the primary requirement for achieving sustainability. FHI360 supported the preparation of ‘program income utilization plan’. FHI360 has contracted MART to assist CRS to prepare 5-year business plan (2013-2018).

Strengthening human resources

In May 2012, Board of Directors approved to assess CRS’s human resources management system. Immediately after the approval, FHI 360 contracted Deloitte-India to work with CRS to carry out the assessment. Deloitte conducted in-depth analysis and listed a number of recommendations in areas covering structural adjustment, functional positioning, performance evaluation system, professional development and compensation and benefit of employees. In early 2013, in consultation with CRS, FHI360 further extended the contract of Deloitte to help CRS in implementing the recommendations intended to strengthen CRS’s overall human resources management system.

Deloitte has already started working on this scope of work. CRS has also started implementing the recommendations where further technical assistance is not required. For example, CRS has prepared identity and visiting cards for its employees, decided to recruit new staff for some functional positions like HR manager and has proposed to USAID for the adjustment of compensations of its staff as per Deloitte’s recommendations.

Building leadership and management capacity

FHI360 continued technical assistance to leadership, management development of CRS staff through innovative, and result oriented workshops. This year, FHI360 conducted three out of the four planned workshops. CRS finds the learning from these workshops very useful. Participants’ evaluations of all

phases of workshop are positive with many participants commenting that this type of learning is relevant and valuable to their work and believed new insight in leadership and management will assist CRS management to help meet its challenge of emerging as an independent and self-sustainable organization. CRS intends to continue with these workshops both at the central and field level. CRS and FHI360 have planned fifth workshop in the first quarter of next year. FHI360/CRS will decide the content and methodology of workshops for field level CRS staff in the fifth workshop.

Invigorating CRS'S corporate identity

FHI 360 worked with CRS Senior Management and the Board of Directors to develop an approach to reassesses CRS's corporate identity in light of the intensified attention on independence and sustainability. 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.

FHI 360 planned to provide technical necessary technical assistance. However, we could not complete this activity, as CRS could not allocate time for this activity due competing technical assistance and other work. CRS has advised us to plan it during the second half of next year.

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

Technical assistance in BCC materials for D'zire

FHI 360 continued assistance in the development of BCC materials like printed posters, television commercial (TVC) and radio jingles, and design of the brand logo and packaging of D'zire condoms.

Training on communication

FHI 360 closely worked with the CRS marketing team to develop an effective demand creation (EDC) training program to help creating demand for its products through effective interpersonal communication with end users of its products. FHI360 conducted training for trainers (TOT) for CRS staff. Following the TOT, FHI360/CRS conducted 4-field level training to train 38 CRS staff. CRS now owns this training program in the sense that it can now conduct and/or modify training content without external assistance to serve their requirements in future.

BCC materials for CRS products

FHI360 provided technical assistance and resources to produce and install several BCC and promotional materials to promote Dhaal and Panther brands of condoms with focus on hot-zones. Other materials produced included job aids like informed choice posters, client right posters, screening checklist for use in Sangini outlets. We expect that the provision and use of these materials will increase sales of condoms in hot-zones and improve quality of care of Sangini services.

Promotion of healthy behavior through generic BCC

FHI360 actively interacted with Government agencies like National Health Education Information Communication Center (NHEICC) and child health division (CHD) to discuss strategies to work in promoting use of Zinc with ORS, Chlorhexidine and menstrual hygiene. These generic BCC activities will support marketing of CRS products (e.g. Nava Jeevan and Sanitary Napkins) even without promoting its brand.

PROJECT MANAGEMENT

FHI360 managed the project satisfactorily during the reporting period. The project saw the sudden departure of its chief of party (COP) in May 2013. Senior Technical Advisor (STA) Mr. Hare Ram Bhattarai acted as COP for June and confirmed in the position with effect from July 2013. Promotion of Mr. Bhattarai in the COP position left senior technical assistance (STA) position vacant. FHI360 is in the process of filling the vacancy. The project did not slow down or suffered due to this change in staffing situation.

FHI360 selected three persons through open competition one each from Rolpa, Mugu and Khotang to participate in the GGMS internship program. FHI360 gave priority to candidates from Hills and Mountain districts, as these are the focus geographical regions of GGMS. Government of Nepal (GON) rates all these three districts as very remote.

MONITORING AND EVALUATION

FHI 360 carried out the following surveys in the reporting year

- *Knowledge, attitudes, and practices (KAP) survey of FP/RH and MCH among currently married women of reproductive age in 49 GGMS priority districts in order to understand the status and compare with the baseline measures of 2011. This will help CRS to plan activities and formulate program strategies based on evidence.*
- *Assessment of quality of care in Sangini franchise outlets in the hills and mountains including Kathmandu valley. FHI 360 commissioned a mystery client approach in this study.*
- *Assessment of health care waste management (HCWM) practices in Sangini outlets of three districts: Mugu in mountain, Syangja in hills and Sunsari in Tarai. FHI360 has initiated procurement process for implementing a pilot intervention program in those districts to address the gaps identified by the assessment.*
- *Market studies of pricing structure of condoms the market. CRS is planning to introduce a new brand of condom "D'zire" as a revenue-generating product. FHI360 conducted a market study to help CRS understand the pricing structure of competing brands of condom in the market. This study helped CRS to position D'zire in the market in terms of pricing*

Additionally, FHI360 supported CRS in the following areas

- *Testing promotional materials and study of willingness to pay of D'zire condoms: CRS conducted this study through a contractor. FHI360 provided TA in the design of questionnaire and formulation of methodology of administering the study.*
- *Analysis of secondary retail market sales (RMS) data: FHI360 regularly procures secondary data on sales of CRS commodities and makes it available in the raw as well as analyzed form. Starting this reporting year, data on sanitary napkins was also availed to CRS to help plan to introduce of sanitary pads in 2014.*

CHALLENGES AND NEXT STEPS

Challenges

FHI 360 faced following challenges during the reporting period

- Mr. Peter Oyloe, COP, left FHI360 effective 1 June 2013. With approval from USAID, FHI360 promoted Senior Technical Advisor (STA), Mr. Hare Ram Bhattarai to the position of COP effective July 2013. The process of hiring senior technical assistant to fill the position left vacant by Mr. Bhattarai's promotion is underway.
- This year, it took considerable time in getting approval for research ethics from internal review board (IRB) of FHI360 and national health research council (NHRC) of Nepal before conducting the researches. In spite of this delay, FHI360 completed all planned researches.
- Some scheduled events especially the training events needed rescheduling to align them with CRS's change in schedule and priority. This is a constraint in the sense that CRS has a set of project deliverables and its staffs are very busy. Setting aside time for training/workshops sometimes becomes challenging. FHI360 and CRS will work together to minimize changes in scheduled events in coming years.

Next Steps

- FHI 360 will continue building the leadership and development capacity of CRS's Senior Management and of field staff.
- FHI 360 will provide appropriate TA to strengthen CRS's human resources management

system by assisting them to implement the recommendations of Deloitte.

- CRS and FHI 360 will work to assess the corporate identity and branding of CRS by engaging experts
- FHI 360 will provide TA to CRS to develop its monitoring and evaluation (M&E) strategy and framework
- FHI 360 will work with CRS to build capacity of its staff through either training or study visits in financial, human resources, and health care waste management, sustainable models of social marketing organizations, proposal developments, and planning of introducing sanitary pads in the market.
- FHI 360 will closely work with USAID, other external development partners and GON to conduct generic campaigns to promote various good practices in public health. Some of the areas FHI 360 is planning to work include: promotion of zinc with ORS in the treatment of diarrhea of children under five, use of Chlorhexidine in naval care of newborns and menstrual hygiene of adolescent girls

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 BCC 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 comply with these policies. FHI 360 regularly attended FP related meeting with other FP service delivery projects (e.g., Saath-Saath, Suaahara, and Health for Life etc.). Five FHI360 staffs have successfully taken prescribed courses on compliance to US Policies on Family Planning. FHI360 staffs fill FP compliance forms whenever possible when they are on field trips. FHI360 also communicates with CRS about the importance and requirement of compliance to US FP policies especially during the course of conducting training for its staff.

OPERATIONAL ENVIRONMENT

FHI 360 operation was smooth during the reporting period. Disturbances due to political or other reasons were minimal. Loading shedding continued to pose power problem. The dark hours were up to 12 during the driest months. However, FHI 360 maintained adequate power back up to ensure a smooth working office.

PROJECT ACHIEVEMENTS

Overall, the FHI 360 has achieved projections set for year 3 of the project. Table I summarizes FHI 360's progress on specific performance measurement plan (PMP) indicators related to technical assistance to CRS.

Table 1: Summary of FHI360 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	7	None ¹
	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.	65	52
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	35	79
	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	55	70
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	60	69
	Percentage of hot zones with one STI treatment-selling outlet per five hot spots	60	7 ²
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	16	17 ³
	Number of CRS staff trained in cost accounting	10	N/A ⁴
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	14
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.	(TBD during PMP review)	97
	Percentage of currently married women of reproductive age (15-49 years) who know where to get selected MCH commodities	(TBD during PMP review)	97(ORS)
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	38

¹ In the previous year, 8 assessments were planned but 22 assessments (districts distribution system assessment by MART) were made. Therefore, no additional contextual assessment was carried out this year.

² This indicator target needs revisiting, as they are unrealistic. Last year the achievement was 5%, this year it is increased 7%

³ Since ERP Navision is implemented at CRS, many more customized reports are now being produced

⁴ 23 reported in last year's annual report.

As Table I indicates, FHI 360 succeeded in achieving or exceeding nearly all of its technical assistance related indicators for year 3. Following provides additional detail related to selected indicators listed in Table I above:

- **Number of baseline contextual assessment completed:** The projection for the reporting year was seven assessments, but we did not conduct any assessment during this period. This is because we conducted 22 last year, which is more than required for throughout the project period.
- **Percentage of franchise outlets that meet minimum quality assurance standards for FP/MCH product and provision of care:** GGMS achieved 52 percent against a projection of 65 percent for this indicator. FHI 360 will use the results from the mystery client survey (detailed in M&E section) to assist CRS in improving progress against this indicator in year 4. Achievement of this indicator last year was 50 percent, which was below the target. FHI36, CRS and USAID deliberated on the result of the study, detailed of which is presented under M&E section.
- **Number of CRS staff trained in cost accounting:** Consultants from MART trained 23 CRS staffs (both central and field offices on cost accounting in August 2012, which falls under this reporting period. However, we reported this achievement in last year's annual report because we planned it for July of 2012 but actually took place in August. This indicator for this year, is therefore, reported as not applicable. Since we trained all 23 CRS staff eligible and available for training on the topic, we already achieved the total target for the entire project, which plans to train 30 staff total.
- **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. GGMS achieved 93 percent during this period according to the study carried out by GGMS on Knowledge Attitude and Practice 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:** Last year, value of this indicator was 93 percent against the PMP projection of 50 percent. We did not project target for this reporting year because this indicator is already so high.
- **Number of CRS staff trained in BCC, marketing and sales:** GGMS trained 38 CRS staff against a projection of 10. FHI360/CRS jointly trained all CRS Area Managers and field staff, marketing, and training staff. The rationale for the over 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 I: 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. FHI360 provided technical assistance in the planning of launching of D'zire condom set for 10 September 2013, and preparing marketing plan for Sanitary napkins that CRS plans to introduce in 2014.

PARTICIPATION IN GON MEETINGS AND WORKSHOPS

FHI 360 staff participated in a broad range of technical working groups and committees in HIV/AIDS, FP, and reproductive health (RH). FHI360 Monitoring and Evaluation Advisor, Dr. Prakash Pant, participated in important meetings and technical working groups and provided technical assistance in matters related to demography and important health and family planning indicators.

MANAGEMENT OF HEALTHCARE WASTES

Intermediate Result I requires FHI 360 to provide technical assistance to CRS to improve its healthcare waste management practices. FHI360 did followings in this area:

FHI360 funded the production of a short documentary film to illustrate the recycling and disposal process of expired commodities at CRS. Last year, FHI 360 contracted HECAF-Nepal to dispose of expired USAID-donated commodities (e.g. condoms, OCP, injectable contraceptives etc.) collected from CRS's distribution channels in an environmental friendly way using WHO guidelines. FHI360 produced a 15-minutes documentary to document the recycling and disposal process of expired commodities. GGMS hopes that the documentary will be a resource for organizations and/or projects that are or in need of disposing of healthcare commodities in an environmentally friendly way.

Assessed health care waste management systems (HCWM) of CRS's Sangini outlets in three districts, one each from mountain (Mugu), hills (Syangja) and Tarai (Sunsari) region of the country to understand the status and practices of managing both infectious and non-infectious medical wastes generated in these outlets. The assessment identified number of gaps in standardization of collection, handling and disposal practices, training, equipment, safety measures and supervision.

Shortlisted organizations to work in health care waste management. Four organizations are shortlisted based on the organizational capacity and experience in HCWM to work in areas of health care waste management. FHI360 prepared RFP inviting local institutions to submit strategies to address the gaps in the management of health care wastes in Sangini outlets identified by the assessments. FHI360 will send RFP to the four shortlisted organizations in August 2013.

STRENGTHENING 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. Last year, FHI 360 contracted MART to assess CRS's distribution system. MART conducted the assessment in 22 districts encompassing the five development and three geographic regions and made number of recommendations in relation to improving the efficiency and effectiveness of the distribution system. Major recommendations included to reduce the inventory holding cost of the commodities by making its supply chain system more efficient and set sales target based on actual demand. FHI360 further engaged MART with the following scope to work with CRS to address the gaps identified by them:

- Develop process and tools to monitor stock levels along the supply chain of CRS distribution system and devise a strategy to reduce inventory holding at all points along the distribution channel
- Review the current system used by CRS for forecasting demand of the commodities distributed by CRS and design a new system
- Review the current system used by CRS for setting sales target to its internal sales force as well as its distributors and make appropriate changes
- Conduct training on demand forecasting model to Area Managers and relevant CRS HQ staff
- Review the structure of current trade margins along the channel and suggest modification if necessary

MART has already started working with CRS and submitted the first deliverable.

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 52 percent of Sangini providers met the minimum quality standards for service delivery. Monitoring and Evaluation section below discusses results from this study. FHI360 will share the results of the study with CRS and USAID once the report is ready. This indicator was not encouraging last year

either. CRS and FHI360 worked together to address the gaps identified by the study where possible. For example, FHI360 printed substantial quantity of BCC materials for use at Sangini outlets with an objective of improving the quality of care. There is a slight increase of 2 percent on the value of this indicator this year as compared to last year. Analysis of the last year's result has indicated that the number of questions used in the survey needs reconsidered.

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 study of condom access and quality of access using GIS mapping of hot zones during this reporting period. The third round of the study found that GGMS has exceeded target of PMP indicators.

Monitoring and Evaluation section below details the results of the study. FHI 360 will be working with CRS to develop specific marketing strategies to address programmatic gaps in hot zones.

COORDINATION WITH SAATH - SAATH PROJECT

FHI 360 continued coordinating with USAID's Saath-Saath Project to identify opportunities for collaboration, particularly in overlapping districts. GGMS shared Global Information System (GIS) mapping data on STI clinics with Saath-Saath Project. In addition, GGMS and Saath-Saath are currently collaborating in introducing social marketing of condoms through drop-in centers. In this effort, FHI360 facilitated the involvement of CRS in conducting training sessions on 'social marketing of condoms' for drop in centers (DIC) of Saath-Saath project. CRS staffs are now participates in meetings with Saath-Saath and JHEPIGO to explore ways of using social marketing strategy to sell condoms through Saath-Saath's partner NGOs that are working with most-at-risk populations. This may serve to some extent to help towards the sustainability of local NGOs. Another possibility explored was if Saath-Saath could refer suspected cases of STI to access STI kits marketed by CRS. This has not materialized yet as it needs more consultations and planning.

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

TECHNICAL ASSISTANCE TO CRS IN PREPARING PROGRAM UTILIZATION PLAN AND FIVE-YEAR BUSINESS PLAN (2013-2018)

On 28 May 2013, a meeting between USAID, CRS, and FHI 360 assessed the utilization status of both funding accounts (cooperative agreement or CA fund and program income or PI fund). The findings concluded that there was a substantial amount of PI fund and unspent CA fund. USAID suggested CRS to submit a comprehensive proposal showing how both the unspent CA and PI fund it can use to strengthen the ongoing GGMS project, as well as assure long-term sustainability. FHI360 provided TA to CRS on drafting the plan. CRS submitted this plan to USAID on 15 July 2013. USAID has further suggested CRS to prepare a 5-year sustainable business plan. After consultation with CRS and USAID, FHI360 engaged MART India to provide TA to prepare the 5-year business plan. MART submitted the first draft of the plan on 31 July 2013. CRS closely worked with MART in collecting data, interpreting and discussing possible ways forward. This is an evidence of enhanced leadership and management capacity of

CRS, which is vital for moving CRS towards sustainability.

COMMODITY PROCUREMENT

FHI 360 continued providing technical assistance to CRS in the procurement of D'zire and Panther Premium condoms. FHI360 facilitated quality testing of the condoms before shipping by Karex Malaysia. All ready-to-ship batches of condoms passed quality test and will arrive in Nepal by the middle of September 2013 as scheduled. This is a great success on the part of CRS. FHI 360 will continue to work with CRS to build overall procurement management capability of CRS. FHI360 has planned a training course for CRS staff in the next work plan period.

COMPLETION OF 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. FHI360 and 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 succeeded in introducing the system, which is now operational. All staffs 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 to ensure that it functions smoothly. To support this installation, FHI 360 competitively procured server hardware, software, and accessories on behalf of CRS, to ensure high system throughput. The central system at CRS connects through Internet to CRS's six area offices. Area offices can directly enter their sales and other data on real time that will save time and improve efficiency by making data readily available across the organization.

Even though, NAV ERP was on operation CRS staff were entering data into two more systems: Quick book and MIS system until 14 July 2013. This was necessary for CRS to gain confidence in the system before stopping to use other systems. Starting 15 July 2013 (account closing date by Nepali calendar), CRS is entering data only on NAV ERP. This is a great success and extremely beneficial for CRS because all data reside in one system and can be linked together. The availability of consolidated information will help to improve the quality of decisions.

FHI360 has contracted Brainworks to provide support services until the end of July 2014, which ensures uninterrupted operation of ERP.

HUMAN RESOURCE MANAGEMENT ASSESSMENT

One of the key objectives of CRS under GGMS project is to take up a challenge of making it a viable business entity while keeping its social mandate as its central mission. This is not an easy task. Use of technology and access to periodic financial assistance is not enough to achieve sustainability. Carefully crafted strategy and efficient operation using competitive and motivated workforce is central to achieving sustainable. CRS thus wants to right size its workforce, improve its efficiency, and manage it using efficient human resources management systems (HRM).

CRS had not reviewed its human resources management system with respect to its efficiency and effectiveness for a long time. In May 2011, CRS, with support from FHI360, assessed its organizational capacity. Human resources management (HRM) was one of the priority areas identified for further in-depth analysis to identify areas requiring more attention and appropriate solutions to increase effectiveness.

In May 2012, Board of Directors approved to assess CRS's human resources management system. Immediately after the approval, FHI 360 contracted Deloitte-India to work with CRS to carry out the assessment. Deloitte conducted in-depth analysis and listed a number of recommendations in areas covering structural adjustment, functional positioning, performance evaluation system, professional development and compensation and benefit of employees. In early 2013, in

consultation with CRS, FHI360 further extended the contract of Deloitte to accommodate following activities to assist CRS to implement the recommendations.

1. Improve/redesign the existing HR manual to include the followings:
 - a. Human resource policies
 - b. Strategic goals and processes of diversity management and affirmative action
 - c. Strategic direction and processes on handling different types of expected grievances
 - d. Compensation structure with guidelines for revisiting salary competitiveness on a routine basis
 - e. Onboarding procedure
2. Develop employee performance evaluation system (fully documented as an Annex to HR manual)
3. Develop standard recruitment policies and processes to ensure talent acquisition and retaining competent work force (fully documented as an Annex to HR manual)
4. Develop/Improve HR Data management system (fully documented as an Annex to HR manual)
 - a. Data capturing tools and techniques (e.g. exit interviews, pulse surveys) and its use in the improvement of HRM
5. Assist , with appropriate intervention and documentation where necessary, CRS to
 - a. revise its organizational structure, if required, that responds to the functional needs of the organization;
 - b. develop and update job description for its employees
 - c. conduct competency analysis with respect to specific job description
 - d. align HR policies with long/short term organizational planning
 - e. assist in developing KAR and KPI
 - f. set procedure for succession planning

Deloitte has already started working on this scope of work. CRS has also started implementing the recommendations where further TA assistance is not required. For example, CRS has prepared identity and visiting cards for its employees, decided to recruit new staff for some functional positions like HR manager and has proposed to USAID for the adjustment of compensations of its staff as per Deloitte's recommendations.

BUILDING LEADERSHIP AND MANAGEMENT CAPACITY

CRS is now going through a period of change from being fully dependent on USAID funding for its operation to becoming a self- sustainable organization. In 2011 May, with support from FHI360, CRS assessed its organizational capacity. The assessment identified need to enhance leadership and management skill of CRS staff. FHI 360, therefore, developed a four-phase results-oriented leadership and management development workshops for CRS. The course design ensures that all four phases (two and half days each) connect through a goal that the participants set in the first workshop. It continually seeks its goal in each of the phase, identifies the obstacles, and helps participants to formulate solutions by applying efficient and effective leadership and management techniques. The workshop methodology uses facilitative approach, which combines presentations, small group work, and other techniques to promote experiential learning.

FHI360 conducted the first phase of the workshop in June 9-11, 2012 followed by three workshops during the reporting year. All fourteen, with the exception of one or two, CRS staff who participated in the first workshop continued through all the four workshops. USAID and FHI360 staff also attended these workshops

FHI360 conducted three out of the four planned workshops during the reporting period. CRS finds the learning from these workshops very useful. Participants' evaluations of all phases of workshop are positive overall, with many participants commenting that this type of learning is relevant and valuable to their work and believes new insight in leadership and management will help CRS management to help meet its challenge of emerging as an independent and self-sustainable organization. CRS has, therefore, have decided to continue with these workshops both at the central and field level. CRS and FHI360 have planned fifth workshop in the first quarter of next year. CRS will decide the content and methodology of workshops for field level CRS staff.

ASSESSMENT OF CRS'S CORPORATE IDENTITY

FHI 360 worked with CRS Senior Management and the Board of Directors to develop an approach to reassesses 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. This activity will address the followings:

- 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. We could not complete this activity this year, as CRS could not allocate time for this activity due other competing technical assistance and other work. In consultation with CRS, FHI360 has now planned this activity for second half of next year.

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

TECHNICAL ASSISTANCE IN BCC

TA in BCC materials for D'zire

FHI 360 continued assistance in the development of BCC materials like print materials, television commercial (TVC) and radio jingles, design of the brand logo and packaging for CRS's third brand of condom, D'zire. FHI360 is also supporting CRS in planning the details of the launching of D'zire condoms, including branded materials for target group.

Training on communication

FHI 360 worked closely with the CRS marketing team to develop an effective demand creation (EDC) training program to help creating demand for its products through effective interpersonal communication with end users of its products. FHI 360 conducted a training of trainers (TOT) for CRS staff. Immediately upon completion of the training of trainers, CRS started rolling out the training program to all field-based staff. Overall, GGMS conducted 4-field level training to train 38 CRS staff. CRS now owns this training program in the sense that it can now conduct and/or modify training content without external assistance to serve their requirements in future. FHI360 has recorded the proceedings of the EDC course for future reference of CRS.

BCC materials for CRS products

FHI360 provided technical assistance and resources to produce and install several BCC and promotional materials to promote Dhaal and Panther brands of condoms with focus on hot-zones. Other materials produced included job aids like informed choice posters, client right posters, screening checklist for use in Sangini outlets. Provision and use of these materials is expected to increase sales of condoms in hot-zones and improve quality of care of Sangini services.

PROMOTION OF HEALTHLY BEHAVIOR THROUGH GENERIC BCC

FHI360 actively interacted with Government agencies like National Health Education Information Communication Center (NHEICC) and child health division (CHD) to discuss strategies to work in promoting use of Zinc with ORS, Chlorhexidine and menstrual hygiene. These campaigns will be supporting the CRS products even without promoting its brands directly.

PROMOTION OF USE OF ZINC WITH ORS THROUGH BCC CAMPAIGN

One of the activities of GGMS project is to increase availability of strategic BCC resources, products for key health and FP issues as identified by the COTR for purpose beyond those addressed by CRS.

FHI360 had provided support to GON through its previous N-MARC project to promote zinc use. Through interaction among stakeholders, including NHEICC we learnt that there is an immediate need of conducting SBCC campaign for promoting the use of ORS + Zinc, which is evident from the following observations.

According to the NDHS 2011, only 3% of children with diarrhea were taken to FCHVs for treatment. Lack of awareness among caregivers is main factor behind low coverage of zinc. Caregivers are not aware about zinc and its sources, with low awareness among mothers that FCHVs are equipped with ORS and zinc and are capable of treating diarrhea. With the scaling up of the zinc program in Nepal, a comprehensive BCC program is required in order to create greater caregiver awareness and use of ORS and zinc treatment. Existing BCC materials require updating to ensure intended group clearly understands the message. In addition, materials should focus on delivering messages to both literate and illiterate populations and be in local languages to the degree possible and where necessary. Mass media messages, especially through regional and local FM stations, should reflect caregiver values and be delivered in appropriate languages. These messages should include the mention of and legitimization of FCHVs' roles. In addition, job aids, such as compliance cards, should reach all FCHV's in the nation to help increase counseling on compliance with the 10-day course of zinc treatment.

In an effort to respond to the immediate demand for an effective BCC campaign for promoting the use of Zinc with ORS, FHI360 developed a concept paper and sent to USAID for approval in February 2013. In June 2013, considering the short time available before the onset of the rainy season, when incidence of diarrhea is the highest, USAID advised FHI360 to conduct the campaign only in Radio and TV for the reporting year. FHI360 worked closely with NHEICC and MI and started the TV and radio based campaign from third week of July until first week of November 2014. Major TV channels and radios are communicating the message to cover the whole country. In meetings, after the start of the campaign, NHEICC officials reported rise in the demand of Zinc. Though not verified by research, the campaign appears to have started making some positive influence in the use of Zinc with ORS.

FHI360 is planning to work further in this area next year possibly adding print media and training to the caregivers and health workers.

PROMOTION OF USE OF CHLORHEXIDINE IN NAVAL CARE OF NEWBORNS

One of the activities of GGMS project is to implement BCC activities to raise public awareness and promote positive behaviors and norms around pregnancy, childcare, and HIV prevention among other important public health issues. Through interaction with JSI and other stakeholders, FHI360 identified naval care of newborns as an important area to help reduce child mortality in Nepal. There is an unmet need of effective BCC to promote the use of Chlorhexidine in naval care, which is evident from the following observations.

In 2011, the Ministry of Health and Population (MOPH) made a decision to implement naval care of newborns with Chlorhexidine in a phased manner. A local manufacturer is producing a good-quality product, using a formulation conforming to household caregiver preferences. As of May 2013, Nepal has initiated service delivery in 33 of 75 districts, with distribution mainly through community health workers (as well as for among institutional deliveries), and is continuing rapid expansion. The scaling up program is ongoing in 11 districts and the GON plans to scale this up to 63 of 75 districts by 2014 and districts by 2015. Government of Nepal has allocated adequate resources for the procurement of commodities and some to cover some demand creation activities. As is true with any scaling up efforts, strong communication program is necessary. Through interaction with stakeholders, FHI360 found that the current level of resources that are at the disposal of the Government is not adequate to cover the anticipated cost of the demand creation strategy. JSI is providing technical support to GON in this area. It also does not have adequate resources to support BCC activities. Clearly, demand generation remains a gap in scaling up the program.

FHI360 developed a concept paper on increasing Chlorhexidine demand and use among pregnant women, family members, mother's groups and community leaders. In the concept paper, FHI360

proposed to conduct a social and behavior change communication (SBCC) campaign to support Government efforts to reduce the burden of neonatal death caused by umbilical cord related infection. GGMS's overarching model would be based on the assumption that sustainable improvements in the prevention of umbilical cord infections among neonates can be achieved through strategies to create, shape and support demand for use of Chlorhexidine at the household and facility levels. FHI 360, with technical support from CNCP/JSI, will design and implement a comprehensive BCC program to support quality of service delivery and create demand for the service. USAID has approved the concept paper on 15 July 2013.

FHI360 has already conducted two meetings with CNCP/JSI staff in formulating strategies to move forward.

PROJECT MANAGEMENT

PROCUREMENT OF SERVICES

FHI 360 conducted various procurements during this reporting period using a competitive procurement process. The primary procurements were as follows:

- Mystery client study of Sangini franchise network in 49 hills and mountain districts of Nepal
- Implementation of activities to address gaps in commodity distribution system
- Implementation of activities to address gaps in human resources management system
- KAP study on FP/MCH in 49 hills and mountain districts of Nepal
- Mapping of hot-zones using GIS technology
- Production of BCC and promotional materials for CRS commodities
- Promotion of Zinc with ORS in diarrheal cases for under 5 children

STAFFING

Mr. Peter Oyloe, Chief of Party, left FHI360 effective 1 June 2013 to lead another important USAID project. Senior technical advisor (STA), Mr. Hare Ram Bhattarai was promoted to the COP position effective 1 July 2013. STA position currently remains vacant and hiring process is underway. Monitoring and evaluation advisor, Dr. Prakash Pant and SBCC advisor, Ms. Moon Pradhan has significantly contributed to achieve the technical objectives of GGMS.

The administration and finance team led by director Ms. Anjeeta Shrestha Tuladhar has demonstrated dedication and skill to support the technical activities and run the office in an efficient and cost effective manner.

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.

FHI360 selected three candidates one each from Mugu, Rolpa and Khotang remote districts of Nepal out of nearly 200 applicants to do internship for a period of 3 months starting from April 1, 2013. These three individuals worked in the areas of social and behavioral change communication, monitoring and evaluation and training and facilitation. FHI360 extended the period of performance of two of them to further 3 months. One intern got the placement with a local NGO after her term ended in June 2013.

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 (IRB) and national health research council (NHRC) of Nepal prior to embarking on the research. However, the approval process

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. The purpose of the study in July 2013 was to:

- Map out geographic areas where sexual activity or negotiation takes place 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 covered 26 districts divided into six segments with the majority of the districts along major highways.

Group of one or more hot spots in each area was termed as hot zones. The study then used sample of these hot zones drawn using lot quality assurance sampling (LQAS) methodology.

Table 2 below shows all hot zone-related indicators exceeded anticipated results for all three indicators for year three of the project.

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

INTERMEDIATE RESULTS	TARGET	ACHIEVEMENT
IR 2.1.1: Percentage of condom-selling outlets in hot zones stocking commercial brand of condoms, disaggregated by brand	35	79
IR 2.2.1: Percentage of hot spots with at least one condom-selling outlet within 100 meters	55	70
IR 2.3.1: Percentage of hot zones with one condom-selling outlet per five hot spots	60	69

These positive overall results demonstrate that CRS and the private sector are maintaining a strong presence in hot zones. FHI360 will share results of the study with CRS headquarters-based staff, Area Managers and Field Staff once the report of the study is complete.

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 measures for the GGMS performance measurement plan (PMP)
 - a. IR 4.1.1: Percentage of currently married women of reproductive age (15 to 49 years) who can identify at least three modern methods 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. FHI360 will submit detailed KAP study report when complete.

KNOWLEDGE AND USE OF CONTRACEPTIVES

Knowledge of modern contraceptives: Almost all respondents 97 % in hard to reach districts had knowledge of at least three modern methods of contraception and 99% know at least one method. Most known method was injectable (98%) and the least known was female condom (26%).

Use of modern contraceptives: More than two-thirds (72%) of the respondents reported using a contraceptive method at some point, with 69 % having used a modern method. Injectable contraceptive (44%) was reported as the most commonly ever used method in both the mountain (41%) and hills (45%), followed by oral contraceptive pills (23%), withdrawal (12 percent), male sterilization (9 percent), condoms (18 percent) and female sterilization (5 percent). There were very few differences in methods ever used between mountains and hills.

Current use of modern contraceptives: Nearly half (44 %) of currently married women of reproductive age said they were currently using a modern method of contraception at the time of survey, which is at par with the national average of 43 percent¹. The most common current method used is injectable (17%) followed by male sterilization (9%), OCP (5%) and male condoms (5%)

Source of supply: The major source of supply of contraceptive method was government health sectors (79 percent), followed by private medical sectors (13 percent) and non-government sectors (2 percent) respectively.

MATERNAL AND CHILD HEALTH

Knowledge of source for MCH commodities: All most all (97%) currently married women of reproductive age (15 to 49 years) who know where to get selected MCH commodities, the survey found that 97 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 (ORS),

¹ Nepal Demographic and Health Survey 2011.

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, surveying organization telephoned all providers 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 collector discussed the data with her supervisor to ensure that she captured the accurate data.

Overall 52 percent of providers met the minimum quality standards expected of Sangini providers, which is slightly below the projected achievement of 65 percent. Value of this indicator falls short by 13 percent from the set target.

The value of this indicator was not satisfactory last year as well. FHI360, CRS and USAID discussed the results and found that many questions asked during the study were not related to family planning. For example, availability of safe delivery kit is not relevant for the study. Use of many such questions has brought down the value of the indicator. FHI360 and CRS further discussed this and decided to calculate the indicator based on 47 indicators instead of 89 indicators. The value of this indicator using these 47 indicators this year is 67.3 percent, which is above the target by 2 percent. We also calculated this indicator using these 47 indicators and last year's data. The result is 66.7 percent which almost same as this year's indicator value.

ASSESSMENT OF HEALTHCARE WASTE MANAGEMENT IN THREE REPRESENTATIVE ECOLOGICAL REGIONS

CRS manages approximately 3,300 Sangini pharmacy outlets – a social franchising network for family planning service delivery covering all 75 districts. CRS ensures quality of services in these outlets through regular technical supervisory visits (TSV) to these outlets. It has outsourced this activity to Nepal fertility care center (NFCC). These visits mostly concentrate on technical aspect of administering injectable contraceptives. A thorough analysis of infection prevention systems in these outlets was necessary. As GGMS project seeks to improve systems for quality assurance and waste management related to FP and MCH products and services delivered through CRS, FHI360 assessed CRS's Sangini franchising outlets of Mugu, Syangja and Sunsari districts on current sanitation situation and waste handling practices with following objectives. These districts represented mountain, hills and Tarai ecological regions of Nepal.

- Explore current sanitation situation at Sangini outlets
- Explore current waste handling practices by health workers/providers & other waste handlers
- Delineate types of waste & amount generated
- Identify availability of guidelines for waste handling at outlets and compliance by providers/waste handlers
- Describe level of awareness & attitudes of staff in proper waste management practices
- Determine the types of equipment and resources available for handling & disposal of waste
- Determine incidence of sharps injuries among providers & other waste handlers including what safety measures they use
- Identify types of problems faced by Sangini outlets regarding proper waste disposal practices, & understand ways to improve waste management practices at Sangini outlets.

The study identified gaps and recommended the followings

- A. Develop HCWM (Health Care Waste Management) guidelines for segregation, storage and regular, effective final disposal of sharps and non-sharps infectious waste and improved protective behaviors for Sangini outlets.
 - Outline a strategy to implement a more systematic approach to segregation and disposal of sharps and non-sharps infectious waste. Consider a district-wide intervention that is locally acceptable, feasible (both financially and operationally) for long-term use.
 - List specific equipment, materials, and resources needed to ensure personal protection of service providers such as:
 - Disposal gloves, aprons that are durable, reusable and can be effective preventing infection while administering injections.
 - Job aids and/or BCC materials to remind providers of correct way of handling, segregating and disposing both sharp and non-sharp medical wastes
 - Appropriate ways to store and use water to decrease the risk of infection (e.g. buckets with taps to those outlets using buckets with no taps etc.
- B. Develop and conduct health care waste management (HCWM) training. The training should be practical and/or demonstrative to include the followings:
 - Good injection practices
 - Possibility and consequences of being infected
 - Actions to be taken in case of doubt of being infected (e.g. taking Post Exposure Prophylaxis)
 - Good practices on handling medical waste (both sharps and non-sharps)
 - Other considerations (e.g. cleanliness of the outlets, use of personal protection equipment etc.) to reduce the risk of infection
- C. Develop reminder materials (poster, referral card for providers etc.) to encourage improved segregation, protective post-injection behaviors and how to access PEP, Hepatitis B and Tetanus

injections.

- D. Develop/Revise supervision checklist indicators to include the key protective behaviors and other HCWM guidelines and train supervisors how to address these during their regular monitoring visits.

FHI360 has already floated RFP for implementing these recommendations on a pilot basis in these three districts

AD HOC RESEARCH TECHNICAL SUPPORT TO CRS

FHI 360 has provided ad hoc research technical support to CRS avail evidential information to help design and implement the programs. FHI360 provided technical assistance in the following areas

- *Market study of pricing structure of condoms in Nepalese market:* CRS is planning to introduce a new brand of condom “D’zire” as a revenue-making product. FHI360 conducted a market study to help CRS understand the pricing structure of competing brands of condom in the market. This study helped CRS to position D’zire in the market in terms of pricing
- *Testing brand/logo, promotional materials and willingness to pay study of D’zire condoms:* CRS conducted this study through a contractor. FHI360 provided TA in the design of questionnaire and formulation of methodology of administering the study.
- *Analysis of secondary retail market sales (RMS) data:* FHI360 regularly procures secondary data on sales of CRS commodities and makes it available in the raw as well as analyzed form. Starting this reporting year, data on sanitary napkins was also availed to CRS to help plan to introduce of sanitary pads in 2014.

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.

FHI 360 faced following challenges during the reporting period

DEPARTURE OF CHIEF OF PARTY

Mr. Peter Oyloe, COP, left FHI360 effective 1 June 2013. Though FHI360 quickly promoted senior technical advisor (STA), Mr. Hare Ram Bhattarai, to the position of COP effective July 2013, it is facing difficulty in finding a suitable candidate for the position left vacant by Mr. Bhattarai’s promotion. FHI360 is looking into different options to shorten the hiring process. No notable problems have arisen in the project implementation due this change in staffing.

DELAYS IN GETTING APPROVAL FOR RESEARCH

This year, it took considerable time in getting approval for research ethics from internal review board (IRB) of FHI360 and national health research council (NHRC) of Nepal before conducting the researches. In spite of this delay, FHI360 completed all planned researches. FHI360 has built enough time in planning future research activities to account for the time needed to get ethical approvals.

ALIGNMENT OF TECHNICAL ASSISTANCE PRIORITIES

FHI360 conducted several capacity building activities during the reporting year. Some scheduled

events especially the training events needed rescheduling to align them with CRS's change in schedule and priority. This is a constraint in the sense that CRS has a set of project deliverables and its staffs are very busy. Setting aside time for training/workshops sometimes becomes challenging. This causes delays in planned capacity building activities. FHI360 and CRS will work together to minimize changes in scheduled events in coming years.

NEXT STEPS

For year four of the project, FHI 360 will focus on the following:

LEADERSHIP AND MANAGEMENT DEVELOPMENT

FHI 360 will also continue building the leadership and development capacity of Senior Management and of field staff. Building on the success of the workshops on leadership and management development and advice of CRS, FHI 360 will conduct more workshops for senior management as well as field staff. CRS and FHI360 will finalize the content and modality of field workshops during the fifth workshop planned in October 2013. Both CRS and FHI 360 staff will facilitate the field workshops to build capacity of CRS staff to conduct this course in future without any external support.

STRENGTHEN HUMAN RESOURCE MANAGEMENT CAPACITY

FHI 360 will continue providing technical assistance in strengthening CRS's human resources management systems. This will encompass mainly the implementation of the recommendations of Deloitte based on the HRM assessment it conducted in 2012

ASSESSMENT OF CORPORATE IDENTITY OF CRS

FHI360 could not complete this activity this year, as CRS could not allocate time for this activity due other competing technical assistance and other work. CRS and FHI360 have jointly planned this activity for second half of next year.

FHI 360 will work with CRS to assess the effectiveness of its branding and corporate identity assessment among consumers and stakeholders in the second half of year 4. Results from this assessment will inform the design of a new corporate identity if required. 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.

ASSESSMENT AND DEVELOPMENT OF MONITORING AND EVALUATION STRATEGY

FHI 360 will work with CRS to assess its monitoring and evaluation system and develop M&E strategy and framework, define program-monitoring indicators and prepare M&E plan. FHI360 is planning to engage an expert from its head office in the second quarter of year 4. This strategy will seek to address both the needs of external partners (e.g. donors), as well as those of the organization itself.

CRS and FHI360 had jointly planned this activity in the reporting year but could not complete because of competing priorities of CRS and difficulty in securing expert's time when the time was right for CRS.

CAPACITY BUILDING OF CRS IN MARKETING, SOCIAL MARKETING, FINANCIAL MANAGEMENT AND FIELD LEVEL BCC

Inter-personal communication training for CRS field staff: FHI360 and CRS conducted effective demand creation (EDC) training for all the field staff during the reporting year. This training aimed to build strong communication skill of the field staff. This year FHI360 and CRS will jointly monitor and provide on the spot feedback to the field staff when they actually conduct training of end

users of CRS products and services.

Study visit of CRS staff to observe and understand the practices in areas of health care waste management (HCWM) systems, marketing of sanitary napkins and sustainable social marketing business models

Training of CRS staff to improve their skills in strategic financial planning and overhead rate calculation process, procurement of commodities through international bidding, human resources management and proposal/report writing

DEVELOPMENT AND BCC MATERIALS AND CONDUCTING GENERIC CAMPAIGNS IN AREAS IDENTIFIED AND APPROVED BY GGMS COR

Promoting menstrual hygiene among adolescent girls through effective BCC campaigns: In 2011, FHI360 conducted a KAP survey that has identified gaps in menstrual hygiene in Nepal. FHI360 will work with other development partners, GON, and conduct a campaign if approved by USAID.

Promotion of zinc with ORS: FHI360 will continue the campaign to promote use of zinc in treating diarrheal cases in children under five.

Promotion of Chlorhexidine: FHI360 will work with other development partners and GON in promoting use of Chlorhexidine in naval care.