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## Trip Report

# 0-158

**Travelers:** Ms. Maureen Brown, INTRAH Program Officer

**Country Visited:** NEPAL

**Date of Trip:** March 25 - April 4, 1987

**Purpose:** To prepare a training follow-up assessment proposal with the FP/MCH Project, and to conduct project reviews of DON and CRS.

Program for International Training in Health  
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**LIST OF ABBREVIATIONS**

<b>ANM</b>	<b>Auxiliary Nurse Midwife</b>
<b>CBD</b>	<b>Community-Based Distribution</b>
<b>CRS</b>	<b>Contraceptive Retail Sales</b>
<b>DON</b>	<b>Division of Nursing</b>
<b>DORC</b>	<b>Development Oriented Research Centre</b>
<b>FP/MCH</b>	<b>Family Planning/Maternal and Child Health</b>
<b>HMG</b>	<b>His Majesty's Government</b>
<b>ICHSDP</b>	<b>Integrated Community Health Development Services Project</b>
<b>JNSP</b>	<b>Joint Nutrition Survey Project</b>
<b>JSI</b>	<b>John Snow, Inc.</b>
<b>MOH</b>	<b>Ministry of Health</b>
<b>PBHW</b>	<b>Panchayat Based Health Worker</b>
<b>TBA</b>	<b>Traditional Birth Attendant</b>
<b>TMP</b>	<b>Traditional Medical Practitioner</b>

**EXECUTIVE SUMMARY**

Ms. Maureen Brown, INTRAH Program Officer, visited Nepal from March 25-April 4, 1987 to discuss with USAID/Nepal and FP/MCH Project staff the feasibility of conducting a training follow-up assessment of FP/MCH accountants, storeskeepers and intermediate supervisors trained under INTRAH auspices in 1986-87, and if discussions warranted, to assist FP/MCH staff to develop a proposal for it.

Opportunity was taken during the visit to monitor the MOH/DON TBA project, conduct a final review of the CRS project, and discuss a 1987 budget with DORC.

As during the November 1986 INTRAH visit, it was again emphasized by USAID/Nepal that priority should be given to assessment of accountants, and that follow-up of storeskeepers and intermediate supervisors were of lesser importance. The FP/MCH Project chief, Dr. T.B. Khatri, wished to have accountants and intermediate supervisors, but not the storeskeepers, included in the assessment. Given a July 15, 1987 deadline by USAID/Nepal for completion of the follow-up, it was judged not feasible to include the intermediate supervisors, and since neither USAID/Nepal nor the FP/MCH Project wished to include the storeskeepers, a proposal was developed for the follow-up of accountants only.

CRS had dispatched ten copies of the final report on the TMP project to Chapel Hill, and it was learned that the newly-created Rural Social Marketing Division of the CRS was moving forward quickly and expanding its CBD activities into three new districts.

The DON Project TBA training project continues to progress. However, with the recent acquisition of Joint

Nutrition Survey Project funds, the DON scope of responsibilities has expanded to ten districts. With limited staff, it is thought that the DON may be over-extended.

Major recommendations include a positive response from INTRAH in regard to the FP/MCH Project proposal and continued close monitoring of the DON project.

**SCHEDULE OF ACTIVITIES**

**Wednesday  
March 25** Arrived in Kathmandu from Bangkok at 2:30 p.m.  
Meeting with Mr. Padma Tiwari, Director, DORC.

**Thursday  
March 26** Meeting at Nepal Contraceptive Retail Sales, Inc., with Mr. Hem Hamal, General Manager.  
Meeting at Division of Nursing, Ministry of Health, with  
- Ms. Rukmini Shrestha, Chief Nurse,  
- Ms. Summanah K.C., TBA staff,  
- Ms. Audry Maw, TBA Coordinator, and  
- Ms. Terry Miller, WHO Advisor  
Meeting with Mr. Tiwari.

**Friday  
March 27** Meeting at Integrated Community Health Development Services Project (ICHSDP) with Dr. D.N. Regmi, Chief, and Mr. Padma Raj Rajbhandari, Chief of Training.  
Meeting at MOH/DON with Ms. Audry Maw.  
Meeting at FP/MCH Project Training Unit with  
- Mr. P.R. Shakya, Chief of Training,  
- Mr. Jyoti Shrestha, Senior Trainer, and  
- Ms. Jenny Goodwin, JSI Consultant.  
Meeting at USAID/Nepal with Mr. Jay Anderson, Assistant Health Development Officer and Ms. Barbara Spaid, Population Officer.

**Saturday  
March 28** Worked on Thailand trip report.

**Sunday  
March 29** Public Holiday.

**Monday  
March 30** Meeting at FP/MCH Project with Dr. T.B. Khatri, Chief, FP/MCH Project.  
Meeting with FP/MCH Project Evaluation Unit:  
- Dr. J. Tuladhar, Chief, Evaluation Section,  
- Mr. T.B. Dangri, Evaluation Officer, and  
- Mr. G.F. Mishra, Chief, Fiscal Section.

**SCHEDULE (cont.)**

**Tuesday**  
**March 31** Meeting at FP/MCH Project Evaluation Unit on proposal development with Dr. J. Tuladhar, Mr. T.B. Danggi, and Mr. G. Regmi.

Meeting at John Snow, Inc. with Ms. Eileen McGinn, FP/MCH Project Advisor and Ms. Jenny Goodwin.

**Wednesday**  
**April 1** Worked on development and typing of proposal.

**Thursday**  
**April 2** Meeting at USAID/Nepal with Mr. Jay Anderson and Ms. Barbara Spaid.

Meeting at FP/MCH Project Training Unit with Mr. P.R. Shakya.

Meeting at FP/MCH Project to discuss proposal review and revision with Dr. J. Tuladhar, Mr. G. Regmi and Mr. G.F. Mishra.

Meeting with Ms. Eileen McGinn.

**Friday**  
**April 3** Meeting with Dr. Nils Dulaire, Chief of Party, JSI.

Meeting at FP/MCH Project with Dr. T.B. Khatri and Dr. J. Tuladhar.

Meeting at FP/MCH Project Evaluation Unit to discuss final revision of proposal with Dr. J. Tuladhar and Mr. G. Remi.

**Saturday**  
**April 4** Re-typed and photocopied proposal for distribution by DORC.

Departed Kathmandu for India and USA 8 p.m.

I. PURPOSE OF TRIP

The primary purpose of the trip was to discuss with officials of USAID/Nepal and the FP/MCH Project the feasibility of conducting a follow-up assessment of district-level accountants, storeskeepers and intermediate supervisors trained under INTRAH auspices during the fiscal year 1986-87 and if discussions warranted, to assist the FP/MCH Project staff to develop a proposal and budget for the activity.

Secondary purposes of the trip were to: obtain the final report of the CRS project, review the current status of the MOH/DON TBA project, and to obtain and review with DORC a budget for the period January-December 1987.

II. ACCOMPLISHMENTS

- A. In collaboration with colleagues from the FP/MCH Project Evaluation Unit, a draft proposal and budget were developed to conduct a training follow-up assessment of district-level accountants (see Appendix B).
- B. Ten copies of the final report of the INTRAH/CRS Training of Community-Based Distribution Training Project were sent to Chapel Hill and CRS plans for disbursement of remaining project funds were discussed (report on file at INTRAH).
- C. The current status of the TBA training program was reviewed with the MOH/DON, and the January/February 1987 #7 technical report was obtained (see Appendix C).
- D. A budget for the period January-February 1987 was discussed with DORC and submitted to INTRAH for review and approval (see Appendix D).

E. USAID/Nepal was briefed and debriefed.

### III. BACKGROUND

During fiscal year 1985-86, Phase I of INTRAH assistance to the FP/MCH Project focused on preparation for district-level training of accountants, storeskeepers and intermediate supervisors: building and training of FP/MCH training teams and development of three training curricula and training plans. Phase II assistance was directed toward training district-level accountants, storeskeepers and intermediate supervisors in a series of workshops involving participants from forty-nine districts. The goal was to provide practical, job-related training to improve on-the-job performance of these three groups. Anticipated outcomes included measurable improvement in the accuracy, completeness and timeliness of financial and stores records, and significant improvement of the quality, frequency and documentation of supervision by intermediate supervisors. Trip Reports #0-142, 0-154, 0-247, 0-367, and 0-248 document the processes and outcomes of these activities.

All FP/MCH Phase II training was completed in November 1986. During an INTRAH program review visit to Nepal in October-November 1986, USAID/Nepal raised the issue of future re-training of the FP/MCH accountants, as recommended by JSI consultant Mr. Ernest Petrich. At that time, USAID/Nepal asked for INTRAH technical assistance during this activity (see Trip Report #0-248, Section IV.A). In January 1987, Dr. T.B. Khatri, Chief of the FP/MCH Project, indicated his interest in conducting an on-the-job performance assessment of the three types of district-level workers in order to evaluate the impact training had on improvement in on-the-job performance. USAID/Nepal concurred with this request (see Appendix G) and agreed that unexpended INTRAH contract funds of Rs. 70,404/- remaining in the FP/MCH Project budget would be used to fund the

activity. This visit was made to assess the feasibility of conducting this follow-up and to assist the FP/MCH Project staff in development of a proposal.

Other INTRAH-assisted projects in Nepal are the MOH/DON TBA training program and CRS/CBD training program for traditional medical practitioners, both rural-based indigenous health providers. A project monitoring visit was made to the MOH/DON project and a final project review of the CRS project was conducted to discuss the final report and disbursement of remaining budget funds.

#### IV. DESCRIPTION OF ACTIVITIES

##### A. USAID/Nepal

During briefing at USAID/Nepal with Mr. Jay Anderson, Assistant Health Development Officer, and Ms. Barbara Spaid, Population Officer, discussions were held concerning the FP/MCH Project follow-up assessment: who was to be evaluated, the proposed methodology, when it should be completed and under what conditions. Mr. Anderson and Ms. Spaid supported follow-up of the accountants only, but indicated they would approve a proposal that included storeskeepers and intermediate supervisors (in that order of priority), if absolutely necessary. Conditions under which approval would be given were: the assessment must be completed by July 15, 1987; per diem paid to members of the FP/MCH field team must not exceed HMG rates plus 50% (to a maximum of Rs. 75/day); honoraria would not be paid; and any consultants hired to assist the FP/MCH teams would be required to spend a "significant" amount of time in the field with the teams. Contrary to discussions initiated by USAID/Nepal with INTRAH during a November 1987 visit (see Trip Report #0-248) it was made clear by both Mr. Anderson and Ms. Spaid that in approving the follow-up activity, USAID/Nepal was not committing

itself to future training of FP/MCH accountants and that INTRAH discussions should not be linked in any way to this premise. Additionally, Ms. Spaid indicated that INTRAH was to coordinate this activity with JSI in-country advisors.

Preliminary budget estimates indicated an in-country cost of between US \$5,000 and \$7,000 would be needed to conduct the follow-up. Ms. Spaid stated that USAID/Nepal would buy-in if insufficient funds remained in the FP/MCH Project Phase II account. Because of the July 15, 1987 deadline set for completion of the follow-up, Mr. Anderson recommended Ms. Patricia Daly as a potential consultant to replace Mr. Ernest Petrich. Contact was made but she was not available during the required time period. Mr. Anderson agreed to the hire of a local consultant if one with appropriate qualifications and willingness to spend the time in the field could be found.

Mr. Anderson was briefed concerning discussions held with the CRS Project, the MOH/DON project, the ICHSDP and DORC. Mr. Anderson stated it would not be necessary for him to review the DORC budget as approval from Mr. Ray Baker, INTRAH Associate Director for Administration, would be sufficient.

The briefing concluded with agreement that following a meeting with the FP/MCH Chief, Dr. T.B. Khatri, to learn his wishes regarding the follow-up assessment, a draft proposal would be prepared and reviewed by Mr. Anderson before submitting to Dr. Khatri. The proposal was prepared (which included follow-up of accountants and intermediate supervisors as per Dr. Khatri's wishes) and discussed with Mr. Anderson and Ms. Spaid. They decided that only the accountants would be

followed up because the limited time available would not be sufficient to assess the technically complex nature of on-the-job performance of intermediate supervisors.

A second meeting was held with Dr. Khatri at which he was informed of USAID/Nepal's decision (see Section B below). The proposal was revised on April 3, 1987, and the second draft discussed via telephone with Mr. Anderson, who approved it in principle. A copy of this draft was sent to Mr. Anderson by DORC on April 6, 1987.

B. FP/MCH Project

In the first meeting with Dr. T.B. Khatri, which took place five days following arrival in-country, he stated that he wanted a follow-up assessment conducted only on accountants and intermediate supervisors. Storeskeepers were not a priority because the logistics system and forms for which the storeskeepers had been trained would not be in use until the beginning of the HMG fiscal year (July 15, 1987) and follow-up would yield little information.

Dr. Khatri was briefed on and agreed to the conditions stipulated by USAID/Nepal under which a follow-up proposal would be approved (July 15, 1987 completion date; HMG per diem rates plus 50%; no honoraria; use of consultants on FP/MCH teams). The major part of this meeting focused on the methodology, personnel and mechanics of the follow-up, and it was agreed that the proposal was to be developed with staff of the FP/MCH Evaluation and Fiscal Units.

The first draft of the proposal, which incorporated the assessment methodology and budget for accountants and

intermediate supervisors, was developed in close collaboration with Dr. J. Tuladhar, Mr. G.F. Mishra, Mr. G. Regmi and Mr. T.B. Dangi. Mr. Shakya, Training Chief, was unavailable for these meetings. Before presentation to Dr. Khatri, this draft was submitted to USAID/Nepal for review and approval. USAID/Nepal decided to approve the follow-up of accountants only and requested that a second draft proposal be prepared.

In the second and final meeting with Dr. Khatri, he was informed of the USAID/Nepal decision. He expressed his concern and disappointment that the intermediate supervisors were not to be followed up but agreed to go ahead with the assessment of accountants. Dr. Khatri stated that if the second draft of the proposal was ready, he would submit it for approval to the FP/MCH Project Board, which was to meet on April 8, 1987. A second draft was prepared and delivered to Dr. Khatri by DORC on April 5, 1987, with a covering letter (see Appendix B). (Since the visit, it was learned that the proposal was not approved by the FP/MCH Board as a result of new clearance procedures initiated by the Ministry of Finance: Kathmandu 03388.)

C. John Snow, Inc. (JSI)

Ms. Eileen McGinn, FP/MCH Advisor, and Ms. Jenny Goodwin, JSI Consultant, were briefed regarding the scope and methodology of the proposed follow-up assessment of accountants. Ms. McGinn stated that activity accounting procedures would not be in place until July 1988 and not until other supporting systems are ready, as recommended by Mr. Ernest Petrich, JSI Consultant to the FP/MCH Project. Nevertheless, program accounting and some activity accounting are reported to be going on now. Ms. McGinn also said that eight accountants from the private sector have been hired by FP/MCH to work on developing an

accounting record system. These accountants are being funded by USAID/Nepal, reportedly at three times the salary of regular employees. JSI and FP/MCH are anticipating that additional technical input from Mr. Ernie Petrich will contribute significantly to strengthening the financial management system of the FP/MCH Project. Mr. Petrich is expected in Nepal for this purpose in August/September 1987.

JSI is currently assisting the FP/MCH Training Unit to revise the PBHW basic curriculum with technical assistance from Ms. Goodwin. They plan to work next on the intermediate supervisors' basic curriculum.

A copy of the FP/MCH Project training plan for 1987 is attached as Appendix E.

A short briefing meeting concerning the follow-up study was also held with Dr. Nils Dulaire, JSI Chief of Party. He recommended that if the intermediate supervisors' follow-up could not be done at this time, INTRAH should attempt it next fiscal year. He also stated that JSI would not be interested in conducting such follow-up assessments because of an already overloaded work schedule.

**D. Nepal Contraceptive Retail Sales Project (CRS):**

The final report (English version) on the training of traditional medical practitioners (TMP) project had been completed and published by CRS, and submitted to INTRAH just prior to this visit (see Appendix C). CRS plans to have it translated into Nepali in the near future. Copies have been submitted to USAID/Nepal. A balance of approximately Rs. 11,600 remains in the project budget which will be utilized to publish the

Nepali version and production of FP acceptor signs (see Trip Report #0-248).

It was learned from Mr. Hem Hamal that the newly-created Rural Social Marketing Division of the CRS funded by USAID/Nepal will operate in five districts: Dolkha, Syangja, Ilaam, Danusha and Rupandehi. The Division will build on the insights and experience gained from the INTRAH-funded TMP project in Dolkha and Syangja districts, which will be expanded to include ORT skills and more in-depth follow-up of FP clients. The TMPs' sales targets will be increased and they will maintain a journal of client contacts, distribution and follow-up.

In the three new districts of Ilaam, Danusha and Rupandehi, a "better-educated" community-based team of a husband and wife will be recruited. It is intended to train this couple in selected family planning methods, ORT and communication skills, making their house the FP/ORT centre for the village. Selection criteria for the husband-wife team will be:

- literate (either husband or wife)
- small family norm (not more than one child)
- local residents of the village
- known to and by the people in the village.

These couples will be trained in the use of a FP checklist, preparation of ORS and when to refer clients for services beyond the level of the couple's skills. Recruitment will commence in April and will be done carefully over a 10- to 15-day period. Each district will have 20 trained FP/CRS teams, for a total of 100 in the five districts.

E. Division of Nursing (DON)

In meetings with Ms. Rukmini Shrestha, Chief Nurse, and Ms. Audry Maw, TBA Coordinator, it was learned that the funds for the Joint Nutrition Survey Project (JNSP) had been released and that the DON was shortly to commence JNSP work in five new districts--Dolkha, Syangja, Gorkha, Nawalparasi and Sindhupalchok. Coupled with the INTRAH-funded TBA project, plus DON involvement with other projects (WHO, Dooley Foundation, HMG/MOH activities) and a very limited central office nursing staff of five (four of whom are new to the project), the DON appears to be seriously over-extended.

Specific problems discussed during this visit related to the difficulties encountered in conducting regular and effective supervision of the PHN and ANM field staff, obtaining timely financial and technical reports of field training, and the chronic problems associated with frequent staff turnover.

Ms. Maw found the visit of INTRAH Research Assistant Dr. Marcia Angle to have been very helpful and provided opportunity to visit field sites she otherwise would have had difficulty in visiting. The evaluation proposal prepared by Ms. Chanda Shrestha-Rai (see Trip Report # 0-92) was not accepted by the DON on the basis that the DON had recently revised and strengthened its approach to the evaluation of TBAs, which better reflects what the DON wants to accomplish in evaluation. Assistance to the DON by DORC has improved somewhat, although the lack of a telephone (until very recently) at the DORC office had necessitated a fair amount of commuting to Mr. Tiwari's office by DON staff. Ms. Shrestha and Ms. Maw estimated that 1 to 2 hours every two weeks on a regular basis would be a sufficient amount of time for DORC to spend with them

on the INTRAH/DON budget for planning and reporting purposes.

**F. Development-Oriented Research Centre (DORC)**

A proposed budget for the period January 1 to December 31, 1987 was prepared by Mr. Tiwari and submitted to INTRAH for review and approval (see Appendix E). A DORC typist typed the second draft of the FP/MCH proposal and made photocopies for distribution. Mr. Tiwari was briefed concerning the details of the proposal, its distribution, letters for Dr. Khatri and Mr. Anderson, and criteria for selection of the consultants to be locally engaged (see Appendix F).

DORC has moved to another office in Puthali Sadak (next to the Bamboo Inn). Its new telephone number is 414479.

**G. ICHSDP**

A brief meeting was held with Dr. D.N. Regmi, Project Chief (who replaced Dr. Uprethy in February 1987) concerning the possible involvement of Mr. P.R. Rajbhandari in the follow-up assessment of intermediate supervisors. Dr. Regmi agreed to release Mr. Rajbhandari for this purpose.

V. FINDINGS/CONCLUSIONS

A. USAID/Nepal

1. Enthusiasm on the part of USAID/Nepal appeared to have waned somewhat between the time of their meeting with INTRAH staff in November 1986, their telexes of January 22 and 27, 1987 (see Appendix G) and the meeting with INTRAH staff on March 27, 1987. Approval to conduct a follow-up assessment only on FP/MCH accountants was given and conditions imposed that included a July 15, 1987 completion date which effectively precluded any meaningful follow-up of intermediate supervisors.

A first draft proposal which covered both accountants and intermediate supervisors was prepared and submitted to USAID/Nepal for review. Responding to comments from Mr. Jay Anderson, a second draft was prepared which deleted reference to the intermediate supervisors, and added the provision of two local consultants and other minor budgetary changes. These changes were discussed with him on the telephone and approval in principle received. A copy of the second draft was sent to Mr. Anderson via DORC on April 6, 1987.

B. FP/MCH Project

2. High priority had been given by Dr. Khatri to conduct a follow-up performance assessment of accountants and intermediate supervisors. His concern was evident when informed of USAID/Nepal's decision not to approve the follow-up performance assessment of intermediate supervisors. Dr. Khatri stated that there were several problems associated

RECOMMENDATIONS

1. A copy of the proposal prepared at INTRAH/CH which incorporates his suggestions should be mailed to Mr. Anderson at the earliest opportunity for documentation purposes.

V. FINDINGS/CONCLUSIONS

with the provision of FP/MCH services, including low numbers of temporary methods acceptors, that were partially linked to poor on-the-job performance of the intermediate supervisors. A performance assessment could have helped pinpoint causes of non-performance and provided important data for revision of the ISS basic curriculum.

On the other hand, a performance assessment conducted in a hurried fashion might well produce faulty or incomplete data and USAID/Nepal's perspective on this aspect was valid.

A draft proposal was prepared with the full technical assistance of the Evaluation and Fiscal Units of the FP/MCH Project. It was submitted to Dr. Khatri for review and presentation to the FP/MCH Board which was to meet on April 8, 1987. Dr. Khatri indicated he would initiate a request to INTRAH for approval and funding. He was briefed concerning the short time available for INTRAH to process this submission and requested to submit the proposal as soon as possible through DORC.

C. John Snow, Inc./Nepal

3. JSI staff were briefed and debriefed concerning the FP/MCH proposal.

RECOMMENDATIONS

2. INTRAH should respond positively to this request as soon as it is received officially from the FP/MCH Project.
3. A copy of the FP/MCH proposal should be sent to JSI/Nepal as soon as possible, for coordination purposes.

V. FINDINGS/CONCLUSIONS

D. Contraceptive Retail Sales

4. A final report entitled "Training of Traditional Medical Practitioners for Community-Based Distribution in Health and Family Planning in Nepal" was obtained from the CRS. Ten copies of the report had been mailed to INTRAH and copies submitted to USAID/Nepal.

A balance of Rs. 11,600/- remains in the project budget which CRS plans to spend on translation and printing of a Nepali version of the report, and production and distribution of FP acceptors signs.

Data and experience gained in this project have significantly contributed to the formation of a Social Marketing Division within CRS and expansion of the use of indigenous practitioners and village couples to provide basic FP/MCH services to isolated rural populations.

E. MOH/DON Project

5. The DON appears to be reaching the point in their workload where the quality of DON program supervision may begin to suffer. They are now responsible for MCH training and supervision of TBAs and ANMs in ten districts. With frequent staff turnovers and shortages, their resources are very thinly stretched.

DORC assistance to the DON in budget management is satisfactory. The Chief Nurse/DON estimated that 1 to 2 hours every two weeks would be a sufficient amount of time for the DORC accountant to spend with her for budget planning and reporting purposes.

RECOMMENDATIONS

4. Copies of this report should be distributed to AID/W by INTRAH.
5. A final financial report should be requested from CRS and the project officially closed.
6. INTRAH should continue to provide close project monitoring and assistance to the DON to ensure that training and supervision activities funded by INTRAH are maintained at the most optimal level possible.
7. INTRAH should write DORC requesting that they formalize and structure their visits to the DON to reflect this schedule.

V. FINDINGS/CONCLUSIONS

F. DORC

6. The proposed budget submitted by DORC to INTRAH for the period January 1 to December 31, 1987 appears to be slightly on the high side. INTRAH projects in Nepal are now (and have been since January 1987) down to one--the MOH/DON. If INTRAH continues its assistance to the FP/MCH Project, the proposed budget estimate is reasonable; if not, the budget probably could be reduced by 10-15%.

Mr. Tiwari was briefed concerning the FP/MCH proposal requirements. Mr. Tiwari will attempt to identify suitably qualified Nepali accountants to hire as INTRAH consultants to provide technical assistance in the FP/MCH accountants follow-up. Copies of the second draft with written instruction for its distribution were left with him.

DORC support to INTRAH staff during this visit was exceptional. Appointments were made in advance and typing/xeroxing services were provided with efficiency.

RECOMMENDATIONS

8. Assuming no new projects are initiated in Nepal during the current calendar year, the DORC budget should be reduced by approximately 10-15%.

**APPENDIX A**

**LIST OF PERSONS CONTACTED/MET**

**USAID/Nepal**

Mr. Jay ANDERSON, Assistant Health Development Officer  
Ms. Barbara SPAID, Population Officer

**HMG Ministry of Health, FP/MCH Project**

Dr. T.B. KHATRI, Chief  
Dr. J. TULADHAR, Head, Evaluation Unit  
Mr. T.B. DANGI, Senior Evaluation Officer  
Mr. G. REGMI, Senior Evaluation Officer  
Mr. G.F. MISHRA, Chief, Fiscal Unit  
Mr. P.R. SHAKYA, Chief, Training Unit  
Mr. Jyoti SHRESTHA, Senior Trainer

**HMG Ministry of Health/Division of Nursing**

Ms. Rukmini SHRESTHA, Chief Nurse  
Ms. Summanah K.C., TBA Staff Public Health Nurse  
Ms. Audry MAW, TBA Project Coordinator

**HMG Ministry of Health, ICHS/DP**

Dr. D.N. REGMI, Chief  
Mr. P.R. RAJBHANDARI, Head, Training Unit

**Contraceptive Retail Sales, Inc.**

Mr. Hem HAMAL, General Manager

**John Snow, Inc.**

Dr. Nils DULAIRE, Chief of Party  
Ms. Eileen MCGINN, FP/MCH Advisor  
Ms. Jenny GOODWIN, Consultant

**Development Oriented Research Centre**

Mr. P. TIWARI, Director  
Mr. S. PANDAY, Chief Accountant

**University of Calgary/Institute of Medicine**

Ms. Constance SWINTON, IOM/UOC Coordinator

**APPENDIX B**

**FP/MCH-INTRAH Accountants' Training  
Follow-Up Assessment Proposal**

**PROPOSED TITLE:** FP/MCH-INTRAH Accountants'  
Training Follow-Up Assessment

**SUBMITTING ORGANIZATION:** FP/MCH Project  
Ministry of Health  
HMG of Nepal

**RESPONSIBLE OFFICIAL  
AND TITLE:** Dr. T.B. Khatri  
Project Chief  
FP/MCH Project

**PROJECT COORDINATOR  
AND TITLE:** Dr. J. Tuladhar  
Section Chief  
FP/MCH Evaluation Unit

**TOTAL COST:** RS. 39,100.00  
US \$ 1,862.00

**COST PER PARTICIPANT  
FOLLOWED-UP:** RS. 1,303.00  
US \$ 62.06

**COST/PARTICIPANT/DAY:** RS. 21.72  
US. 1.03

**DATE PROPOSAL SUBMITTED:**

**DATE OF FIRST ACTIVITY:**

**COMPLETION DATE OF ACTIVITY:** July 15, 1987

**I. SUMMARY**

Phase I of the District Level training Project was a Training of Trainers activity for 15 core FP/MCH staff from the Training Unit, Accounts and Stores Sections. During Phase II, these trainers trained 392 FP/MCH district level accountants, storeskeepers and intermediate supervisors during March/November 1986, using curricula and training plans developed during the TOT Phase I activity.

It is now proposed to follow-up a sample of 30 accountants 8 - 15 months post-training to assess what impact the training had on improving on-the-job performance in financial management.

Major objectives of the assessment include:

1. To determine the impact training had on improving the on-the-job performance of accountants in carrying out accounting and management functions;
2. To conduct the assessment by on-the-job observation of skills, administration of the pre/post-test (post-test 2), and questionnaire/interview of the accountants and their supervisors;
3. To establish whether accountants are actually performing the tasks and activities for which they were trained, and to identify reasons for non-performance if they are not;
4. To learn from the accountants and their supervisors whether the training received is perceived as having been useful, and if not, why not.

The selection of accountants to be trained will be done on a random sample basis. Assessment methods and instruments will include

- inspection of financial records and reports for accuracy, completeness and timeliness;
- on-site field visits for on-the-job performance assessment using a performance checklist;

- administration of the pre/post-test (post-test 2);
- interview, using questionnaires, of the accountant and his supervisors.

The assessment activities are divided into four components:

1. Preparation: Planning, designing methodology, development of assessment instruments, training, testing of instruments and revision.
2. Data Collection: Central office and on-site field visits and data collection.
3. Data Analysis: Collation and analysis of data.
4. Reporting: Documentation and report writing.

Two teams of three people will conduct the assessment. Each team will consist of:

- 1 FP/MCH Accountant Trainer
- 1 FP/MCH INTRAH trained in-country Evaluation Officer
- 1 INTRAH (local) Consultant

It is estimated that the total time required to conduct the assessment will be 60 days. A maximum of 3 days has been estimated as the time required to assess each accountant. Approximately 14 work days will be spent at the FP/MCH Central office prior to the field work, a maximum of 34 days will be spent in the field, and 12 days will be spent back at the Central office following data collection.

## II. BACKGROUND

INTRAH assistance to the FP/MCH Project has been mainly directed at expanding its training and evaluation capabilities. During FY 1985 - 1986, INTRAH assistance (Phase I) focused on training of trainers and evaluation team-building, by training three FP/MCH Project Evaluation Officers at a regional evaluation workshop and 15 core trainers in-country.

In FY 1986 - 1987, Phase II INTRAH assistance supported the training of 78 district level accountants, 65 district storeskeepers and 251 intermediate supervisors. This training was conducted by the 15 FP/MCH core trainers in a series of 19 workshops with participants from 49 districts of all five of Nepal's Development regions. The goal of Phase II training was to provide practical, job-related training to improve on-the-job performance of intermediate supervisors in performing community-based supervisory activities, and to improve district-level accountants' accounting and storeskeepers' supply-management capabilities. Anticipated outcomes included measurable improvement in the accuracy, completeness and timeliness of financial and stores reports and records, and significant improvement in the quality, frequency and documentation of PBHW supervision by intermediate supervisors.

In January 1987, the FP/MCH Project concluded it would be useful to conduct an on-the-job performance assessment of the accountants, utilizing unexpended Phase II funds of Rs. 70,404.00 remaining in the project budget.

### III. GOAL

To document what impact training had on improving on-the-job performance and to measure to what extent post-training knowledge and skills have been retained and applied in order to determine the need, if any, for additional training, revision of the curriculum or training approach, and to identify other resource inputs required to improve on -the-job performance.

**IV. OBJECTIVES**

1. To assess 30 district accountants to determine what impact financial management training had on improving on-the-job performance regarding HMG's accounting system, basic program activity accounting, and fiscal reporting and accounting practices.
2. To conduct this assessment by comparing the accuracy, completeness and timeliness of all financial records/reports submitted to the FP/MCH Central office by district-posted accountants three months prior and three months post-training; by on-the-job observation of skills in maintaining the prescribed financial documentation at the place of work (central and district-posted accountants); by readministration of a post-test to assess knowledge retained; and by interview of supervisors and accountants through the use of a questionnaire.
3. To establish whether accountants are performing the tasks and activities for which they were trained, and to determine the reasons for non-performance if they are not.
4. To ascertain whether the financial management training received is perceived by the accountants and their supervisors to have been useful and to have improved on-the-job performance.

**V. EXPECTED OUTCOMES**

At the completion of the assessment, it should be possible to document:

1. The extent to which on-the-job performance of accountants has or has not improved following training; if it has, how it has improved, and if not, identify the reason (lack of skill, knowledge or an attitudinal problem, or non-training problem related to other constraints).
2. The extent of knowledge retained as measured by administration of the initial pre/post-test (post-test 2).
3. The extent to which accountants practice and are able to apply skills and use prescribed forms/manual developed or used during the financial management training.
4. To what extent accountants are actually performing the tasks and activities for which they have been trained according to the job description.

5. The usefulness of the training as perceived by the FPO, other supervisory staff and the accountant in enabling the accountant to improve on-the-job performance.

## VI. PROPOSED METHODOLOGY

1. A list of every accountant trained will be prepared from biodata, pre/post-test and workshop records. It will contain the participant's name, work location by district, initial pre/post-tests results, where and when trained.
2. A minimum sample of 30 accountants (38%) will be selected for on-the-job performance assessment.
3. Sampling scheme: of the 78 accountants trained, a total of 30 were from the Central office of the FP/MCH Project. Of this group, a total of 12 will be selected on a simple random basis for inclusion in the study. The remaining 18 accountants will be selected in a stratified random manner from each of the five Regions of Nepal. The 18 members of the sample will be drawn from each of the five Regions with probability proportional to the number of accountants from among the 48 trained at the district level who were actually trained in each district.

A caveat to the sampling scheme is the following. An a priori decision will be made as to whether any of the 48 accountants trained at the district level cannot feasibly be reached for follow-up (those in inaccessible districts). These persons will be excluded from the sample and the proportional sampling by Region of the country will be based only on those to be included. Any necessary modifications to this sampling scheme will be made at the time of sample selection.

4. The performance assessment will be conducted by:
  - a. examining all the records of the selected accountants which were submitted to the FP/MCH Central office three months prior and three months post-training, to compare for accuracy, completeness and timeliness, (done only for those accountants working at the field level as Central office accountants do not submit these reports.
  - b. an on-site field visit to interview and observe on-the-job.
  - c. administration of the pre/post-test (post-test 2).

- d. observation/inspection of records and accounting system for accuracy and completeness.
  - e. administration of a semi-structured questionnaire.
  - f. interview of the FPO and other pertinent supervisors using a questionnaire.
5. **Venue:** working space for the teams will be provided at the FP/MCH Project Central office during the planning, analysis and report writing phases of the study.

## **VII. ORGANIZATION AND MANAGEMENT OF FOLLOW-UP ACTIVITIES**

1. A senior FP/MCH Evaluation Unit Officer (Section Chief) will be designated as the Project Coordinator. His responsibilities will include overall planning and coordination of the assessment activities; coordination, selection and fielding of the study teams in collaboration with the Fiscal Chief, FP/MCH Project and/or others as appropriate; ensuring that appropriate field authorities are notified in a timely manner in regard to the purposes, schedule, participants included in the study, etc.; and responsibility for ensuring the timely analysis and write-up of the study report.
2. The accountants follow-up will be conducted by two teams composed of:
  - 1 FP/MCH Accountant Trainer
  - 1 FP/MCH Senior Evaluation Officer (one to be the INTRAH-trained in-country evaluator)
  - 1 INTRAH (local) Accountant Consultant

The INTRAH consultants will function as team leaders and resource persons to the teams and project coordinator. They will participate in all components of the follow-up assessment and will accompany the teams to the field for a minimum of 21 days. They, in collaboration with the project coordinator, will be responsible for collating, analyzing and writing up the study report.

An INTRAH evaluation staff member will assist the teams during the planning/preparation component.

**VIII. TIME SCHEDULE FOR CONDUCTING FOLLOW-UP ACTIVITIES**

The follow-up activities will be finished by July 15, 1987 and are divided into the following four phases:

- 1.a. Planning, designing methodology; development of assessment instruments; training and testing instruments; and revision, as required. (Estimated time required: 8 working days.)
- b. Review of district-posted accountants' records and reports pre/post-training. (Estimated time required: 6 working days.)
2. On-site field visits to conduct performance assessment and collect data. (Estimated time required: 34 working days, including travel time.)
3. Collation and analysis of data. (Estimated time required: 6 working days.)
4. Report writing. (Estimated time required: 6 working days.)

It is expected that all team members will be involved in all four phases of the follow-up activities.

**PROPOSED BUDGET SUMMARY**

	<b><u>RS.</u></b>	<b><u>US \$</u></b>
<b>1. TRANSPORT:</b>		
Travel Allowance	19,800.00	943.00
<b>2. PER DIEM</b>		
Daily Allowance	10,200.00	<del>243.00</del> <sup>486</sup>
<b>3. SUPPLIES/COMMUNICATION/ INSURANCE/REPORT PREPARATION</b>	9,100.00	433.00
	<hr/>	<hr/>
<b>TOTAL:</b>	<b>39,100.00</b>	<b>1,862.00</b>
<b>Cost Per Participant Followed-up:</b>	1,303.00	62.06
<b>Cost Per Participant Per Day:</b>	21.72	1.03

**Rate Conversion: US \$1.00 = Rs. 21.00**

*25*

TENTATIVE PROPOSED BUDGET

1. TRAVEL ALLOWANCE (TA):		In Rupees
<u>Accountants Teams:</u>		
Team A: <u>Far West</u>		
Air Fare	2 X 2000.	4,000.00
Other Mode of Travel	2 X 300.	600.00
Walking Allowance	2 X 300.	600.00
Team A: <u>Mid-Western</u>		
Air Fare	2 X 600.	1,200.00
Other Mode of Travel	2 X 300.	600.00
Walking Allowance	2 X 300.	600.00
Team B: <u>Western</u>		
Air Fare	2 X 1,000.	2,000.00
Other Mode of Travel	2 X 300.	600.00
Walking Allowance	2 X 300.	600.00
Team B: <u>Eastern</u>		
Air Fare	2 X 1,500.	3,000.00
Other Mode of Travel	2 X 300.	600.00
Walking Allowance	2 X 300.	600.00
Team A and B: <u>Central</u>		
Air Fare	4 X 600.	2,400.00
Other Mode of Travel	4 X 300.	1,200.00
Walking Allowance	4 X 300.	1,200.00
SUB TOTAL:		19,800.00
2. PER DIEM (DA)		
Team A:	Estimated total days in field - 34 (2 X 75 X 34)	5,100.00
Team B:	Estimated total days in field - 34 (2 X 75 X 34)	5,100.00
SUB TOTAL:		10,200.00
		(cont.)

3. FLIGHT INSURANCE ALLOWANCE (2 X 300)	600.00
4. SUPPLIES/STATIONARY/PHOTOCOPY, ETC.	2,500.00
5. COMMUNICATIONS (Telegrams, Telephone)	1,000.00
6. PREPARATION OF REPORT (including typing and reproduction)	5,000.00
	<hr/>
SUB TOTAL:	9,100.00
TOTAL:	<u>39,100.00</u>

**NOTES:**

1. Air Fares are calculated on maximum distance.
2. Other mode of travel is included in case trains/bus/private vehicles are required.
3. Walking allowance is based on maximum HMG rate of Rs. 3 per mile. When HMG exceeds that figure in certain field locations, team members will be paid the higher rate according to HMG regulations.
4. When HMG DA exceeds Rs. 75/day in certain districts or locations, team members will be paid the higher rate according to HMG regulations.
5. Budget does not include INTRAM consultant or INTRAM staff costs.

## TEAM MEMBERS

FP/MCH Accountant Trainers: Mr. Keshab KUNWAR  
Mr. Rabindra AMATYA

FP/MCH Evaluation Officers: Mr. G. REGMI  
Mr. T.B. DANGI

INTRAH Consultants: To Be Determined

INTRAH Staff: Dr. James VENEY

### Primary Documents Required for Planning/Preparation Component

1. Financial management training curriculum and training plans.
2. Financial management (FP/MCH Project Accountants) manual revised by Accountant Trainers and used during the training.
3. Master list of all accountants trained with address by district, when and where trained.
4. Biodata forms for each accountant.
5. Pre/Post-test forms and scores for each accountant.

**APPENDIX C**

**Ministry of Health**

**Division of Nursing**

**Report on TBA Training - INTRAH # 7**

**MINISTRY OF HEALTH**

**DIVISION OF NURSING**

**REPORT ON TBA TRAINING - INTRAH # 7.**

Sub-Contractors: Ministry of Health, Division of Nursing  
Report Period: 1ST January, 1987 to 28TH February, 1987.  
Person filling out report: Audrey Maw  
Title of Project: FP/MCH Training for TBA'S in Five Districts.

**PART A - TECHNICAL**

**PROJECT OBJECTIVES**  
**SECOND PHASE.**

- 1 . Give TBA Programme Orientation to up to 30 new district level staff in five Districts.
2. Give District level ANM trainers training and TBA training in five districts.
3. Give Health Post level Orientation to up to 125 new health post level staff in health posts in 5 districts concerning the TBA Programme.
4. Conduct training of TBA'S IN 35 Health Posts in 5 districts.

**ACTIVITIES FOR THIS REPORTING PERIOD.**

**1. KASKI DISTRICT.**

**District level Trainers training and TBA training.**

8 ANMS received trainers training at district level. District level training commenced after being postponed twice, on 29th January, 1987. Because of new personnel at district level, two supervisory visits had to be made from D.O.N. staff. Full reports not yet received on the district level training, but training of TEAS was progressing satisfactorily at district level by the time the second visit was made.

The Health post level training had to be postponed because of Community Health Leaders training being conducted immediately following the district level TBA training.

**TBA Refresher Training.**

Kaski District, because of staff leaving, went ahead and did TBA Refresher training in October, December and January. Because permission had not been given from DON, funding was received from another Agency to conduct it. They conducted a 2 day ANM Refresher training for ANMS who would be doing refresher training of TBAS. Of the original 121 TBAS, 20

received training in October. Out of the remaining 101, attrition was 12, and of 89 called to attend, 82 attended. It was conducted in 7 Health Posts.

## 2. TANAHU DISTRICT.

### District level trainers training and TBA training.

11 ANMS and 14 TBAS received training. District level training commenced on 11th January, 1987 and continued until 28th January. One supervisory visit was made by the DON staff and training was reported to be progressing very well.

The Health Post level training commenced in February but is not completed.

## 3. INTRAH EVALUATION.

Dr Marcia Angle arrived in Nepal on 22nd February, and was briefed concerning a proposed tour of the five districts to observe any training in progress and to meet with TBAS and ANMS. Arrangements were made ahead of time with the Public Health Nurses in Kaski and Tanahu concerning arrangements for the tour. We left Kathmandu on 24th February visited a health post in Tanahu District on the way, and had two nights in Pokhara. A visit was made to the District Health office, and members of staff were met. On a visit to a rural Health Post Dr. Marcia was able to observe a health post in action, and this was followed by visiting several TBAS in their homes.

Following the stay in Pokhara we returned to Tanahu district with the Public Health Nurse and climbed for several hours to visit Thaprek Health Post where HP level training was in progress, and training could be observed. During our climb other TBAS were met on the pathway, and were interviewed. We returned from the Health post the following day and stayed the night in the home of the Public health Nurse of Tanahu, visiting on the way another very experienced TBA. A visit was made to the District Health Office to meet the Health Inspector. On the 28th of February we proceeded to Bharatpur on the way to the Terai area to visit the remaining three districts. A member of the DON nursing staff joined us in Bharatpur. One of my objectives for including the Terai, was to make contact with the Public Health Nurses whom I had been unsuccessful in contacting for nearly three months. A further side benefit of the trip was contact with the Public Health Nurses to give further guidance and advice concerning the carrying out of the terms of the contract and budget matters.

6. Funds were advanced for the district and health post level training in Kaski and Tanahu.

7. 600 Kit Boxes were received from the supplier, and distributed to Kaski and Tanahu along with other supplies for training.

## II. Any Difficulties.

Difficulty in maintaining a continuity in the program because of frequent change of nursing staff at the DON

I have sent out new staff to learn about the program from experienced staff before they left. Change of staff at District and Health post level continues, and also conflict in training dates with other District level programmes.

III. Situations that (may) impede progress.

The forthcoming district and village elections scheduled in mid March, when travel within districts may be problematic.

Lack of communication from two public health nurses in two districts, and the absence of a third one from her post because of study leave.

IV. Forecast of activities during the next reporting period.

1. Completion of Evaluation Tour with Dr. Marcia Angle.
2. Completion of health post level training in Kaski district.
3. Completion of health post level training in Tanahu district.
4. Siraha District - after making contact - the planning and organization of District and Health post Level training and orientation of new district and Health post level personnel.
5. Parsa District- Attempt to contact Public Health Nurse and then plan for conducting the District and Health Post level training and Orientation of new persons at District and Health Post level.
6. Rautahaut District - Attempt to contact Public Health Nurse and then plan for conducting the District and Health Post level training and orientation of new persons at District and Health Post level.
7. Distribute TBA Kit boxes to above three districts after contact has been made.

SIGNED

Date:

NEPAL - TBA TRAINING PROGRAM

TRAINED TBAS IN ASSOCIATION WITH THE DIVISION OF NURSING.

TIME PERIOD - 1985 to December, 1986

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DISTRICTS	TRAINED TBAS	TRAINED ANMS	TRAINED PHNS
KASKI	268	19	1
TANAHU	200	15	1
SIRAHA	194	17	1
RAUTAHAT	149	6	1
PARSA	189	14	1
MAKWANPUR	80	6	1
NAWAL PARASI	75	9	1
SYANGA	41	5	1
DHANUSA	80	1	
UDAIPUR	10		
SAPTARI	80		
JHAPA	80		
PALPA	54	4	1
CHITOWAN	80		
BARRA	80		
DHADING	13	6	
BHAKTAPUR	108	8	
LALITPUR	64		1
DOTI	111	5	2
SINDHUPALCHOK	41	2	1
GORKHA	25	5	1
RED CROSS	122	0	0
TOTAL	2144	122	12

Best Available Document

FINANCIAL STATEMENT OF INTRAH/DOM MINISTRY OF HEALTH BMC

FISCAL YEAR 1985/86

ACTIVITY NO :-		3		4		5		6		7		8		Other	Total	Remarks	
		Orientation of District Level Tech. Staff.		District ANM Training		Orientation of H.P. Level Tech. Staff.		I. P. Level TBA Training		Project Field Supervision		H. P. TBA Refresher Training					
PARSA	Budget from INTRAH	Amount	890.00	18,710.00	6,097.00	53,900.00	6,500.00	9,420.00							95,517.00		
		No. of Participant	Tech. PHN 12 1	ANM TBA 7 14	Tech. Staff 74	TBA ANM 140 14	ANM PHN 12 1	TBA ANM 72 5									
	Advance Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	2,925.32								89,050.32		
	Expenditure	Amount	750.00	15,514.00	6,610.50	48,522.82	-	-	-	-	-	-	-	-		71,397.32	
		No. of Participant	Tech. S.PHN 15 1	ANM TBA 10 13	Tech. Staff 89	TBA ANM 137 14	ANM PHN - -	TBA ANM - -									
Balance		+140.00	+3,196.00	- 485.50	+5,377.18	+ 6,500.00	+ 2,925.32								17,653.00		
RAUTAHAT	Budget from INTRAH	Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	9,420.00							95,517.00		
		No. of Participant	Tech. PHN 12 1	ANM TBA 7 14	Tech. Staff 74	TBA ANM 140 14	ANM PHN 12 1	TBA ANM 72 5									
	Advance Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	-								86,125.00		
	Expenditure	Amount	824.00		2,787.50	32,437.50	-	3,280.00								47,353.15	
		No. of Participant	Tech. PHN 15 1	ANM TBA 7 14	Tech. Staff 34	TBA ANM 90 9	ANM PHN - -	TBA ANM 36 4									
Balance		+66.00	+10,885.95	+3,337.50	+21,462.50	+6,500.00	- 3,280.00								38,771.85	32,271.85	
TAAHUN	Budget from INTRAH	Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	9,420.00							95,517.00		
		No. of Participant	Tech. PHN 12 1	ANM TBA 7 14	Tech. Staff 74	TBA ANM 140 14	ANM PHN 12 1	TBA ANM 72 5									
	Advance Amount	890.00	18,710.00	6,097.00	53,900.00	3,756.00	-								83,381.00		
	Expenditure	Amount	640.00	13,313.00	2,169.00	47,860.90		6,076.00	6,823.00							76,880.90	
		No. of Participant	Tech. PHN 8 1	ANM TBA 10 9	Tech. Staff 61	TBA ANM 129 14	ANM PHN - -	TBA ANM 49 5									
Balance		+250.00	+ 5,397.00	+3,957.00	+6,039.10	+3,756.00	- 6,076.00	-6,823.00							6,500.10		
KASKI	Budget from INTRAH	Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	9,420.00							95,517.00		
		No. of Participant	Tech. PHN 12 1	ANM TBA 7 14	Tech. Staff 74	TBA ANM 140 14	ANM PHN 12 1	TBA ANM 72 5									
	Advance Amount	890.00	18,710.00	6,097.00	53,900.00		+13,214.75								92,839.75		
	Expenditure	Amount	1,031.00	15,341.00	3,155.25	45,713.75		10,747.00	5,621.00							81,609.00	
		No. of Participant	Tech. PHN 12 1	ANM, HI, TBA 13, 1, 12	Tech. Staff 77	TBA ANM 120 14	ANM PHN - -	TBA ANM 113 8									
Balance		- 141.00	+ 3,369.00	+2,969.75	+8,186.25	-	+2,467.75	-5,621.00							11,230.75		
SIRAHA	Budget from INTRAH	Amount	890.00	18,710.00	6,125.00	53,900.00	6,500.00	9,420.00							95,517.00		
		No. of Participant	Tech. PHN 12 1	ANM TBA 7 14	Tech. Staff 74	TBA ANM 140 14	ANM PHN 12 1	TBA ANM 72 5									
	Advance Amount	890.00	18,710.00	6,097.00	53,900.00	6,500.00	-						2,000.00		89,349.25		
	Expenditure	Amount	650.00	19,675.50	1,550.00	47,589.00	-	5,538.00	4,934.00							79,966.50	
		No. of Participant	Tech. PHN 13 1	ANM TBA 13 14	Tech. Staff 62	TBA ANM 140 14	ANM PHN - -	TBA ANM 59 5									
Balance		+240.00	- 9,065.50	+4,575.00	+6,311.00	+6,500.00	- 5,538.00	-4,709.75							9,382.75	2. a. Pander repaired	

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**APPENDIX D**

**Development Orient Research Centre**

**1987 Estimated Budget**

ESTIMATED DORC COSTS FOR 1987  
(JANUARY 1, 1987 - DECEMBER 31, 1987)

1.	<u>Salaries</u>				
	a. Director	5 mm	9,000.00	45,200.00	
	b. Accountant	8 mm	4,000.00	32,000.00	
	c. Accountants - cum Office Assistant	8 mm	2,500.00	<u>20,000.00</u>	
					97,200.00
2.	<u>Travel and Local Costs</u>				8,500.00
3.	<u>Supplies</u>				13,000.00
4.	<u>Communication</u>				15,000.00
					<u>15,000.00</u>
				Sub Total :-	133,700.00
6.	<u>Overhead (15%)</u>				<u>20,055.00</u>
					153,755.00
				US \$ @ 21.60	7,118.00

(This includes FP/MCH evaluation component)

**APPENDIX E**

**FP/MCH Project  
Training Schedule**

Dates of Training

a) Kathmandu:

S.N.	Type of Training	Dates of Training
<u>Basic Training:</u>		
4	PBHW	Magh 26 - Chaitra 15 ( Feb. 9 - March 29)
2	PBHW	Falgun 21 - Baisak 9 ( March 5 - April 22)
3	PBHW	Chaitra 2 - Baisak 20 ( March 16 - May 3)
<u>Refresher Training:</u>		
1	PBHW	Chaitra 8 - 14 ( March 22 - March 28)
2	PBHW	Chaitra 16 - 22 ( March 30 - April 5)

b) Dharan:

<u>Basic Training</u>		
1	PBHW	Push 17 - Magh 22 ( Jan. 1 - Feb. 5)
2	PBHW	Magh 26 - Chaitra 12 ( Feb. 9 - March 26)
3	PBHW	Chaitra 27 - Jesh 11 ( April 10 - May 25)
4	PBHW	Baisak 14 - Jesh 29 ( April 27 - June 12)
5	IMS	Jesh 13 - Ashad 27 ( May 27 - July 11)
<u>Refresher training</u>		
1	PBHW	Magh 24 - Marg 30 ( Dec. 9 - Dec. 15)

c) Nepalgang:

<u>Basic Training</u>		
1	IMS	Magh 9 - Falgun 30 ( Jan 23 - Feb 14)
2	PBHW	Chaitra 2 - Baisak 20 ( March 16 - May 3)
3	PBHW	Chaitra 2 - Baisak 20 ( March 16 - May 3)
4	PBHW	Jesh 1 - Ashad 18 ( May 15 - July 2)
<u>Refresher Training:</u>		
1	IMS	Jesh 4 - Jesh 17 ( May 18 - May 31)
2	PBHW	Baisak 10 - Baisak 16 ( April 23 - April 29)

d) Patalaiya:

<u>Basic</u>		
1	PBHW	Falgun 1 - Chaitra 19 ( Feb 13 - April 2)
2	PBHW	Chaitra 10 - Baisak 28 ( March 24 - May 11)
3	PBHW	Chaitra 20 - Jesh 7 ( April 3 - May 21)
4	PBHW	Jesh 1 - Ashad 13 ( May 15 - July 2)

**APPENDIX F**

**Copies of Correspondence from INTRAH  
Program Officer Ms. Maureen Brown  
to DORC Director Mr. P. Tiwari and USAID/Nepal  
Assistant Health Development Officer  
Mr. Jay Anderson**

4 April 1987

Dear Mr. Tiwari:

As discussed with you:

1. The two INTRAH consultants to be hired locally:
  - must be accountants or with accounting backgrounds
  - must be familiar with HMG/FP/MCH accounting procedures/system;
  - must be available by 10 May 1987 at the latest (but this will depend on when the proposal is approved by FP/MCH and they let us know and when we can start...you know all the reasons);
  - must be prepared to spend the time required both in Kathmandu and in the field outlined in the proposal;
  - must have evaluation training/skills/background;
  - must be willing to analyze/write report in collaboration with Dr. Tuladhar and other FP/MCH staff (in English);

and whatever else you can think of....including setting their fees and expenses at a reasonable rate....INTRAH will follow your recommendations (within reasonable limits).

2. Please have copies of the proposal sent on Sunday to:

Dr. Khatri (with my letter);  
Dr. Tuladhar (with copy of my letter to Dr. Khatri);  
Mr. G. Regmi (just the proposal);  
Mr. T.B. Dangi (" " "  
Mr. Mishra (" " ")

PLUS two extra copies of the proposal for Mr. K. Kunwar and Mr. Rabindra Amatya at FP/MCH and three copies for you (one for each consultant and one for D.O.R.C.).

3. Please send two copies of the proposal to Jay Anderson (with a copy of my letter to Dr. Khatri and my note to Jay).

(Twelve copies total.)

4. Please discuss the consultants (bio-data, etc.) with Jay first, Dr. Khatri second. Jay should approve of both of them.
5. Please chase up next week (Tuesday latest) with Dr. Khatri to make sure he submits the proposal to the FP/MCH Board meeting for approval....and let INTRAH know by telex as soon as approval is received. I'm not at all certain we can process the proposal on time and if FP/MCH delays in any way, it probably cannot be done.
6. Many, many thanks for your help, the coffee, typewriter, rides and nice gift.

*Hansen.*

Hotel Malla  
Kathmandu, Nepal

4 April 1987

Dr. T.B. Khatri  
Chief, FP/MCH Project  
HMG Ministry of Health  
Kathmandu, Nepal

Dear Dr. Khatri:

Enclosed for your review is the draft proposal for the Accountants' Follow-up Training Assessment developed collaboratively with Dr. J. Tuladhar, Mr. Mishra, Mr. Regmi and Mr. Dangi.

As you will note, the completion date for this activity is 15 July 1987. Since 70 days have been estimated as the time required to conduct and complete the follow-up, it gives us very little time to process and obtain the necessary approvals. It would be very much appreciated if the proposal could be submitted to INTRAH as soon as possible.

Thank you for your usual kindness and assistance to me during this visit and I look forward to hearing from you in the near future.

Yours sincerely,

Maureen T. Brown  
Program Officer

cc: Jay Anderson, USAID/Nepal  
Dr. J. Tuladhar, FP/MCH Project  
Mr. P. Tiwari, D.O.R.C.

Hotel Malla  
Kathmandu, Nepal

4 April 1987

Dear Jay,

Enclosed for your final review is the draft proposal for the Accountants Follow-up Training Assessment. Am sorry this copy was typed before I had a chance to incorporate your red corrections but this will be done in the final draft at Chapel Hill.

Apart from the decision to add two local consultants to the teams in place of the AG Office accountants (whom I was told would not participate without an honoraria), and an additional budget item for other (than walking/air) transport costs, nothing has been changed from the first draft you have seen.

I am not at all certain that I can get this proposal processed in time to permit it to be completed by 15 July 1987. Perhaps if Dr. Khatri can get it approved by the FP/MCH Board at next week's (Wednesday) meeting, and if Mr. Tiwari can find/hire two appropriately qualified accountant-consultants, and if AID agrees to review/approve in a hurry, well.....maybe it can be done.

If you would let ST/POP know your response, it will help.

Many thanks for your assistance.

Best regards,

Maureen Brown  
Program Officer

**APPENDIX G**

**Copies of Telex Transmissions  
Between INTRAH and USAID/Nepal**

2402 SHIVA NP

KTM: 13/1/87

*...PAL*

DR. LEA/MS. KNAUFF/ BAKER

*cc: Wash  
Bha  
Bha  
Dra  
Jes  
Ank  
Kok  
Wt  
Co*

1. THANKS FOR BAKER/NROWNS TELEX ON DON. DON REPORT NO.6 AND FP/MCH FINAL REPORT MAILED TODAY.
2. MS. CHANDRA K.KIRAN TRANSFERRED FORM HEALTH TO POPULATION COMMISSI -ON SECRETARY. NEW HEALTH SECRETARY IS MR. TEJ BAHADUR PRASAIN. TRANSMITTED YOUR TELEXS FOR THE NOMINATION OF CONCERNED FOR HEALTH SECRETARY, DR. KHATRI AND DR. UPRETI WILL INFORM YOU ONCE GOVT. DECIDES.
3. DISCUSSED WITH DR. TARA B. KHATRI REGARDING FP/ MCH SURPLUS. HE SUGGESTS THAT THE SURPLUS SHOULD BE UTILIZED FOR JOB PERFORMANCE EVALUATION OF TRAINEES. PROPOSAL OF EVALUATION CAN BE DEVELOPED IN CONSULTATION WITH INTRAH.
4. DISCUSSED WITH ADREY MAW ABOUT DR. M.ANGLE'S VISIT. SHE TENTATIVELY SUGGEST DR. ANGLE SHOULD REACH KATHMANDU ON FEB 22 OR 23 AND STAY UNTIL 1ST WEEK ON MARCH. WILL CONFIRM IN A WEEKS TIME.

REGARDS

P.N.TIWARI

2402 SHIVA NP

\*  
-- GRAPHNET --

GA  
::/9FY ITLX  
9472381 2381 AEKTM NP  
JAY ANDERSON  
USAID  
KATHMANDU, NEPAL

1/15

NEPAL

.SUBJECT: POPULATION. FP/MCH PROJECT: PHASE II  
TRAINING UNEXPENDED FUNDS.

CO: LEA  
KNAUFF  
BAXAR  
DURHAM  
DENNIS  
BROWN  
ANGLE  
SCHMIDT  
CHRON

1. INFORMED OF APPROXIMATELY RS. 70,000 SURPLUS FROM ACCOUNTANTS/STORES/SUPERVISORS TRAINING WORKSHOPS.
2. MR. TIWARI, DORC IN TELEX DATED 13/1/87 REPORTS THAT DR. T.B. KHATRI SUGGESTS SURPLUS BE USED TO CONDUCT JOB PERFORMANCE EVALUATION OF TRAINEES. HAS TIWARIJI INFORMED YOU ABOUT THIS? APPRECIATE YOUR RESPONSE TO DR. KHATRI'S SUGGESTION.
3. INTRAH SKEPTICAL THAT THIS ACTIVITY WILL BE ANY MORE PRODUCTIVE THAN OTHER EVALUATION ACTIVITIES CALLED FOR BUT NEVER CONDUCTED IN INTRAH/FP-MCH CONTRACT EVALUATION PLAN.
4. PROJECTED VISIT OF INTRAH'S MARCIA ANGLE IN FEBRUARY CANNOT COVER THIS MATTER SO MUST BE RESOLVED BY TELEX EXCHANGE IF A NO-GO. IF YOUR RESPONSE POSITIVE, A VISIT MUST BE MADE BY BROWN DURING OTHER ASIA TRAVEL IN MARCH.
5. WILL APPRECIATE YOUR RESPONSE SOONEST FOR OUR PLANNING/BUDGETING PURPOSES.

REGARDS,

BROWN/INTRAH  
NNNNE

ACCEPTED 1 GD45 2 01/15 10:10

END .....

0001.2

01/15/87 1009

DISC RCVD

-- GRAPHNET --

GA  
?

9FA EO17 59-1 1GD45 9 01/22/87 14:19  
9FB D102 2-1 3DT68 23 01/22/87 09:44 RP AID  
LYNN KNAUF/INTRAH  
UNIVERSITY OF NORTH CAROLINA  
208 N. COLUMBIA ST  
CHAPEL HILL, N.C. 27514  
(TEL) 919-966-5636

1/22

NEPAL

CC: KNAUFF  
BROWN  
BANKER  
ANGLE  
DURAND  
DENNIS  
DANGERFIELD  
CHRON. ✓  
SCHMIDT.  
WENEY

REF: KNAUF TELEGRAM RECEIVED 1/16/87

1. PRIOR TO YOUR TELEGRAM, TIWARI HAD INFORMED US OF THE EXISTENCE OF RUPEES 70,000 SURPLUS, BUT NOT ABOUT ANY PLANS FOR USING IT. YOUR MESSAGE FIRST WE HEARD OF KHATRI'S EVALUATION PLANS.

2. SPOKE WITH TIWARI 1/21. KHATRI WANTS TO EVALUATE ON-THE-JOB PERFORMANCE IN ADDITION TO PRE AND POST TESTING DONE BY INTRAH. HE APPARENTLY DOES NOT KNOW (OR HAS NOT MENTIONED) HOW HE IS GOING TO DO THIS.

3. WE THINK THIS TYPE OF EVALUATION MAY BE USEFUL TO BETTER DOCUMENT EFFECTS OF INTRAH TRAINING AND CONCUR WITH KHATRI'S REQUEST. IF INTRAH WILLING TO PURSUE MATTER, WE WILL CONCUR WITH BROWN VISIT TO DISCUSS THIS FURTHER WITH USAID AND KHATRI.

4. HOWEVER, WE ARE CONCERNED THAT BROWN IS NOT AN ACCOUNTANT AND MAY NOT BE BEST QUALIFIED TO ASSIST WITH THE EVALUATION ITSELF. SUGGEST INTRAH CONSIDER POSSIBILITY OF PROVIDING EXPERIENCED TA TO ASSIST IN THE EVALUATION. WE WILL BE SKEPTICAL OF SIMPLY GIVING THE MONEY TO KHATRI TO EVALUATE PROGRAM WITHOUT INTRAH ASSISTANCE.

USAID MISSION  
AMERICAN EMBASSY  
KATHMANDU, NEPAL. 604/1548L  
NNN

...  
END ....  
0001.4  
01/22/87 1421  
DISC RCVD



GRAPHNET  
 329 ALFRED AVENUE  
 TEANECK, NJ 07666

GRAPHNET

C081 162-1 3N402 83 01/23/87 19:59 TM

3627035  
 PAT RUPKALVIS  
 INTRAH PROGRAM  
 208 N. COLUMBIA ST.  
 CHAPEL HILL NC 27514

THIS IS YOUR CONFIRMATION COPY OF MESSAGE NO. CX38 159  
 PHONED IN AT 18:08 HOURS ON 01/23/87.  
 THANK YOU FOR USING OUR FREEDOM CARD SERVICE.  
 PLEASE CALL AGAIN.

GRAPHNET INC.

::/\*CX38 9FI ITLX :3627035CC LS  
 9479472381 AEKTM NP  
 J. ANDERSON  
 (NEPAL)

ATTN: J. ANDERSON  
 SUBJECT: POPULATION: USE OF SURPLUS FUNDS FOR EVALUATION OF FP/MCH  
 PROJECT PHASE II TRAINING:  
 REFERENCE: USAID TELEX TO KNAUFF OF JANUARY 22ND 1987

1. INTRAH WILLING TO PURSUE MATTER OF EVALUATION WITH FP/MCH PROJECT AND AGREE THIS MAY PROVIDE OPPORTUNITY FOR SYSTEMATIC FOLLOW UP OF TRAINING IMPACT AND IDENTIFICATION OF FUTURE TRAINING NEEDS.
2. REQUEST YOUR CLARIFICATION WHETHER EVALUATION TO BE CONDUCTED ONLY FOR ACCOUNTANCE OR DOES IT ALSO INCLUDE STORESKEEPERS AND SUPERVISORS?
3. BROWN'S VISIT IN MARCH INTENDED TO FOCUS ON DEVELOPMENT OF PROPOSAL AND BUDGET FOR THIS ACTIVITY. INTRAH WILL ARRANGE SERVICES OF EXPERIENCED EVALUATOR SHOULD PROPOSAL EMERGE.

REGARDS,  
 BROWN/INTRAH

NNNN

*Received. 1/28* *NEPAL*

*cc: KNAUFF  
 BROWN  
 BAKER  
 DURAND  
 DENNIS  
 HORBY  
 WITMER  
 SCHMIDT  
 CHRON.*

-----  
MAUREEN T BROWN/INTRAH  
UNIVERSITY OF NORTH CAROLINA  
208 N. COLUMBIA ST.  
CHAPEL HILL, N.C. 27514  
TELEPHONE: (919)966-5636  
REF: BROWN TELEX RECEIVED 1/27

1. KHATRI WANTS TO EVALUATE ON-THE-JOB PERFORMANCE OF  
ACCOUNTANTS, STOREKEEPERS AND SUPERVISORS.

2. USAID INTERESTED IN IMPACT EVALUATION (I.E.  
DOCUMENTATION OF ON-THE-JOB PERFORMANCE) FIRST REPEAT  
FIRST AND IDENTIFICATION OF FUTURE TRAINING NEEDS  
SECOND. PROPOSAL TO BE DEVELOPED BY BROWN IN MARCH  
SHOULD FOCUS ON THE FORMER, LEAVING THE LATTER FOR  
CONSIDERATION LATER.

AMERICAN EMBASSY KATHMANDU, NEPAL 773/1995L  
NNN

...  
END .....

0005.1

01/27/87 0935

DISC RCVD

(1/27) NEPAL

cc: BROWN  
KNAIFF  
BAXER  
DURHAM  
DENNIS  
WALKER  
KORBY  
BARKER  
CUDON  
SCHMIDT