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**Family Planning Management Training Project**

**Final Report of Activities  
at the National Council on Population  
and Development (NCPD)  
Nairobi, Kenya**

**June 1988 through December 1990**

**by Peter Savosnick and Jean Baker  
December 1990**

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## **I. Introduction**

### **A. Background**

In 1982 the Government of Kenya established the National Council on Population and Development (NCPD) to formulate national population policy and coordinate the work of both public and private sector implementing agencies. This includes nongovernmental organizations such as the Family Planning Association of Kenya (FPAK), the Christian Health Association of Kenya (CHAK), and others. As an interagency coordinating council, the NCPD was constituted to foster work in other organizations rather than undertaking service delivery itself. It funds the work of many organizations, and serves as the principal domestic donor and coordinating agency for information, education, and communication activities.

NCPD and the Division of Family Health, Ministry of Health, are counterparts for USAID/Kenya population assistance, implemented through the USAID bilateral Project called the Family Planning Services and Support (FPSS) Project. The project documentation for FPSS called for the administrative strengthening of the NCPD through operational support and technical assistance. An immediate need was identified for:

1. Technical assistance to review the management and information system needs of the NCPD and recommend steps to improve the system;
2. Training and technical assistance to upgrade the existing management systems and design and install improved systems with particular reference to microcomputer applications;
3. Funding to procure equipment and supplies to make any improved systems operational.

The FPSS Project document noted that while some work had been accomplished, there were still many management needs which remained to be met. As a cautionary note, it was stressed that the interrelationships between NCPD and the NGOs must be assessed when examining NCPD's own MIS requirements. Furthermore, the linkage which must exist between the NCPD MIS and the service statistics collection operation of the Ministry of Health must also be taken fully into consideration.

In June 1988, the Family Planning Management Training Project managed by Management Sciences for Health (MSH) was asked by USAID/Kenya to undertake an assessment of management information needs of NCPD. Following that needs assessment, which was conducted by Paul Auxila and Henry Elkins, a scope of work was developed, with the objective of improving the capability of NCPD to function in its role as the central coordinating body for population activities in Kenya. Three key elements were identified in the strategy of assistance to NCPD.

These were:

1. The importance of training. Training was emphasized through- out to ensure that institutionalization of the systems did not fail because of the lack of adequately trained staff at NCPD.
2. Consultant-counterpart relations. The strategy consistently emphasized the role of consultant as facilitator with full participation by Kenyan counterparts in the design work and at all stages of the system development process.
3. Local followup. MSH identified local consultants who participated in the design process and provided ongoing support to NCPD during systems design and implementation.

#### B. Workplans

The original scope of work was set out in the Memorandum of Understanding between MSH and NCPD, signed by NCPD in 1988 (Annex A). The major areas of assistance identified were:

Activity 1 - Management seminar. A management seminar was to be held to involve senior management of NCPD in the process of development of a MIS. The objective of the meeting was to review the role and major functions of NCPD (externally and internally) and to identify the issues that needed to be addressed in the context of development of a MIS.

Activity 2 - Job description workshop. A job description workshop was to be held to provide technical assistance for the development of job descriptions for the NCPD Secretariat officers.

Activity 3 - Reviewing the environment. A series of structured interviews were planned with the Ministry of Health, implementing agencies (NGOs) and donors to elicit their inputs and concerns about the development of the MIS.

Activity 4 - MIS and design team training. MIS training was proposed for all the members of the design team including representatives from participating agencies and organizations. The objective of the training was to give participants a common understanding of the project; to learn MIS concepts and design techniques preliminary to design of the MIS; and to prepare a workplan of delineated tasks, with a timetable for implementation.

Activity 5 - Computer training. Computer training was to be given at different phases of the development and implementation work. It was targeted to all NCPD secretarial staff and officers and included wordprocessing, spreadsheet applications and database.

Activity 6 - Systems development. Using a team approach, subsystems were to be developed, including the objectives of the subsystem; detailed information requirements, data requirements and data collection instruments; system sequence flow; report formats; computer specifications and so on.

Activity 7 - Preliminary system design testing. It was assumed that each subsystem developed would require testing prior to implementation. This would include a test of design, programs and report generators.

Activity 8 - Development of training course materials. Tutorials and handbooks were to be developed for the training of all subsystem users. The objective of the tutorials and handbooks will be to show users how to collect, process and retrieve data; to provide guidelines for users; to describe all registers, reports and components for the subsystem; and to provide materials for in-house training.

Activity 9 - Training. Training will be conducted at the NCPD Secretariat and with the NCPD field officers in the field where data collection forms are used and where feedback is given. Training courses for the NCPD officers will focus specifically on the use of information in the management of different programs and projects.

Activity 10 - Implementation and field testing. A full test of the developed systems will take place upon completion of all the subsystems.

A revised workplan was drafted in April 1990 by Paul Auxila and Peter Savosnick, reflecting changes in the focus and timetable of implementation. This revised workplan appears as Annex B to this report.

### C. MSH Approach to MIS

MSH adopted a methodological approach for the development and implementation of the management information systems at the NCPD Secretariat. This approach is summarized as follows:

- \* Active participation of the information systems "users" (counterparts) in the development and implementation of the systems;
- \* Analysis of the management functions (e.g. planning and control processes) so that strategies could be developed for operational MIS systems which meet the planning and control needs of the Secretariat;
- \* Review and clarification of the management policies and the lines of authority and responsibility;

- \* Development of the objectives of the subsystems;
- \* Detailing of the information requirements, the reporting formats, the data requirements, and the data collection instruments;
- \* Definition of the system sequence flow;
- \* Documentation of the system design;
- \* Development of training materials and operating manuals for the different subsystems;
- \* Testing of the subsystems;
- \* Training in the field and at headquarters;
- \* Implementation of the various subsystems;
- \* Revision and finalization of systems.

## **II. Accomplishments, March 1989 through December 1990**

Although the initial needs assessment and strategy for development of MIS at NCPD was developed in late 1988, implementation did not actually begin until early 1989. As defined in the workplan in the previous section, there were a total of ten activities outlined. These activities focused on several major areas. These were:

- o Systems development
- o Training
- o Local consultant support
- o Equipment purchase

The accomplishments in each of these areas are described in separate sections below.

### **A. Systems Development**

As part of the original scope of work, a variety of systems were identified to be developed. When the workplan was revised in early 1989, the systems which are described below were identified as priority.

1. Finance and Accounting System - This system was designed and implemented to allow appropriate coordination, planning and control of financial resources. It should

improve the efficiency of the data flow and interaction between donors, NCPD, and its implementing agencies. The system will process data automatically and provide useful, timely reports in varying formats, required to satisfy the information needs of the different users, (NCPD, donors, NGOs) for management analysis and decision making. Finally, the system allows for a timely and more efficient processing of the Secretariat's own expenditures and NGO reports.

The financial reporting system is composed of three parts, a budget preparation form, the financial reporting form, and a standard set of line items and codes and a standard set of reports from the computer based system.

2. **Monitoring and Evaluation and Service Statistics System** - This system incorporates two subsystems, the Service Statistics subsystem and the Monitoring and Evaluation subsystem. The service statistics subsystem monitors family planning services and is based on the Logistics Management Information System, which is the "commodity driven" system being used by the Ministry of Health to generate data on family planning services and use in Kenya. The Monitoring and Evaluation System provides the NCPD Project Officers with information on the performance of individual agencies and cooperating Ministries.

3. **Family Planning/Population Project Database System** - This system was designed to keep track of and record all family planning projects in Kenya. This will be one of the major components of the monitoring and evaluating process which will keep up-to-date records of all ongoing projects.

4. **Population Research Bibliography** - This system was designed to track, monitor and record the findings of population and family planning research done in or relevant to Kenya. It can be accessed by NCPD staff or other researchers and is meant to be used as a reference and resource for family planning and population organizations.

5. **IEC Contacts Database** - This system was designed to keep track of resource people available in the field of family planning.

## B. Training

Throughout the FPMT Project, a major emphasis was placed on the importance of training. This focus was carried out in the work at NCPD as well. In mid-1988 four NCPD officers went to MSH/Boston to take part in the four week MIS training course offered in Boston annually. This was undertaken as part of the preparation for the development and implementation of the MIS at NCPD.

Numerous other training activities were carried out in country during 1989-90 as well. These included an August 1989 workshop for NCPD officers in systems development,

training in flowcharting exercises, and specific systems training for various officers at NCPD.

The major training activity of the period took place in October-November 1989 and was conducted by MSH/MIS trainer Joyce Goodman. She offered a six-week course in basic computer training for NCPD officers, clerks and a few NGO participants. The curriculum included basic training in word processing, DOS, spreadsheets, and dBase.

Throughout 1990, Peter Kibunga, the FPMT-supported consultant at NCPD, offered ongoing training for NCPD and Ministry of Home Affairs staff in basic computer functions.

### C. Local Consultant Support

In December 1989, Peter Kibunga began work at NCPD as the FPMT-supported Hardware and Training Specialist. He was provided as technical on-site backup for the MIS program at NCPD and was responsible for the management and maintenance of the hardware inventory. He coordinated with the MIS officer to ensure hardware and software compatibility and was responsible for keeping the MIS program updated on all relevant issues related to training and hardware. In addition, he was responsible for testing and reprogramming the various systems which were developed at NCPD during the past year.

### D. Equipment Purchased

In support of the MIS development and to provide equipment and facilities for computer training, FPMT purchased computer and related equipment for NCPD. This included five computers, five printers, surge protectors, computer supplies, and assorted software. A complete list of the equipment provided is given as Annex C.

### E. Summary of Activities

The table below provides a summary of the MIS activities which were carried out at NCPD from January 1989 through December 1990.

#### Summary of MIS Activities Completed at NCPD

<u>Activity</u>	<u>Consultant</u>	<u>Date</u>
1. Management seminar for senior NCPD staff to review NCPD environment	Savosnick/Hsu	July 1989
2. Information System Management seminar for NCPD staff and NGO participants	Savosnick/Hsu	August 1989
3. Training in systems development for NCPD officers involved in MIS development	Savosnick	August 1989
4. Computer training for NCPD officers, clerks and NGO participants	Goodman	Oct/Nov 1989
5. NCPD/NGO/CBD/MIS Meeting Jacaranda I	Baker	Nov. 1989
6. Systems training for NCPD officers	Savosnick	Nov/Dec 1989
7. Recruitment of NCPD computer specialist	NCPD	Nov/Dec 1989
8. Design form for "head count" for Ministry of Home Affairs	Kibunga	Dec. 1989
9. Data entry and analysis of Ministry data	Kibunga	Dec. 1989
10. Meeting on CBD Reporting Jacaranda II	Baker	May 1990
11. Design draft flowcharts for NCPD systems	Savosnick	January 1990

12. Systems development for:	Savosnick/Kibunga	Jan/Feb 1990
- Finance/administration		Apr/May 1990
- Service statistics		Aug/Sept 1990
- Monitoring/evaluation		Oct/Nov 1990
- I.E.C.		Dec 1990
- Research bibliography		
- Population projects database		
13. Repeat computer training for NCPD staff	Kibunga	Ongoing 1990
14. System documentation	Savosnick/Kibunga	Dec 1990

### III. Analysis

#### A. Current Status of MIS Implementation

At the end of 1990, most of the original scope of work for the MIS development had been completed. This included management training, computer purchase and training, recruitment and placement of a local consultant. In addition, essentially all planned systems design work had been completed at NCPD. However, because the design process was more complex and time consuming than originally anticipated, the testing, implementation and revision phase will take place during 1991. A list of all NCPD Consultant visits is provided in Annex D and a summary of all FPMT/Kenya NCPD Reports is given in Annex E.

#### B. Constraints and Lessons Learned

In general, the MIS development work at NCPD has been carried out on schedule, as planned. Both MSH and NCPD have been pleased with the outcome of the activities to date. Nonetheless, there have been constraints to the realization of the MIS work at NCPD which have delayed implementation of activities or required a revision of plans. For example, throughout the time that FPMT has been providing assistance to NCPD, there have been competing priorities for the time and attention of NCPD staff. The routine demands of the work at NCPD, which include proposal development, monitoring, and evaluation, have meant that on some occasions officers have not been available for MIS work. Several staff changes have taken place at NCPD, of individuals who have been actively involved with the MIS work, requiring a reassessment of plans and an orientation for new staff.

FPMT and MSH have benefitted from the association with NCPD and the challenge that the activity represented. Among the lessons learned from the FPMT experience with NCPD in Kenya are the following:

- o A high level of technical assistance, on a continuing basis, is essential to successful implementation. Repeated availability and provision of the same consultant(s) was key. The same individuals have provided the majority of technical assistance. This has allowed for continuity and a minimum of disruption resulting from introduction of new personalities or perspectives.

- o The recruitment of a local full-time MIS consultant, placed at NCPD, has enhanced the process of the MIS design and implementation.

- o Flexibility within the FPMT Project has enabled adjustments in the timing of technical assistance, the speed of implementation and a revision of the original workplan to one that proved more practical and realistic.

- o The belief at FPMT that organizational change is a process which requires time and ongoing inputs has been applied successfully to the work at NCPD.

#### **IV. Recommendations for Future Actions**

The period from January 1991 through the end of the USAID bilateral Project in September 1993 will be a period of implementation, testing and revision of the MIS work at NCPD. It is expected that especially during 1991 there will continue to be a major input of technical assistance to complement NCPD's efforts to implement the various systems which have been designed. For example, given the emerging status of the National Family Planning Information System, there is apt to be a need for continued input and training on the system, particularly the CBD reporting component. There will certainly be a continuing need for coordination and collaboration among the various organizations contributing to the NFPIS.

Additionally, both the manual and computerized versions of the Financial System at NCPD will run simultaneously for a period of at least 12 months and will require ongoing monitoring as to the effectiveness and workability of the system.

Below is a summary of the key activities and interventions which are expected to take place in the coming months.

Management Development IssuePlanned Future Activities

1. Need to improve/strengthen management capabilities and systems at NCPD

- o Project management training
- o Financial management training
- o Develop performance, planning, review system to improve accountability of Project Officers
- o Support for MIS consultants

2. Improved financial reporting to donors and improve accountability

- o Implement newly developed financial system
- o Revise and test system

3. Improved monitoring and reporting on NGO activities

- o Implement newly developed monitoring system
- o Additional training of Project Officers in use of new system
- o Train NGOs in use of systems
- o Implement service statistics system, test and revise
- o Train NGOs in use of system

4. Inadequate information on family planning service delivery for programmatic decision making

- o Link NCPD system to Popline and similar systems

5. Improve NCPD capability to coordinate and disseminate family planning information and research

- o Link NCPD system to Popline and similar systems

## V. Annexes

The following Annexes are attached to this report:

- A. Memorandum of Understanding between MSH and NCPD
- B. The Revised Workplan/Report of April 1990
- C. An Inventory of Equipment Purchased for NCPD
- D. List of Consultant Visits to NCPD
- E. NCPD Reports from FPMT/Kenya

## Annex A

### MEMORANDUM OF UNDERSTANDING BETWEEN THE NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT (NCPD) AND MANAGEMENT SCIENCES FOR HEALTH (MSH)/ FAMILY PLANNING MANAGEMENT TRAINING PROJECT (FPMT)

#### I. Introduction

Between June 1988 and March 1989, two MSH/FPMT consultant visits were made to NCPD to discuss the family planning management training needs of that organization. As a result of these discussions with NCPD, FPMT has been asked to support a series of activities to improve the management information systems and capabilities at NCPD.

Because the FPMT Project ends in September 1990, all technical assistance and training activities will have to be completed by that date. As a result, there is only limited flexibility in the dates proposed below.

#### PROPOSED AREAS FOR ASSISTANCE

##### Activity 1 - Management Seminar

A management seminar will be held to involve senior management of NCPD, the Executive Committee and the Council in the process of development of an MIS. The objective is to review the role and major functions of NCPD (externally and internally) and to identify the issues that need to be addressed within the context of development of an MIS.

Proposed date: July 11-13, 1989  
Technical assistance provided by: MSH  
Venue: outside Nairobi

##### Activity 2 - Job Description Workshop

A job description workshop will be held after the first management seminar and technical assistance will be provided for the development of accurate job descriptions for the Secretariat officers.

Proposed date: Week of July 17, 1989 (1/2 day workshop July 17)  
Technical assistance provided by: MSH  
Venue: Nairobi

### Activity 3 - Reviewing the Environment

A series of structured interviews with the Ministry of Health, implementing agencies (NGO's) and donors will be held to elicit and understand their concerns and constraints, within the context of MIS.

Proposed date: First 2 weeks in July, 1989  
Technical assistance provided by: MSH  
Venue: Nairobi

### Activity 4 - MIS and Design Team Training

MIS training will be given to all members of the design team including representatives from participating agencies and organizations. The objective of this training will be to give participants a common understanding of the project; to learn MIS concepts and design techniques preliminary to design of the MIS; and to prepare a workplan of delineated tasks, with a timetable for implementation.

Proposed date: First 2 weeks of August  
Technical assistance provided by: MSH  
Venue: Nairobi

### Activity 5 - Computer Training

Computer training will be given at different phases of the development and implementation work. It will be given to all NCPD officers and secretarial staff and will include wordprocessing, spreadsheet applications and database.

Proposed date: Second 2 weeks in October and first week in November  
Technical assistance by: MSH  
Venue: Nairobi

### Activity 6 - Systems Development

Using a team approach, subsystems will be developed, including objective of the subsystem; detailed information requirements, data requirements and data collection instruments; system sequence flow; report formats; computer specifications and so on.

Proposed date: Beginning in October 1989, ongoing  
Technical assistance provided by: MSH  
Venue: Nairobi

### Activity 7 - Preliminary System Design Testing

Each subsystem will require testing prior to attempt at implementation. It will include a test of design, programs and report generators.

Proposed date: On going December 1989 through May 1990

Technical assistance provided by: MSH

Venue: Nairobi

### Activity 8 - Developing Training Course Materials

Tutorials and handbooks will be developed for the training of all subsystem users. The objectives of the tutorials and handbooks will be to show users how to collect, process and retrieve data; to provide guidelines for users; to describe all registers, reports and components for the subsystem; and to provide materials for in-house training.

Proposed date: Ongoing after October 1989

Technical assistance provided by: MSH

Venue:

### Activity 9 - Training

Training will be conducted at the Secretariat and with the NCPD field officers in the field where data collection forms are used and where feedback is given. Training courses for NCPD officers will focus specifically of the use of the information in the management of different programs and projects.

Proposed date: Ongoing after March 1990

Technical assistance provided by: MSH

Venue:

### Activity 10 - Implementation and Field Testing

A full test of the developed system will take place upon completion of all the subsystems.

Proposed date: April through May 1990

Technical assistance provided by: MSH

Venue: Nairobi

### Other activities

Other activities may be scheduled in agreement with the various parties concerned if these are deemed essential to the proposed workplan.

## II. Responsibilities of NCPD

To maximize the effectiveness of assistance to NCPD, the FPMT Project asks that NCPD provide support in the following ways:

1. Appoint a NCPD staff member who will liaise and coordinate with MSH technical assistance activities.
2. Assist in selection of local technical assistance.
3. Assist in monitoring quality/outputs of local assistance.

## III. Responsibilities of Management Sciences for Health

1. Provide necessary consultants and technical assistance.
2. Assist in selection of local technical assistance.
3. Assist in monitoring quality/outputs of local assistance.
4. Negotiate contract with local technical assistance organizations.
5. Provide necessary financial support for funding of proposed activities and pertinent expenses (i.e., per diem, xeroxing, transportation, etc.) The budgets for these activities must be approved by AID/Washington and MSH prior to implementation.

## IV. Conclusion

The present agreement outlines basic guidelines for proposed activities and respective responsibilities of the two parties involved: NCPD and MSH. The realization of all technical assistance will depend upon the availability of funds from AID/Washington.

The two parties (NCPD and MSH) will sign below to denote their agreement with the proposed activities as well as the shared responsibilities as provided for in this Memorandum of Understanding.

## Annex B

### REVISED WORKPLAN FOR: FPMT-MIS/KENYA

#### A. NCPD SERVICE STATISTICS SYSTEM

##### Background:

After the Milimani and Jacaranda meetings, all the parties involved have agreed that only one system should be used as a National system. NCPD is now convinced that it would be a duplication of effort and also a difficult task at the field level for health workers to be filling out different forms for the MOH and NCPD.

The next step is to work on the technical issues related to incorporating the CBD activities into the national (LMIS) system. A plan for training the NGOs and implementing the system at the NGOs needs to be developed.

During April, several issues were identified, a summary of these issues has been prepared by FPMT. It is important that these issues be discussed and final agreement be reached regarding the coding system for CBDs, flow of forms from service delivery levels to NCPD and training and implementation for the NGOs and other non-governmental organizations. Regarding training for example, the Family Health Division is responsible for training of MOH staff. They have already done so in 21 districts and August 1990. It is important that the issues related to training the NGOs be discussed soon to be able to take advantage of the training activities now being carried out by the Family Health Division. A task force has been formed to address these issues. It includes representatives from the Family Health Division of the MOH, NCPD, IPS, CDC and FPMT.

A task force meeting was held Thursday 4/26 at the Family Health Division to discuss these issues and to identify some possible solutions. In the meeting, Mrs. Irene Murugori reassured us that it would not be problematic to include the NGOs' CBDs activities in the national reporting system "since they were doing an important function." Technical issues related to the assignment of codes for the CBDs were discussed. However, the conclusion was that senior MOH officials had to be consulted since it was a policy decision. G. Lewis agreed to prepare a short document on the issues identified and send it to Mrs. Murugori before 4/30. She will discuss it with her superiors and a final decision will be made at next full task force meeting. (It is desirable that this meeting take place before the next NGO/CBD Milimani meeting which is scheduled for the 15th of May).

## PROPOSED PLAN FOR REMAINING ACTIVITIES:

Activity 1: P. Savosnick will organize before the 5/3 meeting a short informal meeting with the consultants members of the task force (T. Hudgins, J. Giellilan, G. Lewis, L. Gaffikin). This meeting will be to ensure that we all understand the agenda and what needs to be achieved in the next two meetings. Gary Lewis summary of issues should be reviewed and discussed in that group before the next task force meeting. From NCPD's perspective (and the FPMT's MIS project), three main areas need to be finalized and agreed upon: the SDP coding for CBD activities, the data flow from service delivery level to headquarters (MOH, NGO, NCPD) and the training and implementation on the NGO side.

Activity 2: Task force subcommittee meeting on 5/30/90. In this meeting, Gary's summary of issues will be discussed with NCPD and the FHD. The group will need to come up with recommendations and suggestions that Ms. Murogori can then take to the MOH officers for review and approval. The two main points for this meeting are: SDP (or unique identifier coding for the CBD activities) and the information flow from the field to the headquarters. We will ask Lynn Gaffikin to represent FPMT at this meeting.

Regarding the flow, our recommendation is the following: CBD supervisor sends report to District MOH office with a copy to NGO headquarter. The NGO headquarter sends CBD supervisors reports (without aggregating) to MOH-HIS. HIS will produce an export file with both NGO data and SDP data to NCPD. The FPMT system to be installed at NCPD will then process the data received from HIS to produce the management report needed by NCPD for feedback to NGO's, supervision and activities monitoring. When the computerized LMIS is installed at the NGOs, these will have the capacity to send the file to HIS instead of copies of the forms. It must be noted that the reporting to the HIS by the NGOs does not prevent them from processing the data for their own purposes and needs. The reason that we recommend this flow is to avoid duplication of data processing and the usual inefficiencies and errors associated with double reporting.

Activity 3: Task force meeting. This task force meeting should take place before the Milimani 2 meeting. Its objective will be to review the conclusions and input of the MOH senior officers, decide what is going to be presented to the NGOs as alternatives for their input and to plan the agenda for the Milimani 2 meeting.

Activity 4: Milimani 2 meeting: This meeting involves NCPD, MOH and the NGOs. The main output of this meeting MUST be: a final agreement and document on the coding system for CBD activities and how it is going to work (who will assign them, etc.), a final agreement and document on the flow of information from the field to headquarters and how they all relate and finally a workplan for the training of the NGOs and the implementation of the system for them. After this meeting, FPMT staff will organize meeting with USAID to identify ways of implementing the training and implementation strategy.

- Activity 5: FPMT-CDC meeting on data file structures and data dictionary. On the week of 5/7, P. Savosnick will meet with CDC staff to understand the formal in which the data is going to be transferred to NCPD.
- Activity 6: Development in MSH-Boston of the computerize system for processing service data at NCPD and producing management reports related to services.
- Activity 7: The information produced will be reviewed at NCPD in June-July and the computerized system will be tested. After finetuning, the NCPD staff will be trained on how to operate the system and a short seminar will be held for NCPD officers on the use and interpretation of the information produced for monitoring, supervision and feedback.
- Activity 8: The service statistics system will be documented and manuals will be delivered to USAID and NCPD by the beginning of August.

## B. THE FINANCIAL SYSTEM:

Background: This system has been the priority one since the beginning of this project. A considerable amount has already been done: job descriptions, management and MIS workshops, flowcharting of data flow, identification of decision points, etc. and now it has reached a point where more senior NCPD officers need to be involved to discuss recommendations, clarify some areas that were not clear to the junior staff and arrive at some policy decisions. However, during Peter's last visit, the project reached a standstill because of the amount of personnel movement within NCPD, the transfer of key officers to other Ministries, and the lack of direct contact with the Director.

Last week, a meeting was organized at the Director's office. J. Baker, P. Kizito, P. Savosnick, P. Auxila and the director were present. Our needs for continuing to move forward on the development of the Financial MIS were discussed with the Director and it was agreed that: The new Deputy Director will be the senior person (policy level) counterpart and Mr. Ngatia will be the operational level counterpart to Peter to complete the work. The plan that we propose is the following.

- Activity 1: Preliminary briefing meeting on the project with the deputy director on 4/30. During this meeting, a workplan will be developed for the following week.
- Activity 2: The week of 5/7, Peter will work with the Deputy Director and Mr. Ngatia to finalize the Financial MIS design or at least complete the design for the NGO reporting, the issues related to the vote book may require more time.
- Activity 3: The specifications arrived at in activity 2 will be carried to Boston for the design of the computer system required.
- Activity 4: In next visit by Peter Savosnick at the end of June, the design for the vote book system will be completed, and the NGO reporting computerized system will be tested. After finetuning the system, NCPD staff will be trained in the operation of the system.

- Activity 5: The computerized system for the vote book will be developed in Boston.
- Activity 6: The Vote book system will be tested at NCPD and finetuned. Training will be organized for NCPD staff on how to operate the whole system. Also seminars will be organized to train officers in the interpretation and use of the information for decision making.
- Activity 7: The documentation for the complete FMIS will be developed and copies of the manual submitted to NCPD and USAID.

### C. THE MONITORING AND EVALUATION SYSTEM FOR NGOS AND NCPD ACTIVITIES

Background: Historically, the activities reports used by the NGOs for reporting to NCPD did not allow NCPD to really understand what the NGOs are doing and how the activities being reported are related to the workplans, the budgets and expenditures. Furthermore, activities reporting was often confused with reports on services delivered. Even though services are important they represent only one type of activity carried out by NGOs and implementing agencies.

One of the objectives of this project is to implement within NCPD a more coherent and useful activities reporting system. For various reasons, this is one area where progress has been slow. NCPD recently instituted a new form for NGO reporting. This form does not eliminate the problems associated with the previous reporting forms. It creates a duplication by requesting financial information already included in the financial reporting system.

We recommend that the form not be the focus of attention for the time being but that we assist NCPD in assessing the bigger picture of project monitoring and the type of information that will be needed. We hope that after that intervention, it will be easier to address the limitations of the new form. The plan of action is as follows:

- Activity 1: During the week of May 7, a meeting will be held with the deputy director Ms. Margaret Chemengich, Mr. Etyyang, Mr. Kizito, Lynn Gaffikin and P. Savosnick. The meeting will be to discuss Project monitoring. The participants will list the objectives of a project monitoring system and come up with samples of reports that should be produced (by the computer) by the activities monitoring system. Their use in management will be discussed.
- Activity 2: Using the output of this meeting, Lynn Gaffikin and Peter Savosnick will review the present system and make recommendations for changing the form so that the data needed for the production of the outputs designed by the team can be gathered.
- Activity 3: Review meetings will be organized to review the proposal and a decision should be requested from the director or his deputy.
- Activity 4: A draft quarterly report form should be presented to the NGOs at the Milimani 2 workshop.

- Activity 5: The draft quarterly report form should be reviewed by Lynn Gaffikin and any necessary adjustments made. The form should be forwarded to Peter Savosnick in Boston (via Jean Baker) who will review and provide any necessary feedback.
- Activity 6: The quarterly report form will then be approved by the Director Mr. Ndirangu.
- Activity 7: The manual system can be tested with the NGOs at the end of June.
- Activity 8: Based on conclusions arrived at Activity 5, the computer system will be developed.
- Activity 9: In August, the system will be tested in NCPD and finetuned.
- Activity 10: NCPD staff will be trained in the operation of the system and seminars will be organized to train NCPD officers in the use of the information for NGO monitoring, supervision and feedback.
- Activity 11: The system will be documented and manuals will be submitted to NCPD and USAID.

#### D. THE OTHER SYSTEMS:

The other systems include the IEC material database, the research database, the training database. These are less complicated systems being developed by P. Kibunga. He has already started the work under the direction of P. Savosnick. However, because of the work load at NCPD, progress has also been very slow.

The plan is:

- Activity 1: P. Savosnick will meet with Kizito and Kibunga before May 11 to review the status of these other systems. The need for Kibunga to speed up the development will be emphasized. It must be made clear to him and Kizito that this is a priority. P. Savosnick and P. Kibunga will develop a plan (with completion dates) for the completion of each subsystem.
- Activity 2: When meeting with Jean for workplan review, P. Kibunga will give Jean a copy of the outputs to be produced by the system, the flowchart for the proposed flow of data and the file structures. These will be submitted to Boston. P. Savosnick will review and provide any necessary feedback and guidance to Kibunga.
- Activity 3: After review by P. Savosnick, P. Kibunga will, under P. Savosnick's supervision complete the computer work and write the documentation.
- Activity 4: P. Kibunga will train NCPD staff in the operation and maintenance of the systems implemented.

## Annex C

### Computer Equipment For NCPD - MIS Project

#### Hardware:

- 5 ATs 286 12 MHz with
  - 2MB of memory RAM
  - 40MB of Hard Disk capacity 21ms
  - 5 1/4" 360K FD Drive
  - 3 1/2" 720K FD Drive
  - EGA display card
- 5 EGA Color Monitor (GoldStar)
- 2 Epson Dot Matrix widebody printer 24 Pins
- 3 Epson Dot Matrix narrow printer 24 Pins
- 5 Surge protectors
- 2 5 1/4" 360K FD drive (spare part)
- 2 3 1/2" 720K FD drive (spare part)
- 2 40 MB Hard Drive (spare part)
- 2 Parallel printer cables (spare part)
- 2 Floppy/HD controller (spare part)
- 2 EGA display card (spare part)
- 1 Portable vacuum cleaner
- 1 Tool kit case
- 5 Box of ribbons (60 ribbons)
- 5 Dust covers set
- 200 5 1/4" DS/DD diskettes
- 150 3 1/2" DS/DD diskettes
- 5 5 1/4" diskette holder
- 5 3 1/2" diskette holder

#### Software:

- |   |                                |   |                              |
|---|--------------------------------|---|------------------------------|
| 2 | Copy of Laplink III            | 1 | Copy of WordPerfect Library  |
| 1 | Copy of WordPerfect 5.0        | 1 | Copy of Sideways             |
| 1 | Copy of Lotus 1-2-3 2.0        | 1 | Copy of Worksheet Utilities  |
| 1 | Copy of dBase III Plus         | 1 | Copy of Allways              |
| 1 | Copy of Formtools              | 1 | Maintenance book             |
| 1 | Copy of Fastback               | 4 | Sets of WordPerfect books    |
| 1 | Copy of MS-DOS 3.3             | 4 | Sets of dBase III Plus books |
| 1 | Copy of Norton                 | 4 | Sets of Lotus 1-2-3 books    |
| 5 | Copies of PC Help/DOS Tutorial | 1 | Tips & Traps/Lotus book      |
| 1 | Cartridge font for HP Laserjet | 5 | WordPerfect Templates        |

## Annex D

### List of Consultant Visits to NCPD

1. Nov '86 Pre-needs Assessment (Heise)
2. Jun '88 Pre-needs Assessment (Elkins/Auxila)
3. Feb '89 NCPD/Kenya (Auxila/Savosnick)
4. Mar '89 NCPD/Kenya (Auxila/Savosnick)
5. Jun '89 Development MIS NCPD (Savosnick)
6. Jul '89 MIS Workshop (Savosnick/Hsu)
7. Oct '89 Computer Training Workshop (Goodman/Savosnick) ONG
8. Nov '89 Dev. Impl. Plan & Design Trng. (Savosnick)
9. Dec '89 NGO/CBD MIS Meetings (Savosnick/Baker/Gaffikin)
10. Feb '90 MIS Implementation (Savosnick/Foltz)
11. Mar '90 NGO/CBD MIS Meeting #2 (Baker/Gaffikin)
12. May '90 MIS NCPD Review/Revision (Auxila/Savosnick/Baker)
13. Jul '90 MIS Design NCPD (Savosnick)
14. Aug '90 NGO Reporting (Savosnick)
15. Sep '90 NCPD Statistics (Savosnick/Baker)
16. Sep '90 T. A. MIS Development (Savosnick/Baker)
17. Oct '90 Training in new MIS (Savosnick)
18. Nov '90 Wrap up, Documentation (Savosnick/Baker)
19. Dec '90 Wrap up, Documentation (Savosnick/Baker)

## Annex E

### NCPD Reports from FPMT/Kenya

1. July 1988 - Henry Elkins and Paul Auxila, Report of Findings and Recommendations: MIS Needs of NCPD
2. March 1989 - Paul Auxila and Peter Savosnick, MIS for the NCPD, Kenya
3. July - August 1989 - Peter Savosnick and Lee-Nah Hsue, Report on the MIS Training Workshop and Technical Assistance to NCPD
4. October - November 1989 - Joyce Goodman, Report on Microcomputer Training and Technical Assistance to NCPD
5. November 1989 - Peter Savosnick, Report on Development of Management Subsystems for NCPD
6. February 1990 - Peter Savosnick, Finance and Accounting, Draft Report on System
7. March 1990 - Anne-Marie Foltz, Report of Consultation, MIS for NCPD
8. July 1990 - Lynn Gaffikin, Consultancy Report
9. August - September 1990, Peter Savosnick, Report on Continuing Development of MIS for NCPD
10. October - November 1990, Peter Savosnick, Trip Report