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**TRIP REPORT: PROJECT MANAGEMENT  
AND PROGRAM PLANNING  
FOR THE FPAN PROJECT**

**JANUARY 24 - 27, 1994**

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**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

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## CONTENTS

<b>I.</b>	<b>SUMMARY</b> .....	<b>1</b>
<b>II.</b>	<b>BACKGROUND</b> .....	<b>1</b>
<b>III.</b>	<b>SCOPE OF WORK</b> .....	<b>2</b>
<b>IV.</b>	<b>ACTIVITIES</b> .....	<b>2</b>
<b>V.</b>	<b>CONCLUSIONS/NEXT STEPS</b> .....	<b>5</b>
<b>ANNEX 1:</b>	<b>LIST OF PERSONS CONTACTED</b> .....	<b>7</b>
<b>ANNEX 2:</b>	<b>SCOPE OF WORK FOR LOCAL TRAINING CONSULTANT TO ASSIST FPAN</b> .....	<b>8</b>
<b>ANNEX 3:</b>	<b>SCOPE OF WORK AND QUALIFICATIONS FOR THE TECHNICAL ADVISOR CONTRACTED TO ASSIST THE FAMILY PLANNING ASSOCIATION OF NEPAL TO UPGRADE THEIR MANAGEMENT INFORMATION SYSTEM</b> .....	<b>10</b>
<b>ANNEX 4:</b>	<b>REVISED FPMD WORKPLAN: TECHNICAL ASSISTANCE TO FPAN</b> .....	<b>13</b>

## I. SUMMARY

Alison Ellis, Regional Director, Asia/Near East Unit, Family Planning Management Development (FPMD) Project travelled to Nepal during the period January 24-27, 1994. The trip was one of several country assignments during a four-week assignment in the Asia region. The primary purpose of the visit was to address project management issues related to the implementation of the FPMD program of technical assistance (TA) to the Family Planning Association of Nepal (FPAN), to finalize plans and prepare an updated workplan for the project, and to meet with local consultants who will be contracted to provide on-site TA in priority areas. Objectives of the visit were accomplished and agreements on priority TA interventions were made with FPAN senior staff.

## II. BACKGROUND

In January 1993 a management assessment of the FPAN was conducted by FPMD at the request of the United States Agency for International Development (USAID)/Kathmandu and FPAN. The FPMD team identified specific areas for FPMD technical assistance to the FPAN, and prepared a Management Development Plan (MDP). (See *Management Assessment and Management Development Plan of the Family Planning Association of Nepal*, January 18-29, 1993, Marc Mitchell and Jean Baker.) The team's work and the MDP focused on management interventions to support the FPAN in realizing several of the goals of its Strategic Plan.

The critical management needs identified in the MDP and for which the FPAN requested TA from FPMD were the following:

- Operational planning
- Strengthening of FPAN's training program: development of an organization-wide training strategy and plan, identification of overseas training needs, training of trainers and adaptation/documentation of curricula for use in Nepal
- Service quality assessment via a *Situation Analysis* in collaboration with the Population Council
- Development of a Management Information System (MIS) Executive Information System (EIS)
- Upgrading of FPAN's MIS
- Development of MIS standards for non-governmental organizations (NGO)
- Recruitment review

- Supervision review
- Staff/Board relations

In the year since the MDP was prepared, FPMD TA has focused primarily on the areas of training and MIS. Needs assessments have been undertaken by FPMD consultants, and scopes of work for TA via local consultants, supported by technical staff/consultants based at FPMD/Boston and in Nepal, have been drafted.

### **III. SCOPE OF WORK**

The primary purpose of the visit was to address project management issues related to the implementation of the FPMD program of TA to the FPAN, to finalize plans for and prepare an updated workplan for the project, and to meet with local consultants who will be contracted to provide on-site TA in priorities areas, with support from FPMD/Boston and FPMD's in-country consultant, Jean Baker. Specific objectives included:

1. Coordinate with Jean Baker on progress in the implementation of the Management Development Plan with FPAN.
2. Finalize a six-month activity plan in collaboration with FPAN and Ms. Baker.
3. Meet with a potential in-country consultant and discuss the scope of work for long-term technical assistance to the FPAN in training.
4. Follow-up on next steps resulting from FPMD technical assistance in training and MIS.

### **IV. ACTIVITIES**

The activities described below were implemented through daily meetings with Ms. Baker, as well as meetings with select FPAN senior staff, and potential local consultants. A meeting was also arranged with the Center for Development and Population Activities (CEDPA)/Kathmandu Resident Advisor for program coordination purposes. A briefing with USAID/Kathmandu was held to review plans during the assignment. See Annex 1 for a list of persons contacted.

#### **A. TA in Training**

In September 1993 Steve Reimann, Director of Management Sciences for Health's (MSH) Management Training Program, conducted an assessment of training needs at the FPAN. The assessment report includes several recommendations for TA activities to upgrade the knowledge and skills of FPAN headquarters and Branch staff, and to assist FPAN in realizing its strategic goal of strengthening and expanding its training program and its

training activities for FPAN staff as well as training activities in support of the Government of Nepal's (GON) national family planning (FP) program. A priority recommendation resulting from this TA was the contracting of a Nepal-based training consultant to assist the FPAN in the development and implementation of a training strategy for the organization, to assist in the upgradation of staff knowledge and skills, and development/documentation of curricula for internal and external training purposes. Prior to my departure from the United States, Mr. Reimann and I collaborated on the drafting of a scope of work (SOW) for the local consultant. The draft SOW was reviewed and revised in-country with Ms. Baker to reflect FPAN priorities and to accommodate select training-related support activities which CEDPA intends to support under its new program with the FPAN. The finalized SOW was shared with the FPAN Director General for review. (See Annex 2.)

A potential local training consultant, Ms. Harriet Stanley, had been identified and interviewed by Ms. Baker previously. Due to her prior commitments, most of which took her out of Nepal for lengthy periods of time, FPMD has been unable to proceed with contracting for her services prior to this date. I had hoped to meet with Ms. Stanley but was unable to do so as she had departed Nepal for England immediately prior to my arrival. However, I was able to arrange for Mr. Reimann to meet with Ms. Stanley in England on January 27 during his return from an assignment in Africa. Mr. Reimann has endorsed FPMD's plans to contract with Ms. Stanley. FPAN senior staff also support this plan.

Another key recommendation of Mr. Reimann's consultancy was the need for immediate training of FPAN Program Officers in all areas of program management to strengthen their knowledge and skills, and to upgrade their supervisory and training functions in relation to FPAN Branch program activities. The MSH Management Training Program will conduct a course in Program Management for Family Planning for government and NGO personnel from the Asia region in Bangkok, Thailand in May 1994. In discussions with USAID/Kathmandu it was confirmed that while the Mission has funding to support the possible participation of GON personnel to this course, funding is not available for support of NGO participants. I reviewed and reallocated FPMD's Nepal budget for fiscal 1994 to accommodate for the revised and more intensive in-country consultancies planned as well as to determine whether sufficient funding was available to support FPAN participants to the Bangkok course. I confirmed to the FPAN that sufficient funding is available to support participation of three of FPAN's four Program Officers based at the headquarters in Kathmandu. The fourth Program Officer had already been identified for training in logistics management which is supported by another Cooperating Agency (CA). Preliminary information on the Bangkok course was shared with the FPAN.

#### B. TA in MIS

In December 1993 Hillard Davis, Senior Program Associate/Statistical Analyst, MSH MIS Program, conducted a needs assessment of FPAN's MIS. Prior to this assignment, FPMD had already considered contracting with a local specialized consulting firm or an individual to provide on-site, continuous and intensive TA to FPAN in MIS. Mr. Davis interviewed two

possible contractors during his December assignment. On my arrival in Nepal, I learned that FPAN had just provided feedback on its preference for a contractor. Ms. Baker and I met with Mahesh Puri, the potential local consultant, to review the scope of work for the long-term assignment prepared by Mr. Davis (Annex 3), and to review administrative procedures related to consultant appointments with FPMD.

During a coordination meeting with Nancy Russell, CEDPA/Kathmandu Resident Advisor, Ms. Baker and I discussed FPMD's TA plans, particularly in the area of MIS. CEDPA is also undertaking some MIS activities under its new program with the FPAN funded by the Access Project. Specifically, CEDPA is introducing forms for use by outreach workers to report on community based distribution (CBD) activities. We agreed to coordinate closely on the results of CEDPA's introduction of these new reporting requirements and to assess the implications for FPMD's work with the FPAN.

#### C. Revised workplan

A draft revised workplan was prepared by Ms. Baker and myself. The plan documents progress to date in the implementation of TA activities, explains why certain management interventions programmed in the original MDP have been dropped or accorded lesser priority, and describes the three priority activities for the balance of calendar year 1994 and early 1995. These activities reflect FPAN's priorities. The workplan is included in Annex 4. Although the FPAN Director General had requested Ms. Baker to prepare a six-month activity plan, we determined that the TA in training and MIS would require longer than six months to implement.

The workplan includes an evaluation plan which identifies indicators and deliverables for the priority management interventions. The indicators and deliverables are generally consistent with those included in the original MDP and which are also included in USAID/Kathmandu's internal MIS to track FPMD performance in the implementation of this project.

The draft workplan and the SOWs for local TA in training and MIS were shared with the Director General for review. Mr. Neupane confirmed the priority of activities recommended, but requested time to more thoroughly review and discuss the documents with select senior staff. Subsequent to my departure from Nepal, Ms. Baker met with Mr. Neupane and Mr. Khanal and obtained their final approval to the plans. The workplan was also submitted to USAID/Kathmandu.

#### D. Coordination with other CAs and individuals

I had an opportunity to meet informally with a number of staff/consultants from the Association for Voluntary Surgical Contraception (AVSC) and the Johns Hopkins Program for International Education in Reproductive Health (JHPIEGO). AVSC has a long-standing program with FPAN, providing funding and technical assistance for clinical service delivery and training activities. JHPIEGO had recently conducted a clinical training course in

Bangkok which three FPAN Medical Division staff attended. We had a brief opportunity to share information about our respective program activities with the FPAN.

Ms. Baker also arranged for me to meet Laura Wedeen, an in-country consultant who could potentially provide FPMD with assistance in the coordination of local TA to the FPAN. Given her strong background and interest in FP service delivery, Ms. Wedeen could also provide management support and assistance in quality of care issues.

## V. CONCLUSIONS/NEXT STEPS

The MDP prepared in January 1993 recommended FPMD TA in several different management areas and the provision of TA at a significantly faster pace than has been the experience to date. A few of the proposed management interventions have been dropped or postponed due to adjustments in FPAN's priorities and unforeseen events. Moreover, delays were experienced in FPMD's fielding of consultants to conduct needs assessments due to constraints within both FPMD/MSH and the FPAN. Although in the year since the MDP was prepared FPMD has conducted a limited set of technical activities, focusing on needs assessments in the areas of training and MIS, and reviewing/revising other priority activities as circumstances at the FPAN changed, the results of this work have been quite positive and a constructive relationship has been forged. Indeed, Mr. Neupane reported that he is using Mr. Reimann's training needs assessment as a blueprint for setting staff development priorities. Although Mr. Davis' needs assessment report was not yet available to the FPAN, Mr. Neupane cited the need for upgrading the MIS, especially the need for an EIS, and expressed the urgency and timeliness of Mr. Davis' upcoming assignment in February and the launch of TA in this area.

While the focus of FPMD TA over the next 12-15 months is reduced, its level of intensity has been increased, and appropriately, through the contracting of local consultants. Moreover, the amended workplan suitably reflects FPAN's priorities and realistically recognizes FPAN's absorptive capacity in view of its current staffing, and the number of other ongoing and new, demanding activities (e.g., mobile FP service delivery activities, the new CEDPA program). Our meetings with Mr. Neupane and Mr. Khanal confirmed FPAN's commitment to receiving FPMD TA, the organization's recognition of the critical need for management interventions in the priority areas as well as a recognition of the demands this intensive TA will place on the organization and select staff.

The following actions are required to launch and support TA interventions:

- Obtain USAID/Washington approval for the local training and MIS consultants and prepare the consultant appointment letters. Launch the MIS consultant activities in mid-February with on-site assistance from Mr. Davis and Ms. Baker. Launch the training consultant activities in early March with on-site assistance from Ms. Baker.

- Nomination by the FPAN of the three Program Officers to attend training in Bangkok. Following their identification, the FPMD/Boston ANE Unit and MSH Management Training Program will coordinate on logistical arrangements for the participants.
- Submit the workplan and evaluation plan to the FPMD/Boston Evaluation Unit for review and feedback. Discuss plans to evaluate FPMD TA interventions.
- Ongoing coordination and communication with CEDPA/Washington and CEDPA/Kathmandu staff, particularly regarding CEDPA's MIS requirements.
- Ongoing coordination and communication with Jean Baker regarding progress in the provision of TA in MIS and training, particularly the development of a detailed workplan for Ms. Stanley's TA activities.

## ANNEX 1

### LIST OF PERSONS CONTACTED

#### FPAN

Ram K. Neupane, Director General  
Hari Khanal, Director, Programs Support Division

#### CEDPA/Nepal Country Office

Nancy Russell, Resident Coordinator, Access Project/Nepal

#### Valley Research Group

Shailes Neupane, Executive Director  
Mahesh Puri, Consultant

#### USAID

Molly Gingerich, Deputy Chief, Office of Health and Family Planning  
Barbara Winkler, Michigan Fellow

Jean Baker, FPMD consultant

Shayam Thapa, FHI

Dr. Ron Magarick, JHPIEGO  
Dr. Phillip Darney, JHPIEGO consultant

Dr. John Naponick, AVSC/Asia Regional Office  
Linda Tietjen, AVSC consultant  
Mark Marone, AVSC/New York  
Sally Girvin, AVSC/New York

Laura Wedeen, Consultant

## ANNEX 2

### SCOPE OF WORK FOR LOCAL TRAINING CONSULTANT TO ASSIST FPAN

- In collaboration with the Project Support Division Director, develop a detailed job description for the new post of Senior Training Officer (STO) and develop a recruitment plan. (2 days)

Following the appointment of the STO, the consultant will assist the STO and other relevant FPAN staff to undertake the following activities:

- In collaboration with the MSH Management Training Program and FPMD/Boston consultants, assist in the design and serve as co-trainer of a tailored program management course for all Branch Managers, Project Officers, Family Planning Coordinators, Training Officers, and Branch and Project Supervisors following the attendance of three FPAN Program Officers at an external course in family planning program management. The course curriculum will be based upon needs identified by the consultant and may include demography, FP technology, community based distribution, supervision, using the new FPAN MIS, counselling, logistics management, training, and information, education, and communications (IEC). The consultant should recommend appropriate external trainers and determine with FPAN staff the appropriate participant mix for the course. (20+ days)
- Train FPAN teaching staff in the principles of adult learning, course and session design, presentation, and facilitation skills. (10 days)
- Recommend suitable courses being offered by other organizations in Nepal, the Asia region, and internationally for the development FPAN staff management skills and FP knowledge. (5 days)
- Develop a detailed plan for FPAN to provide courses for external clients from the Government and NGO sector in Nepal. Design/develop curricula, course sessions, and support materials based on existing FPAN courses, and develop systems to market, manage, and evaluate the courses. (20 days)
- Recommend and help secure funding for additional training equipment. (1 day)
- Assist in the development of the Family Life Education Project, including proposal preparation, orientation of FPAN staff and Branch Managers, and assistance with a pilot course, as needed. (10 days)

In collaboration with CEDPA/Nepal staff:

- Assist in the review of current courses for community workers and women volunteers to strengthen curricula. (2 days)
- Review IEC materials used to support CBD programs and clinic activities. Help FPAN to secure additional funding to acquire/produce new materials. (~ days)

## ANNEX 3

### SCOPE OF WORK AND QUALIFICATIONS FOR THE TECHNICAL ADVISOR CONTRACTED TO ASSIST THE FAMILY PLANNING ASSOCIATION OF NEPAL TO UPGRADE THEIR MANAGEMENT INFORMATION SYSTEM

#### I. INTRODUCTION

The Family Planning Association of Nepal (FPAN) has embarked upon the task of upgrading their Management Information System (MIS). This upgrading will include all levels of data collecting, processing, reporting, analysis, and use from the field level to Headquarters. Information currently reported includes service, financial, commodities, and training statistics. The information is usually reported to the Branch office by Community Health Workers and Family Planning Clinics who then reports to Headquarters. The information is then processed and used by the Headquarters Program staff to report to IPPF and AVSC and to monitor FPAN programs.

The MIS is currently operated by the Programs Division staff, except for the financial and commodity logistics data that is handled by the Financial Division. The system is a manual one that requires a great deal of manpower and is prone to the inherent possibility of errors involved in operating a manual system. The current staff operating the system is not well trained and lack the motivation to operate an effective, efficient and useful system. To address these problems FPAN in cooperation with MSH/FPMD plans to contract with a local MIS technical advisor to assist in training and upgrading their MIS Department. The contracted advisor will collaborate with a MSH/FPMD MIS Technical Advisor from their Headquarters office in Boston in this endeavor.

This proposal addresses the qualifications and scope of work required of the local Technical Advisor. The consultancy is expected to last for about six months.

#### II. QUALIFICATIONS

The person contracted for this position should have the following qualifications:

- A university graduate with experience in MIS, computers, statistics and demography.
- Experience in data collection, processing, analysis, and use.
- Experience in the development of MISs to manage programs.
- Experience in database development, maintenance and use.

- Experience in developing and writing reports to include graphics, tables and other aids.

This person should also be able to train and get along well with fellow staff members.

### **III. SCOPE OF WORK**

The Technical Advisor will interface with the MSH/FPMD Technical Advisor and FPAN staff to review, recommend, and help organize and develop the FPAN MIS from top to bottom. This will include the following tasks:

- Task 1---** Meet with FPAN and MSH/FPMD Resident Advisor to discuss project.
- Task 2---** Meet and work with the MSH/FPMD MIS advisor to prepare a plan for upgrading the FPAN MIS.
- Task 3---** Assess the current FPAN MIS by making visits, observing and discussing processes with Headquarters, Branch offices, and field staff. Staff attached to at least three Branch offices should be visited.
- Task 4---** Develop a plan for upgrading the MIS based on the visits and discussions outlined in Task 3. The plan should include tasks and timeliness. The tasks should include revisions to current reporting formats, types of analysis, and reports prepared.
- Task 5---** Present and make modifications to the plan based on comments from FPAN and MSH/FPMD Technical Advisor.
- Task 6---** Work with FPAN staff in making changes to MIS based on modified plan described in Task 5.
- Task 7---** Conduct training of FPAN MIS staff as needed.
- Task 8---** Conduct MIS Workshop to train FPAN executive staff in the importance and use of information produced by the MIS.
- Task 9---** Conduct MIS Workshops to orient Branch Managers and Project Coordinators to the concepts of MIS and the specific recording and reporting issues related to the FPAN system.
- Task 10---** Work with the FPAN MIS staff to document the system. This should include reporting, processing and analysis procedures. Any codes, computer programs, etc., should be documented.

The end product of the consultancy will be a final report describing and documenting the system that was upgraded. This will include formats for all reports to be generated, whether donor, management or feedback reports.

## ANNEX 4

### REVISED FPMD WORKPLAN: TECHNICAL ASSISTANCE TO FPAN

January 1994 - September 1995

#### I. BACKGROUND

In January 1993, a management assessment of the Family Planning Association of Nepal (FPAN) was conducted by FPMD at the request of USAID/Kathmandu and FPAN. The FPMD team identified specific areas for FPMD technical assistance to the FPAN, and prepared a Management Development Plan (MDP). (See Management Assessment and Management Development Plan of the Family Planning Association of Nepal, January 18-29, 1993, Marc Mitchell and Jean Baker.) The team's work and the MDP focused on management interventions to support the FPAN in realizing several of the goals of its Strategic Plan.

The critical management needs identified in the MDP and for which the FPAN requested technical assistance (TA) from FPMD were the following:

- Operational planning
- Strengthening of FPAN's training program: development of an organization-wide training strategy and plan, identification of overseas training needs, training of trainers, and adaptation of FPMD's Child Survival/Family Planning (CS/FP) curriculum for use in Nepal
- Service quality assessment via a *Situation Analysis* in collaboration with the Population Council
- Development of a Management Information System (MIS) Executive Information System
- Upgrading of FPAN's MIS
- Development of MIS standards for NGOs
- Recruitment review
- Supervision review
- Staff/Board relations

In the year since the MDP was prepared, FPMD TA has focused primarily on the areas of training and MIS. Needs assessments have been undertaken by FPMD consultants, and scopes of work for TA via local consultants, supported by technical staff/consultants based at FPMD/Boston and in Nepal, have been developed. Intensive TA in these areas is expected to begin in February/March 1994.

Moreover, during the last year, the need for and priority of TA in several of the identified management areas have changed:

(1) **Operational planning:** The MDP highlighted TA in this area as the priority activity for FPMD assistance. At the time it was expected that FPAN would prepare a plan for submission to the Ministry of Health (MOH) for expansion of coverage of FP services in six districts. Beginning in late February 1993, Jean Baker, FPMD's local consultant, worked with FPAN to review program options. Between February and the summer of 1993, discussions of FPAN involvement in expanding its activities in new districts were pursued among the FPAN, MOH, USAID/Kathmandu, and FPMD. By the summer it was decided that FPAN would take responsibility for the provision of "camp" services in three districts, and would also proceed with its plans to expand temporary services in selected districts, as this was a priority of its current Three Year Plan. As a result of these decisions and since plans for these activities had already been developed, FPAN decided that a separate Operational Plan and TA in this area were not necessary.

(2) **Staff/Board relations:** In May 1993 FPAN held national elections for a new Board. IPPF/London, FPAN's principal donor, organized an orientation workshop for the new Board members in June 1993. Senior FPAN management staff have been working with the Board for approximately seven months. FPAN's Director General has determined that TA in this area is not necessary at this time.

(3) **Service quality assessment:** FPMD has collaborated with the Population Council since early 1993 in the design of a Situation Analysis exercise which would include several FPAN facilities and branches, in addition to MOH FP service sites. The scheduling of this activity has been delayed, for a variety of reasons, including reluctance on the part of the MOH to proceed with the full scale analysis, due to the MOH reorganization in the summer and the implications for FP service delivery activities. In recent weeks the MOH has agreed to proceed with a Situation Analysis exercise, but on a greatly diminished scale, involving only two to four districts. The Population Council has agreed, in principle, to include FPAN facilities in the exercise, which is tentatively scheduled for late March/April 1994. Inclusion of FPAN service delivery sites is contingent upon which districts the MOH selects. That decision is pending.

## II. OBJECTIVES

The following is a summary of the objectives and activities of FPMD's revised workplan, January 1994 - September 1995, based upon identified needs and priorities of the FPAN.

### A. Management Information Systems (MIS)

Improvement of the Management Information Systems at FPAN will provide the organization with better information for planning, monitoring, and evaluating activities. Improvements in the quality of reported service statistics and strengthened analysis skills will better enable FPAN to track progress toward the goals of its Ten Year Strategic Plan.

FPMD technical assistance in this area will include:

- o Technical assistance from a local MIS consultant to conduct a review, make recommendations for revision, and assist in implementation of a revised MIS at FPAN.

Consultant: A local consultant, Mahesh Puri, identified in consultation with FPAN

Timing: February 1994 through December 1994 (approximately 60 days)

FPAN input: FPAN will provide a FPAN staff member to act as a full time counterpart to the local MIS Technical Advisor, to serve as the focus for review and development of the MIS at FPAN.

- o A MIS expert will be provided by FPMD/MSH to provide supervision and technical assistance to the local technical MIS consultant.

Consultant: Mr. Hillard Davis

Timing: Technical assistance visits tentatively planned for February, May, July, October 1994, and January 1995

### B. Training

FPAN believes that ongoing in-service training is essential to improved staff performance, upgrading staff skills, and to overall improved organizational competence. Also, for many years, FPAN has provided training for family planning service providers and counselors, and in other areas related to family planning. FPAN wants to develop a more systematic approach to training, expand its training capacity, and to increase the number and type of courses

provided. FPMD will provide technical assistance to FPAN to facilitate achievement of these organizational goals in training.

FPMD technical assistance in this area will include:

- o Technical assistance from a local training consultant to assist in the development of an overall training strategy for FPAN, planning for course development, and development of training curricula for internal and external skills development.

Consultant: Local consultant Harriet Stanley is proposed

Timing: March 1994 through December 1994 (approximately 60 days)

FPAN input: FPAN will provide a FPAN staff member to act as a full time counterpart to the local Training Advisor, to serve as the focus for review and development of training activities at FPAN. FPAN will provide local support services to the consultant, i.e., administrative support, office space.

- o FPMD will support all costs of a Family Planning Program Management Training Course in Thailand for up to three FPAN staff (Program Officers)

Consultant: Not applicable

Timing: May 1994 (three week course)

FPAN input: FPAN will identify appropriate qualified staff to take part in this workshop. FPAN will coordinate with the MSH Management Training program regarding logistics and other arrangements for the workshop.

- o Technical assistance will be provided by FPMD to help FPAN develop a Family Planning Program Management Training course for internal in-service training for staff, to focus on middle level managers (e.g., Branch Managers, Program Officers).

Consultant: Local training consultant and/or FPMD/MSH staff as required.

Timing: Beginning in March 1994, leading to a workshop in the fall 1994.

FPAN input: FPAN will identify a FPAN staff person to act as the Senior Trainer to assist in the planning and implementation of the proposed workshop.

### C. Human Resources Management

A high staff turnover, particularly among clinical staff and clinical trainers, is an area where FPAN has had considerable difficulty. FPMD proposes that a review of recruitment, remuneration, and staff development would contribute to a more stable and competent staffing pattern, as well as an increased capacity to provide services and training for internal and external FP professionals.

A second area in which FPMD proposes assistance is a review of the system used to supervise field staff and volunteers. This activity would be based on a review of the role of field staff and village based volunteers and would have as an output the development of basic supervisory protocols for these levels of workers. FPMD would collaborate closely with CEDPA/Nepal in the development of a scope of work for this activity, as CEDPA is undertaking similar activities, on a smaller scale, under its Access Project with the FPAN.

Consultant: To be determined

Timing: The FPAN Director General has requested that TA in this area be deferred until late 1994 or early 1995.

FPAN input: To be determined

### III. EVALUATION PLAN

The primary objective of FPMD's assistance to the FPAN is to help the organization to improve the provision and quality of FP services by strengthening key management systems, structures, and staff capabilities. The indicators and deliverables listed below are generally consistent with those included in the original MDP and which are also included in USAID/Kathmandu's internal MIS to track FPMD performance in implementation of this project. The evaluation plan is revised to reflect currently planned activities and priorities.

Objectives	Indicators/Deliverables
1. Improved MIS	<ol style="list-style-type: none"><li>1. A report of recommendations and revisions for the Service Statistics system, including reporting formats, types of analysis, and reports prepared.</li><li>2. The availability of quarterly reports from the branches, in a timely and accurate manner, generated by the service statistics system.</li><li>3. Documentation of the revised MIS, including reporting, processing, and analysis procedures.</li><li>4. An Executive Information System.</li><li>5. FPAN senior staff as well as Branch Managers and Project Coordinators have been oriented to the concepts of MIS and the use of data for planning, monitoring, and evaluation.</li></ol>

<p>2. Strengthen and expand training capacity.</p>	<ol style="list-style-type: none"> <li>1. Senior Training Officer recruited.</li> <li>2. Number of FPAN staff who have received overseas training.</li> <li>3. FPAN teaching staff have been trained in the principles of adult learning, course and session design, presentation and facilitation skills.</li> <li>4. A detailed plan for providing courses for FPAN staff at all levels, as well as for external GON and NGO clients has been prepared and a strategy to market, manage, and evaluate the courses developed.</li> <li>5. Curricula, course sessions, and support materials for all training courses (internal and external) have been finalized.</li> <li>6. Number of FPAN staff who have received in-country training in FP Program Management.</li> </ol>
<p>3. Human Resources Management:</p> <p>a) Reduction in staff turnover</p> <p>b) Strengthened supervisory system for field staff and volunteers</p>	<ol style="list-style-type: none"> <li>1. A review report of the recruitment and remuneration procedures at FPAN, with recommendations for improved operation.</li> <li>2. Documentation of the rate of staff turnover.</li> </ol> <ol style="list-style-type: none"> <li>1. A supervision manual for use in monitoring and supervising staff.</li> </ol>

All activities to be conducted under this project include an element of process evaluation. For example, periodic reports prepared by the local consultants will document progress and impediments to the completion of planned activities, as will trip reports prepared by FPMD/Boston technical staff. A summary evaluation report addressing the above-listed indicators and deliverables will be prepared by August 1995, in collaboration with the FPAN and local technical consultants.