

PD-ABI-065

**PPFN ENHANCEMENT PROJECT  
MANAGEMENT**

**NOVEMBER 9-19, 1993**

**Michael Hall**

**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

**Project No.: 936-3055  
Contract No.: DPE-3055-C-00-0051-00  
Task Order No.: NGPPF**

## CONTENTS

I.	EXECUTIVE SUMMARY .....	1
II.	BACKGROUND .....	2
III.	OBJECTIVES .....	3
IV.	ACTIVITIES .....	3
	A. Project Planning .....	3
	B. Project Management .....	4
V.	NEXT STEPS .....	4

## **I. EXECUTIVE SUMMARY**

The FPMD visit to Nigeria Nov. 9-19, 1993 coincided with the resumption of the PPFN Enhancement Project after a five month period of political instability in the country. Initial planning activities for the project had begun in the first quarter of 1993 culminating with a planning meeting of the three Cooperating Agencies[CA] involved in the project and PPFN March 16-18, 1993. At that meeting, in addition to Pathfinder being recognized as the overall coordinator of the project, an integrated workplan for the project was developed that outlined the specific responsibilities and activities of Pathfinder in service delivery, PCS in marketing and communications and FPMD in management development. In the second quarter of the year, Pathfinder finalized the integrated plan, including both project activities and the respective budgets, and submitted them to both PPFN and USAID Lagos for review and final approval.

During this consultancy several other momentous political actions occurred that greatly affected the ability of FPMD to work in Nigeria. The interim government was declared illegal by a high court but the decision was ignored and gasoline prices were raised 600%. This action led to a general strike that paralyzed the country and made normal business impossible. Several days after the strike began a coup was held and the military returned to power.

Despite the turmoil in the country as a whole, FPMD was able to make substantial progress in its plans for implementing the PPFN Enhancement Project. Upon arrival in Lagos, FPMD attended the second day of a planning meeting at PPFN which included the three CAs involved in the project [FPMD, PCS and Pathfinder]. The purpose of the meeting was to develop a revised six month, operational work plan that integrated and sequenced the inputs of the three CAs. The FPMD presentation at that meeting resolved a number of important outstanding issues. It was decided, that given the priorities of the project as a whole and the absorptive capacity of PPFN, that initial inputs of FPMD would be focused on the areas of logistics and commodities management, finance, clinic management and administrative and contracting requirements of FPMD. During the months of January and February, consultants in each of these functional areas would visit PPFN and begin the management development process. To fulfill a project commitment to use, as much as possible, local [Nigerian] technical capabilities, it was further agreed that FPMD consultants in each of these areas would be linked with local technical counterparts [LTC]. Initial visits by FPMD consultants would therefore include the development of a longer term scope of work to be carried out by the LTC under FPMD technical oversight. The FPMD consultant, working with the Pathfinder Coordinator of the project, then developed a draft six month workplan that incorporated this approach and that integrated and sequenced FPMD activities with those of Pathfinder in the area of service delivery. The draft plan was presented to USAID Lagos and PPFN for review.

In order to implement a strategy of using local technical counterparts, and to respond to an additional AID Lagos request to institutionalize regionally based management training as part of their Family Health Services Project [FHS], it became clear that FPMD was going to need

the fulltime assistance of an in-country staff person. Therefore, in addition to scopes of work developed for the FPMD consultants visiting in the first two months of 1994, a scope of work was drafted for an in-country FPMD staff person to coordinate and implement all country activities. It was agreed with PPFN that such a position would facilitate the search for local technical counterparts for each of the seven areas of management inputs to be provided to PPFN. The LTCs would then be linked with FPMD consultants in each of the seven areas [four in the initial stages of the project] who would develop a longer term scope of work to address the management needs of the organization. Each scope of work, to be carried out by the LTC, would also include a development plan indicating ways in which FPMD and its consultants could strengthen their [the LTC] technical skills in order to ensure that high quality assistance would be provided to PPFN over the life of the project.

## **II. BACKGROUND**

The FPMD visit to Nigeria Nov. 9-19, 1993 coincided with the resumption of the PPFN Enhancement Project after a five month period of political instability in the country. Initial planning activities for the project had begun in the first quarter of 1993 culminating with a planning meeting of the three Cooperating Agencies[CA] involved in the project and PPFN March 16-18, 1993. At that meeting, in addition to Pathfinder being recognized as the overall coordinator of the project, an integrated workplan for the project was developed that outlined the specific responsibilities and activities of Pathfinder in service delivery, PCS in marketing and communications and FPMD in management development. In the second quarter of the year, Pathfinder finalized the integrated plan, including both project activities and the respective budgets, and submitted them to both PPFN and USAID Lagos for review and final approval.

At the point of final approval of the PPFN Enhancement Project in June 1993, Nigeria was also holding general elections to transition the government to civilian rule after eight years of military leadership. The results of the election were not released by the military causing considerable civil unrest throughout the country. Project activities were halted as the U.S. government suspended all foreign travel to Nigeria until September. During that period, the military relinquished power to a hand picked interim government that remained in power up to the time of this consultancy.

This visit to Nigeria coincided with the efforts of both USAID Lagos and the three CAs involved in the project to restart the process of providing assistance to PPFN. A two day meeting, hosted by PPFN, was scheduled for the beginning of the visit to plan the first six months of the project beginning Jan. 1, 1994. The meeting would identify the general issues to be considered in integrating and sequencing the activities of the three CAs and subsequent planning sessions during the visit would identify and schedule the specific inputs. The remaining time of the visit was to be used to pursue ways in which FPMD could develop and utilize local technical counterparts while still maintaining quality control over the assistance to be provided to PPFN.

### **III. OBJECTIVES**

Under the direction of Deborah Ruhe, Acting Regional Director for Africa, Michael Hall will travel to Nigeria to undertake the following activities:

1. Review with USAID/Nigeria, PPFN and collaborating agencies the evaluation plan outlined in FPMD's Management Development Plan for PPFN and the evaluation indicators outlined in the Trip Report of March, 1993. Confirm agreement on this plan and identify individuals responsible for collection of baseline information on indicators.
2. Initiate the recruitment of a candidate for FPMD's Program Manager/Coordinator. Identify and investigate options for location of the Program Manager. Determine salary range appropriate for this position based on local comparability.
3. Meet with AAO, PPFN, Pathfinder International and PCS/JHU to review and revise as necessary the integrated workplan for PPFN's Family Planning Enhancement Project, in light of the delayed start-up of activities; develop a detailed timeline for FPMD-supported activities for the first 6 month period November 1993 to April 1994.

### **IV. ACTIVITIES**

#### **A. Project Planning**

1. Attended project planning session for the first six months of the project attended by PPFN, Pathfinder and PCS/JHU.
2. Held several follow-up planning sessions with Pathfinder project manager, who is also serving as overall coordinator of the three CAs involved in the project, and PPFN. The results of those sessions was a detailed and integrated workplan for the first six months of the project [see attachment]. It was agreed that following the FPMD Management Development Plan for PPFN, initial FPMD activities would focus on the areas of clinic management, finance, logistics and administrative and contractual arrangements with PPFN.
3. It was agreed with PPFN that local technical counterparts [LTC], for each of the management areas that FPMD would be working in, would be identified and matched with FPMD external consultants. With the assistance of FPMD, LTCs would be identified and screened by PPFN. Once they were selected, they would be teamed with the initial visit of the FPMD consultant. During the initial consultancy, a long term scope of work would be developed, to be carried out by the LTC, that would also indicate any activities needed to upgrade the skills of the LTC including return visits by the FPMD consultant.
4. Held indepth interviews with senior PPFN staff in the areas of logistics, finance and administration in order to prepare scopes of work for FPMD consultants.

## **B. Project Management**

1. Identified the need for an in-country FPMD staff person to coordinate and implement the PPFN project activities as well as those to be proposed for the Family Health Services Project. Both projects would represent a diversified portfolio that would require the extensive screening, contracting, monitoring and coordinating of local technical counterparts in a broad range of management areas. The scope of the work involved and the commitment to identify and develop local skills, together with the extreme communication problems with the United States, makes an in-country presence a prerequisite for project success.
2. Developed scopes of work for initial FPMD consultancies in the areas of finance, logistics, clinic management and project contracting and administration. Worked with FPMD Boston to begin identifying appropriate consultants.
3. Developed scope of work and job description for in-country FPMD staff person.
4. Began to contact persons concerning the in-country position.
5. Initiated process of identifying local technical counterparts.

## **V. NEXT STEPS**

In order to implement the PPFN Enhancement Project it will be important to take the following action:

1. Finalize the draft six month workplan and ensure Dr. Sulaiman's agreement with the indicated activities.
2. Finalize scopes of work for the first round of consultant visits in the areas of finance, administration, clinic management and logistics.
3. Identify consultants to be used for the first four activities and review their resumes and in-country work dates with PPFN.
4. Finalize scope of work for in-country staff person to manage the FPMD portfolio of activities.
5. Begin to identify potential candidates for the in-country position and review them with USAID Lagos and PPFN.
6. Establish a process, and the responsibilities of the in-country staff person, to begin the process of identifying institutions, firms and individuals that could serve as the local technical counterparts for the management development assistance being provided to both PPFN and FHS.

**ANNEX I - PROPOSED AGENDA**

ANNEX I

PLANNED PARENTHOOD FEDERATION OF NIGERIA

2nd Coordinating Meeting of the USAID Assisted PPFN Family Planning Enhancement Project, Lagos, Nov. 8/9 1993.

PROPOSED AGENDA

- (1) Welcome address by ED, PPFN.
- (2) Opening Remarks by Cooperating Agencies
- (3) Adoption of last meeting
- (4) Matters arising:-
  - Project Identification
  - Project Accounts Establishment
  - Schedule of Activities
  - Project Reporting Format
  - Project Office Management
- (5) Project Discussion:
  - (a) Cooperating Agencies' workplan review
  - (b) Project Implementation strategy development
- (6) Any other business
- (7) Next Meeting
- (8) Closing remarks.

REPORT OF PRE - IMPLEMENTATION MEETING OF THE USAID  
ASSISTED PPFN FAMILY PLANNING ENHANCEMENT PROJECT.

VENUE: PPFN HQ 224 Ikorodu Rd, Lagos

DATE : Sept. 21, 1993

PRESENT:

- PPFN Executive Director- Dr A.B. Sulaiman.
- PPFN Senior Management Staff:
  - Mr. G.C Ezeogu
  - Dr V.O. Oluyemi ( Consultant)
  - Mr A.A Oghide
  - Mrs H.O.Oyebola
  - Mr M. A. Bakori
  - Mr S.A. Ajala
  - Miss A.O. Ogunkeye

- PATHFINDER INTERNATIONAL

- Mr Jean Karambizi
- Mrs Bola Lana

- AFRICARE

- Mr L. Harrell.
- Mr F. Ojikutu

- FHS/JHU/PCS - Mr O.Kalu

Absent - MSH/ FPMD representative.

Introduction:

This was the first coordinating meeting held at the premises of PPFN to review and revise the project proposal. PPFN Executive Director declared it opened at 9.50 a.m. In his opening remark he expressed his delight that the project was about taking up and would appreciate its progress. He stressed the continued need for collaboration between the AID and PPFN so that PPFN would achieve its National objectives.

Pathfinder International and Africare Directors in their individual remarks expressed their delight in harmonization so that the project can achieve its objectives.

## ISSUES:

### (i) PROJECT IDENTIFICATION:

The Project PIN number is to be retained with each Agency been assigned with coding number so as to differentiate source of funding for the sake of accountability. The Agencies were coded thus:

Pathfinder International	- A
JHU/PCS	- B
MSH/FPMD	- C

### (ii) PROJECT IMPLEMENTATION MODE:

There are 3 Cooperating Agencies (CAs) involved in the implementation of the project. Africare is a Sub - Contractor to PI in the area of Equipment purchase and supply. As stated in the proposal, each of the CAs has specified task but needs to work hand in hand since there has been identified areas of interaction. In the area of Training for instance, MSH and PI would require a lot of cooperation. In order to ensure client's satisfaction, IEC programs would be cited in areas where other CAs are functioning.

Pathfinder has the responsibility of coordinating the project, the CAs are to provide technical Assistance and PPFN is responsible for the implementation of activities. Regular coordinating meeting would be held. Each of the CAs could request for meetings of the parties when the need arises.

### (iii) PROJECT ACCOUNTS ESTABLISHMENT:

There is an existing accounting system on JHU previous project with PPFN.

Three separate accounts by source to be established. MSH to be informed of this decision. Payment into and withdrawal from the account should follow agreed procedure. Each CA to familiarize PPFN with its accounting system.

Pathfinder International is to clarify issues on consultants since approval from AID Washington is required for overseas consultants as this affects accounting.

Quarterly disbursement of fund to the project was considered inappropriate an ideal system is yet to be determined.

### (iv) SCHEDULE OF ACTIVITIES:

a) There is need to incorporate IEC performance indicators of approval rating, attitude and behavior since reaching the target population depends a lot on IEC.

b) Recruitment which ranks high on the schedule of activities had started with advertisements for some of the IEC positions. Short-listing of candidates would be concluded by September, 1993.

(c) The possibility of training to include maintenance of equipment was raised .

(d) MSH/FPMD role was highlighted as follows:

- Equipment supply
- Staff Development.

It was observed that MSH is yet to make use of Local Consultants in its proposal.

Also the Organization has not specified its financial commitment to the Project.

The trips to Nigeria as proposed in the FPMD planned activities need to be reviewed.

(v) PROJECT REPORTING FORMAT:

Pathfinder is to make available to PPFN its reporting format so also is MSH.

(vi) PROJECT OFFICE MANAGEMENT:

1)

PPFN is to consider the supply of an equipped office for the Project Coordinator at PPFN Head Quarters.

2) PPFN Zonal offices require data processing equipment.

(vii) OTHER MATTERS:

A separate meeting between AFRICARE and PATHFINDER was to hold on Sept. 23, 1993 to discuss Africare sub - contract.

Pathfinder to incorporate all changes in order to have a final Project document.

(viii) NEXT MEETING:

The next meeting was scheduled for Nov.23, 1993 at 9 a.m. at PPFN National Headquarters, Lagos. It was agreed upon that there should be quarterly management meetings and bi- annual project review meetings.

The meeting was adjourned at about 1.15 pm with a vote of thanks given by PPFN Executive Director.

PROJECT COORDINATOR.

**ANNEX II - SIX MONTH WORKPLAN**



West Africa Sub-Regional Office  
C/o AVSC OFFICE  
2nd Floor, Elephant Cement House  
Opposite Lagos State Secretariat  
Alausa - Ikeja, Lagos, Nigeria.  
Tel/Fax: (01) 090-404317

MEMORANDUM

Date: Nov. 28, 1993  
To: Dr A. B. Sulaiman - PPFN Executive Director  
From: Mrs Bola Lana. ( Project Coordinator) *B. Lana*  
Subject: Six month Workplan of Cooperating Agencies in collaboration with PPFN on Enhancement Project

I hereby present the activities outlined for implementation for a period of six months beginning Jan. 1994 as indicated by PPFN in collaboration with the Cooperating Agencies for your review and comments.

I will like to recall that some activities have commenced on IEC project and that the issue of equipment distribution to clinical sites is receiving urgent attention.

In order to ensure that there will not be interruption in the service delivery points, the Cooperating agencies have scheduled activities to allow for collaboration.

FPMD and Pathfinder will be collaborating to provide technical assistance in the following identified area that would be implemented between May - June 1993:

- . Development of Operations Manual
- . Development of Clinic Management Curriculum and training module
- . Hold Clinic Management Training for first year upgraded clinic staff and supervisor.

Warm Regards.

cc:

AID- Susan Ross  
PI- Jean Karambizi  
IEC- John Harries  
FPMD/MSH- Micheal Hall

## PROJECT ADMINISTRATION

- 1) Orient and train PPFN Financial staff in financial control, reporting and contracting requirements.
- 2) Finalize the selection and hiring process of a local Project Administrator to include concluding salary negotiations, developing and finalizing the employment contract and providing general orientation and specific training in FPMD office procedures.
- 3) Finalize with the Project administrator, the establishment of a local bank account.
- 4). Identify PPFN computer hardware and software needs and begin purchasing process.

## FINANCE

- 1) With the assistance of PPFN and the Project Administrator, identify and contract with a local technical counterpart to be involved in all aspects of financial management assistance provided to PPFN.
- 2) Develop six month scope of work to be performed under the direction of FPMD technical staff, by the local technical counterpart that addresses PPFN financial systems needs at both the headquarters and clinic level.
- 3) Assist PPFN to establish an overhead cost rate that can be used in proposal development and contract negotiations with a variety of donor institutions.

## LOGISTICS

- 1) With the assistance of PPFN and the Project Administrator and in coordination with Pathfinder, identify and contract with a local technical counterpart to be involved in all aspects of logistics management assistance provided to PPFN.
- 2) Develop six month scope of work to be performed, under the direction of FPMD technical staff, by the local technical counterpart that addresses PPFN logistics management needs at headquarters, zonal and clinic levels.
- 3) develop specifications for and determine procedures for acquisition of warehouse space at the central and zonal level.
- 4) Begin development of commodities forecasting system with initial emphasis on first project year clinics scheduled for relocation refurbishing and/or upgrading.

PROJECT ACTIVITIES	1	2	3	4	5	6	7	8	9	10	11	12	PERSON RESPONSIBLE
<b>FINANCE:</b>													
1). Identify Local counterpart	x												Proj. Admin. / FPMD Boston
2). Establish PPFN Overhead Cost Rate		x											HD Egan & Tech. Counterpart
3). Develop Scope of work for Local counterpart to address PPFN financial system needs at both H.Q. and clinic levels.	x												Local Counterpart
4). Execute scope of work													Local counterpart
<b>LOGISTICS:</b>													
i) With the assistance of PPFN and Project Administrator, identify a local technical counterpart.		x											
ii) Develop a six month scope of work for local technical counterpart		x											
iii) Execute 6 month scope of work			x	x	x	x							
iv) Develop specifications for and determine procedures for acquisition of warehouse space at the central and zonal level.				x									

v) Begin development of commodities forecasting system with initial emphasis on first year clinics			x	x										

## CLINIC MANAGEMENT

(1) With the assistance of PPFN, Pathfinder and the Project Administration, identify a local technical counterpart for clinic management activities.

2) In coordination with PPFN staff, Pathfinder and the Local Technical counterpart:

A. Review existing PPFN, IPPF and FHS clinic management manuals, guidelines, curricula and training materials.

B. Following review of existing materials, develop a detailed outline for a PPFN Clinic Operations Manual to include:

- . Supervision and Monitoring.
- . Completion and Use of Service Information Systems.
- . Clients' Flow Analysis
- . Client Referral and Follow -up system
- . Logistics Management
- . Money Management

C. Review outline, identify gaps in existing materials/information and develop 6 months scope of work for local technical counterpart, in coordination with PPFN, Pathfinder and FPMD to finalize manual.

D. Process for manual development should include workshop with Zonal Officers, state Managers and Clinic Supervisors of first year upgraded clinics to ensure their active involvement and feedback in the development of the manual.

E. The process should also include the development of a curriculum and a training module for clinic management based on the operations manual.

FPMD

PROJECT ACTIVITIES	YEAR 1 ( Jan.1, 1994 ) PROJECT MONTHS												PERSON RESPONSIBLE	
	1	2	3	4	5	6	7	8	9	10	11	12		
<b>ADMINISTRATION:</b>														
1.) Orientation and Training of PPFN staff in FPMD financial control, reporting and contracting requirements	x													FPMD Boston
2). Hire and orient Project Administrator	x													FPMD Boston/PPFN
3) Open Local account	x													FPMD Boston/Project Administrator
4) Identify Computer needs at PPFN and begin purchasing process.	x													FPMD Boston / PPFN
<b>CLINIC MANAGEMENT:</b>														
A) Identify Local Counterpart	x													FPMD / PPFN / PI / Project Administrator
B) Operations Manual:														
. review existing materials		x												Local Counterpart/ PPFN
. develop outline		x												"
. identify gaps		x												"
. dev.S.O.W./Tasks		x												Proj.Admin./PPFN
. hold wk/shop			x											Local counterpart/ PI/ PPFN
. finalize				x										
C) Develop Clinic MGMT curriculum and Trg Module					x									"
D) Hold Clinic Management Training for 1st year upgraded clinic staff and Supervisors						x								"

## CLINICAL SERVICES & TRAINING

The activities scheduled for the first six months of the project commencing in Jan. 1994 are aimed at setting a foundation in ensuring consistent practice in the delivery of quality family planning service at PPFN clinical sites.

A group of trainers as identified in the project proposal consisting of : 10 Trainers ( Local consultants used by PPFN)  
5 Zonal Program Officers  
1 Manager of Service Delivery.

will be provided with the skill of conducting needs assessment for state and local training, develop goals for training programs and objectives for training activities and exercises. They will also be able to plan and manage the logistics of training, plan and manage training activities as necessary. Effectively supervise the service providers and provide technical assistance to providers during their routine monitoring visits.

It is hoped that the trainers will be able to identify service delivery problems that can be resolved through refresher courses or update training for the providers at state or zonal levels.

The trainers would conduct such training in the first fifth month of the training with technical assistance provided at the headquarters.

The trainers will be acquainted with existing training curricula and Standard of Practice and adapt to suit their needs. A 10 day basic clinical training of trainers workshop will be conducted to cover the above mentioned issues.

All training activities will be decentralized or carried out in phases so as to avoid disrupting PPFN setting especially if and when the trainers conduct refresher or update for the service providers.

PROJECT ACTIVITIES	PROJECT YEAR 1 (JAN. 1994) PROJECT MONTHS												PERSON RESPONSIBLE
	1	2	3	4	5	6	7	8	9	10	11	12	
<b>CLINICAL TRAINING</b>													
1) Review Nigeria S.O.P.	x												
2) Review existing FMOH/FHS and PPFN curricula and adapt a. Service Providers' curricula b. T.O.T. Refresher		x	x										
3) Adopt revised S.O.P. for clinical use.			x	x									
4) Conduct TOT . TOT skills . Orientation to use of:- . CSP curricula . S.O.P.				x									
5) Trainers conduct zonal clinical training					x								
6) Quality of Care for Program Mgmt. team (Trainers)						x							



<b>RELOCATION:</b>																	
Adamawa		x															EPN (Volunteers)
Enugu		x															"
Kaduna				x						/							"
Kano				x													"
Kogi				x													"
Ibadan				x													"
Visit selected States to assess the level of readiness for project take off	x																Project Coordinator/PPFN

IEC	YEAR 1												PERSON RESPONSIBLE
PROJECT ACTIVITIES	PROJECT MONTHS												
	1	2	3	4	5	6	7	8	9	10	11	12	
<p>ADMINISTRATION</p> <p>1. Advertise Vacant position : Headquarters: 3 IEC Program Officers 1 IEC Training Officer 1 Prog. Asst IEC (Librarian) 1 Accounts clerk. 1 Confidential Secretary (III)</p> <p>2. Emphasis States: Six Asst. Prog. Officers(IEC) (One in each of the six emphasis states)</p> <p>3. Conduct orientation new staff: -One project orientation w/shop for PPFN Hqtrs. and selected state branches staff. - Two refresher courses on interpersonal comm. and counselling for PPFN receptionists and service providers. - Three courses on IPC and advocacy for volunteers, senior staff and government</p>	1 0 1 9 3		x	x	x								<p>PPFN</p> <p>PPFN</p> <p>PPFN/JHU-PCS</p>





(i.e. desk calendars, key chains etc)

h. 25,000 copies of care stickers.

50,000 copies of simple booklet promoting PPFN services.

**B: EMPHASIS STATES**

Project Development

-Set up project development team for each of the six states. (FHS/IEC, PPFN Hqtrs., PPFN State branch and CCCD, Pathfinder)  
 - Prepare IEC needs assessment protocols

- PDT conduct an IEC need assessment.

- PDT convene project formulation meetings with local agencies/officials

- PDT prepare 1st draft of the project in the field

- PDT review and finalize project proposal

- PDT submit project proposal to JHU/PCS Country Rep. & PPFN Executive Director for final approval and funding.

**C: IEC TRAINING UNIT**

Gather existing curricula and material

x x x

x

x x x x

x

PDT

PDT

PDT

PDT

PDT

PDT

x

IEC Training Officer



<p>Establish procedures (acquisition, distribution, storage).</p> <p>Begin procurement</p> <p>Announce &amp; Promote MMC</p> <ul style="list-style-type: none"> <li>- Publicize the availability of materials</li> <li>- Provide periodic updates on availability of materials developed by PPFN by sending notices to such publication as PEOPLE &amp; IPPF OPEN FILE</li> <li>- Request materials from PPFN affiliates through articles in PLANFED NEWS</li> </ul> <p>- Provide Services</p>					x					x	x	x	x
					x				x				

## **ANNEX III - SCOPES OF WORK**

## **SCOPE OF WORK**

**FOR: SUSAN ARADEON**

### **GENERAL OBJECTIVE**

To establish an FPMD administrative presence in Nigeria and to lay the initial programmatic and administrative groundwork necessary to implement both the PPFN enhancement project and the FHS management training project.

### **SPECIFIC OBJECTIVES**

**Administrative:**

1. Establish FPMD administrative office in Lagos.
2. Facilitate the opening of an FPMD bank account at the Nigeria International Bank (NIB).
3. Establish communication links with PPFN, AAO/Lagos, and FPMD Boston.
4. Identify and establish project reporting requirements and systems for PPFN, AAO/Lagos, and FPMD Boston.

**Programmatic:**

#### **PPFN**

1. In coordination with Pathfinder, PPFN and FPMD Boston, finalize detailed six month workplan for PPFN enhancement project.
2. Research and inventory local management institutions/organizations for potential institutional linkage with PPFN and FPMD. Develop proposed nature and content of linkage for consideration by PPFN, AAO/Lagos, and FPMD Boston and recommendations for upgrading of their technical assistance capability.
3. In consultation with PPFN and FPMD Boston, assist in identification of local technical counterparts in priority order as indicated by detailed six month workplan.
4. Collaborate with other FPMD consultants to prepare, for review by FPMD Boston, preliminary scopes of work and contractual arrangements for local technical counterparts.
5. Schedule the initial linking of local technical counterparts with FPMD technical staff and develop preliminary scopes of work that initiate that process.
6. Identify and establish baseline data, and systems for ongoing collection, necessary to report on project evaluation indicators.

## SCOPE OF WORK

**FOR: Hopkins Holmberg**

FPMD consultant, Hopkins Holmberg, will travel to Nigeria in January 1994 to:

- 1) With the assistance of PPFN and the Project Administrator, identify and contract with a local technical counterpart to be involved in all aspects of financial management assistance provided to PPFN.
- 2) Develop six month scope of work to be performed, under the direction of FPMD technical counterpart, that addresses PPFN financial system needs at both the headquarters and clinic levels.
- 3) Assist PPFN to establish an overhead cost rate that can be used in proposal development and contract negotiations with a variety of donor institutions.

## **SCOPE OF WORK**

**FOR: Betty Gonzales**

FPMD consultant, Betty Gonzales, will travel to Nigeria in January 1994 to:

- 1) With the assistance of PPFN, Pathfinder and the Project Administrator, identify a local technical counterpart for clinic management activities.
- 2) In coordination with PPFN staff, Pathfinder, and the local technical counterpart conduct the following activities:
  - A) Review existing PPFN, IPPF, and FHS clinic management manuals, guidelines, curricula, and training materials.
  - B) Following review of existing materials, develop a detailed outline for a PPFN Clinic Operations Manual to include:
    - Supervision and Monitoring
    - Completion and Use of Services Information Systems
    - Clinic Flow Analysis
    - Client Referral and Follow-up System
    - Logistics Management
    - Money Management
  - C) Review outline, identify gaps in existing materials/information and develop six month scope of work for local technical counterpart, in coordination with PPFN, Pathfinder and FPMD to finalize manual.
  - D) Process for manual development should include workshop with zonal offices, state managers, and clinic supervisors of first year - clinics to ensure their active involvement and feedback in the development of the manual.
  - E) The process should also include the development of a curriculum and a training module for clinic management based on the operations manual.

## **SCOPE OF WORK**

**FOR:            Bob Burns**

Bob Burns, Finance and Contracts Director, will travel to Nigeria in January 1994 to work, in collaboration with FPMD consultant Susan Aradeon, to confirm and finalize the following to meet FPMD's procedural and compliance requirements:

- 1)     Establishment of FPMD administrative procedures and protocols including mechanism for managing local costs and TDY costs.
- 2)     Complete the opening of a FPMD bank account/s.
- 3)     Establishment of project reporting requirements and systems with PPFN.
- 4)     Inventory computer equipment, both hardware and software needs for PPFN.
- 5)     Determine mechanisms for procurement of additional computers and office equipment.
- 6)     Develop execute agreement with PPFN as necessary for direct management of certain in-country funds.

## **SCOPE OF WORK**

**FOR: Michael Hall**

Michael Hall, Senior Program Officer, will travel to Nigeria in January 1994 to:

- 1) Review with AAO/Lagos plans for initiation of FPMD activities.
- 2) Meet with FPMD consultant named above to lay initial programmatic and administrative groundwork necessary for start-up of activities.
- 3) Meet with PPFN and other CAs to review the progress to date, plan upcoming consultancies and revise the workplan as necessary.

## **SCOPE OF WORK**

**FOR: Marie Infante**

FPMD consultant, Marie Infante, will travel to Nigeria in February 1994 to:

- 1) With the assistance of PPFN and the Project Administrator, identify and contract with a local technical counterpart to be involved in all aspects of logistics management assistance provided to PPFN.
- 2) Develop six month scope of work to be performed, under the direction of FPMD technical counterpart, that addresses PPFN logistics system needs at both the headquarters and clinic levels.
- 3) Initiate development of commodity forecasting system for PPFN, in consideration of the planned expansion of family planning services, and to develop specifications and determine procedures for the acquisition of warehouse space at zonal and central levels.