

PD-ABJ-316

**TRIP REPORT: PHILIPPINES  
PROGRAM MANAGEMENT VISIT**

**MARCH 1994**

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**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

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## **I. EXECUTIVE SUMMARY**

Ms. Melanie Powers, Director of Operations, and Ms. Ellen Freedman, Contracts Analyst, visited the Family Planning Management Development Project Office in Manila, Philippines in March 1994 (M. Powers - March 7-15; E. Freedman - March 7-24). The scope of work included a full range of operations activities undertaken with the FPMD/Manila field office.

Meetings were held with USAID/Manila staff to discuss program activities and obtain written approval on the following: 1) delivery order modifications (including correcting the number of Local Government Units (LGU), and a re-budget that increases the Work Ordered line and decreases the Other Direct Cost line); 2) salaries and benefit packages for FPMD/Manila local hire staff; and 3) use of the Center for Economic Policy Research (CEPR) as a local subcontractor.

Additional meetings were held with the staff of CEPR to negotiate a subcontract and letter contract. Under the letter contract and subcontract CEPR will assist FPMD in designing a Funds Flow Process for the funds being transferred to LGUs.

Substantial time was spent working with the FPMD/Manila staff to address a wide range of issues, including re-organizing the office structure; finalizing employment terms; hiring additional staff and reviewing plans for additional hiring; review and refinement of accounting procedures; review and re-budgeting of the delivery order; and computer training.

## **II. BACKGROUND AND PURPOSE**

The Family Planning Management Development project in the Philippines initiated activities in October 1993 upon receipt of a buy-in from the United States Agency for International Development (USAID)/Manila in September 1993. The project is assisting the Office for Special Concerns of the Department of Health (OSC/DOH) to implement the Local Government Unit (LGU) Performance Program. The goal of the project is to enhance the managerial capability of the national and local health and family planning (FP) program managers who have assumed new roles and responsibilities within the decentralized health care system. FPMD is working directly with the OSC to: 1) develop the capacity of an initial 20 LGUs to plan and implement a comprehensive program of FP and targeted child survival (CS) service delivery activities; and 2) assist the OSC to define and adapt to its new role of providing technical assistance to and monitoring the performance of the LGUs participating in the program. To achieve its goals, the project is undertaking a number of training and technical assistance activities at both the national and LGU levels.

FPMD placed a Resident Advisor and established a project office in Manila in October 1993. Project activities are being implemented by the Resident Advisor and three Technical Advisors, plus local short-term consultants and subcontractors. Administrative matters are being managed by a part-time Administrative Officer and a full-time Secretary. Recruitment for additional technical and administrative staff is underway. (See Section III of this report for details.) FPMD/Manila also works closely with the Management Sciences for Health

(MSH) consultant to the OSC/DOH for child survival activities. In addition, the project is being supported by a significant amount of technical assistance (TA) from FPMD and MSH staff and consultants, primarily based in Boston, in areas such as management information systems (MIS), curriculum development/training, and organizational development.

Ms. Melanie Powers, Director of Operations, and Ms. Ellen Freedman, Contracts Analyst, visited the FPMD/Manila Project Office in March 1994 (M. Powers - March 7-15; E. Freedman - March 7-24). This was the first visit from the FPMD Operations Unit, although initial administrative assistance visits were made in December 1993 by Ms. Barbara Tobin, Administrative Officer, FPMD/Kenya; and in February 1994 by Ms. Elizabeth Lewis, Senior Program Assistant, MSH Health Financing Program. As the scope of work to be undertaken under the Philippines buy-in is extensive and the project length is short, it is crucial to have consistent monitoring and assistance from the FPMD/Boston office to insure smooth flow of office operations and activities.

The scope of work for this visit included a full range of operations activities to be undertaken in collaboration with the FPMD/Manila field office, as summarized below:

1. Review the delivery order and its modification, making adjustments for actual versus projected costs for accurate budget monitoring.
2. Set up and train FPMD/Manila staff in Level of Effort (LOE) and budget monitoring.
3. Explore possibilities of subcontracting with local firms.
4. Finalize FPMD/Manila personnel contracts.
5. Develop cash flow projections for upcoming year.
6. Continue organizing financial procedures and processes, including modifying field expense reporting to incorporate dollar account and workshop expense accounting.
7. Finalize the procurement of computer hardware and software.
8. Continue training of FPMD/Manila staff in computer software.

### **III. ACTIVITIES**

#### **1. Delivery Order**

The delivery order pipeline for the next nine months of the project was reviewed and the delivery order was re-budgeted to adjust for actual field office costs and for the modified delivery order. As a result of the re-budgeting, FPMD may be able to provide additional

Level of Effort with no additional cost. While the technical advisor positions have been reduced by one, the FPMD/Manila office has realized a much greater need for logistical, administrative and project management assistance; therefore, a secretary and additional administrative assistant positions have been added. In addition, subcontracts and additional consultancies have been included in the re-budgeting to supplement FPMD's technical assistance resources. Through these mechanisms FPMD will be able to more efficiently respond to the buy-in scope of work.

The proposed modifications were reviewed with Ms. Eilene Oldwine, Chief, USAID/Manila Population Office, and her written approval was obtained approving the re-budgeting and confirming that FPMD will be targeting 20 LGUs for participation during the program. The number of LGUs was incorrectly stated as 100 in the delivery order scope of work.

Follow-up in Boston will include submission of a delivery order modification request to the USAID/W Procurement Office.

The new budget was reviewed with FPMD/Manila staff and a budget monitoring plan was developed.

## 2. Contracts/Agreements/Protocols

A letter contract was negotiated and signed with the Center for Economic Policy Research (CEPR) to develop a funds flow model for disbursement of funds to the LGUs. A letter contract was necessary because the contract was sole sourced to CEPR and was over \$25,000; it must therefore be approved by the USAID/W Office of Procurement before FPMD can finalize it. Subcontract terms were negotiated, approval was obtained by USAID/Manila for the letter contract and a subcontract, and a request for subcontract approval has been submitted to the USAID/W Procurement Office. Once approval is obtained, the subcontract will be finalized.

A Request For Proposal was drafted for a subcontract for general management assistance to selected LGUs. At the time of Ms. Powers' and Ms. Freedman's TDY the scope of work and timeframe for this work had not been definitized. Follow-up in Boston may include assistance to FPMD/Manila in finalization of the RFP.

The process of engaging Ms. Carn Abella as a consultant for organizational development technical assistance for OSC was initiated and will be completed upon receipt of additional information from Ms. Abella.

A plan for a protocol and subsidy request form for selected LGU workshop/orientations support was developed and drafted (Annexes Two and Three).

### 3. Personnel

Terms were finalized and signed with the following FPMD/Manila staff:

Mr. Alvin Ramos, Technical Advisor  
Ms. Eve Nabong, Administrative Officer/Data Analyst  
Ms. Daisy Perez Loneza, Secretary/Receptionist  
Mr. Arthur Encarnacion, Driver/Messenger

Terms were negotiated and signed with Mr. Marlon Barbero, FPMD/Manila Utility Worker.

USAID/Manila approval was obtained for salary and benefits of the following FPMD staff: A. Ramos, E. Nabong, D. Loneza, A. Encarnacion, M. Barbero and R. Opis. (R. Opis was originally hired as the Administrative Officer but has since been terminated due to unsatisfactory performance.)

The organizational structure of the office was reviewed and a reorganization was negotiated and implemented with office staff and the OSC leadership. Ms. Taryn Vian, FPMD/Manila Resident Advisor, had previously been supervising the entire office staff; she will now be supervising two staff: Ms. Eve Nabong, Administrative Officer/Data Analyst, and Ms. Eireen Banez-Villa, Senior Technical Advisor. Ms. Nabong will supervise the other administrative staff and Ms. Banez-Villa will supervise the other technical staff; in Ms. Vian's absence she will also supervise Ms. Nabong. The new structure will allow Ms. Vian to spend more time overseeing subcontractors as well as program activities and will insure that staff have adequate supervision. (See Annex Four for organizational chart.)

After a review of Ms. Nabong's performance, she was promoted to Administrative Officer/Data Analyst.

After a review of local labor laws and payment practices, the compensation structure and cycle for non-exempt staff were revised to be more consistent with local practice. Timesheets and pay calculation spreadsheets were revised and staff were trained in the changes.

Plans for hiring additional staff (including a fourth Technical Advisor and two additional administrative staff) were reviewed and finalized. Interviews are currently being conducted for the technical position and for the administrative positions. Job descriptions for all FPMD/Manila office positions were reviewed and refined/finalized as needed.

The draft personnel handbook was revised based on the above changes in office structure and procedures. Once the FPMD/Manila office is fully staffed and office procedures are finalized, the FPMD/Manila Administrative Officer will be able to finalize the personnel handbook.

#### 4. Accounting

Training of office staff in field expense accounting initiated during Ms. Lewis' TDY was continued. Emphasis in training was given to management of LGU workshop expenses, as FPMD/Manila had just completed the first workshop.

A model for requesting funds from FPMD/Boston was developed. FPMD/Manila staff were trained in the preparation of cash flow projections and use of the form, and a cash request for March and April was prepared.

#### 5. Office

A plan for maintaining inventory records and reporting to FPMD/Boston was developed.

Training of office staff in computer software initiated under Ms. Lewis' TDY was continued.

A computer software procurement plan was developed; follow-up in Boston will include communicating software needs to MSH's MIS Department.

A plan with office staff for organization of the file system was developed.

#### 6. Other

A plan for the logistics and design of study tours (which may take place in Indonesia) was developed.

### **IV. FINDINGS/CONCLUSIONS**

Management of the FPMD/Manila office is complicated due to the size and scope of the FPMD/Philippines program. It is critical to the success of the program that the FPMD/Manila office is well-managed. The assistance provided by Ms. Powers and Ms. Freedman served to continue and build upon the training and development of management systems begun during Ms. Lewis' and Ms. Tobin's TDYs. In addition it offered an opportunity to review and refine management systems already in place for increased efficiency and accuracy in field office accounting.

All tasks in the SOW were addressed; however, certain tasks required more time than initially anticipated (delivery order re-budgeting and finalization of personnel contracts). In addition, once in-country it was necessary for Ms. Powers and Ms. Freedman to respond to originally unanticipated requests from FPMD/Manila (i.e., it was essential to the timing of program activities to negotiate and develop the CEPR agreement urgently and to develop the

protocol and subsidy request for LGU workshop/orientation). Therefore, training in LOE and budget monitoring and cash flow projections was begun but not finalized; training around these processes will continue via fax and phone communication with FPMD/Boston.

## **V. RECOMMENDATIONS FOR FUTURE ACTION**

FPMD is committed to supporting the FPMD/Manila office to ensure a well-managed field office. The FPMD Operations Unit plans to continue ongoing support and training from the Boston office via fax and phone communication with the FPMD/Manila field office. In addition, the FPMD Operations Unit anticipates that it will be necessary to schedule one to two additional TDYs for continued training and assistance in field office management (as well as in project close down at the end of the buy-in).

## ANNEX I

### Persons Contacted

#### USAID/Manila

Ms. Eilene Oldwine, Population Officer

#### Center for Economic Policy Research

Dr. Bienvenido Alano, Jr., Principal Researcher

Ms. Belinda Alano, Associate Researcher

#### FPMD/Manila Project Staff

Ms. Taryn Vian, Resident Advisor

Ms. Eireen Banez-Villa, Senior Technical Advisor

Dr. Cecilia Lagrosa, Technical Advisor

Mr. Alvin Ramos, Technical Advisor

Ms. Eve Nabong, Administrative Officer/Data Analyst

Ms. Daisy Perez Loneza, Secretary

Mr. Arthur Encarnacion, Driver/Messenger

Mr. Marlon Barbero, Utility Worker

## ANNEX II

### Protocol on the Provision of Subsidies for the Consultation/Orientation with Municipalities, Component Cities, NGO's and Other Government Agencies

The Family Planning Management Development Project (FPMD/Manila) is interested in subsidizing the costs associated with orientation sponsored by selected Cities/Provinces for the purpose of informing and orienting their respective municipalities/component cities as well as NGO's and other government entities on the objectives of the LGU Performance Program. In this effort, FPMD/Manila will provide a fixed workshop subsidy to eligible Provinces and Cities through the following process:

- 1) Province or City submits to FPMD (using the attached format), a workshop plan including a brief description of the workshop's scope and objectives, tentative dates, expected outputs, a list of confirmed participants with names, titles and addresses of each, and a request for the stipend.
- 2) Upon review and acceptance, FPMD will disburse a fixed workshop subsidy of 15,000 pesos to assist with workshop costs for selected provinces and 7,000 pesos for selected cities.
- 3) Within two weeks of workshop completion, the Province or City will submit a brief summary of the workshop and any change in actual workshop participation. The summary should include a description of progress towards required outcomes for the LGU Performance Plan.

At a minimum, FPMD hopes that these workshops will result in the following:

Thorough dissemination of information about the LGU Performance Program to the municipalities/component cities and other interested agencies (NGO/GO).

Clear plans for the incorporation of the perspective and needs of municipalities and/or component cities in the provincial plan.

Mechanism for developing and managing integrated population and child survival plans with the municipalities and component cities.

Plan/mechanism for how funding and assistance will flow between the provinces and the municipalities/component cities and among implementing agencies.

Identified "point persons" for each municipality/component city.

For additional information please contact:

Ms. Eireen Villa, Technical Advisor  
FPMD, Office of Special Concerns  
Department of Health  
San Lazaro Compound, Bldg. 12  
Sta. Cruz, Manila  
Phone: (632) 711-6665  
Fax: (632) 812-3615

**ANNEX III**

**REQUEST FOR SUBSIDY**

**LGU PERFORMANCE PROGRAM WORKSHOPS**

**TO:** Management Sciences for Health  
FPMD/Manila

**FROM:** [Province or City Name, Address, Contact  
Phone/Fax]

**DATE:** [Of this request]

**ORIENTATION/CONSULTATION PLANS:** [Brief description]

**PROPOSED DATES:**

**PARTICIPANT LIST:** [Include names, addresses and titles (attach an extra sheet of paper if necessary.)]

**EXPECTED OUTPUTS:**

**REQUEST:** "I [name], representing [selected province or city] do hereby request the workshop subsidy in the fixed amount of [15,000 pesos for selected provinces, 7,000 pesos for selected cities.] Please make the check payable to: [name] and deliver the check to the following address:

Signature: \_\_\_\_\_  
Authorized Signature Date

\_\_\_\_\_  
Printed Name and Title

ANNEX IV

ORGANIZATIONAL CHART

