

PD-ABJ-324

**TRIP REPORT:
VISIT TO FPMD/BOSTON
TO WORK WITH FPMD AND MSH SENIOR MANAGEMENT STAFF
ON PROGRESS OF LIP ACTIVITIES, EVALUATION PLAN,
IMPLEMENT ACTION OF PUBLICATION WORKPLAN AND
MANAGEMENT TRAINING**

June 23 - July 16, 1994

Abu Sayeed

Family Planning Management Development

**Project No. 936-3055
Contract No: DPE-3055-Q-00-0052-00
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EXECUTIVE SUMMARY:

The visit was undertaken during June 23-July 16, 1994 to discuss progress of LIP activities, budgetary issues, evaluation and publication activities and management training with relevant units of FPMD/Boston. While meeting with Ms. Alison Ellis, Regional Director, the issues related to LIP program management, implementation of the project's workplan (August 1994-September 1995) and other general issues were deliberated. A revised draft workplan was developed. A few contractual and budgetary issues were also discussed with Ms. Melanie Powers and Mr. Bob Burns of the FPMD Operations Unit. With Ms. Sallie Craig Huber, FPMD evaluation consultant, we completed data analysis of the Micro Survey and prepared a final report. The results and findings were presented to Office of Population staff at USAID/Washington on July 13, 1994. Discussion was also held on the Bangladesh country impact evaluation for FPMD. The FPMD evaluation framework, Focus Group Discussion and Rapid Assessment methodologies were also reviewed with Ms. Huber. Worked with the Publications Unit to review progress of activities related to LIP publications, including, Briefing Notes; Action Plan Development Guidelines and Management Training Program (MTP) Participants Guide. Plans for the translation of the FP Managers' Handbook in Bangla were also discussed. Matters relating to management training courses for LIP participants were also discussed with the Management Training Program of MSH.

On June 26-28, 1994 I attended a conference organized by the NCIH in Washington, DC and took part in an ELCO mapping poster session. Apart from meeting with relevant FPMD staff, I also met with Dr. Ron O'Conner, President of MSH to discuss project related issues.

II. BACKGROUND

Since May 1987, the Local Initiatives Program (LIP), launched initially as Upazila Initiatives Project (UIP) under USAIDs' Family Planning Health Services Project (FPHSP) has been operating to improve the performance of the Bangladesh Family Planning Program at the grassroots level, through strengthening the management capability of the thana family planning staff and local leaders.

The project design is to enable the Government of Bangladesh's (BDG) family planning staff at the thana level and below to increase their effectiveness in offering high-quality, sustainable and decentralized family planning services to a greater proportion of eligible couples. Over the past five-year period, FPMD/Dhaka has assisted the BDG family planning program to introduce a decentralized management system at the thana level and below in 67 thanas. Through an innovative package of carefully tailored training, technical assistance and small grants, LIP has developed high-level support and local commitment for management teams, and introduced management skills in planning, implementation and monitoring. Local management teams have strengthened general community participation in program activities and promoted greater accountability for program performance.

The project has been carried out under a series of buy-ins from USAID/Dhaka to MSH's Family Planning Management Development (FPMD) Project, and its predecessor project, Family Planning Management Training (FPMT).

III. PURPOSE AND SCOPE OF WORK

The primary purpose of this trip was to meet with the FPMD Asia/Near East Unit concerning program progress with the Operations Unit to discuss budgetary issues; with the Evaluation Unit to discuss on going evaluation activities and finalize the Microsurvey; review implementation of publications workplan with the Publications Unit and meet with Management Training Program regarding the forthcoming course in Bangkok. The detailed scope of work is as follows:

1. Coordination meetings with the Asia/Near East Unit concerning program progress and with the Operations Unit concerning budgetary issues;
2. Work meetings with the FPMD Evaluation Unit to discuss plans for ongoing evaluation activities and technical assistance, as well as to become oriented to FPMD's overall revised evaluation framework and workplan, and plans for future activities. Finalize the report on the Microsurvey of three unions with the evaluation consultant;
3. Work meetings with the FPMD Publications Unit to review progress in the implementation of the publications workplan, the status of preparation of training manuals, and to finalize LIP briefing notes;
4. Work meeting with Management Training Program concerning preparation for the November 1994 course on FP Program Management in Bangkok;
5. Attendance at NCIH conference and presentation of ELCO mapping.

IV. ACTIVITIES

Coordination meetings:

Asia and Near/East Regional Unit

During the period June 23 - July 16, I met on a daily basis with Ms. Alison Ellis, Regional Director, on LIP program management, implementation of the workplan and drafting of a revised workplan for August 1994 to September 1995. Other general program planning issues were also discussed. A revised draft workplan for the period August '94 to September '95 was developed. This workplan will be finalized and submitted to FPMD/Boston (and USAID/Dhaka) on my return to Bangladesh. I also discussed a few contractual and budgetary issues with Ms. Melanie Powers and Mr. Bob Burns of Operations Unit.

FPMD Evaluation Unit

In continuation of our discussions on the first draft report of the Microsurvey initiated during Ms. Sallie Craig Huber's Bangladesh visit in February 1994, data analysis was completed and a final draft report was produced and circulated within FPMD and USAID staff for review and comment. I participated in a presentation to AID/Washington Office of Population staff members on the results of the Microsurvey along with Ms. Huber and Ms. Ellis on July 13. Specific activities with the Evaluation Unit are presented below:

- Finalized Microsurvey report and prepared for USAID/Washington presentation; made a presentation on July 13 in Washington;
- Discussed Bangladesh country impact evaluation for FPMD. Reviewed the FPMD evaluation framework along with Rob Cunnane's letter commenting on the FPMD evaluation framework.
- Reviewed management questions for country evaluation and how to implement evaluation with Dr. Marc Mitchell and Ms. Gale Price of the Technical Unit and Dr. Walter Mertens and Ms. Ritta Liissa Aitken of the Evaluation Unit.
- Reviewed questionnaires and follow-up actions on volunteers, FWAs, FWVs and FPIs surveys;
- Follow-up of ongoing evaluation and related technical assistance activities;

- i. **Focus Group Discussion** - reviewed progress on past experience and discussed continuation of FGD activities with volunteers;
- ii. **Rapid Assessment:** Reported that 18 thana Rapid Assessment data have been entered and preliminary tables have been generated.

FPMD Publications Unit

Alison and I had several meetings and brain-storming sessions with the FPMD Publications Unit staff and reviewed progress of publications to date and next steps for: a) LIP Briefing Notes; b) Action Plan Development Guidelines and MTP Participants Guide.

I worked for four days with Publications Unit staff to develop eight Briefing Notes. These notes were circulated within FPMD and finalized after incorporating feedback from other staff members. I will work on the final design of the layout of the Briefing Notes on my return to Dhaka. These Briefing Notes will be printed in Dhaka and will be made available at the ICPD, Cairo in September.

During this trip I also discussed the translation of the FP Manager's Handbook into Bangla. It was agreed in principal that the Handbook will be translated and printed in Dhaka following protocols developed by the Publications Unit. The translation process may take 12 to 18 months from September. FPMD/Dhaka is required to hire a senior person to oversee the process of translation and coordinate with the review board.

Based on requests from different sources it was agreed that an ELCO mapping training module should be developed. Mr. Md. Nazmul Haque, Program Officer, FPMD/Dhaka will work with the Publication Unit (Ann Buxbaum) to develop this training module. Mr. Haque will work with Ms. Buxbaum for one week after attending training in the U.S this fall.

MSH's Management Training (MT) Program

I had a meeting with the Director of MT. It was tentatively agreed that MT would organize the second short-course in Thailand for about 24 participants in November. MT will confirm dates with Asia Institute of Technology (AIT) in Bangkok. It is expected that about 16 LIP thana/district level participants will attend this course. One program staff from FPMD/Dhaka will join the course as a technical resource.

Meetings with FPMD and MSH's senior management staff

I had several meetings with FPMD and MSH senior management staff on the progress of LIP activities and future plans. I met periodically with Ms. Catherine Crone Coburn to discuss project status and finalized the scope of work for her proposed Bangladesh visit during

August. I also had the opportunity to meet with Dr. Ron O'Connor, President, to discuss project related issues.

NCIH Conference

During 26-28 June, I attend a conference organized by the NCIH in Washington DC. I took part in an ELCO mapping poster session on June 28 with Dr. Marc Mitchell. I also attended a session on 27 June on decentralization where Ms. Nancy McGirr of the Futures Group presented a paper on the "Decentralization of Family Planning Programs: Selected Experience in Asia". The Bangladesh section of this paper focused primarily on LIP's experience with decentralization. I met with Ms. McGirr to provide feedback on a Bangla's case study she is preparing.

VI. RECOMMENDATIONS FOR FOLLOW-UP ACTIONS:

The follow recommendations and follow-up actions are as follows:

Reports

- Forward 1994-95 revised workplan by August
- Forward January-June semi-annual report by 15 August
- Forward Boston trip report by August

Evaluation

- Sallie Craig Huber to finalize microsurvey by July 25 and forward 200 copies to FPMD/Dhaka
- Sallie Craig Huber to forward SOW for evaluation assignment by August 15
- Discuss with Population Council/Dhaka re LIP Lessons Learned study and advise Boston by end July; update Catherine Crone Coburn during her visit; Catherine may follow-up as appropriate

Publication

- Publications Unit to draft cover letter for Briefing Notes ASAP
- Action Plan Guide and MTP Guide: to be reviewed by Ann and forwarded to LIP by mid-August
- Planning and Implementation Guide: Publications Unit to forward feedback by end July
- Three training manuals: Publications Unit to review for format, internal consistency and will provide feedback on/about mid-August
- Regarding LIP presentation: Brainstorm with LIP staff re key questions and messages to be delivered

ELCO Mapping Training Materials

- Forward Zaman/Najmul materials developed for Kenya to Boston
- Najmul to work with Ann Buxbaum week of November 21

Operations

- Copies of and feedback on LIP invoices

MT Course in Bangkok

- MT to confirm dates with AIT

VII. PERSONNEL CONTACTED:**FPMD/Boston:**

1. Ms. Catherine Crone Coburn, Project Director
2. Ms. Alison Ellis, Regional Director, Asia and Near East
3. Mr. Walter Mertens, Director, Evaluation Unit
4. Dr. James Wolff, Director, Publications Unit
5. Ms. Janice Miller, Publications Unit
6. Ms. Melanie Powers, Director, Operations Unit
7. Mr. Bob Burns, Director, Contracts
8. Ms. Diane Midura, Financial Analyst
9. Ms. Susanna Binzen, Consultant, Publications Unit
10. Ms. Carol Gomes, Program Assistant
11. Ms. Sylvia Vriesdorp, Organizational Development Specialist
12. Mr. Paul Fishsten, Senior Program Officer, Asia/Near East
13. Ms. Riitta Liisa Kolehmainen-Aitken, Evaluation Unit

MSH - Population Division

1. Mr. Saul Helfenbien, Deputy Director
2. Ms. Aimee Cote, Program Assistant
3. Ms. Ann Buxbaum, Senior Program Associate

MSH - Management Training

1. Mr. Steve Raimann, Director

MSH

1. Dr. Ron O'Connor, President
2. Ms. Cardy Loosevert, Director, Development
3. Ms. Carol Haupt, Finance Director
4. Ms. Sharon Moerloos, Contracting Officer

AID/Washington

1. Ms. Maria Busquets Moura, CNT
2. Ms. Charlotte Ureksoy, CNT
3. Dr. Roy Jacobstein, Director, CNT
4. Mr. Chuck Lerman, USAID/Dhaka (to be posted)
5. Mr. James Shelton, Director, Research
6. Ms. Leslie Curtin, Deputy Director, FPSD
7. Mr. John Crowley, CPSD
8. Mr. Nils Daulaire, PPC

Futures Group

1. Ms. Nancy McGirr

BASICS

1. Mr. Bob Simpsom, Director, Asia