

PD-HBI-325

**TRIP REPORT:  
MANAGEMENT DEVELOPMENT  
ASSESSMENT TEAM:  
VISIT TO BANGLADESH**

**JULY 7 - 21, 1994**

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**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

**Project No.: 936-3055  
Contract No.: DPE-3055-Q-00-0052-00  
Task Order No.: A1717 BANGO**

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## **LIST OF ACRONYMS**

<b>AVSC</b>	<b>Association for Voluntary Surgical Contraception</b>
<b>CA</b>	<b>Cooperating Agency</b>
<b>CDS</b>	<b>Center for Development Services</b>
<b>CPR</b>	<b>Contraceptive prevalence rate</b>
<b>FP</b>	<b>Family planning</b>
<b>FPAB</b>	<b>Family Planning Association of Bangladesh</b>
<b>FPMD</b>	<b>Family Planning Management Development</b>
<b>FPSTC</b>	<b>Family Planning Services and Training Centre</b>
<b>IPPF/SAR</b>	<b>International Planned Parenthood Federation/Southern Asian Region</b>
<b>MSH</b>	<b>Management Sciences for Health</b>
<b>MIS</b>	<b>Management information system</b>
<b>NGO</b>	<b>Non-governmental Organization</b>
<b>OPH</b>	<b>Office of Population and Health</b>
<b>PFI</b>	<b>Pathfinder International</b>
<b>QES</b>	<b>Quality, expansion, and sustainability</b>
<b>SOW</b>	<b>Scope of work</b>
<b>TAF</b>	<b>The Asia Foundation</b>
<b>TA</b>	<b>Technical assistance</b>
<b>USAID</b>	<b>United States Agency for International Development,</b>

## I. SUMMARY

Management Sciences for Health (MSH) through its Family Planning Management Development Project (FPMD) is collaborating with the USAID/Dhaka-funded Cooperating Agencies (CAs) in Bangladesh to help them achieve their strategic goals of improving quality, expanding coverage, and strengthening sustainability (QES) of family planning programs.

The purpose of this technical consultation was to continue the work initiated in 1993 with senior management and program staff of the CAs. This visit was the fourth in a series of five planned under the Management Development Assessment (MDA) component of the CA/NGO Project. During this visit it was expected that the emphasis of TA for Pathfinder and FPSTC would be on analysis of the results of MDAs conducted, the development of recommendations for TA to the NGOs, and the initial design of technical assistance plans. FPSTC also received TA in the process of preparing and reporting the results of the MDAs to the NGOs.

Since the last visit in May 1994, FPSTC had completed 16 MDAs for their 48 NGOs and Pathfinder had completed an MDA for each of their NGOs. The MSH team continued the one-on-one specialized work with these two CAs based on their progress and TA needs.

Pathfinder completed its 30 MDAs, including a detailed analysis compiled into a report which included individual and composite analyses of the results. During this visit, composite results were graphed in order to create a rank ordering of the NGOs for each management component and a ranking for all components.

Both Pathfinder and FPSTC participated in the debriefing with USAID at the conclusion of this consultation. CA staff presented a review of their progress to date and discussed the implications of their work with the MDA process.

Work with TAF was not conducted during this visit because their program staff were busy completing NGO cluster reviews for the USAID portfolio. A brief visit was made to TAF to review progress to date and clarify expectations for the next visit in November. To date TAF has conducted MDAs for all 26 NGOs, tabulated the results of 20, analyzed the results of 13 and provided feedback to 3 NGOs. They expect to have completed analysis and feedback for all 26 NGOs by the next visit in November.

TA for AVSC consisted of follow-up on the activities conducted since the May visit and included a review of potential next steps.

Individualized work with FPAB continued with an assessment of the issues surrounding the role of volunteers. The need for TA and possible interventions were discussed with IPPF/SAR officials in London en route to Dhaka. Plans for possible TA will be discussed further among FPMD/MSH, IPPF/SAR and FPAB and, if developed and accepted by all parties, will not commence until after FPAB has permanently filled the position of Director General.

## II. BACKGROUND

Under a buy-in from USAID/Dhaka, three areas of FPMD technical support have been identified to assist the five Bangladeshi CAs and the 100+ NGOs to achieve the strategic goals identified in the CAs' five-year workplans. The three areas are: promotion of institutional and managerial sustainability; training impact evaluation; and development of an NGO Program MIS.

The first area of support -- promoting institutional and managerial sustainability -- involves several technical missions over the course of the buy-in period. The objectives of this TA are to strengthen the CAs' skills in conducting management assessments and in identifying approaches to providing a range of technical assistance interventions for NGOs to promote managerial, institutional and financial sustainability.

Three visits have already taken place under this umbrella scope of work. The initial technical consultation occurred between June 15 and July 9, 1993, when a team of three MSH consultants travelled to Dhaka. During this trip a workshop was conducted to introduce the concepts and practice of management development assessments to CAs and NGOs. Using a framework finalized during the workshop, three of the five CAs developed tools for the management development assessment process and conducted initial field tests to evaluate their reliability, feasibility and validity to assess management capabilities of the NGOs.

The second visit involving the same team of consultants, took place from September 26 to October 14, 1993. During this visit, the reliability and validity of the MDA instruments were evaluated during field trials, and the instruments were subsequently revised and tested again. Methods for tabulating the results were designed and tested, and some CAs began to analyze the tabulated results. A one-day workshop was conducted to emphasize the role and purpose of the MDA vis-a-vis strategic planning.

Two circumstances occurred during the last quarter of 1993 which necessitated revising the umbrella scope of work for this support in early 1994. First, by the end of the second visit, it became clear that strategic planning was not appropriate for a significant portion of the CAs' NGO portfolios. Second, the third technical assistance trip, planned for November/December 1993, was postponed due to the "Population Fortnight" conducted from December 6 - 20, 1993.

The FPMD Asia/Near East Regional Director made a mid-term project management visit to Bangladesh in February 1994 to review progress of the CA/NGO project. After in-depth discussions with CA staff, the scope of work and timing for the remaining visits were revised. The emphasis was changed from the development of CA staff capability to facilitate strategic planning exercises for NGOs to the ability to determine when strategic planning is appropriate for NGOs and the selection of local institutions or consultants for strategic planning exercises. At the same time, more emphasis was placed on using MDA results to determine strengths and weaknesses of NGOs and to enable the CAs to develop plans to help improve the management capabilities of the NGOs.

The third MDA consultant visit took place between May 1 and 19, 1994 and included an additional consultant, Deborah Ruhe, Senior Family Planning Management Advisor for FPMD/MSH. During the period between the second visit in October 1993 and the third visit in May 1994, the CAs had progressed at differing rates. TA provided during the May visit was individualized, with Pathfinder and FPSTC focused on completion of MDAs, an initial analysis of results and methods of giving feedback. With TAF the TA focused on analysis of MDAs, the development of recommendations, standardization of a format for giving feedback to NGOs, and the development of criteria for assessing an NGO's readiness for strategic planning.

Also during the third visit, individualized TA was provided to AVSC in the development of a mini-MDA and discussions were held with FPAB regarding possible TA to clarify the roles of volunteers and staff.

### **III. PURPOSE AND SCOPE OF WORK**

The purpose of this fourth visit was to continue assistance with the analysis, development of recommendations, provision of feedback and formation of technical assistance plans by FPSTC and Pathfinder, and to continue individualized assistance to AVSC and FPAB.

The FPMD technical team consisted of: Roy Brooks, Consultant to the FPMD project; Saul Helfenbein, Deputy Director, Population Program, MSH; and Deborah Ruhe, Senior Family Planning Management Advisor, FPMD.

The team carried out the following scope of work:

- A. Worked with FPSTC to: 1) analyze and interpret results from 16 MDAs; 2) develop the first draft of a technical assistance plan based on these results; 3) develop, provide and review feedback approaches; 4) finalize an initial technical assistance plan; and 5) develop guidelines for the MDA process.
- B. Met with the Asia Foundation to: 1) review progress to date; 2) discuss any problems or concerns; and 3) review plans for November visit.
- C. Worked with AVSC to 1) review outputs produced vis-a-vis a workplan developed by the consultants with AVSC in May; and 2) discuss needs for continued TA to AVSC.
- D. Worked with FPAB to complete the assessment of roles and responsibilities of volunteers and staff at headquarters and selected branches. Drafted TA plans for further discussion with IPPF/SAR, MSH/Boston, USAID/Dhaka and FPAB. Visited with IPPF/SAR in London en route to Dhaka to discuss possible TA on volunteer roles.
- E. Worked with Pathfinder International to: 1) assist with the analysis and interpretation of results obtained from MDAs conducted at 30 NGOs; 2) develop a portfolio matrix summarizing the type and source of technical assistance required for all NGOs; 3) assist

in the finalization of a technical assistance plan; and 4) assist in the finalization of guidelines for the MDA process, as requested.

#### **IV. ACTIVITIES**

During this visit, the MDA team carried out a variety of activities, individually planned for the requirements of each organization.

##### **A. The Asia Foundation**

TAF had previously communicated to FPMD/MSH that they would not be able to receive TA during this visit due to their need to schedule adequate staff time for completion of the cluster proposal review process. A visit was made to discuss progress to date in conducting MDAs, completing analyses and providing feedback to the NGOs. Plans for the November visit were also reviewed.

##### **B. AVSC**

Drs. Abu Jamil Faisal and Sukanta Sarker had had a number of meetings with their staff as well as the staff at two NGOs, Badda and Kumundini. Bulan Nasiruddin and Mamun Rashid are new staff at AVSC. Mamun Rashid has been named the AVSC project officer for Badda and Kumundini. Based on these meetings, AVSC developed workplans for the two NGOs for the remainder of this fiscal year. The workplans focused on AVSC program visits to the NGOs, strengthening of the referral networks and client recruitment, development of project proposals for the next two years, human resource issues, a COPE exercise, review of targets and achievements, and a sustainability plan. The Badda workplan is quite comprehensive, as well as ambitious and can be seen in Annex III.

AVSC expressed interest in a variety of possible technical assistance tasks that it would like FPMD/MSH and USAID/Dhaka to consider. Any one of them would depend on progress in implementation of the workplans presented by AVSC, as well as the availability of both AVSC and MSH staff during the November visit. AVSC has its annual regional planning meeting scheduled during one week of the team's visit in November.

Possible TA for AVSC during November could include:

- Assistance with the review and fine tuning of the annual plans developed for Kumundini and Badda projects.
- Visit to Kumundini and/or Badda to explore cost recovery plans and assess management issues identified in the mini-MDA previously conducted.
- Assist AVSC with exploring ways in which it can provide specific training in and quality assurance of permanent methods to other CAs.

- Review and assist with job descriptions, service delivery objectives, and personnel evaluations to be used by Badda and Kumundini.

### **C. Family Planning Association of Bangladesh (FPAB)**

During the last visit in May 1994, FPAB requested assistance with the definition of volunteer roles and clarification of the relationship between staff and volunteers. En route to Bangladesh, a meeting was held in London with Dr. Indira Kapoor, Regional Director and Mr. David Mills, Senior Program Adviser, both with IPPF's South Asia Region. During this meeting the following decisions were made:

- Dr. Kapoor and Mr. Mills will discuss this TA request with FPAB's senior volunteers and staff later in July when they attend the IPPF Regional Council meeting in Nepal. Because of the vacancy in the position of Director General of FPAB, initiation of this work should wait until a permanent appointment has been made.
- The assessment of the role of FPAB's volunteers and their relationship to staff functions will continue during the July visit of the MDA consultants.
- FPMD/MSH will develop a plan for interventions designed to institutionalize a role for the volunteers that is compatible with the organization's stage of development, complements the role of FPAB's professional management, facilitates achievement of objectives of the strategic plans of FPAB and IPPF, and enhances the sustainability of FPAB.

During the May visit, a draft questionnaire was developed which aimed to identify the beliefs held by volunteers and staff regarding the role and function of volunteers. While not intended for utilization until further discussions had been held with IPPF and MSH, it was distributed, in its draft form, to National Executive Committee (NEC) volunteers and senior staff. To date twenty questionnaires have been completed by staff and seven by NEC members. The number of volunteers who have responded is not yet sufficient to analyze the data, and the use of this tool requires further review. The questionnaires are included in Annex IV.

In addition to meeting with the Acting Director General, visits were arranged to offices of the FPAB/Dhaka and Comilla Branches to conduct interviews with senior volunteers and staff.

As part of this assessment the minutes of the NEC were reviewed along with FPAB's service rules. Other documents examined were: *IPPF Standards: Responsibilities of Membership*, *Vision 2000: Strategic Plan of IPPF*, and the strategic plan for FPAB.

The findings and observations made as a result of these interviews and review of documents are included in a separate report which has been submitted to FPAB and IPPF/SAR for comments.

#### **D. Family Planning Service and Training Center (FPSTC)**

Activities during this consultation adhered to the scope of work prepared in May 1994. As of July 1994, FPSTC has conducted 16 of 48 MDAs and has fully analyzed 13 MDAs. The program officers will conduct another 16 by the end of October. The remaining third will be finalized by the end of the year.

The first part of the technical consultation focussed on reviewing the analyses of the MDAs. The program officers prepared reports on each of the MDAs. The review focussed on the use of various tools which had been developed previously to assist in the analysis of the data collected using the MDA instrument. Each program officer gave a detailed presentation on the MDA he/she had conducted and reviewed the data, its relation to the milestone indicators for each of the six management components, and the conclusions as to whether the NGO was in the Launch, Growth or Mature stage for each management component.

Once all of the individual MDA results are reviewed and verified for consistency and pertinence, it will be necessary to consolidate the results of the MDAs on the various management components, and to provide a management profile of the NGOs supported by FPSTC. A series of model charts and tables were proposed for this purpose. They include:

- Chart 1: Ranking of each NGO by management component
- Chart 2: Ranking of each NGO by composite score for all six management components
- Table 1: Stage of NGOs by management component and endpoint
- Table 2: Strengths of NGOs by management component
- Table 3: Weaknesses of NGOs by management component
- Table 4: Technical assistance requirements to strengthen each management component
- Table 5: Score of each NGO for each management component

These tables will be completed by the program officers prior to the next technical consultation in November 1994. They will be used as tools for identifying and prioritizing general technical assistance needs for the NGOs supported by FPSTC and for designing appropriate technical assistance strategies.

The second part of the technical consultation focussed on preparing and providing feedback. Factors which impeded or facilitated feedback were examined and a feedback protocol was developed. The types of materials to use during feedback sessions and the level of detail to

share with the NGOs were evaluated. The feedback protocol was based on the structure of the MDA report. Two NGOs were visited by teams consisting of the MDA interviewer, the program officer in charge of the NGO, and an observer. One NGO had been the subject of the MDA field tests and the other had recently had its MDA conducted. The feedback procedures and results were reviewed.

The feedback process was seen as the first step in the process of providing technical assistance. As has been previously observed, the MDA itself has stimulated interest in management development. The formal provision of feedback serves to consolidate this interest and pave the way for the program officers to systematically address the identified management weaknesses.

### **E. Pathfinder International**

As of June 30, 1994 Pathfinder had completed MDAs for 30 of its supported projects using the MDA instrument. Data gathered from individual MDAs were converted into a matrix form and analyzed. The analysis revealed specific strengths and weaknesses of the individual projects. The analysis also reflected the nature of the TA needed for achieving a sustainable family planning program, and enabled Pathfinder to target the TA so it can be provided as efficiently as possible.

### **METHODOLOGY**

The methodology undertaken to conduct the MDAs of the 30 NGOs can be summarized as follows:

1. Development of a Trip Plan - scheduling the two-member team as well as the driver, and any other necessary logistics, such as overnight stays that are necessary. Pathfinder felt it was important to maintain the originally designed methodology of having two members present at each assessment - one was the Pathfinder program manager of the NGO, and the other individual was to assist with the interviews. Having this two member team not only helped make the survey more valid, it also made the entire process of interviewing and analysis possible in one day. In addition, the trip plan was based on geographic clusters in order to reduce the travel time necessary to conduct the surveys .
2. Administering the MDA Survey Instrument - The survey instrument was immediately filled out before leaving the site to ensure that none of the questions had been omitted, and to allow results to be interpreted without too much of a time lapse between the visit and the analysis.
3. The MDA Data Analysis - form was used to summarize the overall level of management at each NGO in narrative terms, as well as to identify the key technical assistance needs of the NGO. This was done for all six components. For example, in one of the NGOs it was found that the majority of indicators were satisfactory in the Human Resources component, with the exception of

personnel's awareness about their individual job descriptions. The MDA analysis form noted this deficiency as well as suggested the TA to resolve this problem. In this case, it was suggested that the NGO Director and staff provide the employees with updated job descriptions, in Bangla, and that an orientation meeting be held between the NGO director and the employees.

4. Once all 30 MDAs had been conducted, a Summary of Components Table was prepared for each of the six management components: (1) organizational structure and communication; (2) leadership; (3) human resources; (4) mission and plan; (5) finance; and, (6) community participation. An overall average and median were then calculated for each stage (launch, growth, and maturity) and for each component.
5. The key technical assistance needs (those manifested most frequently) were also summarized using these tables as well as the MDA Data Analysis forms. A technical assistance strategy was then drafted.

This process enabled Pathfinder to target the technical assistance priorities in the following dimensions:

The MDA Survey Instrument indicated the management strengths and weaknesses of a particular NGO, and the relative magnitude of problems among categories.

The MDA Data Analysis identified the nature of the problem itself, and then made preliminary suggestions as to the technical assistance that might be offered to resolve the problem.

The Summary of Component Tables demonstrated the relative magnitude of the problems to be resolved among the six components themselves, as well as among the individual NGOs. At a glance, Pathfinder could tell which of the six components had the most problems and needed to be given a high priority, could see within each of the six components which NGOs were going to need initial and intensive attention, and which NGOs could (and should) be commended for their satisfactory operations. Last but not least, as previously mentioned, Pathfinder was also able to quickly identify from these summaries the key technical assistance needs that would have to be addressed at the majority of NGOs.

## INTERPRETATION OF FINDINGS

There were several questions that the data gathered from the MDAs helped to answer for Pathfinder. Some of the results merely reinforced what Pathfinder staff knew all along about the NGOs, but helped to substantiate their opinions. Other information helped to identify problems while simultaneously providing a foundation for bringing about the resolution of these problems.

The first question concerned the analysis of the management operations of the NGO itself. The MDA instrument proved to be very useful in presenting the distribution of capabilities of each NGO by component. As can be seen from the findings in the Summary of Component Tables for each of the six management components presented in Annex V, each NGO has its own unique strengths and weaknesses. It is expected that this information will be used to both direct the supervision provided in subsequent visits to the NGOs as well as to help the NGO to take the initiative to improve some of the identified weaknesses on its own.

The next issue for Pathfinder was to begin to think about how the TA should be prioritized. With over 30 NGOs to oversee, many of them two days' traveling time outside of Dhaka, planning for TA must be carefully thought out. The following table serves as a starting point to see the relative progress of the NGOs in relation to each of the six management components. A wide array of averages can be seen.

### AVERAGE PLACEMENT ON MILESTONE CHART

Milestone indicator	Percent of NGOs at Launch stage	Percent of NGOs at Growth stage	Percent of NGOs at Mature stage
Organizational Structure	24	34	41
Leadership	20	49	31
Human Resources	20	32	48
Mission and Plan	20	26	53
Finance	23	32	36
Community Participation	26	37	38

While these are only the initial findings, the most developed components are Mission and Plan, and Human Resources. These results are logical when one considers that Pathfinder has required all NGOs to have an annual plan, and the NGOs are monitored on their ability to carry them out (human resources). The weakest component is finance, which is partially attributable to Pathfinder's continual acceptance and support of new NGOs in its portfolio. New NGOs might be expected to be weaker at the initial stages of their development.

The Summary of Component Tables also helped to quickly identify those NGOs which are having particular difficulty in the six components (at the launch stage), as well as those NGOs which are most developed (at the mature stage). Pathfinder chose to use as a rough guideline for allocating particularly intensive assistance to those NGO's which had 50% or more of any component within the launch stage. The range of NGOs who fit in this category was between two who scored 50% or more at the launch stage in Finance, and six whose Community Participation score was over 50% at the launch stage.

Perhaps the most useful organization of the data was to look at the individual NGOs in relation to their percentage level at the mature phase of each of the six milestone components. The tables are presented in Annex VI and illustrate the NGO percentage at maturity for mission and planning, human resources, finance, community participation, leadership, and organizational development. These particular tables will be used to determine both the approach for TA as well as the priorities for providing TA.

The crux of this exercise is to be able to clearly determine the strategy for providing efficient and effective technical assistance to the NGOs. Annex VII discusses the strategic options for technical assistance that Pathfinder is now considering.

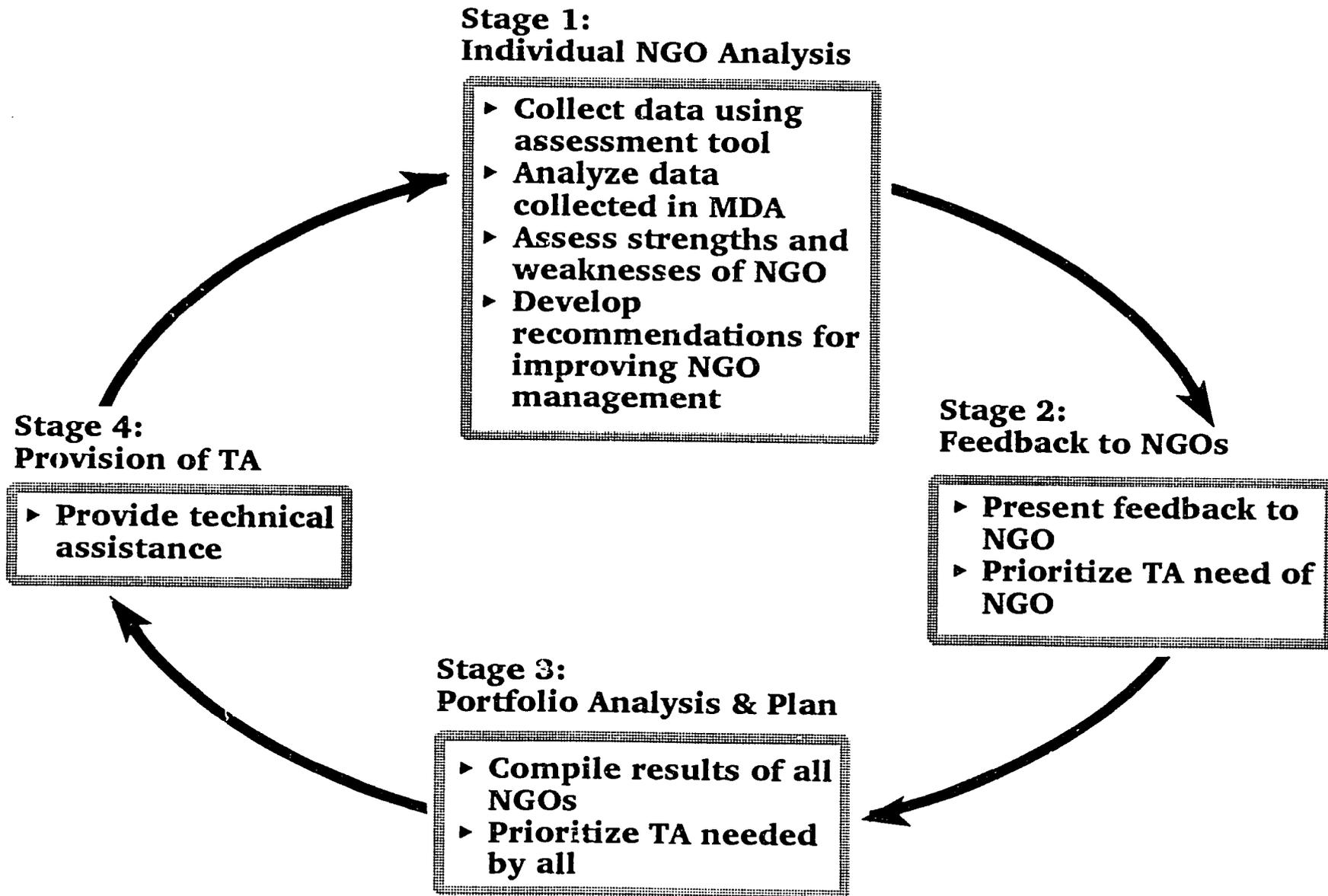
## V. CONCLUSIONS

During this visit the team conceptualized the MDA process as a cycle to be incorporated in the CAs' management of their NGO portfolio. In this concept (Figure 1), the MDA is conducted first as an initial assessment and again after completion of TA, both as an evaluation of the impact of the TA and to assess further TA needs.

### Stage One: Individual NGO Analysis

- Collect data using assessment tool
- Analyze data collected
- Assess the strengths and weaknesses of NGO
- Develop recommendations for improving NGO management

# The NGO Management Development Cycle



MANAGEMENT DEVELOPMENT CYCLE

Figure 1

#### Stage Two: Feedback to NGOs

- Present feedback to each NGO
- Prioritize the TA needs of each NGO

#### Stage Three: Portfolio Analysis and Plans

- Compile results of all NGO TA needs
- Prioritize TA needed

#### Stage Four: Provision of TA

- Provide or arrange provision of TA

FPSTC and Pathfinder continue to progress, at differing rates, through the MDA cycle. It is expected that during the next visit, scheduled for November, they will nearly complete the cycle -- getting to the point of developing the overall plan for providing TA.

The MDA team is scheduled to make one more visit under the umbrella SOW of this buy-in in November (see Annex VIII for the draft scope of work). It is expected that by the end of this visit, the CAs will have completed a plan for providing TA to their NGOs. They will come together to make a presentation on their experience with MDAs, the lessons learned, and to discuss the implications of incorporating the MDA process into the management of their NGO portfolios.

In response to the future use of MDA results, several observations were made:

- 1) Provision of TA should be linked to specific plans to expand NGO family planning activities. The NGOs should commit themselves to a major initiative with regard to improving quality, expanding coverage or strengthening the sustainability of their family planning programs as a condition for receiving TA from the CAs.
- 2) The MDA process should be used to select potential NGOs which the CAs might add to their present portfolios, as they expand into new areas or as they replace NGOs which have graduated to independence. Thus, MDAs can help the CAs choose among several alternative possibilities for support, as the MDA results indicate those organizations which have the strongest management capability, and thus are the most likely to use CA support effectively.

3) The three MDA results could be compiled into a general profile and ranking of all NGOs. This would provide a comprehensive picture of the relative strengths and weaknesses of the NGOs for the first time, and allow USAID to improve its own overall strategic management of the NGO component of its population/family planning portfolio.

## ANNEX I:

### ORGANIZATIONS AND PERSONS CONTACTED

#### USAID/Dhaka, Office of Population and Health

Alan Foose	Project Officer
Louisa B. Gomes	Project Management Specialist
Quasem Bhuyan	NGO Coordinator

#### AVSC

A. Jamil Faisel	Country Representative
Dr. Sukanta Sarker	Senior Program Officer

#### Pathfinder

Dr. M. Alauddin	Country Director, Bangladesh
Mr. Saiful Islam	Program Manager
Mr. Toslim U. Khan	Program Officer
Mr. Md. Hustafizur R. Bhuiyan	Program Officer
Mr. Ahm. Sultanur Reza	Assistant Program Officer (MIS)
Mr. Mahboob Amin	Assistant Program Officer
Mr. Md. Kamrul Ahsan	Assistant Program Officer
Dr. Ferdousi Begum	Assistant Program Officer
Mr. O. M. Moazzam Hossain	Assistant Program Officer
Mr. Azizur Rahman Mollah	Assistant Program Officer

#### FPSTC

Mr. Milon Bikash Paul	Deputy Chief Executive
Mr. Md. Kamrul Hossain	Program Officer
Mr. Md. Habibur Rahman	Program Officer
Mr. Md. Ismail	Program Officer
Mr. K.M. Sayeduzzaman	Associate Program Officer
Ms. Hasina Nasrin Haq	Associate Program Officer
Mr. Rafique Ahmed	C.P.

#### The Asia Foundation

Ms. Kirsten Lundeen	Population Program Manager
Mr. Wahiduzzaman Chowdhury	Program Officer

## **Family Planning Association of Bangladesh**

### **National Office:**

<b>Mr. Mizanur Rahman</b>	<b>Director General (Acting)</b>
<b>Mr. Kazi Mohd. Ali Jinnah</b>	<b>Assistant Director (USAID)</b>

### **Dhaka Branch:**

<b>Mr. M.A. Samad</b>	<b>Hony. General Secretary</b>
<b>Mr. Md. Abul Hossain Khan</b>	<b>Hony. Treasurer</b>
<b>Mr. Mohammad Ali</b>	<b>District Project Officer</b>
<b>Mr. Abdur Razzaque</b>	<b>Field Officer</b>
<b>Mr. Zafrul Ahsan</b>	<b>Field Officer</b>
<b>Mr. Gofran Chowdhury</b>	<b>Field Officer</b>

### **Comilla Branch:**

<b>Dr. Zobaida Hannan</b>	<b>President</b>
<b>Mr. M. A. Shafi Maxumder</b>	<b>Hony. General Secretary and Vice President, National Executive Committee</b>
<b>Mr. Aftabur Rahman</b>	<b>Hony. Treasurer</b>
<b>Mrs. Papri Ghose</b>	<b>Hony. Asst, General Secretary</b>
<b>Mr. Md. Abdul Halim Sarker</b>	<b>Hony. Secretary (Youth Affairs) General Secretary</b>
<b>Mrs. Shamsun Nahar</b>	<b>Hony. Secretary (Women's Affairs)</b>
<b>Mr. Md. Abul Kashem</b>	<b>District Project Officer</b>
<b>Dr. Syed Ashraf Hossain</b>	<b>Medical Officer</b>
<b>Mr. S.M. Ferozuddin</b>	<b>Asst. Project Officer</b>
<b>Mr. Md. Mahbubur Rahman</b>	<b>Field Officer</b>
<b>Mr. Sharif Bhuiyan</b>	<b>Field Officer</b>

## **International Planned Parenthood Federation**

<b>Mr. David Mills</b>	<b>Senior Programme Adviser, South Asia Region</b>
<b>Dr. Indira Kapoor</b>	<b>Regional Director, South Asia Region</b>

## ANNEX II:

### SCHEDULE OF VISITS DURING CONSULTANCY

July 7 - 21, 1994

- July 7 Meeting with IPPF in London to discuss work with FPAB (SH/DR)
- July 10 Briefing with USAID/OPH on CA/NGO program and on visit goals. (SH/RB)  
Meeting with AVSC to discuss progress made since May visit (RB)  
Meeting with Pathfinder to review progress made since May visit and TA schedule for the week. (RB)  
Meeting with FPSTC to review progress made since May visit and review schedule for two weeks. (SH)
- July 11 Individual work with Pathfinder (RB)  
Individual work with FPSTC (SH)
- July 12 Meeting with FPAB to discuss meeting with IPPF, plans for assessment visits and possible TA design. (DR)  
Individual work with Pathfinder (RB)  
Individual work with FPSTC (SH)
- July 13 Meeting with volunteers and staff of Dhaka Branch of FPAB (DR)  
Individual work with Pathfinder (RB)  
Individual work with FPSTC (SH)  
Individual work with AVSC (RB)  
MDA team meeting (DR/RB/SH)
- July 14 Meeting with volunteers and staff of Comilla Branch of FPAB (DSR)  
Individual work with Pathfinder (RB)  
Individual work with FPSTC (SH)  
Individual work with AVSC (RB)  
Debriefing with USAID/OPH on Pathfinder (RB/SH)
- July 17 Individual work with FPSTC (SH)  
Individual work with FPAB (DR)
- July 18 Individual work with FPSTC (SH)  
Meeting with TAF (DR)

July 19            Individual work with FPSTC (SH)  
                     Meeting with AVSC (DR)

July 20            Individual work with FPSTC (SH)

July 21            Debriefing with USAID (SH/DR)

***RB = Roy Brooks    SH = Saul Helfenbein    DR = Deborah Ruhe***

**Badda Self Help Center**  
 Family Planning Clinical Service Program  
 Work Plan  
 (July - December 1994)

Activity	Jul	Aug	Sep	Oct	Nov	Dec	Responsibilities
1. Program Visit: (Exchange visit to Kumudini Hospital, visit to other SDP in Dhaka) - Setting up the visit objectives - Liaison with the Kumudini Hospital - Review of the visit outcome	X X		X				Medical Officer, BSHC Program Officer, AVSC (TA) Program Officer, AVSC (TA)
2. Strengthen a referral network both for in-coming clients and referred clients  - Meeting with the Govt. & local leaders - Orientation of NGO leaders on clinical contraception - Liaison with the referral center	X X X	X X X	X X X	X X X	X X X	X X X	Director, BSHC Medical Officer, BSHC
3. Strengthen IEC activities for client recruitment - Development of leaflet targeting male - Specific plan for use of the leaflet - Strengthening activities on community meetings		X X X					Medical Officer, BSHC Counselor, BSHC Program Officer, AVSC (TA)

Activity	Jul	Aug	Sep	Oct	Nov	Dec	Responsibilities
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<p>4. Development of Project Proposal for 2 more years</p> <ul style="list-style-type: none"> <li>- Meeting with all staff members of BSHC</li> <li>- Meeting with the Executive Committee</li> <li>- Meeting with AVSC/Bangladesh</li> <li>- Submitting of draft proposal</li> </ul>		X					<p>Director, BSHC Country Representative, AVSC (TA) Program Officer, AVSC (TA)</p>
<p>5. Performance appraisal of staff in place (modification, translation) and Review of Job description</p> <ul style="list-style-type: none"> <li>- Half day discussion meeting with the project staff</li> <li>- Performance appraisal</li> <li>- Review of job description</li> </ul>		X					<p>Director, BSHC Program Officer, AVSC (TA)</p>
<p>6. Review of target &amp; achievement and Project monitoring tool (Modified)</p> <ul style="list-style-type: none"> <li>- Joint meeting with AVSC and all project staff</li> <li>- Development of monthly monitoring tool by AVSC</li> </ul>	X						<p>Medical Director, BSHC Country Representative, AVSC (TA) Medical Officer, BSHC Program Officer, AVSC (TA)</p>
<p>7. COPE Exercise</p>	X						<p>Country Representative, AVSC (TA) Medical Director, BSHC Program Officer, AVSC (TA)</p>
<p>8. Sustainability Plan</p>			X	X			<p>Medical Officer, BSHC Director, BSHC Program Officer, AVSC (TA)</p>

**Kumudini Hospital**  
 Family Planning Clinical Service Program  
 Work Plan  
 (July - December 1994)

Activity	Jul	Aug	Sep	Oct	Nov	Dec	Responsibilities
1. Program Visit: (Exchange visit to Badda Self Help Center, visit to other SDP in Dhaka) - Setting up the visit objectives - Liaison with the BSHC - Review of the visit outcome	X						Assistant Coordinator, KH Program Officer, AVSC (TA) Program Officer, AVSC (TA)
2. Strengthen a referral network both for in-coming clients and referred clients - Meeting with the Govt. & local leaders - Orientation of NGO leaders on clinical contraception	X	X	X	X	X	X	Assistant coordinator, KH Assistant Coordinator, KH
3. Strengthen IEC activities for client recruitment - Development of leaflet targeting male - Specific plan for use of the leaflet - Strengthening activities on community meetings - Meeting with special target group like rickshaw-pullar	X	X	X	X	X	X	Assistant Coordinator, KH Assistant Administrator, KH Counselor, KH Assistant Administrator, KH

Activity	Jul	Aug	Sep	Oct	Nov	Dec	Responsibilities
4. Performance appraisal of staff in place (modification, translation) and Review of Job description - Performance appraisal - Review of job description		X	X				Project Director, KH Project Director, KH
5. Review of target & achievement and Project monitoring tool (Modified) - Joint meeting with AVSC and all project staff - Development of monthly monitoring tool by AVSC		X	X				Project Director, KH Program Officer, AVSC (TA)
6. COPE Follow-up Exercise				X			Country Representative, AVSC (TA) Assistant Coordinator, KH Program Officer, AVSC (TA)
7. Sustainability Plan			X	X			Project Director, KH Assistant Coordinator, KH Assistant Administrator, KH Program Officer, AVSC (TA)
8. Development of Project Proposal for 2 more years - Meeting with all staff members of FP Unit - Meeting with the Executive Committee of the Trust - Meeting with AVSC/Bangladesh - Submitting of draft proposal		X					Project Director, KH Project Director, KH Project Director, KH Project Director, KH

**ANNEX IV**  
**DRAFT QUESTIONNAIRE FOR NEC VOLUNTEERS**

1. What do you see as the four most important roles of branch level volunteers? Rank in importance with 1 being most important.

- Raising local resources to benefit FPAB.
- Advocacy with local leaders.
- Management of local services.
- Supervision of branch/district workers.
- Monitoring of finances, setting budgets.
- Monitoring of quality of care.
- Planning future activities.
- Appointment of staff.
- Recruiting/Expanding FPAB membership.
- Promoting family planning on local level.
- Representing FPAB in the district.
- Assist staff in the performance of duties.
- Other, please describe \_\_\_\_\_

2) What are the most common reasons people volunteer for FPAB?

- Individual recognition
- Social contacts
- Wish to improve family planning in Bangladesh
- Want to assure services are available in local community

\_\_\_ Status and influence

\_\_\_ Other, please describe \_\_\_\_\_

3) Reason I serve as a volunteer.

4) What do you see as the four most important functions of the NEC volunteers?  
Rank in importance with 1 being most important.

\_\_\_ Hiring and evaluation of the Director General.

\_\_\_ Hiring and firing of national office Senior Staff.

\_\_\_ Assuring financial resources are wisely spent.

\_\_\_ Assuring the activities of FPAB are in keeping with the mission and strategic plan.

\_\_\_ Assuring resources are adequate to implement activities of FPAB.

\_\_\_ Advocating for family planning.

\_\_\_ Making sure services are maintained at the volunteer's branch level.

5) What can staff do to help you be an effective volunteer?

## DRAFT QUESTIONNAIRE FOR SENIOR STAFF

1) What do you see as the four most important roles of branch level volunteers?

Please rank in importance with 1 being most important?

\_\_\_ Raising local resources to benefit FPAB.

\_\_\_ Advocacy with local leaders.

\_\_\_ Management of local services.

\_\_\_ Supervision of branch/district workers.

\_\_\_ Monitoring of finances, setting budgets.

\_\_\_ Monitoring of quality of care.

\_\_\_ Planning future activities.

\_\_\_ Appointment of staff.

\_\_\_ Recruiting/Expanding FPAB membership.

\_\_\_ Promoting family planning on local level.

\_\_\_ Representing FPAB in the district.

\_\_\_ Assist staff in the performance of duties.

\_\_\_ Other, please describe \_\_\_\_\_

2) What do you see as the four most important functions of the NEC volunteers?

Rank in importance with 1 being most important.

\_\_\_ Hiring and evaluation of the Director General.

\_\_\_ Hiring and firing of national office Senior Staff.

\_\_\_ Assuring financial resources are wisely spent.

\_\_\_ Assuring the activities of FPAB are in keeping with the mission and strategic plan.

\_\_\_ Assuring resources are adequate to implement activities of FPAB.

\_\_\_ Advocating for family planning.

\_\_\_ Making sure services are maintained at the volunteer's branch level.

3) What can volunteers do to help you be effective in your work?

ANNEX V:

SUMMARY OF COMPONENT TABLES: PATHFINDER ANALYSIS

Organizational Structure and Lines of Communication

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	50	16	34
2 Bagerhat	40	20	40
3 Bogra	0	0	100
4 Baskhali	45	14	29
5 Chakaria	17	33	50
6 Chowmohoni	33	50	17
7 Chuadanga	67	0	33
8 Faridpur	50	17	33
9 Habiganj	0	60	40
10 Ishwardi	0	85	15
11 Kishoreganj	31	38	31
12 Madaripur	37	13	50
13 Mohonganj	0	23	77
14 Moulvibazar	17	33	50
15 Mongla	33	50	17
16 Moktagacha	0	38	69
17 Narail	16.6	33.3	30
18 Noakhali	33	7	50
19 Pabna	33	33	33
20 Rajbari	33.3	66.6	0
21 Rajshahi	0	50	50
22 Ramu	67	17	16
23 Rangpur	33	48	16
24 Saidpur	33	33	33
25 Satkhira	16.6	66.7	16.6
26 Shimantik	0	31	69
27 Sopiret	33	33	33
28 Srimangal	0	67	33
29 Swanirvar	15	46	39
30 Thakurgaon	0	0	100
Average	24	34	41

The above table shows status of all projects on "Organizational Structure". Average scores at Lunch Phase is 24 percent, at Growth Phase 34 percent and at Mature Phase is 41 percent. The expected ideal situation will be reached when all the projects reach 75 percent at mature phase. Only three projects namely Mohonganj, Thakurgaon and Bogra are presently at this level. Therefore, almost all the projects need TA in strengthening this component.

**Nature of TA need:**

To strengthen this component, the PAC members need to be provided orientation on how to:

- Participate in developing project proposal
- Identifying agenda for discussing in the PAC meeting and then systematically document the meeting resolutions
- Making their role clear to them in overviewing the project activities

### Leadership

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	78	22	0
2 Bagerhat	22	56	22
3 Bogra	0	11	89
4 Baskhali	67	33	0
5 Chakaria	22	44	34
6 Chowmohoni	67	22	11
7 Chuadanga	33	33	33
8 Faridpur	0	44	56
9 Habiganj	12	88	0
10 Ishwardi	0	100	0
11 Kishoreganj	13	62	25
12 Madaripur	22	33	45
13 Mohonganj	0	100	0
14 Moulvibazar	0	56	44
15 Mongla	11	77	12
16 Moktagacha	25	75	0
17 Narail	44.4	33.3	22.2
18 Noakhali	11	44	44
19 Pabna	0	55	45
20 Rajbari	11	33	56
21 Rajshahi	0	22	78
22 Ramu	78	11	11
23 Rangpur	0	44	56
24 Saidpur	22	44	33
25 Satkhira	0	55.6	44.4
26 Shimantik	25	75	0
27 Sopiret	33	33	33
28 Srimangal	11	44.5	44.5
29 Swanirvar	0	75	25
30 Thakurgaon	0	33	66
Average	20	49	31

The above table shows status of all projects on "Leadership". Average scores at Lunch Phase is 20 percent, at Growth Phase 40 percent and at Mature Phase is 31 percent. It is satisfactory that scoring under leadership is mostly under growth and mature phase reflecting their capability in adapting to ever changing issues. However, there are 9 projects where leadership scores more than 25 percent at lunch phase and 12 projects having less than 25 percent score in mature phase. These project needs regular TA and follow up.

**Nature of TA:**

- Provide orientation to Project Managers on QES
- Provide orientation to PM on preparing Annual Plan
- Provide guidance to Project Managers on how to make supervisory plan of the supervisory staff
- Marketing strategy on selling contraceptive services
- Motivate Project Managers to readily implement of New Ideas

### Human Resources

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	67	17	16
2 Bagerhat	35	0	64
3 Bogra	6	12	81
4 Baskhali	67	8	25
5 Chakaria	33	17	50
6 Chowmohoni	37	56	6
7 Chuadanga	31	13	56
8 Faridpur	7	14	79
9 Habiganj	12	63	25
10 Ishwardi	5	39	56
11 Kishoreganj	20	60	20
12 Madaripur	0	21	79
13 Mohonganj	0	37	63
14 Moulvibazar	25	69	6
15 Mongla	33	7	60
16 Moktagacha	21	5	74
17 Narail	18.75	50	31.25
18 Noakhali	0	25	75
19 Pabna	12	31	56
20 Rajbari	13	44	44
21 Rajshahi	0	56	44
22 Ramu	50	0	50
23 Rangpur	6	42	50
24 Saidpur	14	43	43
25 Satkhira	25	31.25	43.75
26 Shimantik	21	5	74
27 Sopiret	31	44	25
28 Srimangal	0	63	37
29 Swanirvar	14	72	14
30 Thakurgaon	6	13	81
Average	20	32	48

The above table shows status of all projects on "Human Resources". Average scores at Lunch Phase is 20 percent, at Growth Phase 32 percent and at Mature Phase is 48 percent. It is encouraging to note that most of the projects are at their mature stage on Human Resources. However, there are 11 project that scored 25 percent at lunch phase and 5 scored less than 25 percent in mature phase. These project needs regular TA and follow up.

#### Nature of TA:

- A format needs to be developed to systematically review quarterly staff performance. Annual salary increases should be decided based on findings of this format.
- All staff needs to be provided with their updated job description in Bangla.
- A design needs to be developed for training needs assessment and prepare training plan

#### Mission and Plan

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	75	25	0
2 Bagerhat	0	0	100
3 Bogra	0	0	100
4 Baskhali	75	0	25
5 Chakaria	25	25	50
6 Chowmohoni	0	50	50
7 Chuadanga	25	0	75
8 Faridpur	0	20	80
9 Habiganj	0	33	66
10 Ishwardi	0	67	33
11 Kishoreganj	0	80	20
12 Madaripur	0	50	50
13 Mohinganj	40	40	20
14 Moulvibazar	0	17	83
15 Mongla	50	25	25
16 Moktagacha	40	20	40
17 Narail	25	50	25
18 Noakhali	0	18	83
19 Pabna	17	17	66
20 Rajbari	0	50	50
21 Rajshahi	0	16	84
22 Ramu	75	0	25
23 Rangpur	0	33	66
24 Saidpur	0	33	66
25 Satkhira	25	25	50
26 Shimantik	100	0	0
27 Sopiret	0	25	75
28 Srimangal	0	50	50
29 Swanirvar	40	20	40
30 Thakurgaon	0	0	100
Average	20	26	53

The above table shows status of all projects on "Mission and Plan". Average scores at Lunch Phase is 20 percent, at Growth Phase 26 percent and at Mature Phase is 53 percent. It is encouraging to note that score under Mission and Plan go mostly under mature phase.

However, there are 12 project in which Mission and Plan score is more than 25 percent in lunch phase and 4 projects having less than 25 percent score in mature phase.

**Nature of TA:**

Orientation required for perfect dissemination of project targets. An instrument needs to be developed for PAC to review project performance.

**Finance**

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	40	10	50
2 Bagerhat	14	29	57
3 Bogra	20	30	50
4 Baskhali	18	27	55
5 Chakaria	40	20	40
6 Chowmohoni	33	44	22
7 Chuadanga	27	9	64
8 Faridpur	16	50	34
9 Habiganj	25	25	50
10 Ishwardi	0	56	44
11 Kishoreganj	30	40	30
12 Madaripur	14	71	15
13 Mohonganj	22	22	56
14 Moulvibazar	12	38	50
15 Mongla	50	35	25
16 Moktagacha	45	55	0
17 Narail	54.6	9	36.4
18 Noakhali	33	0	67
19 Pabna	16	16	16
20 Rajbari	27	55	18
21 Rajshahi	8	33	58
22 Ramu	40	50	10
23 Rangpur	12	66	22
24 Saidpur	28	56	14
25 Satkhira	18.8	36.36	45.45
26 Shimantik	0	0	0
27 Sopiret	12	25	63
28 Srimangal	25	50	25
29 Swanirvar	0	0	0
30 Thakurgaon	20	10	70
Average	23	32	36

The above table shows status of all projects on "Finance". Average scores at Lunch Phase is 23 percent, at Growth Phase 32 percent and at Mature Phase is 36 percent. However, there are 11 projects in which Mission & Plan score is more than 25 percent in lunch phase and 4 projects having less than 25 percent score in mature phase.

**Nature of TA:**

Plan diversification of project income source and gradually reduce dependence on donor agency  
Orientation on calculation of ELCO/User cost

### Community Participation

Name of Project	Launch Stage	Growth Stage	Mature Stage
1 Anwara	17	33	50
2 Bagerhat	13	76	13
3 Bogra	33	17	50
4 Baskhali	77	29	0
5 Chakaria	17	17	66
6 Chowmohoni	43	43	14
7 Chuadanga	29	43	29
8 Faridpur	0	71	29
9 Habiganj	0	14	86
10 Ishwardi	0	100	0
11 Kishoreganj	75	0	25
12 Madaripur	0	29	71
13 Mohonganj	50	50	0
14 Moulvibazar	0	43	57
15 Mongla	29	29	42
16 Moktagacha	0	100	0
17 Narail	58.5	14.2	57
18 Noakhali	14	14	72
19 Pabna	83	0	17
20 Rajbari	29	29	42
21 Rajshahi	0	50	50
22 Ramu	86	0	14
23 Rangpur	14	14	70
24 Saidpur	0	42	58
25 Satkhira	14.3	71.4	14.3
26 Shimantik	100	0	0
27 Sopiret	0	100	0
28 Srimangal	0	29	71
29 Swanirvar	0	50	50
30 Thakurgaon	0	0	100
Average	26	37	38

The above table shows status of all projects on "Community Participation". Average scores at Lunch Phase is 26 percent, at Growth Phase 37 percent and at Mature Phase is 38 percent. It is encouraging to note that scores under Community Participation go mostly under mature phase.

There are 12 projects in which Community Participation score is more than 25 percent in Lunch phase and 11 projects having less than 25 percent score in mature phase.

#### Nature of TA:

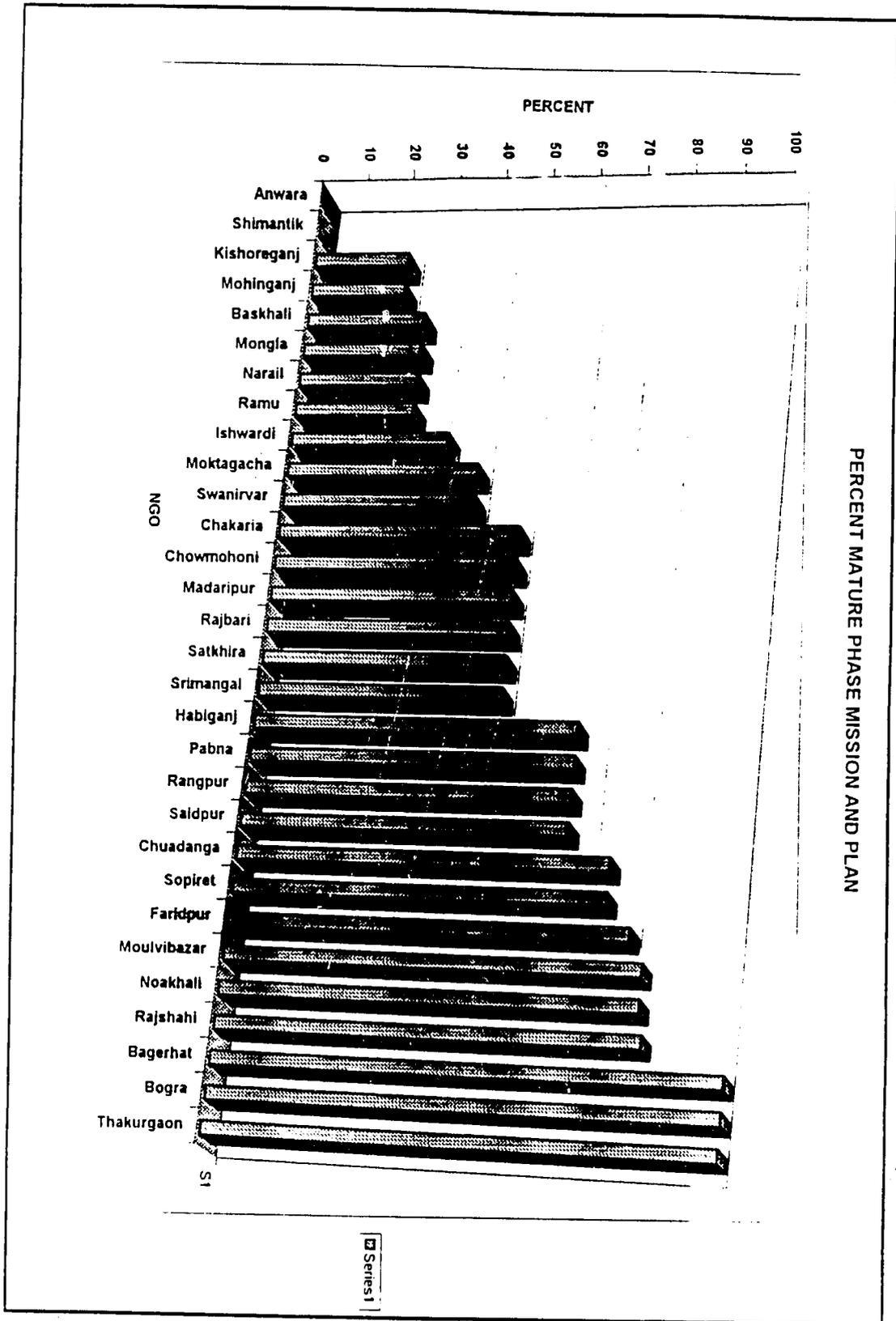
Strengthening of PAC by informing them of their roles and responsibilities.

Plan for sustainability through community participation.

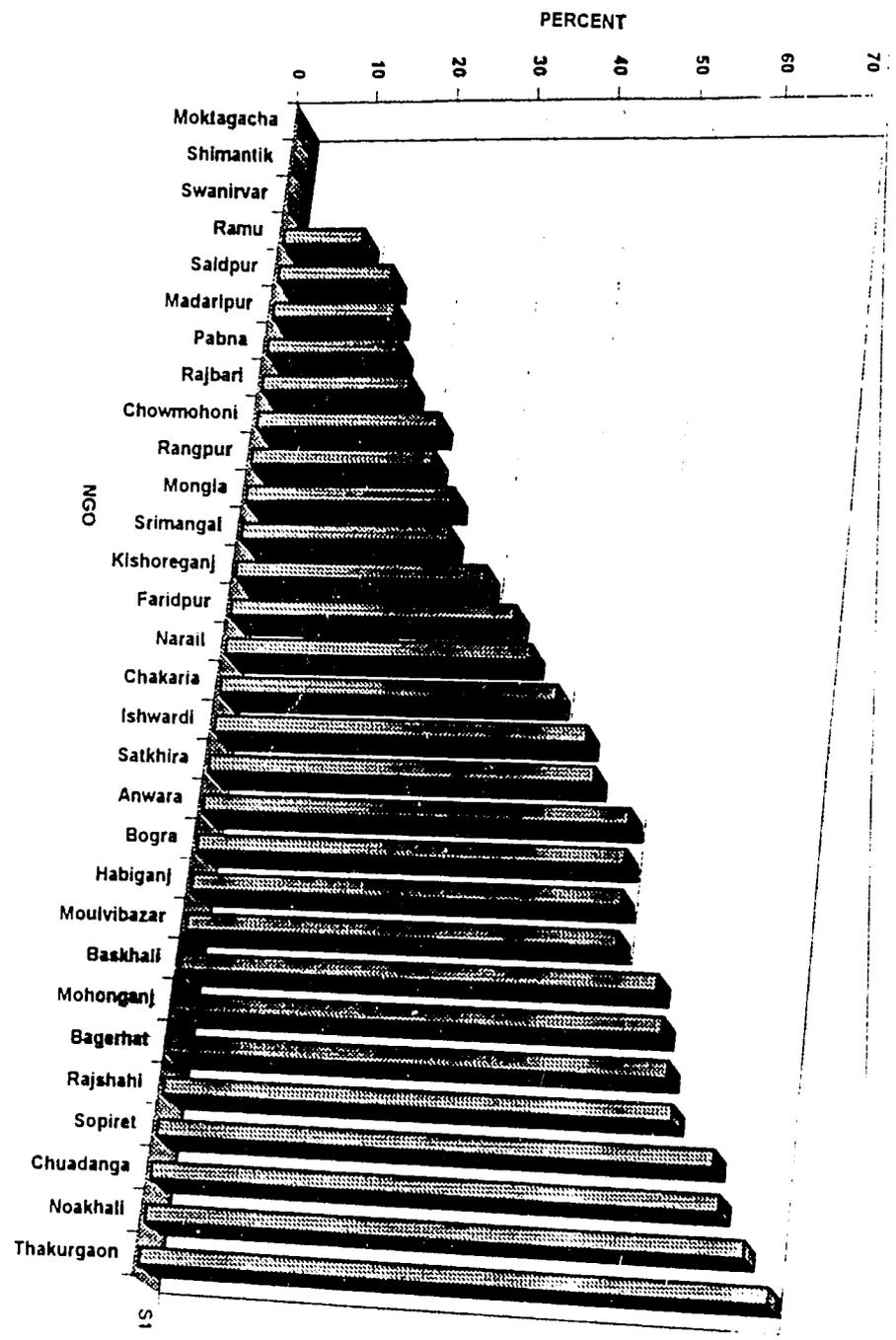
Orientation on calculation of ELCO/User cost

ANNEX VI:

PERCENTAGE OF NGOs AT MATURE PHASE BY MANAGEMENT COMPONENT:  
PATHFINDER ANALYSIS

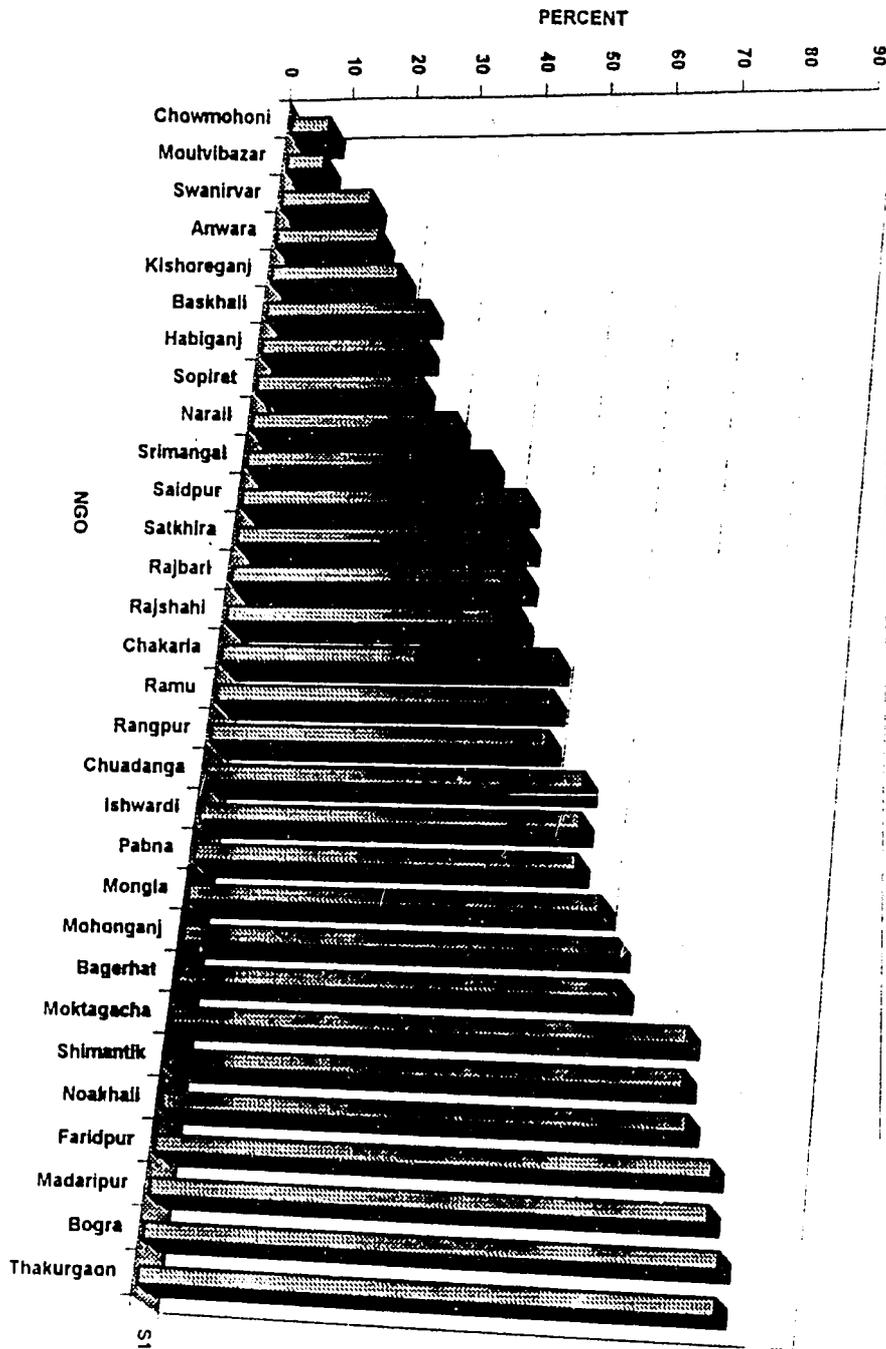


PERCENT MATURE PHASE FINANCE



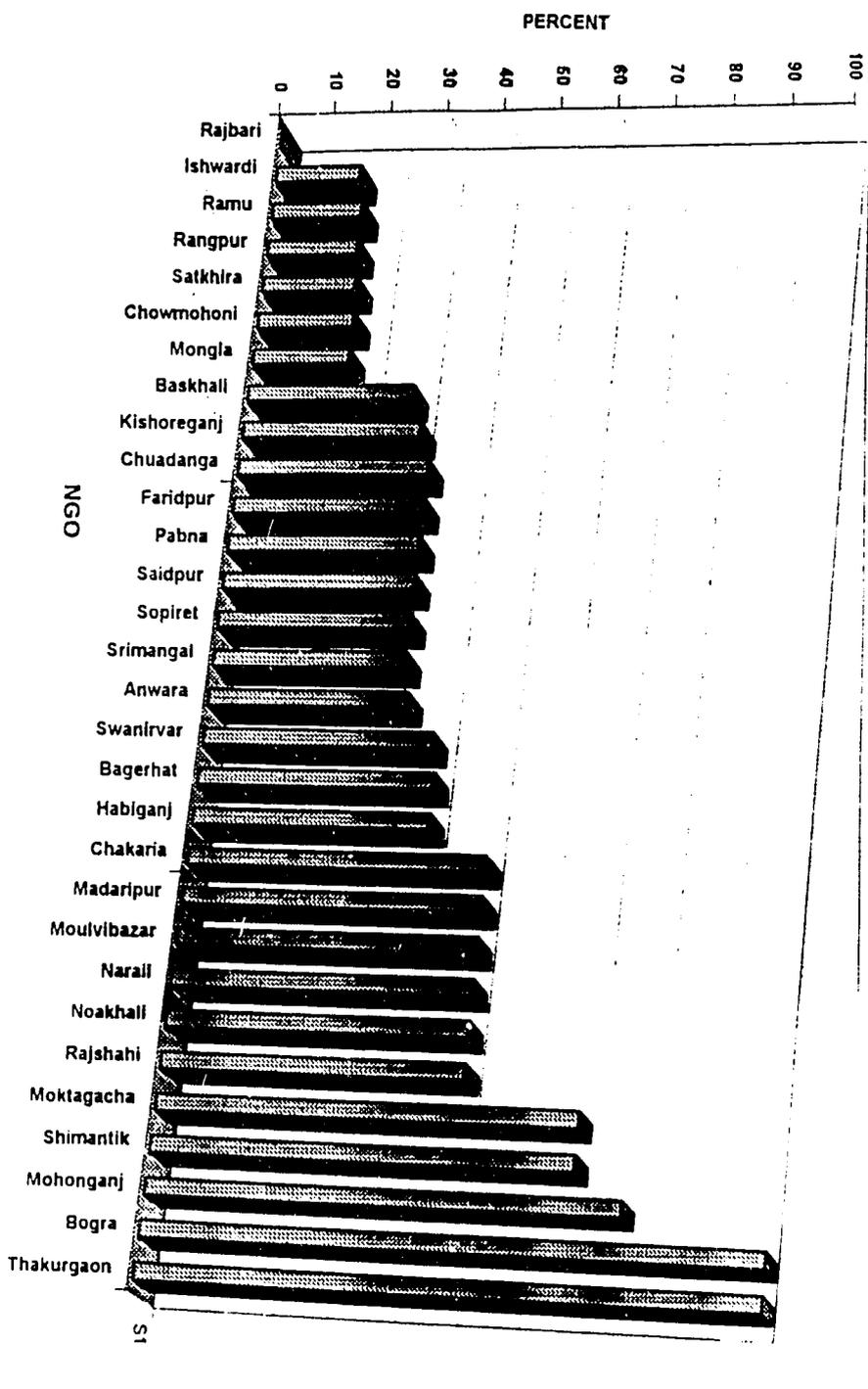
Series 1

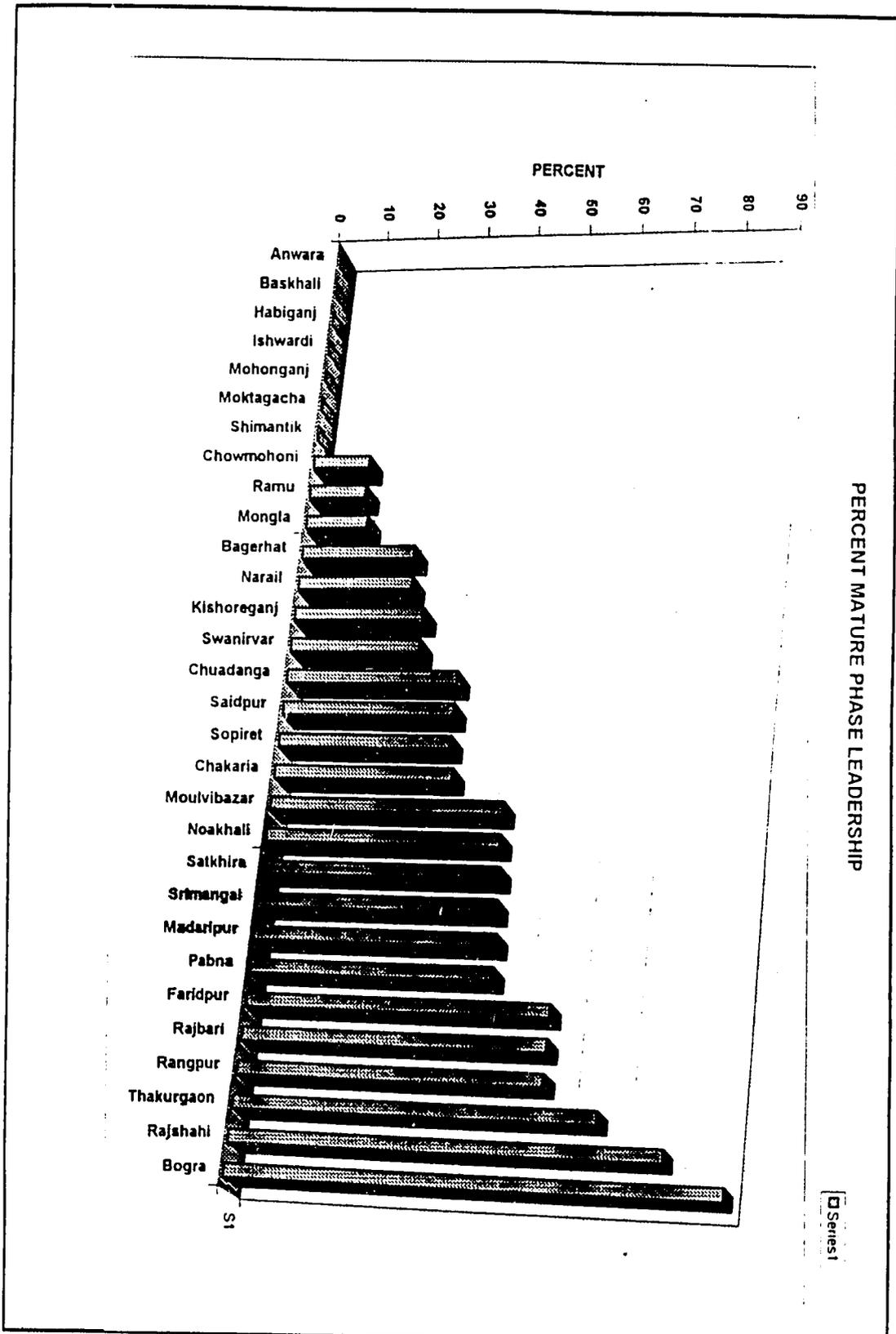
PERCENT MATURE PHASE HUMAN RESOURCES

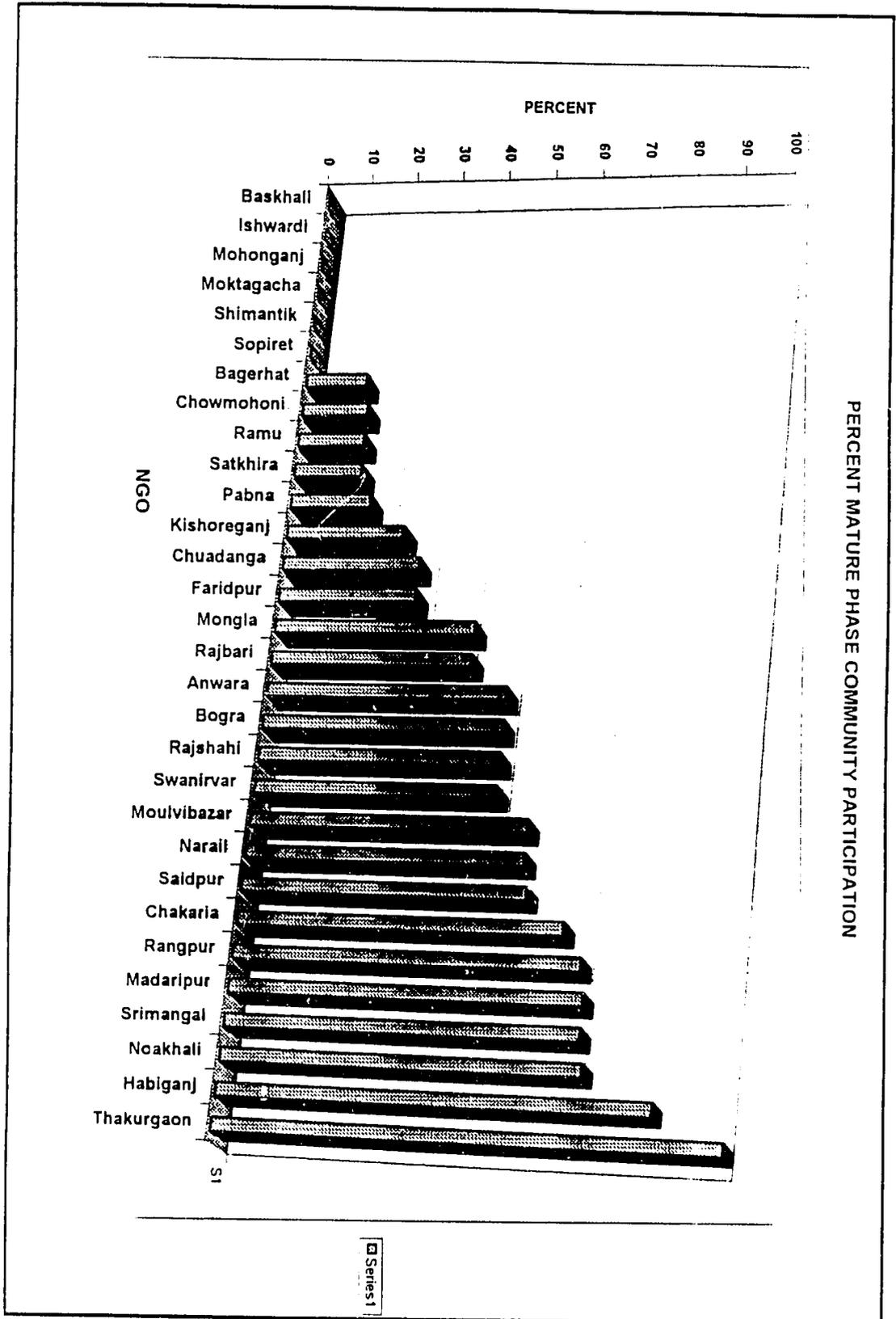


Series1

PERCENT MATURE PHASE ORGANIZATION STRUCTURE







## ANNEX VII

### PATHFINDER

#### PROPOSED TECHNICAL ASSISTANCE PLAN FOR NGOS:

The MDA data has provided Pathfinder with a number of different approaches for feedback, monitoring, annual planning, and technical assistance to NGOs. Some of the current plans for using the MDA findings include:

- **Feedback to the NGOs:** as expected, the NGOs are interested in knowing the results of the MDAs undertaken by Pathfinder. Pathfinder therefore plans to incorporate this feedback process into its current NGO monitoring plan. During the next visits to NGOs, Pathfinder will take a draft of the MDA findings to be personally discussed with the NGO directors. The intent will be to encourage a dialogue between the NGO and Pathfinder, to validate the MDA conclusions from the perspective of the NGO, as well as to work with the NGO to begin to think about how to improve upon identified weaknesses. It has already been found that in many cases, problems identified by the MDA can be resolved by the NGO itself, and do not necessarily require a large amount of assistance or direction by Pathfinder.
- **Annual Planning for NGOs:** The data collected by the MDAs, particularly from the individual summary sheets for each NGO, should serve to provide an excellent basis for development of the NGO annual plans. For example, if it has been identified that the NGO is weak in community participation, it will be the intent of Pathfinder to ensure that the NGO explicitly includes in its annual plan activities that will improve this situation. The activities may include inviting PAC members to the NGO to make them more aware of the NGO's goals and activities, or it might simply stress the need for the NGO Director to ensure that monthly PAC meetings are given sufficient priority.
- **Annual NGO and Project Budgeting:** Based on the findings of the MDA as well as the annual NGO plans, budgeting for necessary technical assistance will be undertaken to make sure that there are sufficient resources to carry out the planned TA.
- **Pathfinder Project Officers' Workshop:** Now that the data from the MDA has identified the strengths and weaknesses of the individual NGOs, it is possible to clearly prioritize and *target* Pathfinder resources as cost effectively as possible to help improve NGO management. Pathfinder is therefore planning to conduct a one-day workshop for Program Officers to discuss various options of how to deliver the TA to the NGOs, and then to subsequently develop a TA workplan for the forthcoming year. Some of the options that are currently being considered include:

- One week workshop to which representatives from all 30 NGOs are invited. Each day will be devoted to a combination of lectures on each management component, and NGO working groups to begin to plan how they will incorporate some of the recommendations presented in the lectures on NGO operations. Using the MDA charts presented in the Appendix V, it will be possible to “mix” the working groups so that members of the more successful NGOs are seated with NGOs who have demonstrated weaknesses in particular MDA components.
  
- Two one-week workshops, each concentrating on three of the six MDA components instead of all six in one week. This will enable a wider selection of participants which will probably be optimal. For example, the section on community participation would probably best include a PAC member and the NGO director, whereas the section on human resources might be best held with the director and another supervisor.
  
- Participatory workshops where the NGOs who have a demonstrated proficiency in a particular management component are the ones who provide the lectures. This has the advantage of positively reinforcing those who have done a good job. Given the distribution of demonstrated proficiencies among the NGOs, it would also mean that every NGO would probably get a chance to be both a “teacher” and a “student” so as not to foster any ill will among the NGOs.
  
- Exchange visits to the NGOs will be carried out immediately following whichever type of workshop is decided upon. The idea would be to have the NGOs who have weaknesses in various components visit the NGOs who have demonstrated proficiency in a particular management category. This has the double advantage of fostering a transfer of information while at the same time reducing the need for Pathfinder to personally provide all the necessary TA.
  
- Following the workshop and exchange visits, a follow-up workshop would be held for those NGOs who have been found to need the most improvement. For example, using the charts in Annex V, it is possible to say that the 5-10 “lowest” NGOs in finance, for example, would be expected to return to Pathfinder to discuss their progress as well as present any questions and problems they might have.
  
- Using the planned monitoring visits by Pathfinder, conventional or individual training/orientation will be provided to those NGOs which are at the “bottom” of the chart (more than 50% at the launch stage) and need intensive care.
  
- Strategic Planning - It is important to also note that the MDA instrument has identified those NGOs which have scored an average of 75% for all six MDA components. It is this scoring that will be used to consider NGOs as candidates for strategic planning. First, however, it is necessary to ensure that the 75% average truly reflects the NGO’s capacity to justify the need for strategic planning. As pointed out by some other CAs, it may first be necessary to identify

key indicators within the six components that are necessary for strategic planning consideration, and sort out those indicators which may prove to disproportionately influence. Another method may be to provide a *weighted average* for the six components and then use this as a means for identifying the best candidates for strategic planning.

## **ANNEX VIII:**

### **DRAFT SCOPE OF WORK FOR NOVEMBER 1994 VISIT**

#### **SCOPE OF WORK: VISIT NUMBER FIVE PROMOTING SUSTAINABILITY OF NGO'S Bangladesh, November 6 - 17, 1994**

##### Background and Purpose:

The purpose of the current team assignment is to conduct the fifth in a series of technical assistance visits planned between June 1993 - November 1994 under the scope of work (SOW) entitled "Technical Assistance in Promoting the Sustainability of NGOs".

##### Objectives of the consultancy:

The team will undertake the following tasks:

1. Work with FPSTC, Pathfinder and TAF to: 1) complete a technical assistance plan for those NGOs which have been assessed; 2) finalize guidelines for the integration of the MDA cycle into routine CA management procedures and 3) conduct a two day in-service training program for Program Staff on consultative methods.
2. Work with AVSC to assist with their review of proposed annual plans for Badda and Kumundini, based on their time available and the status of the annual plans.
3. Work with volunteer leaders and senior staff of FPAB to finalize plans to assist them with defining the role and functions of volunteers and to provide orientation/training for volunteers.
4. Coordinate and facilitate a one-day session to allow FPSTC, TAF, PI and AVSC to present their system of completing the MDA cycle, to share the lessons learned during this technical assistance, and to discuss the implications of incorporating the MDA cycle into the overall management of their NGO portfolios.
5. Participate in an initial USAID briefing meeting, a final USAID debriefing meeting, and any other meetings scheduled by USAID staff and representatives of the CAs, as appropriate.