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**TRIP REPORT: SELECTION OF
SUSTAINABILITY INDICATORS FOR THE
BANGLADESH CA/NGO PROJECT**

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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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LIST OF ACRONYMS

AVSC	Association for Voluntary Surgical Contraception
CA	Cooperating Agency
CBD	Community Based Distribution
CPR	Contraceptive Prevalence Rate
ELCO	Eligible Couple
FPAB	Family Planning Association of Bangladesh
FPMD	Family Planning Management Development Project
FPSTC	Family Planning Services and Training Centre
IMF	Institutional, Managerial, Financial (Sustainability)
MDA	Management Development Assessment
MIS	Management Information Systems
MSH	Management Sciences for Health
NGO	Non Governmental Organization
PF	Pathfinder International
PIMF	Programmatic, Institutional, Managerial, Financial (Sustainability)
PS	Programmatic Sustainability
QES	Quality, Expansion, Sustainability
SOW	Scope of Work
TAF	The Asia Foundation
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

In April 1993, the Family Planning Management Development (FPMD) Project of Management Sciences for Health (MSH) designed a project to provide technical assistance to the USAID-funded Cooperating Agencies (CAs) in Bangladesh, with the objective of enabling them to better support their subgrantee non-governmental organizations (NGOs). One of the three components of the CA/NGO Project is to provide technical assistance to the CAs in the area of management information systems (MIS). The objective of the MIS support is to develop a comparable analytic framework for measuring achievement of the combined CA programs toward their strategy of quality, expansion, and sustainability (QES).

During the first two visits (November-December 1993 and February 1994), the FPMD MIS team helped the CAs and USAID streamline and focus the format of the CAs' semi-annual report to USAID. As a result of discussions with the CAs and USAID, it was also decided to revisit the set of quality, expansion, and sustainability indicators reported by all CAs. Pathfinder was to pilot test indicators for quality, while MSH would pilot test indicators for sustainability. The expansion indicators, available from the existing management information systems and from the quality test data, would not be tested separately. Ultimately, the final test results would allow selection of a minimum set of indicators to be collected by all CAs using a common set of instruments, which would provide a comparable overview of the overall NGO portfolio performance.

The initial discussions related to the sustainability pilot test took place during the February visit. The indicators to be tested were identified by the CAs and USAID through discussions of the various CA initiatives and a review of existing indicators, including the Institutional/Managerial Sustainability scale reported in the first semi-annual report to USAID, information from the Management Development Assessment tools used to evaluate NGOs, indicators from the Programmatic-Institutional-Managerial-Financial Sustainability framework developed in 1993 and presented at a Pathfinder-sponsored workshop, and indicators developed by the USAID-sponsored Family Planning Impact Evaluation Project. The indicators selected for testing were presented at the end of the trip, and plans were made to launch a pilot test of the indicators during the next visit. The Asia Foundation (TAF) volunteered to coordinate the sustainability pilot test, providing staff time and effort and using TAF-supported NGOs as test sites.

During the third visit, in May 1994, the FPMD MIS team and TAF launched the pilot test, including reviewing the indicators, instruments, and protocols; training the data collectors; and pre-testing the instruments via field visits. General plans were made to review the results of the pilot test during a decision-making workshop in August, at which the CAs and USAID would select a subset of the tested sustainability indicators for collection and reporting by all CAs.

The next visit took place on August 7-26, with an expanded FPMD MIS team, consisting of Mr. Paul Fishstein, Senior Program Officer, Asia/Near East Region, FPMD, Mr. Dick

Roberts, Principal Program Associate, and Ms. Margaret Watt, MIS Program Associate. After working with The Asia Foundation's pilot test team to prepare the pilot test results and related documentation, as well as with other CAs' MIS and program staff to put the pilot test in the context of the overall QES framework, on August 17-18 the FPMD MIS team and the TAF pilot test team held a decision-making workshop. Workshop participants included the CA Executives, CA MIS and program staff, and representatives of USAID. In the opening sessions, the participants jointly identified criteria for judging the indicators. The CA MIS and program staff then assessed the indicators based on these criteria, selected the most useful and appropriate, and presented a recommended set of 30 indicators to the CA Executives. Due to the lengthy and detailed discussion that took place during the final afternoon session, it was necessary to reconvene the group for an additional afternoon to reach final agreement on the recommended indicators. In the end, the 40 tested indicators were reduced to 23 (of which one would be collected via ELCO interviews, which will only be done if ELCO interviews are used to collect the quality indicators). It was agreed that the QES indicators would be reported to USAID annually, with a trial run of the expansion and sustainability indicators to be reported to USAID for the July-December 1994 period.

Following the workshop, individual meetings were held with each of the five CAs to plan the next steps in operationalizing the sustainability indicators, and to discuss some possible expansion indicators. The FPMD MIS team plans to propose a list of possible expansion indicators during its next visit, currently planned for November. Individual CA differences relevant to the sustainability indicators were also discussed. A list of tasks was presented, work schedules were discussed, and tentative dates for the FPMD MIS team's next visit set. Some options for an approach to scaling and aggregating the indicators were discussed with the CAs.

During this visit, the team also met with Pathfinder/Dhaka to discuss the progress of the quality indicators pilot test being conducted by Pathfinder. Because the pilot test is not likely to result in indicators in time for reporting by all CAs following the July-December period, the team is proceeding on the assumption that only the sustainability and perhaps expansion indicators will be reported at that time.

II. BACKGROUND

With a population of more than 111 million, growing at about 2.2 percent annually, Bangladesh has set the goal of achieving replacement-level fertility by the year 2005. Among the private organizations working toward this goal are more than 115 local family planning non-governmental organizations (NGOs) provided financial and technical support by five USAID-funded Collaborating Agencies (CAs) -- the Family Planning Association of Bangladesh (FPAB), the Family Planning Services and Training Centre (FPSTC), The Asia Foundation (TAF), AVSC International, and Pathfinder International (PF).

In April of 1993, the Family Planning Management Development (FPMD) Project of

Management Sciences for Health (MSH) designed a project to provide technical assistance to these CAs, with the objective of enabling them to better support their subgrantee NGOs and attain their strategic goals of improving the quality of services, the expansion of coverage, and the strengthening of their institutional, managerial, and financial sustainability -- a strategy known as QES. FPMD identified three specific areas in which technical assistance would help the CAs/NGOs meet these goals, one of which focused on the agencies' management information systems (MIS). (See A. Ellis, S. Helfenbein, S. Sacca report: *Visit to Bangladesh to Develop a Plan for Technical Assistance to the CA/NGO Project*, April 11-28, 1993.)

Developing a system for measuring QES achievements across CA programs would facilitate long-term planning, resource allocation, and evaluation of the overall family planning program. The general objective identified for the MIS technical assistance was therefore to develop a comparable analytic framework for measuring achievement of the combined CA programs on the basis of a minimum set of key QES indicators. These indicators would be collected by all CAs using a common set of instruments, and would provide a comparable overview of the overall NGO portfolio performance.

Following the FPMD project design, USAID/Dhaka in collaboration with the CAs initiated the development of indicators for measuring QES and designed a format for semi-annual reporting on these indicators and on the CAs' Cooperative Agreements. The first semi-annual report was submitted by the CAs to USAID in July 1993.

The FPMD MIS team carried out its first visit to Bangladesh from November 21 - December 9, 1993, reviewing the operationalization of the QES strategy within the CA information systems and particularly looking at CA reporting to USAID on the QES indicators in the first semi-annual report. The team found that there had been considerable difficulty in collecting, processing, reporting on, and using the QES indicators, and that neither the CAs nor USAID found that the output met their expectations fully. As a result of the team's discussions with the CAs, USAID, and the Pathfinder technical assistance (TA) team which was also present and with whom the FPMD MIS team collaborated, the MIS Scope of Work (SOW) was modified. The revised SOW has four main components:

- revision, pilot testing, and modification of indicators for QES¹;
- development of a methodology for integrating the outputs of CA information systems into a QES-based MIS and assistance to selected CAs in operationalizing the QES-based MIS;

¹ Pathfinder/Dhaka in conjunction with Pathfinder/Boston was responsible for testing the quality indicators because of their initial work in the area of quality of care; expansion indicators were to be processed from the quality test data since the data source was the same, and the expansion indicators were essentially different stratifications of quality indicators. TAF and FPMD took on the responsibility for testing the sustainability indicators.

- strengthening of CA staff capabilities in using the QES-based MIS in planning, budgeting, monitoring, and evaluation, as appropriate; and
- development of a computer-based "executive information tool" for compiling and comparing the QES outputs of the various CA information systems in order to provide a general report for use by USAID and the CAs.

During the FPMD MIS team's second visit, in February 1994, the semi-annual report format was revised and finalized based on discussions with all parties. The final format was approved by USAID and the five CAs. During this visit, discussions were held with the CAs with regard to sustainability, possible indicators of sustainability were identified for testing, based on discussions of the various CA initiatives and a review of existing indicators, including the Institutional/Managerial Sustainability scale reported in the first semi-annual report to USAID, information from the Management Development Assessment tools (developed by the CAs with assistance from FPMD for use in evaluating NGO operations and needs), indicators from the Programmatic-Institutional-Managerial-Financial Sustainability framework developed in 1993 and presented at a Pathfinder-sponsored workshop, and indicators developed by the USAID-sponsored Family Planning Impact Evaluation Project. Plans were made to pilot test the indicators through TAF, which volunteered its staff and time.

During the third visit, in May 1994, the FPMD MIS team worked with TAF to prepare the launch of the sustainability indicators pilot test. The purpose of the pilot test was to provide information to assist the CAs in selecting the subset of indicators to be used by all CAs for reporting on sustainability, more specifically: to determine the ease of collecting the indicators being pilot-tested; to determine which of the indicators are strong measures; to determine the feasibility of using the indicators as routine measures; and to explore possible combinations of indicators. The activities related to the pilot test launch included: reviewing the indicators selected for testing; training the designated data collectors in the pilot test protocols and in interviewing techniques, including conducting mock interviews; pre-testing the data collection instruments at a local NGO; holding feedback discussions on the pre-test results; and making revisions to the data collection instruments based on the pre-test findings.

In addition to working in-country, coordination meetings were held regularly at MSH/Boston to exchange information with the FPMD Management Development Assessment (MDA) and Training Impact Evaluation (TIE) teams and to discuss strategies and methodologies with them.

III. PURPOSE AND SCOPE OF WORK

The expanded FPMD MIS team, consisting of Mr. Paul Fishstein, Senior Program Officer, Asia/Near East Region, FPMD, Mr. Dick Roberts, Principal Program Associate, and Ms. Margaret Watt, MIS Program Associate visited Bangladesh from August 7-26, 1994 (Dick

Roberts from August 12-26). The stated objectives of the visit were:

- to analyze the data from the sustainability pilot test;
- to hold a workshop allowing the CAs to work jointly to select the final subset of sustainability indicators, based on the pilot test results;
- to develop workplans for operationalizing the selected indicators within the CAs' management information systems;
- to begin the training and technical assistance necessary for operationalizing the selected indicators, through hands-on participation by CA staff in all the above activities; and
- to discuss with USAID the mechanism for incorporating selected QES indicators into its reporting system.

These objectives were met as discussed below.

IV. ACTIVITIES

The visit was planned to take place in three phases, each lasting approximately one week. The plan for the first week was to analyze the pilot test data in conjunction with program and MIS staff from all five CAs. During the second week, final preparations for the workshop would take place, and the workshop would be held on Wednesday and Thursday. During the third week, individual follow-up meetings with the CAs would be held to plan the subsequent activities and trips. Overall, the activities took place as planned, although one holiday and two *hartals* (strikes) reduced the amount of time available for meetings with the CAs. The specific details of the trip are described below.

Week One

During the first week, a combination of ongoing work demands on the CA staff (including preparation of the semi-annual report to USAID and work on project proposals) and the need for additional work on the pilot test reduced the amount of time available for collaborative work with all the CAs. As a result, the majority of the data cleaning and processing was done by MSH and TAF staff. Participation by the group of two Program Officers and one MIS counterpart from each CA, which would serve as the working group during the workshop, was limited to two meetings held at TAF.

Together, the FPMD MIS team, the TAF pilot test team (which had been expanded to include additional TAF Program Officers) reviewed and documented the results of the pilot test. The work included collecting some incomplete data from the project documents at the

pilot test sites and from the TAF MIS, coding some of the staff interview responses, and creating a database for the ELCO interview results, prior to calculation of the indicators. Detailed logs were prepared so that the other CAs could see, for each indicator, the data sources, problems encountered in data collection, the method of calculation of the indicators themselves, and any other information that might help in evaluation and selection of the common indicators.

The group meetings of the MIS and program staff from the other CAs provided an opportunity to familiarize the other CAs with the pilot test and to review the relation of the pilot test to the overall QES framework and MIS work, in preparation for the following week's two-day workshop. The collaboration of the MIS and program staff was useful, as it provided the opportunity to emphasize the importance of each in the others' work and to improve the understanding of the overall scope of work. Collaboration also provided the opportunity for the collectors and the ultimate users to talk with each other. The topics covered in these meetings included the purpose of measuring QES, the use of information for decision-making, issues related to measurement and data quality, and the sustainability framework itself. In addition, brief presentations were made by each CA on the mechanics of preparing their semi-annual reports, with a mind towards simplifying the actual production process. Going over these issues as background material, prior to the workshop, was especially important given the shortness of the workshop relative to the material that had to be presented and the group decisions that had to be made, as well as because some new counterparts had not previously been involved in all the discussions.

Week Two

During the second week, the team met individually with several CA Executives and their staff, as well as USAID representatives, in order to introduce the new team and to discuss the upcoming workshop, and made the final arrangements for the workshop itself. The decision-making workshop was held on August 17-18 at the Sheraton Dhaka Hotel, and was attended by the CA Executives, MIS counterparts, and Program Officers, as well as by USAID staff.

The workshop was structured so that the CA Executives would attend the opening morning's session, during which the utility of collecting information on sustainability was discussed and criteria for assessing the quality of indicators was agreed upon, and the last afternoon's session, during which the working groups of CA MIS and program staff would present the recommended indicators and have the Executives reach agreement. In the intervening sessions, the CA MIS and program staff assessed the indicators based on the agreed-upon criteria and the results of the pilot test, and reached agreement on the set of indicators to recommend to the Executives. Representatives of USAID attended the entire two days. (See Annex I for workshop participants and Annex II for workshop agenda.) Due to the lengthy and detailed discussion that took place during the final afternoon session, it was necessary to reconvene the group after the weekend to reach final agreement on the selected indicators.

In the end, the 40 indicators that were pilot-tested were reduced to 23. (See Annex III for a list of the selected indicators.) These will be reported to USAID annually, with a trial run to be conducted as part of the upcoming reporting period.

Week Three

Following the workshop, individual meetings were held with each of the five CAs to plan the next steps in operationalizing the sustainability indicators and to discuss some possible expansion indicators. A list of tasks was presented and work schedules were discussed. During the individual meetings, some options for an approach to scaling and aggregating the indicators by endpoint, element, and, perhaps, overall score, were discussed with the CAs. A common scale and method for aggregation would be useful in providing a rough basis for comparisons between NGOs and CAs, provided that these comparisons were made with caution, and mainly as a way of flagging areas that require further examination.

The team also met with Pathfinder/Dhaka to discuss the progress of the quality indicators pilot test being conducted by Pathfinder. During the May visit, the FPMD MIS team observed that because of the delay in launching the quality indicators pilot test, the original plan for FPMD and Pathfinder to hold a joint workshop on the QES indicators was probably no longer feasible, and in any case the team would proceed with operationalizing the sustainability indicators after the August workshop.

Over the course of the visit, the MIS team had four meetings with USAID: an initial briefing upon arrival to discuss the scope of work for the visit; a meeting on August 14 to introduce Dick Roberts and discuss progress in the scope of work; a meeting on August 22 to discuss USAID's reporting requirements; and a final debriefing on August 25.

V. FINDINGS AND DISCUSSION

A. PILOT TEST RESULTS

The pilot test of the sustainability indicators was useful in identifying a number of methodological and procedural issues related to data collection, and thus provided input for discussions on the acceptability of the indicators. Unfortunately, due to time constraints, three rather than four NGO project sites were visited and a smaller than planned sample of ELCOs was interviewed. The reduced number of NGOs made more difficult the planned comparisons between "high" and "low" performing NGOs that had been part of the pilot test plan, and the small number of ELCOs interviewed affected the statistical significance of the four indicators derived from ELCO interview data.

In addition, due to the pilot test team's not having received a crucial fax sent by MSH/Boston, some data were not collected and certain protocols for coding a number of open-ended responses were not followed; the missing data were collected and the responses

coded only during the current visit, three weeks after the interviews were conducted. Finally, due to time constraints, TAF decided to use additional interviewers who had not received the complete training and orientation conducted by the FPMD MIS team during its May visit.

One implication of the above for the replication of data collection by the rest of the CAs is the need for complete training and orientation in data collection and interviewing, preferably as close as possible to the dates for data collection. In cases where CA staff may not be familiar with research and data collection methodology and procedures, there is also the need for staff to understand the need to document issues and problems that may be relevant to the information being collected. Future orientation should emphasize more strongly the importance of following protocols and good interviewing practices in collecting reliable information. It should also be supported by greater documentation and a more clear idea of the analysis plan by the CA staff.

B. SELECTION OF INDICATORS

The selection of indicators was a long process, of which the workshop was the culmination. The workshop itself involved lengthy discussions of each indicator. While this discussion offered an opportunity for some staff to develop their understanding of the construction and use of indicators and provided some cross-organizational perspectives, there was a reluctance on the part of the CAs to discard some indicators that could provide useful information for management purposes. The programmatic differences among CAs added complexity to the discussion of certain indicators.

The workshop was designed to encourage cross-CA discussion leading to joint decisions about the indicators. Three working groups, each consisting of both program and MIS staff representing all the CAs (to the extent possible), were responsible for applying the mutually-selected criteria to each indicator in turn, based on discussions, the pilot test data, and supplied documentation from the pilot test. The criteria that were applied included: ease of data gathering and use, comparability across NGOs and/or projects, measurability, ability to be quantified, reliability of data available, ease of interpretation (simplicity), relation of indicator to norm or standard, ability of indicator to reflect changes in sustainability, strength as an indicator of sustainability, acceptability to all CAs, use of same universe as other indicators, and overlap with other indicators.

It was emphasized that the workshop's objective was to select only a minimum set of common indicators that would be reported by all CAs. Beyond that, each CA has the flexibility to individually collect any and all additional information that it found useful to measure progress or to make management decisions. The discussions of the criteria for indicators as well as the session on utility emphasized management as opposed to donor reporting requirements.

C. RELEVANCE OF INDICATORS ACROSS CAs

During the workshop and during individual meetings with the CAs following the workshop, a number of differences were discussed that would affect the application of indicators across the different CAs. As noted above, these differences were partly responsible for the lengthy discussion on indicator selection. Even with the minimum, common set, however, some issues remain to be resolved during the operationalization of the indicators in each CA. One issue relates to the unit of analysis. Three of the five CAs function primarily as funders and supporters of individual NGOs, and for these CAs the initial unit of analysis would be the NGO. An organization such as FPAB, however, is itself an NGO, and does not fund and support subsidiary NGOs. The question of sustainability, then, is probably most relevant to FPAB itself, or, alternately, its branches. Similarly, the range of organizations which the CAs are supporting, the degree of involvement with the organizations, and the variety of service delivery modes and activities in which the CAs and their NGOs are participating will require individualized attention during the operationalization of the indicators.

D. QUALITY AND EXPANSION INDICATORS

As noted above, during the FPMD MIS team's previous visit it had been agreed that due to Pathfinder's revised schedule for the quality pilot test, the original plan to operationalize the three sets (QES) of indicators simultaneously was no longer feasible, and that the team would proceed with operationalizing the sustainability indicators after the August workshop. During the present visit, the timing of the quality pilot test and its relation to the CAs' ability to generate quality indicators for the July-December 1994 period was again discussed with Pathfinder.

The FPMD MIS team's main concern about the methodology being used by Pathfinder is that, while the test as proposed could produce good indicators of quality, it may not be replicable by the other CAs due to the significant time and financial requirements in collecting the data through ELCO interviews. (During the sustainability indicators workshop, the CAs noted the significant time and effort expended by TAF in conducting the ELCO interviews -- approximately 10 person days to do 44% of the interviews planned -- and as a result eliminated the indicators requiring ELCO interviews.)² In addition, at present it appears that no CA staff will be trained to conduct quality interviews as part of Pathfinder's pilot test. Finally, due to the February deadline for the next semi-annual report, the FPMD MIS team would be unable to help the CAs operationalize any quality indicators for which data had not been collected by mid-January, and the anticipated end of FPMD's involvement with the CAs on March 31 makes it unlikely that the MIS team could assist at all.

² One indicator of sustainability that would be collected via ELCO interviews remains to be reported, if and only if the CAs conduct ELCO interviews for other purposes, such as to gather quality indicators, in which case the "break in client resupply" sustainability indicator would be built into the quality interviews.

In order to allow reporting of expansion indicators in the July-December 1994 semi-annual report, during its individual meetings with the CAs the FPMD MIS team discussed some possible indicators for expansion, such as changes in the following: number of project sites, number of new ELCOs served, number of projects, or CPR. The team plans to propose a number of expansion indicators. Because the concept of expansion itself is much more straightforward than sustainability, the number of potential expansion indicators is much lower than is the case for either quality or sustainability, and the data for the expansion indicators are likely to come from existing data already collected by the CAs, the team does not expect the amount of discussion that selection of the sustainability indicators generated.

E. CA REPORTING OF QES INDICATORS

During the workshop, a schedule for reporting to USAID was clarified based on USAID's requirements. The initial collection of data, construction of indicators, and analysis of results will be done for the expansion and sustainability indicators during the semi-annual report to be submitted for the July-December 1994 period (which will allow the FPMD MIS team to assist in the process), after which the indicator will be reported annually, beginning with the semi-annual report for January-June 1995. The quality indicators will be excluded from the July-December 1994 report because there will be too little time between the completion of the quality pilot test being carried out by Pathfinder and the reporting date to allow the CAs to collect the required data. The submission of the indicators in the mid-year report will allow USAID/Dhaka to meet USAID/Washington's reporting requirements.

F. REPORTING BY USAID/DHAKA

The team discussed with USAID its need for revised indicators paralleling those being developed under the CA/NGO effort that can become part of the Mission's semiannual Project Status Reports (PSRs). The team will prepare a proposal to submit for Mission review during its next visit to Dhaka. The team is confident that the work it is doing to make possible the generation of simplified, composite indicators for sustainability and expansion (and Pathfinder's work along similar lines for quality) will facilitate meeting Mission needs for PSR preparation.

VI. NEXT STEPS

Now that the common set of sustainability indicators has been selected, the overall next step for the CAs is to proceed with operationalizing the indicators. The FPMD MIS team plans to assist in this process by finalizing the necessary tools (data collection instruments, protocols, and computerized data entry and processing tools) in Boston prior to the next trip, during which the team will train CA staff in interviewing and the use of the tools, so that the CAs can collect the necessary information in time for the next semi-annual report. The team will then return for a final visit, for the purpose of working with the CAs to analyze the results of their reports and identify the management implications.

The next visit is scheduled for November 1994, for a three-week period, to accomplish the following scope of work:

- finalize data collection and processing methods for the sustainability indicators:
 - deliver refined instruments, protocols, and scales for open-ended categories, based on discussions at the workshop and with the CAs afterwards, and make any final minor modifications;
 - deliver a software tool for data entry and processing;
 - arrange for translation into Bangla of any necessary materials; and
 - train individually or as a group the CA staff who will be involved in data collection and processing in interviewing and data collection techniques and in the use of the specific instruments;
- present a proposed list of expansion indicators to the CAs and come to agreement on which will be reported; and
- discuss with USAID the proposed expansion and sustainability indicators to be included in the Project Status Reports.

In addition, prior to the team's arrival in Dhaka, coordination meetings will be held with the MDA team, which has its final visit scheduled for November 1994. The MIS and MDA teams will coordinate their schedules as far as the timing of the visits and demands on counterparts' time, and will also develop a method for communicating a clear summary of the two scopes of work -- their similarities and differences -- at the closing workshop of the MDA team.

ANNEX I. LIST OF CONTACTS

AVSC

- * Dr. Abu Jamil Faisel, *Country Representative*
- * Golam Nasiruddin, *Program Officer/MIS*
- * Mamunur Rashid, *Program Officer*

Family Planning Association of Bangladesh

- * Mizanur Rahman, *Director General In-charge*
- * Kazi Mohammad Ali Jinnah, *Deputy Director, In-charge*
- * Ershadul Huq, *Asst. Director (MIS)*
- * Md. Habibur Rahman, *Program Officer*

Family Planning Services and Training Centre

- * Abdur Rouf, *Chief Executive*
- * Rafique Ahmed, *Computer Programmer*
- * Lulu Bilkis Khanom, *Associate Program Officer (MIS)*
- * K.M. Syeduzzaman, *Program Officer*

Pathfinder International

- * Dr. M. Alauddin, *Country Representative*
- * Saiful Islam, *Program Manager*
- * Md. Kamrul Ahsan, *Asst. Program Officer*
- * Toslim Uddin Khan, *Program Officer (MIS)*

The Asia Foundation

- * Shamima Hasan, *Deputy Population Manager*
- * Mahbub Hossain Shaheed, *Senior Program Officer (MIS)*
- * Suresh C. Datta, *Senior Program Officer*
- Md. Mahbub-Ul-Alam, *Program Officer*
- Wahiduzzaman Chowdhuri, *Program Officer*
- * Jacinta Gonsalves, *Program Officer*
- Tushar Quader Haq, *Program Officer*
- * Md. Farid Uddin, *Program Officer*

USAID

- * Alan Foose, *NGO Unit Chief*
- * Rob Cunnane, *Project Officer*
- * Quasem Bhuyan, *Project Management Specialist*
- * Louisa Gomes, *Project Management Specialist*

* *workshop participant*

ANNEX II. WORKSHOP AGENDA

DAY 1

8:30-9:00	INTRODUCTION General attendance	1/2 hour
9:00-10:00	UTILITY General attendance	1 hour
10:00-11:00	PRESENT DATA General attendance	1 hour
11:00-11:45	DEVELOP CRITERIA General attendance	45 minutes
12:00-1:00	LUNCH General attendance	1 hour
1:00-4:00	APPLY CRITERIA, PART I MIS and Program Officers	3 hours

DAY 2

8:00-11:00	APPLY CRITERIA, PART II MIS and Program Officers	3 hours
11:00-12:30	PREPARE PRESENTATION MIS and Program Officers	1 1/2 hours
12:30-1:30	LUNCH MIS and POs	1 hour
2:00-3:00	REPORT TO EXECUTIVES General attendance	1 hour
3:00-4:00	NEXT STEPS General attendance	1 hour

* General attendance = USAID, CA Executives, MIS staff, Program Officers (2 from each CA), MSHers

ANNEX III. INDICATORS SELECTED

SOURCES FOR SELECTED INDICATOR DATA

INDICATOR	MIS/ +	Proj Docs	Staff Intrv.	ELCO Intrv.
AVAILABILITY OF PRODUCTS				
1. % ELCOs experiencing break in resupply				✓
2. Avg. % on hand of Desired Inventory Level, by product	✓			
STIMULATION OF DEMAND				
3. % of newlyweds that are active users	✓			
4. % of low-parity ELCOs that are active users	✓			
5. % active users by method	✓			
6. % of change in CPR	✓			
MISSION				
7. % staff sampled summarize institutional mission			✓	
8. % staff sampled summarize project mission			✓	
LEADERSHIP AND LEVELS OF AUTHORITY				
9. # Executive Committee (EC) recommendations implemented/made over period		✓		
10. % EC or Project Advisory Committee (PAC) members that are local opinion leaders		✓		
11. General meetings and elections held per Constitution		✓		
INNOVATION				
12. New initiatives developed by NGO			✓	
ANALYSIS AND USE OF INFORMATION				
13. EC members and staff analyze and interpret information			✓	
14. NGO/project prepares proposal/report independently		✓		
HUMAN RESOURCES				
15. % of NGO personnel have received job-related training			✓	

INDICATOR	MIS/ +	Proj Docs	Staff Intrv.	ELCO Intrv.
FINANCES				
16. # funding sources		✓		
17. # revenue generation activities		✓		
18. % annual budget generated by revenue-gen. activities		✓		
19. Financial reserves as % of population budget		✓		
20. Land and/or office is owned		✓		
COMMUNITY PARTICIPATION				
21. % annual population budget from contributions		✓		
22. % EC or PAC members attending meetings		✓		
23. % ELCOs served by depot-holders & volunteers	✓			

NUMBER OF ITEMS FROM EACH SOURCE	6	11	5	1
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