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FAMILY PLANNING MANAGEMENT TRAINING NEEDS
ASSESSMENT -- PAKISTAN

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Buenaventura Canto III
Imtiaz Kamal
Shameim Kazmi
Anthony Schwarzwaldner
Jane Wilber

TABLE OF CONTENTS

	<u>Page</u>
I. Executive Summary	1
II. Country Profile	3
A. Economic, Social and Demographic Indicators of Development	3
B. History and Current Status of Family Planning	7
III. Government of Pakistan.	13
A. Delivery of Contraceptives.	15
B. Management of Non-Traditional Information, Education and Communication	21
C. Expanding Population Dynamics Concepts in GOP Training Curricula.	23
IV. Non-Governmental Organizations.	27
A. Project Design, Administration and Evaluation.	29
B. Documentation of Innovations, Including Information, Education and Communication. .	35
C. Family Planning Association of Pakistan . .	38
V. Contraceptive Social Marketing	40
- Management Information System	
VI. Training Institutes - Overview.	42

ANNEXES

A. Contraceptive Flow Chart	44
B. Profiles of NGOs Visited	45
C. NGO Coordinating Council for Population Welfare	52
D. Profiles of Training Institutes Visited	57
E. Persons Contacted	89
F. Proposed Workplan	94

ACRONYMS

APWA	All Pakistan Women's Association
ASC	Administrative Staff College
AVSC	Association for Voluntary Surgical Contraception
CBR	Crude Birth Rate
CDR	Crude Death Rate
CIDA	Canadian International Development Agency
CPR	Contraceptive Prevalence Rate
CSM	Contraceptive Social Marketing
CYP	Couple-years Protection
DG	Director General
DDPWO	Deputy District Population Welfare Officer
DPWO	District Population Welfare Officer
FP	Family Planning
FPAP	Family Planning Association of Pakistan
FPIA	Family Planning International Assistance
FWA	Family Welfare Assistant
FWC	Family Welfare Centre/Family Welfare Counsellor
FWW	Family Welfare Worker
GNP	Gross National Product
GOP	Government of Pakistan
ICOMP	International Committee on Management of Family Planning Projects
IEC	Information, Education and Communication
IMR	Infant Mortality Rate
KAP	Knowledge, Attitude and Practice
LHV	Lady Health Visitor
MCH	Maternal and Child Health
MCWA	Maternity and Child Welfare Association
MOH	Ministry of Health
NCRD	National Centre for Rural Development
NGO	Non-Governmental Organization
NGOCC	Non-Governmental Organizations Coordinating Council for Population Welfare
NIPA	National Institute of Public Administration
NIPS	National Institute of Population Studies
ODA	Overseas Development Administration, United Kingdom
OCM	Organization and Methods Division, Cabinet Secretariat
PARD	Pakistan Academy for Rural Development
PIA	Pakistan International Airlines
PIM	Pakistan Institute of Management
PPWD	Provincial Population Welfare Department
PWD	Population Welfare Division
PWP	Population Welfare Programme
PWTI	Population Welfare Training Institute
RTI	Regional Training Institute
SIDA	Swedish International Development Agency
TBA	Traditional Birth Attendant
TFR	Total Fertility Rate
TGI	Target Group Institution
UNFPA	United Nations Family Planning Program
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

As the population of Pakistan approaches 100 million there are several encouraging signs regarding the future management of Family Planning Programs. First, the program has passed through a number of unsettling managerial and programmatic changes and now appears to be on a more stable course. Second, the Government is lending support to two alternative approaches which have produced impressive results in other countries: expanded involvement of NGOs and contraceptive social marketing.

During its visit the Needs Assessment Team talked with more than 80 people from the Government of Pakistan (GOP), major training institutes, the NGOs and the donor community. The Team has identified some promising opportunities for the FPMT project. All of the actions proposed would be in response to new initiatives and would not duplicate activities underway or planned by other donors.

Two recommendations for GOP would support its current plans to introduce a new contraceptive logistics management system. They are conduct five workshops on Commodities Logistics Management, and conduct a Follow up Workshop to evaluate field experience with the new Commodities Logistics Manual.

The third would support a broader approach to training for senior and middle level managers Conduct a Senior Seminar on Adding Population Dynamic to Management Training.

Finally, in conjunction with the GOP's upcoming Mass Media Campaign the FPMT could: Conduct a GOP/NGO Workshop on Managing the Delivery of Non-Traditional IE&C.

The recommendations for the NGOs support the Government's decision of approximately 18 months ago to establish the NGO Coordinating Council (NGOCC) and provide funds for grants. To date 62 NGOs have received 319 grants.

The NGOCC now has the capacity to expand its staff and dedicate more time to the qualitative aspects of its future operations. The FPMT project can play an important role in offering training courses to senior managers and facilitating the exchange of experiences. Thus, it is recommended that, under NGOCC auspices, the FPMT could conduct Workshops covering Needs Assessment & Design, Project Administration & Management and Evaluation, and Support Exchange/Study Visits to other NGOs.

In preparation for the joint GOP/NGO workshop mentioned above, there are two recommendations: - Conduct a Workshop on Methods of Delivering Non-Traditional IEC and Documenting Results Through Case Studies, and Support the Development of Case Studies. In recognition of the unique role which The Family Planning Association of Pakistan (FPAP) has traditionally played in encouraging family planning and its current level of managerial development, the Teams recommend that training and technical assistance should be given to FPAP in computerizing its data collection and reporting systems.

The Contraceptive Social Marketing project (CSM) is scheduled for nationwide implementation early next year. Pending clarification of some possible documentation issues with the USAID, FPMT might be helpful in providing some training in the development and operation of a management information system (MIS).

II. COUNTRY PROFILE

A. Economic, Social and Demographic Indicators of Development

1. Background: Pakistan covers 796,095 square kilometers and is strategically located between Afghanistan, China, Iran and India. It is the world's eighth largest country with a population which was estimated by the United Nations Family Planning Program (UNFPA) in 1985 at 101.7 million. Its capital, Islamabad, is a relatively new city having been established in the 1960s to relocate government offices from Karachi. Although there are several large metropolitan areas (Karachi, Lahore and Islamabad/Rawalpindi), 70% of Pakistan's population still live in rural areas. Population density is relatively low at 126 per square kilometer; however, that is mainly due to large areas which are not arable and are scarcely populated. If population is related to arable land, it is obvious that Pakistan is already feeling the effects of population pressure since the density then becomes over 250 per square kilometer or about 416 per square mile. Administratively the country is divided into four provinces (Northwest Frontier, Baluchistan, Punjab, Sind) which in turn are comprised of 65 districts. In addition there are the Federal Capital Territory, Azad Kashmir and Federally Administered Tribal Areas.

2. Economic Situation: Pakistan's per capita GNP is slightly over \$400. It has developed a significant industrial sector based on several large and many medium scale industries and an expanding service sector. Although around 50% of the labor force works in agriculture, its production accounts for only 25% of GNP.

Subsistence crops (wheat, corn and pulses) use 54% of all arable land while cash crops (rice, cotton and vegetables) occupy another 27%. Pakistan's major agriculture import is vegetable oil. During the period 1973-1983 Pakistan experienced an average annual rate of inflation of 11%. Although small scale private enterprises are numerous, many productive or service activities (steel, mills, airlines etc.) are operated as parastatals which limits private sector opportunities.

3. Politics and Government: There are four provinces which operate within a federal system. The central government establishes national priorities and sets the operational framework for the provinces and maintains strict budgetary control over development programs. Provincial Governors are appointed by the central government and the Chief Ministers are elected.

Until recently the country was under Martial Law imposed in 1977. The present civilian government is overseen by General Ziaul Haq who came to power in 1977. A national referendum in 1985 retained General Zia in Power until 1990 when the next elections are planned. Until recently, General Zia was assisted by an appointed Advisory Council which has now been replaced by a parliament elected on a non-party basis in 1985.

4. Cultural and Religious Characteristics: Pakistan is an overwhelmingly Muslim country and the current government has strongly stressed the importance of fundamental Islamic values. Children are prized and large families are accepted and encouraged throughout most of Pakistan's social strata. Children are seen as security

for old age and sons are preferred to inherit a family's wealth and carry on the family name. Males believe their virility is shown by the number of children they have while the care and feeding is left to the wife. Early age of marriage (especially in the rural areas) and extremely limited knowledge of contraception means that many women are susceptible to becoming pregnant throughout most of their reproductive years.

5. Social Characteristics: Pakistan remains strongly male-dominated. For example, for people 15 years and older, 15.2% of the females are literate as compared to 36% of the males. Over 37% of the females in urban areas were considered literate while the comparable figure for the rural areas was only about 11%. In the rural areas, most females leave the formal education system early to help in the household or get married. Only 11% of the women aged 15-64 are considered to be economically active.

6. Health Characteristics: Pakistan's basic health data are as follows:

Infant Mortality Rate	120/1,000
Life Expectancy at Birth	50
Maternal Mortality Rate	10/1,000

The main causes of death are: malaria, parasitic diseases and infectious diseases.

7. Present Demographic Situation: The total population of Pakistan is estimated at roughly 101 million. Two regions, Sind and Punjab, contain the vast bulk of the total population. The rate of national increase remains high throughout the country.

The UNFPA estimated the annual growth rate in the period 1980-85 at 3.1% per year. This is the result of a crude birth rate (CBR) of 44.6/1,000, and a crude death rate (CDR) of 15.2, with net inward migration accounting for the difference. The magnitude of the problem still to be faced is reflected in the total fertility rate (TFR) (about 6.4) and a contraceptive prevalence rate (CPR) of less than 10%.

8. Population Trends: The extensive investment of money in the family planning programs has had little appreciable effect on the growth rate over the last 25 years. In fact, some observers expect the growth rate to increase between now and the year 2,000. There are several reasons cited to support this view. First is the lack of future employment opportunities in the Persian Gulf, which have heretofore relieved some of the pressure (there are an estimated 3.5 million overseas Pakistanis, many of whom work in The Gulf). Second is the estimated success of child survival programs, which will reduce the death rate without an equivalent or greater reduction in the birth rate. Third is the strongly Islamic social framework in which religious leaders will continue to oppose family planning.

Internal migration is expected to present a serious challenge to Pakistani planners. The continued growth of the larger cities, especially Karachi and Lahore, can be expected to place even greater strain on already stretched social services and basic infrastructure. Another emerging pattern seems to be the large scale movement from villages to the intermediate towns having populations around

500,000, leaving the smaller towns of about 25,000 population to grow at a much slower rate.

B. History and Current Status of Family Planning

1. Attitudes Toward Family Planning: If any of the numerous knowledge, attitude and practice (KAP) surveys taken in Pakistan are to be believed there is a broad based positive attitude toward family planning. Regularly over 90% of respondents say that they have knowledge of and possess a positive attitude toward family planning. However, with prevalence still hovering around 10%, it seems that many respondents were providing the interviewers the answers which they wanted. The basic reasons for this wide discrepancy are discussed in A.4. above.

2. History of the Family Planning Effort: The organized delivery of family planning began in 1953 with the establishment of the Pakistan Family Planning Association (FPAP) with branches in Karachi, Lahore and Peshawar. In 1959 President Ayub Khan made the delivery of family planning services a priority for the government. As a priority area of concern family planning received funding from a variety of bilateral and multilateral donors led by the U.S. A few large NGOs, such as FPAP and the Maternity and Child Welfare Association (MCWA), have been active in the field for a long time. However, GOP involvement has completely dominated the picture. To show its commitment to family planning the program has been federally funded, which means that all budgetary resources come from the central rather than the provincial governments. This ensures more reliable funding for

the project in periods of economic and financial stringency. However, it has also meant that uniform operating guidelines are used throughout the country which often are not appropriate in specific districts. Thus, in the last few years the administration of the program has been greatly delegated to the provinces. Ultimately each province will be expected to develop its own plan and identify the budget resources needed from the central government to carry it out.

Within the last two years the GOP has committed itself to increasing its support to private sector options for delivering family planning services. These are through NGOs and the Contraceptive Social Marketing program (CSM).

3. Current Population Policies and Laws: Pakistan has a long record of explicitly including population targets in its Five Year Plans. The major demographic objective is to reduce the rate of population growth from an estimated 2.87% in 1983 to 2.6% by the end of the plan period (1988). To accomplish this goal the following will need to happen:

- The CBR will need to be reduced from 40.3/1000 in 1983 to 36.2/1000 by the end of the plan period.
- 2 million births must be averted.
- The fertility rate must be reduced from 5.9 to 5.4.

Other features of the current policy are to:

- More closely link family planning to a variety of interventions designed to influence fertility (e.g.,

nutrition, literacy etc.) emphasizing clinic-based distribution rather than continuous motivation schemes.

- Encourage the private sector to play a more active role in delivering family planning services through mechanisms such as Targeted Group Institutions (TGIs), e.g., PIA, Steel Mill etc., local NGOs, and the initiation of a CSM.
- Bring women's concerns more thoroughly into the program.
- Involve and encourage local participation.

The GOP's primary program objectives are to:

- Raise the level of current contraceptive practice from an estimated 9.5% in 1982-83 to 18.6% by the end of the plan period.
- Raise the level of continuous contraceptive practice from an estimated 6.8% in 1982-83 to 13% by the end of the plan period.
- Provide reproductive care services to mothers and also to provide child health services to children under five years of age.

As noted in Section A.7., the task may be even greater if the UNFPA figures are accepted.

4. Family Planning Service Delivery: The GOP has provided the bulk of the service delivery and, according to some estimates, has established service delivery outlets within two miles of 50% of the population. However, unreliable supply of contraceptives has often been a problem.

The main sources of service delivery are the Family Welfare Centers (FWCs) of which there are 1,250. In addition, the Population Welfare Division (PWD) maintains 26 Type A Centers, 75 Type B Centers and six Model Clinics. FWCs provide all non-surgical reversible methods of contraception. Types A and B Model Clinics provide both surgical and non-surgical methods. Types A and B use Ministry of Health hospitals to provide services.

In addition, the Ministry of Health maintains 632 urban and 235 rural maternal and child health (MCH) clinics. Some of these centers provide some reversible methods and IUDs. The GOP also supports 186 outlets in special TGIs such as the Armed Forces, railway employees, the Water and Power Development Authority and Pakistan Steel.

Recent GOP policy has been to encourage the growth of private sector delivery systems. Foremost has been the channeling of funds to NGOs for family planning projects. An initial sum of Rs 50 million (approximately \$3 million) was earmarked for the NGO Project and the NGOCC was established in 1984. Approximately 62 projects have been funded so far and additional funding is planned. Five other projects have been developed under the NGOCC with international donor funding.

A major CSM project has begun with field tests in two areas, one in Sind and one in Punjab, prior to expansion to a nationwide program. Some senior members of the GOP expect that up to 50% of all contraception in the country will be provided through the commercial sales effort.

5. Financing and Donor Support for Family Planning: Pakistan's family planning program has been a major recipient of donor assistance. Between 1965 and 1978, donors provided about \$86 million. AID was by far the largest donor, contributing about \$59 million while UNFPA's level was about \$8 million. During the period 1978-81, when bilateral assistance from the U.S. was suspended, assistance levels dropped dramatically. During that period UNFPA was the only significant donor providing approximately \$3 million.

The Sixth Five Year Plan (1982-88) has budgeted population welfare activities at about Rs. 2.3 billion (\$170 million). Approximately 50% of the budget is expected to be provided from donor assistance. AID is the largest donor. The Population Welfare Project (PWP), authorized at \$40 million, concentrates heavily on providing contraceptive supplies and improving the in-country logistic system (\$32 million). The project also includes components on:

(a) Management Information, Research and Evaluation, (b) Biomedical Research and (c) Training, observational trips, personal awareness and motivation. An amendment to the project will add another \$20 million (over five years) to support NGO activities and the CSM project. Also of relevance to the FPMT project is AID's large Training for Development project which provides across-the-board training (mostly in the U.S.) including training for those who work with family planning projects.

Other important donors are: the World Bank, UNFPA, CIDA, United Kingdom, IPPF, ADB and the Dutch. Pathfinder, FPPIA and AVSC all fund small innovative projects targeted to the NGOs. The donor

programs of greatest relevance to the FPMT project are: (a) the UNFPA project entitled Strengthening the Financial Management of the Population Welfare Programme (administered by ICOMP and funded by the Dutch) (b) the various projects providing assistance to NGOs (portions of the CIDA and AID programs plus IPPF, Pathfinder, FPIA and AVSC and (c) the AID project components dealing with commodities logistics and training.

III. GOVERNMENT OF PAKISTAN

The Government of Pakistan's Family Planning Program has received over \$110 million in donor assistance in the last 20 years (including a 3-4 year hiatus between 1971-81). However, the results have been marginal. One senior official said, "Pakistan is unique in all of history -- it is the only country in which all methods of contraception known to man have been tried with no appreciable success". Many of the program's senior managers expressed their concern about the record to date and the need for change. However, they face a tremendous challenge not only because of the reasons cited in the country profile (see I.A. 4 and 5 and B.1) but also because of lack of enthusiasm for the program among their peers in the Government. This latter point was highlighted to the Team during a discussion with a cross section of upper middle level government managers at a recent workshop. Not a single member of the group spoke sympathetically, much less in support of the program and its goals.

The GOP program has undergone many program and organizational changes since its inception in 1965, thereby complicating an already difficult managerial task. Initially, the program was viewed as an administrative effort concentrating solely on the delivery of contraceptives. From 1968-69 to 1974, the concept of continuous motivation was followed. After a major slow down of activities in 1974-76, the provision of clinical services was introduced and, in 1981, the government initiated the current system of Family Welfare Centers (FWCs) which are intended to integrate family planning programs with a wide range of activities which might influence

fertility (health services, women's programs, literacy, etc.). Pursuant to the restructuring of the program at that time, about 5,000 employees were fired. In 1983 the administration of the program which until then had rested with the central government was turned over to the provinces. The restructuring, through delegation of more authority to the provinces and the addition of some intermediate supervisory positions, has established for the first time a career structure for those working in the program who heretofore realized virtually no promotions.

The Population Welfare Division, which has primary responsibility for the conduct of the program, has found it difficult to take advantage of training opportunities to up-grade skills because it has no leave or training reserve which would permit someone to undertake the responsibilities of another employee who is on training or leave. Now, with a clearer career structure it is expected that this problem can be overcome.

The GOP has a very clear hierarchy of job responsibilities. Since FPMT concentrates on management needs as identified by upper middle level and senior managers, people who fall into the following categories are considered to be within the scope of the project.

PERSONNEL RANK

Grade 20 - 22	Senior
Grade 18 - 19	Middle Level
Grade 17	Supervisors of field workers

The FPMT project could make some useful contributions to the Government's program in the following areas:

-- Delivery of Contraceptives

-- Management of Non-Traditional IE&C

-- Expanding of Population Dynamics Concepts in training curricula

A. Delivery of Contraceptives

The management task of ensuring the regular and timely delivery of contraceptives in a mix of options responsive to local demand was mentioned in virtually every interview which the team conducted.

An information system for contraceptive movement was introduced in 1976, establishing procedures for maintaining records and for reporting information related to contraceptive movement. This system has been modified from time to time revising the record and report formats. These records and report formats provide a basis for determining the accountability of contraceptive supplies and also indicate contraceptive performance. In addition, circular instructions have been issued from time to time on such aspects of contraceptive logistics as frequency of dispatches and desirable inventory levels. While these records, reports and circular instructions meet the program needs to some extent, there has not been a comprehensive document which can serve as a reference on all aspects of the contraceptive logistics system.

Thus, the contraceptive supply logistics of the PWP in the country has been based largely on a set of procedures for recording and reporting of contraceptive supply data. Therefore, supply logistics has traditionally been seen as a clerical job with little participation of the managerial and supervisory staff designed to ensure the effectiveness of the supply system.

This has resulted in frequent shortages or excessive supplies, both of which are harmful for the program. In a shortage situation, such as the one recently experienced with respect to condoms, it is not possible to achieve program goals in terms of the desired contraceptives usage. Excessive supplies are equally harmful in that the commodities need to be stored for longer periods of time, sometimes beyond their shelf life. In one case, large quantities of pills had to be destroyed for this reason. These under and over supply situations are clearly indicative of the fact that the program supply system was not operating satisfactorily and needed improvement. The need for improving contraceptive supply logistics was recognized and emphasized in the Population Welfare Program Plan.

Therefore, the PWD and USAID/Islamabad developed a comprehensive Manual for Contraceptive Logistics. The manual covers all aspects of the system and specifies functions and responsibilities of all operational and well as managerial staff of the PWP. It is expected to be made available next spring for use throughout the nationwide system. One important innovation will be the planned for addition of four Provincial Warehouses. Currently, shipment is from the Central Warehouse in Karachi to 73 District Stores, thus requiring provincial level officers to be more directly involved in the process. A Contraceptives Flow Chart is shown as Annex A.

The Manual shows the number of functional units involved in the delivery system as follows:

<u>Warehousing/Storage Points</u>	<u>No. of Units</u>
Central Warehouse, Karachi	1
Provincial Warehouses	4*
District Stores	73
FWC Stores	1,250
<u>Service Delivery Points - Program Outlets</u>	
FWCs	1,250
Reproductive Health Service A&B Centers	100
FWC Community Distributors/ Sales Agents	20,000 - 25,000
District Distribution Points	20,000 - 25,000
<u>Service Delivery Points - Non-Program Outlets</u>	
Area and Worker Hakims	1,000 - 1,200
Target Group Institutions (TGIs) e.g., Defense Forces, PIA, Railways, Steel Mill, Fauji Foundation	150 - 200
Non-Government Organizations, Northern Area and Azad Kashmir Program outlets	100 - 200
Provincial Line Departments Outlets (Health, Social Security and Labour Departments)	600 - 2,000

* Planned

SUMMARY OF FUNCTIONAL RESPONSIBILITIES

Name of Relevant Unit or Official	Forecasting	Procurement	Receiving	Warehousing and Storage	Requisitioning	Issue and Dispatching	Transportation	Dispensing to Clients	Recording and Reporting	Monitoring	Supervision	Data Processing
<u>Federal</u>												
Supply & Services Dte. Islamabad Supplies, Stores & Warehouse (SSW Karachi)	X	X	-	-	-	-	-	-	X	X	-	-
Stat & Data Proc. (SDP) Dte, Isl	-	-	X	X	-	X	X	-	X	-	-	-
Program Monitoring Dte, Islamabad	-	-	-	-	-	-	-	-	-	X	-	-
<u>Provincial</u>												
Director/Dy. Dir. Mon & Eval. Cell	-	-	-	-	-	-	-	-	X	X	-	X
Deputy/Asst Director Logistics	X	-	-	X	-	X	X	-	X	-	X	-
Storekeeper	-	-	X	X	-	X	X	-	X	-	-	-
<u>District</u>												
DPWO/DDPWO	-	-	-	-	-	-	X	-	-	X	X	-
Statistical Assistant	-	-	-	-	X	-	-	-	X	X	-	-
Storekeeper	-	-	X	X	-	X	-	-	X	-	-	X
<u>FWC (Below District)</u>												
F.W. Worker	-	-	-	-	-	-	-	X	-	X	X	-
F.W. Assistant - Male	-	-	X	X	X	X	-	-	X	-	-	-
<u>RHS - A Center</u>												
M.O. Incharge	-	-	X	-	X	-	X	X	X	-	-	-

Recommendation:

In conjunction with a Pakistani training institute, FPMT could develop workshops for appropriate District, Provincial and Federal Officers. The workshops would be designed to: (a) thoroughly acquaint senior officials with the principles of commodity management and apply them to exercises using the manual (b) elevate the level of management attention given to the delivery, monitoring and reporting of contraceptives by senior officials, especially those at the provincial level where new warehouses are planned (c) thoroughly acquaint them with the programmatic and workload implications of the system and (d) identify management needs including the appropriate level of detailed information necessary to help them exercise their responsibilities more effectively.

Officers appropriate for attendance at the workshop would be drawn from the following organizations:

Federal

Program Monitoring Department, PWD,
Statistics and Data Processing Department, PWD
Supplies and Services Department, PWD
Supplies, Stores and Warehouse, PWD, Karachi

Provincial

Director/Deputy Director Monitoring
and Evaluation Cell
Deputy Director Logistics

District

District Population Welfare Officer

Deputy Population Welfare Officer.

We estimate that approximately 150-175 people would be eligible for training. Thus, five workshops are being proposed, one in each province and one at the Federal level.

To be cost effective a core group of three Pakistani trainers should be established. For example, one each could be selected from PWD, the Organizations and Method Division, Cabinet Secretariat (O&M) and National Institute of Public Administration (NIPA). Working with one or two trainers provided by the FPMT project, they could conduct all the workshops, thereby reducing the time required for the expatriate trainer to work with new trainers at each site. Each workshop might last 4-6 days. Since the system is tentatively planned for introduction next spring, preparation for the workshop would need to begin no later than early next year. The Secretary, PWD suggested that the manual should be pretested prior to the workshop. The Team believes this is an excellent idea and the results of the pretest and the FPMT supported workshop should provide the basis for possible revision of the manual before it is launched nationally. The details of the procedures for pretesting need some clarification between the USAID and the GOP to see if it would be appropriate for the FPMT or should be funded from some other source.

Finally, we recommend a workshop approximately 8 months (after two restockings on a quarterly basis) after the system is installed to

assess its effectiveness. This workshop should include representation from some of the major non-governmental users of the system (NGOs, TGIS etc.) as well as government officials.

B. Management of Non-Traditional Information, Education and Communication (IEC)

A viewpoint held throughout the GOP is that the key to increasing contraceptive prevalence is education. Correlations in other countries between education level and contraceptive use are cited. Indeed, this seems to be the main premise upon which the Government's IEC strategy has been based. This has resulted in the production of a large volume of material in the form of pamphlets, audio visuals and media messages. Regrettably, little material appears to have been developed to date on non-traditional approaches to IEC which would be targeted to an illiterate or marginally literate clientele. Without reaching this group in a meaningful way, approximately 70% of the population is being missed. Given the key role of women in the program, and the differential literacy rates between males (36%) and women (15%), the implications are even greater. IEC programs for this clientele must take advantage of the informal, non-traditional methods of passing information which are employed throughout different provinces as well as take into consideration regional differences in dialects. Written or media material can be helpful but it appears that word-of-mouth or person-to-person contact and/or encouragement from a respected person can have a great impact. Examples would be a neighbor, an elder or someone with whom the client has regular contact. This seems to be borne out by the statement of one Provincial Office who said surveys of the Family Welfare Centers in her province

indicated that one-third of the acceptors were motivated to come to the centers because of government information while two-thirds come because of the encouragement of friends and neighbors.

The GOP has reviewed its approach to IEC and is developing a new Mass Media Campaign which will receive AID assistance of about \$5.5 million. The major components of AID's support will be (a) short term technical assistance, (b) market research focused on the concerns of potential clients, (c) field testing prior to the development of a full-scale communications strategy using specific messages for various segments of the population, (d) media campaigns involving TV, radio, newspapers, films and other printed materials and (e) evaluation.

This approach seems particularly well timed since the new CSM Project is expected to begin nationally early next year. This will greatly expand the totality of IEC messages available to the general public and should provide some complementary support to the programs directed to illiterates.

The NGO Sector, especially FPAP and the NGOCC, have had some relevant experiences which could be incorporated into the planning and implementation of the Mass Media Campaign. For example, FPAP has been working with traditional birth attendants (TBAs), hakims and former health guards in areas where literacy rates are only 5-10%. They have also targeted groups which have regular contact with the community (e.g., shopkeepers, barbers, taxi drivers, postmasters and trade union leaders). Another interesting project

takes advantage of the tradition of the jujra, which is a place in the villages of the Northwest Frontier Province (NWFP) where men gather to talk, socialize and have the paper read to them.

Frequently illiterates are told about day's events by those who can read the newspapers. The team believes that the GOP would benefit from the past experience and new approaches planned within the NGO community. Of special interest would be how NGOs manage the process and what program and management techniques are likely to bring the best results. Unfortunately, the NGOs have not had the time or the staff skills required to properly document their experiences.

Recommendation

In conjunction with the GOP's new initiatives in IEC consideration should be given to holding a workshop on the Management of Non-Traditional IEC Programs. Preparation would be undertaken jointly with the NGOCC, appropriate NGOs, the GOP and the FPMT staff. To make the workshop effective, FPMT could support the development of appropriate case studies documenting the work of NGOs in this area. This should be able to be done by individuals already in-country receiving general guidance from the project. These case studies should be completed within a year at which time a training plan could be developed for the workshop.

C. Expanding Population Dynamics Concepts in GOP Training Curricula

The Team visited all of the providers of management training to members of the Civil Service of Pakistan in grades 17-22. They are: The Administrative Staff College, Lahore (ASC); the Training

Wing of O&M Division, at Islamabad (O&M); The National Institutes of Public Administration at Peshawar, Lahore and Karachi (NIPA); and the Peshawar Academy of Rural Development at Peshawar (PARD). Each institute addresses issues relating to family planning and population planning in their curricula. However, our strong impression is that for the most part, the subjects are discussed in a small number of sessions or as infrequently as once during an entire course. For example, each of the training courses uses techniques which include a group report about a particular management problem or economic development issue. Some involve field visits to a District and a paper on a particular aspect of development in the area (e.g., agriculture, health, etc.). Apparently when population growth is considered in the exercise, the most recently available growth rate is treated as a constant throughout the planning period. Thus, population growth becomes an exogenous variable to be planned for rather than influenced.

At little cost, the concepts of population dynamics could be introduced in a much more comprehensive manner. This would be entirely consistent with the GOP's thrust toward making the program more multidisciplinary and it would help make administrators more aware of the implications of population growth for their own programs. Also, managers at this level are frequently transferred from one technical ministry to another. Thus, the additional awareness would not only spread throughout the government, but would also be useful for those who might someday be transferred to the PWD or directly related agencies.

Several relatively minor adjustments might be considered to existing training plans. First, all exercises could explicitly take into account population growth and the implications of several alternative growth rates on the budget, resource allocations, etc. Second, more exercises could involve policy and administrative issues relating to the National Family Welfare Program. Third, presentations such as RAPID could be included as a separate session in each training course.

For the reasons cited at the beginning of this section, PWD has had limited involvement in many of the intra-governmental management training opportunities. For example, only two of the civilians trained at O&M's management course have come from PWD and only five of over 8,500 government officials trained at PARD between 1959 and 1983 were shown in the category entitled Population Planning (all in the 1974-79 period). Increased participation of PWD employees would be highly desirable from two perspectives. First, it would continue to keep issues of population growth in the discussions by virtue of their presence. Second, it would improve the managerial skills of the individual trainees.

Recommendation

The FPMT project could work in collaboration with a group such as the National Institute of Population Studies (NIPS) to help introduce the broad concept of population dynamics throughout the training curricula of those organizations providing management training to officers in grades 17-22. Specifically, a seminar could be held for the senior officers of the relevant training institutes. The

seminar might be enlarged to include representatives from management institutes such as PIM and the Lahore University of Management Sciences as well.

We suggest that the seminar include the participation of a well-known and respected individual who has followed the demographic situation in Pakistan for some time to set the framework and describe the issues. The remainder of the seminar could be devoted to discussing the techniques most appropriate to integrating population dynamics into training plans.

IV. NON-GOVERNMENT ORGANIZATIONS

In an effort to expand and strengthen the overall country effort to address its rapid population growth, the GOP in its sixth Five Year Plan (1983-88), initiated a policy of active encouragement of family planning service delivery by NGOs. An initial allocation of Rs. 50 million was made and the NGOCC was established. This autonomous body was created to encourage NGOs to expand their existing family planning activities or to add family planning components as complements to their existing program activities. (Appendix C provides an overview of the institutional framework, administration and management, composition and mandated functions of the NGOCC). The NGOCC has been operational for approximately 18 months. During this start-up phase the NGOCC has functioned with an extremely limited staff that has recently been greatly augmented with assistance from FPIA. Other grants and assistance from AID, CIDA, IPPF and Pathfinder will further strengthen the NGOCC in terms of training and funds for family planning projects.

A few NGOs (e.g., the Behbud Association and the MCWA) have traditionally included family planning outreach and service delivery as part of their comprehensive health care programs. However, the majority of NGOs had placed little emphasis on family planning prior to the availability of funds for this purpose through the NGOCC. The FPAP, is the only NGO in Pakistan which has family planning as its major program emphasis.

A number of reasons (with which the Team agrees) are given for consciously promoting NGO involvement in family planning activities:

- NGOs can provide entrees to segments of communities not easily reached by GOP agencies, and NGOs generally have already established positive relationships with such populations.
- NGO staff and volunteer commitment to community participation and social welfare create an organizational atmosphere in which they are more inspired and motivated to undertake the work than may be found in the work situations of lower level Government fonctionnaires.
- The relative autonomy of individual NGOs and the range of NGOs in terms of goals, strategies and programs permit greater flexibility and innovation in developing, testing and later disseminating family planning IEC and service delivery approaches.
- NGOs are recognized for delivering services in a cost effective manner.

The NGOCC began awarding grants late in 1984 for the addition of family planning services. The initial grant recipients were those NGOs which already had some track record in MCH or family planning delivery and thus could provide some assurance of likely success. The majority of the grants which have been made since then have followed a standardized format in which Rs. 60,000 is awarded for the first year and Rs. 50,000 for subsequent years for each family planning service outlet an NGO proposes to establish. Small NGOs

usually request grants for only one outlet, while the larger more established ones may request and receive funds for up to 10 outlets. To date, the NGOCC has awarded such grants to 62 NGOs for the establishment of 319 family planning service outlets.

All of the NGOs visited by the Team have received grants from the NGOCC. For many, the additional programmatic, administrative and management demands of incorporating or expanding their family planning activities have led to new or significantly increased institutional needs. The following discussion of management issues, needs and training opportunities synthesizes the main points of agreement among the NGOs interviewed during the FPMT assessment. Many of the issues which surfaced, and the resultant FPMT recommendations, parallel those identified, presented and discussed in the FIT consultancy report completed April 1986 by The Foundation for International Training.* The Team agrees with the findings and recommendations contained in that report. Profiles of each NGO visited and their management concerns are shown in Annex B.

A. Project Design, Administration and Evaluation

The combination of 1) the NGOCC's need to quickly generate enthusiasm and momentum and obtain tangible results; 2) the lack of sufficient NGOCC staff to work on site with NGOs; and 3) the NGOs' relative inexperience in designing innovative family planning project

* Report on Institutional Review of NGO Coordinating Council for Population Welfare and its Constituents. The Foundation for International Training 200-1262 Don Mills Road, Don Mills, Ontario, Canada, M3B2W7, April 1986.

strategies, has led to a situation in which the vast majority of NGOCC-awarded grants have been made for the establishment of outlets that are almost indistinguishable from existing GOP outlets. In order to facilitate the proposal preparation process, NGOCC has permitted NGOs to fill in the blanks of a "boilerplate" proposal format leading to standardized outlets and approaches. Hence, the innovation anticipated from the NGO sector has not yet emerged.

However, this approach may well prove to have been an effective beginning as long as such projects do not become the norm. During this initial phase, the NGOCC has gained experience, is currently expanding staff numbers and skills and will now be better able to assist NGOs in developing more innovative family planning approaches that respond to the specific settings, needs and resources which they encounter. Likewise, NGOs which had little or no previous experience in family planning outreach and service delivery now have some basis upon which to develop more innovative project components.

Innovation in project design is closely linked to the need for greater flexibility in grantees budget line items. Currently grantees are not permitted to hire project administrators. Thus, it is not uncommon to find one or two committed individuals (often the founders) attempting to perform nearly all administrative and management functions needed to support expanded program work now being carried out by increasing numbers of doctors, public health nurses, LHVs, and field workers/motivators. In many NGOs an increase in supervision, administration and management needs has not

been met by a concomitant increase in the numbers of staff who are qualified and capable of assuming some of these responsibilities. In most cases the NGOs are unable to hire such staff using their own limited resources. Thus, either those currently handling administration are either swamped or technical personnel, who are inadequately trained to do so, are required to perform administration, supervision and management functions. NGOs which were interviewed tended to feel that qualified individuals could be found, and with training and orientation, could fill this administrative/management need, but they lack the funds to hire such staff. Even with all NGO grant recipients agreeing to provide 25% of the total project cost from their own funds, such NGO contributions are apparently not used to supplement administrative staff.

Thus far, monitoring and evaluation have been approached in quantitative terms - number of outlets, number of new acceptors, number of contraceptives delivered. If the NGO program is to provide opportunities for experimentation, innovation and the eliciting of lessons regarding effective family planning delivery, then greater attention will need to be paid to assessing and documenting qualitative aspects of NGO projects. The evaluation aspect of the overall NGO program will become even more critical if/when NGOs begin to test some more diverse approaches to service delivery and try to identify results which could have implications for program planners and policy makers in both the GOP and NGO community.

There is a tendency to view evaluation as an activity which is separate from the project design and implementation process, an activity which is externally initiated retrospective and judgmental in nature. At this point in the NGO program it makes sense for the NGOCC to work collaboratively with the NGO grantees to develop indicators and measures for assessing the qualitative aspects of current projects. As follow-on or new projects are developed, the design and proposal preparation phase should include increased attention to and discussion of means of assessing qualitative aspects of the projects. Such evaluation should focus on programmatic aspects as well as administrative aspects of projects. NGOs need to develop an understanding of evaluation as an ongoing process useful for keeping themselves on track, for identifying needed project revisions and for eliciting valuable lessons regarding project effectiveness.

Expanded evaluation of qualitative aspects of NGO family planning projects can lead to the identification of topics suitable for further investigation and documentation, including:

- Comparison of IEC materials, approaches and results;
- Skill needs and effectiveness of training of outreach workers including LHVs, male and female motivators;
- Approaches to and effectiveness of various systems and staff used to supervise, monitor and manage project activities; and

- Comparison of effectiveness of family planning motivation within a single service or within integrated delivery system, etc.).

Recommendations:

It is important that grantees who have received and implemented the basic Rs. 60,000 center/year grants be given assistance (technical and financial) in making their projects more creative, better managed and evaluated in subsequent years. Likewise, NGOs which wish to present proposals for consideration by international NGO donors should be encouraged and aided to develop more creative project approaches and components.

When a large grant is given through the NGOCC for the establishment of more than 6 or 8 outlets, consideration should be given to the provision of additional funds to bolster the administrative/management capability of the recipient NGO. Currently the NGOCC is prohibited by FWD policy from granting additional GOP funds to strengthen administration, but the Team feels this restriction should be reconsidered. Further, when international NGO donors are considering NGO-to-NGO funding, the NGOCC should encourage their support to expanded/strengthened administration and management.

Possible FPMT project input might include designing and implementing a workshop for NGOs, held under the auspices of the NGOCC which focused on:

- needs assessment and project design
- project administration and management

project evaluation

The workshop would require 10-14 days of training time and 1-2 FPMT trainers, with 28-32 NGO representatives as participants. Organizations such as FPAP and MCWA, which have experience in developing responsive, creative projects could be valuable resources. The workshop should be highly participatory with NGOs exchanging ideas and experiences to date and actually developing strategies and/or proposals for new projects. NGOCC program staff, whose responsibilities include assistance to NGO, in project development, should be involved as workshop facilitators to work with FPMT consultants.

Participants would be encouraged to plan for evaluation during the design of their projects. Workshop sessions would focus on the development and use of formative evaluation tools and techniques to guide NGO project implementation; the importance of and ways to evaluate qualitative aspects of family planning projects; and methods of facilitating maximum involvement of community level project beneficiaries, project staff and managers, in evaluating change. NGO managers would develop evaluation plans, including specific indicators of change, assigned responsibilities of evaluations and possible formats for presenting findings.

The issue of developing appropriate mechanisms for ensuring adequate management of the family planning components of NGOs programs would be another focus of the workshop. While certain policies and parameters have been mandated to the NGOCC by GOP, dialogue between NGOCC and NGOs on how best to operationalize the

management and administration aspects of their programs can lead to a greater impact and more efficient, effective family planning service delivery.

NGOs would identify the specific management/administrative functions/needs of their family planning projects, the strengths and weaknesses of their current systems and staff who fulfill these functions and the identification of particular training inputs which would strengthen overall management/administration. The workshop could also lead to a series of recommendations for the NGOCC and PWD regarding funding for NGO management/administration. Depending upon the training needs enumerated during the workshop, and the training resources available through the recent grants to NGOCC from FPIA and Pathfinder, the FPMT project might assist in the conduct of subsequent workshops.

The FPMT project may also consider the possibility of exchange/study visits among NGOs in Pakistan to permit NGOs to observe innovative projects. Similar visits may be made by Pakistani NGO managers to appropriate NGOs outside Pakistan (i.e., Concerned Women for Family Planning in Bangladesh), whose projects include innovative approaches that might be adapted to and replicated in Pakistan.

B. Documentation of Innovations, Including Information, Education and Communication

To date little exists to document the experiences of NGOs in the delivery of family planning services. To some extent, cases of successful interventions, many of which have been highly

innovative, already exist, though many more should result from the NGOCC-sponsored grants now being implemented.

For example, FPAP's projects which involve dias, hakims and health guards as outreach workers and service providers should be documented as evidence of the positive results possible using persons with little or no formal education to motivate largely illiterate populations. With a contraceptive prevalence rate which appears to be three times the national average, the MCWA provides another interesting case. By developing case studies which document the combination of approaches and inputs that have led to these successes, NGOs can provide important direction to program planners and policymakers in both the public sector and NGO community.

Two interrelated aspects are often cited as key to NGO success in the promotion and acceptance of family planning: person-to-person contact with potential acceptors, and the delivery of quality services creating satisfied clients. Many NGOs stressed the importance of direct personal contact with potential new acceptors by family planning motivators. Yet many feel that the greatest number of new acceptors, in fact, come for services because they were motivated by friends, neighbors or relatives who are satisfied users. This would seem to indicate that there is a need to develop and test some IEC/motivation approaches which take into account the following:

An estimated 63% of urban women and 89% of rural women are considered illiterate.

Little training is provided to family planning motivators to help them strengthen communication, counselling, motivation skills.

Available IEC materials tend to be directed toward literate audiences in the form of posters and pamphlets with predetermined messages, and thus are not particularly suited to the interactive, person-to-person method used by motivators who make home visits.

Satisfied clients are willing to promote family planning with other women they know.

Thus, another area in which NGOs, the NGOCC and the overall NGO family planning program can make a valuable contribution is in the innovation, testing and documenting of IEC techniques and materials appropriate for illiterate audiences. Approaches and materials are needed which invite interaction between village women and the family planning motivators, which involve, satisfied clients who are family planners, as promoters, and which do not presuppose literacy skills. The NGOCC has developed and tested some prototype IEC materials but a great deal more is possible in this area.

Recommendation:

The FPMT project recommends that the NGOCC, FPAP and other NGOs be offered a workshop on the development and use of innovative IEC materials for audiences with low literacy skills and the documentation of their experiences in using these materials.

Such a workshop should involve a great deal of "hands-on" sessions during which participants would actually develop a variety of non-traditional IEC approaches which they would test within the context of their NGOCC-sponsored family planning projects. Participants would develop approaches and systems for evaluating the effectiveness of the IEC materials. They would also discuss content, format and the process of developing case studies and would develop outlines of case studies they might prepare to document their experiences. The workshop would require 1 FPMT resource person and should be 5-7 days in duration.

FPMT follow-up technical assistance with a selected number of NGOs could result in important documentation of family planning innovations, which is currently nonexistent in Pakistan.

C. Family Planning Association of Pakistan (FPAP)

The FPAP is the only Pakistani NGO whose goal is the promotion of family planning. With a field program involving 200 family planning centers, each servicing a catchment area of 20,000 - 30,000 persons, it is also the largest private sector organization delivering family planning in Pakistan.

FPAP recently completed a reorganization, undertaken to decentralize much of the decision-making and project design. Five Zonal offices now backstop the 137 committees/work units, and 13 field offices provide technical assistance and ensure program monitoring.

FPAP is currently implementing a number of innovative service delivery projects, including projects involving TBAs, hakims, and health guards (northern provinces) to reach rural groups with low or no literacy skills. Another project is training taxi drivers, barbers, postmen and labor union members, whose work brings them in contact with large segments of the population, to act as family planning motivators.

Recommendations:

FPAP should be given training and technical assistance in computerizing their data collection and reporting on contraceptives logistics and acceptors.

FPAP staff who are involved with the more innovative projects should be included as participants on the proposed NGO workshop dealing with project documentation and the development and case studies. They should be invited to share their experiences with other NGOs at the proposed project design workshop.

FPAP staff from the 13 field offices, which are now responsible for much of the organization's project design, should be invited as participants in the proposed NGO workshop on innovative project design and incorporating evaluation into designs.

Because one of FPAP's stated needs is to upgrade the skills of mid and lower level service deliverers in communication and the use of IEC materials, selected staff should be invited to attend the proposed workshop on that topic.

V. CONTRACEPTIVE SOCIAL MARKETING

Consideration has been given for some time to introducing a CSM program in Pakistan. AID has authorized \$40 million in support of the effort (mostly the supply of contraceptives). The project will be carried out by a for-profit organization, W. Woodward (Pakistan) Ltd., which is affiliated with the London International Group, the worldwide marketer of Durex brand condoms. Two field tests have been completed in the Sind and Punjab with nationwide launch targeted for early next year. Condoms will be marketed at one rupee for a pack of four through Woodward's 150 distributors and 1700 outlets. In addition, special promotions are planned at cinemas, festivals, etc.

The Managing Director of Woodward reviewed various country experiences in CSM and has visited the Bangladesh program. He has expressed the need for his project to develop a set of criteria for evaluation which will meet the needs of AID and the Government of Pakistan. The management problem he faces is the need to mesh the collection of data for commercial purposes with the need to report to AID and the GOP which have as their primary concern the project's impact on increasing CPRs and other developmental criteria. He has identified the need for training in the establishment of a MIS which will meet both needs.

Woodward has financed a KAP survey of some 30,000 people undertaken by Lever Brothers as well as a survey of current private sector practices in marketing condoms. Consideration is also being given to the use of a consumer panel of 2-3,000

people to get periodic feedback regarding usage, reaction to the marketing approach etc. Woodward intends to describe fully to the USAID its approaches to data collection and ascertain whether they will satisfy requests for information which might arise over and above the requirements of the contract.

Recommendation:

If, after discussions with the USAID, the need still remains for training in the establishment of a separate MIS, FPMT should respond favorably to a request for assistance. The ability to measure the impact of this important new project from its outset will advance the state of knowledge of CSM projects.

VI. TRAINING INSTITUTES - OVERVIEW

The team visited 12 management training institutes of various types -- government, university-based and private -- to determine their readiness and capacities to provide short term training to middle-level and senior managers involved in family planning activities. The Team sought to identify those institutions which were best suited to collaborate in FPMT activities. The process included a study of each institute's: (1) faculty (their expertise and experience), (2) teaching methodology, (3) clientele and coverage of current training programs, (4) potential for increasing the coverage of its training programs, (5) physical facilities, and (6) flexibility and readiness to collaborate in the project. Detailed profiles of the training institutes visited are contained in Annex D.

There is at present very limited management training for family planning managers in Pakistan. The Population Welfare Training Institutes (PWTTI) deal mainly with population issues and the important tasks of training program personnel in communications and training methods as well as creating a greater awareness of the need for family planning among non-program personnel. The other training institutes cover family planning only in passing or as one of many topics in a general program. Very few officers and staff of the PWD get to participate in intra-governmental management training programs such as those offered by the NIPAs, the O&M Division, and PARD. The managers of NGOs involved in family planning have even fewer options.

Recommendation:

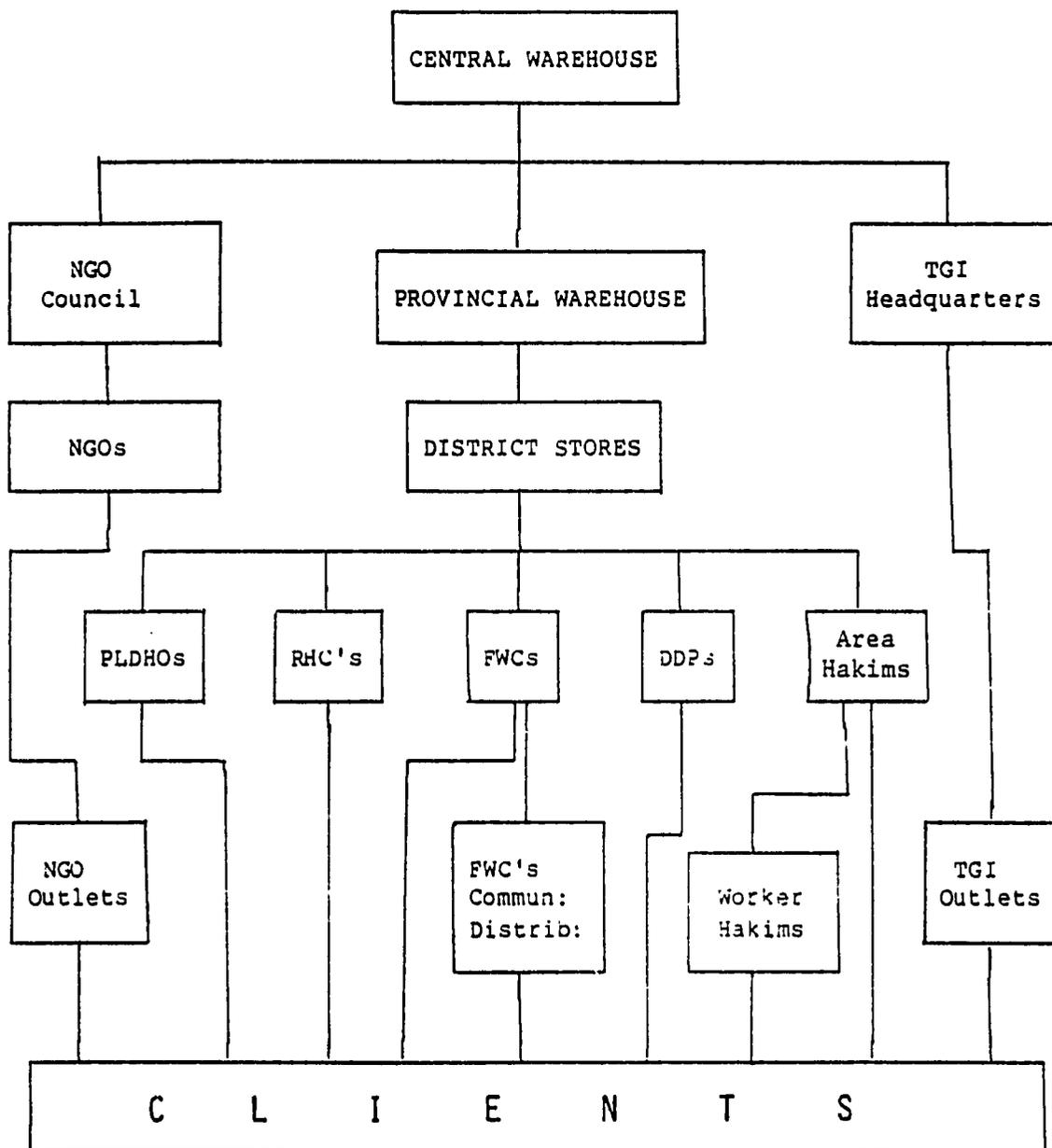
The project should work with selected local training institutes to develop management training courses and training materials specifically for managers of family planning programs. The O&M Division's Training Wing, NIPA, and PIM (Lahore) are the most promising institutes for collaboration in the project. The choice of the particular institute will depend on the nature and timing of the proposed training activity. Since none of these training institutes have had experience in family planning management training, the project must be prepared to provide them with support in terms of technical assistance and training materials.

LIST OF ANNEXES

PAGE

ANNEX A	: Contraceptive Flow Chart	44
ANNEX B	: Profiles of NGOs Visited	45
B.1	: Behbud Association, Rawalpindi	45
B.2	: Red Crescent Association, Peshawar	46
B.3	: All Pakistan Women's Association, Peshawar	47
B.4	: Family Planning Association of Pakistan, Lahore and Karachi	48
B.5	: Maternity and Child Welfare Association, Lahore.	50
ANNEX C	: NGO Coordinating Council for Population Welfare.	52
ANNEX D	: Profiles of Training Institutes Visited.	57
D.1	: National Center for Rural Development, Islamabad	57
D.2	: Pakistan Academy for Rural Development, Peshawar	61
D.3	: Lahore University of Management Sciences, Graduate School of Business Administration	64
D.4	: Pakistan Administrative Staff College, Lahore.	68
D.5	: Organization and Methods Division, Cabinet Secretariat Islamabad, Karachi, Lahore	71
D.6	: Population Welfare Training Institute (PWTI), Lahore	75
D.7	: PWD Regional Training Institute (RTI), Karachi	79
D.8	: National Institute of Public Administration, Karachi, Lahore, Peshawar, Quetta.	81
D.9	: Pakistan Institute of Management, Karachi and Lahore	85
ANNEX E	: Persons Contacted.	89
Annex F	: Proposed Workplan.	94

CONTRACEPTIVES FLOW CHART



* Currently, Central Warehouse is despatching supplies directly to the District Stores. However, Provincial Warehouses are being established and the present arrangements will discontinue as and when the Provincial Warehouse become functional and commence handling contraceptive supplies.

PROFILES OF NGOs VISITED

Name: Behbud Association, Rawalpindi Branch
Location: Rawalpindi
Contact: Nighat Saeed Khan, Executive Director
Program: Income generation skills training, education, day care, family planning/welfare.

Family Planning
Activities: Grant from AVSC (April 1986 - \$60,000 - 14 months) to establish a surgical unit for surgical contraception - June 1986 - September 1986 completed 87 tubal ligations and 2 vasectomies.

Grant from NGOCC (July 1985 - Rs. 1,000,000) to establish 32 service outlets (18 Karachi, 18 Rawalpindi, 6 Lahore) - in Rawalpindi 16 stationary outlets and 2 mobile outlets.

Family Planning
Management Issues: Reporting: Reporting to NGOCC is done quarterly (financial, performance, contraceptives reports) - Reports focus only on numbers, not quality of services or lessons learned.

Communications: Behbud receives no feedback from NGOCC on the reports they submit. NGOs would benefit from annual meetings with NGOCC and other NGO grant recipients to compare experiences and discuss issues/problems.

Training: NGOCC has offered training to NGOs in project management, financial management, but NGOs do not feel they can spare staff to attend training.

Finances: Quarterly installments of grant funds do not arrive on time so the NGO is forced to borrow from other accounts to keep the project active. When planning project extensions the NGOCC goes back to original budgets rather than considering the actual experience/expenditures made by the NGO.

Name: Red Crescent
Location: Peshawar
Contact: Col. M. A. Shah
Program: Health services as auxiliary to those provided by MOH, PWD, etc. - network of 19 MCH centers and seven dispensaries.

Family Planning
Activities: Grant from NGOCC (over Rs. 100,000, given nine months ago) to do family planning motivation and service delivery in 11 of 19 MCH centers.

Family Planning
Management Issues: Contraceptive Supply: Demand for family planning commodities exceeds available supplies.

Coordination with NGOCC, other NGOs and GOP: Role of NGOCC is somewhat unclear. Opportunities to meet with other NGOs working in family planning to share experiences, discuss problems and determine how to better coordinate activities, would be welcomed.

Supervision: There is a need for a senior LHV/supervisor position to better monitor the work of LHVs, perhaps one supervisor for each five LHVs.

Name: All Pakistan Women's Association (APWA),
Peshawar Branch

Location: Peshawar

Contact: Mrs. Rashid, Secretary
Hashmat Aziz, Chairperson

Program: Income generation skills training,
education, MCH

Family Planning
Activities: Grant from NGOCC (July 1985 - Rs. 300,000/year
for three years) to do IEC motivation and
service delivery from five centers, with
house to house contact and delivery of pills
and condoms.

Family Planning
Management Issues: Project Design: The project design,
including targeted numbers of new family
planning users, by method, was provided by
NGOCC, so there was very little local input
to the design.

Service Delivery: In NWFP, because of the
number of international agencies working
with Afghan refugees and their ability to
pay higher salaries, it is extremely difficult
to recruit and keep qualified LHVs.

Contraceptives: Previously APWA Peshawar
received commodities from district offices
but supplies were not reliable. Currently
contraceptives are sent (generally by rail)
from Karachi by the NGOCC and this appears
to be somewhat better.

Reporting, Monitoring & Evaluation:
Reporting and evaluation is focused only
quantitative aspects of project numbers of
visits, acceptors, commodities used. To
date little thought has been put into
lessons learned from the project.

Name: Family Planning Association of Pakistan (FPAP)

Location: Lahore and Karachi

Contact: Lahore: Begum Surayya Jabeen, Director
General, Planning and Program Development
Mr. Jamil Ahmad, Director General,
Finance and Management
Mian Altaf Ahmed, Director General, Field
and Training
Mr. Salim Chishti, Director General,
Communications and Publications
Mian Abdul Hameed, Senior Director, Planning
and Program Development
Col. (Dr.) A. Qader, Senior Director, Medical.

Karachi: Mrs. Noor Dossa, Zonal Director
Dr. Rehana Ahmed, Medical Officer - Model Clinic

Program/Family
Planning Component:

FPAP the only Pakistani NGO whose overall purpose is to promote the delivery of family planning education and services. FPAP supports 200 of its own centers, each of which services 20,000 - 30,000 clients. The organization also advises and assists other NGOs in establishing family planning centers, and undertakes pilot projects to test innovative strategies for family planning outreach and service delivery.

Management/Training
Issues:

Commodities Supply/Logistics: FPAP receives family planning commodities from IPPF, FHI and GOP. At times consignments (particularly from GOP) are received late. They also experience some storage problems.

Management Information Systems: All information and data currently collected on acceptors, contraceptives, etc. is collated manually. FPAP feels a tremendous need to computerize MIS. This would also permit the organization to compare and contrast groups, areas or approaches, thus learning more about successful approaches. FPAP will require training in computer operation and programming.

IEC: FPAP may be the most experienced NGO in Pakistan in terms of developing, testing and using IEC approaches geared to illiterate populations. They would like assistance in doing more in this area, as well as to share their experiences and materials with other NGOs and GOP. Mid to lower level personnel involved in actual service delivery and IEC need further training in techniques and materials development.

Project Design: With the recent decentralization and emphasis on local development of approaches and projects, FPAP staff in the 137 work units (and the five Zonal Offices which backstop them) need training in needs assessment and project design.

Program Administration: Because health professionals (MDs, public health nurses, LHVs) are given administration, management and supervision responsibilities, but do not receive training in these areas as part of their academic programs, a range of training activities to strengthen their administrative skills would be welcomed.

Evaluation and Documentation: FPAP is satisfied with the quality and timeliness of reporting of program statistics from the field. The staff is aware that their program experience provides good case study material which might be of interest to other NGOs and might be helpful to policy makers in GOP, but to date little documentation of this sort has been done. In particular, documentation of success in working with illiterate groups to gain family planning acceptors, and the experiences in alternative IEC and/or delivery mechanisms (hakims, dias, health guards, taxi drivers, post office employees, etc.) would be important.

Name: Maternity and Child Welfare Association (MCWA)
Location: Lahore
Contact: Dr. A.H. Awan
Prof. (Mrs.) Asghari K. Awan
Dr. Mahmuda Mubasher
Programs: Since 1961 the MCWA has delivered MCH services, including curative services, family planning, and nutrition education. The group supports 10 MCH centers. Emphasis is placed on sustained outreach, careful recordkeeping and analysis of results, both qualitative and quantitative.

Family Planning Component: Family planning services have been a part of the MCWA program since its beginning. Each of the 10 MCH centers reaches a population of approximately 5,000 women. The MCWA program appears to have a 30% family planning acceptance/practice among its target group, three times the national average, due in large part to:

- regular, focused, supervised contact (door to door) by LHVs
- the capacity to address a broad range of health care needs and through that to gain access to potential family planning acceptors
- a good understanding of the communities in which the program works, gained through baseline surveys and extensive recordkeeping related to clients.

Management/Training Issues:

Program Design: The "prepackaged" Rs. 60,000 per outlet design used by the NGOCC permits little creativity, innovation or flexibility in developing projects. For an organization such as MCWA, which already has some experience in delivering family planning services, this is unnecessarily constraining.

Commodities Supply: At the beginning of the NGOCC grant, MCWA was not aware that they had the option of receiving contraceptives through NGOCC. They currently receive them from the FPAP or purchase them in the local market. They now prefer not to receive contraceptives through NGOCC because injectibles are not available from NGOCC, and they feel the paperwork related to other supplies is excessive.

Program Administration, Management, Supervision: The Rs. 60,000 per center grants stipulate the types and numbers of staff who may be hired. No provision is included to strengthen (through additional staff) the administration, management, supervision of the program. Thus, while NGOCC funds have permitted expansion of family planning activities in 10 MCWA centers through additional LHVs, trained dias etc., there has been no related strengthening of the administrative side of the program, and all financial recordkeeping, overall supervision and management is performed by two long time patrons of the organization.

NGO COORDINATING COUNCIL FOR POPULATION WELFARE

INSTITUTIONAL FRAMEWORK

The NGO Council is an autonomous body. It enjoys operational and financial autonomy. The Council is guided by a Policy Board, and Project Implementation by NGO Council.

ADMINISTRATION & MANAGEMENT OF NGO PROJECT

POLICY BOARD

- 1) A Policy Board is set up with Minister Incharge for Population Welfare as Chairman, Advisor as Co-Chairman, Secretary Population Welfare Division as Vice-Chairman, Secretary Finance, Secretary General Economic Affairs Division, Secretary/Additional Secretary Planning and Development, Chairman NGOs Coordinating Council Secretaries Provincial Population Welfare Department, and three Representatives of the NGOs sector nominated by the Minister Incharge, Population Welfare Division as members, and Director General Programme) as member-Secretary.
- 2) The Policy Board meets once a year.

Composition of the Council

The Council comprises the following members:

- i) One Honorary Chairperson.
- ii) Two Honorary Vice-Chairpersons.
- iii) Eleven members from NGOs Sector.

- iv) One Representative each from Population Welfare Division, Economic Affairs Division, Finance, and Planning and Development Division, GOP.
- v) One representative each from the Population Welfare Department, Lahore, Karachi, Peshawar and Quetta.

A small 'NGO Cell' consisting of two officers with support staff is established in the Population Welfare Division. The main function of this Cell is to ensure that the operational functioning of the NGOs Coordinating Council is in line with Policy framework given by the Policy Board. The Cell services the Policy Board and also looks after all administrative, financial and secretariat functions concerning the NGO Project.

Functions of the Coordinating Council

- i) To be responsible for overall implementation of the NGOs Project, its monitoring, supervision and evaluation.
- ii) To identify NGOs for their involvement in the Population Welfare Programme according to the criteria laid down by the NGOs PC-I-Project-1984-88.
- iii) To approve level of grant for each Project Proposal of the NGOs within the framework stipulated in the NGOs Project and make disbursement to concerned NGOs out of funds placed at its disposal by the Population Welfare Division.

- iv) To obtain quarterly expenditure statements from NGOs provided with funds, on a prescribed proforma to ensure financial discipline and to apprise the Population Welfare Division accordingly.
- v) The Council is responsible for proper maintenance of accounts of expenditure incurred in the NGO sector, in accordance with the financial rules of the Council. The Council also reviews annual audited statements of accounts and take corrective measures and send a report to the Population Welfare Division.
- vi) Submit financial requirements of the NGOs sector for each financial year for consideration of the Policy Board set up vide Notification No. 5(1)/84-Infra.Instns. dated 8th August, 1984.
- vii) Negotiate foreign assistance for individual NGOs in Pakistan within the mechanism involved by the Population Welfare Division in consultation with Finance and Economic Affairs Division.
- viii) Perform the above and all other functions laid down in the NGO Operating Procedures under the guidance of the Policy Board.

MECHANISM/METHODOLOGY FOR RUNNING THE NGO COORDINATING COUNCIL

NGO Council Secretariat is based at Karachi.

A package of activities are offered to NGO members during the Project life.

NGOCC makes to explore and identify smaller NGOs working in the field of development, other than, the existing national organizations.

- Each organization wishing to receive technical/financial/training support, must be a registered organization with a constitution and become a member of NGO Coordinating Council, paying a token membership fee.
- The Voluntary Organization's activities, is scrutinized by the technical team of the Secretariat. Once verified, the organization is asked to submit project proposals. The project proposals are based on criterias and format developed by the NGO Coordinating Council Secretariat for this purpose.
- The ratio for project support is 75% GOP or Aid agencies, 25% Voluntary Organizations own contribution. In special areas, where an organization is now, but has potential, and in 'hardship' areas, the ratio is relaxed (90% to 10%).
- Other activities are "Training" at various levels of NGOs.
 - a) Planning/Programmes at National and International levels of NGOs.
 - b) Mid-level workers, or programme implementators.
 - c) Local leaders, workers, at community level.
 - d) Professional doctors, para-medics involved in running of family welfare clinics at NGO centres for learning newer techniques and methods in surgical contraception etc.

Encourage special innovative income generating projects, setting up training institutes:

Group activities, related to increasing women's income. Skill development training etc. Which will make women earn cash money through employment or payment for piece work. These Institutionalized or group income generating activities will primarily have a family planning worker built into the project so as to ascertain that women employed or involved will have an access to motivation for spacing family practice, breastfeeding, and be informed about maternal child care.

NGOS with experience in the field of Media communication, are encouraged to produce IEC materials for print or electronic media, i.e., radio, video papers etc. specialized training for this purpose is provided to personnel, nationally or abroad, where such training facilities or organizations are available.

NGO members are assisted in supply of contraceptives by the Coordinating Council.

Seminars, Conventions on special family welfare related subjects, with a view to gain experience exposure, and exchange, ideas is encouraged which may benefit NGOs and improve their work pattern. This includes bringing people from place or countries who have had successful family planning development experiences, which could be shared at these conventions, seminars for replication etc.

PROFILES OF TRAINING INSTITUTES VISITEDNational Centre for Rural Development (NCRD)

Location: Park Road, Chak Shahzad, Islamabad.

Contacts: Mr. Ibrahim Rashid, Acting Director General
Mr. Muhammad Azim, Director for Research and Evaluation
Mr. Saeeda Riaz Ahmed, Deputy Director

Background Information:

Started operation in 1983; a Federal institution under the Ministry of Local and Rural Development.

Mission/Objectives:

To promote rural development through applied research and training and to deepen national commitment to rural development.

Training Offered:

<u>Program/Content</u>	<u>Duration</u>
Rural Development	1 to 6 weeks
Institution Building for Rural Development	1 week
Planning, Monitoring and Evaluation of Rural Development Projects	1 to 2 weeks
Motivation and Social Change	1 week
Local Leadership	1 week
Local Social Development Planning	4 weeks
Appraisal of Agricultural and Rural Development Projects (with EDI)	4 weeks
Special Course for Women Counsellors	1 week
Training Methods and Techniques	1 to 2 weeks

Clientele/Trainees:

Mid level officials (e.g., rural development officers/
project managers) and senior-level officials
(Directors and Deputy Directors of Provincial local
governments and Federal rural development departments).

Elected representatives of local councils.

Trainers of Provincial local government institutes.

Officials of national departments, development planners,
community leaders, etc.

Training Methodologies:

Combination of lectures, syndicate discussions, role
play, case studies, experiences, panel discussions and
field visits.

Output of Trainees:

25 to 30 participants per course with more than 12
regular courses per year (excluding several one or two
day courses) for a total of about 400 to 500 trainees
per year.

Faculty and Staff:

1	Director General
2	Directors (Training and Research)
4	Deputy Directors
5	Assistant Directors
6	Research and Training Officers

All of the above do training. They have masters degrees in economics, anthropology, sociology and public administration. None of them has a management background or formal background in training. Most of the training is done by the full-time staff.

NCRD also organizes some courses in collaboration with EDI of the World Bank, the South Asian Association for Regional Cooperation (SAARC), and the Center for Integrated Rural Development for Asia and Pacific (CIRDAP).

Facilities:

NCRD is located ten kilometers from Islamabad. It has about 10 acres of land, a large main building (which includes classrooms, auditorium, conference rooms, library, computer room and the cafeteria), and a separate residence hall which can accommodate over 40 participants. NCRD has completed audio-visual equipment and computer facilities.

Source(s) of Funding:

NCRD is supported by the Federal Government.

Comments/Conclusions:

- There is little, if any, family planning or management skills training in NCRD's programs and the center presently does not have the faculty, orientation and flexibility to collaborate in the FPMT project.

- NCRD has expressed interest in strengthening the family planning management skills of its faculty to be able to develop and conduct FPMT courses. However, the costs and time involved will be substantial and out of the scope of the project.
- NCRD has a good location and training facilities which the project may be able to use for any courses conducted in Islamabad.

Pakistan Academy for Rural Development (PARD)

Location: Khyber Road, Peshwar.

Contact: Mr. Abdullah, Director.

Background Information:

PARD started working in 1959. It is administratively controlled by the Government of Pakistan (Establishment Division) through a Board of Governors consisting of representatives from the Government of Pakistan and all the four provincial Governments with the Chief Secretary, N.W.F.P. as its Chairman.

Mission/Objectives:

PARD was established to provide in-service training and research in rural development and administration for officials of the Federal and Provincial Governments as well as local organizations.

Training Offered:

PARD offers a variety of courses, including regular courses such as the Basic or Advanced courses on Rural Development Administration (6 to 8 weeks each) and Planning and Management for Rural Development Projects (4 weeks) as well as specialized courses like seminars and workshops on local councils, mass education, rural health, women in rural development, cooperatives, etc. (1 to 2 weeks each). The basic areas covered by PARD courses are:

- Development economics and planning
- Rural Development
- Public Administration
- Rural Sociology
- Education and Communication
- Social Research
- Islamic and Pakistan Studies

The courses are offered to various officials at divisional, provincial, district and tehsil level of all the Government Departments (e.g., agricultural, education, forest, fisheries, health, police, industries, etc.), local counsellors, as well as heads of village organizations.

Training Methodologies:

These include a combination of talks/lecture, syndicate discussions, seminars, group research and field training.

Output of Trainees:

Since 1959, about 10,000 persons have participated in the 406 courses (as of July, 1986) offered by PARD. It is interesting to note that of the 8,500 persons who had participated in PARD courses from 1959 to 1983, only five came from the Population Welfare Division.

Faculty and Staff:

PARD has 9 permanent faculty members and 10 research staff. Almost all of the faculty have masters degrees in economics, sociology, political science, education, anthropology and agricultural economics/extension.

Facilities:

PARD's campus covers over 50 acres of land and contains faculty and staff houses, hostels, guest houses, cafeteria, theatre, auditorium, classrooms and administration buildings. It was designed by the Greek architects Doxiades Associates.

Sources of Funding:

PARD is financed by the federal (60%) and provincial (40%) governments. All capital assets are the property of the federal government.

Comments:

PARD's Director made it clear that the Academy would not want to do any family planning management training. He explained that the focus of PARD was on creating an awareness for rural/countryside development, not on population planning itself. He suggested that the FPMT project should instead strengthen the capacity of the Provincial Population Welfare Department to do the training of family planning management. PARD's facilities, he said, were already being used by the Population Welfare Division for its training programs.

Lahore University of Management Sciences (UMS)

Graduate School of Business Administration (LBS)

Location: Gulberg 111, Lahore.

Contact: Mr. Javed Hamid, Director.
Brig. (Retd) Zafar Masood, Registrar.

Background Information:

The Lahore UMS, established in March 1985, is the first corporate sector-financed university in Pakistan. The business community, led by Mr. Syed Babar Ali, Chairman of Packages Limited, has donated about US \$4 million to establish UMS. In addition, the school has received a grant of US \$1 million from USAID for library facilities, equipment and technical assistance. The Pakistan Banking Council has also made available about US \$30,000 for student loans on an interest-free basis.

The LBS, the first school established under the UMS, started its first MBA program in September, 1986. The tuition fee (including course materials) is about US \$3,000 per year which is very high by Pakistan standards. The school's stated policy is that it will admit students purely on merit and will try to ensure that every qualified student is provided the needed financial assistance through student loans and scholarships. Of the 47 students enrolled in the two year full-time MBA program, 30 have been given student

loans and 13 have received scholarships. Of the 300 applications received for the program, 50 were admitted. There are 9 women among the 47 students enrolled in the program.

Mission/Objectives:

The stated mission of the LBS is to become the "Center of Excellence" for management education in Pakistan. The Director said that LBS hopes to create a new breed of managers who will act as agents of change in Pakistan. The long term goals include offering a high quality MBA degree, providing consulting services to both private corporations and government agencies in Pakistan and the Middle East as well as continuing education for both business executives and public officials through short-term training seminars, courses and workshops.

Training Offered:

At present, LBS is offering only a two year, full-time MBA program with three areas of concentration: general management, marketing and finance. It plans to offer short, non degree courses on various areas of management in response to specific needs or requests from the private and public sector. One example is Management of Health Institutions, which will be a module to be covered in one of the MBA courses. LBS plans to develop their module into a fully developed course.

Training Methodologies:

LBS has chosen the "case method" as its primary mode of training.

Output of Training:

LBS plans to turn out about 100 MBA graduates (two sections) per year.

Faculty and Staff:

LBS has 12 permanent faculty members, 12 research staff and three visiting professors. Among the faculty, nine have Ph.Ds and almost all the rest have MBAs mostly from U.S. universities. LBS plans to increase the number of visiting faculty to seven soon.

Source(s) of Funding:

LBS' main sources of funds are tuition income, endowments and grants (mainly from USAID).

Comments:

- The LBS is very new and its faculty team still has to establish a track record in terms of research and teaching in management.
- The faculty is also at present primarily oriented towards business rather than towards public or development management.

- The School, however, has the resources and is recruiting the best Pakistani faculty it can find. It should not take very long for LBS to develop the capability to undertake FPMT research and training if it wanted to, with support from the FPMT project.
- The reputation/prestige of the LBS is likely to enhance the image of FPMT as a high-quality, professional program.
- In addition, LBS has the flexibility, management training and research staff, practitioner orientation and physical facilities to undertake FPMT. It should be considered as a potential collaborating institution for the FPMT project.

Pakistan Administrative Staff College (PASC)

Location: Shahrah-e-Quaid-e-Azam, Lahore.

Contacts: Mr. Inayat Ilahi Malik, Director of Administration.
Mr. S.A.K. Rahmani, Member Directing Staff.
Ms. Feroza Ahsan, Senior Research Associate.

Background Information:

PASC was established by the GOP in 1960 under the Establishment Division. The Establishment Minister is ex-officio Chairman of the Board of Governors.

Mission/Objectives:

PASC is a management development institute for Government officials at the policy making level. It was set up to conduct management training programs mainly for senior executives (level 20) in Government and the public corporations, and to undertake research on major issues of national interest.

Training Offered:

PASC offers two types of courses.

1. National Management Course (21 weeks).

Successful completion of this course is a precondition for promotion to level 21 (in a grade structure of 1 to 22) for senior civil servants. It concentrates on policy development, management, economic and social development. PASC is offering its 48th National Management Course (July 12 to December 4, 1986).

2. Short courses (3 days to 5 weeks).

These cover various topics such as Management Systems and Methods, Investment Analysis and Economic Management, the Case Method, etc. These courses are for officials in levels 19 and 20.

Training Methodologies:

Mainly syndicate discussions. Individual/group presentations, case studies, role playing and field research are also used.

Output of Trainees:

There are about 20 to 25 participants in each National Management Course. During 1960 to 1986, PASC conducted a total of 130 courses for about 2,700 participants.

Faculty and Staff:

PASC relies heavily on guest lecturers and keeps a lean permanent faculty and research staff. The Principal supervises three Directors (Research, Course of Studies, and Administration). These are six members of the Directing staff in charge of specific program areas - i.e., Public Administration, Corporate Management, Social Policy, Financial Management, Development Economics and Policy Analysis. Most of the faculty have masters degrees in Public Administration, Political Science, Economics and Social Sciences. Two of the six research staff have MBA degrees.

Facilities:

The main building is housed in the old Punjab Club constructed in 1907 as an architectural landmark of Lahore. The main building houses committee and syndicate rooms/lounge and dining hall. PASC has a specialized library with over 32,000 volumes and 120 professional journals. The residence hall can accommodate about 50 participants at a time.

Source(s) of Funding:

The College is financed by the Federal Government.

Comments:

- The Director for Administration indicated that it would not be appropriate for PASC to conduct a course on family planning management, since the focus of PASC was on policy analysis and formulation not on teaching specific skills like marketing and distribution. He said that population planning was already covered as part of the social studies phase in the National Management Courses.
- Although PASC may not be an appropriate collaborating training institute, the project can assist the College in further incorporating population dynamics in its courses - particularly the National Management Course which is attended by the most senior Government officials.

Organization and Method Division (O&M)
Cabinet Secretariat

Location: Islamabad, Karachi and Lahore

Contact: Mr. A. U. Khan, Director General,
(Training Wing, Islamabad).

Background Information:

The O&M division was established in 1978 under the Cabinet Secretariat, GOP to examine and recommend ways to improve organization and methods in the Government. O&M has offices in Islamabad, Karachi and Lahore which provide:

- 1) Management consultancy services to Federal and Provincial Governments.
- 2) Training of Officers in Government Departments and Government Corporations in the use of selected techniques in operation management.
- 3) Research service toward system improvements, simplification of procedures, etc.

Training Offered:

O&M conducts the following regular courses in addition to some short specialized courses (e.g., marketing management, personnel policies and practices, etc.).

- Management Systems and Methods (7 weeks)
- Operations Research and Quantitative Techniques (7 weeks)
- PERT/CPM Course (3 weeks)

These courses are offered to middle level officers in level 18 and 19, including senior officers in level 17, in Federal and Provincial Governments and Government Corporations. O&M also conducts the Management Systems and Methods Course at the Pakistan Administrative Staff College (Lahore) in collaboration with the College.

Training Methodologies:

Includes lectures, syndicate discussions, exercises and actual field based group projects, including analysis, report writing and presentation to the client organization. For example, one group conducted a study of how to improve WAPDA's billing and collection system using appropriate operations research/quantitative techniques.

Outputs of Trainees:

Figures for the entire O&M Division were not available. The Training Wing in Islamabad has had about 570 people participate in its courses since 1979. Of this number, only two have come from the Population Welfare Division.

Faculty and Staff:

The Training Wing depends on some senior officers of the O&M Division to teach in its courses. These officers are at Director General and Director levels and most of them have Ph.Ds or masters degree in

operations research and systems management. In addition, the Training Wing invites practising experts outside the Division.

Facilities:

O&M training facilities are small and unimpressive. It has a very small library and no board and lodging facilities.

Source(s) of Funding:

The O&M Division charges very nominal course fees and relies mainly on the Government for financial support.

Comments:

- 2 The project should find ways to get the O&M Division to collaborate in its training activities. O&M has a good instructional staff although they are not fulltime. More importantly, the O&M Division is probably the only training organization in Pakistan that specializes in the application of tools and techniques of operations research/management, systems analysis and methods improvement, which are badly needed in the management of family planning activities. The tools and techniques include stock control, queuing, transportation/distribution, sampling and measuring, networking, etc.

- The alternatives for the project include:
 - a) Funding selected key managers in the Population Welfare Division and/or NGOs engaged in family planning to attend the regular courses of the O&M Division.
 - b) Assisting O&M to develop and conduct a special course for senior managers involved in family planning. The project can also assist O&M in incorporating population dynamics into its courses.

Population Welfare Training Institute (PWTI)
Population Welfare Division, Ministry of
Planning and Development

Location: Gulbert 111, Lahore.

Contact: Mrs. Jamila Naeem, Principal.

Background Information:

PWTIs were set up in 1981 under the Population Welfare Division (PWD) to provide training to non-clinical personnel involved in the Population Welfare Program. The function of PWTIs is to organize training and orientation for the program personnel of the PWD, officers and staff of other nation building departments (consistent with the multi-sectoral approach of the program), as well as community based groups (such as local community leaders). There are PWTIs in Karachi Lahore and Multan each with its own assigned territory. The PWTI in Lahore covers the entire NWFP, nine districts of the Punjab province, and Islamabad.

Training Offered:

PWTIs organize training/orientation courses for three main groups:

1) Program Personnel

These include Master Trainers and Population Welfare Offices at District (DPWO), Deputy District (DDPWO) and Assistant District (ADPWO) levels. For this group, PWTIs offer courses on Communications

and Training, Audio Visual and Teaching Aids, Project Development and Management (i.e., Office Management, Supervision, etc.). The different courses run from three days to two weeks.

2) Non-Program Personnel

Mid-level managers of other Government Departments, trainers of other institutions (including NGOs), senior Government officials and front line workers are included in this group. One to three day orientations as well as communication courses are organized for this group.

3) Community Based Groups

For local community leaders including elected representatives/members of local bodies, PWTIs provide one day orientation courses/seminars.

PWTIs' non-clinical training orientation focuses on population and development issues and aim to create an awareness of the demographic situation in Pakistan and the need for family planning. The main elements of the courses are: the small family norm, health education, problem solving, community participation, target setting and communication.

Training Methodologies:

Mainly lectures, group work and presentations.

Output of Trainees:

During the year 1985-86, PWTI-Lahore conducted training and orientation courses for a total of 708 participants (119 program personnel, 367 non-program personnel and 222 elected representatives). At the District level, DDPWDS in Punjab, NWFP and Islamabad organized courses and orientation sessions for a total of 11,211 persons (including 870 staff of family welfare centers, 415 ministerial staff, 609 front line workers, 8,145 community volunteers and contraceptive distributors, and others).

Faculty and Staff:

PWTI-Lahore presently has six faculty members all of whom have masters degrees (i.e., social work, political science, sociology, public administration and economics). Guest lecturers are invited from the National Institute of Public Administration (NIPA), the Pakistan Institute of Management (PIM), and various universities to teach management subjects, communications, project management, community health, etc. Approximately 40% of the total course sessions are conducted by outside lecturers.

Facilities:

PWTI-Lahore has basic classroom/conference rooms as well as audio visual facilities.

Source(s) of Funding:

Federal Government.

Comments:

- Not much management skills training is done by the PWTIs since their faculty members are not formally trained in this area. PWTIs' instructors handle mainly the orientation to family planning and sessions on population dynamics. (It was admitted that, in general, PWTI instructors were not at the same level as the outside lecturers in terms of quality.)
- PWTIs are not appropriate collaborating institutions for the project. However, given the central role of PWTIs in the training of population program officers, the project should assist them by providing their instructors with formal training in relevant management skills and training methods.

PWD Regional Training InstituteLocation: KarachiContact: Dr. Khurshid Alam, PrincipalTraining Offered:

<u>Clientele:</u>	<u>Content</u>	<u>Duration</u>
Family Welfare Workers	Preliminary (first aid anatomy, etc.) Public Health (Family Planning)	18 months 60 hours
Family Welfare Counsellors	Supervision	FWW plus 3 months
Family Welfare Assistant		FWW plus 15 days
Lady Health Visitors	In-service Training in F.P.	15 days
Public Health School Students		15 days
NGOs & NILAT	Contraceptive Technologies	1 day
Target Group Doctors	Contraceptive Technologies	3 days

Training Methodologies:

Primarily lecture, FWWs do practicums.

Annual Output of Trainees:

20 FWWs	(18 month program)
1,000 NGOs	(one day program)
200-300 MDs of Target Groups	(three day program)

Staff:

4 MDs
2 Junior Lecturers
2 Assistant Trainers (Assistant Sister Tutors)
2 LHVs
1 Family Welfare Counsellor
2 Motivators
1 Administrative Staff

Funding:

Federal Government.

Comments:

- RTIs provide only technical training related to health.
- Do not have the expertise to deliver management training.
- Principal feels trainees at RTIs need training in some aspects management, such as supervision
- Not appropriate collaborating institution for project.

National Institute of Public Administration (NIPA)

Location: Karachi, Lahore, Peshawar & Quetta

Contacts: Mr. M. Ziauddin Khan, Director (NIPA-Karachi)
Mr. S. M. Anwar, Deputy Director (NIPA-Peshawar)

Background Information:

There are four NIPAs in Pakistan - Karachi (1961), Lahore (1961), Peshawar (1984) and Quetta (under construction), all of which are under the administrative control of the Establishment Division, Government of Pakistan. Their main function is to provide in-service training of middle level officers (level 19) of Federal and Local Governments as well as public sector Corporations. The different NIPAs operate independently of each other but are guided by the same basic objectives and policies.

Training Offered:

- 1) Advanced Course in Administration and Development (16 weeks)

This is the main course conducted by NIPA. It was designed for middle level officers (level 19 and equivalent ranks) in Federal and Provincial Governments and public Corporations. The course is compulsory for officers ready for promotion to level 20. Nominations for this course are made by the Establishment Division of the Government of Pakistan. The Advanced Course in Administration and Development (ACAD) includes modules on public administration, personnel, development

economics/planning, financial management and Islamic aspects in administration and development. The ACAD is conducted twice a year.

2) Special Courses

Short courses are also offered by NIPA on a regular basis (twice a year) or upon special request by government or private organizations. The regular courses include:

Financial Administration	4 weeks
Project Planning & Management	4 weeks
Planning and Development	4 weeks
Personnel Administration	2 weeks
Essentials of Management	2 weeks
Office Management	2 weeks
Computer Orientation	1 week

Special courses have been developed and conducted by NIPA for particular groups/organizations. The Ministry of Planning, for example, has paid NIPA to conduct a five-week course on project planning and management for its people.

Participants in NIPAs special courses include government officials at level 17 to 19.

Training Methodologies:

Participative modes are preferred over lectures given the participants' level and experience. These include case studies, syndicate discussions, presentations, exercises and field visits.

Output of Trainees:

In NIPA - Karachi, the average size of class for the ACAD is 20. Special courses each have about 25 participants on the average.

Faculty and Staff:

NIPA - Karachi has 10 regular instructors most of whom have masters degrees. Their areas of specialization are public administration, political science, economics and sociology. NIPA - Karachi depends heavily on outside lecturers and resource persons to handle the ACAD as well as the special courses. About 20 to 25 guest lecturers and instructors are involved in the 16 week ACAD for example.

Facilities:

NIPA - Karachi has excellent classroom and residence hall facilities, complete with a large auditorium, cafeteria, audio visual equipment, etc. NIPA - Karachi has four fully equipped lecture halls (with wall to wall carpeting) and a hostel that can accomodate 35 persons.

Source(s) of Funding:

NIPA charges fees for various courses which are borne by the respective sponsoring government organizations. NIPA, however, still gets a lot of support from the Federal Government.

Comments:

The project should try to collaborate with NIPA primarily because NIPA is the key institution in Pakistan for the training of all middle and upper middle level government managers (the target group of the project) in Pakistan. NIPA also has many good training facilities (Particularly NIPA-Karachi) and the soon-to-be four NIPA locations will be an advantage to the project.

- o On the other hand, NIPA's faculty as a whole does not have a strong management background or a reputation for innovativeness. Both NIPA - Karachi and NIPA - Lahore, however, have new Directors whom the project might be able to work with in developing a new training module(s) on managing family planning activities. The project should be able to find a few management oriented instructors in NIPA (or even contracted by NIPA) who can participate in developing and conducting FPMT courses together with the project group and/or regional training institutes involved in the project.

Pakistan Institute of Management (PIM)

Location: Karachi and Lahore (Branch Office)

Contact: Mr. Arshad Abdullah, Director
Dr. Arif K. Qazi, General Manager In-Charge,
Lahore Branch

Background Information:

PIM was established in 1954 by the Government of Pakistan under the Pakistan Industrial Development Corporation to promote management development in the country's industrial and commercial organizations. PIM now operates under the Ministry of Production. The Secretary, Ministry of Production is the Chairman of the Board of Governors with 10 members composed of leading heads of corporation and senior government officials.

Training Offered:

PIM offers a full range of short training courses that cut across the various management functions (i.e., marketing, production, finance, personnel and office management) and managerial skills (i.e., problem solving and decision making, communication, human relations, etc.) from the viewpoint of the different levels of management (junior to chief executive level). PIM lists over 50 individual courses, including special courses which were developed in response to the needs or requests of certain client organizations.

PIM now has three public service management courses which are designed for middle and upper middle executives in government. These are conducted only at the Lahore branch. Each course is six days long and is offered twice each year:

- Public Management Seminar
- Effective Management of Development Programs
- Effective Administration of Public Service Department.

Dr. Arif Qazi (Ph.D. in Public Management), who conducts the courses, said that the objective is to sensitize the participants who come from various government departments to the need for better public management. The bias is toward people participation, away from uniform, centrally set policies.

Training Methodologies:

Combination of lectures, case exercises, syndicate discussions and presentations.

Output of Trainees:

PIM conducts about 150 short courses each year which are attended by over 2,500 executives. This excludes in-plant courses/seminars. About one third of the courses are conducted at the Lahore Branch.

Over 90% of the participants come from commercial or industrial firms (both private and government). About 10% are at the top management level, 60% in middle management, and 30% at the junior management level.

Faculty and Staff:

PIM has 15 full-time faculty members, almost all of whom have MBAs and actual management or consulting experience. In addition PIM also regularly relies on about eight to ten external faculty to handle a number of courses.

Facilities:

Both PIM-Karachi and PIM-Lahore have their own buildings. The facilities include well-equipped classrooms, a large auditorium, a library, audio-visual equipment, etc. PIM-Karachi also has a hostel with 24 rooms for residential courses but it is now old and hardly used.

Source(s) of Funding:

PIM now covers 75% of its budget with income from course fees and depends on the Ministry of Production for only 25% of its funds requirements.

Comments:

- As a potential collaborating institution for the project, PIM's advantages are (1) its primary commitment to management development, (2) long experience and flexibility in offering a wide range of short courses to practicing managers, (3) good reputation as a training institute particularly for middle level managers, and (4) faculty resources.

On the other hand, PIM's experience has been mostly with managers in the commercial and industrial sector. PIM's faculty and training facilities are also already overloaded with the great number of programs PIM is running now, particularly in Karachi. Mr. Abdullah and Dr. Qazi have indicated that it is possible for PIM to offer a special course on family planning management given a lead time of nine months to one year.

- o The project should consider PIM as a possible collaborating institution - specifically the Lahore Branch which has developed and is now offering three courses on public sector management.

PERSONS CONTACTED

1. Government of Pakistan (excluding training organizations)

Population Welfare Division, Islamabad

Mr. M.A. Kareem Iqbal, Secretary
Mr. Naveed Asghar Qureshi, Joint Secretary
Mr. Akhtar A. Zaidy, Director, Foreign Assistance
Mrs. Khalida Nasir, Deputy Director, Foreign Assistance
Mr. Iqbal H. Makhdoomi, Director, Infrastructure Institutions
Mrs. Azra Amjad, Director Programmes
Dr. Sajida Samad, Director, Family Welfare Centers and Target
Group Institutions

National Institute of Population Studies, Islamabad

Dr. M.S. Jillani, Chief Executive
Dr. A. Razzaque Rukannudin, Director General
Dr. M. Baqar, Consultant

Women's Division, Cabinet Secretary, Islamabad

Begum Akhtar Riazuddin, Secretary

Population Welfare Department, Peshawar

Mr. M. Aurangzeb, Deputy Director

Population Welfare Department, Punjab

Dr. Khurshid Chowdhry, Acting Director General/Secretary

Population Welfare Department Sind

Mr. Wirset Hussain Rizvi, District Population Officer

Directorate of Health, Peshawar

Dr. Mirajuddin, Additional Secretary

Social Welfare Department, Peshawar

Dr. Safdar Zaman, Director

2. Organizations Offering Training

a. Government of Pakistan

Administrative Staff College, Lahore

Mr. Inayat Malik, Administration Officer
Mr. Rehmani, Coordinator
Ms. Firoza, Coordinator
Mr. Naeem Hassan, Coordinator

Lahore University of Management Sciences Graduate School of
Business Administration, Lahore

Mr. Javed Hamid, Director
Brig (Retired) Zafar Masood, Registrar

National Center for Rural Development, Islamabad

Mr. Ibrahim Rashiduddin, Executive Director
Mrs. Saeeda Riaz, Deputy Director
Mr. Mohammad Azim, Director Research & Training
Mr. Asrar Ahmad, Administrative Officer

O&M Division, Cabinet Secretariat, Islamabad

Mr. Aktar, Secretary
Mr. A.U. Khan, Director General, Training
Mr. Khalil Mirza, Deputy Director, Training
Dr. Nasuma Hassan, Director General (Karachi)

Pakistan Academy for Rural Development, Peshawar

Mr. Abdullah, Director

Population Welfare Training Institute, Lahore

Mrs. Jamila Naeem, Principal
Mr. Nawaz Roomani, Senior Instructor
Mrs. Zubeida Chowdhry, Instructor
Mrs. Ijaz Bano, Instructor
Mr. Qayyum Nawaz Durrani, Instructor
Mr. Abdul Ghafoor Chowdhry, Instructor

b. Private or Quasi-Public

National Institutes of Public Administration

Mr. M. Ziauddin Khan, Director (Karachi)
Mr. S.M. Anwar, Deputy Director (Peshawar)

Pakistan Institute of Management, Lahore

Dr. Arif K. Qazi, General Manager in Charge

Pakistan Institute of Management, Karachi

Mr. Arshad Abdullah, Director
Mr. Sajid Kuraishi, Senior Management Counsellor

Pakistan Management Association

Mr. Shah, Executive Director

Population Welfare Training Institute, Karachi

Mr. Kurshid Alam, Principal

3. International Agencies

USAID, Islamabad

Mr. Eugene S. Staples, Mission Director
Mr. Peter Davis, Chief, Program Officer
Mr. Jon Gant, Chief, Human Resources and Training
Mr. Raymond S. Martin, Chief, Health, Population and Nutrition
Dr. William H. Jansen, Population Officer
Mrs. Enid S. Spielman, NGO Coordinator for Population
Ms. Asma Sufi, Program Specialist

UNFPA (United Nations Funds for Population Activities)

Mr. Ugur Tuncer, Deputy Representative and Senior Advisor on
Population
Mrs. Shahida Fazil, Program Officer

CIDA

Mrs. Carol Kerfoot, Second Secretary, Overseas Development

4. Non-Governmental Organizations (NGOs)

All Pakistan Women's Association, Peshawar

Mr. Hashmat Aziz, Chairperson
Mrs. Rashid, Secretary

Behkud, Islamabad

Ms. Nighat Saeed, Executive Director

Family Planning Association of Pakistan

Lahore

Begum Surayya Jabeen, Director General, Planning and Programme
Development
Mr. Jamil Ahmad, Director General, Finance and Management
Mian Altaf Ahmad, Director General, Field and Training
Mr. Salim Chishti, Director General, Communication and
Publications
Mian Abdul Hameed, Senior Director, Planning and Programme
Development
Col. (Dr.) A. Qadeer, Senior Medical Director

Islamabad

Mr. Ashraf Chatha, Zonal Director

Karachi

Mrs. Noor Dossa, Zonal Director
Dr. Rehana Ahmed, Medical Officer - Model Clinic

Mother and Child Welfare Association, Lahore

Dr. (Mrs.) Asghari Awan, National President
Dr. Mahmooda Mubbashar, Secretary Punjab
Ms. Naheed Akhtar, Executive Director Punjab
Dr. Akhtar H. Awan, Advisor

NGO Coordinating Council, Karachi

Mrs. Zeba Zubair, Chairperson
Mr. Barkat Rizvi, Chief Executive

Red Crescent Society, Peshawar

Col. M. A. Shah, Secretary

4. Others

Mr. Javed Jabbar, Senator

Academy for Educational Development

Mr. Jim Fritz, Country Representative

Pakistan Consulting Services, NDFC

Mr. Agha Akhtar Ali, Director for Marketing

Population Services Inc.

Mr. Frank R. Samaraweera, Resident Advisor (Technical Assistance), Social Marketing of Contraceptives Project

W. Woodward (Pakistan) Limited

Mr. Brian Janjua, General Manager

PROPOSED WORK PLAN
PAKISTAN FPMT

<u>Action</u>	<u>86</u> 4	<u>87</u> 1 2 3 4	<u>88</u> 1 2 3 4	<u>89</u> 1 2 3 4	<u>90</u> 1 2 3 4
<u>GOP</u>					
° Prepare for and Conduct 5 Workshops on Commodities Logistics Management		—			
° Conduct Follow up workshop to Evaluate Experience with new Commodities Logistics Manual			—		
° Prepare for and Conduct a Senior Seminar on Adding Population Dynamics to Management Training		—			
° Prepare for and Conduct GOP/NGO Workshop on Managing Delivery of Non-Traditional IE&C			—		
<u>NGOs</u>					
° Prepare for and Conduct Workshops on Needs Assessment & Design, Project Administration & Management and Evaluation		—	—	—	—
° Support Exchange/Study Visits to other NGOs					
° Prepare for and Conduct Workshop on Methods of Delivering Non-Traditional IEC and Documenting Results through Case Studies		—			
° Support The Development of Case Studies		—			
° Training and T.A. to FPAP in Computerizing its Data Collection and Reporting Systems		—	—	—	

LIKELY HUMAN RESOURCES
REQUIRED TO CARRY
OUT WORKPLAN

<u>GOP</u>	<u>FPMT</u>	<u>GOP</u>	<u>NGOs</u>
° Prepare for and Conduct 5 Workshops on Commodities Logistics Management	1-2 Trainers; TOT 1 week plus 1 week/workshop and travel	3 Trainers; Approximately 175 attendees	--
° Conduct Follow up Workshop to Evaluate Experience with new Commodities Logistics Manual	1 Trainer; 1 Week workshop	2 Trainers	5 representative
° Prepare for and Conduct a Senior Seminar on Adding Population Dynamics to Management Training	1 Senior speaker 1-2 Trainers Seminar for 1-2 days	Participation by NIPS Attendance by Directors of ASC, NIPA, O&M Training Division etc.	--
° Prepare for and Conduct GOP/NGO Workshop on Managing Delivery of Non-Traditional IE&C	1 Trainer; 4-5 day workshop	Participation of relevant GOP organizations	5-10 representatives
<u>NGOs</u>			
° Prepare for and Conduct Workshops on Needs Assessment & Design, Project Administration & Management and Evaluation	1-2 Trainers, 10-14 days of training time	--	28-30 NGO representatives
° Support Exchange/Study Visits to other NGOs	Staff member to work with NGOCC and establish guidelines	NGOCC staff member to coordinate	Nominees for exchanges
° Prepare for and Conduct Workshop on Methods of Delivering Non-Traditional IEC and Documenting	1 Trainer; 5-7 days of training time	--	10-15 NGO representatives
° Support The Development of Case Studies	1-2 People versed in case study methodology	--	Staff time to help documentati
° Training and TA to FPAP in computerizing its data collecting and reporting systems	1-2 MIS specialists for up to two weeks of training; follow-on TA	--	Staff for training