

PW-ABE-034

UN 58157

**REPORT  
OF FINDINGS AND RECOMMENDATIONS:**

**MANAGEMENT INFORMATION NEEDS  
OF THE NATIONAL COUNCIL  
FOR POPULATION AND DEVELOPMENT**

*(Kenya)*

July, 1988

Paul Auxila  
Henry Elkins

**A. OBJECTIVE OF THE VISIT:**

This visit to USAID/Kenya was to finalize the scope of work and the budget for the Management Information Systems needs assessment to be undertaken by the Family Planning Management Training Project (FPMT/MSH) at the Kenyan National Council for Population and Development (NCPD).

**B. TEAM MEMBERS:**

Hank Elkins: June 21-25, 1988  
Paul Auxila: June 21-30, 1988

Mr. G. Kathurima from USAID/Nairobi accompanied the team during the whole week, and was extremely valuable in helping us understand the situation and in developing these recommendations.

**C. PROCESS:**

After briefing with USAID/Nairobi and a first meeting with the senior staff of the NCPD, we reviewed a considerable number of documents and reports available about the NCPD, family planning and population activities in Kenya, and the development work being accomplished in management and health information systems in this area.

We then proceeded with a series of structured interviews with officials and staff members of the NCPD. The objective of these interviews and meetings was to get an understanding of the management functions and the decision making processes of the different divisions. For this, we focussed on the activities that are in fact happening rather than on the official description of the functions and responsibilities.

We also visited other governmental and non-governmental organizations involved in population and family planning or in management and information systems in this sector. This helped us understand their systems and identify areas where NCPD's systems will need to be compatible. Finally, we contacted local consulting firms and suppliers to assess the resources available in country and upon which we could eventually draw.

D. LIST OF THE ORGANIZATIONS VISITED

The following is a list of the people and institutions visited:

The National Council for Population and Development (NCPD):

John Hungu, Director  
Peter Ondieki, Head of Research, Evaluation and Monitoring  
Paul L. Kisito, Data Management Officer  
Michael K. Mbaya, Research Officer  
David Ojaka, Research Officer  
John Muchira, Finance & Administration  
Moses A. Webuye, Finance & Administration  
James N. Thiongo, Finance & Administration  
Samuel Gachoya, Finance & Administration  
Linus I. ETTYANG, Head of the Programmes Division  
L.D.E. Ikamari, Programmes Demographer  
W.N. Munene, Head of the IEC Division

The United States Agency for International Development:

David Oot  
Laura Slobey  
Gitonga Kathurima  
Mildred Howard  
Molley Gingerich

International Business Machines (IBM/Nairobi):

Vincent Onyango, Sales Executive

Microcity, Nairobi:

Mr. Dipak, Sales

Ministry of Health:

Mr. Moima

Ministry of Home Affairs:

Ms. Thiongo

Ministry of Planning and National Development:

Mr. Kiio, Head of the microcomputer unit

The Pathfinder Fund, Nairobi:

Andiva N. Keyonzo, Assistant Regional Representative

Family Planning Private Sector Programme (JSI)

Joan L. Robertson

The Central Bureau of Statistics:

Mr. Kekovole, Chief in charge of the census

Thunder and Associates:

Tom Caruso, Kenya representative  
Lynne Gaffikin  
Claudio Schuftan (Tulane University)

S.A. Pegrume & Co. (Compaq Representative for East Africa):

Azhar Chaudry, Director

The Family Planning Association of Kenya (FPAK):

Kalimi Mworio, Director  
Godwin Mzungue, Finance & Administration  
Jennifer Mukolwe, Programmes

The Christian Health Association of Kenya (CHAK):

Geoffrey Irvine, Director  
Malcolm McNeil, Project Development  
Cor Kooi, Architect  
Mr. Kerich, General Secretary  
James Noyamong, Accountant

## E. BRIEF REVIEW OF THE NCPD'S DIVISIONS:

As mentioned earlier, our meetings focussed on the present activities of the different divisions. The following is a brief outline of the activities and the more pressing MIS needs identified in each division.

### 1. THE FINANCE AND ADMINISTRATION DIVISION:

Our meetings with the staff of this division focussed on finance-related information needs. The functions of this area include budgeting, expenditure control and reporting. In general, the NCPD subscribes to the standard Government of Kenya budgeting and reporting system.

The activities of the Finance section can be divided in two groups: first, those related to the NGOs and second, the activities related to the secretariat's own budget and expenditures.

#### NGOs:

- a. The NCPD receives an annual budget from each NGO.
- b. The budget is compiled and compared with the ceilings imposed by the National Treasury.
- c. Each NGO's budget is then reviewed and modified as necessary.
- d. After approval of the revised budget, the new amounts are communicated to the NGOs.
- e. Normally, the NCPD makes two disbursements a year to the NGO, one in July and one in January. However, the second disbursement is usually not made until the NGO has spent the first amount given in July.
- f. Monthly, the NGOs are supposed to report to the NCPD Finance and Administration Division. The data to be submitted include: the expenses for the month, the accumulated expenses and the balances for each line item in the annual budget. Those reports must be accompanied by the original receipts.
- g. On a quarterly basis, the NCPD compiles the data and submits its own report to the Government's Treasury.

#### The NCPD Secretariat's system:

- a. Once the year's budget for the secretariat is approved by the Treasury, the NCPD headquarters is authorized to spend.
- b. Except for the Personnel line items which the Ministry of Home Affairs controls, the Director of NCPD is responsible for the monitoring of the line items of the NCPD's budget.
- c. For each expenditure, a voucher is prepared and an entry is made in a journal that is kept in the Division. That journal is used to monitor the expenses and the balance for each line item.
- d. At the end of the month, the journal is reconciled with the report sent by the Government's computer center.

The more pressing information problems identified in this area are:

- While the GOK's system is satisfactory and relatively simple for the NCPD's headquarter, it creates incompatibility problems with the NGOs, and limits the amount of information available for management control purposes.
- The cost of the different activities undertaken by the NGOs cannot be monitored. Using the present system, it is possible to determine whether the NGOs are within the budget allowances, but it is not possible to tell if the money being spent is for the activities that were actually planned.
- Timely information is not available. Reports from the NGOs to NCPD are usually very late. Some of the possible reasons are that first, the NCPD requires that all original receipts be submitted, and it takes time to collect them from the field. Second, once the receipts are collected at the NGO's headquarters, reviewing and photocopying them is time consuming, and finally the NGO's accountant needs time to translate the data from the NGO's (project activity accounting) system to NCPD's global line item format.
- The Finance & Administration Division finds that the monthly reconciliation of the secretariat's own expenditures is a time consuming and error prone process.
- It is at this point impossible or very difficult for NCPD as an umbrella organization to calculate costs or effectiveness for national implementation of specific activities across the board, independently of funding or implementing agencies.
- There is a lack of communication and feedback between NGOs and NCPD in the Finance area.
- The exact procedures and rules of the financial system are unclear to the NGOs.

2. THE RESEARCH / EVALUATION DIVISION

The activities of this division can be divided into two main categories: Monitoring/Evaluation and Research. The Research component coordinates all the research activities in Population and Family Planning in Kenya. It also implements small surveys. The Monitoring/Evaluation section works closely with the Programmes Division in the monitoring and evaluation of the projects' performance. These projects are mostly in Training, IEC and service delivery. The MIS Officer is part of the Research staff.

The more pressing information problems identified in this area are:

- The Division does not have an organized reference file on the different research completed or being undertaken in Kenya. Such a reference file would include protocols, process, conclusions, etc.

- The information available on service delivery for the projects is very limited, and not too useful for management analysis.
- There is no clearly established information system for the monitoring process of the different types of projects.
- The MIS officer role in the Division and outside the Division is not clearly defined.

### 3. THE PROGRAMMES DIVISION

This Division is primarily responsible for the coordination of all the projects implemented by the participating agencies. The Division works closely with the Ministries and the NGOs in the planning of projects to be submitted to the NCPD for approval, the review of projects' objectives, targets, mapping of services, etc. One important objective of this Division is to coordinate the different projects submitted to the Council in order to avoid duplication of efforts or conflicts.

Once the projects have been implemented, the Division is the decision maker regarding their performance. For that purpose, its staff works in close collaboration with the Research Division.

The more pressing information problems identified in this area are:

- The division of responsibility between the Programmes and the Research divisions is unclear.
- There is no systematic way of monitoring project activities, comparing projects which have similar objectives, or of following trends.
- No reference database is kept with information readily available on (at least) active projects, their objectives, targets, coverage, strategy, performance, etc.

### 4. THE IEC DIVISION

We spent relatively little time in the IEC Division. This Division is mostly responsible for the coordination of the IEC activities carried out in the Family Planning sector in Kenya. Its functions involve a considerable amount of data gathering and storing. It also involves a huge amount of document production and correspondence.

The more pressing information problems identified in this area are:

- There is little or no communication across projects. Success stories are not necessarily shared with the field.
- An excessive amount of personnel time is used to respond to letters received by the Division.
- No information is readily available about the existing IEC materials: producer, target group, location, etc.

## E. SUMMARY OF FINDINGS

During our visits to the NCPD, several organizational and management problems (like the lack of managerial skills in the organization, the organization's structure, the unclear division of responsibility, etc.) having direct implications for the information systems were identified. However, given that the objective of this visit was not to conduct a management audit, and that these problems have been clearly articulated in other reports available at USAID, we will only summarize here a few symptoms that made obvious some of the deficiencies in the NCPD's information systems:

1. Each division provided us with a different answer when we asked how many NGOs and Programs or Projects were being funded through NCPD.
2. Data on costs for the different activities undertaken by the different projects was not available.
3. A comprehensive list of (at least) all the active projects with their description, objectives, targets was not available.
4. The accounting data from the NGOs is always very late and there are complaints that the NGOs' system and NCPD's format are not compatible.
5. Some NGOs complain that there is a lack of feedback and clear guidelines.
6. The information systems within NCPD are most often seen and discussed in terms of data flow and data processing. Very little consideration is given to management issues and to the use of information for decision making and action.
7. The job responsibilities for the MIS officer are not clearly defined.
8. There are different understandings of the divisions' objectives and responsibilities at the different levels of the organization.
9. There is very limited or no communication across projects.
10. There is no information on IEC activities readily available in a format that could be used for assessing, for example, the feasibility of or need for new IEC projects.
11. The available data on clinical and CBD services have limited utility for managerial analysis.

## F. SPECIFIC RECOMMENDATIONS

Even though the information systems are obviously deficient at NCPD, we do not believe this to be the major problem or constraint to NCPD's role as an organization "set up to formulate population policies and strategy, and to coordinate population oriented activities aimed at reducing Kenya's population growth rate". Aside from the efforts aimed at the improvement of the MIS, some of the problems mentioned earlier like organizational structure, lack of managerial skills, clearly defined roles and responsibilities, etc. will also need to be addressed.

The time constraint of a five-day visit obviously does not allow an in-depth assessment of NCPD's information needs (and this was not the objective of the visit). However, the data gathered and the analysis made of NCPD are sufficient for us to conclude that its information needs at this point are basic.

Given the relatively small size of the organization and the management processes now in place, our recommendation is that USAID postpone the in-depth needs assessment originally envisioned. An in-depth assessment at this point would most probably recommend that the basic and essential systems identified during this visit be considered as a priority for improvement before any additional or more complex venture be considered.

To save time and resources, and to have a greater and more immediate impact on the improvement of NCPD's management, we recommend that in the short term, USAID provide assistance to the NCPD in the development and implementation of its information systems in a few selected key areas.

We have identified a number of areas for which we strongly recommend that simple and adequate information systems be developed and implemented in the near future. The development of these systems, we believe, would greatly enhance the efficiency and effectiveness of the NCPD in its central role to promote and support family planning activities in Kenya. After these systems are implemented, a review of NCPD's management information systems can be carried out to determine the future needs of the organization, given the development that will have occurred between now and then.

Of course, the full specifications of these systems would have to be developed in collaboration with their potential users during the design process. The following list presents a brief overview and description of the systems that we are recommending be developed and implemented under the USAID buy-in to FPMT.

1. FINANCE AND ADMINISTRATION: Finance/Accounting MIS

This system would be designed and implemented to:

- a. allow appropriate coordination, planning and control of financial resources.
- b. improve the efficiency of the data flow and the interaction among donors, NCPD and implementing agencies.
- c. process the data automatically and provide useful, timely reports in the different formats required to satisfy the information needs of the different users (NCPD, donors, NGOs) for management analysis and use in decision making.
- d. allow a timely and more efficient processing of the secretariat's own expenditures and the NGOs reports.

The development and implementation of this system would be of the highest priority.

2. RESEARCH: Service statistics aggregate information system

The NCPD as a national coordinating agency and a funding organization, does not only need to monitor the services being delivered by the grantees but also requires information for the monitoring of all the family planning services in the country.

The services information system proposed would include two components: one for the monitoring of NCPD's grantees involved in service delivery (CBD and clinic based), and the other component would be for the national monitoring of CBD and clinical services.

The development and implementation of this system will have to be in close collaboration with the Health Information System Unit at the Ministry of Health to avoid any duplication or incompatibility.

3. RESEARCH: Family Planning / Population Research Bibliography

This information system, which would be housed in the Research Division, will be designed to track, monitor and record the findings of the Population and Family Planning research done in Kenya or of relevance to Kenya. This system would be used by both the Research and the Programmes Divisions.

4. PROGRAMMES: Project Activities Monitoring and Evaluation

This system would introduce a systematic process for the planning, evaluation and monitoring of projects. Training would need to be provided in project planning, definition of objectives, identification of indicators and targets. Project management techniques and tools would also be included.

5. PROGRAMMES: Family Planning / Population Projects database

This system would be designed to keep track of and record all family planning projects (past, active and projected) in Kenya. This system would include such valuable information as project objectives,

catchment areas, population, mapping, impact, overlap, etc. This will be very useful when designing new projects, approving new projects or evaluating actual projects.

6. IEC: IEC Material database

This data bank would be developed to hold information regarding all the IEC material available or being developed in the country. This will be useful in locating material that may be useful to other projects, and avoid duplication of efforts.

7. IEC: Correspondence System

A system will be established to improve the efficiency and timeliness of processing the huge numbers of letters received requesting family planning information. A set of standard responses would be developed, and a database linked to a word processor would be installed for the processing of the responses.

8. IEC: Newsletter

This is not an internal information system per se. In this case the equipment and the training necessary would be provided to make available, in-house, the capability for the production of newsletters. If institutionalized, a quarterly newsletter would improve communication and exchange of ideas between NCPD, the implementing agencies and any other interested party.

9. IEC: Contacts database

This system would be for the development, implementation and maintenance of a database to keep track of experts or resource people available in the field of family planning. These would include for example politicians, highly respected technical people in the field, media representatives, community leaders, and people that must be contacted or convinced before anything can really happen in their area or community.

10. RESEARCH: Service facilities database

This system would maintain relevant information on all the FP service delivery points in the country.

11. TRAINING ACTIVITIES:

To effectively design and implement the systems mentioned earlier, training of local staff must be emphasized:

- overseas training for a small group in management information systems development and microcomputer use in family planning program management. The persons trained in the States would form the core group that would work in Kenya with the consultants in the development and implementation of the systems. This group will also develop and organize with the consultants the in-country training. It is important that this group be carefully selected.

They must be people that will be directly involved in the systems development and who also have some authority for approval and implementation within NCPD. We would recommend Mr. Kisito (since he is the MIS officer), M. Muchira (because of the importance of the Finance system), M. Etyyang, and one person from IEC.

- an additional week in Boston after the course for the group to work with consultants there in the initial specifications of their systems.
- an in-country workshop in MIS with representatives of the donor agencies, NCPD and the NGOs. This workshop would focus on the Finance / Accounting MIS, and the work accomplished by the core group in Boston.
- a full 4 weeks in-country MIS and microcomputer course for the users of the systems to be developed. This training would use the equipment provided by this project.
- in-country training in word processing for NCPD's secretaries.
- in-country training in newsletter production.
- in-country training and assistance in installation, basic maintenance and computer systems management.
- a 2-3 day workshop with representatives of donors, NGOs and NCPD for the national implementation of the finance MIS.
- a 2-3 day in-country workshop for the development of the service statistics system.

The computer programming, complete documentation and training would be provided for each one of the systems. The training material developed would also be left with NCPD for it to be used in similar training programs in the future for new staff.

## G. SCHEDULE AND SEQUENCE PROPOSED:

1. Overseas Training: August 15 - September 16, 1988

NOTE: This date was chosen because MSH/Boston's training program in MIS and microcomputers for Family Planning Program Management is from August 15 through September 9.

For the other activities, the exact dates cannot be specified at this point. The following is the recommended sequence and the approximate number of calendar days of development.

2. Finance / Accounting MIS:

In-country workshop: 5 days  
MIS development: 30 days  
Test: 2 reporting periods  
in-country implementation workshop: 3 days

3. Research: Aggregate service statistics

MIS development: 40 days  
Test: 3 reporting periods

4. In-country MIS & microcomputer course for FP management

in-country training: 20 days

5. In-country training: 20 days

word processing  
newsletter production  
basic computer maintenance and management

6. Other systems development (Research, Programmes, IEC)

systems development: 40 days

7. Review:

review and modifications of systems: 30 days

8. Future plan

development of recommendations and proposed plan for future development needed in NCPD: 10 days

The number of days mentioned here includes systems development, implementation, training and documentation preparation. It does not include, however, the data gathering and data entry that will have to be done by the NCPD staff.

#### H. NEXT STEPS:

1. Seek resolution of computer purchase issue from AID/W. If FPMT unable to purchase computers for NCPD, start up of activities may be delayed.
2. Develop scope of work and detailed budget for proposed buy-in to FPMT.
3. Negotiate timetable for project implementation in collaboration with USAID and NCPD.
4. If appropriate, develop sub-contracts with one or more local organizations to help carry out MIS training and technical assistance.
5. Begin project activities.

## ANNEX

### MIS activities to be undertaken with The National Council for Population and Development of Kenya

The following is a detailed list of the proposed MIS development activities to be funded by USAID/Kenya for the National Council for Population and Development of Kenya (NCPD). The priorities and the sequence assumed here will need to be reviewed with the Kenyan counterparts when starting the Project.

The need for NCPD to increase its capabilities as a national coordinating body in the promotion and support of family planning activities in Kenya was the key factor considered in the development of this scope of work. Throughout the project, it will be important that certain key elements be consistently maintained and encouraged. These include:

o Training: Unfortunately, very often, the institutionalization of systems fail because of the lack of adequately trained personnel to understand them, to train new staff and suggest or implement necessary modifications as management needs and processes evolve. In an effort to reduce this problem, a significant number of training activities has been programmed at all levels, from word processing for administrative assistants to decision making for senior executives. This will not only prepare the potential users to be effective contributors to the systems development process, but it will also provide the necessary tools for the operation and the maintenance of the systems to be implemented.

o Consultants - counterparts relationship: The design strategy will consistently emphasize the role of the consultant as a facilitator. After receiving appropriate training, the Kenyan counterparts will participate in the design work, and will be expected to play key roles in all stages of the systems development process. We believe this to be the only way to guarantee that systems developed will be 100 % attuned with the local environment, and completely understood and owned by the users.

o Local follow-up: Throughout the development and implementation process, it will be important that adequate support be provided to ensure complete institutionalization of the systems. MSH advisors will identify local consultants who will participate in the development process and will provide local support to the NCPD during systems implementation, especially in the absence of the US based advisors.

#### A) PRELIMINARY ACTIVITIES IN BOSTON:

1. Training in MIS and microcomputers for health and family planning for our Kenyan counterparts: Boston.

In this training program, the Kenyan participants will be exposed to the issues and problems related to information systems. We will explore the issues related to the successes and failures of MIS, as well as the different approaches to information systems design. The participants will study different types of software and will learn to operate and see microcomputers, not as the solution to MIS problems, but only as a useful tool in the implementation, operation and maintenance of good information systems. The emphasis here will be placed on the management aspect and the decision making component of MIS.

We believe this activity to be crucial for our counterparts to participate later as major contributors to the design and development work to be undertaken in Kenya. At the same time, it will prepare them to play a valuable role as co-trainers or facilitators in the training activities that will happen in Kenya.

## 2. Additional one-week workshop in Boston

After the four-week training course in microcomputers and MIS, MSH consultants will work with the Kenyans for an additional week in a smaller group.

The objective of that week is to complement the MIS training received in the course, not only making it more specific but also starting to link the concepts and tools learned and practiced during the course to the NCPD's MIS situation. With the assistance of the MSH consultants, the participants will start by identifying the needs and problems of their own systems at home, and they will initiate the draft design of the systems related to each one of their areas of interest. Obviously, those systems will not be all-inclusive nor complete, but the exercise will have given them even in a limited way, the opportunity to go through the MIS development process that will occur in Kenya.

## B) ACTIVITIES IN KENYA (assuming a November 1988 starting date):

### 1. November - December 1988: Finance and Administration

The following activities will be undertaken during the consultants' first visit to Kenya for the FPMT-MIS work.

- a) The MSH advisors will review the scope of work and the sequence being proposed with USAID and the NCPD counterparts. A revised work plan will be prepared.
- b) The MSH advisors will identify the areas in the work plan where local consultants will be needed. The MSH advisors will investigate the local market and negotiate with local consultants.

- c) The consultants will work with the Finance and Administration staff to carry-out an in-depth analysis of the MIS in that division.
- d) After reviewing the present procedures, the consultants working with the NCPD counterparts will conduct a short in-house workshop on MIS for the Finance staff. The NCPD financial reporting system will be used as an example for this exercise. The NCPD Finance Division staff member who attended the course in Boston will be co-trainer for this workshop. During this mini-workshop, the draft prepared in Boston during the additional week will be discussed and improved using the input of the other staff members.
- e) The consultants, in collaboration with the Finance Division will then organize another workshop in Nairobi to incorporate the input, requirements, ideas and concerns of the other agencies and parties that will be affected by changes in the NCPD systems. These other groups will probably include at least the Ministry of Finance, USAID and the other donor agencies and a sample of the NGOs.
- f) The MSH consultants will then finalize the manual system's specifications; after the workshop, and the appropriate forms and protocols will be designed.
- g) The NCPD and the local consultants will be responsible for carrying out the field test for the system. The results of the test will be reviewed and evaluated during the next visit of the MSH consultants.
- h) The consultants will prepare the specifications list for the hardware and software to be purchased. They will negotiate with local suppliers and place the order (assuming that FPMT obtains Washington's authorization to procure equipment).

## 2. February-April 1988

- a) Course in MIS and microcomputers for NCPD staff and some NGOs: The consultants, in collaboration with the counterparts that attended the Boston course, will organize a similar course in Nairobi. With the assistance of the local consultants and the Kenyan counterparts, the course will be adapted to the Kenyan situation. Even though the course is primarily for NCPD staff, it may be beneficial to include some NGOs. The course will accommodate twelve (12) to fifteen (15) participants. We are

assuming that the computers being purchased for NCPD will be used for the training sessions, and will be installed at the NCPD only after the training program has been completed.

- b) Word processing for secretaries: The consultants will design and conduct special in-house training sessions for NCPD's secretaries.

NOTE: For all training programs, manuals and appropriate documentation will be prepared and left with the NCPD for future reference.

- c) Testing and complete installation of the equipment at NCPD: After completion of the computer training program, the consultants will install the equipment and software at the NCPD.
- d) Microcomputer maintenance: Sessions on microcomputer basic maintenance and care will be held in-house after the equipment has been installed.
- e) IEC correspondence system: The consultants will work with the IEC Division to set up a database and word processing system to process the division's correspondence and the handling of requests for information coming from the public. This automated system, which will be housed in the IEC Division, will improve the efficiency of the Division in its efforts to respond to all requests for information on family planning.
- f) Review of the results of the field test for the Finance system: The consultants will review with the Kenyan counterparts (NCPD, NGOs, donors) the results of the system's field test. The necessary modifications will then be incorporated.
- g) The MSH consultant with the NCPD counterparts will develop an implementation plan, and they will organize a workshop to introduce the new system to the different parties concerned. After this activity, the system will be ready for full implementation.
- h) Development of the computer system to support the new MIS for the Finance Division will start. (by local consultants or MSH programmers: to be determined)

### 3. June-August 1989

- a) Finance Division computer system: The computer system for the Finance Division will be completed, tested

and implemented. Training will be provided to NCPD users.

- b) Research Division: The consultants, in collaboration with the NCPD counterparts will organize work sessions with the NCPD staff, IPS, NGOs, donor agencies and others to gather input and ideas regarding the NCPD's Services Information System.
- c) Research Division Services Information System: The consultants with the NCPD counterparts will design the Services Information System. The appropriate forms and protocols will be designed. The NCPD with the local consultants will be responsible for the field test for this system.
- e) Research Division Service Facilities Database: The consultants will develop, install and implement in collaboration with the NCPD counterparts the Kenyan Family Planning Facilities Information System. This system will provide information on the different facilities that provide family planning services in Kenya.
- f) Programmes Division: The consultants will develop, install and implement in collaboration with the NCPD counterparts the Family Planning/Population Project Information System. This system will be very important for the Division. It will process the data needed for monitoring the different projects that are either related to or approved and funded by the NCPD.

#### 4. October-December 1989

- a) Research: The consultants will review the results of the field test carried out for the manual component of the Services Information System. The necessary modifications will be incorporated and the protocols for implementation established. The consultants will assist the NCPD in the implementation process.
- b) Research: A short workshop will be organized to launch the implementation of the system.
- c) Research: The development of the computer systems necessary to support the Services Information System will start.

#### 5. January - March 1990

- a) The computer (programs, documentation, etc.) system for the Services Information System will be tested and implemented.

- b) IEC: The consultants will develop, test and implement the IEC material database. This database will allow the Division to keep track of the Information, Education and Communication material developed or available in Kenya. This system will be useful in the identification of IEC needs and the design of new IEC projects.
- c) IEC: the consultant will assist NCPD staff to set up systems for the production of the NCPD newsletter. This assistance will include not only the set up of the necessary hardware/software, but also training in the techniques of newsletter production, design and distribution.
- d) IEC: The consultants will work with the NCPD staff to develop and implement a system for the tracking of population and family planning contacts in Kenya.
- e) The consultants will develop and implement a database for a Population research bibliography. This database will hold information about all documents, papers, etc.. related to family planning and population in Kenya.