

The Enterprise Program

PN-ABJ-996
74790

**PROSPECTIVE ENTERPRISE -
ASSISTED PROJECTS IN THE PHILIPPINES
BY ZYNIA L. RIONDA, ENTERPRISE CONSULTANT**

Contract No AID/DPE-3034-C-00-5072-00

Submitted August 15, 1986



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REPORT ON THE ENTERPRISE STAFF VISIT TO THE PHILIPPINES
JULY 16-26, 1986 AND PROSPECTIVE ENTERPRISE - ASSISTED PROJECTS
IN THE PHILIPPINES
BY ZYNIA L. RIONDA, ENTERPRISE CONSULTANT

A Executive Summary

The Private Enterprise staff, Mr. Joel Montague, Project Director and Vice-President, John Snow, Inc and Dr James Jeffers, Deputy Director, visited the Philippines July 16-July 26, 1986. The writer provided consultative and facilitative services during this period, as well as pre-visit services in preparing the staff's itinerary and lining up all interviews.

The staff visited with officials of USAID, POPCOM, NGO's/PVO's such as PCF, IMCH, FPOP, PBSP and Benguet Corporation Foundation, and for-profit companies Shell, Caltex, Philippine Packing Corporation and Meralco. Site visits were made to two existing in-plant family planning programs implemented by PCF in two companies, Mattel and GTI Garments.

The staff pursued three most possible leads suggested by POPCOM and discussed possible programs with the Philippine Hospital Association, the Philippine Academy of Family Physicians (PAFP), and PBSP.

The Enterprise visit culminated in the formulation of a Preliminary Strategy which prioritized (H, M, L) possible opportunities for Enterprise involvement in the Philippines into three groups. (A) Collaboration with Philippine private sector resource organizations (B) Umbrella Groups, and (C) High Visibility, quickly developed projects. The portfolio of high and medium priority activities (up to 4 years) is roughly priced at \$795,000. The strategy, succinctly summarized by Joel Montague in the attached paper, was discussed by Montague with the Mission Director, Frederick Schieck and

with Bill Johnson, Chief of OPHN, at an AID debriefing. There was general agreement from the Mission on the strategy and specific concurrence in principle provided to the three high priority project activities listed under Group C. The Mission later suggested some caution in moving vigorously towards collaboration with PBSP as the Enterprise's "presence surety" in the Philippines for two reasons: (1) PBSP could over extend their capacity especially since its Executive Director will be on study leave in the U.S. for a year beginning October 1986 and (2) PBSP is identified as an "NFP Only" Agency.

The writer followed up priority targets of opportunities with Shell Corporation, Philippine Packing Corporation, Philippine Hospital Association, Family Planning Organization of the Philippines, PCF and with POPCOM, AIM and PBSP for the planned NGO/PVO Workshop for Self-Sufficiency. The pages following describe the extent of follow-ups made.

There is consensus that there are very good prospects for the Enterprise's entry and involvement in the Philippines in family planning activities in the private sector in the face of current constraints to continue to implement a vigorous government program (due to Church and right-for-life groups opposition) and specifically since family planning in for-profit firms is virtually untapped due to a poor history of compliance by the private sector. Philippine labor code laws pertaining to provision of FP services in-plant.

B. Highlights of Contacts Made with PVOs and
with For-Profit Groups

1. Institute of Maternal and Child Health - (IMCH) - July 17, 1986
Attendee: Dr. Perla B. Sanchez, Executive Director
(Jeffers & Rionda)

IMCH is a pioneer private family planning agency established in 1967 to provide training, IEC and clinic service delivery. Today IMCH operates 185 clinics (up to 400 clinics were operated before) with POPCOM/USAID subsidy and 76 clinics with UNFPA assistance beginning September 1985 (The UNFPA/NGO project is an experiment to provide FP services wherein clinic personnel are paid based on performance (i.e. according to no. of clients served by method, clients are charged for FP services based on a sliding income scale). IMCH is the primary provider of IUD services in the program, as well as IUD training. It is a regional training center for INTRAH and has trained FP medical and paramedical personnel from Africa and Asia on FP skills. An innovative IEC project IMCH has been implementing is "Instant Sagot" (Instant Response) wherein advice, counselling and referrals are provided by trained counsellors by telephone to clients.

IMCH is highly committed to the program but its history of dependency on government and donor support has resulted in shrinking geographical coverage as funds from POPCOM have diminished over the years. Its staff are poorly paid, nevertheless IMCH still contributes about 25% of the program's annual new acceptors, with only 8.6% of total program clinics.

The effectiveness and efficiency of IMCH as a PVO participating agency in the national program could be improved by strengthening its business management skills and by introducing more income-generating schemes into its strategies. IMCH should be included as one of the participant agencies in the proposed PVO Workshop.

2. Commission on Population (POPCOM) - July 18, 1986

Attendees Dr. Ester Sy-Quinsiam, Acting Executive Director
Dr. Carmen Garcia, Chief, Clinic Services Division
Ms. Luisa Nartatez, Head, Research Unit, Planning Div.
(Montague & Rionda)

Dr. Sy-Quinsiam expressed strong interest in availing of assistance from the Enterprise Program for expanding the role of the private sector in the Philippine population program. She emphasized that the private sector has always been a partner of POPCOM in the program and that POPCOM now looks forward to identifying and working with new sets of NGO's specifically those that are community-based and not located in Manila. She directed the Enterprise staff to look into the prospects of identifying activities with PBSP, the Philippine Hospital Association and with agro-industrial firms under the umbrella of ECOP. Dr. Sy-Quinsiam also suggested that the 50,000+ strong BSPO's could perhaps be organized as a ("people-powered") network of private voluntary associations at the community level to provide FP services. This suggestion was, however, later discounted as impractical since BSPO's are loosely knit, need heavy supervision and have variable time to do FP. Moreover, the existence of BSPO's depend on the continuation of the national Outreach project, which at this time is a policy under question. In the case of the PHA, Mr. Montague stated that the Enterprise would be willing to collaborate with AVSC in providing assistance, since AVSC (which was first approached by POPCOM for this activity) has the medical expertise specifically in sterilization services.

POPCOM did not encourage the Enterprise Program to provide assistance to

PCF in expanding their in-plant FP project in industries. POPCOM, however, was interested in helping PCF institutionalize and achieve greater self-sufficiency with Enterprise support.

POPCOM arranged for the Enterprise to meet that same day a group of NGO's who are "new" (meaning, have not worked with POPCOM before). Messrs. Montague and Jeffers informed the group about the objectives of the Enterprise Program and POPCOM passed around copies of the Enterprise's proposal guidelines. The groups were

1. Alay sa Kalusugan ng Pilipinas (AKAP) (Philippine Health Action) - A parish-based organization providing community health services. It has four centers in the Greater Manila area. It is interested only in offering NFP. Represented by Maria Elena Caraballo.

2. Health Action Information Network - This organization has 70 community-based programs in primary health care. Represented by Dr. Michael Tan.

3. Institute for Social Studies and Action (ISSA) - Established in 1983 to expand health care information and services to women, youth and children (Represented by Alexandrina Marcelo)

4. Wealthcare - Sister organization of ISSA and established in 1980. It provides health and FP services to women, with two clinics in Manila's slum districts, a center for birth delivery, and a sterilization clinic receiving subsidy from POPCOM. (Represented by Dr. Florence Tadiar).

5. Philippine Academy of Family Physicians (PAFP) is a 25 year-old organization with 30 chapters nationwide, whose membership is comprised mostly of GPs, OB Gyns, and pediatricians (Represented by Dr. Sonia Sarcia).

6 Daughters of Mary Immaculate is a religious organization with 80 circles (parish-based) of about 500 members per circle. It is of course interested only in NFP (Represented by Dr. Corazon Lumawig, Chairman of the Pro Life Committee, and Norma Ferrer, past President)

7 Philippine Chamber of Health, represented by Dr. Anita Alegre and Dr. Adelaida Hizon.

The idea of holding a workshop for selected PVO's on the subject of management training in self-sufficiency was hatched at the meeting. The Enterprise staff stated interest in supporting such a workshop.

Follow-up meetings were later held by Enterprise Staff with PAFP and PHA to explore prospective collaborative activities.

3. Population Center Foundation

Attendees Ms. Aurora Go, Programs Director
Ms. Jet Riparip, Project Manager
for Industry Project, Industry Project Account Executives
Ms. Aida Sayson, Project Officer
(Montague, Jeffers & Rionda)

The Enterprise Program was initially interested in providing support to PCF in expanding their in-plant FP project currently being implemented in 30 industrial firms, with USAID/POPCOM support. Preliminary discussions between PCF and the writer were held along these lines in advance of the Montague/Jeffers visit.

PCF was created in 1973 as one of Mrs. Marcos' pet projects and received an endowment from Rockefeller Foundation. This endowment generates about P5-8 million interest annually, the primary source of PCF's operational

expenses. PCF used to receive about P6 M annual subsidy from POPCOM, in addition to specific project support. The subsidy has now stopped and projects sourced through POPCOM are diminishing, creating financial problems for PCF. There are strong signals that POPCOM now wishes to cut off assistance, if not relationships, with PCF. The non-support of the Industry Project is only one example of this trend

PCF has a core staff of 30-40 professionals, and about 60 administrative/support staff. It has also drawn funds from UNFPA, AVSC, IBRD, FPIA and Ford Foundation. Some income is earned through rental of building space and auditorium facilities.

PCF briefed the Enterprise staff thoroughly on its FP Industry Project. The success of the project is to be gauged by the number of "effective referrals" from each company, meaning new acceptors of a family planning method. ("Effective referrals" are used rather than new acceptors to prevent double counting of clients in POPCOM's MIS). Questions were raised by the Enterprise on the system PCF used for targetting new clients (may be low), and on the lack of effective baseline data which can be used for measuring progress (e.g. pre-project prevalence levels). The Enterprise staff also noted that the slide tape presentations used by PCF to present the industry project rationale to industry managers should be oriented more towards selling FP as a "profit-making" investment rather than selling FP for demographic reasons.

Two alternative models for delivering FP in-plant were discussed these are the clinic-based, where the company nurse, trained in FP, is the

principal provider of services, and the cooperative-based, where the company cooperative store, for example, could be used as outlet for selling contraceptives to employees. The company nurse here would also be involved in providing clinical methods like DMPA.

The first meeting with PCF identified four possible activities

1. Improvement of PCF's approach to company management in selling FP
2. Improving MIS data from the Industry Project - baseline, tragetting, progress reporting
3. Strengthening PCF for self-sufficiency
4. Expanding PCF's catalytic role in the Industry Project.

A second meeting with PCF was set for later, to incorporate POPCOM's thinking into the plans.

4. Family Planning Organization of the Philippines (FPOP) - July 22, 1986

Attendees Mr. Orly dela Cueva, Operations Head, FPOP
Dr. Gerardo Cruz, Medical Director, FPOP
Dr. Perla Sanchez, IMCH Executive Director
Ms. Miriam Grafilo, IMCH Admin. Director
Ms. Sol Madrid, FPOP Finance Director
(Montague, Jeffers & Rionda)

The objective of the meeting was for Enterprise to obtain feedback from FPOP and IMCH on the progress of the UNFPA/NGO project inasmuch as USAID had officially requested AID/W to investigate the prospects of Enterprise supporting an expansion of the project. FPOP is supposed to operate 60 clinics under the project, however, currently only 54 clinics have been accredited with POPCOM and of these, 47 are operating. The clinics are in 23 provinces scattered among 12 of the country's 13 regions. 40 of these are in private practitioners clinics and 4 in FPOP chapter clinics. Like IMCH's

experience, the project suffers from chronic problems - there are long delays in getting fund releases from POPCOM, slow accreditation of clinics, and interference from POPCOM field officers in project management. POPCOM had previously turned down suggestions from FPOP to have funds directly channeled to FPOP and other implementing agencies from UNFPA and to operate the project using a consortium of implementing agencies approach

The Enterprise is interested in collaborating with FPOP in expanding their capacity to offer FP services, using the private practitioners network. A concept paper is to be submitted by FPOP along this line.

5. Benguet Corporation Foundation

Attendees Ms. Nelly Alabanza, Foundation Exec. Director
Dr. Carmen de Guzman, Benguet Mines Medical Officer
(Montague, Jeffers & Rionda)

Benguet Corporation operates the biggest mines in the Philippines mining copper ore and gold. It operates a 25-bed hospital in Balatoc, and family planning services were began in 1971, with service extended to both employees and dependents. The FP clinic offers IUD insertions, but because of the Medical Director's religious persuasion, no sterilizations are done in the hospital but clients are referred to the nearby Baguio General Hospital. According to Dr. de Guzman, from 1971-June 1986, the clinic has registered 5,317 acceptors, with 26% of this number continuing users. The doctor has made rough calculations that the company saves about ₱339 for each birth averted based only on subsidized medical care costs.

The Foundation was established as Benguet's social conscience, and is involved in family life-oriented projects, some of them income-generating, in

the communities near the mines. Alabanza is interested in integrating family planning in these activities, and was open to Enterprise's offer of support to expand FP activities in other Benguet mining communities. The Enterprise is interested in documenting Benguet's work in FP as a possible mining industry model.

6 Cooperatives Foundation of the Philippines

Attendee Mr. Horacio Morales, Jr., Executive Director
(Montague & Rionda)

Horacio "Boy" Morales is one of the ex-political detainees released by the new government after the revolution. A bright upcoming young technocrat before he became disenchanted with the Marcos regime and went underground in the mid-70's, Morales' leadership is now re-emerging. He is a member of the new government's Presidential Reorganization Task Force. He now heads the Cooperatives Foundation of the Philippines, which promotes technical assistance (IEC, management and consultancy) to different coops in marketing, agriculture, credit unions, consumers, etc. Mr. Morales recently headed a Presidential Task force to address issues pertaining to coops, the body has proposed rationalizing the different laws affecting coops, and placing the Bureau of Coops (now under the Ministry of Agriculture) under the President's Office, since 60% of all coops are non-agricultural in nature. Mr. Morales also advised the Enterprise that an AID-funded study of Philippine coops will be made September-December 1986. He promised to send a copy of the report from this study to the Enterprise when it becomes available. It seems premature at this time for the Enterprise to get involved with coop activities in the Philippines considering the stage of their development.

7 EVSA Corporation

Attendees Dr. Emmanuel Soriano, President
Ms. Denise Pineda, EVSA
Ms. Teresita Bagasao, Kabalikat
Ms. Maricel Pabalan, Kabalikat
Dr. Cory Raymundo, Demographic Research & Development
Foundation
(Montague and Rionda)

EVSA is a management and consulting firm offering services in HRD, research, marketing, finance and project development. It was incorporated in 1982, is basically a consortium of three organizations (EVSA, Kabalikat and DRDF), and has a core fulltime staff of 5 and 55 associates. A pool of consultants are on on-call project basis, most of them U.P.-based. Dr. Soriano was previously President of the University of the Philippines, is prestigious and influential, and maintains ties with the University by teaching at the College of Business. Kabalikat and DRDF are in the forefront of family planning work in the Philippines and have been recipients of AID grants. EVSA could be a good HRD resource, as well as in documenting success stories for model formulation and proposals development. EVSA's capacity for networking with other agencies may also be useful.

8. Meralco (Manila Electric Company)

Attendees Mr. Jose Guingona, Asst. to the President
Dr. Corazon de Leon, Head, FP Clinic
(Jeffers & Rionda)

Meralco provides electricity for the Greater Luzon area and is one of the country's biggest corporations. Until recently, its top management was identified with the Opus Dei. The revolution returned leadership to the Lopezes, its previous owners, but Opus Dei remnants within the management

still influence corporation policies. Meralco has a modern, fully equipped, fully staffed 32-bed hospital within the compound which purely services Meralco's 8,000 employees, except for the FP unit, which also services wives of employees (Meralco employees are dominantly male).

The hospital director belongs to the Opus Dei, which has constrained the use of some methods like IUD and sterilization. Clients interested in these methods are referred to outside clinics. The set-up is disgrace considering that the doctors and nurses in the FP unit are keenly interested in offering these methods (the nurse is trained on IUD insertion).

Meralco also maintains four outreach clinics in Luzon. The number of registered acceptors in the clinic appears low, considering the size of the company and the capacity of the clinic. The new management is keen about offering stronger family planning services, and is aware that the present leadership at the hospital inhibits this. Mr. Guingona is very interested in maintaining communication with the Enterprise.

9. Philippine Business for Social Progress

Attendees: Mr. Ernesto Garilao, Executive Director
(Montague, Jeffers & Rionda)

PBSP is a local donor organization which draws support from 119 member corporations in the Philippines. Its objective is to initiate and sponsor socio-economic development projects to improve quality of life. Its major projects are in HRD, small business, and food. In implementing some of its projects, PBSP channels funding through community cooperatives. PBSP is a PVO registered with AID and receives grant support for specific projects. Mr. Garilao informed the Enterprise that PBSP has a core staff of 50, and does

collaborative work with other agencies. It has experience in building organizational and management capacities of its grantees. Over the next five years, PBSP hopes to build strong provincial structures. At this time, it does not fund any health or FP activities. PBSP's interest is in promoting NFP (In 1984-85, PBSP implemented an NFP trainor's training for AID/POPCOM) as a part of their family life activities. PBSP is interested in becoming a technical resource for organizational development of FP agencies.

Mr. Garilao will be in the US for one year beginning October 1986 on an Eisenhower grant

10. Philippine Packing Corporation

Attendee Mr. Mar Li Galicia, Jr., Regional Compensation Manager
(Montague & Rionda)

Philippine Packing Corporation (PPC) was visited by the Enterprise upon the suggestion of Mr. J. Marsh Thompson of the American Chamber of Commerce. PPC is one of the country's largest corporation, it produces and exports Del Monte products (pineapple, bananas, tomatoes). It's plantation and cannery are in Bukidnon and Cagayan de Oro, respectively, in Mindanao. It employs 6,500 workers and has a progressive housing, health and education program for its employees and dependents. It has a 95-bed hospital servicing not only its employees and their dependents but also the surrounding communities. However, due to religious constraints, only NFP is made available in terms of family planning.

Mr. Galicia exhibited interest in collaborating with Enterprise in surveying the effect of family planning in his company. However, there seems to be religious constraints to offer more than NFP at this time. Mr. Galicia

has an "open mind" nonetheless on the subject of family planning. A follow-up of PPC would be advisable for the next Enterprise visit.

11. Employers Confederation of the Philippines (ECOP)

Attendees Mr. Bienvenido Magnaye, Head, ECOP Steering Committee
Ms. Myrna Buendia, Executive Director, ECOP ILO Project
(Montague & Rionda)

ECOP has 38 member federations and has received a small (\$10,000) grant from ILO for a population education project for its members. Mr. Magnaye claimed that they have "reached" 247 firms thru this scheme. Some of the work ECOP does under the ILO project is in collaboration with PCF's Industry-Based FP project. Mr. Magnaye had a proposal ready for the Enterprise to expand the ILO project model, since there was no surety that ILO would provide funds to ECOP after December 1986.

Mr. Montague made it clear that the Enterprise's preference is to collaborate with PCF in supporting in-plant FP activities with industries. PCF is the umbrella organization identified by the Enterprise in this area. ECOP and PCF has already developed a collaborative relationship in connection with the in-plant project, i.e., with ECOP providing the entry point to industries by raising their level of FP awareness and PCF providing the technical expertise and other inputs. It seems more productive that this collaboration be maintained, and ECOP and PCF should discuss how to continue to work together. Mr. Montague added that if ILO financing to ECOP is discontinued, it is possible for Enterprise to support it.

12. Philippine Hospital Association (PHA)

Attendee Dr. Thelma Clemente, President
(Jeffers)

PHA is a private organization of 1945 hospitals, 1,355 of which are private and the rest government. The Enterprise's mandate of course restricts support to the private hospital members only. There is great potential in working with this organization.

POPCOM made available to the Enterprise a proposal developed in 1984 or 1985 wherein 20 hospitals in five regions will be providing family planning with support from POPCOM. Dr. Jeffers reviewed the proposal with Dr. Clemente including the budget. It was agreed that the budget may not be realistic anymore due to inflation. Also, the proposal was prepared based on limited information. It was agreed that more information was needed before a proposal could be developed, and that a needs assessment should first be conducted to provide the information. Dr. Clemente is to submit a scope of work and budget for the needs assessment.

C Follow ups Made by Writer and Status of Activities
Followed up as of August 25, 1986

1. WealthCare

The writer met with Dr. Florence Tadiar and Ms. Alexandrina Marcelo of Wealthcare to inform them that the two proposals submitted to Enterprise cannot be considered. The writer later submitted these proposals to Dr. Carmen Garcia of POPCOM for possible bilateral funding in 1987.

2. Philippine Packing Corporation

Mr. Galicia confirmed that there is religious constraint affecting the provision of more effective FP methods to the plantation communities. The writer provided Mr. Galicia a copy of PCF's paper on industry benefits from

family planning, and expressed that the Enterprise is interested in maintaining contact

3 Shell Corporation

The data promised by Mr. Buenaventura were provided on August 8, 1986 and mailed directly to Dr. Jeffers on August 11.

4. Population Center Foundation

The writer met with Mrs. Go and her staff on July 30 to discuss the implications of POPCOM's thinking, as impressed upon the Enterprise staff at the POPCOM debriefing, on Enterprise's future collaborative activities with PCF. POPCOM's view is that PCF should discontinue its in-plant Industry project, that ECOP together with MOLE should be the lead agencies in this kind of activity, and that Enterprise should just be involved in supporting "self-sufficiency and institutionalization" for PCF. As a result, the Enterprise model earlier drawn for PCF needed to be re-conceptualized to accommodate POPCOM's views, and a new strategy for PCF developed.

The writer met with PCF again on August 6 to brainstorm some more on the self-reliance program for PCF. The consensus was that Enterprise and PCF should tread softly on the plans for expanding the Industry FP In-Plant Project (PCF already has a possible list of 35 companies for this expansion) so as not to alienate POPCOM. The idea of weaving the FP industry project into the self-reliance program as a "demonstration" for attaining self-sufficiency, previously discussed between Mr. Montague and the writer, met with PCF approval.

On August 14, the writer provided the first draft of a concept paper

to Mrs. Go on the PCF self-reliance program elaborating on the initial thoughts from the Enterprise Staff, and discussions with PCF. PCF commented on parts of the paper, and the writer revised the concept paper (attached) on August 20 and provided a copy to PCF.

The writer wishes to emphasize that the concept paper is only an attempt to capture and present in a paper at this time initial ideas concerning a self-reliance program for PCF. Its limited scope can benefit from Enterprise's review, expansion or revision.

Mrs. Go had provided the writer a confidential draft document reporting on an Operations Review of the Population Center foundation done by Sycip, Gorres, Velayo & Co. (SGV), a prestigious auditing and management firm, in August 1985. A copy is made available herewith for Mr. Montague's perusal, as agreed to by Mrs. Go. The report contains vital information that can be useful for the PCF organizational assessment. Its recommendations include hard-hitting measures for being more cost-efficient and assessing PCF's fund-generation capacity.

A recent development could affect Enterprise's possible support to PCF in terms of expanding the FP Inplant Industry Project - this is the approval in principle by POPCOM of a program package with Johns Hopkins University/Population Communication Services (JHU/PCS) which includes an 18-month activity called "Intensifying Demand Generation for Family Planning Methods in the Industry Sector" for \$108,000. This project, funded with AID money from AID's \$2 million credit line, was in hibernation for about nine months. Twenty industrial firms in the Metro Manila area will be provided IEC, training and consultants support to provide FP in plant.

Enterprise support to PCF for similar implant FP services will need to be designed so that overlap or conflict with JHU are avoided.

5 Philippine Hospital Association

After repeated attempts to contact Dr. Thelma Clemente of PHA, the writer met with her on August 14, 1986. At that meeting, Dr. Clemente sought assistance for additional information on the Enterprise Program as well as for developing the FP questionnaire for the planned Needs Assessment (i.e. survey of about 1355 member private hospitals) so that the proposed PHA - Enterprise Needs Assessment can be presented to the PHA Board Meeting on August 20, 1986. The writer developed a draft questionnaire and reviewed it with Dr. Clemente, who suggested some additional questions. The questionnaire was also informally discussed with Dr. Florence Tadiar, who provided valuable inputs (she was involved in an international survey of hospitals in primary health care).

Twenty sets of the questionnaire and information on the Enterprise Program were provided by the writer to Dr. Clemente on August for the Board meeting. (Attached is a copy of the questionnaire.) The Board favorably endorsed Dr. Clemente's proposal for a Needs Assessment for a possible collaborative project with the Enterprise.

On August 25, 1986, the writer and Dr. Florence Tadiar met with Dr. Clemente. Dr. Tadiar was introduced as the Enterprise's possible "continuity" resource person for the PHA project, making clear that this arrangement is still very tentative. At this meeting, the following were agreed upon

- (1) The questionnaire is to be submitted to the Enterprise for its

review.

(2) The 11 copies of the questionnaire which Dr. Clemente asked the Board members to fill up on August 20 will be considered as a "pre-test" and Dr. Tadiar will collect the questionnaires from Dr. Clemente after the next Board meeting on September 17.

(3) The national survey will only cover the private hospital PHA members.

(4) Dr. Clemente will not survey the 20 original hospitals (as she had earlier proposed to the writer) ahead of the others.

(5) Questionnaires will be mailed to all private hospitals (target-early October 1986) with a covering letter from Dr. Clemente and together with self-addressed, stamped envelopes. Approximately 30 days will be allowed for questionnaires to be collected.

(6) Since PHA is pleading poverty, the Enterprise may finance the Needs Assessment to include printing, mailing and retrieval of questionnaires, data processing, and analysis. However, the PHA Secretariat will provide clerical support in sending out and collecting the questionnaires

(7) The scope of work and budget for the Needs Assessment will be developed shortly by the PHA, with assistance from Dr. Tadiar and the writer. The scope of work will be submitted to the Enterprise by the writer as soon as it is drafted.

PHA is holding its annual convention in Manila November 26-28, 1986. If the survey is undertaken on schedule, a preliminary progress report could be available by then for presentation at the convention.

6. NGO Workshop

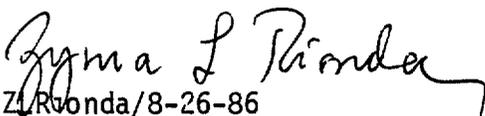
A copy of the writer's initial draft concept paper on the workshop was mailed to Mr. Montague on August 11, 1986. A revised version, attached, provided to AIM was the basis for AIM's submission of two proposals - one for a two weeks' live-out workshop and another for a more intensive one-week live-in workshop. PBSP will be actively collaborating with AIM in the workshop, with AIM as the principal contractor. The budgets proposed by AIM are negotiable, since the PBSP cost factors included therein are rough estimates.

Attached are the AIM proposals. Copies have been provided to POPCOM by the writer. POPCOM solicited a separate proposal from PBSP for the same workshop, with the understanding that POPCOM will submit directly all three proposals to the Enterprise immediately, without waiting for POPCOM review. Enterprise's comments are to be furnished directly to POPCOM, with a copy to USAID. (Note: The PBSP proposal was not available from POPCOM for inclusion in this report).

The writer acknowledges that the October target date planned for the workshop may be optimistic, considering Mr. Montague's comments that inputs will be expected from the Enterprise, as well as from AID/W. November might be better timing.

7. Family Planning Organization of the Philippines

The writer followed up with FPOP the concept paper they are to submit to the Enterprise, which is enclosed. They propose a "pilot social marketing program" including provision of family planning in industrial firms.


Z. Ronda/8-26-86

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ATTACHMENTS

Itinerary
 Visit to the Philippines,
 July 16-26, 1986
 Private Enterprise Program
 Mr. Joel Montague, Director
 Dr. James Jeffers, Deputy Director

JULY 16 WEDNESDAY	3:20 P.M.	Dr. & Mrs. James Jeffers arrive via PAL Flight 536 Billeting - Silahis Hotel Address: Silahis Int'l. Hotel 1990 Roxas Blvd., Manila Tel. No. 57-38-11		
	6 00 P.M.	Jeffers meets with Z. Rionda, Silahis Hotel		
			<u>STATUS</u>	<u>PEP STAFF ATTENDING</u>
JULY 17 THURSDAY	10 00 A.M.	USAID - Mr. Ed Muniak, Population Devt. Officer	Confirmed	Jeffers
	3 00 P.M.	IMCH - PVO - Dr. Perla Sanchez, Executive Director Address. 11 Banawe St, Q.C. Tel. No.: 712-0149	Confirmed	Jeffers Rionda
	2.35 P.M.	Mr. Joel Montague arrives via TG 620 Billeting - Silahis Hotel		
	5.00 P.M.	Montague/Jeffers meet with Z. Rionda, Silahis Hotel		
JULY 18 FRIDAY	9.00 A.M.	POPCOM Officials headed by Dr. Ester Sy-Quinsiam, Acting Executive Director (Ed Muniak, AID, to attend) Address: Welfareville Compound, Mandaluyong, Metro Manila Tel. No.: 79-36-04	Confirmed	Montague Rionda

	9 00 A.M.	Mr. J. Marsh Thompson, Director & Exec. Vice President American Chamber of Commerce of the Philippines	Confirmed	Jeffers
		Address 2nd Flr. Corinthian Plaza, Paseo de Roxas, Makati, Metro Manila		
		Te1 No 818-79-11		
	11 00 A M.	Meeting with NGO's at POPCOM	Confirmed	Montague Jeffers Rionda
JULY 19 SATURDAY	9 00 A.M.	Population Center Foundation Mrs. Aurora Go & staff Briefing on Industry Project and Discussion on PCF Proposal	Confirmed	Montague Jeffers Rionda
		Address PCF Building, South Superhighway, Makati Metro Manila		
		Te1. No. 86-64-65		
JULY 20 SUNDAY		F R E E		
JULY 21 MONDAY	8 30 A M.	USAID - Mr William H. Johnson Chief, OPHN	Confirmed	Montague Jeffers
		Address: 17th Flr Ramon Magsay- say Center, 1680 Roxas Blvd., Manila		
		Te1 No. 521-5251		
	9 30 A M.	USAID - Mr. Bryant George Chief, OFFPVC and PVO Officer	Confirmed	Montague Jeffers
		Address 17th Flr. Ramon Magsay- say Center, 1680 Roxas Blvd., Manila		
		Te1. No. 521-5244		
	12:00 P.M	Luncheon, Manila Hotel, Philippine Business Community (President Aquino - guest speaker)		Montague Jeffers
JULY 22 TUESDAY	8 30 A.M.	Mr. Charles Laskey Director, CARE	Confirmed	Montague

Address 14th Flr. Victoria Bldg.
United Nations Avenue,
Manila
Tel. No. 521-0186

10 00 A.M. IMCH/Family Planning Organization Confirmed Montague
of the Philippines, UNFPA - funded Jeffers
NGO Project (meet at FPOP Office) Rionda

Address 50 Dona Hemady St.,
New Manila, Q.C.
Tel No. 721-7302

12.30 A.M. Lunch with Ms. Nelly Alabanza Confirmed Montague
Executive Director, Benguet Jeffers
Corporation Foundation Rionda
(at Silahis Hotel)

2 00 P M Mr. Cesar Buenaventura, Confirmed Jeffers
President, Shell Philippines

Address. Shell House
1330 Roxas Blvd., Manila
Tel. No.: 521-1541

2 00 P M. Mr. Horacio Morales, Jr. Confirmed Montague
Cooperative Foundation of the Rionda
Philippines
(meet at University of Life)

Address Rm. 106 Bonifacio Bldg.
University of Life
Pasig, Metro Manila
Tel. No. 673-5680

4 00 P M. Dr. Emmanuel Soriano Confirmed Montague
EVSA Corporation Jeffers
Rionda

Address. 8th Flr. Dominion Bldg.
853 Pasay Road, Makati
Metro Manila
Tel No. 85-98-61

4 00 P.M. Philippine Academy of Family Confirmed Jeffers
Physicians (meet at Silahis
Hotel)

Dr. Benjamin Chang, President
Dr. Edward Tordesillas,
Secretary

Dr. Rosalinda Concepcion,
Chairman FP

P M. Strategy Meeting - PEP Staff
Silahis Hotel

JULY 23
WEDNESDAY

9 00 A.M. Mr. Jose Guingona Confirmed Jeffers
Asst. to the President Rionda
Manila Electric Co

Address. Lopez Building,
Ortigas Avenue,
Pasig, Metro Manila
Tel. No 721-9944

10 00 A.M Mr Raul Concepcion Confirmed Montague
Concepcion Industries
(with Mrs. Aurora Go, PCF)

Address. 308 Buendia Ave., Ext.,
Makati, Metro Manila
Tel. No. 815-5803/816-1792

2.00 P.M Mr. Ernesto Garilao Confirmed Montague
Phil. Business Social Progress, Jeffers
Inc (meet at Manila Intercon Rionda
Coffeeshop)

3 30 P M. Population Center Foundation Confirmed Montague
Mrs. Aurora Go & staff Rionda
Briefing on Industry Project
and Discussion on PCF Proposal

Address PCF Building, South
Superhighway, Makati
Metro Manila
Tel. No. 86-64-65

3 00 P.M. Mr J.V. Francisco, Confirmed Jeffers
Manager, Ind'l. Relations Dept.
Caltex Philippines, Inc.

Address 540 Padre Faura,
Ermita, Manila

Tel. No.. 522-16-36

6 00 P.M. Cocktails at Nielsen Tower Confirmed Montague
(PEP - host) Jeffers
Invitees. Industry executives, Rionda
PCF & AID officials

25

Address: Ayala Square, near
Manila Peninsula Hotel
Makati Avenue, Makati
Metro Manila
Tel No 817-1180/817-8135

JULY 24 THURSDAY	9 00 A.M. - 11 30 A.M.	Field Trip GTI Garments, Pasig, Metro Manila (Pick up at Silahis - 0800) (with Ms. Jet Riparip, PCF Industry Proj. Manager) Mattel, Pasig, Metro Manila	Confirmed	Montague Rionda
	9 00 A.M.	Dr Thelma Clemente President, Phil Hospital Assn Address 14 Kamas Rd., Q.C. Tel. No. 922-7675/921-2219		Jeffers
	2 30 P.M.	Jeffers leaves at 2 30 P.M.		
	2 30 P.M.	Mr. Mar L. Galicia, Jr., Regional Compensation Manager Phil. Packing Corp Address. 2263 Pasong Tamo Ext., Makati, Metro Manila Tel. No. 87-80-41 to 46 loc. 202	Confirmed	Montague Rionda
	4 00 P.M.	Mr. Bienvenido Magnaye Employer's Confederation of the Philippines Address. Rm. 601 Jardine Davies 222 Buendia Ave., Makati Makati, Metro Manila	Confirmed	Montague Rionda
JULY 25 FRIDAY	8 30 A.M.	Debriefing at POPCOM (Dr. Ester Sy-Quinsiam, Deputy Executive Director) Address Welfareville Compound Mandaluyong, M.M. Tel. No.. 79-36-04	Confirmed	Montague Rionda
	2 00 P.M.	USAID - Mr. Frederick Schieck Mission Director Address. 15th Flr. Ramon Magsay- say Center, 1680 Roxas Blvd., Manila Tel. No 59-82-56	Confirmed	Montague

	3.00 P.M.	Debriefing at USAID, Bill Johnson	Confirmed	Montague
JULY 26 SATURDAY	7 30 A.M.	Breakfast with Mr. Jose Rimon, PCS/JHU (meet at Manila Hotel Coffee Shop)	Confirmed	Montague Rionda
	3 30 P.M.	Montague leaves Manila		

Preliminary Thoughts
Enterprise Strategy for the Philippines
July 25, 1986

SCOPE OF WORK

The objectives of this oft postponed trip were to assess Enterprise Program potential in the Philippines. The Mission was carried out July 17-July 25 by J. Montague, and J. Jeffers of the Enterprise Program staff. The visit started with briefings with AID and POPCOM and ended with debriefings with the same groups. The visit consisted of interviews (occasionally multiple) in Manila with approximately 20 PVOs and "for profit" groups, and organization with a half day field trip to employee-based family planning programs in Metro Manila. The visit was constructively facilitated by Zynia Rionda, Enterprise Consultant.

OVERALL CONCLUSIONS ON THE INITIAL ASSESSMENT

Positive ^mof Disposing Factors to Enterprise Work.

(A) The Philippines has a long history of family planning activity in both the Government and private (non-profit) sector which provides a solid base for our work. (B) A population coordinating mechanism (POPCOM) exists, legal barriers to family planning are limited, and the Government is used to working with bilateral donors and contractors. (C) Relatively high contraceptive prevalence rates, some demand for family planning service, and room for improvement. (D) Relatively high general awareness of the importance of NGOs and some recognition of the potential for work in family planning with private "for profit" groups.

Negative Factors or Constraints

A) Uncertainty as to the future role and staffing of POPCOM. (B) Growth since the revolution of pro-natalist and conservative influences at all levels with increasing emphasis on natural family planning. (C) Sluggish economy and cut back in donor funds. (D) Lack of experience with, and an overall appreciation of the potential role of Agro-business in family planning. (E) Antipathy between PCF and POPCOM. (F) Lack of continuous Enterprise presence in the Philippines. (G) General lack of appreciation by NGOs of the virtue of self-sufficiency and income generation.

Recommendations for Enterprise Activity in the Philippines

We recommend a three component approach to Enterprise activity namely

A. Collaboration with Philippine Private Sector Resource Organization.

This involves development of links with Philippine institutions whose management and business resources can be utilized to support business type skills in the PVO community and which simultaneously can serve to assure Enterprise "presence" in the Philippines. B. Work with umbrella groups.

This involves Institutional Development in management/business and other skills in a number of local NGO/PVO type groups who provide umbrella type activity for both profit-making and non-profit organizations which are or can be involved in family planning service delivery. C. High Visibility, Quickly done project. This involves selection of a number of high visibility targets of opportunity which are relatively quickly accomplished and with modest budgets which will demonstrate the value of private sector approaches.

2

The attached tables provide a very preliminary approximation of some program and project potential keeping in mind (A) The Enterprise Program budget has been substantially cut for 1986/87. (B) That it is unlikely because of previous Enterprise commitments that very significant collaborative project development activities can take place in the Philippines prior to October 1986 though the use of consultants can speed up the process (C) To some extent also the rate at which project development activity takes place depends upon Mission/POPCOM understanding on POPCOM's role in other factors. We will as per our discussions, attempt to move ahead on linkages with PBSP, PHA, PCF (notwithstanding the problems), and the FP/NGO workshop, and Plantation activity as high priority during the next year.

Joel Montague
Program Director
Enterprise Program

cc. W. Johnson
E. Muniak
Jeffers/Harris/Harbick
J. Lamstein

Attach. a/s

TABLE I

ENTERPRISE STRATEGY FOR THE PHILIPPINES
July 25, 1986

A. Collaboration with Philippine Private Sector Resource Organizations

High Priority

1. Philippine Business for Social Progress (PBSP)
- A. Possible resource group in institutional development and management training
- B. As continuing Enterprise presence in the Philippines
2. Asian Institute of Management

Medium Priority

1. SGV

Low Priority

1. EYSA/DRDF/Kabalikat

B. Umbrella Groups

High Priority

1. Philippine Hospital Association (PHA)
2. Population Center Foundation (PCF)
3. Employers Confederation of the Phil. (ECOP)

Medium Priority

1. FPOP

Low Priority

1. Phil. Academy of Family Physicians

C. High visibility Examples, Private Sector Initiatives

High Priority

1. NGO/PVO Workshop for Self-Sufficiency ✓
2. Benguet Corp ✓
3. Rossi Plantation, Mindanao ✓

Medium Priority

1. Phil. Packing Corp. (Del Monte)
2. Shell

Low Priority

1. Meralco
2. Procter & Gamble Corp. (PMC)

TABLE II

APPROXIMATE COSTS HIGH PRIORITY PROGRAMS

1. Philippine Hospital Association	3 years	\$150,000
2. Philippine Business for Social Progress	4 years	200,000
3. NGO/PVO Workshop	1 month	40,000
4. Population Center Foundation (PCF)	3 years	150,000
5. ECOP (Survey/Needs)	3 months	10,000
6. Benguet	2 months	5,000
7. Plantations	1 year	<u>50,000</u>
Total High Priority -----		\$605,000
(over 3 years)		

Table III

APPROXIMATE COSTS MEDIUM PRIORITY PROGRAMS

1. Family Planning Organization of the Philippines	3 years	\$150 000
2. Philippine Packing Corp. (Del Monte)	2 years	20,000
3. Shell	2 years	<u>20,000</u>
		\$190,000

SUMMARY OF PROGRAMS

<u>PVO/NGO</u>	<u>FOR PROFIT</u>
\$700,000	\$95,000

Zynia L. Rionda
17th Floor, Ramon Magsaysay Center
1680 Roxas Boulevard, Manila

30 August 1986

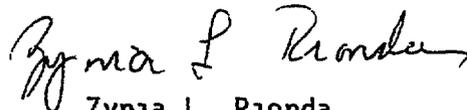
Mr. Mar L. Galicia, Jr.
Regional Compensation Manager
Philippine Packing Corporation
2263 Pasong Tamo Extension
Makati, Metro Manila

Dear Mr. Galicia,

As we have discussed, I am enclosing a short paper, "Benefits that Management May Derive from Family Planning". This is a fact-sheet from the Population Center Foundation which was based on a study of employee benefits from family planning in rural - based industries.

There are tentative plans by the Enterprise Program Staff for a second visit to the Philippines before the year ends. They hope that at that time, they will have the opportunity to visit with you again. On behalf of the Enterprise Program, thank you for your kind invitation for the staff to visit the Del Monte Plantation in Bukidnon.

Sincerely yours,



Zynia L. Rionda
Consultant, The
Enterprise Program

Encl. a/s

cc Mr. J. Montague/Dr. J. Jeffers

SECOND DRAFT

CONCEPT PAPER A SELF-RELIANCE PROGRAM FOR PCF

A. Statement of the Problem

The Population Center Foundation was established in 1972 to provide impetus to private sector involvement in population and family planning. PCF in its 14 years of existence has actively funded and implemented activities in training, IEC, research and development, research dissemination, and pilot-tested innovative schemes in service delivery, marketing of contraceptives, and just recently, provision of family planning in-plant in industries.

PCF's accumulated Trust Fund on the average generates earnings of about ₱5-6 million per year.^{1/} Rental of its conference and training facilities bring in additional, but neither steady nor substantial income. These earnings partially pay for PCF's operating expenses (salaries, benefits, utilities), leaving PCF dependent on external sources of funds for its programs and projects. The traditional sources of project funds are POPCOM^{2/} and AID, UNFPA, the World Bank, FPIA and lately AID centrally-funded agencies such as AVSC. Over the last decade, PCF's programs have averaged about ₱18 million a year. AID is cognizant of PCF's valuable work to support the national population program, the quality of its technical staff, its commitment, and its good track record. As a partner agency of POPCOM, PCF's contribution to the national program has been in the

^{1/} The dollar today is worth about ₱20.

^{2/} A large part of POPCOM's project funds come from its bilateral project with AID. An annual subsidy of about ₱6 million per year from the Philippine government has stopped fully.

areas of research and development, training, developing prototype IEC materials, in field-testing innovative activities such as condom marketing, and most recently a large thematic and tactical demand generation media campaign on responsible parenthood. PCF has also actively worked as a resource institution for other NGO's in the Philippines

The subject of institutionalization for PCF is now being seriously raised by POPCOM. The question "Why has PCF not lived to its mandate of being a source of funds for private sector activities in population and family planning?" is now being poised. This is a relevant question to ask at this time when government and donor assistance in population may be declining, and addressing the issue of self-reliance is timely and urgent, not just for PCF but for other PVOs as well.

PCF is cognizant of the importance of being self-reliant, and has seriously addressed this question to itself in mid-1985. It has begun to look inward at its goals, organization, staffing and financial capacity. It has recognized that a more rigid assessment of PCF - its organization, plans, and financial viability would help provide a firmer foundation for a goal of self-reliance in the near future. With this belief, PCF has proposed assistance from the Enterprise Program for a "self-reliance program" for PCF, with the objective of demonstrating to itself and to its supporters that PCF has the capability to operationalize specific mid-term goals with less dependence on external sources of funding assistance.

B. The "Self-Reliance" Program

1. Objective The objective of the project is to map out and implement a plan of action for PCF over a three-year period that will firmly place PCF on

a path of self-reliance so that it can effectively begin to carry out its mandate and program goals, with financing of its operations and most of its program activities sourced from its internal sources.

The objective can be pursued over time through a three-phased process

2. Phase One would be an "Organizational Assessment" of PCF wherein PCF as an organization will be assessed in terms of its philosophy, goals, organizational structure (including staffing and compensation), facilities and equipment, management practices, financial systems, and program operations. The organizational assessment will be a pre-implementation activity, the outcome of which will provide the basis for planning the details of the implementation phase, which will be for a three-year period.

It is planned that this organizational assessment be undertaken by an independent management firm which is prestigious, experienced and technically well-qualified in undertaking such assessments

The assessment should show where PCF's strengths and weaknesses lie, identify its organizational assets, and define which of these strengths can be exploited and marketed for a fee, in order to generate income for PCF's overhead costs as well as for financing its programs. Simultaneous with identifying PCF's marketable assets, the contractor should be able to match these assets with the prospective market opportunities.

The independent contractor to undertake this study should have foremost in its mind that it is expected that the outcome of the assessment will be objective and positive in terms of placing PCF on the right path of self-reliance. At the same time, the independent contractor should also keep

in mind that the assessment is expected to be an honest, hard look at PCF as an organization. Part of being self-reliant is also being cost-efficient - so that the assessment should also include identifying the areas where PCF can streamline its operations both in overhead and program costs. The organizational assessment, while mapping out a three-year plan of action for PCF in terms of a self-reliance program, should be able to place PCF in a time perspective of five years at the shortest from the inception of the self-reliance program, in terms of answering the basic question, "Where should PCF see itself five years from now?".

The Enterprise has special interest in including in the assessment PCF's experience in participating in the provision of in-plant family planning services in 30 industrial firms. (See Appendix A for listing of industries and brief description of this project). Although the project as designed includes plans for institutionalization of the in-plant activities at the end of the project in December 1986, and although the agreement between PCF and the firm calls for sharing of the project costs by the firm, the cost-sharing plan does not show monetary values. The institutionalization plan should be more rationalized and business-like. The assessment should include a review of this project specifically (a) final selection of the firms with the most potential in terms of cost/effectiveness and possible institutionalization, (b) Tightening project design to improve prospects of replicability, (c) Improving and streamlining the project's MIS. The Enterprise is prepared to provide assistance in continuing in-plant activities in the selected firms up to two years, as a possible way of demonstrating empirically that PCF's involvement in a project like this can be both cost efficient and income-generating.

The current funding of the in-plant FP project in the 30 industrial firms end in December 1986, unless the project is extended with fresh funds. If the PCF organizational Assessment is completed after that date (and in all likelihood it might), and if no additional funds are injected into the project, then there is danger of a hiatus period wherein project operations will be halted before implementation of Phase Two of the Self-Reliance Program can get started. This would create a gap in project operations, which would be inimical to the interest of using the Industry Project as a demonstration activity.

It might be advisable for the Enterprise to consider as an option, funding the continuation of the Industry Project for a short term period (estimated 3-6 months) until after the recommendations of the Assessment regarding the Industry Project can be implemented. As a first step, and in advance of the Assessment, PCF can start the process of excising from the project participating firms with poor performance and poor likelihood of success (e.g. RFM Corporation where management policy is to offer only NFP to its employees), using PCF's own evaluation measures. This pre-selected number of industrial firms, which will be funded short-term by Enterprise, will be further evaluated during the assessment, with the final selection for the demonstration part of the Self-Reliance Program to be made under the Assessment.

The alternative option would be to let all 30 in-plant activities lapse after December 31, 1986, with the hope that those that are more viable and those enjoying stronger commitment from management can somehow survive and continue without any more PCF inputs.

The assessment may well recommend that a new set of for profit industries should be selected for the "demonstration" part of the self-reliance program so that the integrity of the program is not compromised.

Whatever option will be considered, the lessons learned from PCF's 12-18 months experience with its In-plant Industry Project should not be lost and should be utilized in formulating the Enterprise model.

At least three possible Philippine independent contractors will be identified to do the assessment. Proposals would be solicited from the three firms, to include scope of work, timeframe, and estimated budget. CV's of professionals to be involved in the assessment shall be appended to the proposals. The organization to be selected should be acceptable to both PCF and the Enterprise.

Owing to the broad definition of the PCF organizational assessment, which in essence has four major parts, i.e , assessment

1. of PCF as an organization
2. of PCF's organizational wealth
3. of PCF's marketable assets and matching these with prospective markets
4. of PCF's program operations to include a specific review of one discrete project - the Inplant Industry FP project,

Enterprise might wish to consider allowing the contractor to sub-contract parts of the assessment to other local uniquely qualified management or consulting firms so that (a) the specialized requirements could be better served and (b) the assessment could be undertaken and completed within a shorter time frame.

3. Phase Two

The report on PCF's organizational assessment shall be jointly reviewed by PCF and the Enterprise. POPCOM and USAID shall be provided copies and their comments will be solicited.

The income-generating schemes recommended by the report shall be addressed jointly by PCF and the Enterprise.

Assuming that PCF's target markets and marketable assets and skills have been positively identified by the assessment, the Enterprise is prepared to assist PCF in actually strengthening and developing these assets and skills, as needed, and marketing them for a three year period with the help of a Filipino MBA consultant who is both prestigious and well-informed in the state of the art of Philippine business and industries.

The Enterprise is prepared to hire this consultant for at least two years, subsidizing his fees 100% in the first year, and contributing up to 50% of his fees in the second year, assuming that PCF by the second year can pick up part of this cost. PCF can identify one of its professionals at PCF who can work closely with this MBA and train under his wing for the two-year period, to provide continuity for the future, specifically the third year of the self-reliance program. At the same time, if PCF finds it crucial to retain the services of the MBA for more than two years, PCF may consider continuing his services with PCF funds.

The intensive two-year period wherein (1) the MBA consultant will be actively working with PCF, reporting directly to the President, matching marketable skills with viable, low-risk market opportunities, and following up

on the progress of launched market activities, and (2) Enterprise will be actively providing technical, commodity and operational costs assistance to PCF to implement the self-reliance program, will be known as Phase Two of the Enterprise Program with PCF. The consultant is expected to submit periodic progress reports to PCF and to the Enterprise on his activities. He is expected to provide effective monitoring, identify problem areas in a timely manner so they can be solved effectively, and offer recommendations to solve these problems.

The Enterprise is prepared to assist in providing the necessary investment capital for launching these market initiatives; for example, technical assistance, equipment and supplies, and local currency for operationalization costs.

Enterprise assumes that at the end of two years, the consultant can be effectively withdrawn from PCF without negatively affecting the market activities selected and launched, especially if he had by then trained a qualified PCF professional to continue his work.

4. Phase Three is envisioned to be a formal evaluation of the implementation of PCF program for self-reliance. It is planned that the evaluation which principally will assess whether the self-reliance objectives have been achieved, will be undertaken as an independent evaluation towards the beginning of the third year of the program, so that the program can benefit from the findings and recommendations of the evaluation. USAID and POPCOM will be provided copies of the report for their information and comments.

f2

C. Budget

The Enterprise Program is tentatively earmarking for the PCF Self-Reliance Program approximately \$150,000 for the self-reliance program. The budget will be refined when details of the program are better developed.

Zygmia J. Thonka

ZLR:onda. 8/20/86
Doc. No. 1230 H p.22

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TACLOBAN BAGUIO

August 30, 1985

Dr. Conrado Ll Lorenzo
President and Executive Director
Population Center Foundation
Villamor Interchange, Makati
Metro Manila

Dear Dr Lorenzo.

We are pleased to submit to you a draft of the report on the results of our operations review of the Population Center Foundation (PCF).

In our meeting of August 23, 1985, it was agreed that prior to the finalization of the report, we would submit to you this draft for your review and comment. Please note that this has not been discussed to date with any of PCF's Directors.

Let us know when you would want to discuss with us your comments

Best personal regards.

Very truly yours,

MARIO R. GATUS
Partner

encl./ a.s.

DRAFT FOR DISCUSSION

POPULATION CENTER FOUNDATION
OPERATIONS REVIEW

45

I. Introduction

Objective of the Study

The objective of this study is to identify opportunities for improvement in the operations of the Population Center Foundation (PCF). This operations review is understood to be part of a two-phased plan and involves a general assessment of PCF's organizational structure and management practices. The second phase of the plan is envisioned to involve more detailed studies and analyses of the required job classifications, manning levels, performance measurement systems, financial and operational systems and procedures, and such other areas identified in the operations review to be of high priority to the Foundation.

Scope of the Study

The operations review covered the following areas:

- (a) Organization structure (up to unit head level),
- (b) Program management processes, i.e. planning, implementation, monitoring and evaluation (Note. The study did not intend to cover an analysis of program/project effectiveness or output); and
- (c) PCF's financial and cost structure.

Methodology

Prior to the development of our recommendations, the following major activities were conducted during the study:

- (a) Familiarization with PCF's short- and medium-term plans and strategies, as well as with its present operational and financial practices;
- (b) Interviews with Division Directors, Unit Heads, and Program Area Managers; and
- (c) Analysis of pertinent operational and financial reports and documented information.

Report Presentation

This is an exception report and, as such, it focuses primarily on operational and financial aspects which materially affect the Foundation and about which we believe management action must be immediately taken.

II The Foundation's Stated Goals and Plans

Our conclusions and recommendations were formulated taking into consideration PCF's mission, philosophy and role in the population program in the country, and are made with the end in view of improving the Foundation's ability to carry out the following goals stated in its Five-Year Plan (1983-1987)

- (a) To assist in organization and human resource development in the National Population Program
- (b) To facilitate the conduct of research and the use of information and research findings for policy formulation and program implementation.
- (c) To help get support for the Program among the general public and specific audiences.
- (d) To promote community participation in the Program.
- (e) To help strengthen regional programs by enlisting the support of intermediate organizations/institutions in the regions.
- (f) To assist in meeting the family planning-related needs of specific user-segments.
- (g) To help improve the present system of distributing Program IEC materials, contraceptive supplies and training materials.
- (h) To increase the number of paying clients.
- (i) To work towards PCF self-reliance.

In addition, we have also referred to PCF's Plans for 1984 and Beyond which states that:

...the Foundation shall direct its efforts in areas where it has done initial work. These areas are as follows: (a) adolescent fertility; (b) community-based family planning and health strategies; (c) commercial contraceptive marketing; (d) curriculum integration for program professionals; (e) male-specific approaches; and (f) women in development.

At the same time, the Foundation shall continue to offer participating agencies particularly those in the regions its technical services in the areas of training, IEC support, research, and management of information.

III. Conclusions and Recommendations

Organizational Aspects

1. The ability of the Foundation to meet its objective of obtaining public support for the Population Program through effective information campaigns, and of improving the present IEC distribution system — and, at the same time, maximize the use of internal resources — rests largely on the ability of the IEC Unit of the Programs Division (PD) and the Communications Services Division (CSD) to work in tandem. It was observed, however, that maximum complementation between these two units is not being achieved and that strained working relationships exist

This can be attributed to a combination of the following factors:

- (a) The mandate of CSD to earn revenues for the Foundation (and thus develop its own projects or obtain revenues from projects developed by PD).
- (b) The function of the IEC Unit of "coordinating" and "servicing" of other units/program areas of PD.
- (c) The divergent perceptions both regarding the capabilities of CSD to execute the required outputs.
- (d) The absence of clearcut criteria for contracting outside print and audio-visual services.
- (e) The divergent perceptions of each regarding the other's role in the organization.

Inevitably, this is aggravated by the fact that the two units belong and are accountable to separate divisions in the organization, each with its own operational and financial targets as well as budgetary limitations.

The natural consequence of the foregoing is the Foundation's inability to develop and implement a more integrated approach toward IEC assistance for the Population Program.

It was noted, however, that recent attempts have been made to clarify working arrangements between CSD and IEC (e.g. price negotiation and agreement prior to execution by CSD of the requested print or audio-visual work). Nonetheless, problems are only resolved as they arise such that fundamental deficiencies in structure and policy, as well as attitudinal differences, are not being adequately addressed.

Recommendation No 1

Inasmuch as the problem described above is also largely behavioral in nature (as it is structural), there will be no one solution to it. However, having analyzed the functions of the units in relation to the overall organizational objectives, we believe that more complementation can be achieved in either of two ways:

(a) Merge the functions of IEC and CSD. If it is accepted that more successful information campaigns can be made with closer collaboration of the staff of these two units, then the reason for the functional merger becomes self-evident

The merger can be done by either: (i) transferring the present IEC function to CSD, or (ii) eliminating CSD as such and providing the Programs Division with an IEC Unit capable of executing/producing its own print and audio-visual campaigns. In both instances, the merged unit will not only have a print/audio-visual production function, but it also should have the clear responsibility of developing and implementing IEC programs and projects. In this manner, a more integrated approach toward the Foundation's IEC objectives can be better developed.

or

(b) Consider CSD as a cost center. Thus it will be primarily responsible for the production, quality control, and timely delivery of print and audio-visual materials developed by PD. In order that its services will be devoted solely for PD (without prejudice to requests from Administration), it will have no responsibility for project development. If this concept is accepted, it will be necessary to: (i) make an indepth assessment of the manning level and resource requirements of CSD with the end in view of maintaining them to the minimum; (ii) establish clearcut guidelines for the farming out of print and audio-visual services, exceptions to which may only be decided on at the level of the Executive Director; and (iii) establish clearcut guidelines and procedures for the charging of direct costs incurred by CSD to funded programs and projects.

2. At present, a substantial portion of the functions of the Administrative Director is performed at the level of the unit heads in the Administrative Division (AD). These include:

(a) Liaison with PCF's Trust Fund managers;

- (b) Implementation of financial policies and procedures,
- (c) Supervision of budget preparation, monitoring and implementation,
- (d) Supervision of general services (security, buildings, grounds and equipment maintenance), and
- (e) Supervision of the purchasing and property custodianship functions.

The Administrative Director also conducts, from time to time, special studies (e.g. employee compensation, retrenchment and cost-cutting measures) and such other ad hoc functions which may be assigned to him by the President and Executive Director.

Coordination of the units in the Administrative Division is an important task, but it is one which does not apparently require full-time attention at the level of the Director inasmuch as the necessary financial and administrative policies and procedures of the Foundation are in place. Most of the current functions of the Administrative Director are routine in nature and do not require much of his time. This leads us to conclude that certain major responsibilities (which are not assigned to any one person at present) can be taken on by him without negatively affecting his supervisory function over the units in the Division.

Recommendation No. 2

Formally include as a major function of the Administrative Director: (a) the development and implementation of a self-reliance plan for PCF, (b) the implementation and monitoring of approved cost-cutting measures; (c) the constant monitoring of investment opportunities for the Foundation (and the evaluation of possible investment options); and (d) the active search for prospective lessees of vacant office space in the PCF building.

The first of these — the development and implementation of a self-reliance plan — is seen to be the most critical and must be accorded full attention at the level of the AD Director (Please refer to No. 10 of this section of the report for more discussions of this aspect).

Additionally, we recommend that the Division be called the Finance and Administrative Division if only to highlight the importance of financial management as a salient component of its role in the organization.

3. We also noted that the Foundation is not presently structured to adopt an integrated approach in meeting its second stated objective, that is, to facilitate the conduct of research and the use of information and research findings for policy formulation and program implementation. At present, basic research is being performed by the Research Unit of the Programs Division. Its activities are concentrated on the development and conduct of its own research projects or those of other units/program areas within the Division. On the other hand, research utilization is being undertaken by the Management of Information (MI) Unit of PD, but only as one of its many stated functions. MI's research utilization activities take the form of research utilization workshops, information support services to population projects, and services for the selective dissemination of information.

Recommendation No. 3

Combine the basic research and research utilization functions under one organizational unit. This has the advantage of having one person overseeing the development and management of the Foundation's activities geared at having research findings and information used regularly by policy-makers and program managers/implementors.

4. Presently, there is no organizational unit in PCF primarily responsible for overall project monitoring. This is mostly done on an ad hoc basis by the Administrative Assistant of the PD Director. However, the number and magnitude of projects being handled by the Foundation (As of July 1, 1985, there are 56 on-going projects in the Programs Division with a total budget of about ₱49.67 million, and a budget for 1985 of about ₱17.04 million), suggests that project monitoring has to be undertaken on a full-time basis by a person or unit principally accountable for that function alone.

Recommendation No. 4

Establish a Project Monitoring Unit as a staff function reporting directly to the PD Director. The proposed Unit will be primarily responsible for maintaining the computerized Project Monitoring System currently being developed for PCF. This will entail not only the updating of transaction files and production of regular reports generated by the system but, more importantly, the analysis and interpretation of information and the development of recommendations for the Director's disposition. In addition, the Unit will be responsible for following-up with the various Unit Heads, Program Area Managers and Project Officers project-related requirements of the Director.

Other than being able to monitor the status of leads and on-going projects more systematically through a formal mechanism, the added advantage of having a distinct unit undertake the project monitoring function on a full-time basis is that it will allow the Programs Division Director to spend more time for project development work.

It is suggested that this function be initially assigned to the Administrative Assistant. After three to six months, an assessment should be made as to whether or not additional staff would be required to perform the work.

5. The Foundation does not currently have a performance evaluation system. We understand that a system was in place until about three years ago, but was no longer put in use when the granting of salary increases based on merit was stopped.

Even as it is not possible at present for the Foundation to provide monetary rewards for good performance, the disadvantages of not maintaining a performance measurement system are: (a) a formal mechanism for superior-subordinate feedback and counselling is eliminated, and (b) a record of employee performance is not kept.

Recommendation No. 5

Resume periodic staff performance appraisal. The inability of the Foundation to provide monetary rewards does not negate the developmental value of a performance evaluation system. This should be seen as a tool for feedback and counselling aimed at improving the performance of the ratee's tasks as well as of the rater's supervisory skills, particularly in the context of PCF's work where professional and personal interaction play a dominant role.

It is suggested, however, that the Foundation conduct a thorough review of its previous performance evaluation system to determine which of its components no longer apply and which ones need to be improved on. Furthermore, we recommend that PCF adopt three types of sub-systems -- one for professional staff with managerial responsibilities, one for professional staff without managerial/supervisory responsibilities (e.g. those performing purely technical work), and another for administrative and/or clerical staff. With respect to time periods for evaluation, the Foundation can consider having semi-annual performance appraisal for regular employees; and end-of-contract evaluations for contractuels. The latter is particularly important for records purposes since should there be some future need for contract hires, PCF can always refer to these records and check how those previously hired have performed.

Program Management Aspects

6. We noted the absence of a forum for regular interaction between the Executive Director and Division Directors/Unit Heads of the Foundation. While the lack of such a forum has not significantly affected PCF operations, we believe that more positive steps at direction-setting and monitoring can be taken with substantive inputs from the Executive Director. This is seen as an aspect that needs to be highlighted since, as previously mentioned, it has been observed that professional and personal interaction is a key element in the working environment in PCF

Recommendation No. 6

We recommend that the Executive Director conduct regular (say, monthly) staff meetings, to be attended by Division Directors and all or selected Unit Heads. The primary purpose of these regular meetings would be to evaluate the previous month's (or previous period's) performance of the Foundation as a whole and of individual Divisions/Units, and to set specific monthly performance targets. In the process, there would also most likely be discussions of problem areas in operations.

It is important to note that prior to such meetings, the Executive Director must be apprised of each Division's performance and activities so that this can serve as a basis for setting agenda priorities. Necessarily, this will affect the management information system of the Foundation since, at the minimum, we suggest that the following be provided to the Executive Director about a week to three days before the scheduled conference: (a) program awards; (b) project leads; (c) status of proposals submitted to donor agencies, (d) status of on-going projects; (e) status of funds (total and by Division); and (f) status of investments.

7. The responsibility for project development is a stated task common of Unit Heads and Program Area Managers of PD, but is not translated in quantifiable (thus, measurable) terms. For 1985, the PD Director states as her target, the development of ₱18 million in program awards. There has been the lack of a conscious effort, however, to see to it that portions of this stated accountability are delegated to individual or groups of Unit Heads and Program Area Managers.

Recommendation No. 7

Translate project development responsibilities of Unit Heads and Program Area Managers in quantifiable terms. It

should be emphasized, however, that these targets are not to be viewed primarily as "quotas" or budgets to be achieved in a commercial sense. More importantly, these amounts must be viewed as a quantification of the Division's assessment of the growth potential of a program area or technical assistance service for a particular period, say, one year, thus serving as a better basis for planning and resource allocation.

For 1985, for example, the assessment process referred to above would start with the question: "Of the \$18 million targetted program awards, what percentage is expected to be generated for adolescent fertility? for community-based health? for research? for IEC? etc.". Once the proportions are estimated, the next step would be to assign individual and/or collective responsibilities for project development. The \$18 million must be viewed as a Divisional accountability and not as a target of the Division Director alone. In so doing there will be a more conscious effort not only to develop programs and projects, but also to objectively assess whether or not a particular area or service still has a potential for growth.

Taking the present program areas, for example, we find that curriculum integration, male-specific approaches, and women in development do not favorably compare with adolescent fertility, community-based health and commercial marketing -- both in terms of number of on-going projects and budgeted amounts (as of July 1, 1985) as shown below:

Program Area	No. of On-going Projects	Budget (\$000)	% to Total
Adolescent fertility	11	\$ 7,838	21%
Commercial marketing	3	12,498	34
Community-based health	7	13,928	38
Curriculum integration	2	794	2
Male-specific approaches	4	1,238	3
Women in development	2	582	2
Total	29	\$36,878	100%

In its target-setting exercise, therefore, the Division will necessarily have to concern itself with the prospects of the last three program areas or, if the prospects still exist, with an assessment of the adequacy of the development effort accorded to these areas. It will also have to determine whether or not the first three have peaked in their stages of development and are on the decline.

8. While the matrix organization structure of PD allows it to be flexible in the assignment of staff, it requires that efficient scheduling be done in order to maximize the time PD staff members devote to various projects. At present, a Time Allocation Report is used to log the number of hours spent by staff members for each of the projects they are involved in. We noted, however, that the data captured by the report is not being fully utilized to serve as a basis for monitoring of time spent on projects.

Recommendation No. 8

We recommend that Time Allocation Reports be summarized periodically (per staff member) and compared with workload forecasts made over the same period. Cumulative time spent per project should also be monitored in order to assess whether or not a staff is spending more time on a project than is necessary and to evaluate one's outputs considering the amount of time actually spent. While definitely not a final gauge for performance, this serves as a useful indicator of efficiency/inefficiency.

9. We noted that of the 188 printing jobs requested of CSD from January to July of this year, 93 (or about 50%) were emergency/rush requests. The SPO for Print estimates that about half of the rush requests involve revisions. Since print requirements normally are at their peak during the the last two quarters of the year, more emergency/rush and revision work is expected at this time. The large percentage of emergency and revision requirements may indicate any or a combination of (a) the lack of planning on the part of the staff making the request, (b) the lack of enforcement of the lead times required by CSD, and (c) poor execution of the work.

Recommendation No. 9

In order to avoid jeopardizing projects with substantial printing requirements, and in order to avoid having to farm out printing work PCF is capable of doing, we recommend that CSD lead times be reviewed with the end in view of their strict enforcement. This will force staff making the request to plan their printing requirements better, and will also minimize costly revisions due hurried execution of the printing work. We also recommend that all requests for printing be first approved by a Unit Head or Program Area Manager also to encourage better planning and avoid revisions due to changes in specifications resulting from a review by the Unit Head or Program Area Manager of an already finished product.

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Financial Aspects

10. The Foundation has not developed a clearcut plan for financial self-reliance, one of its stated goals. While there is no apparent cause for alarm at present, the nature of PCF's sources of funds is such that, at the minimum, it can operate only to the extent of its trust fund earnings, rental, printing and other income, and savings from prior year's budget — which for 1985 is estimated at ₱12.6 million. This amount has been budgeted for operations, leaving program awards as the only source of funds for projects. Furthermore, it is not the practice of the Foundation to seek to recover overhead costs from program awards. Thus it can be concluded that PCF is self-reliant only up to the extent of its operations, but completely reliant on external sources for projects.

On the other hand, if the view is taken that expenditures of PD and CSD are program expenses (excluding utilities, repairs and maintenance, general services, and building maintenance), it can be argued that the Foundation is self-reliant for programs/projects up to that extent. Taking this premise, we find that in 1984 the Foundation can be viewed as 19.4% program self-reliant. This is computed for as follows

Expenditures of PD and CSD (internally-funded out of operating budget)	=	₱3,823,600	=	19.4%
Total Program expenses (per audited financial statements)		₱19,737,354		

Recommendation No. 10

We recommend that PCF map out a self-reliance plan which, at the minimum, should contain the following:

- (a) Specific annual targets, say, over a three- to five-year period.
- (b) General and specific strategies to attain these targets.
- (c) Guidelines and specific procedures to implement under each strategy.
- (d) Determination of accountabilities/key result areas of officers of the Foundation with respect to the plan.
- (e) A monitoring mechanism to determine the status of the plan on a quarterly or semi-annual basis.
- (f) Guidelines and procedures with respect to revisions to

the plan.

It is important to note that the plan must have to be constantly monitored and updated depending on the givens and prospects for fund generation at time time of review.

As previously mentioned, we recommend that the Finance and Administrative Director spearhead the development and implementation of the plan.

11. An analysis of the cost structure of the Foundation reveals the need to seriously evaluate its project generation capacity. The relevant figures in the analysis are shown below.

Expense Item	1984 (Actual)		1985 (Budget)	
	Amount (in 000)	% to Total	Amount (in 000)	% to Total
Salaries	₱ 2,710	28.0%	₱ 3,838	30.6%
Benefits and other salary-related costs	2,123	22.0	2,707	21.6
Sub-total	4,833	50.0	6,545	52.2
Utilities	1,040	10.7	1,876	15.0
Other building-related costs	2,017	20.9	2,202	17.5
Sub-total	3,057	31.6	4,078	32.5
Others	1,776	18.4	1,919	15.3
Total	₱ 9,666	100.0	₱12,542	100.0%

In 1984, ₱17.5 million of program awards were generated, therefore, for every ₱1.00 of program and administrative costs about ₱1.80 worth of program awards was generated. The 1985 budget implies a lower ₱1.00:₱1.60 ratio.

Recommendation No. 11

We recommend that the Foundation make an indepth assessment of its fund-generation capacity with the end in view of reducing to the extent possible its costs to operate, on one hand, and of increasing its program award target and its ability to recover costs, on the other.

Opportunities for cost reduction must be constantly explored, studied and implemented. We suggest that PCF seriously consider such options as leasing office space elsewhere should continuous attempts to lease out its own premises continue to prove futile (Approximately 2000 sq.m , or half of the total available office space is idle to date).

Additionally we recommend that PCF consider increasing its program award targets (if present cost levels are taken to be close to the minimum), and negotiating with individual donors mutually acceptable cost recovery schemes (e.g project management costs) particularly if funds from the Population Commission are not expected to be forthcoming.

12. Finally, we noted that budgets are prepared more on the basis of the previous year's approved budget rather than on actual costs and expenditures incurred. The budget for 1985, for example, was justified on the basis of proposed increases and decreases from the 1984 approved budget. It is therefore not certain whether savings generated in 1984 of £1.5 million represented actual efficiencies realized.

Additionally, we noted that operating budgets are not broken down into monitoring periods, say, one month or one quarter. A Status of Funds Report is prepared quarterly. However, it only provides the reader with an idea of total actual and committed expenditures as well as available balances, inasmuch as budget figures are presented on an annual basis. Actual versus budgeted performance can therefore be evaluated only at year end.

Recommendation No. 12

We recommend that the Foundation make a critical review of its budget preparation and monitoring procedures aimed at being able to make better use of actual versus budgeted information decision-making and control purposes.

Rather than relying heavily on the previous year's approved budget, we further suggest that management consider actual expenses in relation to forecasted requirements so that any inefficiency in the previous year will not be carried over to the next. We also propose that the operating budget be broken into and presented also on (initially) a quarterly basis, to coincide with the preparation of the Status of Funds Report. In doing so, actual expenditures can be better analyzed and controlled.

BRIEF DESCRIPTION, PCF'S INPLANT FP PROJECT
IN INDUSTRIES

The PCF Industry-based FP project uses workers who are at the same time satisfied acceptors as family planning motivators supported by an intensive in-plant IEC campaign. The in-plant volunteers (IPVs) are backed up by a simplified training on consultative decision-making process (CDMP), a sales-oriented approach now being tried out by PCF in both community and industry settings. In addition to the training support, IPVs are provided with adequate IEC materials to complement their motivational activities. They help PCF project officers in organizing lectures and discussions on topics pertaining to responsible parenthood and family planning.

IPVs are also given appropriate non-monetary reward and recognition for the effort they voluntarily give to the program. Recognition comes in the form of certificates and pins for the productive IPVs, while non-monetary reward takes in the form of T-shirts, bags and small gift items like kitchen utensils and personal care products.

Family planning service is given either by the company nurse if accredited by POPCOM or outside service providers such as those of the Institute of Maternal and Child Health (IMCH), the Family Planning Organization of the Philippines (FPOP), and Iglesia ni Kristo (INK).

PROFILE OF CURRENT CLIENT COMPANIES

* Refers to the date the first activity was conducted, i.e. baseline survey. In most companies, there is a long gap between signing of memo and conduct of first activity

	Company	Workforce as of June 1986,	No of Married Workers of Repro- ductive Age	Date Project Started*	Number of IPVs	Number of IEC Activities	Number of Effective Referrals as of June 1986,
1	GTI Sportswear	750	390	9/85	5	11	94
2	Edward Keller	135	101	10/85	3	7	45
3	Avon Prods	224	148	1/86	2	1	21
4	Ramie Textile	1,850	1,351	12/85	14	2	52
5	RFM Corp	400	320	11/85	6	-3	6
6	Eastland	580	290	11/85	4	4	58
7	FF Int'l	500	150	11/85	4	4	66
8	Pimeco	200	140	1/86	3	4	77
9	Mattel Pasig Cainta	3,700	2,590	1/86	28	2	87 28
10	Metal Forming	140	70	12/85	2	3	28
11	Manila Peninsula	1,200	600	1/86	13	-1	46
12	Unidex	700	420	9/85	7	4	45
13	Saniwares	300	210	9/85	6	3	70
14	IMI	2,100	420	10/85	11	3	54
15	Manila Garden	700	280	11/85	10	1	8
16	Olymp Manila	480	336	2/86	6	1	2
17	Liberty Flour	750	525	8/85	10	7	66
18	Tanduay/Elizalde Paints	400	260	8/85	4	6	28
19	Holiday Inn	370	333	12/85	7	1	26
20	Pepsi	600	360	1/86	10	--	6
21	TSI Foundation	2,000	1,000	2/86	6	2	29
22	A G & P	216	134	12/85	2	3	39
23	Abotiz	120	90	10/85	4	7	48
24	Midtown	700	350	2/86	7	2	26
25	Robinson's	300	150	2/86	4	2	11
26	Elite	130	46	9/85	6	6	17
27	Metroraal	1,375	413	10/85	7	6	116
28.	Benguet Corp	450	248	12/85	15	1	12
29	Zuellig	400	224	12/85	4	4	30
30.	Grosby (replace- ment of Cosmos Bottling Co as of June, 1986)	680	272	2/86	--	--	

Notes for Meeting at POPCOM, Friday, July 25, 1986

On July 18 Joel Montague of the Enterprise Program, Edward Muniak of AID, and Zynia Rionda, Consultant, met with Dr Ester Sy-Quimsiam, Acting Executive Director of Commission on Population (POPCOM). An initial briefing was followed by the meeting attended by those mentioned above plus Jim Jeffers of the Enterprise Program. The second meeting had as its objectives the briefing of a number of NGOs about Enterprise Program activities. As a result of the first and second meetings, Joel Montague and James Jeffers agreed to discuss Enterprise activities and a possible Enterprise association with a number of groups as well as follow up on some ideas as suggested by Dr. Ester Sy-Quimsiam. The follow up which has taken place has been as follows

1. Philippine Academy of Family Physicians

Discussions were held with this group following the meeting at POPCOM and it was agreed that it would be more appropriate for the academy to approach a group such as JHPIEGO whose training orientation was more appropriate to the needs of that group.

2. Wealthcare

Two proposals were received from this group. These proposals were extremely well done and well presented. However, Messrs. Jeffers and Montague feel that neither are appropriate to the Enterprise project.

They are both directed primarily at delivery of health care in which family planning is a component in each case. One proposal suggests linkages between healthcare and the industrial/commercial sector. Enterprise at this time wishes to concentrate its resources on the development of these type of linkages via a group such as Population Center Foundation (PCF). The second proposal was for three small clinics only one part of whose activities were family planning.

3. As a result of Dr. Ester Sy-Quinsiam's suggestions, a meeting was held with Mr. Ernesto Garilao, Executive Director of Philippine Business for Social Progress (PBSP). It seems very likely that a collaborative activity will be developed with that organization using them as a resource group whose management skills can be utilized to support NGOs and PVOs in the Philippines.
4. Dr. Ester Sy-Quinsiam suggested an NGO seminar or workshop on a subject such as self-sufficiency and income generation for the NGOs and PVOs. Enterprise staff agreed that this was an excellent idea. We will attempt to develop a proposal with a Philippine resource group on this subject.
5. At the meeting of the NGOs it was suggested that any group which wish^{ed} to follow up with Messrs. Jeffers and Montague could do so and they were given their respective telephone numbers.

6. Agro-Industrial Community

We were unable to find out anything significant about the agro-industrial community, which, in our understanding, consists of firms with less than 200 employees.

7. Philippine Hospital Association

We met with Dr. Clemente, President of the Philippine Hospital Association (PHA) in response to a suggestion by POPCOM to discuss things with them. We are grateful to Dr. Carmen Garcia for making available some survey data POPCOM has developed on the Association and a draft proposal prepared in mid-1985. This proposal was discussed by James Jeffers with Dr. Clemente and the consensus was that the Enterprise program is ready to receive a scope of work and a budget. There are a number of additional questions which need to be resolved but there is a potential for a collaborative effort ^{between} Enterprise/PHA.

8. ECOP

Dr. Sy-Quinsiam informed the Enterprise staff about ECOP and Mr. Periquet, its Chairman of the Board. Joel Montague met with Mr. Magnaye and Ms. M.S. Buendia of ECOP. There is possibility that ECOP will be collaborating with PCF in FP projects in industrial/commercial firms.

9. PCF

During the Enterprise staff visit to the Philippines, meetings were held with the PCF staff. It is hoped that a concept paper covering collaborative activities with that organization will be prepared in the near future.

JMontague

7/24/86

TRAINING NEEDS

The Enterprise Program based in Washington, D.C. wishes the U.S. AID-funded private voluntary organizations (PVO's) participating in the Philippine Population Program to eventually attain self-reliance. The training of managers of these organizations for self-supporting operation or income-generating activities was seen as the necessary first step toward this end.

The proposal described in the following pages is addressed to this expressed training need.

COURSE OBJECTIVES

Based on the foregoing training need, the course objectives are:

1. to develop among the course participants the appreciation for good organizational, financial and business practices needed to operate their organizations in a self-reliant manner;
2. to bring to these participants' attention the major management issues, challenges, problems and opportunities in transforming their service organizations into self-supporting set-ups and provide them with the needed skills to do so, and
3. to assist participants identify potential self-reliant operations in their organization or develop new ones which their organization can go into.

TRAINING METHOD

The case method of teaching will be the dominant learning method of the course. Lectures and exercises will be used to support and reinforce what will be learned from the case discussions and analyses.

Case discussions at the individual, small group and classroom levels will address the need underlying course objective #1. The case wrap-up period at the end of each class discussion and the integrating lecture given after a case series will be for satisfying the need in course objective #2.

The sharing of experiences among participants and with PBSP will address objective #3.

COURSE CONTENT AND SCHEDULE

This is a six-day, 8 hours-a-day program.

The coverage of these program will be as follows:

<u>Hours</u>	<u>Day 1-2</u>	<u>Day 4-5</u>
Morning	Service Marketing Management	Financial Management
Afternoon	Service Operations Management	Corporate Strategy
	<u>Day 3</u>	<u>Day 6</u>
	PBSP Experience	PBSP Experience

The four subject areas of the course have these teaching objectives:

1. The Service Marketing Management will cover the populations manager's responsibilities and decisions on how to create "market" demand for his services, price, advertise, make them available, promote and deliver them to their adopter's satisfaction so that repeat patronage is obtained.
- 2. The Service Operations Management will deal with the population manager's decisions and tasks regarding the "manufacturing and production" of the services. It will cover the management of the procurement and inventory of the tangible product bases of the services and their necessary supporting materials and supplies, the management of the direct-contact and back office service delivery personnel, the management of the capital equipment and infrastructure usage and other similar management functions.

*Course content will be the same. Fewer cases will be used.

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3. The Financial Management portion will focus the population manager's thinking and action on the management of the organization's money resources: their sourcing and their uses.
4. The Corporate Strategy component will take the population manager to look at his job in a total organization context and to face up to the corporate-wide issues of the organization's mission, its opportunities and threats confronting it, its strengths and weaknesses, and the alternative strategies it can manage to take advantage of opportunities and strengths and to correct weaknesses and minimize threats.
5. The concepts and skills learned during the week and the PBSP experience in managing income-generating projects will be juxtaposed for more effective learning.

Each day of each week of the course will be structured to following this kind of a schedule:

8:30 - 10:00	Small group discussion of a case
10:00 - 10:30	B R E A K
10:30 - 12:00	Classroom discussion of the case taken up in the small group discussion
12:00 - 2:00	L U N C H
2:00 - 3:00	Small group discussion of a second case
3:30 - 4:00	B R E A K
4:00 - 5:30	Classroom discussion of the second case

COURSE PARTICIPANTS

The target groups for the course are middle and upper managers of PVO's in the Population Program to be selected by the Enterprise Program in collaboration with POPCOM. The course places a priority on those from PVO's with FP service delivery agencies in accordance with the mandate of the Enterprise Program.

COURSE LOGISTICS

Timing

The desired dates for the course is October 1986.

Venue

The course will be conducted at the Asian Institute of Management.

Classes will be held in the AIM caserooms and provisions for small group discussion facilities will be made.

Course Materials

The course materials will consist of cases and readings. Their reproduction and distribution to the course participants will be handled by AIM.

COURSE FEE AND PAYMENT TERMS

The course fee per participant is:

US DOLLARS ONE THOUSAND FIVE HUNDRED (US\$1,500.00)

This amount covers the tuition fee, the living accommodations, meals and course materials. Also, this quotation is being made with the understanding that there will at least be 20 course participants.

The course fee is due and payable in full upon registration of participants.

EVALUATION AND REPORT

AIM will conduct a pre- and post-evaluation of the participants to gauge the usefulness and effectiveness of the course.

Within 30 days after the completion of the course, AIM will submit a report to Enterprise Program with recommendation on whether or not to run the course in the future.

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Lynna L. Ronda
17th Floor Ramon Magsaysay Center
Roxas Boulevard, Manila

August 28, 1986

Mr Joel Montague
The Enterprise Program
1100 Wilson Blvd
Arlington, VA 22209
U S A

COPIED TO: <i>fec</i> 9/3/86	
FILES	STAFF
<input checked="" type="checkbox"/> Corres.	<u><i>Montague</i></u>
<input checked="" type="checkbox"/> Country <i>PHI</i>	<u><i>Jeff</i></u>
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Dear Mr Montague

Enclosed is my report on the Enterprise Staff's visit to the Philippines July 16-26, 1986 and the outcome of follow-ups I made on several initiatives identified during the visit.

The population situation in the Philippines notwithstanding, I am optimistic that if the momentum on Enterprise initiatives is not lost, that the prospective activities identified can be developed to fruition within a reasonable timeframe. Program proponents here have unfortunately been accustomed to a lurching style of project development, with follow-ups timed during periodic visits by funding agencies. (Indeed some proponents expressed wonder that follow up was being made in advance of the next Enterprise visit.)

Dr Tadiar's ability to pick up the initiatives on the PHA prospect and to move the development of the Needs Assessment as far along as possible is therefore important. Dr Clemente's tenure is only for one year, and during the Convention November 26-28, a new President will be elected. I understand there is a very good chance that she may be re-elected, however, we cannot bank on this. Also, there is no person in the PHA secretariat that POPCOM, Dr Tadiar and I can identify at this time who can provide the needed continuity. Dr Tadiar and I are pursuing the idea of including in the Convention agenda a progress report on the Needs Assessment, and have jointly developed a schedule, a budget and a scope of work for the Needs Assessment which is being provided to Dr Clemente for her reaction. However, we do not want to give Dr Clemente the impression that the Enterprise will do all the work for her, and in discussions with Dr Clemente, I have tried to emphasize that the PHA secretariat needs to be actively involved in the assessment. It is fortunate that Dr Tadiar will be available to do follow up work on this, she is a medical doctor (and therefore will be on par when talking to the PHA leadership), has experience running a family-owned hospital in La Union, and the background for doing assessments of this kind. She provided assistance in revising the questionnaire for the assessment. I am enclosing here the illustrative budget and the scope of work which she and I developed, and which will be discussed with Dr Clemente.

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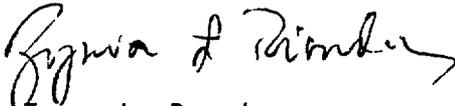
Regarding the PCF self-reliance program, I asked Aurora Go to contact you as soon as she gets to New York, since you are leaving September 2 for Pakistan. She has a copy of the concept paper.

The situation at POPCOM continues to be imponderable (I told you about Jamias' second coming and going). I am enclosing some articles on POPCOM which have lately been appearing in the papers. One article is particularly objective and factual ("POPCOM in Anarchy"). The end does not seem to be in sight, and population and its varied issues remain hot copy.

On the positive side, POPCOM remains quite interested in Enterprise assistance, and USAID/Manila is very supportive of facilitating Enterprise activities and can provide the interventions with POPCOM, as needed.

I enjoyed working with you and Jim Jeffers - there were tense moments, but then it was a hectic ten days! I look forward to seeing you and Jim in Washington. Thank you for your telegram of August 27. I now understand from Jim I have a scheduled interview with Ms. Harris on September 15, and with Mr. Joe Lambstein shortly after.

Sincerely,


Zynia L. Rionda

Attachments

- 1 Itinerary, Enterprise visit
- 2 Joel Montague's paper
- 3 Letter to Galicia
- 4 PCF concept paper
- 5 SGV Report on PCF operations review
- 6 PCF Industry Project - Listing & Description
- 7 PHA Questionnaire
- 8 NGO Workshop Concept Paper
- 9 NGO Workshop - AIM proposals
- 10 FPOP Proposal
11. Employee Profiles, Shell Corporation
12. Newspaper articles