

Latin America and the Caribbean Unit

Management Development Plan

Honduras

July 1996 to June 2000

Family Planning Management Development (FPMD)

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Office of Population, USAID

Management Sciences for Health

165 Allandale Road

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**MANAGEMENT DEVELOPMENT PLAN
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Introduction:

Since 1961, the Asociación Hondureña de Planificación Familiar (ASHONPLAFA), the Honduran IPPF affiliate, has been the major provider of family planning services in Honduras. During the 1980s with USAID support, the institution underwent rapid expansion, extending its reach throughout the country. Through its six regional centers, three satellite clinics, contracted services in nine towns, social marketing activities and nearly 2,000 community distribution posts, ASHONPLAFA currently offers a full range of family planning services. These service providers are estimated to be serving some 60 % of the family planning clients in Honduras.

As USAID funding levels decrease, ASHONPLAFA must strengthen its sustainability, stressing productivity and efficiency, in order to ensure its future. In 1991, the institution began a process of strategic planning and reorganization oriented toward decentralizing management control, strengthening management and increasing financial sustainability. To assist in this process, FPMD technical assistance was requested. Since 1993, FPMD has provided technical assistance and training to ASHONPLAFA in the areas of strategic planning, organizational development, personnel management, decentralization, management information systems and accounting.

Under the new Private Sector Population (PSP) III project with USAID which began in 1995, the project will result in a private sector able to provide reproductive health services on a sustainable basis. One of the five intermediate results ASHONPLAFA is expected to achieve is more effective management support systems at the headquarters and regional levels. In the past two years, the focus of FPMD's assistance has been in three of the four result areas of management systems, specifically developing more effective and efficient MIS, strengthening financial management and improving human resources management.

Goal of FPMD Program of Assistance to ASHONPLAFA

FPMD's major goal in Honduras will continue to be to assist ASHONPLAFA in strengthening its overall management systems and improving levels of institutional efficiency and sustainability. For the next four years, this assistance will continue to focus on the areas of institutional development, specifically improved human resources management and effective, integrated service statistics and accounting MIS, in close coordination with IPPF. During subsequent years should funding levels increase, FPMD will propose additional technical assistance in organizational development, focusing on the development of an entrepreneurial approach and planning for sustainability.

Human Resources Management

The assistance FPMD plans to provide in the area of Human Resources Management builds on the prior assistance of the last two years which included workshops on organizational change, strategic planning, performance management and supervisory skills. To date, working with ASHONPLAFA management staff, FPMD has focused on facilitating implementation of the new institutional structure, defining new functions, linking functions to strategy and the elimination of overlaps and gaps in functions. Additionally, FPMD has introduced the concepts of managing organizational and individual performance through objectives and standards linked closely with the strategic objectives of the organization.

Objectives and Activities:

Objective 1:

ASHONPLAFA will be able to develop and implement a performance management system and a strengthened supervisory system including performance and results-based incentive policies and procedures.

Activities:

Through a combination of technical assistance and training over a two-year period, FPMD will work with ASHONPLAFA management to assess current organizational performance and systems of incentives, identify key performance variables, establish goals and standards of performance and to develop and implement a mechanism for the monitoring of improved performance both at the functional and the individual levels, including a new results-based incentive system.

FPMD Role:

FPMD consultants will work closely with ASHONPLAFA counterparts to develop the incentives system and to provide follow-up in the implementation phase. Additionally, assistance will be provided by FPMD consultants in the assessment, design, training, implementation and evaluation phases of the performance management system. This technical assistance and training will be provided during three to four one-week in-country visits in the first year, two visits the second year and one visit per year during the last two years.

ASHONPLAFA Role:

Counterparts from the Human Resources and Finance Departments will work jointly with FPMD consultants at all stages of the development of the incentives system. ASHONPLAFA will designate appropriate staff to undertake and oversee the implementation of the new policies and procedures.

Service Statistics and Financial MIS

FPMD will continue its assistance to ASHONPLAFA to complete the development and implementation of the process of information production, focusing on its use for programmatic and financial decisionmaking and the monitoring of sustainability. This south-to-south collaboration involves statistical and financial consultants from PROFAMILIA, Colombia. As in the past, this effort will be coordinated closely with IPPF in order to ensure compatibility between the new

systems and the software in place. This assistance will build upon the work started in 1994 and the significant modifications in the areas of accounting and service data collection that have already been implemented.

Objective 1:

Through continued FPMD assistance, ASHONPLAFA will demonstrate improved programmatic decisionmaking and monitoring, especially in the area of sustainability through the implementation and monitoring of a streamlined and integrated service statistics MIS.

Activities:

This ongoing activity is in the implementation phase. The system will initially be implemented manually by clinic staff. FPMD consultants will provide additional technical assistance to ASHONPLAFA to monitor implementation, assist in resolving problems, provide support in the switch from manual to computerized reporting of clinical data and ensure optimal functioning of the system.

FPMD Role:

Consultants will participate in the analysis of the MIS pilot test and assist in the planning for the expanded use of the system throughout the ASHONPLAFA regions. This assistance will be provided during two one-week visits in the first year and additional off-site electronic communication/monitoring. One additional visit per year will be scheduled subject to the availability of funds.

ASHONPLAFA Role:

Responsible staff will design and carry out the necessary staff training to ensure understanding of the system. With assistance from FPMD consultants, they will develop a monitoring plan and agree to mechanisms of communication that will enable staff and consultants to maintain contact and to monitor and make needed adjustments.

Objective 2:

ASHONPLAFA will be able to use available data for management decisionmaking and develop financial policies and a financial plan for sustainability, through the implementation of the new accounting MIS.

Activities:

Technical assistance activities include analysis of pilot test of accounting data using the new system, completion of the development of report format design, review and revision of the accounting manual and assistance in the integration of statistical and cost study data into the MIS.

FPMD Role:

The consultant will work with responsible staff to develop a detailed workplan, analyze results of the initial tests of the system and provide technical assistance as the system is expanded

institutionwide. Additional technical assistance will be provided as statistical and cost study data are integrated into the system. This assistance will be carried out during two one-week visits per year in coordination with visits of IPPF consultants, subject to the availability of funds.

ASHONPLAFA Role:

Responsible staff from the Administration and Finance Division will participate in all aspects of the implementation and testing of the financial accounting MIS and provide feedback to the consultant between visits regarding the use and functioning of the system.

Key Counterparts/Donors and Other CA Collaboration:

IPPF, Population Council, PROFAMILIA/Colombia (South to South collaboration)

ASSESSMENT OF IMPACT

Objective	Indicator	Data Source/Method of Assessment
1. Human Resource Management		
Institutional sustainability and efficiency strengthened through improved human resource management	Results/performance-based incentives policies and procedures developed and implemented	Quarterly reports and annual activity reports submitted to USAID; FPMD technical staff monitoring
	Performance management system developed and implemented	Quarterly reports and annual activity reports submitted to USAID; FPMD technical staff monitoring
2. Management Information Systems		
strengthened Institutional sustainability and efficiency strengthened through improved statistical and financial MIS	Completion and implementation of statistical MIS; production and use of reports (monthly,etc) including consolidated clinical data	Quarterly and annual reports produced; observation of use of systems.
	Completion and implementation of financial MIS; production and use of regular financial reports on all levels	Quarterly and annual reports produced; observation of use of systems.