Nepal Country Team

MANAGEMENT DEVELOPMENT PLAN
FAMILY PLANNING ASSOCIATION OF NEPAL
DECEMBER 1995 - JUNE 1997

Family Planning Management Development (FPMD)
Project Number: 936-3055
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Office of Population, USAID

Management Sciences for Health
165 Allandale Road
Boston, MA 02130

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MANAGEMENT DEVELOPMENT PLAN
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Management Sciences for Health

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I. Introduction

A. Background and FPMD Objectives

Since 1993, at the request of USAID/Kathmandu, the Family Planning Management Development Project (FPMD) has been working with the Family Planning Association of Nepal (FPAN), the International Planned Parenthood Federation affiliate in Nepal, to strengthen its management capacity in order to allow it to realize its ambitious goals for its role in the national program. FPMD has concentrated its technical assistance on two of the several areas identified in the initial (January 1993) needs assessment: strengthening of FPAN capacity in management information systems and in training.

Under the new FPMD II project, in late November 1995 a “supplementary needs assessment” was carried out with the participation of FPAN senior-level staff. The supplementary needs assessment was carried out by holding a series of meetings with the Director General (DG) and with senior staff to revisit the Management Development Plan (MDP) developed in January 1993 and determine which parts were still relevant in light of technical assistance received since 1993 from FPMD and other organizations, internal evolution of the organization, and changing policies and strategies, and update the management development plan in light of the changed circumstances. (For further details, see Supplementary Needs Assessment of the Family Planning Association of Nepal.) Based on this, priority needs were identified for overall management development within FPAN.

FPMD’s major objective will continue to be assisting FPAN in strengthening its overall management system to better support a network of fully functional service delivery points.

B. Rationale for FPMD Assistance

As the oldest and largest family planning non-governmental organization (NGO) in Nepal, FPAN continues to make the largest NGO contribution to family planning service delivery in the country. In terms of coverage, FPAN is currently active in 30 of 75 districts, the most of any NGO, and provides both clinic- and community-based services. FPAN is estimated to provide 25% of the total national contraceptive prevalence rate. Therefore, FPAN’s activities provide important support for USAID/Nepal’s Strategic Objective, “reduce fertility and improve maternal child health”, and Program Objectives of “increased use of family planning services” and “increased quality of family planning services”.

FPAN also plays an important role in providing training to both the Government of Nepal and other NGOs. FPAN’s overall programs are designed to supplement or complement the Government’s initiatives. FPAN has also assumed a lead role in the newly formed NGO Coordinating Committee. Therefore, improved management capacity will not only contribute directly to expansion of family planning service delivery and the improvement of quality, but also has the potential to transfer lessons and knowledge to other family planning organizations. As the largest family planning NGO in Nepal, FPAN can also play an important
role in two other important areas: the transition to a reproductive health focus, and increased coordination with the Government.

II. Statement of Goals and Objectives of FPMD Assistance to FPAN

Long term goal of FPMD assistance

FPAN has increased capacity to deliver quality family planning services and provide quality training.

A. Specific objectives and activities

The following goals, objectives, and activities emerged from the supplementary needs assessment. While the management development plan focus on the areas in which FPMD technical assistance will be provided, it also describes areas in which FPMD will be less involved but which were identified as critical for FPAN. Objectives have been identified in three major areas: management information systems (MIS), training, and reproductive health. FPMD technical assistance will focus on the MIS. More detailed activities on current year activities are delineated in the Detailed Implementation Plan for December 1995 - December 1996, which is attached as Annex A.

Area: Management Information Systems

The MDP in the area of MIS builds on previous recent work done in strengthening of the MIS, and focuses on the following areas: institutionalizing (i.e., making sustainable) the MIS within FPAN; developing the capacity to and interest in using information; improving the quality of the information collected and produced, including timeliness; modifying the existing service and financial modules to function on FPAN’s local area network (LAN); and developing, as appropriate, additional MIS modules. Where possible, on-site training and technical support rather than workshops and formal trainings will be emphasized. Emphasis on strengthening of skills at the Branch or Village Development Committee (VDC) level has the potential to contribute to raising the level of women’s participation. Also, MIS refers broadly to the use of information in management, including the establishment of appropriate management procedures and communication between staff and organizational units.

Objective 1. Quality, reliability, and timeliness of service information at the VDC and Branch levels is improved.

Activities: Activities will include assessing current strengths and weaknesses at all levels of the reporting chain and taking steps to strengthen the chain. Emphasis will be on VDC and Branch level recording and reporting, including the special needs of semi- and non-literate field workers.
FPMD role: FPMD consultants will take the lead in assessing strengths and weaknesses, in proposing steps to address the weaknesses, including possible pilot testing of special forms in a small number of VDCs, and in modeling any needed technical assistance at a small number of sites. FPMD consultants will also assist in identifying management enhancements to facilitate follow-up monitoring and supervision.

FPAN role: FPAN Program and MIS staff will work jointly with FPMD consultants in the field assessment and in the identification of needed actions. FPAN staff will also implement and reinforce agreed upon actions, including replicating technical assistance at field sites, carrying out supervision and monitoring, and verifying accuracy of data at field level.

Objective 2. Program Division and Evaluation/MIS staff regularly use MIS and supplementary information for analysis and decision-making.

Activities: Activities will focus on developing a culture and system of using MIS and supplementary information for decision-making at all levels (including the VDC and Branch), including expanding the understanding of how information can be used for management support and identifying incentives and motivating factors. Activities will also encourage collaboration between FPAN and other organizations such as HealthNet/Nepal in exploring creative approaches to using information.

FPMD role: FPMD consultants will work with FPAN staff to identify ways in which information can be accessed and used at all levels, in jointly designing and delivering both a workshop or orientation for staff and model exercises for Branch and VDC levels at select sites, and in following-up on agreements reached at the workshop. FPMD consultants will also facilitate contact and linkages with other organizations using information (i.e., HealthNet/Nepal), and help to identify any opportunities for “south to south” collaboration.

FPAN role: FPAN staff will work jointly with FPMD in these activities, and will replicate the model exercises at other Branch and VDC sites.

Objective 3. FPAN possesses capacity to manage routine maintenance of office technology, including hardware and software (sustainability and institutionalization).

Activities: Activities will include providing training and orientation to the MIS...
Officer in all aspects of routine software maintenance (e.g., modification of finance and service statistics module, programming of new reports, virus checking), and establishing, either internally or through a service contract, other hardware and software maintenance capability. Mechanisms will be developed for informing headquarters (HQ) staff about developments in information technology and management.

**FPMD role:** FPMD consultants will monitor the MIS Officer’s orientation and make recommendations for further training, provide full working knowledge to the MIS Officer of how to make routine modifications to all FPAN software modules, and provide guidance to FPAN in the establishment of any external service contracts.

**FPAN role:** FPAN will have primary responsibility for routine maintenance of office technology, including establishing the appropriate combination of internal capability (mainly for software) and external available support (for hardware), and in supporting specialized training to key staff (i.e., the MIS Officer) in use of database management software.

**Objective 4.** FPAN HQ has a fully functioning automated finance system

**Activities:** Activities will include converting all appropriate ledgers and tools from manual to automated versions and ensuring timely and accurate financial reporting and feedback between HQ and Branches. All accounting staff should have an appropriate level of skills, including the Finance Director, who should receive specialized training in management of automated financial systems, and should participate fully in the use of the system.

**FPMD role:** FPMD consultants will provide technical assistance in finalizing the conversion to an automated financial system and in making recommendations for ensuring timely and accurate financial reporting and feedback. FPMD will assist FPAN in locating resources for specialized external training.

**FPAN role:** FPAN Finance staff will work jointly with the FPMD consultants in these activities, and will receive backup and support from the DG’s office in obtaining full organizational cooperation. FPAN will also locate resources, either internally or through other donors, for specialized external training.
Objective 5. Human resources management system is upgraded to better support management.

**Activities:** Activities will include assessing the current system used to track personnel, recommending areas for improvement, and, if required, developing an appropriate upgraded system (which may or may not be automated).

**FPMD role:** FPMD consultants will assess the current human resources management system and, if required, develop and implement an upgraded system.

**FPAN role:** FPAN staff will work jointly with FPMD consultants in the assessment and design, if appropriate, of upgraded system, including identifying needed outputs for management.

Objective 6. Logistics and inventory system is upgraded to better support the management of commodities, equipment, and supplies.

**Activities:** Activities will include assessing the current logistics and inventory system at HQ, Branch, and VDC level, recommending any areas for improvement, and, if required, developing an appropriate upgraded system (which may or may not be automated). Consideration will be given to using the Contraceptive Logistics Management (CLM) software package.

**FPMD role:** FPMD consultants will assess the current logistics and inventory system and, if required, develop and implement an upgraded system.

**FPAN role:** FPAN staff will work jointly with FPMD consultants in the assessment and design, if appropriate, of upgraded system, and make available inputs required to implement the system (i.e., computer hardware, staff time, printed forms).

Objective 7. Finance and service information is accessible to all relevant users over FPAN’s LAN.

**Activities:** Activities include installing and maintaining a LAN in FPAN HQ, modifying current finance and service statistics modules, and providing appropriate training to staff on operation and configuration of LAN and routine troubleshooting.
FPMD role: FPMD consultants will modify the current finance and service statistics modules to operate on the LAN, and provide limited guidance on use and maintenance of the LAN.

FPAN role: FPAN will procure the needed hardware, software, and installation, and make arrangements for maintenance. The MIS Unit will be responsible for proper functioning of the LAN.

Additional Areas

The supplemental needs assessment also identified the upgrading of training capacity and the establishment of a competence in reproductive health as FPAN priorities. While due to funding constraints FPMD cannot provide major assistance in these two areas, it will consider collaborating with other organizations and/or donors to address specific management aspects of both areas.

Area: Training

The MDP in the area of training follows on from the needs previously identified in strengthening FPAN’s training capacity. Identified needs were in the areas of developing an organizational structure to effectively support training, developing a comprehensive training plan, and continued enhancement of the training skills of the FPAN staff who will be involved in training. There should also be linkages between FPAN’s training and reproductive health activities (see below), especially as reproductive health becomes more important in the Nepal national program.
Objective 8. An appropriate structure and staffing is established for the effective management of training.

Activities: Activities include implementing the recommendations for institutional changes currently being contemplated by FPAN

Objective 9. A comprehensive training plan for FPAN is developed and in place.

Activities: Activities include the development of a comprehensive training plan and the development of a regular process of consultation and planning for training activities, including inter-divisional discussions.

Objective 10. FPAN staff have enhanced skills in the design and delivery of training.

Activities: Activities include strengthening capacity in the design of training materials and in the delivery of training, and improving linkages to resource materials for training.

Area: Reproductive Health

The MDP in the area of reproductive health is based on FPAN’s need to make the transition from a focus on only family planning to a broader consideration of reproductive health. A major impetus for this transition comes from the significant activities planned under IPPF’s Vision 2000 Fund, which emphasizes reproductive health, and from other possible activities in this area such as possible training of Government teachers in family life education. The implementation of either of these sets of activities will create large training requirements.

Objective 11. FPAN staff have a clear understanding of FPAN’s objectives and planned activities in the reproductive health area.

Activities: Activities include FPAN’s formally clarifying its overall objectives and planned activities in reproductive health, identifying the steps needed to achieve those objectives, and establishing a dialogue with the Government and NGO partners on the interpretation and application or reproductive health in Nepal.

Objective 12. FPAN staff have working knowledge of reproductive health concepts and how to apply them in their work.
Activities: Activities include organizing in-service training and orientation for all levels of the organization, establishing agreement on common definitions and vocabulary, and completing and integrating the reproductive health curriculum into existing training materials and job descriptions.

III. Assessment of Impact

Annex A contains the objectives of the MDP, the verifiable indicators, dates for their achievement, and how the indicators will be assessed. Due to the nature of the objectives, the majority of indicators will be assessed qualitatively.
## ANNEX A:

### OBJECTIVES AND VERIFIABLE INDICATORS

<table>
<thead>
<tr>
<th>Objective</th>
<th>Verifiable Indicator</th>
<th>Projected Date of Achievement</th>
<th>Method for Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management Information System</strong></td>
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</tr>
</tbody>
</table>
| 1. Quality, reliability, and timeliness of service information at the VDC and Branch levels is improved. | i. Branch quarterly reports are received on time.  
ii. Branch and VDC reports are consistent and accurate. | October 1996  
December 1996 | Logs of incoming reports  
Interviews and inspection |
| 2. Program Division and Evaluation/MIS staff regularly use MIS and supplementary information for analysis and decision-making. | i. Information system is used to make management decisions  
ii. Management can produce current information on program performance.  
iii. HQ provides compiled quarterly feedback reports to Branches | June 1997  
October 1996  
October 1996 | Interviews, observations  
Interviews, observation  
logs of outgoing reports |
| 3. FPAN possesses capacity to manage routine maintenance of office technology, including hardware and software (sustainability and institutionalization). | i. Changes in statistical module are made by MIS Unit.  
ii. Staff have received appropriate training  
iii. Hardware maintenance arrangements made | June 1996  
December 1996  
June 1996 | Interviews, observation  
Interviews, observation  
Interviews, observation |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Verifiable Indicator</th>
<th>Projected Date of Achievement</th>
<th>Method for Assessment</th>
</tr>
</thead>
</table>
| 4. FPAN HQ has a fully functioning automated finance system.             | i. Management can produce current reports on financial performance, including amounts expended against budget.  
ii. Branch monthly reports are received on time from all Branches.  
iii. HQ distributes monthly feedback reports to Branches.  
v. All Accounting staff are using automated financial system.             | June 1996  
October 1996  
June 1996  
December 1996  
October 1996 | Interviews, observation  
Logs of incoming reports  
Logs of outgoing reports  
Interviews, observation  
Interviews, observation |
| 5. Human resources management system is upgraded to better support management. | i. Management can produce current reports on personnel status.  
ii. Personnel files are complete, current, and referenceable from computerized database (if implemented).                                                                                                                                                                                      | December 1996  
December 1996 | Interviews, observation  
Interviews, observation |
| 6. Logistics and inventory system is upgraded to better support the management of commodities, equipment, and supplies. | i. Manual stock registers are replaced with computer-based system (if appropriate).  
ii. Management can produce current reports on commodities and supplies.  
iii. Periodic stock reports are accurate and are produced more quickly and easily.  
v. Number of ad hoc delivery trips is reduced. | December 1996  
June 1997  
June 1997  
June 1997 | Observation  
Interviews, observation  
Interviews, observation  
Log of delivery trips |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Verifiable Indicator</th>
<th>Projected Date of Achievement</th>
<th>Method for Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Finance and service information is accessible to all relevant users over FPAN’s LAN.</td>
<td>i. LAN outages are at a minimum. ii. Vouchers are entered from more than one location in HQ. iii. Service information is accessible from more than one location in HQ.</td>
<td>December 1996 June 1996 June 1996</td>
<td>Interviews, observation Interviews, observation Interviews, observation</td>
</tr>
<tr>
<td>8. Appropriate organizational structure and staffing, with clear position descriptions, is established for the effective management of training.</td>
<td>i. Appropriate organizational structure and staffing, with clear position descriptions, is established.</td>
<td>December 1996</td>
<td>Interviews, observation</td>
</tr>
<tr>
<td>9. A comprehensive training plan for FPAN is developed and in place.</td>
<td>i. Annual comprehensive training plan exists and is available, and is updated as required.</td>
<td>January 1997 (and annually)</td>
<td>Observation</td>
</tr>
<tr>
<td>10. FPAN staff have enhanced skills in the design and delivery of training.</td>
<td>i. Trainees consider FPAN training to be effective.</td>
<td>June 1997</td>
<td>Improvement in post-event evaluations done by trainees, interviews, observation</td>
</tr>
</tbody>
</table>

**Training Capacity**

**Reproductive Health**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Verifiable Indicator</th>
<th>Projected Date of Achievement</th>
<th>Method for Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. FPAN staff have a clear understanding of FPAN’s objectives and planned activities in the reproductive health area.</td>
<td>i. Written, comprehensive statement of FPAN’s overall objectives in reproductive health. ii. Individual staff at all levels understand FPAN’s overall objectives in reproductive health.</td>
<td>December 1996 June 1997</td>
<td>Observation Interviews, observation</td>
</tr>
<tr>
<td>Objective</td>
<td>Verifiable Indicator</td>
<td>Projected Date of Achievement</td>
<td>Method for Assessment</td>
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</tbody>
</table>
| 12.       | FPAN staff have working knowledge of reproductive health concepts and how to apply them in their work. | i. Reproductive health curriculum completed and in use.  
ii. Staff can apply reproductive health knowledge to their work.  
iii. FPAN has capacity to train other organizations in reproductive health. | December 1996  
March 1997  
June 1997 | Observation  
Interviews, observation  
Interviews, observation |

I. Introduction

The Detailed Implementation Plan (DIP) describes management development activities to be jointly undertaken by FPMD and FPAN during the period December 1995 - November 1996. The DIP covers a subset of goals, objectives, and activities contained in the Management Development Plan (MDP), namely those related to the on-going strengthening and institutionalization of the FPAN MIS. The MDP was based on a “supplementary needs assessment” of FPAN’s management development needs, which was done by revisiting the 1993 needs assessment conducted by FPMD and determining which parts were still relevant in light of technical assistance received since 1993 from FPMD and other organizations, internal evolution of the organization, and changing policies and strategies. The DIP reflects the expectations of both FPAN and FPMD with regard to results to be accomplished during the period, including identification of responsible parties and of deadlines. The DIP was prepared jointly by FPAN and FPMD. (For further details, see Supplementary Needs Assessment of the Family Planning Association of Nepal, and Family Planning Association of Nepal, Management Development Plan, December 1995.)

II. Goals and Objectives

The long-term goal of FPMD assistance to FPAN is as follows: FPAN has increased capacity to deliver quality family planning services.

The specific objectives of the FPAN MDP are in the areas of strengthening the MIS and training capacity, and in making the transition from a narrow family planning focus to a broader concern with reproductive health. The specific objectives, as well as the supporting activities and plans for assessment of progress, are given in the MDP document. FPMD technical assistance will be provided for a subset of these areas: in further strengthening and institutionalizing the FPAN MIS. FPMD may also provide, in collaboration with other donors or organizations, support for management aspects of FPAN’s transition to reproductive health.

III. Activities
Table 1 contains the following information: activities to be carried out by November 1996, dates, primary FPAN counterparts, and FPMD and FPAN respective roles. Table 2 contains a timeline of activities.
## TABLE 1
### SUMMARY DETAILED IMPLEMENTATION PLAN: DECEMBER 1995 - NOVEMBER 1996

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AREA: MIS</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Objective 1: Quality, reliability, and timeliness of service information at the VDC and Branch levels is improved.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Assess VDC and Branch reporting, taking into account issues raised in FPAN February MIS workshop.</td>
<td>February - April</td>
<td>Program, MIS</td>
<td>TA in assessment; report on findings</td>
<td>joint assessment</td>
</tr>
<tr>
<td>2. Formulate steps to address needs of VDC and Branch reporting.</td>
<td>March - June</td>
<td>Program, MIS</td>
<td>TA in development of solutions</td>
<td>joint planning; implement agreed upon solutions</td>
</tr>
<tr>
<td>3. Provide on-site training and technical support to VDC and Branch staff in recording and reporting.</td>
<td>March - September</td>
<td>Program, MIS</td>
<td>TA at selected sites</td>
<td>joint TA; visit other sites</td>
</tr>
<tr>
<td>4. Strengthen regular monitoring of information quality and timeliness.</td>
<td>on-going</td>
<td>Program, MIS, DG</td>
<td>TA in possible mechanisms</td>
<td>implement agreed upon mechanisms; follow-up</td>
</tr>
<tr>
<td><strong>Objective 2: Program Division and Evaluation/MIS staff regularly use MIS and supplementary information for analysis and decision-making.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Develop plan for regional workshops on use of MIS information for management.</td>
<td>April - October</td>
<td>Program, MIS, DG</td>
<td>lead discussions</td>
<td>joint discussions</td>
</tr>
<tr>
<td>2. Deliver first regional workshop on use of information for management.</td>
<td>October</td>
<td>Program, MIS, Training</td>
<td>TA in workshop design; co-facilitation</td>
<td>joint planning; co-facilitation</td>
</tr>
<tr>
<td>3. Provide model TA to select VDC and Branch staff in use of information for managing their own work.</td>
<td>October</td>
<td>Program, MIS, Training</td>
<td>joint TA; co-develop materials</td>
<td>replication of TA at other sites</td>
</tr>
</tbody>
</table>

Notes: Program = Program Division; MIS = MIS Unit; Training = Training Division; Finance = Finance and Administration Division; DG = Director General’s office
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Replicate workshop on use of information for management in two other regions.</td>
<td>October - November</td>
<td>Program, MIS, Training</td>
<td>TA in workshop preparation</td>
<td>delivery of workshop</td>
</tr>
<tr>
<td>5. Follow up TA to VDC and Branch staff in use of information for managing their own work.</td>
<td>October - November</td>
<td>Program, MIS</td>
<td>intermittent TA</td>
<td>follow-up; TA; supervision</td>
</tr>
<tr>
<td>6. Provide FPAN staff access to information available through HealthNet/Nepal.</td>
<td>July</td>
<td>MIS, Program</td>
<td>provide liaison; TA in set-up</td>
<td>subscribe to HealthNet; access/use information</td>
</tr>
</tbody>
</table>

**Objective 3: FPAN manages routine maintenance of office technology, including hardware and software (sustainability and institutionalization).**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
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<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify needs for MIS Officer’s orientation and training</td>
<td>January</td>
<td>MIS</td>
<td>make recommendations</td>
<td>implement recommendations; make MIS Officer available</td>
</tr>
<tr>
<td>2. Strengthen MIS Officer’s working knowledge of maintenance and modification of service statistics module (i.e., generating additional reports, modifying databases)</td>
<td>January - April</td>
<td>MIS</td>
<td>transfer working knowledge to MIS Officer</td>
<td>make MIS Officer available</td>
</tr>
<tr>
<td>3. Develop, either internally or through a service contract, maintenance capability for hardware and software.</td>
<td>July</td>
<td>MIS, Finance</td>
<td>advise on SOW, needed skills</td>
<td>procure needed skills</td>
</tr>
</tbody>
</table>

**Objective 4: FPAN HQ has a fully functioning automated finance system**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convert ledgers and tools to automated versions, where appropriate.</td>
<td>April</td>
<td>Finance</td>
<td>TA</td>
<td>joint implementation; staff available</td>
</tr>
</tbody>
</table>

Notes: Program = Program Division; MIS = MIS Unit; Training = Training Division; Finance = Finance and Administration Division; DG = Director General’s office
<table>
<thead>
<tr>
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<th>DATES</th>
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<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Manage financial transition to 1996.</td>
<td>January</td>
<td>Finance</td>
<td>TA</td>
<td>joint implementation; staff available</td>
</tr>
<tr>
<td>3. Provide all accounting staff with appropriate training and/or orientation.</td>
<td>December - March</td>
<td>Finance, DG</td>
<td>orient to module; recommend training</td>
<td>staff available; support internal/external training</td>
</tr>
<tr>
<td>4. Provide Finance Director with training in managing an automated finance system.</td>
<td>November</td>
<td>Finance, DG</td>
<td>recommend training; assist in finding funding</td>
<td>staff available; locate funding</td>
</tr>
<tr>
<td>5. Follow-up with Branches to ensure timely and accurate financial reporting.</td>
<td>on-going</td>
<td>Finance, DG</td>
<td>recommendations and support</td>
<td>incentives, motivation, and follow-up</td>
</tr>
<tr>
<td>6. Provide up to date feedback to senior management and to Branches on financial position.</td>
<td>on-going</td>
<td>Finance</td>
<td>TA with any problems in programming</td>
<td>generate reports and distribute to staff and branches; post vouchers</td>
</tr>
</tbody>
</table>

**Objective 5: Human resource management system is upgraded to better support management**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess the current system used to manage personnel.</td>
<td>March - April</td>
<td>Finance, Program, MIS, DG</td>
<td>lead assessment</td>
<td>joint assessment; identification of management needs</td>
</tr>
<tr>
<td>2. Recommend any areas for improvement, factoring in anticipated benefits and costs.</td>
<td>April</td>
<td>Finance, Program, MIS, DG</td>
<td>develop recommendations; produce report</td>
<td>review and critique recommendations</td>
</tr>
</tbody>
</table>

Notes: Program = Program Division; MIS = MIS Unit; Training = Training Division; Finance = Finance and Administration Division; DG = Director General’s office
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. If required, implement upgraded system, including both software module (if appropriate) and management aspects.</td>
<td>June - August</td>
<td>Finance, Program, MIS, DG</td>
<td>develop software and/or management system</td>
<td>joint design and development</td>
</tr>
</tbody>
</table>

**Objective 6: Logistics and inventory system is upgraded to better support the management of commodities, equipment, and supplies**

| 1. Assess the current system used to track commodities and supplies at the HQ, Branch, and VDC levels. | March - August | Finance, Program, MIS, DG | lead assessment | joint assessment; identification of management needs |
| 2. Recommend any areas for improvement, factoring in anticipated benefits and costs and considering the use of the CLM software package. | March - August | Finance, Program, DG | develop recommendations; produce report | review and critique recommendations |
| 3. If required, implement upgraded system, including both software module (if appropriate) and management aspects. | August - November | Finance, Program | develop software and/or management aspects | joint design and development |

**Objective 7: Finance and service information is accessible to all relevant users over FPAN’s LAN**

| 1. Install wiring, hardware, and software for LAN. | December 1995 | Finance, MIS | advise on source; supervise installation | purchase LAN and installation |
| 2. Modify finance and service statistics modules for LAN. | December 1995 - February 1996 | Finance, MIS, Program | modify programs; orient staff | joint work on programs |

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<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
<th>PRIMARY COUNTER-PARTS</th>
<th>FPMD ROLE</th>
<th>FPAN ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Provide training to users and MIS Officer in the use and maintenance of the LAN.</td>
<td>December 1995 - April 1996</td>
<td>Finance, MIS, Program</td>
<td>training, orientation</td>
<td>staff available</td>
</tr>
<tr>
<td>4. Maintain LAN hardware and software.</td>
<td>on-going</td>
<td>Finance, MIS</td>
<td>advise on sources, technical issues</td>
<td>support internal capacity or external contract</td>
</tr>
</tbody>
</table>

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### TABLE 2: TIMELINE FOR FPMD TECHNICAL ASSISTANCE TO FAMILY PLANNING ASSOCIATION OF NEPAL: DECEMBER 1995 - NOVEMBER 1996

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
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</thead>
<tbody>
<tr>
<td><strong>AREA: MIS</strong></td>
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<tr>
<td><strong>Objective 1: Improving quality of information</strong></td>
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<tr>
<td>1 Assess Branch and VDC reporting</td>
<td>X</td>
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<tr>
<td>2 Formulate steps to improve reporting</td>
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<tr>
<td>3 Provide on-site training and support to Branch and VDC staff</td>
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<tr>
<td>4 Strengthen monitoring of information quality</td>
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<tr>
<td><strong>Objective 2: Use of Information for Management</strong></td>
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<tr>
<td>1 Develop plan for regional workshops in use of MIS information</td>
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<tr>
<td>2 Deliver first regional workshop on use of MIS information</td>
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<tr>
<td>3 Provide model TA to select VDC and Branch staff</td>
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<td>4 Replicate regional workshop in other two regions</td>
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<td>5 Provide follow-up TA to VDC and Branch staff</td>
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<tr>
<td>6 Provide FPAN staff access to information from HealthNet/Nepal</td>
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<td><strong>Objective 3: Routine maintenance of MIS</strong></td>
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<tr>
<td>1 Identify MIS officer’s training needs</td>
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<tr>
<td>2 Strengthen MIS officer’s skills</td>
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<tr>
<td>3 Develop maintenance capacity</td>
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<td><strong>Objective 4: Automated finance system</strong></td>
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<tr>
<td>1 Convert manual ledgers to automated versions, where appropriate</td>
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<td>2 Manage financial transition to 1996</td>
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<tr>
<td>3 Provide orientation to accounting staff</td>
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<td>4 Provide specialized training to Finance Director</td>
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<tr>
<td>5 Follow-up with Branches on timely/accurate reporting</td>
<td>X</td>
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<thead>
<tr>
<th>Objective</th>
<th>Task</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 5: Upgrade human resource management system</td>
<td>1. Assess current human resource management system</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>2. Recommend areas for improvement</td>
<td></td>
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<tr>
<td></td>
<td>3. Implement upgraded system, if required</td>
<td>X</td>
</tr>
<tr>
<td>Objective 6: Upgrade logistics and inventory system</td>
<td>1. Assess current logistics and inventory system</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>2. Recommend areas for improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Implement upgraded system, if required</td>
<td>X</td>
</tr>
<tr>
<td>Objective 7: Information available on LAN</td>
<td>1. Install LAN</td>
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<tr>
<td></td>
<td>2. Modify financial and service statistics software</td>
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<tr>
<td></td>
<td>3. Provide training to users</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>4. Maintain LAN hardware and software</td>
<td>X</td>
</tr>
</tbody>
</table>

X Anticipated FPMD/Boston monitoring and technical assistance input during visit

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