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FAMILY PLANNING MANAGEMENT DEVELOPMENT PLAN FOR THE FAMILY PLANNING ASSOCIATION OF KENYA

MAY 1987

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I. INTRODUCTION

The Family Planning Management Training Project (FPMT) is a five year project funded by the United States Agency for International Development (USAID). FPMT works in collaboration with family planning leaders and managers to identify constraints to improved program performance that may be resolved through management training and technical assistance. The Project is carried out by a consortium of organizations: Management Sciences for Health (MSH), the prime contractor; the Pathfinder Fund, and; the Centre for Development and Population Activities (CEDPA). FPMT has also developed collaborative agreements with selected regional training institutions in Africa, Asia, and Latin America.

In response to a request from USAID Kenya, an FPMT team of management experts visited Kenya in February, 1987 to discuss the management problems facing the principal family planning organizations in Kenya. Based on interviews, discussions, field visits, observations, and review of documents, they outlined the potential areas of assistance that FPMT could provide to several family planning organizations and programs in Kenya. To determine more precisely the types of management issues facing the organizations, and to outline technical assistance and training activities that could help resolve those issues, it was agreed that a second team of consultants should conduct in-depth

management audits of the organizations in close consultation with the organizations' leaders. The team worked with the Family Planning Association of Kenya (FPAK) from May 11-22, 1987.

In working with FPAK, the team relied heavily on extensive discussions with management staff, volunteer members of its various governing bodies, and a review of documents including the five year Strategic Plan (1988-93), Financial Audit and Management Letter for FY 1985 and the newly proposed organizational structure. The team also spoke with the Regional Representative of the International Planned Parenthood Federation (of which FPAK is an affiliate) and the Association for Voluntary Surgical Contraception, a major donor of FPAK. The team visited the Nyeri clinic, interviewing clients, the Area Manager and the Senior Nursing Sister, and attended a workshop for Lay Educators facilitated by the Medical Programme Officer. The team also visited the Phoenix House Clinic in Nairobi, interviewing the Area Manager and the Senior Nursing Sister, and the Thika clinic.

Upon completion of their work the team presented its findings and recommendations to the FPAK senior staff and reached general agreement on the types of activities that FPMT and FPAK would jointly undertake. These activities will be summarized in the form of a Memorandum of Understanding between FPAK and FPMT.

II. FAMILY PLANNING ASSOCIATION OF KENYA (FPAK)

The Family Planning Association of Kenya, an IPPF affiliate since 1977, was the first organization to provide family planning services in the country over 25 years ago. It is presently the largest NGO provider, accounting for services to 27 percent of the contraceptive users in Kenya. It operates base clinics and outreach clinics in seven of the eight provinces in the country and supplements those services with a full range of IEC and training activities. FPAK also has a pilot CBD program that is to be greatly expanded in the coming years.

The recent history of the Association has been a stormy one characterized by five different Executive Directors in the last four years, financial management problems, inadequate management systems, uneven program performance and low morale. It reached a low point in 1986 when IPPF was forced to temporarily take over the administration of the organization while a new Executive Director was recruited. During this period, the Association also commissioned the Voluntary Agencies Development Assistance (VADA) to carry out a study aimed at developing a five year Strategic Plan (1988-93) that would refocus and rejuvenate the FPAK. The plan was completed in April of 1987 with the participation of both staff and volunteers. This, along with the selection of a highly qualified Executive Director and several very good senior managers, has led to improved morale and a renewed sense of optimism and direction at all levels of the organization.

The Strategic Plan has service delivery as its highest priority followed by youth services, training, publicity and public relations, and research and evaluation. As such, it represents a new and focused direction for the Association away from diffused IEC activities towards direct service in recognition of the large demand for services that already exists. It also calls for a major reorganization of FPAK. Both of these aspects of the Strategic Plan have major implications for the training and technical assistance needs of the Association.

The implementation of the Strategic Plan will require a re-examination and redefinition of the roles of volunteers and senior management staff in policy development and implementation. Presently there is considerable confusion and overlap that has created conflict and weakened the management of the Association. Unless these roles are clarified it will be extremely difficult for management to implement the new strategy.

The new organizational structure, with its new positions and the redeployment of many existing personnel into new and different jobs, will require a strong personnel system. Staff has begun to develop a Personnel Handbook that will outline procedures for creating job definitions, staff orientation, salary schedules, personnel evaluation and training. This work should continue with the help of personnel specialists to insure its fairness and completeness. Once these systems are completed, supervisors must be trained to implement them in a consistent fashion.

Another important personnel implication of the Strategic Plan is the new and crucial role of the Area Manager. The Area Managers will have greatly expanded responsibilities for all of the five priority programs of the Strategic Plan in their respective areas. They will need highly developed skills in virtually every functional area of management to insure the success of this new decentralized approach.

In the past, FPAK has been a principal trainer of its own personnel and those of other family planning providers in Kenya and abroad. This role will be expanded under the Strategic Plan. FPAK trainers have received no training in modern training approaches. A new Department of Training will be created and FPAK will need help to develop training specialists who can train and provide technical assistance to the managers and line staff who will be providing the bulk of the training.

To support implementation of the Strategic Plan, management information systems, both financial and programmatic, will need to be greatly improved and institutionalized to assure greater accountability and consistency of service and for program planning, monitoring and evaluation. Presently these systems are inadequate, and do not produce much information for internal program management and are mostly geared toward (external) donor reporting requirements. Once these systems are developed and tested, they should be computerized to reduce staff time and to produce useful management information on a more timely basis.

Lastly, there is a great need to create a permanent and active Senior Management Team that works together to tie the priority project areas of the Strategic Plan into a unified program. It is an optimum time to create such a team as there are now many new, enthusiastic and qualified senior managers. The team will need skills to develop clearly defined and researched policy options for Board consideration. The Management Team must also be trained to analyze and utilize the management information systems in order to monitor and evaluate program performance and for program planning. The performance of these important tasks by the team will not only help ensure the success of the Strategic Plan but will also create a sense of unity, participation and ownership at all levels of the organization.

III. MANAGEMENT DEVELOPMENT NEEDS

A. Organization Structure: (Board and Senior Management Staff)

1. Clarify the respective roles of Senior Management staff and Volunteers in policy development and implementation and modify the Association's Constitution as needed.

2. Clarify the Volunteer Committee structure, its function and the respective responsibilities of Volunteers and Senior Management Staff. Modify constitution as necessary.

3. Develop and implement a system of orienting Board members to their roles and responsibilites, the mission of the organization and its programs.

4. Identify and develop a format for reporting programmatic and financial data to the Board so it can fulfill its oversight responsibilities.

5. Analyze the feasibility and potential uses of an annual Board Retreat.

B. Senior Management

1. Develop a Senior Management Team with skills in the areas of: team management, group problem solving and decision making, supervision, analyzing and utilizing financial and programmatic data, public relations, work planning and scheduling.

Note: It is recommended that this training include Area Managers to provide a common management view point and language and to promote teamwork at the field and headquarters level.

C. Area Managers

1. Develop management skills as outlined for Senior Management (to be done jointly).

2. Develop additional management skills for Area Managers in the areas of: program record keeping and data reporting, work planning and scheduling, and user perspective. (Note: training to be done jointly with functional specialists in service delivery.)

D. Training Unit

Prepare staff to train and supervise operating personnel by developing their skills in: course management and logistics, training needs assessments, training design, methodology and presentation, and training evaluation and follow-up.

E. Financial Management Systems

1. Develop and institute a financial reporting system that can provide useful, accurate and timely information for Senior Management and Board members.

2. Further develop logistics, supply and inventory systems.

3. Produce an annual cash-flow analysis.

4. Develop written guidelines for basic departmental operations.

5. Develop a phased plan for computerization.

F. Personnel Management Systems

Continue development of the Personnel Handbook to include guidelines for job definitions, selection, orientation, salary management, evaluation and training.

G. Program Information Systems

1. Develop and refine systems for accurate, timely and complete program data production.

2. Develop a monthly reporting system for program data to Senior Staff and Board that can be utilized for program planning, monitoring and evaluation.

3. Develop a phased plan for computerization.

IV. RECOMMENDATIONS FOR TRAINING AND TECHNICAL ASSISTANCE

It should be noted that there will be a need to coordinate the considerable assistance available to FPAK from a variety of donor agencies. In terms of the sequence of interventions, systems and guidelines need to be developed first in order to incorporate them into the recommended management training.

A. Organizational Structure:

1. Study-Tour- Board Chairman, Executive Director and Senior Program Officer to visit a family planning organization to observe a successful Management Team and Board of Directors and to attend a meeting of each.

   Duration: 1 week

2. Training - Workshop with Board and Senior Staff to:
   - define and clarify respective roles
   - define Board Committee structure and function
   - identify program and financial data necessary for Board oversight function
   - explore possible uses of an annual Board Retreat

   Number: 16-18 participants

   Duration: 3 days

3. Technical Assistance - to revise Constitution to reflect changes - to develop format for Board orientation package

Duration: 1 week -

4. Workshop/ Retreat Board Retreat (after one year) to review results of changes and to revise as necessary

Number: 10-12 participants

Duration: 2 days

B. Senior Management

1. Training - Intensive management training in team development, group problem solving and decision making, supervision, analyzing and utilizing financial and programmatic data, public relations and work planning and scheduling. (Training should include Area Managers to build team work and common management viewpoint.)

Number: 16 participants

Duration: 2 weeks

2. Training - Follow-up management training one month later to review management change projects developed during management course.

Number: 8 participants

Duration: 1 week

C. Area Managers:

1. Training - (Three weeks with Senior Management) Management training in additional areas of programmatic record-keeping and data reporting, client flow, clinic productivity and user perspective. (Training should include other functional specialists in service delivery, i.e. Senior Program Officer for Service Delivery, Senior Nursing Sisters, etc.)

   Number: 17 participants

   Duration: 2 weeks

2. Training - Follow-up training with same group

   Number: 17 participants

   Duration: 1 week

3. Technical-Assistance - Analyzing and resolving specific service delivery problems such as client flow, clinic staffing, client records

   Duration: 2 weeks

D. Training Unit

A U.S. family planning management training course will be identified that will provide FPAK trainers with the opportunity to observe, practice, and develop modern experiential training techniques. One option might be the University of California at Santa Cruz course consisting of the following modules:

1. Training: U.S. based course

   two weeks- Management training

   two weeks- Training of Trainers training

   two weeks- Family Life Education training

   Number: 5 participants (2 Programme Officers, 1 Training Officer, 1 IEC Officer, 1 Medical Coordinator

   Duration: 6 weeks

2. Technical-Assistance: Design and deliver two courses (3 weeks each) as co-trainers with an experienced trainer.

   Duration: 6 weeks

E. Financial Management:

1. Study Tour - Executive Director and Finance and Administration Officer to visit the Chogoria Project (Kenya).

   Duration: 1 week

2. Technical-Assistance To develop and refine systems for monthly reporting to Senior Staff and Board, Annual Cash flow analysis, Purchase Order and Inventory and to develop written guidelines for each. Also to develop a phased plan for computerization.

   Duration: 2 months

(Training in use of systems to be included in management training of Senior Management and Area Officers.)

F. Personnel Management

1. Technical-Assistance To develop and refine systems of job definition, evaluation and to develop written guidelines for each.

   Duration: 3 weeks

2. Technical-Assistance: To research and develop a comprehensive salary structure and compensation system (to be done by a Kenyan consultant).

Duration: 1 month

(Training in use of systems to be included in management training of Senior Management and Area Officers.)

G. Program Information Systems

1. Technical-Assistance: To develop and refine systems of program information necessary for planning, monitoring, evaluation and Board oversight.

Duration: 1 month

(Training in use of systems to be included in management training of Senior Management and Area Officers.)

V. Persons Interviewed

REDSO/EAST

Mr. Art Danart

USAID

Ms. Laura Slobey

The Pathfinder Fund

Dr. Ayo Ajayi - Regional Representative
Mr. N.A. Keyonzo - Assistant Regional Representative

Family Planning Association of Kenya

Mr. Ngugi - Secretary General, National Executive Committee
Mr. Siele - Chairman, National Executive Committee
Mr. Ntiba - Vice-Chairman, National Executive Committee
Mr. Hungu - Chairman, Management Committee
Mrs. Mworia - Executive Director
Mr. Mageri - Program Oficer, Research/Evaluation
Mr. Muzengi - Finance and Administration Manager
Dr. Achwal - Programme Officer, Medical
Mr. Karueru - Area Manager, Nairobi
Mr. Siele - Area Manager, Nyeri

Association for Voluntary Surgical Contraception

Mr. J. Dwyer - Regional Representative

International Planned Parenthood Federation

Mr. M. Mukasa - Regional Representative

Centre for African Family Studies

Dr. DeGraft Johnson - Director

Thunder & Associates, Inc.
Mr. Tom Carouso - Program Manager

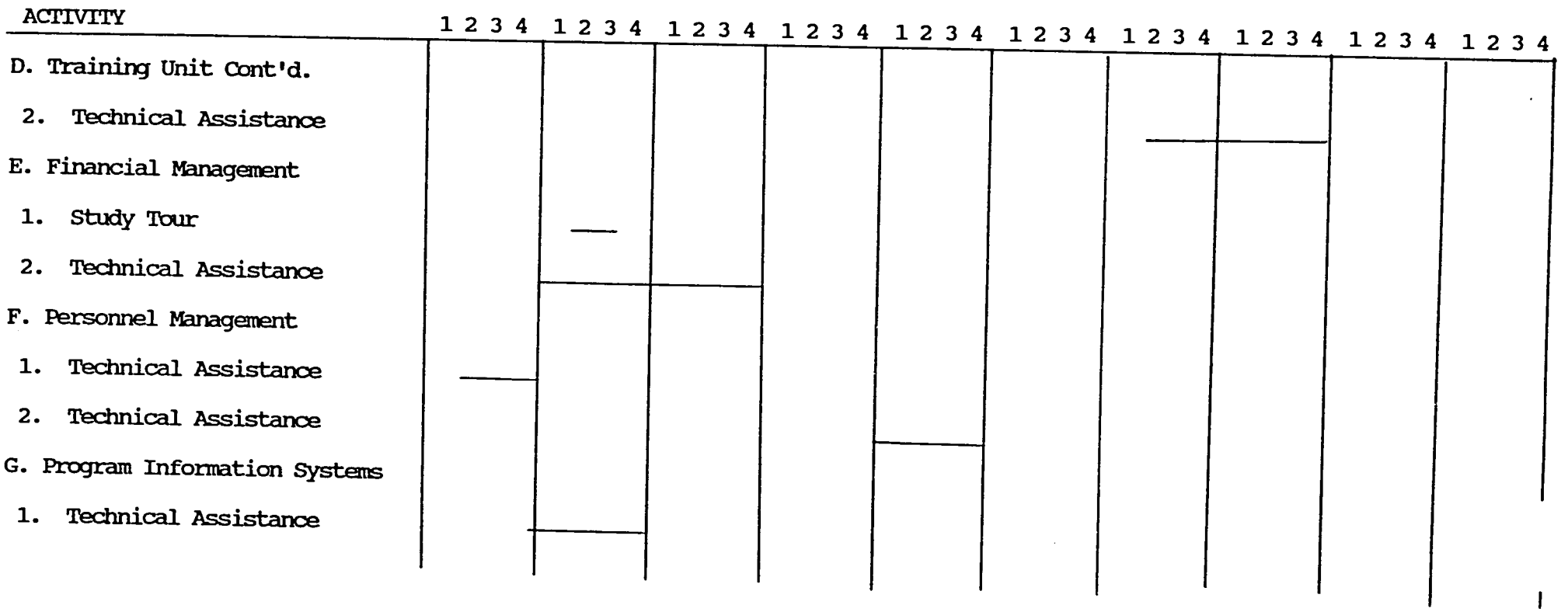
V. FPAK: SUMMARY OF RECOMMENDED INTERVENTIONS

#	ACTIVITY	TARGET GROUP	#	MAJOR OBJECTIVES/AREA	CONSULTANTS #	CONSULTANTS DAYS	DURATION	LOCATION	#PART. TRNG.DAYS
A1	Study Tour	Senior Staff & Volunteers	3	Clarification of roles of volunteers & staff through observation of working models	1	15	10	Abroad	30
A2	Workshop	"	18	Clarification/Definition of roles, develop systems for volunteer staff relations (reporting, supervision etc.)	2	15	3	In-Country (I.C.)	54
A3	TA	Board Members	10	Revision of FPA constitution/ development of Board orientation exchange	1	14	7	Nairobi	
A4	Retreat	Board	10	Board members orientation	1	6	3	"	30
B1	Training	Area mgrs Sr. mgrs Ex.Dir. Adm. Proj.Mgrs Proj.Off. Sr. Dir. of Mgmt. Comm.	16	Mgmt. trng., program development, problem solving, communications, supervision, information systems, work play	2	25	15	"	240
B2	Training	Sr. Mgrs.	8	Follow up to previous training	1	14	7	I.C.	56
C1	Training	Area mgrs Project off. Sr.Ser.Del. Personnel	17	Management training: M.I.S., Clinic organization, service delivery	2	28	14	I.C.	238
C2	"	"	17	Follow up to previous training	1	14	7	I.C.	119
C3	TA		8	Analysis of client data, patient flow, clinic staffing pattern	1	14	14	I.C.	

#	ACTIVITY	TARGET GROUP	#	MAJOR OBJECTIVES/AREA	CONSULTANTS #	CONSULTANTS DAYS	DURATION	LOCATION	# PART. TRNG.DAYS
D1	Training	Training Prog.Off.(2) Inf. Off. Medical/clinic coordinator	5	Management training T.O. T.	-	-	42	US based	210
D2	T.A.	Training personnel	2	Design & conduct of local trng.	1	42	42	"	
E1	Study Tour	Exec. Dir. Admn. Off.	2	Visit Chogeria Project: M.I.S.	1	15	10	Chogeria	20
E2	T.A.	Sr. Staff Adm.Staff	8	M.I.S. reporting system	1	60	60	I.C.	
F1	T.A.	Ex. Dir. Pers.Off. Fin. Off. Adminis.	4	Develop job definition and evaluation guidelines	1	21	21	I.C.	
F2	T.A.	Pers./Fin. Adminis.	4	Salary structure development	1	30	30	I.C.	
G1	T.A.	Prog. Off. Ex. Dir. Area mgrs.	12	Develop system of proper information needed for planning/ monitoring of programming	1	30	30	I.C.	
	TOTAL		144		19	411	315		997

VII FPAK: SCHEDULE OF ACTIVITIES

ACTIVITY	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
A. Organizational Structure										
1. Study Tour	—									
2. Workshop	—									
3. Tech. Assist.		—								
4. Board Retreat (after 1 year)										
B. Senior Management										
1. Workshop				—						
2. Workshop					—					
C. Area Managers										
1. Workshop						—				
2. Workshop								—		
3. Technical Assist.									—	
D. Training Unit										
1. Training										
a. Management					—					
b. TOT							—			
c. Family Life Education								—		


ACTIVITY
1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4
D. Training Unit Cont'd.
2. Technical Assistance
E. Financial Management
1. Study Tour
2. Technical Assistance
F. Personnel Management
1. Technical Assistance
2. Technical Assistance
G. Program Information Systems
1. Technical Assistance