

PD-ABI 068

**TRIP REPORT: REVIEW OF PROGRAM
PROGRESS IN THE IMPLEMENTATION OF
THE CA/NGO PROJECT IN BANGLADESH**

JANUARY 27 - FEBRUARY 10, 1994

**Alison Filis
Paul Fishstein**

FAMILY PLANNING MANAGEMENT DEVELOPMENT

**Project No.: 936-3055
Contract No.: DPE-3055-Q-00-0052-00
Task Order No.: A1717 BANGO**

CONTENTS

I.	SUMMARY	1
II.	BACKGROUND	1
III.	SCOPE OF WORK	3
IV.	ACTIVITIES AND FINDINGS/CONCLUSIONS	3
V.	RECOMMENDATIONS/NEXT STEPS	8
ANNEX 1:	LIST OF PERSONS CONTACTED	9
ANNEX 2:	TRAVEL PLAN	10
ANNEX 3:	COOPERATING AGENCY COUNTERPARTS	12
ANNEX 4:	REVISED UMBRELLA SCOPES OF WORK	15

I. SUMMARY

Alison Ellis, Regional Director, and Paul Fishstein, Senior Program Officer, Asia/Near East (ANE), Family Planning Management Development (FPMD) Project travelled to Bangladesh during the period January 27 - February 10, 1994. The trip was one of several country assignments each had in the Asia region over an approximately four-week period, and work on the Cooperating Agency/Non-Governmental Organization (CA/NGO) Project was one of two assignments in Bangladesh during the two week visit. The primary purpose of the assignment was to conduct a review of program progress in the implementation of the CA/NGO Project, to obtain feedback from CA counterparts and the United States Agency for International Development (USAID)/Dhaka NGO Unit on technical assistance (TA) provided to date by FPMD and Management Sciences for Health (MSH) technical teams, and to revise project management documents. The assignment also provided an opportunity to address concerns expressed by the CAs related to "TA overload", that is, the intensive schedule of visits by TA teams, and the amount of time which has been and will continue to be required of CA staff to carry out work with the TA teams. Finally, the assignment served as an orientation for Paul Fishstein to the CA/NGO Project.

Through a series of group and individual meetings with CA Executives, select CA program staff, and USAID/Dhaka NGO Unit staff, the team determined that the program is progressing well and that the TA provided by the FPMD/MSH teams is addressing the needs of the CAs and the objectives of the overall project. The team obtained feedback on draft revised umbrella scopes of work (SOW) for the balance of the three technical teams' work and prepared a revised draft travel plan.

II. BACKGROUND

The FPMD Project¹ is working to support the USAID/Dhaka Office of Population and Health's (USAID/OPH) goal of promoting decentralized family planning (FP) services by undertaking program-wide systems development, with particular emphasis on strengthening the USAID/Dhaka-supported CAs through a program focused on developing the CAs' capacity to provide technical assistance to more than 100 NGOs. This program is funded under a buy-in from USAID/Dhaka. FPMD initially collaborated with USAID/Dhaka and the five USAID-funded CAs² which support the NGO FP sector to develop a common strategy for the NGO sector FP program. This strategy concentrates on three strategic goals: improving quality, expanding coverage, and strengthening sustainability of the NGO family planning programs. The strategy has been summarized simply as "QES".

¹ FPMD is a worldwide, centrally-funded project implemented by Management Sciences for Health (MSH).

² The five CAs are: Association for Voluntary Surgical Contraception (AVSC), the Family Planning Association of Bangladesh (FPAB), the Family Planning Services and Training Centre (FPSTC), Pathfinder International (PF), and The Asia Foundation (TAF).

In April 1993 FPMD designed the subject CA/NGO Project. The goal of this project is to develop key management capabilities of the CAs related to the achievement of the QES strategic goals. In collaboration with the CAs and USAID/OPH, FPMD identified three areas of technical assistance which aim to strengthen management capabilities required by the CAs to implement the QES strategy. The first TA area is titled "Promoting Sustainability of NGOs". Building upon the results of the CAs' work to date on sustainability, FPMD is providing TA to strengthen the capability and skills of the CAs in identifying the technical support they can provide to promote managerial, institutional, and financial sustainability of the NGOs. This is being achieved through the development and field-testing of a management development assessment (MDA) instrument as well as through TA in strategic planning. Under the second scope of work, FPMD is providing technical assistance in training impact evaluation. The aim is to enable the CAs which provide and "consume" training for field workers and managers of the NGOs to ensure that the training contributes directly to the strategic goals of QES. For the third scope of work, FPMD is providing TA to develop a general NGO program management information system (MIS). The goal is to establish a common analytic framework among the CAs for key QES indicators being developed by the CAs to measure program achievement of the combined CA programs.

The goals, objectives, key inputs and expected outputs of FPMD TA in these three technical areas were summarized in three "umbrella" scopes of work (SOW). The project design team also developed a travel plan for TA visits, and a budget. (See A. Ellis, S. Helfenbein, S. Sacca trip report: *Visit to Bangladesh to Develop a Plan for Technical Assistance to the CA/NGO Project, April 11-28, 1993.*) Subsequent to the April 1993 project design visit, the FPMD/Boston ANE Unit identified and established three consultant teams consisting of FPMD/MSH staff who have the appropriate technical skills and experience to provide TA under the three umbrella scopes of work. Each team was briefed prior to its first TA visit to Bangladesh and was provided with essential background materials on the CAs, including the CAs' five-year USAID-funded workplans. Periodic meetings of the core consultant team have been organized by the ANE Unit to discuss progress in the implementation of TA, and to share technical information. These formal meetings have been supplemented by informal meetings among team members.

As of the date of this program review trip, each of the three TA teams had travelled to Bangladesh at least once, as follows:

- Management Development Assessment (MDA) team: June and September/October 1993: in collaboration with the CAs, the team developed a methodology and data collection instrument for the conduct of management development assessments of NGOs. The instruments have been field tested and revised by the CAs with TA from the team. In addition, the team has conducted two workshops on strategic planning, and has provided preliminary hands-on, individualized TA in the analysis of data collected and interpretation of results.

- **Training Impact Evaluation (TIE) team:** November 1993: during its initial TA visit, the team met with each provider and "consumer" of training to assess their needs and specific interest in this TA area. In a workshop conducted at the conclusion of the visit, the team "demystified" TIE, raised the CAs' awareness of the value and the limitations of TIE, and initiated the development of indicators for assessing the impact of training on job performance.
- **Management Information System (MIS) team:** December 1993: during its initial TA visit, the team conducted needs assessments of the CAs' MIS, held several working meetings with key CA MIS staff, collaborated with PF on the development of achievement indicators for quality of care, reviewed and recommended changes to the CAs' semi-annual report to USAID, and held discussions with USAID/OPH NGO Unit staff regarding their needs.

III. SCOPE OF WORK

The primary purpose of this assignment was to conduct a review of program process, to obtain feedback from the CA Executives and select program staff as well as from the USAID/Dhaka NGO Unit on technical assistance provided to date, and to revise project management documents. The assignment also provided an opportunity to address concerns expressed by the CAs related to "TA overload", that is, the intensive schedule of visits by TA teams, and the amount of time which has been and will continue to be required of CA staff to carry out work with the TA teams. Finally, the assignment served as an orientation for Paul Fishstein to the CA/NGO Project.

The consultant team consisted of: Alison Ellis, Regional Director, and Paul Fishstein, Senior Program Officer, Asia/Near East, FPMD.

IV. ACTIVITIES AND FINDINGS/CONCLUSIONS

The review of program progress was conducted through a series of meetings. The team held a group meeting with the CA Executives and select program staff on 30 January, during which the purpose of the visit and key questions/issues to be addressed were presented. The team held individual meetings with the CAs during the week of 30 January to obtain each CA's perspective and input. A final group meeting with the CA Executives and select program staff was held on 7 February. The purpose of this meeting was to obtain feedback from the CAs on documents distributed prior to the meeting, namely: summary notes on the outcome of individual meetings with CAs, draft revised umbrella SOWs, and a draft revised travel plan for the balance of the project. In addition to the meetings with CA staff, the team also held a briefing meeting with USAID/Dhaka NGO Unit staff on 30 January, and a debriefing/discussion meeting on 6 February. (See Annex 1 for the list of contacts.)

Summary notes on discussions with and feedback from the CAs are provided below. The key questions/issues discussed with the CAs are noted in each section. Feedback provided by the CAs at the final group meeting on 7 February have been incorporated into these notes.

SUMMARY NOTES ON MEETINGS WITH CAs

- *Are we still on track vis-a-vis the original plans for the project prepared in April 1993?*

Progress in the provision and absorption of TA is, in general, quite significant and positive. FPSTC, TAF, and PF have each conducted several MDA exercises during and since the MDA team's last visit in October. All CAs participated actively in the TIE and MIS teams' initial visits, which primarily focused on needs assessments.

Overall the CAs are pleased with the assistance which they have received to date, both group and individual. With one exception, they are satisfied with the work accomplished by the teams. Although the CAs reported that project start-up was quite time-consuming, in terms of the amount of time spent with the teams and the need to orient each new team to both overarching issues of the CA/NGO sector program as well as to the individual CA organizations and programs, they acknowledge that this process is in the past. The CAs confirmed that TA planned under the three umbrella scopes of work remains a priority.

- *What adjustments to project plans should be made in light of the CAs' experiences to date with work initiated under the three umbrella scopes of work?*

In general, the umbrella SOWs developed in April 1993 remain valid, with respect to anticipated skills building, capacity building, and outputs. The main adjustment to be made, which applies to all three scopes of work, is in the process of TA provision. While the CAs reported great benefit from the workshops and working meetings which have been conducted to introduce key concepts and to introduce/prepare frameworks, and although the CAs request that such events continue to be scheduled as recommended by the FPMD/MSH teams and as indicated by the progress of work, more and more emphasis should be directed to individualized TA to CAs by team members, to assure that the specific needs of the CAs are adequately addressed. All CAs stressed that a standardized approach to the TA should not be pursued. The challenge for the FPMD/MSH teams will be to address the CAs' individualized needs while not losing sight of relating TA to the QES strategy and to integrating lessons learned from individual CA experiences and strengthened capacities. Moreover, linkages among the CAs must continue to be fostered by the FPMD/MSH teams, the CAs themselves, and USAID.

Summary notes on modifications to the umbrella scopes of work are given here:

- MDA

At the general CA meeting held on 30 January, and in individual meetings conducted during the week of 30 January, the CAs, especially FPSTC, TAF and PF, were asked to consider three alternative areas of emphasis for continued work with the MDA team. These alternatives or options were presented by Saul Helfenbein, Deputy Director, MSH Population Program, at the 30 January group meeting. Mr. Helfenbein is a member of the MDA team and was in Dhaka on non-FPMD business at the beginning of this assignment. The alternatives or options for the future MDA work can be summarized as follows:

- (1) Finalize MDA work then focus on operational rather than strategic planning.
- (2) Focus on the MDA process and develop CA capability to provide technical assistance to NGOs on identified weaknesses.
- (3) Finalize MDA work then focus on strategic planning with the FPMD/MSH team being the principal facilitators.

Responses to these options were varied among the CAs. No one single alternative is desired by the CAs; rather a combination of the three will most effectively address their specific needs. FPSTC, TAF and PF would benefit from continued and individualized TA in: (1) analysis of data gathered from MDAs conducted since the team's last visit in October, (2) interpretation of the results of MDA exercises, (3) providing feedback to NGOs on these results, and (4) identifying and planning for appropriate technical assistance interventions to address organizational or programmatic weaknesses of NGOs. While working individually with these CAs, the FPMD/MSH team could identify common themes and opportunities where the CAs would benefit from a workshop(s) to address the provision of TA in areas such as human resource development, financial management, income-generating activities, cost containment, etc.

While FPSTC, TAF, and PF acknowledge that the majority of the NGOs they support are not ready for strategic planning, there remains great interest in strategic planning. As one CA Executive described it, there is a need to "demystify" strategic planning. These CAs said that they are interested in additional orientation to and discussion of the link between the MDA process and strategic planning. Moreover, they would like to increase their knowledge and understanding of the strategic planning process, and how to manage the process. For example, they would like to know how to recognize the need for strategic planning, to identify NGOs which are ready for strategic planning, to identify/assess suitable consultants to facilitate strategic planning exercises, etc. PF expressed continued and keen interest in TA to train select staff in how to facilitate strategic planning.

AVSC and FPAB have other, specialized TA needs from the MDA team:

- AVSC would like to continue to receive TA in program and operational planning, specifically the development, field-testing, and finalization of a checklist and a one-page instruction guide for this purpose.
 - FPAB would like individualized TA to address specific organizational and management issues. The issues include: the role of volunteers and FPAB staff; planning and strategizing for the presentation of the FPAB strategic plan to its volunteers; developing organizational consensus on and communication of FPAB program priorities, and relating these priorities to the QES strategy; strengthening management, monitoring, and evaluation skills of headquarters and Branch program staff; and reprogramming activities in response to budget cuts.
- TIE

The CAs are prepared to proceed with the finalization of indicators for assessing the impact of training on job performance drafted during the TIE team's November visit. To this end, Jim Griffin, Training Coordinator, AVSC, scheduled a meeting of CA representatives on 10 February to finalize the indicators. The CAs will work with the TIE team in late March to develop and field test a data collection instrument. The TIE team should then proceed to work with the CAs on an individual basis to analyze the results of data gathered and to apply this information to these CAs' specific situations. Individual TA is indicated due to the divergent interests of the CAs in TIE -- some of the CAs are providers of training, some are consumers, some are both, and some are funders of training organizations. Therefore, the TA needs to be flexible to respond to individualized needs and interests.

Following the development and field testing of the instrument, TAF requests that the FPMD/MSH team conduct an assessment of the competency of CWFP and its training courses.

• MIS

The SOW for the MIS team has expanded considerably with the addition of its involvement in working with the CAs and USAID to review and finalize a revised semi-annual report format. A draft revised report format was prepared with the CAs during the team's initial visit in December. Owing to the priority of the December 1993 Population Fortnight activities, however, a thorough debriefing with the USAID/Dhaka NGO Unit and subsequent feedback to the CAs on the revised format was not possible. Consequently USAID requested the CAs to use the original format for preparation of the July - December 1993 report. Resolution of this issue, specifically, reducing the burden on CAs of this lengthy report, clarifying the NGO Unit's minimum data requirements, and determining how it will

appropriately use the data is a priority for the CAs.

In taking up this issue, it is recommended that the MIS team pursue the following approach: review the requirements for data contained in the standard proposal format for NGOs developed in 1992, identify the minimum required data related to the QES strategy which the CAs should collect for planning and monitoring activities, and work closely with the NGO Unit to determine its minimum data requirements, and how the data will be used.

The remainder of the umbrella SOW is still relevant, that is, the team should collaborate with PF and TAF in field testing of revised QES indicators, and it should provide individualized TA to TAF, FPAB, and AVSC in operationalizing QES indicators. Skills building in the use of data for planning, monitoring, and evaluation should be emphasized.

FPAB has requested assistance in developing an integrated MIS for its IPPF and USAID-funded programs. This request should be discussed more thoroughly and coordinated with IPPF/London staff who are visiting Bangladesh in February.

Finalization of the semi-annual report format may prove to be quite time-consuming during the team's visit in February. It was suggested that the team re-review the umbrella SOW towards the conclusion of its February visit to determine the appropriate pace and timing of planned TA. It was also suggested that FPMD consider whether a two-person team is sufficient to manage the SOW and to address the individualized TA needs of the CAs.

- *Draft revised travel plan*

A draft revised travel plan was prepared and shared with the CAs for feedback. Minor adjustments in the schedule were proposed by the CAs to accommodate the Eid holidays in May and so as not to burden the CAs during the period August - October when many of them will be preparing NGO project proposals. The travel plan was finalized at FPMD/Boston after consultation with team members as to their availability. (See Annex 2.)

- *Designation of key CA counterparts for each technical SOW*

As requested in the group meeting with CA Executives on 30 January, all of the CAs have identified key staff who will work with the TA teams. (See Annex 3.) The designation of key staff will reduce the burden on CAs, especially the CA Executives, and particularly in months when TA teams overlap. More importantly, it will contribute to capacity building within each CA and diffusion of technical skills and information.

- *Coordination and communication among FPMD/MSH technical teams*

FPMD/Boston ANE Unit staff should continue to be vigilant in serving their coordination role, especially in ensuring that the teams are knowledgeable about the work conducted by their colleagues in the other TA areas. Group meetings at FPMD/Boston should be

convened more frequently to discuss the progress of work. A couple of the CAs suggested that the CAs themselves should seek opportunities to coordinate and to discuss and share results of the application of TA provided under this project.

One issue raised at the group CA meeting on 7 February was the need to coordinate closely with the AID Evaluation Project regarding indicators developed by the CAs with the MDA and TIE teams. The CAs expressed concern that after all their hard work, the Evaluation Project might produce and might perhaps "impose" indicators different from those developed, field-tested, and in use by the CAs. FPMD/Boston should continue to pursue linkages with the Evaluation Project and to actively share the results of the technical teams' work.

V. RECOMMENDATIONS/NEXT STEPS

- The FPMD/Boston ANE Unit should hold a group meeting with the three technical teams to review the outcomes of this assignment and to obtain feedback on the draft revised umbrella SOWs as well as the draft travel plan, with a view to finalizing these documents.

[This meeting was held on 4 March. While all of the TA teams were represented at the meeting, not all TA team members were able to be present due to travel assignments. Those team members not present were provided with copies of the summary notes, revised umbrella SOWs and travel plan, and were requested to provide feedback.]

The finalized travel plan (Annex 2) and finalized umbrella SOWs (Annex 4) reflect and incorporate the technical teams' feedback.]

- Draft evaluation indicators prepared by the TA teams prior to this assignment should be re-reviewed in light of the minor adjustments to the umbrella SOWs, and should be shared with the FPMD/Boston Evaluation Unit so that an evaluation plan for the project may be finalized.
- Linkages with the Evaluation Project should continue to be pursued. The ANE Unit should follow-up with the Project on its plans to convene meetings in 1994 and 1995 related to a discussion of indicators which have been developed by the Project. The ANE Unit should ensure that a copy of the paper "Assessing NGO Management Capabilities", to be drafted by the MDA team and the CAs in May for presentation at the June NCIH meeting in Washington, D.C. is shared with the Evaluation Project. Indicators, data collection instruments, and other materials prepared by the CAs and the TIE team should likewise be shared with the Evaluation Project.

ANNEX 1
LIST OF PERSONS CONTACTED

USAID

Alan Foose, Director, NGO Unit
Louisa Gomes, Project Management Specialist
Quasem Bhuyan, Project Management Specialist

AVSC

Nancy Piet-Pelon, Regional Director, Asia
Dr. Abu Jamil Faisel, Country Director, Bangladesh

FPSTC

A. Rouf, Chief Executive
Md. Rezaul Karim, Assistant Chief Executive (Finance & Administration)
Md. Anwarul Islam, Assistant Chief Executive (Training)
Rafique Ahmed, Computer Programmer, MIS Unit

FPAB

Shamima Hasan, Deputy Director
Mizanur Rahman, Director General (in charge)
Ershadul Haque, Assistant Director, MIS

Pathfinder

M. Alauddin, Country Representative
A.H. Dewesher Uddin, Program Officer
Md. Mustafizur R. Bhuihan, Program Officer

TAF

Kirsten W. Lundeen, Population Program Manager
Mahbub Hossain Shaheed, Acting Deputy Population Program Manager

ANNEX 2
TRAVEL PLAN

CA/NGO TECHNICAL ASSISTANCE AND TRAVEL PLAN

Team	Start Date	End Date	1994												1995				
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				
ANE (pre-evaluation visit)	Dec/01/94	Dec/11/94																	
ANE (evaluation)	Mar/05/95	Mar/14/95																	
MDA	May/01/94	May/19/94			█														
MDA	Jul/10/94	Jul/28/94					█												
MDA	Nov/06/94	Nov/24/94										█							
TIE	Mar/28/94	Apr/15/94		█															
TIE	Jun/19/94	Jul/03/94				█													
TIE	Oct/02/94	Oct/22/94										█							
MIS	May/01/94	May/12/94			█														
MIS	Aug/06/94	Aug/25/94								█									
MIS	Oct/30/94	Nov/17/94												█					
MIS	Jan/08/95	Jan/26/95																█	

ANNEX 3

COOPERATING AGENCY COUNTERPARTS

Management Development Assessment

TAF

Ms. Kirsten Lundeen, Population Program Manager
Mr. Shaheed Mahbub Hossain, Acting Deputy Program Manager
Khairul
Swapon

AVSC

Dr. Sukanta Sarker, Senior Program Officer, AVSC/Bangladesh
Mr. Golam Nasiruddin, Assistant Program Monitor, AVSC/Asia Regional Office

PE

Mr. Taslim Uddin Khan
Mr. Mansur Ahmed

FPAB

Mr. K. Md. Ali Jinnah, Assistant Director
Mr. Shahid Hossain, Senior Program Officer

FPSTC

Mr. Abdur Rouf, Chief Executive
Mr. Milon Bikash Paul, Deputy Chief Executive
Mr. Md. Ismail, Program Officer
Mr. Md. Noor Mohammad, Program Officer
Mr. Md. Rafique Ahmed, Computer Programmer

Training Impact Evaluation

TAF

Mr. Nazrul Islam, Senior Program Officer (Training)
Naima

AVSC

Dr. Sukanta Sarker, Senior Program Officer, AVSC/Bangladesh
Mr. James L. Griffin, Senior Staff Associate (Training), AVSC/Asia Regional Office

PF

Mr. Mustafizur Rahman, Program Officer
Mr. Azizur Rahman Mollah

FPAB

Mrs. Shamima Hasan, Deputy Director
Mr. Md. Abdus Salam, Senior Program Officer

FPSTC

Mr. Abdur Rouf, Chief Executive
Mr. Anwarul Islam, Assistant Chief Executive (Training)
Ms. Roxana Parveen, Training Officer
M. Sakeba Khatun, Associate Training Officer
Ms. Mamataz Begum, Assistant Training Officer
Ms. Zubaida Rukhsana, Assistant Training Officer
Mr. Mahbubur Rahman, Assistant Training Officer
Ms. Gitali Badrunnessa, Assistant Program Officer
Mr. Kamrul Hossain, Program Officer
Dr. Selina Ahmed, Program Officer (Medical)

Management Information Systems

TAF

Mr. Shaheed Mahbub Hossain, Acting Deputy Program Manager
Mr. Golam Faruque, Assistant Program Officer/MIS
Khairul

AVSC

Dr. Abu Jamil Faisal, Country Representative, AVSC/Bangladesh
Mr. Golam Nasiruddin, Assistant Program Monitor, AVSC/Asia Regional Office

PF

Mr. Quamrul Ahsan
Mahbub Aminur Rahman

FPAB

Mr. Ershadul Huq, Assistant Director, CPA
Mr. Habibur Rahman, Program Officer

FPSTC

Mr. Rafique Ahmed (key contact)
Ms. Lulu Bilkis Khanom

ANNEX 4
REVISED UMBRELLA SCOPES OF WORK

REVISED SCOPE OF WORK:

TECHNICAL ASSISTANCE IN PROMOTING SUSTAINABILITY OF NGOS (Revised 6 February 1994)

Objective

To strengthen Cooperating Agencies' (CAs) skills in conducting management assessments, and in identifying approaches to providing a range of technical assistance interventions for NGOs as part of the ongoing process to promote managerial, institutional, and financial sustainability.

Background and Purpose

A major theme of the CAs' current five-year workplans is the development of management capabilities of the NGOs which they support. The CAs have been emphasizing management development in order to enable the NGOs to achieve the program goals of quality, expansion, and sustainability (QES). Hitherto, development efforts have focused on the expansion of the basic infrastructure for delivering family planning services through local NGOs. Under their amended cooperative agreements, the CAs' roles and functions now include the provision of technical assistance to increase the efficiency and effectiveness of the NGOs as organizations in the delivery of services. As the CAs take on this expanded role, they are adding skills in developing management assessment indicators and tools, identifying strengths and weaknesses of diverse management practices in place within NGOs, and employing approaches to providing a range of technical assistance interventions, including strategic program planning for NGOs, operational planning, and evaluation of such plans.

At the time the CA amendments were developed, strategic planning was identified as an appropriate intervention to apply to the NGOs to help achieve their QES objectives. With the experience gained since June of 1993 as a result of conducting Management Development Assessments (MDA), it has become clear that strategic planning may not be appropriate for a significant portion of the CA's NGO portfolio. The main intent of this revised umbrella SOW is to refocus the MSH/FPMD technical assistance by reorienting skills building from facilitating strategic planning to managing strategic planning: to enable the CAs to identify the need for strategic planning for their NGOs, to locate appropriate resources to carry out strategic planning, and to evaluate its effectiveness. At the same time, this revised SOW emphasizes allocating greater effort to the CAs fully absorbing the MDA process, and using the results of the assessments to identify and target appropriate technical assistance interventions to address NGO weaknesses or to strengthen program activities.

A key finding of the MDAs conducted to date has been the deficiency of planning within NGOs at the organizational level. Recognizing that well-conceived plans which are regularly monitored are an essential component of effective management, under this revised SOW the TA team will assist CA staff to formulate a planning process for NGOs, and to evaluate NGO performance

under the plan, as part of the technical assistance intervention provided to NGOs. The TA team and CAs will also identify other appropriate technical assistance interventions (e.g., human resource development, financial management, income-generation or cost containment) indicated by the results of the MDAs. Technical assistance will be provided via workshops, or individualized TA, depending upon the need.

MSH will work with senior management and selected program staff of the CAs (and with program managers of key NGOs) to develop a variety of tools to collect and analyze information on the organizational strengths and weaknesses of NGOs. These tools will incorporate the results of the CAs' work to date on sustainability. Emphasis will be placed on supporting CA staff in the application of these tools, on using the results to provide technical assistance to NGOs to improve their management capability, and to develop strategic program planning or operational planning techniques to promote managerial, institutional, and financial sustainability. Finally, the TA team will further orient CA senior management and selected program staff to the strategic planning process, and help individual CAs identify those NGOs for which strategic planning is indicated.

Technical Activities

1. Conduct a three-day workshop for all CAs to introduce a framework for the management development process, including a management assessment methodology and strategic planning. The framework will address issues such as cost containment, human resources management (e.g., non-financial reward systems), income generation, community mobilization, etc.
2. Work with the CA Executives and selected program staff to integrate a set of "milestone" indicators for managerial, institutional, and financial sustainability into the management assessment methodology.
3. Work with CA Executives and selected program staff to adapt the general principles of the management assessment methodology to their specific needs. This process will focus on training staff in collecting, analyzing and using information from the management assessments to identify strengths and weaknesses of the NGOs.
4. Adapt the principles of strategic program or operational planning for use in a variety of different NGO environments based on the QES goals stated in the cooperative agreements. Assist CA executives and program staff to develop approaches to producing such plans.
5. Serve as a technical resource for CAs as they conduct management assessments. Specifically, MSH will work with:
 - The Asia Foundation (TAF) program officers as they conduct management assessments of Concerned Women for Family Planning (CWFP) and/or the

Center for Development Services (CDS), and as they develop operational plans with one key NGO;

- Family Planning Services and Training Centre (FPSTC) program officers as they conduct management assessments, and as they develop operational plans with one key NGO;
 - Pathfinder program officers as they conduct management assessments, and as they develop operational plans with one key NGO;
 - Association for Voluntary Surgical Contraception (AVSC) country office program officers as they assess the management requirements for institutionalizing voluntary surgical contraception services in subgrant programs, and assist in the development and field-testing of a methodology for operational planning;
 - Family Planning Association of Bangladesh (FPAB) to address selected management issues identified in its application of a modified MDA. This could include assistance in planning and facilitating the presentation of FPAB's strategic plan to volunteers, communicating programmatic priorities for the organization and establishing organizational consensus, and further defining the role of FPAB volunteers and staff.
6. Field test the management assessment methodologies and the set of "milestone" indicators through collaboration with and technical assistance to selected CAs.
 7. Follow-up, evaluate, and refine the methodologies and tools for management assessments and planning. Finalize the guidelines developed on the basis of the field tests.
 8. Working with individual CAs, and based on the analysis of MDA results, identify select areas for strengthening CA technical assistance capabilities.
 9. Further orientation to and skills building on the link between the MDA process and strategic planning, the strategic planning process, and NGOs which are ready for strategic planning.

Specific outputs: MSH

1. Tools and guidelines on conducting management assessments and developing technical assistance and operational plans.
2. Guidelines on using "milestone" indicators of managerial, institutional, and financial sustainability during management assessments.
3. Implementation of management assessment and technical assistance plans, including an

operational planning exercise for at least three NGOs per CA.

Anticipated outputs: CAs

1. By June 1994, selected CAs will have conducted the management assessments of key NGOs required under the terms of USAID approval of individual subgrants, and will be able to successfully conduct management assessments independently in the future. Moreover, by the end of this TA program selected CAs will have formulated technical assistance plans based on the results of the MDAs and developed operational plans with key NGOs, as planned in their individual workplans.
2. The CAs will have initiated a process of examining the types of technical support they provide to NGOs and other subgrantees in their respective portfolios to promote managerial, institutional, and financial sustainability.
3. The CAs will have an increased knowledge and understanding of the strategic planning process.

**Revised Technical Assistance and
In-country Activity Implementation Plan: MSH**

Revised Scope of Work: Promoting Sustainability of NGOs

Date	Task	CA	Counterpart
<p>June 1993 3 1/2 weeks</p>	<ul style="list-style-type: none"> • Conduct a 3-day workshop on a framework for the management development process (scheduled for June 22-24) • Integrate set of "milestone" indicators and develop management assessment methodology • Serve as a technical resource for selected CAs as they conduct management assessments of at least one key NGO • Prepare draft guidelines on conducting management assessments, and draft guidelines on using "milestone" indicators 	<ul style="list-style-type: none"> • All • All • TAF, PF, FPSTC • All 	<ul style="list-style-type: none"> • Executives and program staff; selected NGO program managers • Executives and selected program staff • Selected program staff • Executives and selected program staff

Date	Task	CA	Counterpart
September 1993 3 weeks	<ul style="list-style-type: none"> • Continue to serve as a technical resource for selected CAs as they conduct management assessments • Finalize tools and guidelines on conducting management assessments, and guidelines on using "milestone" indicators incorporating CAs' feedback from their use in the field 	<ul style="list-style-type: none"> • TAF, PF, FPSTC • All 	<ul style="list-style-type: none"> • Selected program staff • Executives and selected program staff

Date	Task	CA	Counterpart
<p>May 1-19, 1994</p> <p>3 weeks</p>	<ul style="list-style-type: none"> • Work with CA staff to review analysis process for data collected from MDAs conducted to date. Finalize guidelines for conducting MDAs, if not already completed • Conduct a workshop on effective methods of providing technical assistance to NGOs and on developing operational plans • Serve as a technical resource to selected CAs as they develop a technical assistance plan with an NGO • Finalize and field test a methodology for operational planning 	<ul style="list-style-type: none"> • TAF/PF/FPSTC • All • TAF/PF/FPSTC • AVSC 	<ul style="list-style-type: none"> • Executives and selected program staff; selected NGO program managers • Executives and selected program staff • Executives and selected program staff • Executive and selected program staff
	<ul style="list-style-type: none"> • Meet with FPAB staff to prioritize needs for assistance in management issues, e.g. developing organizational consensus for program priorities, role of volunteers and staff 	<ul style="list-style-type: none"> • FPAB 	<ul style="list-style-type: none"> • Executives and selected program staff

Date	Task	CA	Counterpart
<p>July 10-28, 1994</p> <p>3 weeks</p>	<ul style="list-style-type: none"> • Work individually with CA staff to review progress made with the NGO that had received technical assistance to develop operational plans. • Begin to draft guidelines for developing technical assistance plans and operational plans. • TA to FPAB 	<ul style="list-style-type: none"> • TAF, FPSTC, PF, AVSC • TAF, PF, FPSTC, AVSC • FPAB 	<ul style="list-style-type: none"> • Executives and selected program staff • Executives and selected program staff • Executives and select program staff
<p>November 6-24, 1994</p> <p>3 weeks</p>	<ul style="list-style-type: none"> • Review progress made since last visit in development of technical assistance plans and operational plans. Finalize guidelines . • Conduct wrap-up workshop on lessons learned 	<ul style="list-style-type: none"> • TAF,PF, FPSTC, AVSC • All 	<ul style="list-style-type: none"> • Executives and selected program staff • Executives and selected program staff

Revised In-country Activity Implementation Plan: CAs

Revised Scope of Work: Promoting Sustainability of NGOs

Time Period	Tasks	CA
July - September 1993	<ul style="list-style-type: none"> • Complete management assessments of key NGOs • Assemble and provide feedback on the draft guidelines for conducting management assessments, and on the draft guidelines for using "milestone" indicators 	<ul style="list-style-type: none"> • TAF, FPSTC, PF • All
October 1993 - April 1994	<ul style="list-style-type: none"> • Complete at least 10 MDAs and process and analyze information obtained • Initiate a self-examination process with respect to the types of technical support provided to NGOs and other subgrantees to promote managerial, institutional, and financial sustainability 	<ul style="list-style-type: none"> • TAF, FPSTC, PF • TAF, FPSTC, PF
May - June 1994	<ul style="list-style-type: none"> • Work with 1-2 additional NGOs to develop plans for technical assistance, focussing on operational planning. 	<ul style="list-style-type: none"> • TAF, FPSTC, PF, AVSC

Time Period	Tasks	CA
July - October 1994	<ul style="list-style-type: none"> • Develop plans for technical assistance with up to 5 more NGOs. <p>Finalize guidelines for planning technical assistance to NGOs.</p>	<ul style="list-style-type: none"> • TAF, FPSTC, PF, AVSC

REVISED SCOPE OF WORK

TECHNICAL ASSISTANCE IN TRAINING IMPACT EVALUATION (Revised 4 March 1994)

Objective

To enable CA training program staff to conduct systematic evaluation of the effect of training programs on job performance of field workers, supervisors, and NGO project coordinators, and to use the results of evaluation to refine training content, process, and management.

Background and Purpose

Under their cooperative agreements, the Family Planning Services and Training Centre (FPSTC) and Concerned Women for Family Planning (CWFP), through its subgrant with The Asia Foundation, and Family Planning Association of Bangladesh (FPAB) are responsible for providing training for the majority of NGO family planning field personnel -- field workers, supervisors, and sub-project managers. In addition, the Association for Voluntary Surgical Contraception (AVSC) has initiated the Clinical Master Trainers' Program (CMT) which is helping to upgrade the clinical skills of NGO service providers. The CMTs come from all the organizations mentioned above, as well as from Pathfinder International (PF). Thus, the five CAs and CWFP all provide some kind of training for their own field staff and/or the staff of their fellow-CAs.

In working with the training staff and with selected program staff of FPSTC, TAF, CWFP, FPAB, PF, and AVSC, MSH will develop a methodology, techniques, and tools for impact evaluation. MSH will coordinate with the AID/Washington Office of Population Information and Training Division Working Group on Impact Evaluation of Training. This Working Group, in which MSH is participating, is developing methods for assessing impact of training which could serve as a potential resource for the technical work.

MSH technical assistance will emphasize: 1) strengthening the capability of training program staff to assess the extent to which trainees are applying the skills imparted during training courses in implementing service delivery activities, and the pertinence of training to job requirements; and 2) developing the skills of training program staff to analyze the results of impact evaluation and, where relevant, to apply those results in the curriculum development process of selected CAs.

Technical Activities

1. Review existing methodologies and instruments for evaluating the impact of training.
2. Determine the expectations, needs, and current status of the CAs and CWFP vis-a-vis training impact evaluation.

3. Conduct a 2-day workshop for CA training staff and selected program staff on the principles and practices of training impact evaluation.
4. Work with FPSTC, TAF, CWFP, FPAB, and AVSC training staff and selected program staff to develop a methodology (or adapt an existing methodology) which is most appropriate for the type of training these CAs conduct or use. Specifically:
 - a. Develop and/or adapt tools and procedures to collect and analyze information on the impact of training on job performance.
 - b. Teach training staff and selected program staff to use this methodology, i.e., how to collect and analyze data, and how to utilize results to strengthen training courses, the trainers' own performance, and to assess the competency or effectiveness of training programs.
3. Prepare general guidelines on conducting impact evaluation of training for use by CA training staff and selected program staff.

Specific outputs: MSH

1. Guidelines have been developed, tested, and revised for evaluating the effect of training on job performance.
2. Skills of training staff and of selected program staff have been developed to implement the evaluation methodology.
3. Skills of training staff and selected program staff have been developed to use results of impact evaluation to refine curricula and training plans, and to assess or conduct training activities.

Anticipated outputs: CAs

1. By October 1994, selected CAs and CWFP will have instituted a process to systematically conduct evaluations of the effectiveness of their training courses on job performance of trainees.
2. The CAs and CWFP will have strengthened their capability and skills to use the results of evaluation exercises to continuously refine the effectiveness of training, including the institution of a process of incorporating results of impact evaluations in the development or revision of curricula, training plans, and the development/conduct of other training-related activities.

**Revised Technical Assistance and
In-country Activity Implementation Plan: MSH**

Revised Scope of Work: Training Impact Evaluation

Date	Task	CA	Counterpart
October 1993	<ul style="list-style-type: none"> • Coordinate with AID Office of Population Information and Training Division Working Group on Impact Evaluation of Training 	Not applicable; MSH staff	Not applicable
November 1993 3 weeks	<ul style="list-style-type: none"> • Review CA needs and training program operations • Conduct a 2-day workshop on the principles and practices of impact evaluation • Draft indicators for job performance related to training objectives 	<ul style="list-style-type: none"> • All • All • All 	<ul style="list-style-type: none"> • Directors, training staff and selected program staff • Training staff and selected program staff • Training staff and selected program staff

Date	Task	CA	Counterpart
<p>March 28 - April 16 1994</p> <p>3 weeks</p>	<ul style="list-style-type: none"> • Train staff in sampling, development of evaluation instruments, and administration of instruments (interviewing, etc.) • Provide technical assistance in field-testing of instruments 	<ul style="list-style-type: none"> • All • All 	<ul style="list-style-type: none"> • Training staff and selected program staff • Training staff and selected program staff
<p>June 19 - July 3 1994</p> <p>2 weeks</p>	<ul style="list-style-type: none"> • Provide training in data analysis and reporting (format, content, routing) <p>Work with each CA to analyze impact data, agree on recommendations and prepare outlines for reports</p>	<ul style="list-style-type: none"> • All • All 	<ul style="list-style-type: none"> • Training staff and selected program staff • Training staff and selected program staff
<p>October 2-22 1994</p> <p>2 weeks</p>	<ul style="list-style-type: none"> • Provide technical assistance in application of evaluation results to specific CA needs 	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Training staff and selected program staff

Revised In-country Activity Implementation Plan: CAs

Revised Scope of Work: Training Impact Evaluation

Time Period	Tasks	CA
November - February 1994	<ul style="list-style-type: none"> • Within each organization, use learnings from workshop and field feedback to complete lists of indicators and suggested instruments • Hold meeting to re-convene cross-organizational teams, share internal organizational work, and agree on indicators for each course • Send indicator lists to MSH for review and comments 	<ul style="list-style-type: none"> • All • All; Jim Griffin of AVSC to convene and facilitate • All
April - May 1994	Each CA administers instruments and gathers data	<ul style="list-style-type: none"> • All
July - October 1994	<ul style="list-style-type: none"> • CAs write reports on findings • Organizations internally discuss recommendations 	<ul style="list-style-type: none"> • All • All

REVISED SCOPE OF WORK

TECHNICAL ASSISTANCE IN DEVELOPING A NGO PROGRAM MIS (Revised 9 March 1994)

Objective

To develop a comparable analytic framework among the CAs for key quality, expansion, sustainability (QES) indicators which will measure achievement of the combined CA programs.

Background and Purpose

The current cooperative agreements have required greater coordination among the CAs in structuring and operating their management information systems (MIS). A first innovation is in linking process and output indicators to the strategic goals of QES. The second equally important innovation is the development of common achievement indicators to assess performance of the overall CA/NGO program. A compatible system for measuring QES achievement indicators will facilitate program comparability among the CAs. It will be possible to compile individual CA reports into a general report which can be used by USAID, as well as by the CAs, for long-term planning and resource allocation. The CAs have the opportunity to integrate outputs of their individual information systems into a QES-based information system. This MIS will become extremely important as the CAs begin to "graduate" NGOs and/or their roles in supporting the NGOs evolve.

MSH's technical role will have two dimensions: 1) Develop the methodology for integrating the outputs of CA information systems into a QES-based MIS. This will involve establishing a common analytic framework through: (a) testing and finalizing the minimum set of required indicators for standardization, (b) assisting in operationalizing the collection, analysis, and reporting of the QES indicators, (c) assisting in the development of a revised semi-annual report format; and (d) developing an executive information tool for integrated reporting. 2) Work with specific CAs that see the need to strengthen and accelerate staff capabilities in using the QES-based MIS in planning, budgeting, monitoring, and evaluation.

Technical Activities

1. Follow-up previous discussions regarding USAID's semi-annual report format and finalize the report format so that it meets the needs of the CAs and USAID.
2. Pretest and finalize the QES indicators and identify a suitable reporting mechanism with USAID and the CAs.
3. a. Work with CA MIS staff to provide methodological assistance in operationalizing the QES indicators.

- b. Provide more in-depth technical assistance to certain individual CAs in operationalizing the QES indicators.
4. Follow-up to assess how well the systems are functioning and to address any problems.
5. Train CA management and program staff as well as select NGO program staff on the use of the QES indicators for program planning and evaluation.

Specific Outputs: MSH

1. A revised semi-annual report format which meets data needs of all users. A system or process for USAID review and feedback on these reports.
2. Tested indicators of Quality, Expansion, and Sustainability are adopted by CAs and USAID.
3. Using existing information systems as the basis, develop a computer program which synthesizes information on selected key QES indicators for all CAs.
4. Skills of CA program officers and of selected NGO staff to use QES indicator outputs to manage their programs have been developed.
5. FPAB Board members have been oriented to the QES approach to MIS.

Anticipated outputs: CAs

By January 1995, the CAs will have:

1. Operationalized QES process, output, and achievement indicators.
2. Revised reporting systems for QES.
3. Staff will have been trained to use QES indicator outputs for program management.
4. FPAB Board members will have been oriented to the QES approach to MIS.

**Revised Technical Assistance and
In-country Activity Implementation Plan: MSH**

Revised Scope of Work: Management Information Systems

DATE	TASK	CA	COUNTERPART
November - December 1993	<ul style="list-style-type: none"> • Review CA MIS and experience in preparing semiannual report • Discuss mechanism for combining CA semi-annual reports • Identify TA needs of TAF, FPAB, and AVSC for operationalizing QES indicators • Coordinate with PF Boston-based technical and evaluation staff during the TDY 	<ul style="list-style-type: none"> • All and USAID • All and USAID • TAF, FPAB, AVSC • PF 	<ul style="list-style-type: none"> • CA Executives, MIS staff, USAID NGO Unit • CA Executives, MIS staff, USAID NGO Unit • CA Executives, MIS staff • CA Executives, technical, and evaluation staff
February 6-17, 1994 2 weeks	<ul style="list-style-type: none"> • Finalize semi-annual report format based on CA and USAID minimum data needs • Finalize list of Sustainability indicators to pilot test • Launch Sustainability indicators pilot test 	<ul style="list-style-type: none"> • All and USAID • All • TAF, PF 	<ul style="list-style-type: none"> • CA Executives, MIS staff, USAID NGO Unit • MIS staff • MIS staff, Pathfinder/ Boston staff

DATE	TASK	CA	COUNTERPART
May 1-12, 1994 2 weeks	<ul style="list-style-type: none"> • Ensure Sustainability pilot test is on track • Collaborate with TAF in analyzing preliminary test results • Coordinate with MDA team 	<ul style="list-style-type: none"> • TAF • TAF • All 	<ul style="list-style-type: none"> • MIS staff • MIS staff • MIS staff
August 6-25, 1994 3 weeks	<ul style="list-style-type: none"> • Present and finalize indicators in a workshop • Assess CAs data needs related to selected indicators • Discuss training implications for data collection and data processing personnel • Assist CAs in defining processes and tools for collecting non-routine QES information • Identify follow-up tasks for CAs to begin operationalizing routine QES 	<ul style="list-style-type: none"> • All • All • All • All • FPAB, TAF, AVSC 	<ul style="list-style-type: none"> • MIS staff, PF TA staff • MIS staff • MIS and training staff • MIS staff • MIS staff
Oct. 30 - Nov. 17, 1994 3 weeks	<ul style="list-style-type: none"> • Provide TA in operationalization of routine QES indicators • Review CA efforts to date to operationalize QES indicators • Oversee development of Executive Information System 	<ul style="list-style-type: none"> • FPAB, TAF, AVSC • All • MSH, perhaps with a local programmer 	<ul style="list-style-type: none"> • MIS and program staff • Management, program, MIS staff from various levels

DATE	TASK	CA	COUNTERPART
Jan. 8-26, 1995 3 weeks	<ul style="list-style-type: none"> • Evaluate CAs' processing, analysis and use of QES indicators during preparation of semi-annual report • Review use of Exec. Info. Sys. • Hold training workshop for CA staff • Train additional staff at various levels • Seminar for FPAB Board members 	<ul style="list-style-type: none"> • TAF, FPAB, AVSC • All • TAF, FPAB, AVSC • FPAB 	<ul style="list-style-type: none"> • Program and MIS staff • Management, program, MIS staff • TBA (both CA & NGO staff) • Board, MIS counterparts

**Revised Technical Assistance and
In-country Activity Implementation Plan: CAs**

Revised Scope of Work: Management Information Systems

TIME PERIOD	TASKS	CA
December 1993 - March 1994	<ul style="list-style-type: none"> • Prepare Q/E pilot test 	<ul style="list-style-type: none"> • PF
March - July 1994	<ul style="list-style-type: none"> • Implement Q/E pilot test • Implement S pilot test 	<ul style="list-style-type: none"> • PF • TAF
Aug. - Oct. 1994	<ul style="list-style-type: none"> • Prepare to operationalize QES indicators (identify data items, source, flow, needs, etc.) 	<ul style="list-style-type: none"> • All
Oct. - Dec. 1994	<ul style="list-style-type: none"> • Operationalize indicators and monitor process 	<ul style="list-style-type: none"> • All
January 1995	<ul style="list-style-type: none"> • Identify issues in the processing, analysis, and use of QES indicators 	<ul style="list-style-type: none"> • All

**FAMILY
PLANNING
MANAGEMENT
DEVELOPMENT**

FPMD
Management Sciences for Health
400 Centre Street
Newton, MA 02158, U.S.A.

MEMORANDUM

April 8, 1994

TO:

Kristen Lundeen	The Asia Foundation/Dhaka
Mahbub Hossain Shaheed	The Asia Foundation/Dhaka
Dr. A. Jamil Faisel	Association for Voluntary Surgical Contraception/Dhaka
Nancy Piet-Pelon	AVSC/Dhaka
Jane Wickstrom	AVSC/New York
Mizanur Rahman	Family Planning Association of Bangladesh
Shamima Hasan	FPAB
Abdur Rouf	Family Planning Services and Training Centre
M. Alauddin	Pathfinder International/Dhaka
Robert Timmons	Pathfinder International/Istanbul
Alan Foose	USAID/Dhaka
Louisa Gomes	USAID/Dhaka
Quasem Bhuyan	USAID/Dhaka
Maria Busquets-Moura/Charlotte Ureksoy	AID/Washington
Keys McManus	AID/Washington
Adrienne Allison	CEDPA
Nate Wooley	POL/CDIE/DI, AID
Zynia Rionda	AID/Washington

FROM:

Alison Ellis, Regional Director, Asia/Near East, FPMD

Enclosed is the corrected trip report covering the visit to Bangladesh of Alison Ellis and Paul Fishstein during January 27 - February 10, 1994. Information inadvertently omitted from Annexes 3 and 4 of the report distributed on March 25 is included.

Please contact me if you have any questions or comments.