

PD-ABJ-319

**TRIP REPORT:
PREPARATION OF PILOT TEST OF
SUSTAINABILITY INDICATORS FOR
BANGLADESH CA/NGO PROJECT**

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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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LIST OF ACRONYMS

AVSC	Association for Voluntary Surgical Contraception
CA	Cooperating Agency
CBD	Community Based Distribution
CPR	Contraceptive Prevalence Rate
ELCO	Eligible Couple
FPAB	Family Planning Association of Bangladesh
FPMD	Family Planning Management Development Project
FPSTC	Family Planning Services and Training Centre
IMF	Institutional, Managerial, Financial (Sustainability)
MDA	Management Development Assessment
MIS	Management Information Systems
MSH	Management Sciences for Health
NGO	Non Governmental Organization
PF	Pathfinder International
PIMF	Programmatic, Institutional, Managerial, Financial (Sustainability)
PS	Programmatic Sustainability
QES	Quality, Expansion, Sustainability
SOW	Scope of Work
TAF	The Asia Foundation
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

The objective of the management information systems (MIS) component of this Project is to develop a comparable analytic framework for measuring achievement of the combined Cooperating Agency (CA) programs toward their strategy of Quality, Expansion, and Sustainability (QES). The measurement of QES achievements across CA programs is intended to facilitate long-term planning, resource allocation, and evaluation of the overall family planning program.

A. STATUS REPORT

As agreed by all parties (the CAs and USAID), the MIS assistance in measuring QES achievements is focused on the CAs' QES report, namely, the semi-annual report to the United States Agency for International Development (USAID). The assistance emphasizes the reporting format, the contents (indicators) of the report, and the processes involved in collecting and preparing the information.

- During the first two visits (November-December 1993 and February 1994), the Family Planning Management Development (FPMD) MIS team helped the CAs and USAID streamline and focus the format of this report. All parties agreed that the revised reporting format is both more usable and more useful.
- Currently, a process is underway to revisit indicators that can be used to measure overall quality, expansion, and sustainability across the CAs' NGO portfolios. The Asia Foundation is pilot testing sustainability indicators with support from FPMD, while Pathfinder will pilot test quality and expansion indicators in August-October. (The latter are being tested together because the information arises from the same source, service sites, while sustainability data is NGO-oriented.) The results of the sustainability pilot test will be presented in a decision-making workshop in August, at which the CAs will identify a subset of indicators related to sustainability that will be collected and reported.
- In the later trips, the MIS assistance will focus on operationalizing the sustainability indicators in the CAs' management information systems. The technical assistance and training to be provided will begin during the August trip, as staff from all CAs will be involved in preparing and analyzing the data from the sustainability pilot test. This work will be continued between consultant visits as well as during two technical consultancies scheduled for November 1994 and January 1995.

The purpose of this visit was to launch the pilot test of the sustainability indicators. The principal activities therefore involved training the data collectors in the pilot test protocols and in interviewing techniques, reviewing the indicators selected for testing, discussing the instruments and methods for collecting data for the pilot test, pre-testing the instruments via

field visits, and making appropriate modifications based on the field visits. The resultant test materials were presented to the CAs for their feedback at the end of the consultancy; TAF took on the responsibility of incorporating the CAs' feedback during the implementation of the pilot test in four test sites over the summer months.

The operationalization of the quality, expansion, and sustainability indicators was originally envisioned as simultaneous. However, due to changes in the timetables of the two pilot tests, the sustainability indicators workshop will be held first, in August, and FPMD's technical assistance and training related to those indicators will begin at that time. With the conclusion of the quality and expansion indicators pilot test by Pathfinder (planned for October 1994), the FPMD MIS team may be able to assist in integrating the results into the TA and training efforts with the CAs. In any case, the processes and protocols for indicator development and use, data collection, processing, and analysis that are implemented for the sustainability indicators are similar for all types of indicators. As such, the training and technical assistance that is provided specifically with relation to the sustainability indicators will be applicable to the quality expansion indicators.

B. NEXT STEPS

The present report summarizes the status of the sustainability pilot test as of May 1994 and outlines the plan for the August workshop on sustainability indicators and for the subsequent technical assistance. Since May 1994, The Asia Foundation has incorporated the feedback provided by the other CAs at the end of May and has begun carrying out the pilot test. The involvement of the CAs as a group will continue in August, at which time CA staff are requested to participate in the data analysis prior to the workshop -- an opportunity for practical training -- and to participate in the indicators workshop in order to jointly arrive at a final set of sustainability indicators.

II. BACKGROUND

With a population of more than 111 million, growing at about 2.2 percent annually, Bangladesh has set the goal of achieving replacement-level fertility by the year 2005. Among the private organizations working toward this goal are more than 115 local family planning NGOs provided financial and technical support by five USAID-funded CAs -- the Family Planning Association of Bangladesh (FPAB), the Family Planning Services and Training Centre (FPSTC), The Asia Foundation (TAF), AVSC International, and Pathfinder International (PF).

In April of 1993, the Family Planning Management Development (FPMD) Project of Management Sciences for Health (MSH) designed a project to provide technical assistance to these CAs, with the objective of enabling them to better support their subgrantee NGOs and attain their strategic goals of improving the quality of services, the expansion of coverage, and the strengthening of their institutional, managerial, and financial sustainability -- a

strategy known as QES. FPMD identified three specific areas in which technical assistance would help the CAs/NGOs meet these goals, one of which focused on the agencies' management information systems. (See A. Ellis, S. Helfenbein, S. Sacca report: *Visit to Bangladesh to Develop a Plan for Technical Assistance to the CA/NGO Project*, April 11-28, 1993.)

Developing a system for measuring QES achievements across CA programs would facilitate long-term planning, resource allocation, and evaluation of the overall family planning program. The general objective identified for the MIS technical assistance was therefore to develop a comparable analytic framework for measuring achievement of the combined CA programs on the basis of a set of key QES indicators.

Following the FPMD project design, USAID/Dhaka in collaboration with the CAs initiated the development of indicators for measuring QES and designed a format for semi-annual reporting on these indicators and on the CAs' Cooperative Agreements. The first semi-annual report was submitted by the CAs to USAID in July 1993. Based on this experience, the CAs reported that the report preparation was an arduous process from data collection and processing to analysis and writing. Furthermore, the output did not fully meet the expectations of either the CAs or USAID.

The FPMD MIS team carried out its first visit to Bangladesh from November 21 - December 9, 1993, reviewing the operationalization of the QES strategy within the CA information systems, in particular looking at CA reporting to USAID on the QES indicators in the first semi-annual report. The team found that there had been considerable difficulty in operationalizing, reporting on, and using the QES indicators. As a result of the team's discussions with the CAs, USAID, and the Pathfinder technical assistance (TA) team which was also present and with whom the FPMD MIS team collaborated, the MIS Scope of Work (SOW) was modified. The revised SOW has four main components:

- revision, pilot testing, and modification of indicators for QES¹;
- development of a methodology for integrating the outputs of CA information systems into a QES-based MIS and assistance to selected CAs in operationalizing the QES-based MIS;
- strengthening of CA staff capabilities in using the QES-based MIS in planning, budgeting, monitoring, and evaluation, as appropriate; and

¹ Pathfinder/Dhaka in conjunction with Pathfinder/Boston was responsible for testing the quality indicators because of their initial work in the area of quality of care; expansion indicators were to be added to the quality test since the data source was the same, and the expansion indicators were essentially different stratifications of quality indicators. TAF and FPMD took on the responsibility for testing the sustainability indicators.

- development of a computer-based "executive information tool" for compiling and comparing the QES outputs of the various CA information systems in order to provide a general report for use by USAID and the CAs.

During the FPMD MIS team's second visit, in February 1994, the semi-annual report format was revised and finalized based on discussions with all parties. The final format was approved by USAID and the five CAs. During this visit, discussions were held with the CAs with regard to sustainability, possible indicators of sustainability were identified for testing, and plans were made to pilot test the indicators through TAF, which volunteered its staff and time.

The third visit, in May 1994, was to prepare the launch of the sustainability indicators pilot test, by pre-testing the data collection forms and protocols, and by training the data collectors.

III. PURPOSE OF VISIT AND OF PILOT TEST

The FPMD MIS team, consisting of Mr. Hillard Davis and Ms. Margaret Watt -- both Associates with MSH's MIS Program -- carried out its third visit to Bangladesh from May 1-12, 1994. The primary objective of the visit was to work with TAF to prepare the launch of the sustainability indicators pilot test.

The purpose of the pilot test is to provide statistical evidence to assist the CAs in selecting the subset of indicators to be used, and in what combination, for reporting on sustainability. Specifically:

- To determine the ease of collecting the indicators being pilot-tested;
- To determine which of the indicators are strong measures;
- To determine the feasibility of using the indicators as routine measures; and
- To explore possible combinations of indicators.

IV. ACTIVITIES

During the course of the visit, the FPMD MIS team collaborated with TAF to pre-test the pilot test materials (protocols and data collection forms) and train the data collection team, which consisted of two Program Officers and the MIS Director, who is serving as Pilot Test Coordinator. The specific activities are summarized below.

The FPMD MIS team and TAF pilot test team:

- Held discussions with TAF Program and MIS staff to review the indicators selected for testing, as summarized in the February trip report;
- Analyzed and made some modifications to the data collection forms (interview sheets, tables, etc.) that had been designed preliminarily by the FPMD MIS team while in Boston;
- Discussed the protocols for the different forms of data collection, which had been prepared in advance by the FPMD MIS team;
- Observed and critiqued mock interviews conducted by the pilot test staff at TAF's offices;
- Made two day-long visits to Narsindji District to pre-test the data collection instruments (staff interviews, eligible couple [ELCO] interviews, tabulation forms) at a local NGO;
- Held feedback discussions to go over the pre-test and identify needed changes; and
- Made revisions to the data collection instruments based on the pre-test findings.

While the above activities were underway, the FPMD MIS team held additional meetings which included:

- briefed USAID at the beginning of the trip;
- met with Mr. Luigi Jaramillo of Pathfinder/Boston to share information about the status of the sustainability pilot test and receive an update on the status of the quality and expansion pilot test;
- met with Dr. S.N. Mitra and Ms. Anne Cross, the persons responsible for the current Demographic and Health Survey (DHS) of Bangladesh, to discuss the proposal to collect demand-oriented information via ELCO interviews²;

² The DHS directors thought it could be useful to conduct ELCO interviews with the goal of having demand data for an NGO catchment area, as opposed to the larger administrative level (from the DHS data), although clearly the test results will have to be carefully examined. They raised the issue that the interviewers would have to be female, and that the CA/NGO's reported "CPR," which is really an acceptance rate, would have to be converted into CPR for comparison to governmental or DHS data. Another issue they felt should be looked at was fieldworkers' actual performance: whether visits were taking place bimonthly, as planned, and whether

- contacted the other CAs to update them on the status of the pilot test and get feedback from them;
- discussed the sustainability indicators and approach with the FPMD Management Development Assessment team, which was in Dhaka at the same time;
- held additional meetings with individual representatives of two CAs: at TAF, to discuss a proposed internal evaluation of the MIS, and at FPAB, to discuss the current process of computerization; and
- held a debriefing meeting, attended by USAID, the CA Executives, and CA MIS staff.

One constraint affecting work during this trip was the unforeseen departure of Mr. Davis due to a death in his family. As a result, the team was unable to hold a joint meeting with representatives of all the CAs prior to the debriefing, and individual visits to the CAs were limited.

V. FINDINGS AND DISCUSSIONS

A. STATUS OF SUSTAINABILITY TEST

The purpose of this trip was to launch the sustainability pilot test. During the trip, the data collectors were trained, the indicators and protocols reviewed, and the data collection forms tested and modified preliminarily. The main outputs of this trip were the revised indicators, protocols, and forms, which are appended to this report as Annexes II, III, and IV, respectively. At the debriefing meeting, which was the only meeting attended by all CAs together (in part because of scheduling difficulties due to one consultant's early departure), the need was expressed to hold a general meeting for CAs to review jointly these outputs. This meeting was scheduled by TAF to take place following the consultancy, and resulted in a few changes to the pilot test documents, which have also since been translated into Bangla.

As discussed at the debriefing, although the launch of the pilot test took place primarily with TAF (in its role as pilot test coordinating agency), the indicators identified for testing are those disseminated during the previous visit, which are based on discussions with all the CAs regarding their efforts in the area of sustainability, the definitions used, existing data, and documents such as the Management Development Assessments (MDAs).

A select number of the indicators being tested will be chosen jointly by the CAs during the August workshop, based on the pilot test results and appropriate selection criteria to be

fieldworkers' reports were actually being verified.

determined by CA staff members. The indicators selected at that time will not be used to measure each and every aspect of each CA's portfolio, as was emphasized by the Executives during the debriefing, but rather to measure the commonalities of the CAs' portfolios, thus allowing aggregation of information across all the CAs. In other words, the sustainability indicators will measure broad aspects, such as NGO contribution to the total CPR, but not specific details of training programs within one CA or NGO. When the overview provided by the sustainability indicators shows an interesting finding, then detailed information from an individual CA's MIS or MDA may be used to determine the factors related to that finding.

B. COORDINATION BETWEEN QUALITY/EXPANSION AND SUSTAINABILITY PILOT TESTS

Over the course of this consultancy, it was determined that one aspect of the Scope of Work had to change. The operationalization of indicators was originally envisioned as occurring simultaneously for the quality, expansion, and sustainability indicators. However, due to the changed scope of work for the quality and expansion pilot test, which will be contracted out by Pathfinder to be carried out in all five CAs, the timetables for the two tests are no longer concurrent. Therefore, FPMD technical assistance and training aimed at operationalizing indicators will begin with work on the sustainability indicators in August, and will include the sustainability indicators workshop, practical training as preparation for the workshop, and MIS workplanning as follow-up to the workshop.

With the conclusion of the quality and expansion indicators pilot test being supervised by Pathfinder (planned for October 1994), the FPMD MIS team may be able to assist in integrating the results into the TA and training efforts with the CAs. In any case, the processes and protocols for indicator development and use, data collection, processing, and analysis that are implemented for the sustainability indicators are similar for all types of indicators. As such, the training and technical assistance that is provided specifically with relation to the sustainability indicators will be applicable to the quality and expansion indicators.

C. COMMUNICATION

The issue of communication between the consultant team and the CAs arose during this trip and was discussed at the debriefing. FPMD acknowledges that it has relied upon trip reports and requests for concurrence for consultant scopes of work to convey important information, such as expected outputs from CAs and anticipated dates for upcoming consultancies. It was decided that FPMD would reinforce its communication by sending additional memos and faxes in advance of trips, and by strengthening the executive summaries of trip reports so that they indicate next steps and any actions to be taken by CAs, in addition to providing a brief overview of the report contents.

VI. NEXT STEPS

The pilot test is currently underway. Following its conclusion, the next steps will be a consultant visit, to take place from August 7-25. The scope of work for this visit will be:

- to analyze the data from the sustainability pilot test;
- to hold a workshop (tentatively scheduled for August 17-18) that will allow the CAs to work jointly to identify the final subset of sustainability indicators, based on the pilot test results;
- to develop workplans for operationalizing the selected indicators within the CAs' management information systems; and
- to begin the training and technical assistance necessary for operationalizing the selected indicators, through hands-on participation by CA staff in all the above activities.

Each of the first three activities will rely heavily on participation from CA staff. The first activity -- analysis of the pilot test data -- will be a crucial part of the workshop preparation. It is anticipated that the MIS counterparts and two Program Officers per CA will participate in this activity, as a hands-on training experience and also as a means of encouraging collaborative information-sharing and working among CAs.

The major decision-making activity will be the workshop, which will take place on August 17 and 18. The CA Executives, MIS staff, and two representative Program Officers from each CA will participate in this workshop, although to different extents.

The final activity, as follow-up to the workshop, will be the development of MIS workplans for operationalizing the selected indicators in each CA. This activity will be carried out by CA MIS counterparts under guidance from the FPMD MIS team, and will serve as a practical learning experience and provide an opportunity for on-site technical assistance.

This TA and training will continue in two subsequent visits, which are expected to take place in November and January.

ANNEX I. LIST OF CONTACTS

USAID/Dhaka, Office of Health and Population

Mr. Alan Foose, Population Officer
Mr. Quasem Bhuyan, Project Management Specialist
Ms. Louisa Gomes, Project Management Specialist

AVSC

Dr. Abu Jamil Faisal, Country Representative

FPAB

Mr. Mizanur Rahman, Acting Director General
Mr. Ershad-ul Huq, Program Officer/MIS
Mr. Habibur Rahman, Program Officer/MIS

FPSTC

Mr. Milon Bikash Paul, Deputy Chief Executive
Mr. Rafique Ahmed, Program Officer/MIS

PF

Dr. M. Alauddin, Country Representative
Ms. Shamsia Begum, Program Officer
Mr. Kamrul Hossain, Program Officer/MIS
Mr. Toslim Khan, Program Officer
Mr. Mahbub Rahman, Program Officer
Mr. Luigi Jaramillo, Evaluation Unit, Pathfinder/Boston

TAF

Ms. Kirsten Lundeen, Program Manager
Ms. Shamima Hasan, Deputy Director, Population Program
Mr. Shaheed Mahbub Hossain, Program Officer/MIS
Ms. Jacinta Gonsalves, Program Officer
Mr. Mohammed Farid Uddin, Program Officer
Ms. Rosy Hossain, Program Officer

Mitra & Associates

Mr. S.N. Mitra, Executive Director

MACRO International Inc.

Ms. Anne Cross, Principal Demographic Expert, Demographic and Health Surveys

ANNEX II. REVISED INDICATORS LIST AND STRATEGIC ISSUES

During this trip, a list of "strategic questions" -- that is, the questions which the sustainability measurement effort is trying to answer -- was distributed as a summary of the concepts underlying the indicators that were selected for testing. This list generated useful discussion and, at the debriefing, the CAs requested that it be lengthened so as to relate to all the indicators being tested, rather than simply providing an overview. The following list provides a more representative set of strategic questions related to sustainability, although it is certainly not exhaustive:

1. Programmatic Sustainability

What is the level of demand (met and unmet)?

Are people early in their reproductive life motivated to accept FP?

Is demand increasing? Is the rate of change increasing, remaining stable, or declining?

Is CPR increasing?

Is the rate of change in the CPR declining or rising, and among which groups?

Is the share of longer-term methods within the method mix remaining steady or becoming more or less important?

What is the continuation rate by method, and how is it changing?

Is the contribution by NGOs to the total CPR rising, declining, or staying the same?

Are CBD clients resupplied on time?

Do programs have sufficient supplies in stock?

Do people actively seek out NGO services?

2. Institutional, Managerial, and Financial Sustainability

Are NGO staff aware of their goals?

Are Board members active?

Do NGOs function within their Constitution?

Do they demonstrate commitment to ongoing organizational review?

Are NGO staff creative? Do they have the authority to be innovative?

Are NGO staff able to analyze their situation and develop strategies, activities, or new measures?

Are NGO (project) staff competent in their areas?

Are NGO (project) staff provided ongoing development to meet new challenges and to improve their performance?

Are NGOs (projects) able to support part or all of their expenses?

Are NGOs (projects) able to gain financial support from multiple sources?

Are the communities involved in supporting the NGOs?

Do the NGOs actively involve the community, and to what extent?

To answer the above strategic questions, the revised set of indicators below are being tested by TAF. (Some of these may have been further modified based on the feedback received by TAF from the other CAs.) For the purposes of the pilot test, the data for the above indicators come from four sources:

- Service statistics
- ELCO interviews
- Staff interviews
- Review of project documents and/or MDA data

Once the final indicators are in the operationalization phase, those arising from staff interviews and a review of project documents can be incorporated into monitoring visits or MDAs, so as to minimize the burden of data collection.

PROGRAMMATIC SUSTAINABILITY: Supply, Demand, Need¹

INDICATOR	SOURCE OF DATA
ENDPOINT: Availability of products	
1. Break in resupply to ELCOs (client out of stock)	ELCO interviews
2. Avg. % on hand of Desired Inventory Level, by method (and brand), over period	MIS
ENDPOINT: Accessibility of services	
3. % population in catchment area attending satellite or mini clinics	MIS+
ENDPOINT: Need	
4. Desired family size, by parity	ELCO interviews
ENDPOINT: Attitudes	
5. % ELCOs who want to delay or space childbearing	ELCO interviews
6. % ELCOs who want to stop childbearing	ELCO interviews
ENDPOINT: Stimulation of demand	
7. % of FP users that are new acceptors, by target group	MIS+
8. % new acceptors by method	MIS

MIS+ = slight modification to be made to existing MIS data collection forms
 PS=Programmatic, IS=Institutional, MS=Managerial, FS=Financial Sustainability
 EC=Executive Committee, PAC=Project Advisory Committee

INDICATOR	SOURCE OF DATA
9. Rate of change in CAR	MIS
10. Change in continuation rates, by method	MIS

INSTITUTIONAL, MANAGERIAL, FINANCIAL SUSTAINABILITY

ENDPOINT: Mission (IS)	
11. % management staff sampled who can summarize purpose of project or institution	Staff interviews
ENDPOINT: Leadership and levels of authority (IS)	
12. # recommendations made (EC and/or PAC)	Project Documents (resolution books)
13. % EC and/or PAC recommendations implemented	"
14. % EC members that are local opinion leaders ²	"
15. EC members participate in planning, evaluation & decision-making	"
16. % EC members attending meetings	"
17. General meetings and EC membership turnover take place as per Constitution	"
18. Project organigram has been reviewed or modified since its inception	"
ENDPOINT: Innovation (IS)	
19. Unit heads ³ can identify measure developed and implemented within unit	Staff interviews
20. One or more new initiatives developed by institution	"
ENDPOINT: Analysis and use of information (MS)	
21. Staff can discuss performance trends and issues related to their activities	Staff interviews (during monitoring visit)

² Opinion leaders include local elected officials, posted administrative officials, religious leaders (imams, etc.), and teachers.

³ "Unit heads" describes any individual responsible for a functional area, such as service delivery, finance, logistics, management, training, etc.

22. Staff can interpret and analyze graphs and charts	"
23. NGO/project can prepare proposal independently	Project documents
ENDPOINT: Human resources (MS)	
24. Staff responsible for supervision, clinical work, reporting, finance, management, storekeeping, have received job-related training	Project documents, interviews
25. Staff development/ training plan exists (for management and field staff)	Project document
26. Guidelines for supervision are in place (*or other indicator for supervision)	"
ENDPOINT: Finances (FS)	
27. # fundi resources	Project document
28. # revenue generation activities	"
29. % annual budget generated by population project	Project document
30. Financial reserves exist (amount)	"
31. Land and/or office is owned	"
ENDPOINT: Community participation (IS)	
32. *Indicator of inter-agency coordination, subsidies of services, staff time, etc.	TBA
33. % annual population budget from contributions	Project document
34. # non-cash donations during period	"
35. Value of non-cash donations during period	"
36. # group meetings	"
37. Total # people attending all group meetings	"
38. Ratio of total # depot-holders and volunteers to ELCO population	MIS
39. % ELCOs served by depot-holders & volunteers	MIS
40. Ratio of fieldworkers to volunteers and depot holders	MIS

ANNEX III. PROTOCOLS FOR DATA COLLECTION

A. INSTRUCTIONS FOR CONDUCTING THE PILOT TEST

1. Introduction

The Asia Foundation will conduct the pilot testing of the sustainability indicators at four of their NGO sites. The test will be organized and coordinated by Mr. Mahbub Hossain Shaheed, Senior Program Officer (MIS), and conducted at the following sites:

1. CWFP -- Rajashi Branch
2. SUPK -- Dinajpur Branch
3. JKK -- Sylhet District
4. SUP -- Narsindji District

The purpose of the pilot test is to determine the feasibility of using the draft sustainability indicators to measure the sustainability of an NGO.

Information to test the indicators will be obtained from: 1) NGO files and reports; 2) interviews with executive-level and management staff; 3) data collected and reported as functions of the routine MIS, with minimum modifications to obtain supplementary information; 4) and interviews with ELCOs.

2. Responsibilities

The Pilot Test Coordinator will be responsible for: (a) making contacts with the four NGOs; (b) selecting the Program Officers who will collect the information, and orienting and monitoring the data collection staff; (c) setting schedules and timetables; and (d) overseeing the translation, distribution, and appropriate use of the data collection forms, and ensuring quality of the information collected.

The data collectors will be responsible for maintaining a diary of obstacles encountered in collecting the information, which will assist in determining how difficult various measures were to obtain.

a. Making the Initial Contact with the NGO

The Pilot Test Coordinator will be responsible for making the initial contact with the NGOs. His first contact should be made to the NGO Chief (and the Population Project Director, as appropriate). The contact should be made by the most expeditious method possible, i.e. telephone, written communication, face-to-face, etc. The Coordinator should explain:

- The purpose of the contact
- The purpose of the pilot test
- The components of the pilot test
- The collection forms that will be used
- What personnel from the NGO should be involved and the nature of their involvement.

The Purpose Of The Contact--The Coordinator should explain to the NGO Chief that: *"TAF and other CAs are involved in helping NGOs become sustainable over the long-term so that they can meet future challenges. We are contacting you to see if your NGO is willing to participate in a pilot-test of indicators of sustainability. We randomly selected four NGOs for this test, and your organization was one of those selected."*

The Purpose Of The Pilot Test--The Coordinator should explain that: *"The purpose of the pilot test is to test some measures that we have developed to be used to assist NGOs in determining to what extent they are sustainable. We are trying to determine how effective these measures are and how difficult they are to collect."*

The Components Of The Pilot Test, including Data Collection Forms--The Coordinator should explain that: *"There are four parts to the pilot test: data collection from your records and brief interview questions for NGO staff, to take place during a monitoring visit; modified record-keeping at mini- and satellite clinics; and some household interviews."*

"In preparation for the monitoring visit, we would like to ask you to make appropriate documents and staff available in time for our next visit. At that time we would like to ask you a few questions, and we would also like to meet with some of your staff to ask them some questions. We would like to schedule the next monitoring visit for (date) ."

"For the third part, we would like to ask you to use a slightly modified register during your mini- and satellite-clinics. We will send you a description of the necessary modification and a sample register; the purpose is to help us determine the percentage of the catchment population covered by these clinics. This means that instead of simply tracking total number of visits to the clinics, we would like to track first visits and revisits during a given period."

"For the fourth part, representatives from our staff would like to conduct a mini-survey among your ELCOs. If you are in agreement, we would like to schedule this for (date)."

The NGO Personnel that Will Be Involved--The Coordinator should explain that the data collectors' first contact at the NGO will be with the Executive Committee President and/or the NGO Chief (or Project Director). In addition, the data collectors will want to meet with the "unit heads," to be identified by the NGO Chief. The Coordinator should explain that NGO staff will not need to be involved in the household (ELCO) interviews, and that the data collectors will make every attempt to minimize the staff time they take.

b. Selecting and Orienting Program Officers to conduct Field Visits

It is expected that it will take two Program Officers from two to three work-days to complete the data collection at a site. The Coordinator will be responsible for selecting and orienting TAF staff to conduct the data collection and interviews. The selected data collectors should be thoroughly familiar with what they are expected to do during the pilot testing. They should conduct mock interviews and data collection exercises before going into the field.

c. Setting a Date for Interviewing and Data Collection

The Coordinator should suggest dates to the NGO for conducting interviews and collecting data. If the dates are not agreeable to the NGO, then alternate dates should be agreed upon. The Coordinator should try to set a firm date for the visit to take place, as soon as possible after the initial contact.

d. Ensuring the Quality of the Data Collection

There are several different forms that will be used to collect and record information at the field site. These are:

1. The "Interview with EC President, NGO Chief or Project Director," which includes several questions to be asked separately of the EC President and of either the NGO Chief or Project Director. (The interview should be conducted for an executive of the NGO and one of the project, where the family planning project is only one of several projects administered by the NGO.)
2. The "Interview with Unit Heads," which is a set of questions to be asked of the "Unit Heads" identified by the EC President or NGO Chief. Unit heads include persons with oversight responsibility for a specific area, such as services, finance, etc.
3. The "ELCO Interview Questionnaire," which will be used by the TAF data collectors to conduct the household interview. A separate form will be used for each interview.
4. The "Modified Clinic Register," which will be used to collect data on first visits and revisits during a given period. Changes to current registers will supply this data.

In addition, some indicators will be generated from the existing MIS (service statistics, etc.). This information is already available and is reported by the NGOs to TAF. The indicators will therefore be prepared centrally, based on the regular NGO reports.

It is the responsibility of the Pilot Test Coordinator to ensure that the first four instruments are translated appropriately, distributed as necessary, and understood by both the data collectors and the interviewees. The forms are attached in Annex III, following the protocols for using them.

B. GENERAL PROTOCOLS FOR INTERVIEWING

When conducting interviews, the interviewer should keep in mind certain guiding principles that will enhance the quality of the interview and the information given by the interviewee. The interviewer should:

1. Be on time for an appointment and have the necessary information, supplies, and equipment for conducting the interview.
2. Make the respondent feel at ease during the interview and feel comfortable that there is no risk attached to giving any response. Do not indicate that any type of answer is appropriate, or give examples of possible answers.
3. Make sure that the respondent knows that there is no wrong answer to a question, even if it sounds preposterous (e.g., wanting 14 children).
4. Recognize "Don't know" or "God willing" as a valid response to a question, and record it as such.
5. If additional probing is necessary to clarify a question, the interviewer should ask another question rather than provide any lengthy explanation, and should inquire whether the respondent knows where he/she can get the answer.
6. Be very courteous to the respondent and thank him/her when the interview is over.

Interviews with staff members of the NGO should be conducted jointly by both Program Officers/interviewers. The female Program Officer/interviewer will then conduct household (ELCO) interviews while the male Program Officer/interviewer will analyze the project documents (resolution books, etc.) and statistics.

C. PROTOCOL FOR MEETING WITH EXECUTIVE STAFF (EXECUTIVE COMMITTEE PRESIDENT, NGO CHIEF AND/OR PROJECT DIRECTOR)

The data collectors should begin the monitoring visit by interviewing two executive-level staff: one representing the overall NGO (Executive Committee President or NGO Chief) and one representing the project (NGO Chief or Population Project Director). These interviews should be conducted jointly by two interviewers so that open-ended responses can be discussed and rated following the interview. Given below are the steps necessary for conducting these interviews.

Step 1--At least a week prior to conducting the interview, the EC President and NGO Chief should be contacted to discuss the overall pilot test and to set dates for the NGO interviews and ELCO visits to be conducted (see Making the Initial Contact in the discussion of the Pilot Test Coordinator's roles and responsibilities).

At this time, the interviewers should determine which NGO staff will be interviewed to supply necessary information, and should ask the NGO to make those staff members available on the date of the visit. The NGO should also be informed as to what documents will need to be available at the time of the visit (EC Resolutions Book, etc.).

Step 2--Prior to the field visit, the interviewers should compile one quarter's worth of the NGO's monthly reports. (NGO staff will be asked to interpret the results.)

Step 3--At the beginning of the interview, the interviewers should introduce themselves and once again state the purpose of the pilot test and interview, as well as the required resources in terms of staff, documentation, and time for each activity. The interviewers should make sure that "sustainability" is understood by the respondents in a broad sense (i.e., not just financial) and that the effort to identify indicators of sustainability is seen positively, as being of potential benefit to the NGO in its operations. It is important that the pilot test not be seen as a threat.

Step 4--The interviewers should then interview the two executive-level respondents separately, using the attached form. The interviewers should check to see that the respondents fully understand each question; if not, rephrase the question bearing in mind the endpoint being measured, and do not comment on the response given. Answers should be recorded as indicated on the interview questionnaire, and a notation made as to whether validating information was supplied. (The validation information does not need to be copied down by or for the data collectors, merely checked for the accuracy of the data reported for the period.) The questions should be asked in Bangla. The interview should not take more than 45 minutes.

Step 5--The interviewers should thank the respondents for the interviews and assure them that the information collected will be used to benefit the organization.

D. PROTOCOL FOR INTERVIEWING UNIT HEADS

Discussions prior to the pilot test visit should have identified which members of the NGO/project staff should be interviewed as "unit heads." These should include: the heads of all projects within the NGO and the individuals responsible for overseeing the main functions within the population project: field activities, clinical activities, training, reporting, finance, and storekeeping. If there are a large number of unit heads, a sample of these may be interviewed and the number interviewed (as well as the total) should be recorded.

Interviews with management staff should take place in privacy, with only one respondent present at a time. These interviews should be conducted jointly by two interviewers so that open-ended responses can be discussed and rated following the interview. The protocol is as follows:

Step 1--After being introduced to the staff member, the interviewers should explain the purpose of the pilot test and interview. The same explanation given the NGO Chief is sufficient.

Step 2--The interviewers should then ask the questions listed under Interview with Unit Heads. These should be recorded as indicated on the interview questionnaire. The interviewers should note if validating information has been supplied; if the type of validating information is different from that indicated on the instrument, this should be noted.

Step 3--After all questions have been asked and all validating information has been examined, the interviewers should thank the staff member for the interview and assure him/her that the information will be used to help the NGO become sustainable.

E. PROTOCOL FOR CONDUCTING THE HOUSEHOLD SURVEY

The household survey is designed to obtain information on ELCOs both practicing and not practicing family planning (40 of each), in the area served by the NGO. In an attempt to avoid biasing the results, certain conditions have been set for selecting the households to be visited and interviewed.

The interviewers should be female. They should not identify themselves as being affiliated with the NGO or population project; it is not necessary to point out their link to the family planning program.

A separate questionnaire should be used for each interview. Given below are the procedures for selecting the sample and interviewing respondents.

Step 1--A list containing the names of all CBD workers from the selected NGO should be obtained. The names of five CBD workers should be selected as follows: divide the total number of CBD workers on the list by 5 and round this number off to the nearest whole number (X). Starting with the first name on the list, select five CBD workers names by skipping "X" names. For example, if there are 46 CBD workers on the list, divide 46 by 5, which when rounded off equals 9. Then select the names of CBD workers corresponding to numbers 1, 10, 19, 28, 37 on the list.

Step 2--For each of the five CBD workers selected, interview eight ELCOs practicing family planning and eight ELCOs not practicing FP. Start with any household and then go from household to household until eight, and only eight, ELCOs who are practicing family planning have been visited, as well as eight not practicing family planning. After obtaining eight interviews from ELCOs who are not practicing and three who are practicing, cease interviewing non-practicing ELCOs and interview five more active user ELCOs. **Interview one, and only one, ELCO per household.** In a household with several married, eligible women, select the respondent according to the protocol for "Selecting Woman to Interview" (see Annex III).

Step 3--The ELCO Interview Questionnaire will be used to record information given by the respondent. The first two questions are used to determine if the respondent is eligible for the survey. If the female respondent is married and between the ages of 15-49, then she is an eligible respondent, irrespective of her family planning practices or pregnancy status.

Step 4--Once it has been determined that a respondent is eligible to participate, the questions contained on the ELCO Interview Questionnaire should be asked. The form is designed so as to instruct the interviewer which questions to ask and which not to ask depending on various answers given by the respondent.

Step 5--After the interview has been completed, the interviewer should thank the respondent and move on to the next household.

F. PROTOCOL FOR COLLECTING MIS+ INFORMATION

1. Mini- and Satellite-Clinic Information--For all mini- and satellite-clinics offered by NGOs that are serving as pilot test sites, starting [June 1] 1994, the registers kept should differentiate first visits and revisits so as to permit an estimate of the percentage of the catchment population covered. First visits should be defined as the first visit to any satellite or mini clinic held by the NGO since the beginning of Ramadan, 1994.

The information should be gathered by asking clients when their last visit was. If the client has never been to the clinic before, or the client's last visit was before March 1st, then the visit should be listed as a first visit. Otherwise, the visit should be noted as a revisit. (It is not necessary to track the clients by name.)

The clinic's own register may be used as long as first and revisits are clearly differentiated; or the tabulation form that is appended to this document may be used.

G. PROTOCOL FOR TABULATING MIS INFORMATION

The tabulation forms for service statistics information and information from project documents (financial ledgers, etc.) will be aggregated by TAF program staff in conjunction with the FPMD/MIS team, based on existing reports.

ANNEX IV. D DATA COLLECTION INSTRUMENTS

A. INTERVIEW WITH EC PRESIDENT, NGO CHIEF OR PROJECT DIRECTOR

Use a separate copy of this interview form for each respondent, asking the questions according to the position of the respondent (NGO or project-level). Additional notes can be written on the back of the page. After each interview, the interviewers should rate the answers in privacy. Criteria will be provided for rating responses on a scale of 1-5.

Title of respondent: _____ Name of NGO: _____

1. Please summarize briefly the overall purpose of this [institution / project].

Record answer: _____

(Validation document: Constitution)

2. What has the trend in this [NGO's / project's] activities been recently? What are some of the obstacles it faces, and how are you trying to address them?

3. Here are the monthly consolidated reports for your project for the [Xth] quarter of 199-. Looking at them, what would you say are the strong and weak points? Are there other important conclusions you can draw?

4. Can you identify any innovation(s) either developed or selected to be implemented by your [institution / project]? (For example, a new program or type of intervention, a new method of revenue generation, recruitment of personnel or clients, etc.) For each innovation, please describe briefly: what the innovation was, who developed it, and when it was first implemented in this [NGO / project].

a. What: _____

Who: _____

When: _____

b. What: _____

Who: _____

When: _____

c. What: _____

Who: _____

When: _____

d. What: _____

Who: _____

When: _____

(Suggested validation document: Project substantive report)

B. INTERVIEW WITH UNIT HEADS

The interviewers should interview each of the NGO project heads and the population project "unit heads" (persons responsible for directly overseeing field activities, clinical activities, training, finance, storekeeping, reporting). One copy of this questionnaire should be used for each unit head interviewed. Additional notes can be written on the back of the page. After each interview, the interviewers should rate the answers in privacy. Criteria will be provided for rating responses on a scale of 1-5).

Question 2 should be filled out in advance, based on the executive's identification of "unit heads." The interviewers should verify that the respondent supervises the identified functions, making corrections if necessary. The listed areas should then be referred to in the following questions.

Title of respondent: _____ Name of NGO: _____

1. Please summarize briefly the overall purpose of this institution.

Record answer: _____

Please summarize briefly the overall purpose of this project.

Record answer: _____

2. I understand that you are responsible for overseeing the following functions (operations):

Area 1: _____

Area 2: _____

Area 3: _____

I would like to ask you a couple of questions related to each of these areas.

3. Training (*Interviewers: Note down only training related specifically to each function. Coding will take place at the end of the day, based on notes. Validate responses with TAF training database printout following the interviews.*)

What type of training have you received related to your responsibilities for [area 1]?

What type of training have you received related to your responsibilities for [area 2]?

What type of training have you received related to your responsibilities for [area 3]?

(Validation document: Training database, personnel files)

4. Related to [area 1], can you identify any new measures developed by you or someone you supervise that is now in use? Please describe briefly (what, when, by whom).
(Interviewer: If necessary, give appropriate but general example: a new method of recording services offered, storing supplies, investing funds, training field workers, etc.)

Related to [area 2], can you identify any new measures developed by you or someone you supervise that is now in use? Please describe briefly (what, when, by whom).

Related to [area 3], can you identify any new measures developed by you or someone you supervise that is now in use? Please describe briefly (what, when, by whom).

5. Here are the monthly consolidated reports for your project for the [Xth] quarter of 199-. Looking at them, what would you say are the strong and weak points, especially related to the areas you are responsible for? Are there other important conclusions you can draw?

C. SELECTING WOMAN TO INTERVIEW

No more than one woman is to be interviewed per household, to avoid potential bias of the responses. In households in which there are several married, eligible women, the respondent should be selected according to the following protocol:

Interviewer: Mark down each multiple-ELCO household next to the number of ELCOs in the household so that the appropriate determination can be made (i.e., it will be clear that it is the (second/third/etc.) four-ELCO household, and therefore the woman to interview is the (youngest/second-oldest/etc.).

5-ELCO HOUSEHOLDS:

- 1st 5-ELCO household: Oldest ELCO
- 2nd 5-ELCO household: Youngest ELCO
- 3rd 5-ELCO household: Second-oldest ELCO
- 4th 5-ELCO household: Second-youngest ELCO
- 5th 5-ELCO household: Middle ELCO
- 6th 5-ELCO household: Treat like 1st
- etc.

4-ELCO HOUSEHOLDS:

- 1st 4-ELCO household: Oldest ELCO
- 2nd 4-ELCO household: Youngest ELCO
- 3rd 4-ELCO household: Second-oldest ELCO
- 4th 4-ELCO household: Second-youngest ELCO
- 5th 4-ELCO household: Treat like 1st
- etc.

3-ELCO HOUSEHOLDS:

- 1st 3-ELCO household: Oldest ELCO
- 2nd 3-ELCO household: Youngest ELCO
- 3rd 3-ELCO household: Middle ELCO
- 4th 3-ELCO household: Treat like 1st
- etc.

2-ELCO HOUSEHOLDS:

- 1st 2-ELCO household: Oldest ELCO
- 2nd 2-ELCO household: Youngest ELCO
- 3rd 2-ELCO household: Treat like 1st
- etc.

D. ELCO INTERVIEW QUESTIONNAIRE

NGO: _____ Household #: _____ Interviewer: _____

Good morning. I am visiting from Dhaka, talking with people in several Districts to ask some questions about families. Do you have 10-15 minutes to answer a few questions?

- A. How many married women live in this household (that is, stay here at night)? _____
- B. About how old are they? _____
- C. If she's here, could we talk to the [oldest/youngest/etc.] one?

Note which one is interviewed: _____

(Verify that respondent is actually married and within the age range of 15-49:)

1. Are you currently married? No / Yes
If No, end interview.
2. How old are you? _____
If not between 15-49, inclusive, end interview.
If respondent is unsure, ask for approximate age. If in early teens or younger, or in late 40s or older, stop interview.
3. Do you have any children? No / Yes
If No, skip to Question 5b.
4. How many living children, including both sons and daughters, do you have? _____
- 5a. If you could go back to the time when you did not have any children and could choose exactly the number of children to have in your whole life, how many would that be? *(Record # or other answer -God willing, Don't Know, etc.:)* _____
Skip to Question 6.
- 5b. If you could choose exactly the number of children to have in your whole life, how many would that be? *(Record # or other answer -God willing, Don't Know, etc.:)* _____
6. Are you currently pregnant? No / Yes
If Yes, skip to Question 12b.
7. Are you or your husband currently using anything or trying in any way to delay or to avoid getting pregnant? No / Yes
If No, skip to Question 12a.

8. What are you using to avoid getting pregnant?
Circle one: Pills _____ > *Skip to Question 9a.*
 Condoms _____ > *Skip to Question 9b.*
 Injectables, IUD or Norplant _____ > *Skip to Question 12a.*
 Sterilization _____ > *End interview.*
 Traditional method _____ > *Skip to Question 12a.*
- 9a. How long have you been using pills? (*Record answer:*) _____
If greater than 1 year, skip to Q. 10a.
If less than 1 year, skip to Q. 11a.
- 9b. How long have you been using condoms? (*Record answer:*) _____
If greater than 1 year, skip to Q. 10b.
If less than 1 year, skip to Q. 11b.
- 10a. Think back to the start of the last rainy season. Since that time, have you ever been without them when it was time to start a new cycle of pills? No / Yes
Skip to Question 12a.
- 10b. Think back to the start of the last rainy season. Since that time, have you ever been without condoms when you needed them? No / Yes
Skip to Question 12a.
- 11a. Since you started using pills, have you ever been without them when it was time to start a new cycle of pills? No / Yes
Skip to Question 12a.
- 11b. Since you started using condoms, have you ever been without them when you needed them? No / Yes
- 12a. Would you like to have a(nother) child or would you prefer not to have any (more) children? _____
If prefers no more children, end interview.
- 12b. After the child you are expecting, would you like to have another child or would you prefer not to have any more children? _____
If prefers no more children, end interview.
- 13a. How long would you like to wait from now before the birth of a(nother) child?

End interview.
- 13b. How long would you like to wait from the birth of the child you are expecting before the birth of another child? _____
End interview.

E. MODIFIED CLINIC REGISTER

Name of village where clinic held: _____

Date Clinic Held	Number of First Visits to Any Clinic in Catchment Area During Period ⁴	Number of Revisits During Period
TOTAL		

Total ELCOs in catchment area: _____

Percent coverage = (Total first visits/total ELCOs): _____

⁴ First visits are defined as the first visit to any clinic held by the NGO since the beginning of Ramadan (1994). They should be determined by asking clients when their last visit to a clinic was, and where the clinic was. If the client has never been to one of the NGO's clinics before, or the client's last visit was before the beginning of Ramadan, then the visit should be listed as a first visit. Otherwise, the visit should be noted as a revisit. (It is not necessary to track the clients by name.)

F. SCALE FOR RATING RESPONSES TO DATA ANALYSIS QUESTIONS
(for use in staff interviews)

The scale of 1 (low) to 5 (high) represents graduated levels of understanding of data and how to use quantitative information as well of how to apply it at a programmatic level. It is to be applied after each interview, during a joint consultation by the two interviewers, who will have taken notes on the types of responses given (not on the actual response -- note that there is no right or wrong answer, simply answers that show greater or lesser interpretation).

SCORE	CAPABILITIES DEMONSTRATED BY RESPONDENT
1	Does not demonstrate understanding of report: <ul style="list-style-type: none">- Reads out no more than the numbers in each cell and their row/column heading.- No interpretation or discussion.
2	Demonstrates minimal understanding of specific pieces of data in report: <ul style="list-style-type: none">- Reads out the numbers in each cell and their row/column heading.- Compares figures to targets, pointing out at least whether the target was reached or not. (A mere reading of the actual and targeted numbers does not qualify as a comparison.)
3	Demonstrates ability to analyze data in relation to other factors: <ul style="list-style-type: none">- Emphasizes the rates or percentages in the report rather than simple numeric totals.- Compares figures to targets.- Compares figures over time (e.g., the total ELCOs for this period compared to the previous two periods) and/or in relation to programmatic activities.- Compares two related indicators to each other (e.g., 2 indicators related to supply, or to services).
4	Demonstrates ability to interpret and use report: <ul style="list-style-type: none">- Emphasizes the rates or percentages in the report rather than simple numeric totals.- Discusses trends over time (within the three periods covered by the reports provided, or beyond).- Compares two related indicators to each other.- Discusses performance of program or specific area based on data, giving reasons for the findings (e.g., resource availability).- Identifies areas for action, based on data.- Comments on appropriateness of targets (e.g., are they realistic or not).
5	In addition to capabilities demonstrated at level 4, is able to make leaps: <ul style="list-style-type: none">- Compares one type of information (e.g., service statistics) to another type (e.g., finance) to discuss overall programmatic performance.- Discusses impact of activities without being prompted.- Draws on knowledge of program or specific area to explain issues, constraints, or achievements beyond those shown by the numbers.- Comments on additional information needs beyond indicators on report, and/or critiques the report.