

May 30 2002

USAID-DHHS PASA

On

Global Health Care Support

Program Description

Outline

I. Purpose	2
II. Background	2
III. PASA Partners	4
USAID	
a. Functional Bureaus	
Bureau for Global Health (GH)	
Bureau for Economic Growth, Agriculture, and Trade (EGAT)	
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	
b. Geographic Bureaus	
c. PPC	
DHHS	
a. OGHA	
b. CDC	
c. NIH	
d. HRSA	
e. OPDIVs	
IV. PASA Roles and Responsibilities	8
USAID	
DHHS	
V. Relationship between USAID and DHHS	9
a. Annual Workplan	
b. Activity Approval Letters	
c. Quarterly Management Meetings	
d. Sub-Agreement with Other International Organizations	
VI. PASA Components	10
a. Technical Expertise	
b. Research and Analysis	
c. Information Dissemination	
d. Capacity Building	
VII. Monitoring and Reporting	11
a. Semi-Annual Progress Reports	
b. Quarterly Financial Report	
VIII. Operations Support	12
IX. OGHA Core Support	12
X. Appendices	
Appendix A: List of Technical Advisors to be provided through the PASA	
Appendix B: Illustrative Job Descriptions	
Appendix C: Illustrative Analytic Activities for FY 2002	

I. Purpose

The goal of this Participating Agency Service Agreement (PASA) between the U.S. Agency for International Development (USAID) and the U.S. Department of Health and Human Services (DHHS) is to provide technical expertise, services and support to improve the quality, availability, and use of essential health, family planning, and HIV/AIDS services worldwide. Specifically, the purpose of this PASA is to obtain the services of DHHS to:

- provide technical expertise services and support to USAID, including the Bureau for Global Health (BGH), the Geographic Bureaus, USAID Missions, and local institutions and networks
- conduct research and analysis for the purpose of developing and promoting the adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health care in the developing sector worldwide
- disseminate findings to increase the utilization of information by local and USAID decision-makers and program managers to improve policies, strategies and programs in the health and human resources sectors
- strengthen the capacity of local partners, and
- other support as mutually agreed upon.

II. Background

This PASA builds upon the Bureau for Africa's (AFR) Health and Human Resources Analysis for Africa (HHRAA) Project PASA with OGHA (September 1992 – September 2001), and AFR's Africa Health and Human Resource Development Support PASA (October 2001-September 2006) that: provided technical expertise to Africa Bureau, USAID Missions, and African institutions and networks, conducted research and analysis, disseminated findings to increase the utilization of information by African and USAID decision-makers and program managers to improve policies, strategies and programs in the health and human resources sectors, and d) strengthened capacity of African partners.

Since FY 1987 the U. S. Congress included authorization in the Foreign Assistance Appropriations Act for USAID to seek outside expertise in health-related areas from other U. S. Government agencies, institutions of higher learning and private voluntary agencies. This expertise is critical to USAID's achievement of its strategic objectives. Moreover, as USAID technical staff has been greatly reduced in size, it is essential that USAID supplement its technical and managerial staff in high priority health-related areas through the above-cited Congressional authority.

Even with substantial achievements over the past three decades, the health status in most developing countries lags far behind acceptable standards. The health sector is stagnant in many countries, while the family planning and education sectors experience only slow progress. Maternal mortality and total fertility rates remain high. The cohort of population under age 15 is growing rapidly. And the rapidly expanding number of HIV/AIDS, malaria and tuberculosis cases throughout the world threatens to undermine the economic sustainability of many

countries.

In many countries, national health systems and education systems are inadequate to provide the amount and quality of services necessary to meet the needs of their population and economic/social development requirements, and national capacity is insufficient to foster their growth and reform. Specifically, health care and educational development are constrained by:

- a lack of resources that impedes national efforts to fund improvements in the health care and educational system and services
- national policies that cause inequitable and inefficient allocation of resources, and
- inadequate or inappropriate provision of services

To maintain the progress already achieved and to move forward to meet growing demand, developing countries will have to continue to make hard decisions about:

- how to use scarce resources to expand availability of services
- how to increase efficiencies of ongoing services
- how to improve quality of services
- how to ensure equitable access to services, and
- how to increase and improve partnerships between the public sector and the private sector, including non-governmental organizations (NGOs), civil society organizations and the commercial sector

Meeting these requirements calls for innovative strategies that are responsive to the needs, capacity and constraints facing these countries. It calls for an understanding of what has worked and what has not and why, and the ability to transform lessons learned and ideas into policies and action.

Just within the last few years, important research results have become available along with programmatic lessons learned that should have tremendous impact on policies, strategies and programming approaches in the social sectors. Much of this information was generated through applied and operational research, periodic surveys, formal evaluations, USAID assessments, and technical assistance visits.

USAID can achieve its objectives by investing in a package of activities through this PASA that include, but may not be limited to:

- Selected technical support
- Policy-relevant research and analysis
- Systematic and targeted dissemination of best information, including appropriate packaging of information for target groups
- Proactive advocacy
- Developing regional strategies and approaches
- Capacity building and institutional strengthening of local partners

III. PASA Partners

USAID

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The agency works to support long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting: economic growth, agricultural and trade; global health; and, democracy, conflict prevention and humanitarian assistance.

In Washington, USAID's major organizational units are called bureaus. USAID has both geographic bureaus (which are responsible for the overall activities in the countries where the agency has programs) and functional bureaus (that conduct agency programs that are world-wide in nature or that cross geographic boundaries.) The agency's geographic bureaus are: sub-Saharan Africa (AFR), Asia and the Near East (ANE), Latin America & the Caribbean, Europe and Eurasia (E&E). USAID's key functional bureaus are: Global Health (BGH), Economic Growth, Agriculture, and Trade (EGAT), Democracy, Conflict, and Humanitarian Assistance (DCHA), and the Bureau for Policy and Program Coordination (PPC).

a. Functional Bureaus

The **Bureau for Global Health (GH)** provides Agency global leadership and technical expertise in the areas of population, family planning and related reproductive health, child and maternal health and nutrition, infectious diseases, and HIV/AIDS. The Bureau serves as the primary source of technical expertise and intellectual capital to the Agency. The Bureau provides program mechanisms (such as cooperative agreements, contracts, and indefinite quantity contracts) and technical staff to facilitate programmatic and technical support to field Missions. The Bureau is vested with primary responsibility for research in selected areas relevant to overall Agency health goals and objectives. State-of-the-art thinking in biomedical, social science, and operations research produces technical advances, innovations and pilot activities that are shared throughout the Agency.

The **Bureau for Economic Growth, Agriculture, and Trade (EGAT)** provides Agency technical leadership and expertise in the areas of broad-based economic growth, agricultural development, environmental management, energy, urban development, biodiversity, education, training, information technology for development, and trade. The Bureau directly manages programs and projects that provide support for global and transboundary research and innovation as well as program mechanisms (such as Indefinite Quantity Contracts and Leader With Associate Cooperative Agreements) that permit all Bureaus and Missions to rapidly access technical expertise and training services. The Bureau also houses the Agency's Women in Development (WID) Office to increase the integration of gender considerations throughout USAID's programs.

The **Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)** provides technical leadership and expertise in coordinating USAID's democracy programs, international

disaster assistance, emergency and developmental food aid, and aid to prevent conflict. The Bureau also provides technical leadership, support, and advice in developing policy and programs to assist countries transitioning from crisis, capacity building for U.S. private voluntary organizations, and aid to American schools and hospitals abroad. The Bureau provides technical advice and support to the USAID Administrator, the Agency's regional Bureaus, field Missions, PPC, and other operational offices with regard to these programs.

The **Bureau for Policy and Program Coordination (PPC)** functions as the Agency's central unit for policy formulation, cross-sectoral integration, and program coordination in the key sustainable development sectors and humanitarian relief; leads Agency-wide policy formulation on research, participation, and training; and ensures that activities in these cross-cutting areas are coordinated and consistent with approved strategic priorities, implementation guidelines, and resource allocation decisions of the Agency. PPC leads Agency efforts in managing for results; defines and enforces USAID's program and research priorities; tracks results; ensures that budget allocations and program content reflect Administration priorities, Agency policies, and program performance; and houses the Agency's independent evaluation, performance measurement, and development information functions

b. USAID/Geographic Bureaus

The **Geographic Bureaus** plan, formulate, implement, manage, and evaluate U.S. economic assistance programs within four specific regions: Bureau for Africa (AFR), Bureau for Asia and the Near East (ANE), Bureau for Latin America and the Caribbean (LAC); and Bureau for Europe and Eurasia (E&E). The geographic bureaus formulate, approve, and authorize country strategies, economic assistance programs, and projects in their respective regions; present the Bureau's program and budget to Congress; approve and direct the allocation of resources among their operating units; implement development programs and projects.

DHHS/OGHA

DHHS is the federal government's principal agency for protecting the health of all Americans and for providing essential human services, especially for those who are least able to help themselves. DHHS administers more than 300 programs, covering a wide spectrum of activities including the following: medical and social science research; preventing outbreak of infectious disease, including immunization services; assuring food and drug safety; Medicare (health insurance for elderly and disabled Americans) and Medicaid (health insurance for low-income people); financial assistance for low-income families; child support enforcement; improving maternal and infant health; Head Start (pre-school education and services); preventing child abuse and domestic violence; substance abuse treatment and prevention; services for older Americans, including home-delivered meals; and comprehensive health services delivery for American Indians and Alaska Natives. DHHS is the largest grant-making agency in the federal government, providing some 60,000 grants per year. Medicare is the nation's largest health insurer, handling more than 900 million claims per year. DHHS works closely with state, local, and tribal governments, and many DHHS-funded services are provided at the local level by state, county or tribal agencies or through private sector grantees. In addition to the services they

deliver, the programs of DHHS provide for equitable treatment of beneficiaries nationwide, and they enable the collection of national health and other data. The annual budget of DHHS is approximately \$395 billion.

Through its global efforts, DHHS has established a broad international network of institutions and organizations and has developed a strong capability in research, prevention, and healthcare analysis and management in research, prevention, and healthcare.

The Secretary of Health and Human Services directs DHHS. The Operating Divisions (OPDIVs) of DHHS involved in this PASA include, but are not limited to, the Centers for Disease Control and Prevention (CDC), the National Institutes of Health (NIH), and the Health Resources and Services Administration (HRSA).

c. Office of Global Health Affairs (OGHA)

OGHA is part of DHHS, led by a Director. It represents DHHS to other governments, other Federal Departments and agencies, international organizations, and the private sector on international and refugee health issues; develops U.S. policy and strategy positions related to health issues and facilitates involvement of the Public Health Service in support of these positions and in collaboration with other agencies and organizations; provides leadership and coordination for bilateral programs with selected countries, such as the U.S-Russian and U.S. South Africa Health Committee, in support of Presidential and Vice Presidential initiatives; facilitates cooperation by Public Health Service Operating Divisions with the USAID; provides policy guidance and coordination on refugee health policy issues, in collaboration with Public Health Service Operating Divisions, the Office of Refugee Resettlement, the Department of State, and others.

Centers for Disease Control and Prevention (CDC)

CDC, an agency of DHHS, is the lead federal agency responsible for protecting the health of the American public through monitoring disease trends, investigating outbreaks, health, and injury risks, fostering a safe and healthy environment, and implementing illness and injury control and prevention interventions. CDC has an annual budget of approximately \$3 billion.

Administration and program support between OGHA and CDC will not entail a duplication of effort, but rather it will be facilitative and mutually supportive. CDC has a long-standing involvement in morbidity and mortality assessment, public health research, program/policy development, service delivery programs, program monitoring and evaluation, and data dissemination.

National Institutes of Health (NIH)

NIH, an agency of DHHS, is the world's premier medical research organization, supporting some 35,000 intramural and extramural research projects nationwide in diseases such as cancer, Alzheimer's, diabetes, arthritis, heart ailments and AIDS. It includes 18 separate health institutes, the National Center for Complementary and Alternative Medicine and the National

Library of Medicine. The mission of NIH is to uncover new knowledge that will lead to better health for everyone. NIH works toward that mission by conducting research in its own laboratories; supporting the research of non-federal scientists in universities, medical schools, hospitals, and research institutions throughout the country and abroad; helping in the training of research investigators; and fostering communication of medical information. NIH has an annual budget of approximately \$18 billion. Administration and program support between OGHA and NIH will not entail a duplication of effort, but rather it will be facilitative and mutually supportive.

Health Resources and Services Administration (HRSA)

HRSA, an agency of DHHS, directs national health programs that improve the nation's health by assuring equitable access to comprehensive, quality health care for all. HRSA works to improve and extend life for people living with HIV/AIDS, provide primary health care to medically underserved people, serve women and children through state programs, and train a health workforce that is both diverse and motivated to work in underserved communities. HRSA provides access to essential health services for people who are poor, uninsured, or who live in rural and urban neighborhoods where health care is scarce. HRSA-funded health centers provide comprehensive primary and preventive medical care to more than 9 million patients each year at more than 3000 sites nationwide. Working in partnership with many state and community organizations, HRSA also supports programs that ensure healthy mothers and children, increase the number and diversity of health care professionals in underserved communities, and provide supportive services for people fighting HIV/AIDS through the Ryan White Care Act. HRSA has an annual budget of approximately \$5 billion.

Other Operating Divisions (OPDIVs)

As this new PASA evolves, there is the potential for other DHHS OPDIVs to become more involved. Other DHHS agencies include the Agency for Healthcare Research and Quality (AHRQ), the Agency for Toxic Substances and Disease Registry (ATSDR), the Food and Drug Administration (FDA), the Indian Health Service (HIS), and the Substance Abuse and Mental Health Services Administration (SAMHSA).

AHRQ supports cross-cutting research on health care systems, health care quality and cost issues, and effectiveness of medical treatments. ATSDR works with states and other federal agencies to prevent exposure to hazardous substances from waste sites. The agency conducts public health assessments, health studies, surveillance activities, and health education training in communities around waste sites on the U.S. Environmental Protection Agency's National Priorities List. FDA assures the safety of foods and cosmetics, and the safety and efficacy of pharmaceuticals, biological products and medical devices. HIS supports a network of 37 hospitals, 60 health centers, 3 school health centers, 46 health stations, and 34 urban Indian health centers to provide services to nearly 1.5 million American Indians and Alaska Natives of 557 federally recognized tribes. SAMHSA works to improve the quality and availability of substance abuse prevention, addiction treatment, and mental health services.

IV. PASA Roles and Responsibilities

USAID

The lead responsibility for USAID management of this PASA is with BGH. The management of the PASA will involve a team approach, with the management team consisting of the Cognizant Technical Officer from BGH and Activity Managers from each Bureau that fund analytic activities and/or staff positions through the PASA. BGH, in consultation with these bureaus will forward to OGHA the name of the Activity Manager for that Bureau for the PASA who will oversee the day to day operations of the activities pertaining to its funding, including personnel, recruitment and travel.

Within the parameters of the overall PASA, annual scopes of work with specific products, services requirements, and budget will be agreed upon by OGHA and USAID (with BGH as the overall manager and other Bureaus represented by Activity Managers). Progress reports will be transmitted simultaneously to BGH and other (funding) Bureaus.

All official requests by USAID for deliverables (technical progress reports, financial status reports, etc.), reporting schedules, and all modifications will be made to OGHA through BGH. Requests for and communications regarding routine implementation-related information will occur directly between individual Bureaus and OGHA.

DHHS

The lead responsibility for DHHS participation in this PASA is with OGHA. To this end, OGHA will initiate, coordinate, and mobilize the necessary DHHS agencies and specialized offices to respond to the scope of work agreed upon in the PASA.

The Senior Program Manager (Project Officer) for DHHS for this PASA is the OGHA Associate Director for Development Support (currently, Dr. Roscoe M. Moore, Jr.). OGHA, under the direction of the Senior Program Manager, will be the sole contact for the agreement, budgets, fiscal reporting, and quarterly reports.

For specific activities under the PASA, the primary OPDIV that will actually carry out the appointed activities could vary depending on the specific needs or the nature of the requests for technical assistance from USAID. OGHA in consultation with OPDIVs will provide USAID the name of the primary person within DHHS that can be contacted for daily, weekly, or monthly progress of the activities and to discuss design and implementation issues. Progress reports and technical information will be transmitted to USAID by OGHA.

All official requests by USAID for deliverables (technical progress reports, financial status reports, etc.), reporting schedules, and all modifications will be made through OGHA and the Senior Program Manager. OGHA will be responsible for assuring the appropriate coordination among DHHS OPDIVs, including resolving any disagreement that may arise under the PASA and for any initiation of internal audit procedures, as needed.

V. Relationship between USAID and DHHS

The main responsibility of DHHS/OGHA is to support and enable USAID to achieve its strategic objective results. Mechanisms to ensure a collaborative, productive and efficient relationship include:

a. Annual Workplan

In collaboration with USAID, OGHA will prepare an annual workplan that will identify priority activities by PASA component. An annual budget and level of effort will be attached to each activity identified. The annual workplan will be reviewed and approved by USAID prior to the start of each work year.

b. Activity Approval Letters

To authorize spending for the implementation of specific technical activities or recruitment of staff within the PASA scope of work, BGH and/or respective Bureaus will develop Activity Approval Letters (AALs) approval by the USAID Cognizant Technical Officer (CTO) or Bureau Activity Managers. The AALs may be issued for release of funds for implementing specific technical activities or recruiting professional staff and support staff and for organizing technical conferences and seminars. The format and content of the AALs will be mutually agreed upon by OGHA and USAID. Proposed activities must be included in the approved annual work plans. OGHA will maintain well-organized files of these AALs and will present a quarterly analysis of the status of these activities to USAID for review, discussion and approval. These Activity Approval Letters do not authorize any change in PASA schedule, funding, scope of work, or rate of utilization of level of effort.

c. Quarterly Management Meetings

Each quarter OGHA and USAID will meet to review status of ongoing activities, issues, and new business. OGHA will develop the agenda for these meetings with input from the USAID. The first quarterly meeting will focus on the implementation plan of the annual scope of work and include other DHHS OPDIVs involved in the workplan.

d. Sub-Agreements with other International Organizations

USAID and/or OGHA may identify African or other international organizations whose services are required to achieve specific strategic objective results. USAID will develop the scope of work and submit them as Activity Approval Letters for OGHA to implement through sub-agreements (or sub-contracts) with the organization(s) identified.

VII. PASA Components

The PASA will provide support in key technical areas, such as, HIV/AIDS, infectious diseases (for example, malaria, tuberculosis, epidemic preparedness, integrated disease surveillance), reproductive health, child and maternal health, basic education, and conflict mitigation. Specifically, the PASA support will include technical expertise, research and analysis, dissemination and sharing of lessons learned, and capacity building, as described below:

a. Technical Expertise:

USAID is a technical agency that advances U.S. foreign policy objectives by supporting: economic growth, agricultural and trade; global health; and, democracy, conflict prevention and humanitarian assistance. Its strength is the technical leadership it maintains in the development sectors worldwide. USAID's technical advisors, therefore, form the backbone of its program. OGHA's comparative advantage in providing this expertise is that, it is able to recruit from any of the DHHS agencies as well as the private sector to meet USAID's needs. This flexible capability proved very effective in the last PASA. USAID will continue this reliance on OGHA to maintain its exceptional technical capability.

The composition and number of the technical staff may evolve during the life of this PASA, as program needs change. The following types of technical advisors will be provided through the PASA:

USAID/W and Overseas

- Direct Hire Permanent
- Non-Direct Hire (i.e. Consultant) Permanent
- Long-Term Temporary (Consultant)
- Short-Term (Consultant)

Illustrative *technical* expertise may include, but is not limited to:

- Health
 - Child Survival
 - Health Care Policy
 - Health Care Service Delivery
 - HIV/AIDS Prevention and Mitigation
- Maternal Child Health
 - Policy
 - Service Delivery
 - Reproductive Health
- Basic Education
 - Policy
 - Education Systems Operation

Illustrative *process* expertise may include, but is not limited to:

- Research design and evaluation

Technical writing and editing
Meeting facilitation and organization
Library and file management

See Appendix A for a current list of technical advisors to be provided through the PASA and Appendix B for illustrative job descriptions.

b. Research and Analysis: The research and analysis (R&A) activities will reflect the needs of USAID's strategic objectives, covering the key areas of HIV/AIDS, infectious diseases, reproductive health, maternal and child health, and basic education. In addition to basic research, this component will also include the development of tools and methodologies. The annual workplans will elaborate on the activities to be implemented each year. See Appendix C for illustrative activities for FY 2002.

c. Information Dissemination: OGHA will assist USAID disseminate information to USAID Missions and African partners, from R&A findings, best practices and lessons identified from DHHS and USAID experiences through workshops, consultative group meetings, and targeted mailings.

d. Capacity Building and Institutional Strengthening: The purpose of this component is to build regional and local capacity to plan, manage, implement, and monitor health and education interventions. PASA support will include technical assistance to host country partners and USAID Missions in the development of policies, strategies and interventions in the key technical areas, and promoting participation of local experts in technical meetings.

VIII. Monitoring and Reporting

a. Quarterly Progress Reports

Reports from DHHS/OPDIVs and other international partners: Each partner shall submit quarterly reports simultaneously to USAID Cognizant Technical Officer, respective Bureau Activity Managers, and to DHHS/OGHA, not later than the 30th day of December, March, June and September. The last quarterly report will function as an annual report and will summarize the year's activities, including lessons learned. The reports shall identify what was achieved and what was not achieved.

In addition, a quarterly meeting will occur at a mutually agreed upon time between USAID and the DHHS/OPDIVs to discuss the results achieved during the quarter.

Reports from OGHA: OGHA shall submit quarterly progress reports for the overall PASA not later than the 30th day of October, January, April, and August. This will include summary progress on both the staffing and technical activities components. The detailed quarterly reports from the partners will be provided as appendices. The last quarterly report will function as an

annual report and will summarize the year's activities. The format for this overall report will be mutually agreed upon by OGHA and USAID.

b. Quarterly Financial Reports

Each partner's quarterly progress report shall be accompanied by financial statements and submitted simultaneously to USAID and OGHA. OGHA shall be responsible for providing standard formats for the financial reports, verifying the information, and submitting overall quarterly financial reports to USAID that will cover both the staff and technical activities components.

OGHA shall maintain separate accounting for staff and analytical activities by funding sources.

VII. Operations Support

a. Logistics

OGHA shall be responsible for all logistic support, including but not limited to equipment support and conference support. The PASA will ensure that adequate funding is provided for all logistical support required in the PASA.

b. Travel

All travel, foreign or domestic, must be approved in writing in advance by USAID. All travel will be arranged by OGHA or by the designated OPDIV identified as responsible by a sub-agreement and will follow the procedures established by OGHA or the designated OPDIV. Travel under this PASA can include Americans traveling to foreign countries and foreigners traveling to the United States.

VIII. OGHA Core Support

OGHA will determine the level of effort required to support this PASA and will submit these requirements USAID for approval for funding through the PASA budget. Illustrative examples of the type of Core Support provided by OGHA include, but are not limited to: a) personnel (management and administrative; b) travel; c) other, as requirements dictate

IX. Appendices

Appendix A: List of Technical Advisors to be provided through the PASA

Appendix B: Illustrative Job Descriptions

Appendix C: Illustrative Analytic Activities for FY 2002

Appendix A
List of Technical Advisors to be provided through the PASA

DALE: THIS SECTION NEEDS TO BE COMPLETED WITH OGHA AND OTHER BUREAU'S NEEDS.

AID/W Staff

Direct Hire

OGHA

1. Senior Public Health Advisor (infectious diseases, malaria)
2. Senior Public Health Advisor for HIV/AIDS (care and support, stigma, faith-based responses, strategic planning)
3. Senior Public Health Advisor for HIV/AIDS (advocacy and outreach)

DCHA

4. Senior Public Health Advisor (crisis mitigation and recovery)

AFR

5. Senior Public Health Advisor (monitoring, evaluation and information)
6. Senior Public Health Advisor for Reproductive Health
7. Senior Public Health Advisor (education-HIV/AIDS linkage)

Overseas Staff

OGHA

1. Senior Public Health Advisor/Rollback Malaria (Geneva, Switzerland)
2. Senior Public Health Advisor/USAID-DfID Liaison (London, United Kingdom)

Non-Direct Hire (Long-Term)

OGHA

1. Senior HIV/AIDS Advisor (multisectoral responses, youth, community mobilization)
2. HIV/AIDS Advisor (faith-based responses, stigma and discrimination)
3. Senior Reproductive Health Advisor (research)
4. Research Assistant (HIV/AIDS)
5. Research Assistant (child survival and reproductive health)

AFR

6. Basic Education Advisor ((education-HIV/AIDS linkage 50%)

7. Basic Education Advisor (50%)

Non-Direct Hire (Short-Term)

Illustrative *technical* expertise:

Health

Child Survival

Health Care Policy

Health Care Service Delivery

HIV/AIDS Prevention and Mitigation

Family Planning

Policy

Family Planning Service Delivery

Reproductive Health

Basic Education

Policy

Education Systems Operation

Illustrative *process* expertise:

Research design and evaluation

Technical writing and editing

Meeting facilitation and organization

Library and file management