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PPC/AD/E

FAMILY PLANNING MANAGEMENT TRAINING

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SEMI-ANNUAL REPORT

APRIL 1, 1987



The Family Planning Management Training Project

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Management Sciences for Health

The Centre for Development and Population Activities

The Pathfinder Fund

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INTRODUCTION

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This third semi-annual report covers the period October 1, 1986, through March 31, 1987. After the section on project highlights, which summarizes the major project accomplishments during this period, the report provides a brief narrative for each country along with a country profile sheet, which outlines all activities including the number of trainees, cost estimates, and the number and type of interventions envisaged over the next six months. The report then provides information on FPMT regional programs, especially the progress which has been made in working with Regional Training Institutions (RTIs.) The sections which follow concern progress with training and curriculum development and project evaluation.

The final sections provide information on FPMT coordination activities with other contracting agencies (CAs), as well as details of the FPMT management structure. Summary of project expenditures by contract line item is contained in Annex A.

I. PROJECT HIGHLIGHTS

During the six months' period from October 1, 1986 to March 31, 1987, the Family Planning Management Training Project carried out training and technical assistance activities in Africa, Latin America, and Asia and the Near East. Significant progress was also made in the area of developing course curricula and training materials, and FPMT continued its active role in providing coordination among the numerous cooperating agencies involved in family planning. The major accomplishments for FPMT during this reporting period are listed below:

- o Management Development Plans: FPMT teams visited Ecuador, Kenya, Nigeria, and Pakistan and designed management development plans for the family planning programs of those countries.

- o Technical Assistance: In response to requests from USAID missions, FPMT has provided technical assistance to Ghana, Bangladesh, Kenya, Senegal, and Burkina Faso. In the first three instances, TA was aimed at designing or improving training programs in those countries. In Senegal, technical assistance helped set up a computer-based MIS system for the Family Health Project. In Burkina Faso, FPMT helped design a structure and process for the coordination of family planning activities between the two ministries having responsibility for family planning services.

o Training: Over 100 participants attended workshops organized by FPMT during this period. The seven workshops are described below:

Kenya—FPMT collaborated with the Centre for African Family Studies (CAFS) to design and conduct a FP management training course for 19 mid and senior managers.

Togo—Again in collaboration with CAFS, FPMT designed and conducted a French language management training course for 20 West African family planning managers.

Senegal—23 participants from the family planning program in Senegal attended this two week workshop to develop supervisory protocols.

Nigeria—Two workshops were held back-to-back for a total of 16 State family planning and financial leaders. The workshops focused on financial management and planning.

Burkina Faso—The purpose of this two week workshop was to bring together approximately 13 leaders from the two ministries involved in family planning to develop coordinated workplans for family planning.

Boston--Representatives of five regional training institutions in Africa, Asia and Latin America joined FPMT staff and consultants for a six day workshop on designing appropriate training interventions for senior and middle level managers, including use of the case teaching method, management simulation games and other teaching techniques.

o Short-term Training: FPMT sponsored two participants from Rwanda to attend a workshop organized by Population Communication Services on strategies for designing and evaluating effective IEC programs. Two participants from the Thailand Ministry of Public Health, Division of Family Health attended a microcomputer course at MSH under FPMT sponsorship.

o Three participants from Brazil attended courses on Human Resource Management and Program Management sponsored by MSH and CEDPA. FPMT also sponsored 4 leaders to attend a RONCO Workshop for Family Planning Association's Directors; 2 were from the Sudan and 2 from Somalia.

o Long-term Training: Seven universities with strong programs in management were visited to determine their interest in developing courses for FPMT sponsored participants. Three universities have been selected to develop specialized medium length courses, namely; Emory University, the University of Michigan, and the University of Southern California.

o Compendium of Management Training Activities: A compendium of short-term training opportunities in management covering programs in the U.S. and third countries has been assembled and distributed to AID/W and the USAID field missions. FPMT has received requests from several missions for additional copies of the document.

o Study Observation Tours: FPMT appointed Beth Harrison to oversee participant training, including the organization of study observation tours. Two study tours took place during the reporting period:

1. The General Secretary of the Ministry of Family Welfare in Burkina Faso, under FPMT sponsorship, visited AID/W Office of Population and those cooperating agencies undertaking FP activities in Burkina Faso. These coordination visits were helpful in her subsequent endeavors to initiate the family planning program in her country.

2. FPMT organized and conducted a one week tour for top level Nigerien health and family planning officials in Senegal. The focus of the study tour was on strategies for initiating FP activities in the public and private sector. The study tour was conducted immediately before a PP design for a bilateral population program, in order to give the participants a better understanding of the challenges which must be met for their own upcoming program.

o Regional Activities: Visits were made to two Africa regional training institutions (CAFS and PAID) to discuss the possibility of collaboration with FPMT. Technical assistance was provided to CAFS for the design and conduct of French and English FP management training courses. Three regional training institutes were visited in Asia (AIM, ASIN, PDA) and FPMT plans to develop sub-agreements with two of them. Three regional institutions (CCRP and Profamilia/OCAPP in Colombia, and ADC in Costa Rica) were visited in Latin America.

o Curriculum Development: Two teaching exercises for use in financial management and two exercises on population policy have been developed and are ready for field testing. Three case studies are ready for field testing, and work continues on several more.

o Library Development: FPMT gathered and reviewed potential training materials in French, English, Portuguese, and Spanish. Using a customized thesaurus, new and old materials have been indexed and entered into a computerized database, allowing for easy retrieval of selected documents. A specialized set of databases has been designed for training materials. Using a system called INSYST (Information Retrieval System for Trainers) trainers can link selected skill areas to specific teaching materials in the design of their courses.

o Project Evaluation: FEMT hired a consultant to oversee the design and operation of a case study evaluation methodology. Senegal and Brazil have been chosen as pilot countries for testing the methodology.

o Donor Coordination: Coordination meetings were held with INIRAH, RONCO, Population Communication Services, Development Associates, John Snow Inc., Futures Group, IPPF, the Academy for Educational Development, JHPIEGO, and other cooperating agencies to help ensure effective inter-agency programming in specific countries. Joint field missions were conducted with INIRAH and Development Associates.

II. COUNTRY PROGRAMS

A. AFRICA

1. Burkina Faso

FPMT's work in Burkina Faso began during the reporting period. A two person team consisting of Dr. Sara Seims and Mr. Jean Georges DeHasse developed a management development plan for Burkina Faso over the course of a two week visit ending in early October, 1986. A Memorandum of Understanding between FPMT and the Burkina Ministry of Family Welfare, which sets out the activities to be undertaken and assigns responsibility for their successful completion, was subsequently signed.

Three activities mentioned in the Memorandum took place during the reporting period:

1. A study tour in the U.S. for the General Secretary of the Ministry of Family Welfare in November, 1986.
2. Technical assistance to the Ministry of Family Welfare and the Ministry of Health to help develop a strategy and structure for the coordination of family planning programs. A high level coordination meeting/seminar was held during the consultancy at which thirteen top-level officials from all concerned ministries and organizations were present.
3. A workshop on organizational design and workplan development is being held at this writing. Twenty participants from two ministries and several PVOs are in attendance.

BURKINA FASO

Population: 7.1

Crude Birth Rate: 48

Total Fertility Rate: 6.6

Rate of Natural Increase: 2.6%

Contraceptive Prevalence:

Sponsoring Institutions: Ministry of Family Welfare (MOFW)

Host Country Contacts: Acting General Secretary of MOFW
Richard Green/USAID

Estimated Cost to FPMT in Year II: \$87,000.00

Goal: Develop the capacity of the MOFW to coordinate F.P. activities with the MOH and other donors

Planned Accomplishments
Year II

Strengthening the coordination function of the Ministry of Family Welfare (the Ministry has official responsibility for family planning and is in charge of IEC.)

Workshop on organizational design and work plan development (for the MOH and the MOFW)

Workshop on supervision skills (for MOH and MOFW)

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Management Development Plan	October 3, 1986		J.G. Dehasse Sara Seims	completed
Study Tour	November 1986	Madame Opportune Nitiema, General Secretary, MOFW	Sara Seims J.G. Dehasse	completed

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Coordination TA	Jan 26-Feb 20, 1987	MOFW/MOH National Staff	J.G. Dehasse	Completed
Workshop on organizational Design and Workplan Development	Mid-late March 1987	MOFW/MOH national and regional staff	Dorothy Leroux J. G. DeHasse	In process
Supervision skills workshop	September 1987	MOFW/MOH national and regional staff	J.G. Dehasse 1 FPMT trainer	Proposed
Study Tours	periodic			

2. Ghana

At USAID request FPMT sent a consultant to Ghana in November to assist the Ghana Ministry of Health in the conduct and evaluation of a training program for regional family planning officials. An important component of the consultancy was the review of management training and technical manuals and an examination of the proposed methodology for subsequent training to be carried out at the district level. The consultant, Ms. Nancy Piet-Pelon, had previously aided in the design of management training programs for the MOH under an FPMT-sponsored consultancy.

GHANA

Population: 13.6 million

Crude Birth Rate: 47

Total Fertility Rate: 6.5

Rate of Natural Increase: 3.4

Contraceptive Prevalence: 4.9

Sponsoring Institutions: MOH and USAID/ACCRA

Host Country Contacts: Ray Kirkland, Health Officer - USAID

Estimated Cost to FPMT in Year II: \$36,500

Goal: To provide technical assistance to MOH to assist them in incorporating family planning in their own internal training programs

Planned Accomplishments

Year II:

FPMT attendance at the GMOH senior management meetings in December 1986 to assist the GMOH in long-range planning.

A visit to further define opportunities for FPMT support of GMOH family planning management training programs.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
TA mission to help define MOH training	May 1986	MOH	Nancy Piet-Pelon	Completed
TA to MOH management planning meeting	Dec 1986	MOH	Nancy Piet-Pelon	Completed
Management Development Plan	Mid 1987	MOH/USAID	2 FPMT staff	Proposed

3. Kenya

FPMT has been active in Kenya during the reporting period, supporting both regional training activities and working to develop a program of Kenya-specific interventions. The following country-specific activities took place during the reporting period:

1. FPMT Operations Officer Ken Heise visited Kenya in November to brief USAID and REDSO on FPMT and to plan for the January FPMT visit (below). Meetings with CAFS were also held during this short visit.
2. Working with the Pathfinder Fund local representatives, Joyce Lyons and Jean Baker visited Kenya from February 8-20 to design a management development plan for family planning programs in Kenya. Proposed FPMT training and technical assistance activities fall into three categories: a) assistance to non-governmental organizations (FPAK, Maendeleo ya Wanawake, and religious organizations); b) assistance to government family planning and population programs (MOH, National Council on Population and Development); and c) collaboration with other cooperating agencies providing assistance in the family planning and population field (FPIA, Thunder and Associates). General areas of FPMT intervention have been identified; however, a more in-depth management assessment of several of the organizations will be needed prior to implementation of activities.

KENYA

Population: 21.0 million (PRB, 1986)

Crude Birth Rate: 54 (PRB, 1986)

Total Fertility Rate: 8.0 (PRB, 1986)

Rate of Natural Increase: 4.2 (PRB, 1986)

Contraceptive Prevalence: 7.9 (CPS-FIN, 1984)

Sponsoring Institutions: USAID
Family Planning Association of Kenya
Maendeleo ya Wanawake

Host Country Contacts: Mr. Gary Merritt

Estimated Cost to FPMT in Year II: \$73,000

Goal:

To respond to public and private sector management training needs of FPO's in Kenya through in-country, regional, and US-based training and technical assistance

Planned Accomplishments
Year II

Develop a management development plan for selected FPOs/programs in Kenya and begin implementation

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
FPMT briefing visit	November 24-29 1986		Ken Heise	Completed
Management Development Plan	February 6-20 1987		Joyce Lyons Jean Baker Pathfinder	Completed

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
_____	_____	_____	_____	_____
Management Audit Maendeleo ya Wanawake	May 1987		2 FPMT	Proposed with Pathfinder
Management Audit FPAK	June 1987		2 FPMT	Proposed

4. Lesotho

At AID's request, FPMT reviewed the Lesotho Project Paper for the bilateral health and family planning program and helped define the nature and extent of interventions that FPMT could provide under a proposed buy-in to the project. USAID will cable FPMT in the coming period to indicate when a team should come to design a management development plan.

LESOTHO

Population: 1.6 (PRB, 1986)

Crude Birth Rate: 42 (PRB, 1986)

Total Fertility Rate: 5.8 (PRB, 1986)

Rate of Natural Increase: 2.5 (PRB, 1986)

Contraceptive Prevalence: 3.4 (IPPF, 1977)

Sponsoring Institutions: Ministry of Health
Family Planning Association
USAID

Estimated Cost to FPMT: \$35,000

Goal: To help Lesotho public and private sector programs provide and improve outreach efforts through improved management training. To help reduce user dropout rates.

Accomplishments
Year II

The following activities are scheduled for Lesotho in Year II:

Development of a management training plan to help USAID and GOL implement new bilateral project

Recruit consultants to help provide the management training scheduled under the new USAID funded bilateral project.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Development of management training plan	June, 1987	MOH/USAID	2 FPMT staff	proposed
Recruitment of local and US consultants	June, 1987	MOH/USAID	1 FPMT trainer	proposed

5. Niger

FPMT activity began during this reporting period. Sara Seims worked with a two person team from INTRAH to design a management and clinical training development plan for the nascent family planning program in Niger. The initial visit was completed in December, 1986 and a Memorandum of Understanding has subsequently been signed by FPMT and the Ministry of Health and Social Affairs (MOHSA). Two of the activities covered in the Memorandum have already taken place:

1. A ten day study tour to Senegal for the directors of three MOHSA offices concerned with family planning service delivery. The tour was conducted by Beth Harrison of FPMT and Tom Leonhardt of CEDPA in February, and included the Population Officer from Niger as well. A report describing the study tour will be available shortly.
2. Jean DeHasse visited Niger in March to design and plan for a workshop on organizational design and workplan development which will take place in May, 1987. Workshop participants will include directors of MOHSA offices concerned with family planning, regional MOHSA personnel, and training staff from the National Center of Family Health.

NIGER

Population: 6.7 million

Crude Birth Rate: 51

Total Fertility Rate: 7.2

Rate of Natural Increase: 2.8

Sponsoring Institutions: Ministry of Health and Social Affairs
USAID/Niger

Host Country Contacts: Dr. Halima Maidoka, MOHSA
Maurice Middleburg, Population Officer, USAID

Estimated Cost to FPMT in Year II: \$80,000

Goal: To help the GON lay the groundwork for an expanded provision of family planning services supported by an upcoming USAID bilateral program.

Planned Accomplishments
Year II

- (1) Undertake a joint needs assessment with INIRAH
- (2) Develop and implement the technical assistance and training necessary for expanded service delivery.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Management Development Plan	December 1-10, 1986	MOH/USAID	Sara Seims INIRAH	Completed
Study tour to Senegal	February- March 1987	Directors of 3 MOHSA offices concerned with family planning delivery	Tom Leonhardt Beth Harrison	Completed

ACTIVITIES:	DATES:	PARTICIPANTS:	FFMT STAFF/ CONSULTANTS:	COMMENTS:
Workshop on organizational design and workplan development	May 1987	Directors of 10 MOHSA offices concerned with family planning delivery and training staff from the National Center of Family Health	Jean-Georges Dehasse FFMT Consultant	Scheduled

6. Nigeria

Active involvement in Nigeria has continued during this six month period. FPMT has continued to follow the suggested activities outlined in the management development plan, as modified by the ever changing family planning environment in Nigeria. The following FPMT activities took place during this reporting period:

1. FPMT staff met with the Nigeria AAO Dr. Keys MacManus to discuss the implementation of activities envisaged under the management development plan. The meeting took place in Washington in November.
2. Dr. Mary Taylor Hassouna, a consultant to FPMT, organized and conducted two workshops on financial management and planning for family planning and financial managers in Ogun State. A total of 16 participants from the State Ministry of Health and the five zonal health offices took part in the workshops in January.
3. Ken Heise and Joyce Lyons of FPMT visited Nigeria in February to plan for upcoming workshops and to determine with which in-country management training institution FPMT should plan to collaborate. Three institutions were visited and FPMT plans to collaborate with one, the Administrative Staff College of Nigeria (ASCON), in the design and conduct of a series of planning workshops for Local Government Area health and family planning officials.
4. A member of the faculty of Local Government and Field Administration from ASCON attended the case teaching workshop for regional training institutions held in Boston from March 16-21.

NIGERIA

Population: 105.4 Million

Crude Birth Rate: 48

Total Fertility Rate: 6.5

Rate of Natural Increase: 3.0

Contraceptive Prevalence: 5.7

Sponsoring Institution: AID Affairs Office
Federal Ministry of Health, Pathfinder

Host Country Contacts: Dr. A.B. Sulaiman (FMOH), Dr. Keys MacManus (AAO)
Mrs. Olabisi Olatokunbo (Pathfinder)

Estimated Cost to FPMT in Year II: \$ 76,000

Goal:

To provide management training and TA appropriate to the needs of the expanding State FP programs.

Planned Accomplishments
Year II

Year II will be a transition year. FPMT will continue to follow the management development plan as modified by ongoing discussion, while exploring possibilities for collaboration under the proposed quasi-bilateral for Nigeria. Developing collaborative agreements with one or more Nigerian Training Institution will play a key role in both pre- and post-bilateral implementation.

ACTIVITIES:	DATES:	PARTICIPANTS:	TRAINERS/CONSULTANTS:	COMMENTS:
Management Development Plan	Jan 27- Feb 28 1986		Ken Heise John Holley Hammouda Bellamine Olabisi Olatokunbo	Completed
Planning Workshop for State Health Administrators (JHPIEGO/FPMT)	April 28- May 9 1986	34 Health/FP leaders from States	Jenny Huddart Sallie Craig Huber Linda Lacey	Completed
Management Workshop for State FP coordinators and Deputies	July 27- August 8 1986	55 State FP coordinators and Deputies	Ken Heise Jenny Huddart Sallie Craig Huber Peggy Curlin Linda Lacey	Completed. Second week of workshop (MIS) conducted by CDC and Pathfinder

Nigeria

ACTIVITIES:	DATES:	PARTICIPANTS:	TRAINERS/CONSULTANTS:	COMMENTS
Financial Planning Workshop, State MOH Imo	January 12-16 1987	6 State FP and Finance personnel	Mary Taylor Hassouna	Completed
Financial Management Workshop for Zonal FP coordinators	January 18-21 1987	10 Zonal and State FP/ Finance personnel	Mary Taylor Hassouna	Completed
Visit to develop sub agreements with Nigerian Training Institutes, and Workshop planning	Feb 16-28 1987		Ken Heise Joyce Lyons	Completed
Base teaching workshop for RTTs	Mar 16-21 1987	1 faculty, ASCON	FPMT	Completed
Planning workshop for LGA FP/ Health Officials, Ogun State	June 1987	25 LGA Health/FP Officials	FPMT, ASCON	Proposed
Planning workshop for LGA FP/Health Officials, Ogun State	September 1987	25 LGA FP Health Officials	FPMT/ASCON	Proposed

7. Rwanda

A visit to Rwanda was made by Ken Heise in November to negotiate a Memorandum of Understanding with ONAPO. The Memorandum sets out the scope of FPMT activities in Rwanda and lists the responsibilities of FPMT and ONAPO in their execution. At this writing the Memorandum is still under review by ONAPO.

FPMT supported the participation of two IEC managers from ONAPO at a workshop conducted by Population Communication Services in Baltimore in January, 1987. The workshop focused on strategies for effective design and evaluation of IEC campaigns and materials, an area highlighted in the FPMT management development plan as needing strengthening.

RWANDA

Population: 6.5 million

Crude Birth Rate: 54

Total Fertility Rate: 7.6

Rate of Natural Increase: 3.8

Sponsoring Institutions: Office National de la Population
OAR/R Kigali

Host Country Contacts: Mrs. Habimama Nyirasafari, Director
Ms. Corina Stover

Estimated Cost to FPMT in Year II: \$246,000

Goal: To strengthen the capacity of ONAPO to plan and evaluate FP/POP programs. A particular focus will be on improving ONAPO's ability to undertake long range financial planning.

Planned Accomplishments
Year II

Technical assistance will be provided in the areas of developing management systems for finance and for the new training center. Training activities will include workshops in supervision, IEC planning and evaluation, and TOT in management.

<u>ACTIVITIES:</u>	<u>DATES:</u>	<u>PARTICIPANTS:</u>	<u>FPMT STAFF/ CONSULTANTS:</u>	<u>COMMENTS:</u>
Management Development Plan	June 2-14, 1986		Ken Heise Marc Mitchel	Completed
Visit to negotiate Memorandum of Understanding	November 17-21, 1986		Ken Heise	Signed Memorandum pouched to Kigali January 1987

ACTITIVIES:	DATES:	PARTICIPANTS:	FPMT STAFF: CONSULTANTS:	COMMENTS:
Workshop	January 12-23, 1987	2 ONAPO IEC managers	PCS	FPMT sponsored the Rwanda participants.
TA to new training center	Summer 1987	ONAPO training staff	FPMT	Training center opened January 1987
TA in Financial Planning and Management	Summer 1987	ONAPO Director of Finance, Accountants	FPMT	Contingent upon ONAPO naming a director of Finance and Administration
U.S. Based management course for leaders of training institutions	June-July 1987	Director of ONAPO training center	FPMT	MSH: Skills for Managing Effective Training Organizations
TOT in management	Summer 1987	12 ONAPO trainers	FPMT INTRAH	Proposed joint FPMT/INTRAH workshop

8. Senegal

Several management training and technical assistance activities described in the management development plan were undertaken during this period. These included:

1. A two week workshop in November to develop supervisory protocols (clinical and IEC) for family planning. The workshop, designed and conducted by Tom Leonhardt in collaboration with the Family Health Project, was attended by 23 participants representing staff of the USAID Family Health Project, the ISTI technical support team, national and regional staff from the Ministry of Health and Ministry of Social Development, service providers, and the National Coordinator for the Family Planning Association of Senegal (ASBEF).
2. Senegal hosted a delegation of family planning managers and leaders from Niger in February.
3. As a follow-up to training conducted in Boston last August, FPMT sent MIS expert Paul Auxila to Senegal in February to work with the logistics and accounting personnel from the Family Health Project and ISTI technical assistance team. The TA focused on designing and implementing computer-based management information systems for use in accounting and contraceptive logistics.

SENEGAL

Population: 6.9 million (PRB 1986)

Crude Birth Rate: 48 (PRB 1986)

Total Fertility Rate: 7.1 (PRB 1986)

Rate of Natural Increase: 2.9 (PRB 1986)

Contraceptive Prevalence: 2.7 (DHS Survey 1985)

Sponsoring Institutions: Ministry of Social Development- Family Health Project
USAID- Health Office

Host Country Contacts: Mr. Ousmane Samb, Project Director
Mr. Dennis Baker, Population Officer

Estimated Cost to FFMT in Year II: \$41,000

Goal:

Aid the GOS to decentralize family planning delivery by providing training and technical assistance in supervision, human resource management, and workplan development.

Planned Accomplishments
Year II

improve coordination between the two ministries charged with providing family planning services

help develop realistic workplans in light of the planned expansion of services and decentralization of activities

assist the development of supervisory protocols

provide technical assistance to develop a computerized inventory control and financial management systems.

ACTIVITIES:	DATES:	PARTICIPANTS: CONSULTANTS:	FEMT STAFF/	COMMENTS:
Management Development Plan	15- 30 May, 1986		Ken Heise Jim Wolff Joan Kaufman	completed

SENEGAL

ACTIVITIES:	DATES:	PARTICIPANTS:	TRAINERS/ CONSULTANTS:	COMMENTS:
Training IN MIS for family planning	August, 1986	Mr. Massek Sek, Project Accountant Mr. Fallou Gueye, Project Logistician	Paul Auxila Hank Elkins	completed After the four week training the participants stayed at MSH for one week to adapt the microcomputer technology to their specific program needs.
Workshop to develop supervisory protocols	11/17/86- 11/30/86	23 FP supervisors and service producers	Tom Leonhardt Family Health Project	completed
Technical assistance to adapt microcomputer skills to the special logistics and accounting needs of the project	February, 1987	M. Sek F. Gueye ISTI (2)	Paul Auxila	Completed

9. Zaire

FPMT attempted on several occasions to schedule a visit to Zaire during this period in order to negotiate a Memorandum of Understanding with different family planning organizations. These attempts were unsuccessful, and FPMT activities in Zaire are currently on hold. There are several reasons for this. First, there have been important changes in personnel at USAID, including a new Mission Director and Population Officer. Both have expressed the desire to consolidate and reassess current programs before proceeding with additional activities. Major changes have also occurred in the two major family planning organizations and the relations between them. As a result, neither organization is currently in a position to participate in previously proposed FPMT activities. On the positive side, new opportunities for FPMT involvement in Zaire may exist as a result of Zaire's recent drafting of a national population policy. FPMT hopes to arrange a visit to Zaire during the next six months to reassess the role it can play in contributing to the success of Zaire's family planning programs.

ZAIRE

Population: (in 1000) 29,938

Crude Birth Rate: 45.1

Total Fertility Rate: 6.09

Rate of Natural Increase: 29.3

Contraceptive Prevalence: 3-5%

Sponsoring Institutions: Family Planning Services Project (FPSP)
Association Zairoise pour le Bien-Etre
Familial (AZBEF)
USAID

Host Country Contacts: Chirwisa Chirhamolekwa, Director
Mutumbi Kuku dia Bunga, Administrator
Gael Murphy/Lois Bradshaw

Estimated Cost to FPMT in Year II: \$138,000

Goal:

To provide training and technical assistance in management to the major family planning organizations in Zaire in order to improve services and strengthen the organizations' ability to plan for and manage an expanding family planning program.

Accomplishments
Year II

Major changes in the FPO's and family planning environment have occurred in recent months. USAID is currently reassessing its FP/POP priorities and strategies, and the role FPMT can play in Zaire will be largely determined by the outcome of these discussions. FPMT hopes to negotiate a memorandum of understanding with one or more Zairian FPO's which will cover a range of training and technical assistance activities focusing on key management systems and organizational development. The recent drafting of a national population policy and the creation of an action committee opens new areas for potential FPMT assistance.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Management Development Plan	February 17-28, 1986		Ken Heise Jim Wolff	conducted jointly with INTRAH

Follow-up for workshop development	May 19-23, 1986		Jim Wolff	completed
Skills for Managing Effective training Organizations Workshop	June 9- July 23, 1986	Dr. Musinde Sangwa, FONAMES	Joyce Lyons	completed
Organizational and Management Development Workshop for Family Planning Services Project (including AZBEF)	August 18-30, 1986	31 senior managers from FPSP and AZBEF	Jana Glenn Jean-Georges Dehasse David Yohalem 2 trainers from Centre National de la Coordination de la Formation (CENACOF)	completed
Visit to negotiate memorandum	November 1986		Ken Heise	Proposed
Management by Objectives and Results and Performance Appraisal Workshop	January 1987	FPSP senior and mid-level staff	FPMT	Proposed
Inter-agency Coordination Workshop	Spring 1987	Leaders of FPSP, AZBEF, FONAMES, SANAU, etc.	FPMT CENACOF	Proposed

10. Zimbabwe

No activities were undertaken by FPMT between October 1986 and March, 1987.

ZIMBABWE

Population: 9.0

Crude Birth Rate: 47

Total Fertility Rate: 6.7

Rate of Natural Increase: 3.5

Contraceptive Prevalence: 11%

Sponsoring Institutions: National Family Planning Council

Host Country Contacts: Dr. Esther Buheni

Estimated Cost to FPMT in Year II: \$93,376

Goal:

Develop a proposal to carry out study observation tours and regional training in Zimbabwe.

Planned Accomplishments
Year II

Although Zimbabwe was on the Year I list, political factors precluded FPMT involvement during this period. However, recent discussions with the REDSO/ESA Population Officer indicate that Zimbabwe should be tentatively reprogrammed for Year II.

FPMT activities in Zimbabwe will be organized closely with Pathfinder, as they have assumed responsibility for managing much of the FP/POP program. FPMT hopes to undertake a project development visit in 1987 and begin regional activities shortly thereafter.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Training Development Plan visit	September 1987	MOH	1 trainer	

B. ASIA AND THE NEAR EAST

1. Bangladesh

During February/March Sara Seims was the team leader for the design of a training program for local level Bangladeshi health, family planning and elected officials to visit Indonesia. Other members of the team included the chief planner of the MOH, Mr. Azizul Karim, the USAID Dhaka Population Officer, Ms. Sigrid Anderson, and the Pathfinder Country Director, Dr. M. Allaudin. The team visited Indonesia and met extensively with the Indonesian Family Planning Coordinating Board (BKKEN) and other appropriate organizations and individuals. A plan was prepared emphasizing the importance of carefully designed preparatory activities, tailored study tour visits in Indonesia, follow-up project development with input from NGOs and team building exercises for the local level groups. If the plan receives final approval from the GOB and AID, FPMT may be called upon to help implement this activity.

BANGLADESH

Population: 104.1

Crude Birth Rate: 44

Total Fertility Rate: 6.2

Rate of Natural Increase: 2.7

Contraceptive Prevalence: 13.4

Sponsoring Institutions: USAID/DACCA

Host Country Contacts: Sharon Epstein, USAID

Estimated Cost to FPMT in Year II: \$66,000

Goal: To help develop local level political commitment to family planning and thus aid GOB with decentralization and expansion of family planning services.

Planned Accomplishments
Year II

Develop a training program with BKKBN - Indonesia for selected local community leaders and MOH officials. Set up logistical and management systems to implement program; begin design and review of training materials.

ACTIVITIES	DATES	PARTICIPANTS	FPMT STAFF/ CONSULTANTS:	COMMENTS
Needs Assessment	June 1986		Peggy Curlin Tony Schwarzwalder Fatima Alauddin A.N.M. Sayeed	Completed (year 1
Technical Assistance to develop family planning management training plan	February - March, 1987	GOB - MOHFP Pathfinder	Sara Seims	Completed

ACTIVITIES	DATES	PARTICIPANTS	FPMI STAFF/ CONSULTANTS:	COMMENTS
Set up logistical and management systems for training	September 1987	GOB-MOHFP, USAID	Sara Seims Stephen Sacca	Proposed
Design training materials	September 1987	GOB-MOHFP, USAID	FPMI consultant	Proposed

2. Egypt

FPMT has been planning to send representatives to a RONCO PACII conference in Egypt for managers of family planning training programs. This conference has had to be rescheduled several times, and is now planned to take place in the coming six months. Recent communication from USAID indicates their interest in having FPMT develop a management development plan in the coming six months. Every attempt will be made to respond to this request in a timely fashion.

EGYPT

Population: 50.5 (Population Reference Bureau, 1986)

Crude Birth Rate: 37 (P.R.B., 1986)

Total Fertility Rate: 5.3 (P.R.B., 1986)

Rate of Natural Increase: 2.6% (P.R.B., 1986)

Contraceptive Prevalence: Rural-14.5% Urban-12.7% (WFS/SUM)

Sponsoring Institutions: National Population Council, GOE
USAID/Cairo

Estimated Cost to FPMT in Year II: \$35,000

Goal: To help coordinate F.P. training efforts and to help develop training evaluation materials.

Planned Accomplishments
Year II

Complete review of family planning training
Develop training evaluation plan
Develop management training program based on needs identified by the evaluation review

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Attend PACII conference for family planning training in Egypt	April 1987		Peggy Curlin Jim Crawford	Proposed
Training development plan visit	April 1987		Sara Seims Michael Hall	Scheduled

3. Indonesia

At mission request, an FPMT visit scheduled to take place during this period has been rescheduled for the summer of 1987.

INDONESIA

Population: 168.4 million (PRB, 1986)

Crude Birth Rate: 34 (PRB, 1986)

Total Fertility Rate: 4.4 (PRB, 1986)

Rate of Natural Increase: 2.1 (PRB, 1986)

Contraceptive Prevalence: 34.1 (Nortman, 1981)

Sponsoring Institutions: USAID/ Jakarta
BKKN
MOH

Host Country Contacts: Carol Carpenter Yaman, Professor Santoso,
BKKN -FP Coordinating Board

Estimated Cost to FPMT in Year II: \$25,000

Goal: To provide advanced management training in family planning to facilitate financial self-sufficiency for the delivery of services

Accomplishments
Year II

(1) Design a management development plan

(2) Discuss with mission and GOI the possibility of Indonesia hosting study and observation tours

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Training Assessment - BKKN	August, 1987	BKKN training staff	2 FPMT staff	Proposed

4. Pakistan

A four person team consisting of Tony Schwarzwaldner (MSH), Jane Wilber (CEDPA), Imtiaz Kamal (Pathfinder) and Toby Canto (AIM) drafted a management development plan for Pakistan in October, 1986. In the course of its two and a half week visit, the team met with over 80 leaders and managers from the Government of Pakistan, major training institutes, NGOs involved in family planning, and the donor community. USAID has requested that FPMT focus its initial efforts on three areas covered in the management development plan. These are: a) a seminar for senior managers on incorporating key elements of population dynamics into already existing management training; b) a workshop on managing the delivery of non-traditional IEC programs, and; c) technical assistance in the design and implementation of a management information system for the social marketing of contraceptives.

FPMT proposed that a visit take place in March to negotiate a Memorandum of Understanding and to plan for the proposed activities. USAID indicated that key Pakistani personnel were involved in other activities at that time and requested instead that the visit be made in September, 1987.

PAKISTAN

Population: 101.9 million (PRB 1986)

Crude Birth Rate: 43 (PRB 1986)

Total Fertility Rate: 6.7 (PRB 1986)

Rate of Natural Increase: 2.8 (PRB 1986)

Contraceptive Prevalence: 6.4 (Nortman, 1980)

Sponsoring Institutions: National Institute of Population Studies
USAID
Woodward

Host Country Contacts: Dr. M.S. Jillani
Enid Spielman
Brian Janjua

Estimated Cost to FPMT in Year II: \$ 18,000

Goal:

To work with key NGO's and the GOP Division of Population Welfare to effect improvements in the management of non-traditional IEC, to develop a deeper understanding of population/development dynamics, and improve the MIS for an NGO social marketing program.

Accomplishments
Year II

Memorandum of Understanding will be developed with the GOP and NGO's covering training and technical assistance activities to be undertaken with FPMT.

These activities will include a senior seminar on integrating population dynamics into the curricula of training institutions, a workshop on managing the delivery of non-traditional IEC programs with concurrent development of cases, technical assistance to develop an MIS for social marketing of contraceptives, and training opportunities in the region and the US for selected individuals.

<u>ACTIVITIES:</u>	<u>DATES:</u>	<u>PARTICIPANTS:</u>	<u>FPMTSTAFF/ CONSULTANTS:</u>	<u>COMMENTS:</u>
Management Development Plan	Sept 20- Oct 5, 1986		Tony Schwarzwaldner Jane Wilber Toby Canto Imtiaz Kamal	completed

ACTIVITIES:

Negotiate
Memorandum of
Understanding

DATES:

September
1987

PARTICIPANTS:

FEMT STAFF/
COMMENTS:

FEMT
Pathfinder

CONSULTANTS:

Proposed

5. Philippines

FPMT's plans to visit the Philippines in order to design a management development plan have again been delayed and now must await clarification of the current status of population and family planning policies in that country.

6. Thailand

FPMT received concurrence from USAID to visit Thailand in April/May in order to develop a management development plan for one or more family planning organizations.

THAILAND

Population: 52.8 million (Population Reference Bureau, 1986)

Crude Birth Rate: 28 (PRB, 1986)

Total Fertility Rate: 3.5 (PRB, 1986)

Rate of Natural Increase: 2.0 (PRB, 1986)

Sponsoring Institutions: USAID,
TMOH, Department of Technical and Economic
Cooperation
Population and Community Development

Estimated Cost to FPMT in Year II: \$ 15,000

Goal:

For Thai programs, the general goal is to provide appropriate training and technical assistance to family planning programs with an emphasis on the public sector.

Accomplishments
Year II

Develop a Management Development Plan addressing the management training needs of the Thai family planning program with a focus on the public sector.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Management Development Plan	April-May 1987		FPMT/AIM	Scheduled

7. Tunisia

A visit was made to Tunisia by Sara Seims in October in order to meet with the RONCO regional office and discuss joint strategy options for Tunisia and the region. Following the visit, FPMT sponsored four participants from Somalia and Sudan to a RONCO conference in Tunisia for executive directors of Family Planning Associations from the Arab-speaking world.

TUNISIA

Population: 7.2 million PRB, 1986

Crude Birth Rate: 33 PRB, 1986

Total Fertility Rate: 4.9 PRB, 1986

Rate of Natural Increase: 2.7 PRB, 1986

Contraceptive Prevalence: 32.4 CPS-FIN 1983

Sponsoring Institutions: National Family Planning Office (NFPO)
Population Office, USAID/Tunisia

Host Country Contacts: Mr. M. B'chir (NFPO)
Jim Vermillion, USAID/Tunis

Estimated Cost to FPMT in Year II: \$22,000

Goal:

To organize and hold in collaboration with the NFPO and RONCO Corporation's Tunis office a workshop for mid-level prevalence countries.

Planned Accomplishments
Year II

Interregional workshop addressing management issues facing mid-level prevalence countries

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Coordination visit with RONCO	October 1986		Sara Seims	
RONCO conference for FPA executive directors	December 1986	2 Somali 2 Sudanese Executive Directors		FPMT sponsored their participation

8. Turkey

No FPMT activities took place in Turkey during the reporting period. A visit to design a management development plan was scheduled for March, 1987, but postponed at the Embassy's request as AID had not yet submitted its population strategy report, which is a prerequisite for concurrence for new centrally funded population programs.

TURKEY

Population: 15.3 million

Crude Birth Rate: 35

Total Fertility Rate: 5.1

Rate of Natural Increase: 2.5

Contraceptive Prevalence: 15.3

Sponsoring Institutions: MOH - General Directorate of Family Planning
U.S. Embassy, Ankara

Host Country Contacts Dr. Tandogan Tokgoz, Undersecretary of Health:

Estimated Cost to FPMT in Year II: \$10,000

Goal:

To provide family planning management training to the MOHs integrated program and to aid with the decentralization of services.

Planned Accomplishments
Year II

To begin providing technical assistance and training with national level leadership leading to subsequent year management training for regional MOH staff directing family planning efforts.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
MIS Technical Assistance	Summer 1987	MOH	1 FPMT trainer	proposed

C. LATIN AMERICA

1. Bolivia

In October, 1986, the pre-planning visit with Mission personnel indicated that several new private family planning programs are expected to begin in early 1987. The Mission anticipates that the managers of these activities will benefit from training in all the basic systems, from planning to finance to micro-computer applications for service program evaluation. Therefore, the AID/Mission recommended that FPMT schedule a planning visit in the spring of 1987 to determine the specific training needs and to design a management development program for the managers of these new private programs. During a subsequent conversations in February 1987, the Mission requested that FPMT postpone the planning visit until late summer 1987 in order to give several of the programs more time to be launched.

BOLIVIA

Population: 6.4 million (PRB, 1986)

Crude Birth Rate: 43 (PRB, 1986)

Total Fertility Rate: 6.2 (PRB, 1986)

Rate of Natural Increase: 2.8 (PRB, 1986)

Contraceptive Prevalence: 7.4% (CPS-PRE, 1983)

Host Country Contacts: Eiva Calero, USAID/La Paz

Estimated Cost to FPMT in Year II: \$17,000

Goal: To be determined

Planned Accomplishments
Year II

To work with USAID/La Paz and family planning programs to develop a practical series of management training activities to improve the capacity of private organizations in Bolivia to launch and manage family planning services.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Project Orientation Visit to USAID/La Paz	October 1&2 1986		C. Crone-Coburn	plans completed for team visit to prepare management development plan.
Design of Management Development Plan	August 1987		M. Arias LAOPS Officer	Postponed from May to August '87 at request of Mission

2. Brazil

The FPMT team visit in March, 1986, identified a number of priority development needs for managers of private family planning programs in Brazil. These included: re-structuring of staffing patterns; internal system development in long-range financial planning, budgeting and control; personnel administration; and computerization of management reporting systems. The AID/Mission also requested that FPMT conduct a separate planning visit after the November 1986 elections to a design management development plan for senior managers in a few states with policies strongly supporting public family planning programs.

During the past six months, FPMT has assisted CPAIMC to complete the organizational development work begun in 1985 through supporting local technical assistance activities. It also has completed detailed plans for conducting a training program for senior and mid-level managers in the private organizations in management information systems and the applications of micro-computers to MIS; this course will be held in Brazil in June 1987. Immediately following the course, FPMT personnel will develop specific plans with each organization for the technical assistance that managers will require in order to make the necessary changes from manual to computerized information systems. Decisions about other FPMT activities, including the public sector planning visit will be postponed pending discussions about continued USAID S&T/POP funding for central project activities in Brazil this summer.

BRAZIL

Population: 143.3 million (PRB, 1986)
Crude Birth Rate: 31 (PRB, 1986)
Total Fertility Rate: 4.1 (PRB, 1986)
Rate of Natural Increase: 2.3 (PRB, 1986)
Contraceptive Prevalence: 60% (DDD, 1986)

Sponsoring Institutions: BEMFAM, CPAIMC, ABEFF, GOB at state-level
Host Country Contacts: Marcio Schavo Ruiz, Lia Krupsch
Denise Leite, Sonia Bloomfield, USAID/Brasilia
Estimated Cost to FPMT in Year II: \$125,000

Goal:

To create an in-house management capability in the major private family planning organizations which then will pass on these skills to their affiliate members and client organizations with whom they work.

To develop model family planning management development programs for the public sector by focusing on 1-2 states in a variety of management areas.

Planned Accomplishments Year II

To provide in-depth training and follow-up technical support to Executive level and mid-level managers of the 3 organizations in the practical application of micro-computer skills to the in-level management information systems that currently function manually.

To design a management development plan for a select number of states which demonstrate a commitment to public sector delivery of FP services.

ACTIVITIES:	DATES:	PARTICIPANTS:	FEMT STAFF/ CONSULTANTS:	COMMENTS
Design of a Mgmt Development Plan	March 1. 5	Staff from the 3 private org	C. Crone Coburn J. Paxman T. Valenzuela J. de Codes	Completed
Sponsorships of mid-level managers to U.S. based Micro-computer/MIS/HRM Courses	Fall'1986	6 from CPAIMC, ABEPF BEMBAM	P. Auxila J. Lyons CEDPA Staff	Completed
Design of tailored Micro-computer course for senior+mid/level managers	Jan'1987	CPAIMC, BEMFAM ABEPF Staff	P. Auxila	Completed
Micro-computer/Mis course	June 1987	25		Planned
Follow-up T.A. to each org.	July-Sept 1987	Various	P. Auxila	Planned
ST executive training in Financing and Strategic Planning	July August 1987	2 Exec. Dir.	Various	Planned
Design of Mgmt Develop. Plan for several States	July 1987	Various	R. Stern M. Arias	Pending approval of S&T/POP for Continued project support to Brazil

3. Ecuador

At the Mission's request, an FPMT team made a visit to Ecuador in February, 1987, to design a management development plan for family planning program managers. As a result of that visit, a three year FPMT plan for both private and public institutions has been designed and agreed to by USAID/Quito. The project will initially focus on developing the management capacity of two private sector service delivery organizations, CEMOPLAF and APROFE, and one public sector organization, the FFAA or Armed Forces. The major management areas for the private sector training will be strategic and long range financial planning, with a heavy emphasis on self-sufficiency and cost-recovery. Clinic managers of all three organizations will receive training in supervision, program planning, budgeting and reporting. The Project will hold its first major workshop on strategic and financial planning with the executive leadership of the private organizations in June 1987.

It is expected that additional project activities will be developed with the IESS or the Social Security Program and the Ministry of Health in the near future. Follow-up discussions have recently been held with the new leadership of the IESS, and FPMT expects the USAID/Mission to shortly request an assessment visit to design a management development plan for that organization.

EQUADOR

Population: 9.6 million (PRB, 1986)
Crude Birth Rate: 36 (PRB, 1986)
Total Fertility Rate: 5.0 (PRB, 1986)
Rate of Natural Increase: 2.8 (PRB, 1986)
Contraceptive Prevalence: 30.9% (CPS-FIN, 1982)

Sponsoring Institutions: APROFE, CEMOPLAF, CEPAR, IESS, MOH, F.F.A.A.

Host Country Contacts: The heads of each family planning program, Bill Goldman USAID, Manuel Rizzo USAID

Estimated Cost to FPMT in Year II: \$80,000

Goal:

To increase the capacity of service-delivery family planning organizations to provide more cost-effective services and expand service delivery to new areas and through new mechanisms.

Planned Accomplishments
Year II

To use the project's limited resources to work with those service organizations which have the highest capacity to absorb and capitalize on project assistance and to consider working with other organizations in the future as they make the organizational changes required for them to be able to use project inputs effectively.

<u>ACTIVITIES:</u>	<u>DATES:</u>	<u>PARTICIPANTS:</u>	<u>FPMT STAFF/ CONSULTANTS:</u>	<u>COMMENTS:</u>
Design of a Management Development Plan	February 1987	USAID/QUITO	Crone-Coburn Hall M. Arias Stern	Completed

<u>ACTIVITIES:</u>	<u>DATES:</u>	<u>PARTICIPANTS:</u>	<u>FPMT STAFF/ CONSULTANTS:</u>	<u>COMMENTS:</u>
Long-range Strategic and Financial Planning				
a. Hold a 4 day workshop with senior staff and Board members of APROFE and CEMOPLAF on strategic planning	July 1987	25	Stern Arias Fall	Planned
b. Provide follow-up technical assistance to each organization (2-3 days/month for 12 mos.) in designing and executing a strategic and financial planning process.		10	Stern Various	Planned
Financing and Financial Management Establish a system for determining costs and designing service pricing strategies for APROFE and CEMOPLAF		8	Stern Various	Planned
a. Analyze current cost and pricing data used by each organization for different services and products	June 1987	10	Stern Various	Planned
b. Set up regular manual reporting system	Sept/Oct 1987	10		

4. Haiti

In late 1986, USAID/Port-au-Prince requested an FPMT family planning training needs assessment visit to be scheduled in early 1987. This request resulted from meetings held with the Health Officer in August 1986, during his visit to Washington. From these discussions, it appears as if FPMT will concentrate its efforts on organizational development needs and human resource management with the public sector providers of family planning services. At the Mission's request, however, the planning visit has been re-scheduled for early summer 1987.

HATTI

Population: 5.9 million (PRB, 1986)

Crude Birth Rate: 36 (PRB, 1986)

Total Fertility Rate: 5.5 (PRB, 1986)

Rate of Natural Increase: 2.3 (PRB, 1986)

Contraceptive Prevalence: 3.9 (CPS-FIN, 1983)

Sponsoring Institutions:

Host Country Contacts: Lesley Curtin, USAID

Estimated Cost to FPMT in Year II: \$20,000

Goal: Improve human resource management of public sector family planning programs

Accomplishments
Year II

- (1) Complete a management training plan
- (2) Conduct workshops on human resource development and organizational design

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Management Development Plan	May 1982		2 FPMT Staff	Proposed

5. Mexico

FPMT has received a request from the National Council for Coordination of Population Programs to conduct four management training courses for senior level managers in Mexico. The project anticipates receiving USAID approval to conduct a planning visit in 1987 to determine the specific content of the training program and to develop a schedule for these training programs. Plans for this visit will be discussed in detail with the National Council in April 1987 when it is hosting an FPMT study tour of policy leaders from Francophone Africa.

MEXICO

Population: 81.7 million (PRB, 1986)

Crude Birth Rate: 32 (PRB, 1986)

Total Fertility Rate: 4.4 (PRB, 1986)

Rate of Natural Increase: 2.6 (PRB, 1986)

Contraceptive Prevalence: 35.4% (CONAPO-1982)

Sponsoring Institutions: CONAPO

Host Country Contacts: Sam Taylor/USAID

Estimated Cost to FPMT in Year II: \$20,000

Goal:

To design a management development plan that responds to the management training needs of executive and senior staff.

Planned Accomplishments
Year II

To carry out a planning visit to Mexico and design specific seminars for senior managers in CONAPO

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Design a management development plan for CONAPO managers.	Summer '87	USAID/MEXICO	Various	planned

III. REGIONAL PROGRAMS

FPMT looks to the regional training institutions to help design and implement our regional training strategy. The following sections of this report describe in detail the progress that was made during the last six months with our regional collaborators. Also described below are two other regional activities which were complemented and planned for during this reporting period: the Case Teaching Workshop for RTIs and the Francophone Regional Advisory Committee.

A. REGIONAL TRAINING INSTITUTIONS (RTIs)

FPMT places great emphasis and importance on collaboration with the RTIs. After the project has ended, the RTIs will remain and hopefully continue to offer those family planning management training programs which were developed with FPMT input.

During the first year of project activities, FPMT concentrated on identifying, assessing, and selecting the RTIs. In Year II our collaboration began in earnest. Our work with the RTIs is at different stages. INCAE, in Latin America, has participated with FPMT on the preparation of management development plans, written case studies concerning community based distribution and supervision, and helped conduct one portion of the RTI case teaching workshop. The scope of work under the proposed sub-agreement with AIM calls for participation in the design of management development plans, provision of technical assistance to regional FPOs, design and conduct of management workshops, and development of teaching cases. Representatives from PAID will work with FPMT staff in the next reporting period to plan our collaborative program.

FPMT works closely with all the RTIs to set up appropriate financial and administrative procedures. Over the course of our collaboration FPMT will assist the regional training institutes to market their family planning management course offerings.

Activities with the individual RTIs are described below:

1. Africa

a. Centre for African Family Studies (CAFS)

At the urging of REDSO/ESA FPMT has devoted considerable resources to strengthening CAFS' ability to design and conduct FP management training courses in French and English. FPMT activities with CAFS are summarized below:

1. FPMT provided assistance to the Centre for African Family Studies (CAFS) in the design, conduct, and evaluation of FP management training workshops. In October and November, FPMT sent consultant Hammouda Bellamine to work with CAFS on a course for 19 mid and senior FP managers from eight countries. This was Mr. Bellamine's third visit to CAFS, and the CAFS trainers are now able to offer the English language management training course without additional outside assistance.

2. In February, FPMT consultant Ms. Jana Glenn began working with CAFS to develop a French language course for mid and senior FP managers. Her work includes developing and adapting materials in French, developing the training skills of the CAFS trainer, and designing, conducting, and evaluating the course (currently in session in Lome, Togo). Another FPMT consultant, Mr. Toko Puku of CENACOF in Zaire, is serving as co-trainer for this workshop.

3. Joyce Lyons and Jean Baker visited CAFS in February to discuss the type of colaboration that might be possible in the coming years. Their visit was scheduled to coincide with the final days of an IPPF evaluation of CAFS' programs and activities.

CENTRE FOR AFRICAN FAMILY STUDIES
KENYA

Sponsoring Institutions: (1) Centre for African Family Studies
(2) REDSO/ESA

Host Country Contacts: (1) Professor De Graft Johnson
(2) Mr. Art Darart

Estimated Cost to FPMT in Year II: \$ 74,000

Goal: To assess the potential for expanded collaboration with CAFS in the conduct of regional management training and provision of technical assistance

Planned Accomplishments
Year II

Develop a collaborative agreement with CAFS to provide in-country and regional family planning training and technical assistance.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Technical assistance to CAFS to design workshop	March 23- April 7, 1986	CAFS training team	Hammouda Bellamine	completed (year
Technical assistance to CAFS to conduct workshop	April 25- May 24, 1986	15 mid-level family planning managers from 8 countries	Hammouda Bellamine Martin Gorosh	completed (year

<u>ACTIVITIES</u>	<u>DATES</u>	<u>PARTICIPANTS</u>	<u>TRAINERS/ CONSULTANTS</u>	<u>COMMENTS</u>
Technical assistance to CAFS	October 16- November 28, 1986	19 mid and senior level managers from 8 countries	Hammouda Bellamine	Completed
FPMT briefing visit	November 24-29, 1986		Ken Heise	Completed
Management Development Plan CAFS, Kenya	February 6-20, 1987		Joyce Lyons Jean Baker Pathfinder	Completed
Technical Assistance to CAFS: Design and conduct workshop	February 15- April 16, 1987	20 mid and senior level managers	Jana Glenn Toko Puku	In process
Skills for Managing Effective Training Organizations	June-July, 1987	Ezekiel Kalaule CAFS	MSH/SIT	Proposed

b. Pan African Institute for Development (PAID)

A visit was made to the Pan African Institute for Development (PAID) in October, 1987 in order to determine their interest in collaborating with FPMT as a regional training institute. Joint activities may include designing management development plans, case study development, training, and technical assistance. A representative of PAID attended the FPMT case teaching workshop for regional training institutions held in Boston from March 16-21, 1987. The Director of PAID and a senior trainer will attend the Francophone Regional Advisory Committee meeting in Boston in April (see below). Final negotiations on the proposed sub-agreement between FPMT and PAID will take place at that time.

PAN AFRICAN INSTITUTE OF DEVELOPMENT
CAMEROUN

Sponsoring Institutions: Pan African Institute of Development (PAID)
USAID/Yaounde

Host Country Contacts: Professor Tshikuku Kabeya, General Director
PAID;
Gary Leinen, USAID

Estimated Cost to FPMT in Year II: \$12,000

Goal: To collaborate with PAID staff to develop capability to offer regional family planning management training courses.

Planned Accomplishments
Year II

FPMT will, during 1987, work with PAID to develop a scope of work for joint activities including management development plans, case study development, and technical assistance. The General Director of PAID will attend the Francophone Regional Advisory committee (FRAC) meeting to be held in Boston in April 1987.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Visit to PAID	October 1986		Sara Seims J.G. Dehasse	Completed
PAID participation in case teaching workshop for RTIs	March 1987	Emmanuel Kamdem	FPMT	Completed
Visit of PAID U.S. to attend FRAC and regional planning meetings	March-April 1987	General Director and trainer	FRAC Trainers	Proposed

2. Asia

a. Asian Institute of Management (AIM)

Dr. Joyce Lyons of FPMT visited the Asian Institute of Management (AIM) in October in order to discuss with them the possibility of collaborating with FPMT on a variety of activities. A collaborative agreement with AIM is in the final stages of negotiation. Proposed activities to be carried out under the agreement include:

1. Joint FPMT/AIM country visits to design management development plans
2. Working with FPMT on the design and conduct of in-country and regional management training workshops
3. Technical and administrative support for study observation tours
4. AIM staff will develop and field test two case studies with teaching notes.

ASIAN INSTITUTE OF MANAGEMENT
PHILIPPINES

Sponsoring Institutions: Asian Institute of Management (AIM)
USAID

Host Country Contacts: Dr. Felipe Alfonso
Dr. Toby Canto

Estimated Cost of FPMT in Year II:

Goal:

Develop a collaborative agreement with AIM to cover training, materials development, technical assistance, study and observation tours, design of management development plans.

Planned Accomplishments
Year II

Efforts will be placed on implementing the large variety of activities envisaged under the FPMT/AIM collaborative agreement.

- Participate in designing management plans
- Participate in country workshops
- Technical assistance to FPO's in the region
- Conducting regional training at AIM
- Providing long-term and short-term training for FPO executives in existing AIM degree and executive programs
- Developing case studies in family planning management

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Case Writing Workshop	March 1986	21 FPMT Consortium/ Consultants	Mary Anderson Maria Eugenia Arias FPMT John Ickis Rushikesh Maru Catherine Overholt	Completed
Management Development Plan for Pakistan	September 20- October 5, 1986	Felipe Alfonso	Tony Schwarzwaldner Jane Wilber	Completed
Visit to AIM	October 16-19, 1986		Joyce Lyons	Completed
Develop collaborative agreement with AIM	February 1987		Joyce Lyons	Final stages of negotiations
Participate in case teaching workshop for RIT's	March 16-21, 1987	Toby Canto E. DeJesus	FPMT	Completed
Management Development Plan for Thailand	April-May 1987	AIM	FPMT	Planned
Regional/U.S. short and long-term training	ongoing	leaders and senior managers	FPMT	Planned

b. Population and Community Development Association and the Association for Strengthening Information on Family Planning

Thailand, with its active, diverse, and successful family planning programs, offers a rich learning environment for leaders and managers from countries where family planning programs are in earlier stages of development. To explore the possibility of organizing study and observation tours to Thailand, Joyce Lyons of FPMT visited Thailand in October, 1986. Two Thai organizations, the Population and Community Development Association and the Association for Strengthening Information on National Family Planning (ASIN) have submitted proposals to FPMT to organize and conduct study tours for FPMT participants. These proposals are currently under review.

POPULATION AND COMMUNITY DEVELOPMENT ASSOCIATION AND THE ASSOCIATION FOR
STRENGTHENING INFORMATION ON FAMILY PLANNING
THAILAND

Sponsoring Institutions: USAID,
TMOH, Department of Technical and Economic
Cooperation
Population and Community Development

Estimated Cost to FPMT in Year II: \$5,000

Goal:

To enable participants from a number of countries to study and learn from experiences of Thai family planning programs

Accomplishments
Year II

Negotiate contracts with one or more Thai family planning training institutions to provide assistance in organizing and conducting study tours and internships for FPMT participants.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Visit to identify regional training resources/institutions	Oct 20-27, 1986		Joyce Lyons	Completed
Submissions of proposals from Thai training centers	December 1986		Joyce Lyons Jim Wolff	Two received
Review proposals and develop sub-contracts	February 1987		Jim Wolff	In process

3. Latin America

a. Profamilia and CCRP

At USAID's request, FPMT designed a strategy for assisting two organizations in developing their capacity to conduct regional training activities. In February, an FPMT staff member visited CCRP and Profamilia/CCAAP to discuss their needs for training and technical assistance in conducting regional training activities. As a result of these discussions, FPMT expects to collaborate with CCRP in carrying out intra-regional training for policy leaders from other continents and with Profamilia to provide training in specific management systems to managers of family planning programs in Latin America. In addition, the project will provide technical assistance and training to Profamilia/CCAAP staff in strategic and financial planning and curriculum development as part of its strategy to strengthen the capacity of regional training organizations to provide management training to family planning managers.

PROFAMILIA AND CCRP
COLOMBIA

Sponsoring Institutions: PROFAMILIA/CCAAP
CCRP

Host Country Contacts: Enrique Morales, PROFAMILIA; Jim Smith,
USAID/Bogata; Rudolfo Herredia, CCRP

Estimated Cost to FPMT in Year II: \$42,000

Goal:

To assist the CCAPP of Profamilia to strengthen its capacity to provide training to senior and mid-level managers of family planning associations and programs in the region and to collaborate with CCRP in undertaking study tours and short-term training programs for high level leaders from other regions as is appropriate, particularly in the areas of development of demographic data and statistics as a means to influencing policy and public program development; This collaboration could include inviting CCRP to assist in policy seminars in other parts of the world as well.

Planned Accomplishments
Year II

1. To complete a practical strategy for FPMT to assist the two Columbian Institutions to develop and expand their capacities to provide effective training courses for FP policy-makers and managers in IAC and other regions
2. To initiate staff development activities for individuals in each organizations and to design specific collaborative training workshops between FPMT and the organizations.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
FPMT Orientation and design of FPMT project strategy with Regional Training Institutions	Feb-1-4, 1987 Colombia		C.Crone Coburn	Completed
FPMT Training of Trainers Workshop	March 16-22, 1987	Enrigne Morales, CCAAP Profamilia	Various FPMT Trainers	Completed
Management of Training Organizations Course	June 1987 Boston	Enrigne Morales, CCAAP Profamilia	Various FPMT Trainers	Planned
Training of Trainers Course	July 1987 Colombia	Staff from CCAAP and CCRP	"	Planned
Design of LA Regional Course on Financing	August 1987	Regional FPA program Directors (20)	"	Planned

b. Asociacion Demografica Costaricense

As a result of planning meetings held in Costa Rica in May and November, 1986, FPMT is planning to assist the Asociacion Demografica Costaricense to develop and conduct training workshops for Latin American family planning managers in micro-computer applications for program management. FPMT will assist ADC to design instructional materials for a series of courses for financial managers of family planning associations. FPMT also will provide partial tuition, travel, and per diem for 30 managers from the FPAs in the region to attend a financial management course. During the next three years, FPMT will assist the ADC in the development and marketing of other courses which focus on micro-computer applications to family planning program management. Financial support for FPMT work with the ADC is being provided through a buy-in from the Latin America regional population program.

ASOCIACION DEMOGRAFICA COSTARRICENSE
COSTA RICA

Sponsoring Institutions: Asociacion Demografica Costarricense

Host Country Contacts: Victor Morgan, ADC

Estimated Cost to FPMT in Year II: \$20,000

Goal:

To assist ADC to become a high quality training institutions offering courses in the application of micro-computers to management information systems in family planning programs in Central America.

Planned Accomplishments
Year II

Assist provide technical assistance to ADC in designing curriculum a schedule for courses and a marketing plan for the next 2 years.

ACTIVITIES:	DATES:	PARTICIPANTS:	FPMT STAFF/ CONSULTANTS:	COMMENTS:
Preliminary visit to discuss ADC training Center needs	Nov. 1986	Victor Morgan	John Ickis C. Crone-Coburn	Completed
Follow-up visit to discuss plans with IAC/POP and IPPF/WHR	"	"	"	"
Development of proposal and budget for TA and TRG assistance from FPMT	April 1987	Victor Morgan	Various	in process
TA in curriculum design for Micro course	June 1987	ADC TRG Staff	Various	planned

B. CASE TEACHING WORKSHOP FOR REGIONAL TRAINING INSTITUTIONS

FPMT, in conjunction with Jim Austin and Associates organized a six day case teaching workshop in Boston for representatives of regional training institutions, FPMT staff, and consultants to the project. Trainers from AIM, PAID, ASCON, INCAE, and PROFAMILIA/OCAAP attended the sessions and gained an enhanced appreciation for the case teaching method while acquiring skills in case teaching and other training methodologies. The workshop setting also afforded participants the opportunity to discuss strategies for designing organizational development and specific training strategies.

C. FRANCOPHONE REGIONAL ADVISORY COMMITTEE (FRAC)

FPMT has devoted considerable time and effort in the design and preparation of the FRAC meeting scheduled for April, 1987. Participants from seven francophone countries and one regional training institution will attend the one week seminar in Boston, then take part in a two week study observation tour to Jamaica and Mexico. A detailed description of the FRAC may be found on pages 38-39 of the October 1, 1986 Semi-Annual Report.

IV. TRAINING AND CURRICULUM DEVELOPMENT

During the past six months the FPMT project has conducted 4 country-specific, 2 regional and 1 inter-regional training workshops. It also has carried out 2 study tours and sponsored 11 individuals to attend U.S. and third country short-term training programs (see country profile sheets for details). A total of 113 family planning managers have been trained during this period. Substantial progress also has been made in establishing relationships with U.S. universities which would host long-term trainees supported by the Project.

LONG-TERM TRAINING

In addition to sponsoring individuals to existing short-term training programs, the Project completed its assessment of long-term and short-term training programs. It also completed a preliminary review of third country training opportunities for family planning program managers. A listing of these programs was published in A Compendium of Long and Short-term Management Training Opportunities for Family Planning Program Managers From Developing Countries. Copies were distributed to all USAID/Missions and USAID/Washington. The Project has received several requests for additional copies of the document. As further work is done with training organizations in developing countries, the Project expects to make additions and revisions to this publication.

While carrying out the assessment visits for the Compendium, FPMT staff were able to identify several universities and organizations which were both interested in and capable of developing specialized short-term training programs for senior family planning managers. These include Emory University and the Centers for Disease Control in the area of family planning service delivery; the School of Public Health at the University of Michigan in family planning policy, demography, finance and evaluation; and the Department of Health Administration at the School of Public Administration at the University of Southern California in management.

Plans have been made for these organizations to meet with FPMT staff in May 1987 to explore the development of a three month program for family planning managers. The program as currently envisioned would include specially designed courses and practicums at each of the institutions; these courses would be carefully coordinated to insure that all relevant aspects of family planning program management issues were covered and designed to meet the needs of specific groups of trainees. Internships supervised by the teaching faculty would form part of additional coursework for some managers. By the end of the Project, FPMT would expect that courses in English and French would have been given to two groups of FPMT-sponsored managers. The curriculum then would be revised and the institutions would continue to offer this joint program on a tuition basis after the Project has ended. The Project anticipates that the development of this short-term training program will enhance the capacity of these institutions to provide specialized long-term training programs for family planning managers as well.

During the past six months FPMT has completed interviews and reviewed proposals of organizations interested in managing long-term training for the Project. The Project is now in its final negotiation with USAID and expects to make a final selection for a subcontractor in this area shortly. This decision should greatly facilitate the placement of managers in appropriate long-term training programs.

B. STUDY TOURS

During the past six months two study observation tours were organized and executed. Under the auspices of FPMT, Madame Opportune Nitiama, General Secretary at the Ministry of Family Welfare of Burkina Faso, was accompanied by Deputy Director for Operations, Sara Seims, to meetings with USAID/Washington and Population Communication Services to discuss current activities in Burkina Faso. In addition, Madame Nitiama spent two days at MSH, meeting with members of the FPMT Project to discuss the strategy for Burkina Faso.

From 20- 28 February, 3 Nigerien family planning officials, Doctor Halina Maidouca, Madame Laure Agbessi, and Mr. Ousseini Garba, accompanied by Mr. Maurice Middleburg, Population Officer, USAID/Niamey, participated in a study observation tour to Senegal. The trip was organized and guided by Beth Harrison and Tom Leonhardt. The purpose of the visit was to provide an opportunity for the Nigeriens to explore the process of initiating and maintaining family planning activities in both the public and private sectors in order to apply this experience to the process of establishing

the Niger bilateral population program. Participants met with the Family Health Project, International Science and Technology Institute (ISTI), USAID/Dakar, the Minister of Social Affairs, as well as other health and family planning officials to discuss family planning in Senegal. In addition, visits were made to the Midwifery School, and public and private clinics in Dakar and in Kaolack.

In addition to the above mentioned tours, a significant amount of time during these six months was spent planning for the study tour of the Francophone Regional Advisory Committee to visit family planning programs in Jamaica and Mexico.

Eight participants from Zaire, Rwanda, Morocco, Tunisia, Haiti, Senegal, Mali, and the Pan African Institute for Development (PAID) will be accompanied by the Senior Coordinator for Participant Training and Ms Taly Valenzuela, a trainer from CEDPA, to observe and study public and private family planning programs in St. Anne's Bay and Kingston, Jamaica, and in Juarez and Mexico City, Mexico, from 12- 25 April. The purpose of the study observation tour is to expose these senior level family planning officials to model family planning programs with the hope that this experience will enhance the development of their respective programs.

During this reporting period FPMT led a team to design a study tour-training program of Bangladeshi officials to Indonesia. It is expected that progress will be made in implementing this activity during the upcoming six months.

C. CURRICULUM DEVELOPMENT

Activity in this area focused on reviewing existing curriculum guides, cases and other teaching materials to determine those which would be most appropriate for family planning managers and those which could be easily adapted. In addition, a specialized set of databases for these teaching materials was set up and computerization of the system began. This system, called the Information Retrieval System for Trainers, or INSYST, will enable trainers to link selected skill areas and modules to specific teaching materials, making these materials easily accessible to FPMT trainers as well as those from other population contractors.

The FPMT resource library also was indexed and put on a computerized database during the last six months: this system allows staff and consultants to easily retrieve documents.

A third major curriculum development activity was launched during this period. As part of the training of trainers workshop for strengthening regional institutions that was held in March, the Project has begun the preparation of a case teaching manual. This document will assist regional and host country training organizations in conducting workshops for their faculty to enhance their capacity to train effectively using the case and other participatory teaching methods. The manual will be completed and available for distribution by the end of May 1987; plans are to first use it in training of trainers workshop to be held at Profamilia/CCAPP in Colombia in August 1987.

Finally, the development and testing of cases and teaching exercises has continued during this reporting period. Two FPMT cases have been field-tested during workshops and are under revision. In addition, two teaching exercises in the area of finance have been completed and are ready for testing; several in the area of management information systems are near completion and will be tested at the June workshop in Brazil.

During this period the Project also has begun exploring the possibility of developing a management simulation game for senior level managers. This game would encompass a wide range of management issues facing family planning program leaders. Specific cases and exercises could be substituted to meet the needs of particular program managers. While still in the early stage of discussion, FPMT believes this concept is very promising for providing the kind of practical training that managers functioning in pressured and changing environments will find very useful. FPMT plans to hold further discussions with the Consortium and USAID/S&T/POP in April regarding the development of a simulation game.

V. PROJECT EVALUATION

The framework for formative evaluation of the Project was designed during the first year of the Project. Instruments for assessing training outcomes were devised and tested. In addition, the Project evaluation committee decided to use the evaluation case methodology to determine the extent to which FPMT interventions had resulted in concrete management system and service delivery improvements in a selected number of countries.

During the past six months of the Project, evaluation activities have focussed on refining the case study approach that will be used to measure the impact indicators of the Project (see Semi-annual Report, October 1986). During three meetings of the evaluation committee, a protocol for the evaluation case studies were designed and revised (see appendix). Plans are to test this protocol in Senegal in May and Brazil in July by FPMT committee members and consultants. After these initial field tests, the protocols will be refined and project staff and consultants will be trained to use the protocol for carrying out a series of evaluations in selected countries over the life of the Project. FPMT expects to hold a training workshop for these individuals in late FY87.

Databases for analyzing training outcomes based on trainee evaluations and follow-up visits were developed and computerized during the past six months. Data from trainees are collected from each training event and put into the project evaluation data base. This information is used not only to re-design future programs but also to provide USAID with timely information on profiles of the number and types of individuals trained. The Project's ability to generate this information on regular basis has become more important as the quantity of training activities has increased.

VI. COORDINATION WITH OTHER POPULATION PROJECTS

Several coordination meetings have been held during the last six months, some in the U.S. and some in the field. As FPMT moves from planning into implementation of activities, our coordination needs become more specialized and the meetings we have had with our collaborators reflect this. Thus, during this reporting period several meetings have been held with INTRAH (including a joint management development plan in Niger) and RONCO (including a stopover in Tunis by the Deputy Director to plan a coordinated Near East strategy with RONCO's regional office). Other meetings have been held with Development Associates, Population Reference Bureau (IMPACT), Johns Hopkins University (JHPIEGO), and John Snow, Incorporated (Private Enterprise).

Frequent coordination meetings and joint activities take place among the consortium members.

Several of the C.A.s (including C.D.C.) have been invited to spend a day at MSH to meet the participants of the Francophone Regional Advisory Committee scheduled for April 1987.

During the next six months, FPMT plans to continue this collaboration and will meet again with other donors, including the World Bank.

VII. PROJECT MANAGEMENT

A. PROJECT MEETINGS

The Project continues to hold weekly staff meetings and quarterly curriculum development and evaluation committee meetings. In addition, it has instituted the practice of holding six month regional meetings to review and discuss project strategy and activities in each region. Because the number of project activities has become so complex, these sessions allow the Project to take advantage of the regional expertise that exists in each organization in the consortium.

The Advisory Committee continues to play a vital role in project activities. However, because of the complicated travel schedule of its members, it has been very difficult for the Committee to stick to established dates for meetings. The result has been the need for the project director to meet separately with individual members of the Committee rather than as a whole group. While these meetings have been helpful, they cannot substitute for the guidance provided to the Project by the Committee meeting as a group. Therefore, the Project plans to continue to hold quarterly meetings of the Advisory Committee.

During the past six months the Project has continued to hold debriefing meetings for project and Consortium staff members after each country planning, training or technical assistance visit. These sessions allow for immediate feedback to the staff who have carried out the field work and often provides them with invaluable guidance about future activities to be held in that country. At the same time, Consortium members and staff receive immediate information about current project activities. Notes of these sessions are distributed to all staff and Consortium members.

Finally, the FPMT project has increasingly begun to hold briefing sessions with other USAID/W staff, population contractors and Consortium members prior to field visits. These have been particularly useful when the Project is involved in countries with numerous population activities. During the past six months briefing sessions have been held for activities in Bangladesh, Pakistan, Kenya, Nigeria ,Egypt, Colombia and Ecuador.

B. PROJECT STAFFING

Several staffing changes have occurred during the past six months. Both the Latin America Operations Officer and the Family Planning Advisor have left the Project; the former to return to live in Honduras for personal reasons and the latter to pursue research for a Ph.D thesis in China. The Project currently has two strong candidates for these positions and expects to have them filled by late spring. In the interim, the support of other FPMT project and Consortium personnel has prevented these changes from adversely affecting project implementation activities. The Project also replaced two part-time research associates with one full-time individual and added a short-term training and study tour manager to replace the gap left by the departure of Columbia University from the Consortium.

The Deputy Director for Training for the Project resigned from her management duties in order to pursue technical work in the field. She will continue to provide substantial support to FPMT training activities as a consultant. The Project therefore has promoted the project trainer, Dr. James Wolff, to Deputy Director for Training. Because he has been a valuable staff member to the Project from the beginning, the transition has been a smooth one. Currently the Project is using several senior trainers from three to four months a year to provide training and technical assistance support to specific countries; these individuals are drawn from FPMT Consortium organizations and consultants. To date the

strategy of using several key individuals rather than one senior trainer has proven very effective. It has allowed the Project to remain flexible in responding to specific country needs particularly in the area of language skills, management expertise and timing of training activities. The Project plans to continue with this system of providing training and technical assistance during the next six months. In general, a full-time FPMT senior staff member and a senior training consultant jointly undertake the initial development of the country training plan. Whenever possible, it is the same consultant who will play a lead role in implementing the agreed upon training activities in that country. FPMT senior staff believe that these key trainers together with the six professional staff who devote a majority of their time to project activities provides the most effective mechanism for meeting project objectives.

C. SUBCONTRACTS AND SUBAGREEMENTS

During the first year of the Project, plans had been for Columbia University to participate in the Consortium and manage the placement of long-term trainees. Because it was not possible to negotiate acceptable administrative arrangements between MSH and the University, FPMT began interviewing alternative institutions to fill that role. Of three institutions interviewed, two were asked to submit proposals. Negotiations with USAID/W regarding final selection of the organization are still underway. The Project anticipates a final decision within the next quarter.

In addition, the Project has held preliminary discussions with a variety of regional and country training organizations to assist in the conduct of training activities. It is in the final stages of drafting sub-agreements with the Asian Institute of Management and the Instituto Centroamericano de Administracion de Empresas and submitting them for review by USAID. These organizations would assist in conducting planning visits, training, curriculum development and technical assistance activities in their respective regions. During the past six months, FPMT also signed agreements with James Austin and Associates, Incorporated to conduct an inter-regional training of trainers workshop for the regional training institutions, FPMT staff and consultants. The Project also signed a subcontract with CAS&H of Brazil which will assist in the conduct of two micro-computer training courses for executive and middle level managers of private family planning organizations in June 1987. FPMT identified several potential organizations in other countries with which it may collaborate in the future.

During the next six months the Project anticipates completing the subagreements with AIM and INCAE, and drawing up additional ones with organizations in Ecuador, Indonesia and Nigeria (if FPMT work continues there) in order to carry out specific project training activities.

D. PUBLIC RELATIONS

The FPMT project completed publication and distribution of the project brochure in English, Spanish and French during the past six months. Copies were sent to all USAID Missions and FPMT teams use these brochures as tools in briefing local family planning organizations about project resources.

During this period, a Compendium of short and long-term training programs for family planning managers was published and distributed to USAID Missions. Several have requested additional copies to distribute to host country programs in their countries.

E. WORKPLANS AND BUDGETING

The Project continues to use computerized monthly workplans as a planning and control tool. The format of these is being changed to include task order numbers as well as budget figures for each training, technical assistance, curriculum development and evaluation activity. This information will facilitate both program and financial monitoring by project staff and USAID/W. The new format should be operational by June 1987.

FAMILY PLANING MANAGEMENT TRAINING PROJECT
 EXPENDITURES TO DATE
 MARCH 31, 1987

CONTRACT LINE ITEM	COSTS AS OF SEPT. 30, 1986	COSTS FOR PERIOD 10/1 TO 3/31	TOTAL TO DATE
SALARIES	308,878.89	183,743.46	492,622.35
CONSULTANTS	44,168.36	64,729.52	108,897.88
OVERHEAD	263,875.62	179,359.53	443,235.15
TRAVEL/PER DIEM	136,391.11	131,008.93	267,400.04
PARTICIPANT TRAINING	77,414.00	47,804.24	125,218.24
MATERIALS DEVELOPMENT	14,962.26	41,285.78	56,248.04
OTHER DIRECT COSTS	32,667.46	31,216.01	63,883.47
SUBCONTRACTS	158,795.03	179,896.34	338,691.37
SUBTOTAL	1,037,152.73	859,043.81	1,896,196.54
FEE	65,595.74	54,373.19	119,968.93
GRAND TOTAL	1,102,748.47	913,417.00	2,016,165.47