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PDABA-112

ACCS:

The Accelerated Cooperation for Child Survival Project

Implementation Plan 1988

Sana'a, Yemen

# Resources for Child Health Project

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**REACH**



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Implementation Plan 1988

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## GLOSSARY

ACCS	Accelerated Cooperation for Child Survival
AED	Academy for Educational Development
AID	Agency for International Development
AMIDEAST	American Friends of the Middle East
CDD	Control of Diarrheal Diseases
CLCCD	Confederation of Local Councils for Cooperative Development
COP	Chief of Party
CY	Calendar Year
DCOP	Deputy Chief of Party
DG	Director General
EPI	Expanded Program of Immunization
FPHCW	Female Primary Health Care Worker
GC	Governorate Coordinator
IMR	Infant Mortality Rate
KAP	Knowledge, Attitude and Practice
MCH	Maternal and Child Health
MIS	Management Information System
MOH	Ministry of Health
ORT	Oral Rehydration Therapy
PHC	Primary Health Care
PHCU	Primary Health Care Unit
PHCW	Primary Health Care Worker
PID	Project identification Document
PIO/C	Project Implementation Order/Commodities
PIO/P	Project Implementation Order/Participant
ST TA	Short Term Technical Assistance
SOW	Scope of Work
TA	Technical Assistance
TBA	Traditional Birth Attendant
TC	Training Center
TCN	Third Country National
T/S	Trainer/Supervisor
USAID	United States Agency for International Development
YALI	Yemen America Language Institute
YAR	Yemen Arab Republic
YARG	Yemen Arab Republic Government

## A. BACKGROUND

The Yemen "Accelerated Cooperation for Child Survival" Project represents the culmination of several years of background planning on the part of the USAID mission in Yemen. REACH was first requested to assist with the project in Yemen in the last quarter of 1985 for the PID (Project Identification Document) development in December of that year.

The original PID design envisaged REACH assistance to the national mass immunization campaign scheduled to take place from July-September 1987. The nature of the proposed REACH assistance changed during the first semester of 1986 from one of primarily assisting the Ministry of Health with the mass national immunization campaign to working largely with the development of primary health care in six of the country's governorates.

Accordingly, the technical assistance personnel proposed also changed. While initially candidates with strong EPI backgrounds were chosen, by the summer of 1986 a primary health care Chief of Party, a Business Manager, and an MCH Specialist were requested. That latter position was subsequently dropped for the plan.

The ACCS Project consists of four (4) components. REACH is to be primarily responsible for two components:

- Assistance to the National EPI Campaign
- PHC Development in up to six rural governorates

The third component of ACCS consists of health education and mass media development to support child survival interventions at national and local levels. This is the responsibility of AED's HEALTHCOM Project. Special projects constitute the fourth project component and will be the responsibility of USAID.

## B. INTRODUCTION TO CY 1988 IMPLEMENTATION PLAN FOR REACH

During the six month pre-implementation start-up phase, not due to end until March 31, 1988, REACH has already accomplished many tasks which will not be included in the present CY 1988 Workplan format. The following activities and tasks have been performed.:

### a) Central office established

- local and expatriate staff hired
- partial procurement of furniture, equipment, and vehicles
- accounting system set up
- communications systems established
- administrative systems and policies set up
- central office MIS planned and computer ordered
- central library begun
- working relations with AID, MOH, CLCCD, WHO, UNICEF, and other donor agencies established

- b) Pre-Implementation Workshop conducted with representatives from MOH and CLCCD at the central and governorate level, and USAID and contracting firms
  - common concepts about the detailed scope of work of the project and the anticipated outcomes were discussed
  - roles, responsibilities, and communication channels were reviewed
  - implementation strategies and policies were agreed upon
  - recommendations regarding the first year workplan were drafted
- c) Three governorates (Marib, Sa'adah, Hajja) for initial start-up selected by MOH and USAID
- d) Several field visits made to four of the eventual six target governorates to begin planning REACH interventions

### C. OVERALL OBJECTIVES

The ACCS Project, begun in October 1987, was designed to provide technical and administrative support to the YAR Government's ongoing PHC program. Focusing on six rural governorates (Hajjah, Mahweit, Al Beytha, Al Jawf, Mareb, and Sa'adah) which are under-served by the existing health care system, project activities will strive to develop a sustainable PHC infrastructure. REACH technical assistance will entail strengthening a variety of aspects of PHC program implementation, among them management and logistics systems, and manpower development. REACH will also emphasize strengthening of routine immunization activities as a component of PHC development.

The implementation plan which follows can be used by all parties to identify their required inputs, for timely planning and regular monitoring of the project's outputs. The timing and content of the workplan's activities may need revision consistent with the degree of success in reaching the indicated outputs. The composite implementation plan which follows will alter be broken down by governorate as well, to permit local level planning and monitoring.

Time-limited benchmarks/outputs (usually by 1988 unless other wise specified) have been provided within listed activities; these benchmarks are simple and consistent with the Child Survival interventions likely to be offered in the early stages of the project. This is in keeping with the conclusion of the Project Evaluation Summary of the Local Resources for Cooperative Development Project in Hajjah Governorate that rural projects should be kept simple with easily defined and demonstrated goals which can be communicated to local officials. For the most part, indicators of health services provided and coverage achieved will be used as proxy measures of improvements in health status.

For the sake of coherence and simplified presentation, individual activities have purposely not been broken down into more than a few major sub-activities. Before any of the activities are undertaken,

micro-planning will be needed to fine-tune actions, responsibilities, timing, and finances along a critical path. Budgets for each activity will be developed on an ongoing basis.

Notes:

1. This implementation plan is a draft plan which requires a process of negotiation at central and governorate levels before its formal acceptance by all parties involved. Based on those discussions and on issues which arise during implementation, listed activities with corresponding actions and completion dates may be modified and additional activities may be identified.
2. REACH will be responsible both for providing technical advice and for overall coordination and implementation of each activity listed, and will provide AID with ongoing feedback (either written or oral) in each activity.
3. All activities in this implementation plan will be carried out in three target governorates (Mareb, Hajjah, Sa'adah) in 1988 according to MOH/USAID agreement.
4. Actions listed under the Governorate Team heading are the responsibility of all Governorate Team members (MOH, CLCCD, and GC) unless otherwise specified; i.d., as when only one team member is fully responsible for the activity, as "provide monthly reports" - CG, or, "provide office space for GC" - MOH.
5. Stipends for training programs and orientation sessions will be paid out of the ACCS Local Currency budget (and approved in advance by AID).
6. Pre- and post-tests will be administered at all REACH-sponsored training and orientation sessions. Pre-test data will be used for comparison with follow-up identical test administered to original PHCWs trained in EPI/CDD about 12-18 months later.
7. All short-term TA will require MOH and USAID approvals. SOW will be drafted by REACH.
8. A list of short-term TA identified in the workplan is provided separately.

D. IMPLEMENTATION PLAN

Objectives

1. Establish functioning PHC modular teams at central and governorate levels.
2. Specify activities for strengthening and expansion of PHC system in target governorates.
3. Develop information databank for assessment, planning, and evaluation of appropriate PHC interventions.
4. Develop physical infrastructure to undertake sustainable Child Survival service programs within an expended PHC system.
5. Determine staff development/training needs, both within and without Yemen.
6. Upgrade and strengthen the delivery of PHC/EPI services through enhanced training, monitoring, management, logistics and outreach systems.
7. Provide out-of-country training.

**OBJECTIVE I:** Establish functioning PHC modular teams at central and governorate levels.

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>Establish central team consisting of MOH and CLCCD counterparts, REACH COP and Deputy COP, and USAID Project Officer</p>	<p><u>Central MOH</u> - nominate counterparts <u>Central CLCCD</u> - nominate counterpart <u>REACH</u> - start up team activities - provide ongoing team building support <u>USAID</u> - support formation of teams - provide ongoing team building support</p>	<p>10/01 10/01 10/01 ongoing 10/01 ongoing</p>			
<p>By May 1988, recruit 100% members for 3 governorate modular teams, consisting of health office and LCCD representatives, REACH COP/Deputy COP and Governorate Coordinator, and USAID Project Officer, orient team members, and initiate team activities.</p>	<p><u>Central MOH</u> - approve G.C.s in writing <u>Central CLCCD</u> - provide support to LCCD team representatives <u>Governorate Team</u> - nominate and approve (in writing) G.C. candidates, health office and LCCD representatives to team - provide office space and furniture for G.C. (MOH) - provide driver for G.C, vehicle (MOH) <u>REACH</u> - recruit and hire 3 G.C.s - provide tech. advice to teams - write specifications, clear customs, inventory and distribute vehicles for GCs - procure office furniture for GCs - provide maintenance plan for same - provide ongoing team building support</p>	<p>3/15 ongoing 2/15 4/01 6/15 4/01 6/01 4/15 4/20 ongoing</p>			

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OBJECTIVE I

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>3. Orient all nahiya directors, DGs and LCCD representatives to ACCS Project, PHC, and EPI in PHC during one-day orientation sessions in 3 target governorates. (Mareb, Sa'adah, Hajjah)</p> <p>4. Conduct bi-monthly meetings of team at central level, and quarterly meetings at governorate level, for problem solving, progress monitoring, and planning</p>	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- act as team member</li> <li>- process PIC/Cs</li> </ul> <p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- provide approvals for conduct of sessions</li> <li>- counterparts act as co-facilitators</li> </ul> <p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- approve conduct of sessions</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- approve conduct of sessions</li> <li>- nominate participants</li> <li>- provide site</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- act as primary facilitator</li> <li>- prepare and provide orientation materials</li> <li>- oversee sessions</li> <li>- provide report to AID</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- attend selected sessions</li> <li>- provide feedback</li> </ul>	<p>ongoing 3/05</p> <p>4/12</p> <p>4/20, 26, 30</p> <p>4/12</p> <p>4/12</p> <p>4/16</p> <p>4/20, 26, 30</p> <p>4/20, 26, 30</p> <p>4/21</p> <p>4/20, 26, 30</p> <p>5/07</p> <p>4/20, 26, 30</p> <p>4/14</p>			
	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- propose meeting site</li> <li>- participate in meetings</li> <li>- sign minutes</li> </ul> <p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- propose meeting site</li> <li>- participate in meetings</li> <li>- sign minutes</li> </ul>	<p>1 wk. before bimonthly</p> <p>1 wk. after</p> <p>1 wk. before</p> <p>1 wk. before bimonthly</p> <p>1 wk. after</p>			

OBJECTIVE I

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>5. Conduct joint annual meeting of central and governorate teams to track progress, utilization of funds, remedy problems, review plans, make recommendations for action and assign responsibilities to central and governorate teams.</p>	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- propose meeting site</li> <li>- participate in meetings</li> <li>- file meeting report and minutes (signed by all attending).</li> </ul>	<p>2 wk. before 2 wk. before quarterly 1 wk. after</p>			
	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- prepare agenda</li> <li>- finalize meeting sites</li> <li>- notify team members of meeting times, site and agenda</li> <li>- conduct meetings</li> <li>- prepare and distribute minutes</li> </ul>	<p>2 wk. before 1 wk. before 1 wk. before 1 wk. before quarterly 1 wk. after</p>			
	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- propose meeting site</li> <li>- participate in meetings</li> <li>- sign minutes</li> </ul>	<p>2 wk. before 2 wk. before quarterly 1 wk. after</p>			
	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- approve meeting</li> <li>- recommend issues for discussion</li> <li>- propose and approve site</li> <li>- provide co-facilitator</li> <li>- participate in meeting</li> </ul>	<p>9/17 9/21 9/24 9/24 10/05</p>			
	<p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- participate in meeting</li> <li>- provide co-facilitator</li> </ul>	<p>9/21 10/05 9/24</p>			
	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- recommend issues for discussion</li> <li>- participate in meeting</li> </ul>	<p>9/21 10/05</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>6. Encourage ongoing cooperation among central and governorate team members</p>	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- recommend issues and prepare agenda for discussion</li> <li>- propose and approve site</li> <li>- notify participants of time, site, agenda</li> <li>- provide logistical support</li> <li>- prepare and distribute report</li> </ul>	<p>9/21 9/24 9/24 10/05 10/19</p>			
	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- approve meeting</li> <li>- recommend issues for discussion</li> <li>- propose site</li> <li>- participate in meetings</li> <li>- provide feedback</li> </ul>	<p>9/17 9/21 9/24 10/05 10/26</p>			
	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- participate actively in team decisions and activities</li> </ul>	<p>ongoing</p>			
	<p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- participate actively in team decisions and activities</li> </ul>	<p>ongoing</p>			
	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- participate actively in team decisions and activities</li> </ul>	<p>ongoing</p>			
	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- serve as facilitator</li> </ul>	<p>ongoing</p>			
	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- participate actively in team decisions and activities</li> </ul>	<p>ongoing</p>			

**OBJECTIVE II:** Specify activities for strengthening and expansion of  
PHC system in target governorates

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/ Recommendations
<p>1. Prepare detailed implementation plans for central &amp; governorate levels for CY 1988 and for period January 1989 to September 1990.</p> <p>a. Implementation plans negotiated with central counterparts, AID and governorate team members, and revised as indicated.</p> <p>b. Final workplans prepared &amp; distributed</p> <p>c. 100% workplans signed</p> <p>d. Workplans updated and revised as indicated</p>	<u>Central MOH</u>	'88 88/89			
	<ul style="list-style-type: none"> <li>- participate in planning process</li> <li>- provide feedback on draft implementation plan</li> <li>- sign and approve final implementation plan</li> </ul>	<p>1/14; 11/15 3/30; 1/15 4/30; 1/22</p>			
	<u>Central CLCCD</u>				
	<ul style="list-style-type: none"> <li>- participate in planning process</li> <li>- provide feedback on draft implementation plan</li> <li>- sign and approve final implementation plan</li> </ul>	<p>1/14; 11/15 3/30; 1/15 4/30; 1/22</p>			
	<u>Governorate Team</u>				
	<ul style="list-style-type: none"> <li>- participate in planning process</li> <li>- provide feedback on draft implementation plan</li> <li>- sign and approve final implementation plan</li> </ul>	<p>1/14; 11/15 3/30; 1/15 4/30; 1/22</p>			
	<u>REACH</u>				
	<ul style="list-style-type: none"> <li>- animate planning process</li> <li>- prepare draft implementation plan</li> <li>- separate plan into governorate components/translate</li> <li>- negotiate with central and governorate MOH, CLCCD and USAID/Sana'a</li> <li>- finalize implementation plan</li> <li>- sign final implementation plan</li> <li>- translate and distribute final implementation plan</li> </ul>	<p>1/14; 11/15 3/10; 12/28 3/24; 1/03 4/13; 1/14 4/20; 1/17 4/30; 1/22 4/30; 1/22</p>			
	<u>USAID</u>				
	<ul style="list-style-type: none"> <li>- participate in planning process</li> <li>- provide feedback on draft implementation plan</li> <li>- sign and approve final implementation plan</li> </ul>	<p>1/14; 11/15 3/30; 1/15 4/30; 1/22</p>			

OBJECTIVE II

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraint/Recommendations
2. Prepare quarterly reports-	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- review translated reports and provide feedback and recommendations</li> <li>- conduct routine supervisory field evaluation site visits and provide feedback for quarterly reports</li> </ul> <p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- review translated reports and provide feedback and recommendations</li> <li>- conduct routine supervisory field evaluation site visits and provide feedback for quarterly reports</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- conduct routine supervisory field evaluation site visits</li> <li>- provide monthly reports to REACH for incorporation into quarterly reports (GC)</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- conduct routine supervisory field evaluation site visits</li> <li>- write quarterly reports</li> <li>- submit reports to AID for final approval</li> <li>- translate and distribute</li> <li>- incorporate feedback and recommendations into implementation plans as appropriate</li> </ul>	<p>quarterly</p> <p>ongoing</p> <p>quarterly</p> <p>ongoing</p> <p>ongoing</p> <p>monthly</p> <p>ongoing</p> <p>quarterly</p> <p>quarterly</p> <p>quarterly</p> <p>ongoing</p>			

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**OBJECTIVE III:** Develop information database for assessment, planning and evaluation of appropriate PHC interventions

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>1. Identify available material and human resources of PHC system, and determine existing needs. This will include:</p> <ul style="list-style-type: none"> <li>- identification of sites</li> <li>- population served by each</li> <li>- accessibility to population (i.e., average distance for travel)</li> <li>- organization of PHC Centers, Training Centers, PHCUs</li> <li>- integration of EPI services into PHC system</li> </ul> <p>Data will be collected in 3 target governorates: Mareb, Sa'adah, and Hajjah</p>	<p><u>Central MOH</u></p>				
	<ul style="list-style-type: none"> <li>- approve data collection activity and data collection forms</li> </ul>	3/21			
	<ul style="list-style-type: none"> <li>- provide standard lists of furniture and equipment</li> </ul>	3/21			
	<ul style="list-style-type: none"> <li>- provide information on available resources</li> </ul>	4/04			
	<ul style="list-style-type: none"> <li>- assist to obtain gov't. maps</li> </ul>	4/01			
	<p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- provide information on available resources</li> </ul>	4/04			
	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- provide information on available resources</li> </ul>	4/04			
	<ul style="list-style-type: none"> <li>- assign staff for data collection</li> </ul>	3/21			
	<ul style="list-style-type: none"> <li>- collect data</li> </ul>	4/28			
	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- design forms</li> </ul>	3/14			
	<ul style="list-style-type: none"> <li>- determine staff needs</li> </ul>	3/14			
	<ul style="list-style-type: none"> <li>- orient staff to forms</li> </ul>	4/11			
	<ul style="list-style-type: none"> <li>- supervise data collection</li> </ul>	4/30			
	<ul style="list-style-type: none"> <li>- analyze data</li> </ul>	5/09			
	<ul style="list-style-type: none"> <li>- present data in meetings with central and governorate senior MOH &amp; CLCCD officials</li> </ul>	5/11			
<ul style="list-style-type: none"> <li>- prepare and disseminate report</li> </ul>	5/24				
<ul style="list-style-type: none"> <li>- make recommendations on ways to maximize use of available resources</li> </ul>	5/24				
<ul style="list-style-type: none"> <li>- incorporate data collected and approved recommendations into planning process</li> </ul>	6/22				
<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- provide feedback and recommendations based on data collection results</li> </ul>	5/18				

OBJECTIVE III

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>2. Collect baseline data (EPI, CDD, neonatal mortality, IMR, PHC/MCH utilization) in 3 target governorates and target nahiyas by means of:</p> <p>a. Surveys of nearest 75 households around PHCUs</p>	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- approve survey sites and instrument 10/22</li> <li>- observe survey 10/30</li> <li>- provide feedback on results 11/09</li> <li>- make recommendations for activities 11/09</li> </ul> <p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- provide feedback on results 11/09</li> <li>- make recommendations for activities 11/09</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- approve survey sites 10/22</li> <li>- assign staff (PHCWs, T/Ss and GCs) to collect data 10/17</li> <li>- provide transport 10/30</li> <li>- assist in supervision of survey 10/30</li> <li>- provide feedback on results 10/30</li> <li>- make recommendations for activities 10/30</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- provide short-term consultant 10/15</li> <li>- train PHC staff in 75 household survey methodology 10/24</li> <li>- prepare survey instrument 10/18</li> <li>- specify survey sites 10/18</li> <li>- supervise survey 11/13</li> <li>- analyze data 11/15</li> <li>- prepare and disseminate report 11/05</li> </ul>				

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints Recommendations
b. WHO 30-cluster survey supplemented with morbidity and mortality questions and with PHC questions from WHO PHC/EPI Review Questionnaire	- incorporate information into implementation planning, monitoring, and periodic evaluation of impact	12/07			
	<u>USAID</u> - approve study - make recommendations based on results	9/15 11/09			
	<u>Central MOH</u> - approve survey sites and instrument - participate in survey - provide feedback on results - make recommendations for activities	11/24 12/10 1/04 1/04			
	<u>Central CLCCD</u> - make recommendations for activities based on results	1/04			
	<u>Governorate Team</u> - approve survey sites - release staff to conduct survey - assist in the provision of transport - provide feedback and make recommendations for activities based on results	11/24 11/20 12/10 1/04			
	<u>REACH</u> - provide short-term consultant - train staff in survey methodology - prepare survey instrument - specify survey sites - supervise survey - analyse data - prepare & disseminate report	10/01 11/21,22 11/10 11/10 12/10 12/24 12/31			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints Recommendations
<p>3. Evaluate quality and acceptability of current PHC system (including supervisory system) and reasons for under-utilization in 3 target governorates: Mareb, Sa'adah, and Hajjah</p>	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- approve survey</li> <li>- provide feedback and recommendations based on results</li> </ul>	<p>9/15 1/04</p>			
	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- approve study and study sites</li> <li>- participate in study</li> <li>- make recommendations based on study results</li> <li>- revise and approve final report</li> </ul>	<p>7/01 8/24 9/07 9/28</p>			
	<p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- participate in study</li> <li>- make recommendations based on study results</li> </ul>	<p>8/31 9/07</p>			
	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- approve study and study sites</li> <li>- participate in study</li> <li>- assist in provision of transport</li> <li>- make recommendations based on study results</li> </ul>	<p>7/01 8/24 8/24 9/07</p>			
	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- provide short-term consultants</li> <li>- recommend study sites</li> <li>- perform data analysis</li> <li>- prepare draft report</li> <li>- disseminate study results</li> <li>- make recommendations on ways to improve services and increase coverage &amp; utilisation of PHCAs</li> <li>- incorporate recommendations as appropriate</li> </ul>	<p>8/01 7/27 8/31 8/31 9/05 9/28 10/28</p>			
	<p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- approve study</li> <li>- review and approve draft report</li> </ul>	<p>7/01 8/31</p>			

OBJECTIVE III

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints Recommendations
<p>4. Develop MIS to facilitate timely decisionmaking</p>	<p><u>Central MOH, Central CLCCD, Governorate Team, REACH, USAID</u></p> <ul style="list-style-type: none"> <li>- review information collection process (i.e., methods of collecting data, forms utilized, data storage procedures)</li> <li>- assess utilization of data collected (i.e., use in planning and decisionmaking)</li> <li>- determine additional data needs</li> <li>- develop methods of collecting and managing data</li> <li>- implement methods</li> <li>- followup</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- provide short-term consultant</li> <li>- animate process</li> <li>- report</li> </ul>	<p>7/15</p> <p>7/23</p> <p>7/23</p> <p>7/23</p> <p>8/31</p> <p>ongoing</p> <p>7/10</p> <p>8/31</p> <p>9/21</p>			

**OBJECTIVE IV: Develop physical infrastructure to undertake sustainable  
Child Survival service programs within an expanded PHC system**

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/ Recommendations
<p>1. Furnish and equip 2 Training Centers in each of 3 target governorates: Mareb, Sa'adah, &amp; Hajjah</p>	<p><u>Central MOH</u>                      - develop list for furniture and equipment                      - facilitate customs exemption                      - sign for and receive furniture and equipment; distribute to Training Centers according to recommended plan  <u>Central CLCCD</u>                      - assist in the provision of transport for furniture and equipment  <u>Governorate Team</u>                      - select Health Centers to use as training centers                      - develop list for furniture and equipment                      - assist in the provision of transport for furniture and equipment                      - perform ongoing maintenance and inventory of furniture and equipment  <u>REACH</u>                      - agree on Training Center sites                      - develop list of furniture and equipment needs                      - submit procurement plan to USAID for its approval                      - write specifications for furniture and equipment                      - draft PIQ/Cs; apply for waivers                      - assist governorate with inventory and distribution to Training Centers                      - recommend distribution plan, and inventory and maintenance policies</p>	<p>5/23                      10/22                      11/16                      11/16                      1/15                      5/23                      11/16                      ongoing                      1/15                      5/23                      5/31                      6/22                      6/22                      11/16                      11/16</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>2. Rent, construct or otherwise obtain required number of PHCUs based on results of governorate level data collection activity; refurbish and equip PHCUs as indicated</p>	<p><u>USAID</u></p>				
	<ul style="list-style-type: none"> <li>- approve purchase</li> <li>- process PIO/Cs and waivers</li> <li>- approve recommended distribution plan and inventory and maintenance policies</li> </ul>	<p>5/25 7/13 11/09</p>			
	<p><u>Central MOH</u></p>				
	<ul style="list-style-type: none"> <li>- identify sites for PHCUs</li> </ul>	<p>10/09</p>			
	<ul style="list-style-type: none"> <li>- provide standard design, where appropriate, for PHCU construction</li> </ul>	<p>10/16</p>			
	<ul style="list-style-type: none"> <li>- provide standard list of furniture</li> </ul>	<p>3/21</p>			
	<ul style="list-style-type: none"> <li>- approve request for furniture once list finalized</li> </ul>	<p>5/30</p>			
	<ul style="list-style-type: none"> <li>- facilitate customs exemption</li> </ul>	<p>10/22</p>			
	<ul style="list-style-type: none"> <li>- sign for and receive equipment; distribute to PHCUs according to recommended plan</li> </ul>	<p>11/16</p>			
	<ul style="list-style-type: none"> <li>- provide USAID with letter of commitment that PHCWs will be placed in PHCUs</li> </ul>	<p>9/04</p>			
	<ul style="list-style-type: none"> <li>- assign staff to PHCUs</li> </ul>	<p>1939</p>			
	<p><u>Central CLCCD</u></p>				
	<ul style="list-style-type: none"> <li>- identify sites for PHCUs</li> </ul>	<p>10/09</p>			
	<ul style="list-style-type: none"> <li>- plan and request PL480 funds from CPO, where appropriate</li> </ul>	<p>6/11</p>			
	<ul style="list-style-type: none"> <li>- construct/refurbish units as indicated</li> </ul>	<p>10/89</p>			
	<ul style="list-style-type: none"> <li>- rent units for graduated PHCWs where appropriate</li> </ul>	<p>10/89</p>			
	<p><u>Governorate Team</u></p>				
	<ul style="list-style-type: none"> <li>- identify sites for PHCUs</li> </ul>	<p>10/09</p>			
	<ul style="list-style-type: none"> <li>- file formal request for equipment and furniture once list finalized</li> </ul>	<p>10/25</p>			

OBJECTIVE IV

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constrain Recommendation
	<ul style="list-style-type: none"> <li>- deploy staff for PHCUs</li> <li>- provide transport to distribute equipment to PHCUs</li> <li>- perform ongoing maintenance and inventory of PHCU equipment</li> <li>- provide temporary sites for PHCU</li> <li>- cover utilities costs for PHCUs</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- recommend sites for PHCUs</li> <li>- assist in development of plan for use of PL480 funds as appropriate</li> <li>- apply for UNICEF source waiver</li> <li>- draft PIO/Cs; write specifications for equipment</li> <li>- assist governorate with inventory and distribution of equipment to PHCUs</li> <li>- recommend inventory and maintenance policies</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- approve purchase and source waivers</li> <li>- approve maintenance policy</li> <li>- approve use of PL480 funds for construction and refurbishment of PHCUs as needed</li> </ul>	<p>1989 11/16</p> <p>ongoing</p> <p>10/89 ongoing</p> <p>10/09 6/11</p> <p>6/22 7/13</p> <p>11/16</p> <p>11/20</p> <p>7/13</p> <p>11/09 9/14</p>			

OBJECTIVE V: Determine staff development/training needs, both within and without Yemen.

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>1. Conduct survey to assess objectives of central and governorate-level PHC systems, projecting types and numbers of staff required; review the current in-service training system of the MOH</p>	<p><u>Central MOH</u>            - approve data collection process            - provide counterpart            - provide information on current MOH in-service training system  <u>Governorate Team</u>            - approve data collection process            - project needs  <u>REACH</u>            - devise data collection process            - participate in data collection  <u>USAID</u>            - approve data collection process            - participate in selected data collection sessions</p>	<p>4/20 4/24 4/30  4/20 5/31  5/02 5/31  4/04 5/31</p>			
<p>2. Prepare in-country training plan (specifying additional needed training activities not already planned for)</p>	<p><u>Central MOH</u>            - make recommendations for plan            - approve final plan  <u>Governorate Team</u>            - make recommendations for plan            - approve final plan  <u>REACH</u>            - develop training plan            - obtain approval of plan  <u>USAID</u>            - make recommendations for plan            - approve plan</p>	<p>5/31 6/30  5/31 6/30  6/22 6/26  5/31 6/30</p>			
<p>3. Prepare out-of-country training plan</p>	<p><u>Central MOH</u>            - make recommendations for plan            - approve final plan  <u>Governorate Team</u>            - make recommendations for plan            - approve final plan</p>	<p>5/31 6/30  5/31 6/30</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/ Recommendations
	<p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- develop training plan</li> <li>- obtain approval of plan</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- make recommendations for plan</li> <li>- approve plan</li> </ul>	<p>6/22</p> <p>6/30</p> <p>5/31</p> <p>6/30</p>			

20.

OBJECTIVE VI : Upgrade and strengthen the delivery of PHC/EPI services through enhanced training, monitoring, management, logistics and outreach systems

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>1. Train 30 central and governorate senior MOH and CLCCD staff in areas of general PHC management and finance, health and management information systems, supervision, logistics, and manpower planning, training, and management</p>	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- approve course and site</li> <li>- provide co-facilitator</li> <li>- participate in course</li> <li>- provide feedback on course recommendations</li> </ul> <p><u>Central CLCCD</u></p> <ul style="list-style-type: none"> <li>- participate in course</li> <li>- provide feedback on course recommendations</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- approve course</li> <li>- participate in course</li> <li>- provide feedback on course recommendations</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- provide short-term consultant</li> <li>- provide supplies and logistical support</li> <li>- provide site</li> <li>- act as co-facilitator</li> <li>- attend and monitor course</li> <li>- compile final report and course recommendations, and disseminate</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- approve course</li> <li>- monitor selected sessions</li> </ul>	<p>5/15</p> <p>5/15</p> <p>6/30</p> <p>7/20</p> <p>6/30</p> <p>7/20</p> <p>5/15</p> <p>6/30</p> <p>7/20</p> <p>6/01</p> <p>6/30</p> <p>5/10</p> <p>6/30</p> <p>6/30</p> <p>7/12</p> <p>5/10</p> <p>6/30</p>			
<p>2. Train at least 120 PHC staff (including PHCWs, T/Ss, EPI Supervisors, and GCs) in 3 target governorates - Mareb, Sa'adah, and Hajjah - in immunisation using WHO "Immunisation in</p>	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- request required number of modules</li> <li>- distribute modules</li> <li>- assign EPI trainers</li> <li>- provide equipment</li> </ul>	<p>3/23</p> <p>6/02</p> <p>6/02</p> <p>6/15</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints, Recommendations
<p>"Practice" modules - participants will be conversant with six immunizable diseases, immunization for prevention, and how to implement and assess immunization programs; Total 4 courses.</p>	<p><u>Governorate Team</u>                      - select candidates                      - release EPI Supervisors                      - assign training site  <u>REACH</u>                      - prepare/coordinate training schedule                      - review modules and trainer materials                      - provide requested supplies                      - monitor and assess programs                      - lead selected training exercises                      - finance printing of required number of Arabic language modules                      - provide final report to AID/MOH  <u>USAID</u>                      - monitor selected training programs                      - approve printing of modules.                      - review training schedule</p>	<p>6/02                      6/15                      6/02                      1/27                      1/27                      6/15                      6/15                      6/15                      5/31                      6/29                      6/15                      3/30                      2/01</p>			
<p>3. Train 100% of existing in-service EPI Program trainers, T/Ss, and GCs in task-based, participatory training techniques</p>	<p><u>Central MOH</u>                      - approve course                      - provide site  <u>Governorate Team</u>                      - nominate staff for training                      - release staff for training  <u>REACH</u>                      - provide short-term consultant                      - approve nomination of participants                      - approve site                      - co-facilitate course                      - prepare draft report  <u>USAID</u>                      - approve course                      - attend selected sessions</p>	<p>8/06                      9/07                      9/07                      9/21                      9/05                      9/09                      9/09                      9/21                      9/28                      8/06</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints, Recommendations
<p>4. Train 100% of in-service PHC and EPI Supervisors, central and governorate storekeepers, T/Ss and GCs in Logistics and Cold Chain (methods to improve logistical management of drugs and vaccines, and ways to maintain equipment; WHO course). 1 course</p>	<p><u>Central MOH</u>                      - approve course                      - provide participant list to REACH                      - approve training site                      - provide co-facilitator  <u>Governorate Team</u>                      - provide participant list to REACH                      - approve training site  <u>REACH</u>                      - prepare/coordinate schedule                      - provide short-term consultant                      - determine numbers of participants to be trained                      - approve selected participants                      - provide modules &amp; training site  <u>USAID</u>                      - approve printing of modules                      - monitor selected sessions                      - approve course</p>	<p>9/14                      10/15                      10/15                      10/15                      10/15                      10/15                      10/19                      10/15                      10/17                      10/16                      10/10                      8/10                      11/03                      9/14</p>			
<p>a. Assess cold chain in one pilot governorate</p>	<p><u>Central MOH</u>                      - approve study                      - select site                      - provide counterpart for short-term consultant                      - provide feedback on draft report  <u>Governorate Team</u>                      - approve study                      - provide site for training in use of cold chain monitors                      - release staff for training  <u>REACH</u>                      - provide short-term consultant                      - develop and implement study plan                      - support purchase of monitors                      - recommend pilot governorate                      - train staff in use of monitors                      - monitor study                      - analyse results, report to AID</p>	<p>9/14                      9/28                      9/21                      11/30                      9/14                      9/21                      11/02                      10/15                      11/16                      10/15                      9/21                      11/02                      11/19                      11/23</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>5. Train 4 candidates as T/Ss for each of three target governorates: Mareb, Sa'adah, &amp; Hajjah</p>	<ul style="list-style-type: none"> <li>- implement improved cold chain management techniques based on study indications</li> <li><u>USAID</u></li> <li>- approve study</li> <li><u>Central MOH</u></li> <li>- approve course</li> <li>- review criteria for T/S selection</li> <li>- review T/S training curriculum</li> <li>- guarantee to hire T/S graduates</li> <li>- ensure HMI cooperation</li> <li>- approve candidates for training</li> <li><u>Governorate Teams</u></li> <li>- select candidates for training</li> <li>- release candidates for training</li> <li>- deploy graduates; support in field</li> <li><u>REACH</u></li> <li>- review criteria for T/S selection</li> <li>- review T/S training curriculum</li> <li>- cooperate with HMI</li> <li>- monitor training</li> <li>- monitor deployment and follow-up in governorates</li> <li>- report</li> <li><u>USAID</u></li> <li>- review T/S selection criteria and training curriculum</li> <li>- approve training</li> <li>- monitor selected sessions</li> </ul>	<p>1989/90</p> <p>9/14</p> <p>7/09</p> <p>4/27</p> <p>7/02</p> <p>7/14</p> <p>7/14</p> <p>7/14</p> <p>6/29</p> <p>9/08</p> <p>ongoing</p> <p>4/27</p> <p>7/02</p> <p>ongoing</p> <p>9/08</p> <p>ongoing</p> <p>9/21</p> <p>4/27</p> <p>7/02</p> <p>7/09</p> <p>9/08</p>			
<p>6. Train a total of 60 PHCWs for 3 target governorates: Mareb, Sa'adah, and Hajjah (minimum of 10% women)</p>	<ul style="list-style-type: none"> <li><u>Central MOH</u></li> <li>- review PHCW selection criteria</li> <li>- assess PHCW training curriculum</li> <li>- approve training program</li> <li>- guarantee employment of 100% of course graduates</li> </ul>	<p>4/27</p> <p>7/20</p> <p>9/04</p> <p>9/04</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>7. Conduct series of 30-day practical training for TBAs emphasizing ante, intra and post-partum care, EPI, and OBT</p>	<p><u>Central CLCCD</u></p>				
	<ul style="list-style-type: none"> <li>- assist in development and implementation of plan for deployment of graduates</li> </ul>	1989/90			
	<ul style="list-style-type: none"> <li>- pay 50% stipends</li> </ul>	10/89			
	<p><u>Governorate Team</u></p>				
	<ul style="list-style-type: none"> <li>- approve training program</li> </ul>	9/04/88			
	<ul style="list-style-type: none"> <li>- provide plan for deployment of graduates</li> </ul>	1989			
	<ul style="list-style-type: none"> <li>- provide training site and participant accommodations</li> </ul>	10/89			
	<ul style="list-style-type: none"> <li>- select trainees</li> </ul>	9/04/88			
	<ul style="list-style-type: none"> <li>- assist in provision of transport for FPHCWs to and from course</li> </ul>	10/89			
	<ul style="list-style-type: none"> <li>- deploy graduates; followup</li> </ul>	1989/90			
	<p><u>REACH</u></p>				
	<ul style="list-style-type: none"> <li>- review PHCW selection criteria</li> </ul>	4/27/88			
	<ul style="list-style-type: none"> <li>- assess PHCW training curriculum</li> </ul>	7/20			
	<ul style="list-style-type: none"> <li>- provide TCN Health Visitor to train FPHCWs</li> </ul>	10/89			
	<ul style="list-style-type: none"> <li>- monitor training</li> </ul>	10/89			
	<ul style="list-style-type: none"> <li>- pay 50% stipends</li> </ul>	10/89			
	<ul style="list-style-type: none"> <li>- review deployment plan; monitor deployment and support of graduates in field</li> </ul>	1989/90			
<ul style="list-style-type: none"> <li>- report</li> </ul>	1989				
<p><u>USAID</u></p>					
<ul style="list-style-type: none"> <li>- review and assess PHCW selection criteria and training curriculum</li> </ul>	4/27/88				
<ul style="list-style-type: none"> <li>- approve training</li> </ul>	7/20				
<ul style="list-style-type: none"> <li>- attend selected sessions</li> </ul>	9/04				
<ul style="list-style-type: none"> <li>- attend selected sessions</li> </ul>	10/89				
<p><u>Central MOH</u></p>					
<ul style="list-style-type: none"> <li>- approve courses</li> </ul>	1989				
<ul style="list-style-type: none"> <li>- provide curriculum</li> </ul>	1989				
<ul style="list-style-type: none"> <li>- review and assess curriculum</li> </ul>	1989				

OBJECTIVE VI

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
	<p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- approve course</li> <li>- provide training site</li> <li>- select trainees</li> <li>- provide accomodations for trainees</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- review and assess curriculum</li> <li>- hire TCN Health Visitor</li> <li>- assist in training design and schedule</li> <li>- monitor training</li> <li>- develop and implement followup system</li> <li>- report</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- review and assess curriculum</li> <li>- approve course</li> <li>- monitor selected sessions</li> <li>- approve followup system</li> </ul>	<p>1989</p> <p>1989</p> <p>"</p>			

7/11/89

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
1. Establish selection criteria for participants	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- assist in development of selection criteria</li> <li>- approve criteria</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- assist in development of selection criteria</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- animate development of selection criteria</li> <li>- propose criteria</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- assist in development of selection criteria</li> <li>- approve criteria</li> </ul>	<p>5/31</p> <p>6/15</p> <p>5/31</p> <p>5/31</p> <p>5/02</p> <p>5/31</p> <p>6/15</p>			
2. Establish committee for selection of participants	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- sit on committee</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- sit on committee</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- sit on committee; animate</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- sit on committee</li> </ul>	<p>2/89</p> <p>2/89</p> <p>2/89</p> <p>2/89</p>			
3. Identify suitable candidates	<p><u>Central MOH</u></p> <ul style="list-style-type: none"> <li>- nominate participants</li> <li>- approve participants</li> </ul> <p><u>Governorate Team</u></p> <ul style="list-style-type: none"> <li>- nominate participants</li> </ul> <p><u>REACH</u></p> <ul style="list-style-type: none"> <li>- oversee; recommend candidates</li> </ul> <p><u>USAID</u></p> <ul style="list-style-type: none"> <li>- recommend candidates</li> <li>- approve candidates</li> </ul>	<p>2/89</p> <p>2/89</p> <p>2/89</p> <p>2/89</p> <p>2/89</p> <p>2/89</p>			

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/Recommendations
<p>4. Identify courses/ observation tours/ conferences for participants</p>	<p><u>Central MOH</u>                      - recommend and approve courses  <u>Governorate Team</u>                      - recommend courses  <u>REACH</u>                      - recommend and approve courses  <u>USAID</u>                      - recommend and approve courses</p>	<p>5/89                      5/89                      5/89                      5/89</p>			
<p>5. Arrange for required language training (YALI)</p>	<p><u>Central MOH</u>                      - nominate candidate through CPO                      - release candidate for training  <u>Governorate Team</u>                      - release candidate for training (MOH)  <u>REACH</u>                      - arrange placement with YALI                      - provide ongoing logistical support as needed  <u>USAID</u>                      - approve candidate for training                      - assist in reserving seats for candidates at YALI</p>	<p>3/89                      3/89                      3/89                      3/89                      1990                      3/89                      3/89</p>			
<p>6. Initiate and follow-up administrative processing (application, pre-departure orientation, monitor trainees' progress)</p>	<p><u>Central MOH</u>                      - pay international airfare for participants to Yemenia furthest point                      - release staff  <u>Governorate Team</u>                      - release staff  <u>REACH</u>                      - collaborate with AMIDEAST through USAID                      - write PIO/Ps                      - orient trainees                      - monitor progress</p>	<p>ongoing                      ongoing                      ongoing                      ongoing                      7/89                      8/89                      ongoing</p>			

OBJECTIVE VII

Activities	Actions	Planned Completion Date	Revised	Actual	Status/Constraints/ Recommendations
	<p><u>USAID</u></p> <ul style="list-style-type: none"><li>- process PIO/Ps</li><li>- monitor through AMIDEAST</li><li>- arrange financial support for trainees</li><li>- orient trainees</li></ul>	<p>8/89 ongoing ongoing 8/89</p>			

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ACCS PROJECT

PROPOSED  
SHORT-TERM TECHNICAL ASSISTANCE  
1988

<u>Description</u>	<u>Time Frame</u>	<u>Est. person months</u>
Logistics and Cold Chain Training for PHC for EPI Supervisors, storekeepers, GCs, and T/Ss	mid Oct-mid Nov	1
Cold Chain assessment, 1 pilot governorate	mid Oct-mid Nov	1
Baseline data collection/analysis		
Governorate-wide 30 cluster survey, 3 governorates	Oct-Dec 1988	2
30-cluster EPI/CDD survey in target nahiyas		
75 household survey in target nahiyas		
Assessment of the PHC system (Quality of care, reasons for underutilization of services)	Aug 1988	3
Management Training Course	June/July 1988	1
1988 Workplan	January 1988	1
Training of T/Ss and GC in task-based, participatory training techniques	mid-August 1988	.5
Development of MIS	July 1988	1
<hr/> TOTAL ST TA		9.5 person months