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# OPTIONS

for Population Policy

SECOND SEMI-ANNUAL

APRIL 1, 1991 - SEPTEMBER 30, 1991

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**Submitted to:**  
**Policy and Evaluation Division**  
**Office of Population**  
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OPTIONS FOR POPULATION POLICY II  
SEMI-ANNUAL PROGRESS REPORT #2

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## OPTIONS FOR POPULATION POLICY II

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### I. PROJECT OVERVIEW

The fundamental purpose of the OPTIONS II Project is to help developing countries mobilize the resources needed to respond to the anticipated rapid growth in the number of women using family planning services over the next ten to fifteen years. Though estimates vary, the number of women using contraception will grow by as much as 160 million between 1990 and 2005. The policy development agenda for the 1990's will be dominated by the need to respond to this growth in the demand for family planning. This agenda will encompass strengthening the political consensus supporting family planning, planning for the accelerating demand for services and, most importantly, developing strategies for financing the delivery of expanded services.

The specific goals of the OPTIONS II Project are to help developing countries:

1. formulate national population policies that articulate the support of national leaders for access to voluntary family planning services and provide a framework for comprehensive planning;
2. plan for expanded family planning service delivery by: (a) analyzing and projecting the population of family planning users; (b) projecting the financial resources needed to respond to the growth of users; and, (c) helping nascent family planning programs, particularly in sub-Saharan Africa, make strategic choices that benefit from the experiences of more mature programs;
3. increase the magnitude and efficiency of public sector investment in family planning by demonstrating the economic return to public expenditures on family planning, improving the cost-effectiveness of programs and supporting the implementation of cost recovery;
4. develop a legal and regulatory framework that facilitates access to services with specific attention to encouraging informed choice among family planning users and supporting private sector service delivery; and,
5. encourage private sector investment in family planning by demonstrating to alternative sources of health financing, such as health insurance companies and social security programs, the return to including family planning services as a benefit to their clients and members.

During the life of the project, OPTIONS II is to conduct "major" assistance programs in 10-15 countries and "moderate" assistance programs in 10-15 countries. A major assistance program is defined as mobilizing the project resources needed to achieve two of the above goals in a given country; a moderate program will focus on only one goal.

Each major country program will be launched through the development of a detailed strategy. A country strategy should identify the most important policy constraint(s) to service delivery, the relevant set of decision makers and their concerns, and a detailed program of activities that responds to the key policy constraints and decision makers. Country programs usually include technical analyses, training of counterparts to build local capacity and dissemination of information to decision-makers. The various assistance components should be well integrated. All country strategies include a timetable for completing project activities and indicators that permit monitoring of the country program and evaluation of the impact of OPTIONS II assistance.

In addition to the country specific programs, the project supports a variety of other activities, including developing *policy analysis tools and presentations* that are applicable across a range of countries; maintaining *policy files* that respond to the needs of a wide array of users, including project staff; a *Fellows Program* that provides seminars and research support to developing country nationals pursuing graduate studies in the U.S., *regional training workshops* and *presentations to international conferences* of public and private sector leaders.

## **II. COUNTRY PROGRAM ACHIEVEMENTS DURING THE REPORTING PERIOD**

The worldwide travel ban, which began toward the end of the previous reporting period and continued into the current reporting period, together with deteriorating political conditions in several countries (Madagascar, Haiti), retarded progress in OPTIONS country activities, particularly in regions other than Latin America. Nevertheless, a considerable amount of progress was made. Country strategies were developed and approved for four additional countries; Bolivia, Ecuador Niger and Senegal. Technical assistance and training were initiated in seven countries (Bangladesh, Philippines, Egypt, Morocco, Ghana, Madagascar and Cote d'Ivoire) and continued in five other countries (Bolivia, Guatemala, Peru, Niger and CERPOD). During the time of the travel ban OPTIONS staff took advantage of their reduced travel schedules to prepare a series of manuals and guidelines, as planned in the year one workplan. These were reviewed in a second staff retreat, held in late July, which included a review by senior staff and management of all the country strategies for consistency with project objectives and with the prepared guidelines.

During the current reporting period OPTIONS II staff provided technical assistance to fourteen countries and to one regional organization. Country activities included the preparation of country strategies, the initiation of project activities as called for in previously developed strategies, and assistance to USAIDs in connection with the development of projects. The following are brief summaries of country activities during the current reporting period:

**Bangladesh** - OPTIONS staff Karen Foreit and Linda Lacey traveled to Bangladesh in August/September to prepare a framework for incorporating sustainability into a project paper amendment. Foreit and Lacey prepared a report keyed to the individual elements and components of USAID/Bangladesh's population and health portfolio. The report identified critical strategic planning issues to be resolved with respect to institutional, managerial and financial sustainability. In addition, the OPTIONS team initiated contacts with the Bangladesh Garment Manufacturers and Exporters Association to explore the possibility of introducing family planning services into that industry. As a result, the Social Marketing Company is now preparing a market plan for one of the larger garment factories in Dhaka. OPTIONS II has been requested by the Mission to conduct a population needs assessment in FY92, which will include a market segmentation study to identify gaps, duplication of services and opportunities for expanding family planning services, and the development of an ongoing information system to promote coordinated efforts among government, USAID and the donor community.

**Bolivia** - A country strategy was prepared during this reporting period that focuses on policy implementation (under the "Planning for Services" element of OPTIONS II.) The strategy calls for installing the policy tools needed to plan for, implement, monitor and evaluate the new nationwide Reproductive Health Program under which the provision of family planning services in Bolivia will be greatly expanded. Implementation of the strategy also began during this period with the installation of the QUIPUS modules for logistics management and performance monitoring and evaluation in the Social Security Institute (Caja Nacional de Salud) and in six PVOs.

**CERPOD** - Dickerson and Galway visited CERPOD in April 1991 to define a strategy for OPTIONS II - CERPOD collaboration. Technical assistance will focus on: (1) carrying out joint technical assistance to Sahelian nations; and (2) strengthening CERPOD's institutional capacity. There were several other activities with CERPOD staff during this period: (a) a U.S. visit in August by Mamadou Dicko, CERPOD's Population Policy Coordinator; (b) the third annual CERPOD management retreat in Selingue; and (c) joint development between CERPOD and OPTIONS II staff of the Niger and Senegal OPTIONS strategies.

**Ecuador** - Based on Tom Merrick's and Barbara O'Hanlon's initial visit at the end of the previous reporting period, an OPTIONS II country strategy was developed, reviewed and approved by the AID/CTO during the current reporting period. The Mission and OPTIONS II agreed to postpone the commencement of project activities until the beginning of FY92, when buy-in funds will become available. At this time, OPTIONS will (1) work with CEPAR, to strengthen its analytical and advocacy capabilities; (2) work with CONADE to develop a strategic plan for expanding family planning services; and (3) work with IESS (the Social Security Institute) to increase family planning coverage for beneficiaries and wives.

**Egypt** - Activities intended to be carried out in Egypt during the current reporting period, reflecting the approved OPTIONS country strategy developed in the previous reporting period, were delayed due to the Gulf War. During the current period, a buy-in was prepared and signed in August to: provide OPTIONS assistance to the National Population Council in the preparation of a five-year population plan to be included in the next Five-year Plan, continue earlier work on the estimation of family planning costs and conduct an analysis of price sensitivity and other issues related to financial sustainability, and evaluate laws and regulations to identify constraints to Family Planning. Work under the buy-in will be initiated during the next reporting period. Activities during the current reporting period were limited to OPTIONS staff Ruth Levine's participation as health economist on a three-person team to prepare a PID for the next bilateral population and child survival project.

**Ghana** - Building on the approved OPTIONS country strategy, which was developed during the previous reporting period, OPTIONS II Togo-based staff Don Dickerson traveled to Accra in August to participate in a USAID-funded population policy seminar. At the seminar an institutional structure for the formation of a National Population Council and Secretariat was unveiled and debated. Consensus was reached, and a formal document is being submitted to the highest level of the GOG for approval. During September OPTIONS staff Maureen Clyde traveled to Accra to further clarify OPTIONS' proposed role as a policy catalyst with key Ghanaian institutions. During this TDY, Clyde also assisted the Mission in preparing a strategy for technical assistance in implementing the population policy. A PIO/T for a Mission buy-in is expected during the next reporting period, at which time, OPTIONS will initiate project activities proposed in the strategy. They include (1) developing a national plan for expanding family planning services, (2) expanding policy research and dissemination capabilities (3) improving the efficiency of resources used in family planning, and (4) facilitating legal and regulatory reform.

**Guatemala** - The approved OPTIONS country strategy for Guatemala calls for assistance: (1) to increase support among national leaders for a population policy supportive of family planning; (2) to improve collaborative planning among the various organizations providing family planning services; and (3) to support the expansion of family planning service delivery by the Guatemalan Social Security Institute (IGSS). During the current reporting period, OPTIONS staff Sharon Kirmeyer traveled to Guatemala to initiate work with IGSS to implement a study of IGSS beneficiaries; the result from the study will provide the basis on which to expand family planning services delivery. OPTIONS consultant, Dr. Alfredo Guzman, also traveled to Guatemala to work with IGSS to draft a proposal to reform IGSS policy to include family planning among IGSS medical services. During an August visit, Ms. O'Hanlon organized an observational travel tour of key officials from MOH, IGSS and APROFAM. The delegation will visit Mexico and Ecuador to observe their public and private sector programs. Work with APROFAM on constituency building was postponed until FY 92, at which time APROFAM is expected to have completed its reorganization and ten-year workplan.

**Haiti** - OPTIONS staff John May and Elaine Murphy, together with consultant Gael Murphy, traveled to Haiti in July to develop a strategy for OPTIONS assistance. Due to limited funding, the entire strategy could not be implemented. Since it was difficult to establish priorities among the proposed activities from the U.S., given the rapidly changing domestic situation in Haiti, a subsequent trip was planned for this purpose in October. Unfortunately, the political situation worsened, and OPTIONS work in Haiti is currently on hold.

**India** - USAID/New Delhi processed and signed a PIO/T in August which provided for OPTIONS assistance in the design and implementation of the following studies: (1) a case study of United Way of Vadodara's service delivery performance and potential to act as a fund-collecting agency; (2) a study of the utilization, demand and supply of private health and family planning services in India; and (3) a survey/assessment of current health financing schemes in India. Work on these studies will be launched in October, with an initial visit by OPTIONS staff John Stover to review the proposed staffing and workplan with USAID/New Delhi Mission.

**Madagascar** - OPTIONS staff Jim Knowles participated as the health economist on the project paper team to design Madagascar's first population and child survival bilateral project. OPTIONS is expected to play a lead role in designing and implementing the policy activities under this project. The political situation in Madagascar has held up continuation of OPTIONS activities.

**Morocco** - At the request of the Ministry of Public Health, OPTIONS/PRB staff conducted a three-week training course in Washington, D.C., during the month of August, for five MOPH staff in desktop publishing. Equipment and software for desktop publishing were purchased and transferred to MOPH as part of this Mission-funded activity. In connection with other travel to Morocco, OPTIONS staff Jim Knowles followed up the training by exploring the need for further assistance in communications with senior MOPH officials. Due to the MOPH's unusually heavy load of other activities, no additional OPTIONS assistance was requested at this time.

**Niger** - An OPTIONS II country strategy for Niger was developed during the current reporting period by OPTIONS/Togo staff Don Dickerson, in collaboration with the OPTIONS II resident advisor, Susan Wright, and the CERPOD policy advisor, Mamadou Dicko. According to this strategy, OPTIONS will collaborate with CERPOD to build support for the adoption and implementation of the recently drafted National Population Policy and to improve population program planning. During the current reporting period, the resident advisor continued to provide broad support to the Mission's population activities, to refine the OPTIONS country strategy and to play a lead role in population policy activities occurring in-country.

**Peru** - OPTIONS activities in Peru during the current reporting period were limited to a series of ad hoc requests by USAID/Peru for technical assistance in preparing for its new Commercial Sector Family Planning project. These requests were met by

OPTIONS/Peru staff Karen Foreit. Work on an overall OPTIONS II strategy for Peru was deferred, pending the outcome of the CAs meeting with USAID/Peru, originally scheduled for January, 1991, but finally held in September. During the coming reporting period, OPTIONS is expected to work with the National Population Council on strategic planning, and with the National Statistics Institute on demographic data analysis. A regional workshop on the use of DHS data for strategic planning is also scheduled to be held in Lima during November, involving participants from Peru, Ecuador, Bolivia and Guatemala.

**Philippines** - OPTIONS staff Harry Cross traveled to Manila in April to carry out an assessment of the potential for increasing public and private provision of sustainable family planning and primary health care. The Mission responded favorably to the OPTIONS assessment and prepared a detailed scope of work for OPTIONS to carry out a Mission-funded analysis of Medicare. Currently, Medicare does not provide outpatient reimbursements for any primary health care or family planning services even though it accrues significant pregnancy related expenses for inpatient care. OPTIONS will initiate the Medicare analysis in January, during the next reporting period.

**Senegal** - In response to a Mission request, OPTIONS II staff members Galway, Knowles and Dicko of CERPOD, traveled to Senegal to develop an OPTIONS strategy. Two activities were identified: (1) a legal and regulatory review to identify constraints to contraceptive use; and (2) a Rapid planning seminar to sensitize GOS leaders on population/family planning issues. Galway and Dicko will commence OPTIONS II activities in October.

**Yemen** - OPTIONS II staff Pam DeLargy and John Freymann provided assistance to the Population Studies and Research Center of the Central Statistical Office in a wide array of project activities. These included (1) training on a bilingual (English/Arabic) desktop publishing system, (2) consolidating national data population projections, and (3) refining a previously prepared Maternal and Child Health computer graphics presentation. The OPTIONS team also assisted in the development of the National Population Strategy and organization of the multi-ministerial workshop to review the strategy. Finally, DeLargy and Freymann helped organize and provide the logistics for the National Population Conference. Preparations also included reviewing, translating, and editing the background papers for the Conference.

During the reporting period, Foreit and Merrick, and Bennett and Clyde conducted research and meetings on Brazil and Jamaica, respectively, to develop strategies for these countries.

### **III. OTHER ACTIVITIES DURING THE PERIOD**

Other OPTIONS activities during the reporting period included: (1) policy analysis and strategy work groups; (2) a second staff retreat; (3) the OPTIONS fellows program; and (4) the policy files.

A. Policy Analysis and Work Groups

In addition to country work, the major activities carried out during the current reporting period involved the preparation of a set of manuals and guidelines. These policy tools were designed to be used as technical resources by OPTIONS staff in developing and carrying out country strategies. These materials were developed by work groups consisting of three or more staff members. In most cases the work groups had completed their work prior to the second OPTIONS staff retreat, which was held in late July. The work groups and their membership were as follows:

Strategic Planning: Maureen Clyde (leader), Tom Merrick, John May, Katrina Galway

This group produced a manual for strategic planning (element # 2 of the OPTIONS work scope), which outlined a formal process of strategic planning at the national level for expanding family planning services. This process involves setting targets, charting alternative strategies to reach these targets, evaluating the strategies with respect to their policy implications, selecting a strategy and developing an implementation plan.

Benefit-Cost Analysis: Joanne Bennett (leader), Karen Foreit, Jim Knowles, John Stover

This group produced guidelines for the development of project activities designed to increase the amount of public sector resources available for family planning (element # 3 of the OPTIONS workscope). The guidelines review the different types of benefit-cost analysis which are used in the population sector and discuss the software packages currently available for public sector benefit-cost analysis.

Economic Regulation: Jenny Kenney (leader), Joanne Bennett, Jim Knowles, Maurice Middleberg, Barbara O'Hanlon

This group prepared a manual to assist OPTIONS staff in identifying laws and regulations which have a significant adverse impact on family planning service delivery in both the public and private sectors. The manual uses a benefit-cost framework to prioritize policy interventions in legal and regulatory reform (element # 4 in the OPTIONS workscope). A companion manual, which focuses on the political process of removing legal and regulatory constraints, was drafted and will be completed in FY 92.

TARGET-COST: John Stover (leader), Joanne Bennett, John Freymann, Sharon Kirmeyer, Jim Knowles, Amy Tsui, Anne Wagman

This group made significant revisions to the TARGET model, refining some of the demographic estimates and introducing a module for use in projecting family planning costs. The group also prepared a new manual for the revised TARGET-

COST model. TARGET-COST is used as part of OPTION's strategic planning process project.

Private Sector: Harry Cross (leader), Joanne Bennett, Maureen Clyde, Karen Foreit, Jim Knowles

This group worked closely with the AID/CTO, with other AID staff and CAs to clarify the appropriate role of the OPTIONS project in the private sector (element # 5 in the OPTIONS workscope). The group prepared a private sector manual consistent with this interpretation for use by OPTIONS staff in developing private sector activities.

Project Evaluation: Tom Merrick (leader), Karen Foreit, Jenny Kenney, Elaine Murphy, John Stover, Amy Tsui

This group proposed evaluation indicators and procedures for the OPTIONS project and for building into each country strategy the expected outcomes and indicators which could serve as a basis for their meaningful evaluation. A set of evaluation guidelines were prepared and reviewed and approved by OPTIONS staff and by the AID/CTO.

Dissemination: Elaine Murphy (leader), Katrina Galway, Tom Merrick, Mark Sherman

This group reviewed the experience of the IMPACT project in order to develop a set of guidelines for the design and implementation of information dissemination activities under OPTIONS II. The dissemination guidelines emphasize the need for an integrated dissemination strategy, including the identification of policy objectives, the target audience, suitable messages, appropriate media, dissemination and evaluation. The guidelines consist of a packet of materials covering the following topics: (a) Guidelines on Information Dissemination for OPTIONS II; (b) Communicating with LDC Policymakers; (c) Policy Communication Checklist; (d) Evaluating Information Dissemination Activities; (e) Information Dissemination: Institution-Building and Training; (f) Using Visual Aids to Make Dynamic Presentations; (g) Desktop Publishing for LDC Presentations; and (h) OPTIONS II Policy Files and Other Information Resources for OPTIONS II.

Training and Institution Building: Linda Lacey (leader), Pam DeLargy, Moye Freymann, Sharon Kirmeyer, Mark Sherman, John Stover, Amy Tsui, Jim Knowles

This group prepared a set of guidelines for use by OPTIONS staff in designing and carrying out training and institution-building activities. The guidelines consist of a packet of materials, covering the following topics: (1) Guidelines for Developing the Training Component of A Country Strategy; (2) Case Studies of Training

Experiences: Lessons Learned; (3) Listing of National, Regional and International Training Institutions; and (4) Reference Guide to OPTIONS II Tools.

Cost Recovery/User Fees: Karen Foreit (leader), Jenny Kenney, Jim Knowles

This work group prepared a first draft of a manual designed to be a practical guide to cost recovery in family planning programs. The manual will be completed in FY92.

B. Staff Retreat

OPTIONS II held a two day retreat for all TFG staff and subcontractor staff members on July 31 and August 1, 1991. The objectives of the retreat were to: (1) discuss the work groups' draft guidelines and manuals (listed in the previous section); and (2) evaluate the country strategies.

The first day of the retreat was devoted to reviewing the guidelines and manuals. The drafts were presented, discussed, and in some cases, subsequently revised on the basis of the comments received.

The second day focused on discussions of country strategies: they included Bolivia, CERPOD, Ecuador, Egypt, Ghana, Guatemala, Haiti, Niger, Senegal and Yemen. The objective of the country strategy review was to ensure that each country program followed the conceptual and technical framework of the new OPTIONS II project. Each country team leader presented the strategy before a panel comprised of project staff and outside reviewers with expertise in the particular region. Country strategies were modified to reflect the comments and suggestions during these discussions.

C. Other Activities

Other activities carried out during the period include:

1991 Fellows Workshop: The fellows workshop coincided with the DHS World Conference in early August 1991 permitting OPTIONS Fellows to participate in both events. This year's program was particularly successful, earning high marks from the participants. The seminar covered a wide array of topics, ranging from private sector financing of Family Planning, to linkages between population and environment, to quality of care in FP services. The workshop was well attended by thirteen OPTIONS Fellows as well as several participants representing different international organizations.

Policy Files: PRB continues to update the policy files and respond to ad hoc requests for information. Different Cooperating Agencies and OPTIONS II staff requested fifty-one Country Briefing Packets. In addition, PRB provided OPTIONS II staff with materials for the field and other policy-relevant information by phone or fax.

#### IV. PROJECT ORGANIZATION AND FINANCIAL STATUS

##### A. Project Organization

The OPTIONS II team consists of The Futures Group as prime contractor in collaboration with the Carolina Population Center, the Population Reference Bureau, the Urban Institute and the Development Group Inc. The basic working unit of the project is the country team, which normally consists of two individuals who have responsibility for designing and carrying out the program of OPTIONS II assistance in a given country. As needed, the country team can call upon additional staff members or consultants to provide assistance. All country teams report to the project director and deputy director. As stated above, the project has also organized a series of work groups that are charged with developing the project approach to various aspects of the scope of work.

During this reporting period the basic management procedures and systems were established. Specific accomplishments of the period include:

- development of an approved Year Two work plan;
- development of the project management information system;
- development and approval of reporting formats;
- development and submission of quarterly financial reports using a new reporting format; and,
- negotiation of subcontracts and submission to A.I.D. for approval.

During this reporting period, the original Project Director, Maurice Middleberg, resigned from the OPTIONS II project. To avoid any disruption in project management, Dr. James Knowles, the OPTIONS Deputy Director, has assumed the role of Acting Project Director and Barbara O'Hanlon that of Acting Deputy Director, until a new Project Director is named.

##### B. Financial Status

1. Core Contract Expenditures The table in Appendix III shows the projected and actual expenditures by line item under the core contract for the reporting period.
2. Requirements Contract Expenditures The table in Appendix IV gives the budget and expenditures for each buy-in under the requirements contract.

## V. FINDINGS AND OBSERVATIONS

As the new OPTIONS project evolves, country activities have increasingly focused on elements #2, 4 and 5. The majority of mission requests for technical assistance as well as country strategies call for strategic planning exercises, economic and regulatory reviews and private sector analyses. Clearly, the new thrust of OPTIONS II is implementation of population policy compared to policy development.

Accordingly, the OPTIONS II project will continue in the next six months to document the lessons learned in implementing policies as well as pioneer new and innovative approaches through the development of new tools, training materials and case studies. Project work will also focus on the following areas:

- implement approved country strategies;
- finalize and begin implementation of strategies for Brazil, Yemen, Cote d'Ivoire, Haiti, Jamaica, Madagascar, Peru and Tunisia;
- carry out USAID requested activities in Bangladesh, India and the Philippines; and
- make effective use of and disseminate the manuals and other products developed during year one.

OPTIONS II will also provide research and analytical support to the Office of Population as they implement the BIG Country Strategy.

**APPENDIX I**  
**COUNTRY PROGRAM SUMMARIES**

**BANGLADESH**

I. Background and Strategy

Population has been a government priority in Bangladesh since independence in 1971, and the country has made tremendous progress towards lowering its population growth rate, despite overwhelming odds: predominantly rural population, low female literacy and labor participation, and the lowest per capita income in Asia. The most recent Fourth Five Year Plan points out that to sustain the present rate of population growth and attain the target per-capita income would require an 11.5 percent annual economic growth rate. The previous Five Year Plan established targets for contraceptive prevalence, method mix, fertility rates, and population growth, which have been updated in the current plan. Budget allocations for population increased between 1985-1990 both in relative and absolute terms. The Fourth Five Year Plan allocates 4.19% of the sectoral budget for population control and family planning, and an additional 2.62% to health, for a total of US\$ 793.4 million.

A.I.D. has provided assistance to the national family planning program since independence, and the current population project is the largest in the Agency. USAID inputs to the national family planning program will total \$300 million over the period 1987-1997; they are highly focused on the private sector, including social marketing and NGOs. Assistance to the government will be \$54.6 million. The World Bank consortium will provide \$600 million for health and population during the period 1990-1995, largely to the government program.

Contraceptive prevalence increased from 8 percent of married women in 1975 to 33 percent in 1989, and total fertility declined from 7 children per woman to less than 5 in the same period. The current Five Year Plan sets a target prevalence rate of 50 percent for 1995.

OPTIONS I did not work in Bangladesh, as the policy environment was judged to be sufficiently positive as not to need further assistance. RAPID III is currently providing assistance to the Ministry of Health and Family Welfare's planning cell, in the development of cost-benefit models.

II. Activities During Reporting Period

The Year 1 workplan anticipated that OPTIONS II assistance would include a study to improve the cost effectiveness of family planning service delivery. This request was not forthcoming, due in part to unexpected delays in implementing a study of program costs, funded by USAID/Bangladesh to FHI.

In May 1991, USAID/Bangladesh requested assistance in formulating a sustainability strategy for its umbrella population project. An OPTIONS II team comprised of Foreit and Lacey visited Bangladesh in August-September 1991. The team developed a framework to incorporate sustainability into the Project Paper Amendment, applied the framework to individual components and project elements of the Office of Population and Health's (OPH) portfolio, and provided a strategic plan to assist OPH in working toward sustainability during the amendment period, 1992-1997.

o **Definition and Dimensions of Sustainability**

The report used AID/W guidelines for sustainability, which define sustainability as "the ability of a system to produce outputs or benefits valued sufficiently by beneficiaries and stakeholders to ensure enough inputs to continue performance with long-term benefits and impacts".

Institutional Sustainability: Projects should ensure that activities (including policy reform) are valued by host governments and beneficiaries and have a secure and appropriate long-term organizational and institutional base.

Management Sustainability: Projects should provide training and technical assistance aimed at upgrading the skills and long-term capabilities of people to manage project services and deliver project benefits; and

Financial Sustainability: Projects should define mechanisms to ensure long-term availability of public resources and/or encourage privatization.

o **Application of Framework to PP Amendment**

The report reviewed each component of the PP Amendment, beginning with identification of key strategic planning issues to be resolved. For each dimension, it identified **previous activities**, **proposed activities** including those that were already included in the draft Amendment, and **recommended additional activities**, which includes those activities that would enhance the sustainability strategy.

o **Strategic Plan for Sustainability**

The report discussed key activities that need to be addressed in the amendment period and provided a strategic planning framework to address those issues.

- \* Strengthen coordination efforts among donors, with government, and within the components of the portfolio.
- \* Identify ways to mobilize greater national resources to population programs, including general revenues, in-kind contributions, volunteers, and user fees.

- \* Focus on decentralized efforts to expand family planning services, via coordination at the local level among government and NGO activities.
- \* Coordinate research efforts so that they serve all components of the portfolio.

The strategic planning framework was presented in five stages and provided time periods for beginning activities: (1) identify problems, gaps, and opportunities in service delivery; (2) formulate sustainability targets; (3) develop evaluation criteria; (4) implement, experiment and evaluate; and (5) dissemination of project findings.

In addition to fulfilling the scope of work, the team initiated contacts with the Bangladesh Garment Manufacturers and Exporters Association to explore the possibility of introducing family planning services into that industry. As a result, the Social Market Company is now preparing a market plan for one of the larger garment factories in Dhaka.

### III. Activities Planned for Next Reporting Period

USAID/Bangladesh wishes to explore ways to use OPTIONS II in implementing activities in the strategic plan for sustainability as well as in other activities identified in the PP Amendment. A strategy will be developed in the coming months.

During the next six months, the OPTIONS team will concentrate on the following activities:

- 1) Define technical assistance needs for follow-on activities:
  - The OPTIONS II team will continue dialogue with USAID/Bangladesh to discuss technical assistance needs.
- 2) Expand on sustainability framework
  - The OPTIONS II team will contact AID/W to identify additional guidelines on project sustainability and will request assistance in collecting these materials.

### IV. OPTIONS II Team and Key Contacts

Country Team: Karen Foreit; Linda Lacey; Mark Sherman (FY 92)

USAID/Bangladesh: Bill Goldman, Director of OPH; David Piet, Deputy Director; Allan Foose, Population Manager; Brenda Doe, Population Manager.

Government of Bangladesh: Azizul Karim, Deputy Chief of Family Welfare Wing, MOHFW; Nazmal Haq, Director General of Family Planning.

NGOs: Pathfinder International: Dr. M. Alauddin, Country Representative; The Asia Foundation: Claudia Ford, Population Program Manager; Family Planning Services and Training Centre: Abdur Rouf, Chief Executive; Family Planning Association of Bangladesh: Mukarram H. Chowdhury, Director General; Association for Voluntary Surgical Contraception: Stan Zankel, Assistant Director. Social Marketing Company: A. K. M. Shamsuddin, Executive Director

## **BOLIVIA**

### I. Background and Strategy

Through the new Reproductive Health Program, the Bolivian government is introducing family planning services for the first time. This represents a significant change in policy; as an historically pronatalist country, Bolivia has actively opposed family planning in the past. However, the recognition of the adverse effects of Bolivia's high total fertility rate on maternal, infant and child morbidity and mortality has emboldened the GOB to adopt a more enlightened policy, reversing its earlier stand. The new policy encourages the provision of family planning services in the context of reproductive health.

OPTIONS II assistance has been requested to help ensure the full implementation of the GOB's new policy. OPTIONS II activities will focus on project element #2, "Planning for Services". OPTIONS II will to adapt and install the QUIPUS model, developed in Peru under OPTIONS I, in the Bolivian institutions that will implement this new policy: the MOH, the Social Security Institute and approximately ten PVOs. The Bolivian application will contain new features such as a planning and budget module, a monitoring and evaluation module and a logistic component.

### II. Activities During Reporting Period

During this reporting period OPTIONS II finalized the country strategy for Bolivia and began project activities. Specifically, the performance monitoring and evaluation tools, and the logistics management tools were adapted for use in Bolivia and installed in the Social Security Institute and six PVOs. A seminar was also held in September of 1991 to train staff of these respective organizations in the use and upkeep of these computer tools. By the end of the calendar year the Bolivian agencies will have undertaken a physical inventory of stock on hand and the system will begin operating officially on January 1, 1992.

### III. Activities Planned for Next Reporting Period

The immediate next steps for OPTIONS II are to:

1. install the performance monitoring and evaluation tools, and the logistics management tools in the Ministry of Health;
2. provide follow-up technical assistance visits to each implementing agency;

3. quantify nationwide and regional service delivery objectives, determine method mix, estimate commodity requirements and prepare budget estimates for 1992 for each participating institution using the QUIPUS model;
4. present 1992 program objectives and budget estimates to the national coordinating committee for review, refinement and approval; and
5. install the QUIPUS programming and budgeting module in the Ministry of Health and train users and decision makers in its use.

**IV. Country Team:** Darryl Pedersen; Sharon Kirmeyer; Juan Herrera (Consultant); Rodolfo Enrique Montanez (Consultant); Walter Torres (Consultant)

**Key Contacts:**

**USAID:** Elba Mercado; Sigrid Anderson; Jennifer Macias; Paul Hartenberger; Charles Llewellyn

**FAMES:** Ruth Maldonado

**CIES:** Carlos Salazar

**CONAPO:** Rene Pereira

**Hospital Obrero:** Cesar Peredo

**Social Security Institute:** Fernando Paz

**Fundacion San Gabriel:** Fernando Barragan; Ramiro Claire

**MOH:** Jack Antelo

**MCH/MOH:** Roberto Borth

**PAHO:** Daniel Gutierrez; Roberta Pouilly

**UNFPA:** Rainier Rosenbaum

**Pathfinder:** Alfredo Guzman

**Management Sciences for Health:** Sandra Wilcox

## **BRAZIL**

The project planning visit to Brazil originally planned for FY 1991 was deferred to FY 1992 because of the travel ban and the changeover of the A.I.D. Director in Brazil. In the interim, project staff met in Washington with Brazil mission staff, including the new Director, and other family planning actors in Brazil to discuss possible project activities for FY 1992. Also, the groundwork was laid for collaboration with the INOPAL II project on operations research and follow-up activities with an HMO in Salvador, Bahia. A trip is scheduled for early October, 1991, to finalize OPTIONS II project activities in Brazil.

## **CERPOD**

### I. Background and Strategy

CERPOD is a regional organization with the mandate to promote population policies and to provide technical assistance/research in population and family planning issues among the Sahelian countries. The A.I.D. project supporting CERPOD, Promoting Population Policy Development project, identifies OPTIONS as an important source of technical assistance for CERPOD. During OPTIONS I, collaboration with CERPOD yielded the following major outcomes:

- o adoption of the N'Djamena Program of Action on Population and Development by the CILSS Council of Ministers;
- o implementation of policy development programs in Niger and Burkina Faso that resulted in the formulation of national population policies in both countries;
- o development of a methodology for assessing population policy status that was tested in Gambia and Niger; and,
- o organization of two population policy retreats for CERPOD staff that helped define the agenda and approaches for policy development.

### II. Activities During Reporting Period

In April 1991, Dickerson and Galway visited CERPOD to define a strategy for OPTIONS II - CERPOD collaboration. Proposed activities include: (1) joint technical assistance to Sahelian nations, Senegal and Niger were the first examples of collaborative technical assistance; and (2) strengthening CERPOD's institutional capacity. Mamadou Dicko, CERPOD's Population Policy Coordinator, traveled with OPTIONS II staff members Knowles and Galway to Senegal to develop the Senegal OPTIONS II strategy while Ignegongba Keumaye, also of CERPOD, assisted Dickerson and Wright in drafting the Niger strategy.

Institutional development activities include:

- supporting relevant policy tool applications;
- strengthening CERPOD's information dissemination capabilities;
- developing the CERPOD data bank called for in the USAID PPPD Project by transferring the OPTIONS Policy Information Files; and
- organizing a Sahel Population Conference in preparation for the African and International Population Conferences to be held in 1994;
- Providing training for the Population Policy Coordinator, Mamadou Dicko

In August, Galway hosted a USA visit by Mamadou Dicko. Dicko traveled to Washington, New York and North Carolina at which time he met with AID/Washington staff and key actors in population policy development in the Sahel. OPTIONS and RAPID staff also held individual work sessions with Dicko to explain available policy development tools and their applications.

Don Dickerson and Susan Adamchak attended and facilitated the third annual Selingue retreat in September. The retreat debated how past and planned activities contribute to policy development in member states, and participants discussed how best to coordinate future CERPOD activities.

OPTIONS/PRB staff also developed a folder and poster for the press kit for the annual Journée du CILSS, on September 12, 1991. This year's Journée focused on Population and Development.

### III. Activities Planned for the Next Reporting Period

OPTIONS II-CERPOD collaboration will include a management review of the PPPD project by Judith Seltzer and Susan Wright. This review intends to identify which activities are mandated by both the PPPD project and the OPTIONS II project, and will review collaboration of other agencies with CERPOD to assure optimal use of OPTIONS II resources. During the next six months Don Dickerson, Alene Gelbard and Rhonda Smith will travel to Bamako to: (1) strengthen CERPOD's information dissemination capabilities, specifically, to develop communications strategy; (2) transfer the OPTIONS Policy Information Files and provide training in the use of these files; and (3) provide assistance in organizing and preparing for the Sahel Conference on Population Policies. OPTIONS II staff will continue to confer with and include CERPOD staff in country activities (e.g., in Niger and Senegal).

### IV. OPTIONS II Team and Key Contacts

Country Team: Don Dickerson; Alene Gelbard will assume Katrina Galway's participation; Rhonda Smith

## Key Contacts:

USAID: Carol Hart, CERPOD Project Liaison Officer

CERPOD: Nassour Ouaidou, Director; Dieudonne Ouedraogo, Chief, Research Division; Mamadou Dicko, Population Policy Advisor, Research Division; Cheikh M'Backe, Chief, Training Division; Keumaye Ignegongba, Demographer, Training Division

## ECUADOR

### I. Background and Strategy

OPTIONS I contributed to the development and promulgation of the 1987 national population policy. The policy objectives include the reduction of morbidity and mortality (particularly for children under age five and regulation of population growth according to national development objectives, while guaranteeing couples free and informed choices on the number and spacing of their children. Though the 1987 policy represented an important step in the achievement of Ecuador's population goal's, little has been done to implement it. At best, there is acquiescence to the policy among top leadership groups whose support is required to make family planning a priority. This is better than their earlier antagonism to family planning, but hardly represents the active support needed to meet the challenges the sector faces during the 1990's.

In many respects, the Ecuadorian people are ahead of their leaders in recognizing the health and welfare benefits of family planning. Ecuador is no longer threatened by the high, stable population growth rate experienced during the 1970's; the fertility transition is progressing rapidly due to increased contraceptive prevalence. During the 1980's, A.I.D. population assistance to Ecuador played an important role in greater acceptance of contraceptive use by increasing the availability of family planning services. A.I.D. resources were used to strengthen NGO activities, improve the policy environment for support of family planning through public-sector agencies, and create demand for family planning through I.E.C. activities.

The Mission seeks to build on past A.I.D. investments in family planning in Ecuador through its proposed Health and Family Planning Project (HFPP). The objective of the project is to expand and establish sustainable family planning services to meet the growing demand for contraceptives. The project recognizes that the main policy constraint preventing the achievement of this goal is the failure on part of the government to implement the 1987 population policy. The HFPP proposes certain policy activities to address this constraint, including the improvement and expansion of research, dissemination of information about key policy issues, and the establishment of an informal policy network to broaden support for the policy.

In March, O'Hanlon and Merrick travelled to Quito to assist USAID/Quito in the design of a policy component for its new project - HFPP. Under the project, the Centro de Estudios de Poblacion y Paternidad Responsable (CEPAR) will be responsible for improving the information base for policy dialogue through policy research and dissemination. CEPAR submitted a draft proposal for financial support of its activities under the HFPP. USAID/Quito requested OPTIONS review of the proposal, provide guidance on structuring support for CEPAR under the Non-Project Agreement, and advise the mission on the technical assistance needed to strengthen CEPAR's capacity to meet HFPP project goals. All of these objectives were achieved during the TDY.

Through the course of two weeks, the OPTIONS team also met with representatives in the population/family planning field in Ecuador to learn more about the policy environment and about CEPAR's potential role in providing policy research. O'Hanlon and Merrick identified several policy constraints contributing to the ineffectual population policy: (1) while the policy is accepted by leaders in private, it has not been given priority status in public sector activities; (2) plans for public and private organizations to implement the policy have not been developed; and, (3) a broad constituency supporting family planning does not exist, lacking a coalition to pressure leadership to support and implement the policy. Based on these obstacles, the OPTIONS team recommended several ways in which CEPAR and other Ecuadorian organization could overcome them.

## II. Activities During Reporting Period

During this time period, the Mission and OPTION II agreed to postpone commencement of project activities until the beginning of next calendar year when funding will become available. Consequently, there were no activities during this time period.

## III. Activities Planned for Next Reporting Period

Discussions were held with the Mission about possible OPTIONS project activities. There are several areas in which OPTIONS could provide technical assistance, including:

- 1) strengthening of CEPAR to build it's capacity to: (a) serve as an effective advocate for the implementation of the family planning component of the national population policy; and (b) conduct the analytic exercises essential to population program planning;
- 2) developing, in collaboration with CONADE, a strategic plan for the family planning sector to be disseminated among family planning service providers and decision-makers; and,
- 3) expanding family planning services through Instituto Ecuatoriano de Seguro Social (IESS) by motivating IESS authorities to increase family planning coverage for health and economic reasons.

Another trip is tentatively scheduled for the end of February, 1992.

#### IV. OPTIONS II Team and Key Contacts

Country Team: Dr. Thomas Merrick; Barbara O'Hanlon

#### Key Contacts:

USAID/Quito: Michael Jordan, GDO Officer; Mario Vergara, Health Officer; Ken Yamashita, Population Officer

CONADE: Marco Posso, Population Unit Chief

APROFE: Pablo Marangoni, Director; Eduardo Landivar, Director of Operations; Agustin Cuesta, Technical Director

CEPAR: Nelson Oviedo, Acting Director; Oswaldo Cabezas, Director of Administration; Luis Revelo, Director of Capacitacion; Magdalena Torres, Director of Investigacion; Pablo Palacios, Director of Informacion

### **EGYPT**

#### I. Background and Strategy

OPTIONS II activities are a successor to activities undertaken during OPTIONS I. During OPTIONS I, a draft of a new population policy was prepared in collaboration with the National Population Council Technical Secretariat (NPC/TS) and assistance was provided in developing an updated population plan to cover the last two years of the current five year plan period. The November 1990 trip was designed to develop a strategy that would capitalize on the work completed under OPTIONS I and address current priorities of the Government of Egypt and USAID/Cairo. Maurice Middleberg and project CTO, Barbara Seligman, drafted a strategy for elements with the following project.

#### Year One Activities

##### 1. Formulation of a National Population Policy

The strategy proposes that OPTIONS II aid the NPC/TS in acquiring support for the draft policy before and after its adoption. This will include dialogue with senior government officials and private sector leaders who can be asked to make a financial contribution towards the expansion of family planning services.

##### 2. Planning for Expanded Family Planning Services

The most immediate issue on the agenda of the NOC and USAID/Cairo is the

development of a population component in the upcoming 1992-1996 Five Year Plan. The plan for population activities should be completed by November 30, 1991 in order to be incorporated into the Five Year Plan. Accordingly, the strategy proposes that in 1991 OPTIONS II focus on helping the NPC complete the plan by the November 30 deadline.

The NPC has the responsibility of serving as the coordinating body for all of the Egyptian institutions involved in population programs. In the context of this responsibility, the NPC established a Task Force on Population Planning that will be comprised of representatives from all the involved organizations. The Task Force will be responsible for drafting the five year population plan. The strategy proposes that OPTIONS II collaborate with the NOC Technical Secretariat in providing technical support to the work of the Task Force through: (a) developing guidelines for planning that can be used by the Task Force and by the member organizations; (b) setting targets for the population program as a whole and for each of the major service delivery organizations; and (c) projecting the financing requirements.

### Year Two Activities

#### 1. Cost Data and Policy Making

A recent study by Heilman and El-Esseily estimated the cost of public sector family planning programs at LE 26 per couple-year of protection, though there are significant variations between the various agencies offering services. This study is soon to be replicated. Financial data should be collected on a regular basis as an essential element in decision making. OPTIONS II should assist in developing a financial information component of the Population Information System now being developed by the NPC.

#### 2. Cost Recovery and Pricing

Price controls are now imposed on contraceptives; the prices set for contraceptives have not been changed since 1982. OPTIONS II assistance should be provided in analyzing the pricing structure and its impact.

#### 3. Regulation of Methods and Providers

Some methods are only available on a very limited basis and the process for approving new contraceptives appears quite cumbersome. OPTIONS II should work with Egyptian colleagues to identify and remove regulations that unnecessarily restrict access to safe, effective contraceptive methods.

Similarly, OPTIONS II should address the permissible range of service providers. Most notably, nurses (who are usually women) are precluded from prescribing contraceptives, despite the reported reluctance of many Egyptian women to visit male physicians.

## II. Activities During Reporting Period

Due to the Persian Gulf War, OPTIONS II activities were delayed. OPTIONS activities scheduled for Year One - developing a national plan for Family Planning services - has been transferred to a Rapid III buy-in and is being implemented by Scott Moreland, Rapid III's resident advisor.

A buy-in from USAID/Cairo has been secured in August for the OPTIONS II activities scheduled for Year Two. The next step is to commence project activities in collaboration with E. Petrich & Associates, Inc.

During this period, OPTIONS II staff member Ruth Levine participated as the economist on the Project Identification Document (PID) team for USAID/Cairo's Population/Family Planning III project. Ms. Levine analyzed the economic and financial considerations associated with project development, prepared estimated costs and financing methods for the project, and specified the type of financial and economic analysis to be performed in the course of the project development. In addition, she participated in the general evaluation of the POP/FP III ongoing activities.

## III. Planned Activities

During the next six months, OPTIONS II will commence project activities in earnest; they include

- a second economic analysis conducted by Levine for the Project Paper;
- presentations to high-level GOE officials by Ambassador Green and Philander Claxton in collaboration with the National Population Council;
- a review of the NPC 5-year strategy by Dr. Wawer; and
- commencement of the cost studies by Heilman and El-Zanaty

## IV. OPTIONS II Team and Key Contacts

Country Team: Dr. Elizabeth Heilman (Consultant); Ambassador Marshall Green (Consultant); Philander Claxton; Ruth Levine

### Key Contacts:

USAID/Cairo: Carol Carpenter Yaman, Director, Population Office; Amani Selim, Program Analyst

National Population Council: Dr. Maher Mahran, Secretary General; Dr. Laila Kamel, Senior Management Consultant

## **GHANA**

### **I. Background and Strategy**

In 1969, Ghana became the third African nation to adopt a National Population Policy (NPP); however, implementation of this policy was never fully achieved. This is partly attributed to changes in Government of Ghana (GOG) leadership, severe economic decline, and lack of a coordinated effort to build a population or family planning program over the last twenty years. The political, social and economic environment surrounding the National Population Policy (NPP), however, has improved since the mid 1980s. Successful USAID-funded awareness-raising campaigns conducted by the Population Impact Project (PIP) of the University of Ghana at Legon during the last five years and other population programs have placed population on the agenda of national level policy-makers. Furthermore, the GOG sponsored two population conferences in 1986 and 1989 with assistance from the United States Agency for International Development (USAID), the United Nations Population Fund (UNFPA) and the International Labor Organization (ILO) to renew commitment for the NPP.

Since then, the Population Policy Implementation Assessment Committee (PPIAC), under the Ministry of Finance and Economic Planning, Social Sector Policy Unit (SSPU), with support from UNFPA through its ILO executed policy implementation project, has taken on the tasks to review the status of population activities, update the NPP and recommend/assist in the formation of an institutional structure for coordinating population policy implementation. In July 1991, the SSPU requested broad-based assistance from USAID to also support policy activities. Most recently, the PPIAC, with support from USAID, hosted a high-level seminar on August 23, 1991 to unveil, debate and build consensus for a proposed institutional structure for the formation of a National Population Council (NPC) and Secretariat.

In further response to SSPU's request for USAID assistance, OPTIONS II worked with Ghanaian counterparts to develop a long-term strategy to advance policy implementation in Ghana. The strategy is well grounded in the key policy issues that have emerged from the population conferences and seminars over the last few years, including: (1) need for national population policy review; (2) ineffective coordination among institutions working on population issues; (3) lack of coordinated planning for national population policy implementation; (4) legal and regulatory constraints to the expansion of family planning services; and (5) need for policy analysis and continued information dissemination.

There is consensus that a coordinating body for population policy development and implementation is necessary in order to use resources efficiently and reduce fertility. Currently, the configuration that is under GOG consideration includes a National Population Council and a Secretariat, which is intended to be placed at the highest level of Government in order to give the organization the authority and resources required to coordinate effectively the population activities of all relevant institutions. Whatever final

GOG decisions are made regarding the institutional configuration, the current population policy environment in Ghana is conducive to OPTIONS' technical assistance to advance population policy implementation. With this view, OPTIONS will provide technical assistance to the appropriate Ghanaian institutions to help them meet the policy reforms and conditions precedent that are explicitly stated in the forthcoming Family Planning and Health Bilateral Project (FPHP). USAID/Accra intends to buy-into OPTIONS II for this assistance. In collaboration with the Mission and Ghanaian counterparts, OPTIONS II has designed a strategy designed to meet the following objectives over a three-year period:

1) **Develop a national plan to expand family planning** - In anticipation of the establishment of the NPC and its Secretariat, the PPIAC is taking steps to facilitate the policy process and has requested assistance. In response, OPTIONS II will collaborate initially with the PPIAC, and then with the NPC/Secretariat (when established), as well as with the MOH and all other appropriate institutions on activities relating to population policy formulation and implementation planning. The proposed assistance is to develop national and regional demographic targets, develop a comprehensive strategy for achieving the targets within the framework of national development planning, and coordinate and monitor activities of agencies involved with family planning as they implement the strategy. The process of policy implementation will proceed while the institutional structure of the NPC/Secretariat is being defined and expanded.

2) **Improve efficiency of resource use in FP service provision** - Aiming to promote policy-makers commitment to the NPC/Secretariat and to coordinate activities to use resources more efficiently, OPTIONS II will collaborate with a Ghanaian research institution to conduct and disseminate a cost-benefit analysis of family planning. The study will demonstrate the potential reduction in government expenditures for social services resulting from a projected decrease in population growth.

3) **Facilitate regulatory reform** - Conditions precedence under the FPHP pertain to the deregulation of contraceptives with a view toward increasing accessibility and availability of family planning. In this regard, OPTIONS II will collaborate with the NPC/Secretariat and a Ghanaian research institution to conduct a policy study to analyze the potential impact of deregulating contraceptives. In support of this initiative, OPTIONS II will provide technical assistance as necessary and may sponsor a study tour to other relevant developing countries, which have documented, effective and successful experiences in the deregulation of contraceptives.

4) **Expand policy research and dissemination** - OPTIONS II will support PIP to expand its capacity to analyze the impact of policy on population, disseminate population policy related information and support the NPC/Secretariat through development of materials, policy research, and information dissemination activities. OPTIONS will also assist PIP to strengthen its capacity to conduct policy analyses and activities at regional/district levels.

## II. Activities During Reporting Period

As requested by USAID/Accra, OPTIONS II Togo staff member Don Dickerson travelled to Ghana during the week of August 23, 1991 to participate in a USAID-funded, Government of Ghana hosted population policy seminar. During the seminar an institutional structure was proposed for the formation of a National Population Council and Secretariat. Consensus for the proposed organizational configuration was reached, and a formal document is being submitted to the highest level of the GOG for approval. This seminar marks a critical point of transition in population activities in Ghana.

Building on the momentum generated by the August seminar, OPTIONS II WDC staff Clyde and Bennett travelled to Accra in September 1991. Several months had elapsed since OPTIONS' first country assessment trip, and both the mission and OPTIONS felt it was important for OPTIONS to confirm its potential role in the policy arena, particularly as the bilateral agreement had been signed and the GOG had begun to take steps toward policy reform. During this TDY, OPTIONS also assisted the mission to prepare a strategy for technical assistance in implementing the population policy.

## III. Activities Planned for Next Reporting Period

Funding is currently available for a USAID/Accra buy-in to OPTIONS II; however, the PIO/T has yet to be issued. OPTIONS anticipates a PIO/T will be issued in the very near future. In the meantime, limited central funds will be used to continue to bridge the gap between immediate technical assistance needs and buy-in funding. Based on discussions between the Mission and OPTIONS II, this may entail one or two TDYs to Ghana to assist in establishing the start-up of the NPC and its Secretariat. During the proposed TDYs, OPTIONS staff carry out three activities; 1) strategic planning retreat for the NPC/Secretariat; 2) computer transfer and training; and 3) planning for a national TARGET training workshop.

## IV. OPTIONS II Team and Key Contacts

Country Team: Maureen E. Clyde; Joanne Bennett; Donald Dickerson; Linda Lacey

### Key Contacts:

USAID/Accra - Mr. Joseph Goodwin, Mission Director; Mr. Edward Birgells, Program Officer; Ms. Lynn Keays, Project Development Officer; Dr. Dan Blumhagen, Health and Population Development Officer; Mr. Lawrence Aduonum-Darko, Assistant Health and Population Officer.

Ministry of Finance and Economic Planning (Social Sector Policy Unit) - Mr. M. A. Quist-Therson, Director Social Sector Policy Unit; Ms. Esther Yaa Apewokin, Population Policy Project Coordinator; Mr. S. E. A. Grey, Social Sector Policy Unit.

Population Impact Project, University of Ghana at Legon - Professor George Benneh, Project Director; Professor John S. Nabila, Associate Project Director; Dr. E. O. Tawiah, Associate Project Director (Demographer from RIPS); Mrs. Hanna Dankwa-Smith, PIP liaison for television and radio activities; Mr. Henry Ofori, PIP liaison for print media activities; Mr. Michael Owusu, National Service staff member; Mr. Andy Kusi-Appiah, PIP staff; Mr. Kobena T. Hanson, National Service Staff; Mr. Kofi Poku Mpiani, PIP staff (secretarial)

National Family Planning Program Secretariat - Mr. G. H. Attu, Ag. Executive Director  
Mr. J.K. Benin, Head of Administration; Mrs. E. Asante, Director of Information, Education and Communication.

United Nations Fund for Population (UNFPA) - Mr. Ian Howie, Country Director  
Mr. Duah Owusu-Sarfo, National Program Officer.

International Labor Organization - Professor A. Okorafor, Chief Technical Advisor, UNFPA/ILO National Population Policy Implementation Project.

## **GUATEMALA**

### I. Background and Strategy

OPTIONS I had a minor presence in Guatemala; during the projects five year period, project activities focused primarily on motivating the Instituto Guatemalteco de Seguro Social (IGSS) to include family planning in its Maternal and Child Health (MCH) program. OPTIONS I invited two IGSS representatives to participate in the Latin American and Caribbean Regional Conference on Family Planning through Social Security Institutes (SSI). Subsequent to the Conference, IGSS requested OPTIONS to facilitate a study tour to observe a Post-partum IUD Program at Instituto Mexicano de Seguro Social (IMSS). Accordingly, OPTIONS I sponsored three IGSS doctors to travel to Mexico to examine the IMSS's family planning program. The doctors returned from Mexico with concrete ideas on how to design and implement a family planning program.

Although OPTIONS II activities have been limited other international organizations and projects involved in population policy have been active in Guatemala. The United Nations Population Fund (UNFPA) has provided funds and technical assistance to the Commission on Population and Development to draft a national population policy. However, activities developing the policy were suspended last year as the presidential elections drew near in January; UNFPA hopes that consideration of the policy will resume with the new government.

RAPID II and III have worked extensively with the local IPPF affiliate, APROFAM, to raise awareness on the impact of rapid population growth on socio-economic development. APROFAM developed and updated a RAPID model, including expanded sections on urban environment and natural resources. In addition, RAPID III sponsored the

production of a 25 minute documentary highlighting the relationship between population growth and environmental degradation.

RAPID III has also worked with the Guatemalan family planning sector to develop population projections and a Target exercise to analyze future demand for family planning services by the year 2010. RAPID III conducted a workshop with all the family planning service providers to present the analysis, which resulted in a consensus among the providers on the need for greater coordination and planning among the family planning organizations.

In January, an OPTIONS team comprised of O'Hanlon, Kirmeyer and Middleberg traveled to Guatemala to develop a strategy for population policy activities. The team proposed that OPTIONS activities focus on three areas:

- (1) increasing support among national leaders for a population policy supportive of family planning. The specific activities to be conducted are as follows: (a) development of computer graphic StoryBoard presentation on child survival and unmet need based on existing data that can be used by APROFAM and other family planning advocates to build support for the population policy being drafted with UNFPA assistance; (b) observational travel for key officials of the new government; and, (c) strengthening of the APROFAM information dissemination strategy and technical capacity.
- (2) improving collaborative planning among the organizations providing family planning services. OPTIONS II assistance in this area should concentrate on facilitating and providing technical inputs to quarterly meetings of the major service providers to improve the quality of planning and complementarity among the organizations providing family planning services. Topics that might be addressed during these quarterly meetings include disaggregation of national objectives among the various service providers; implications of the structure of health service delivery for family planning; and, the consequences of specific regulations governing health service delivery for improving access to family planning services.
- (3) supporting the development of family planning program through the Guatemalan Social Security Institute. OPTIONS II proposes the following major activities: (a) a survey of IGSS beneficiaries that will strengthen planning for expanded service delivery; (b) development of a strategy for expanded services; and, (c) presentations to the IGSS Executive Board and senior management to increase their support for family planning, with specific emphasis on approving a strategy that will maximize access to family planning services among IGSS covered workers and their dependents.

Subsequent to the January trip, the Mission and AID/W have approved the Guatemalan strategy and completed a Buy-in to the OPTIONS project.

## II. Activities During Reporting Period

### IGSS

The IGSS counterpart, Dr. Bonatto, received approval from the Director of Medical Services, Dr. Morales, to commence activities on the Family Planning survey. Dr. Bonatto identified the two IGSS doctors who will collaborate with him on the project: Dr. Gustavo Gutierrez and Dr. Hector Lemus. OPTIONS II developed a scope of work and calendar of activities with IGSS staff and finalized the subcontract with APROFAM/IGSS to provide financial support to implement the survey, the analysis, and dissemination activities. Ms. Kirmeyer traveled in August to initiate IGSS project activities and transfer equipment as well as establish research objectives, develop the sampling frame, and hire field staff.

Dr. Morales also expressed support for reforming IGSS policy to include Family Planning among the IGSS medical services. He agreed to sponsor Dr. Bonatto's proposal to create a Reproductive Health/Family Planning program which will be presented to the IGSS Executive Board of Directors for approval. Dr. Alfredo Guzman travelled to Guatemala in August to work with Dr. Bonatto to draft the proposal, to determine the feasibility of implementing a FP program at IGSS, and to organize the presentation. Dr. Guzman also identified several concrete action IGSS can implement to maintain momentum on FP activities while waiting for approval from the Executive Board.

### **APROFAM**

Technical assistance for APROFAM was postponed until APROFAM completed their reorganization and ten year workplan. Activities will commence in October.

### **Observational Travel Tour**

OPTIONS II staff member O'Hanlon commenced organization of the study tour in August. In collaboration with Jayne Lyons, they selected the tour participants which include the Minister of Health, two Vice-Ministers of Health, MOH Medical Director, and FP Program Director; the IGSS Medical Director and three technical support staff, and; the Executive and Administrative directors of APROFAM. The tour will travel to Mexico and Ecuador to observe the public and private sector FP programs. The trip is scheduled for October 15 - 25, 1991.

### **III. Activities Planned for Next Reporting Period**

During the next six months, the OPTIONS team will concentrate their efforts on the following project activities:

1) **Increasing Support for Population Policy:**

Provide technical assistance to APROFAM to (a) develop dissemination strategy; (b) strengthen APROFAM staff's capacity to produce materials and presentations, using RAPID III booklet as the first product, and; (c) transfer equipment to improve production capabilities. Trips are scheduled for October, 1991, and January, 1992.

Carry out study tour to Mexico and Ecuador scheduled for October 15 - 24, 1991.

2) **Joint Planning for Expanded Service Delivery:**

Organize and conduct the second one-day workshop during the first week of December. The objective of the workshop will be to train all the family planning service providers in the Target Model, using their respective organizations with the data set developed by Ms. Kirmeyer as an applied exercise.

3) **Expanding Family Planning through IGSS:**

Continue monitoring the IGSS survey. Ms. Kirmeyer will conduct a training workshop in SPSS during the first week of November and will oversee field work.

IGSS team will review and finalize proposal for Reproductive Health/Family Planning Unit. They will also organize a seminar in December to present proposal.; An additional trip is scheduled for February to develop work plan to implement their creation of the RH/FP Unit.

**IV. OPTIONS II Team and Key Contacts**

**Country Team:** Sarah Atkins-Blanche; Barbara O'Hanlon; Sharon Kirmeyer; Dr. Alfredo Guzman (Consultant); Dr. Thomas Merrick

**APROFAM:** Dr. Roberto Santiso, Executive Director; Victor Hugo Fernandez, Administrative Director

**USAID/Guatemala City:** Gary Cook, HDO; Lynn Gorton, Population Officer; Jayne Lyons; Liaison to APROFAM

**IGSS:** Dr. Alfonso Morales, Director of Medical Services; Dr. Marco Donis, Chief of Technical Services; Dr. Carlo Bonatto, Chief of Post-graduate Studies; Dr. Gustavo Gutierrez, MD, Hospital de Maternidad; Dr. Hector Lemus, MD at Hospital de Materndid

**HAITI**

**I. Background and Strategy**

Under the OPTIONS I project, extensive assistance was provided to the Government of the Republic of Haiti (GOH) in connection with its efforts to develop a national population policy and expand its family planning activities.

Although the Government of Haiti has supported family planning activities over the last twenty years, the contraceptive prevalence rate has remained very low (around 10 percent of women ages 15-49 in unions) even though it has doubled during the last few years. In addition, GOH has not yet adopted a national population policy. Finally, opposition to family planning in some quarters and the weakness of the public sector family planning activities are cause for concern.

**II. Activities during Reporting Period**

OPTIONS staff John May and Elaine Murphy, together with consultant Gael Murphy, traveled to Haiti in July to develop a strategy for OPTIONS assistance. Due to limited

funding, the entire strategy could not be implemented. Since it was difficult to establish priorities among the proposed activities from the U.S., given the rapidly changing domestic situation in Haiti, a subsequent trip was planned for this purpose in October. Unfortunately, the political situation worsened, and OPTIONS work in Haiti is currently on hold.

### III. Activities Planned for Next Reporting Period

As soon as it is possible to do so, OPTIONS will field a team consisting of OPTIONS consultants Nadine Burton and Jean de Malvinsky, to revise and begin implementation of its country strategy. It is also anticipated that OPTIONS staff Jim Knowles will travel to Haiti to carry out the economic analysis for the project paper.

### IV. OPTIONS Team and Key Contacts

Country Team: Jean de Malvinsky (Consultant), Nadine Burton, Jean Pierre Guengant (Consultant), Jim Knowles, John May

#### Key Contacts:

USAID/Port au Prince: John Burdick, Deputy Chief, HPNO; Shelagh O'Rourke, Population Officer

UNFPA: Sylvere Looky, Representative

WHO/PAHO: Xavier Leus, Representative

Ministry of Public Health and Population (MSPP): Dr. Gadner Michaud, Family Planning Program Coordinator

## **INDIA**

USAID/New Delhi processed and signed a PIO/T in August which provided for OPTIONS assistance in the design and implementation of the following studies: (1) a case study of United Way of Vadodara's service delivery performance and potential to act as a fund-collecting agency; (2) a study of the utilization, demand and supply of private health and family planning services in India; and (3) a survey/assessment of current health financing schemes in India. Work on these studies will be launched in October, with an initial visit by OPTIONS staff John Stover to review the proposed staffing and workplan with USAID/New Delhi Mission.

## MOROCCO

### I. Background and Strategy

The OPTIONS I project assisted the Ministry of Public Health (MOPH) in analyzing and presenting recent survey data (WFS, CPS, DHS) to enhance the effectiveness of its family planning program. The RAPID III project assisted MOPH to develop the in-house capability to prepare computer graphics presentations with these data in French, Arabic and English. MOPH requested assistance from OPTIONS II to develop in-house desktop publishing capability in order to be able to prepare attractive written materials to accompany its presentations and to disseminate more widely various survey findings and service statistics.

### II. Activities during Reporting Period

At the request of the Ministry of Public Health, OPTIONS/PRB staff conducted a three-week training course in Washington, D.C., during the month of August, for five MOPH staff in desktop publishing. Equipment and software for desktop publishing were purchased and transferred to MOPH as part of this Mission-funded activity. In connection with other travel to Morocco, OPTIONS staff Jim Knowles followed up the training by exploring the need for further assistance in communications with senior MOPH officials. Due to the MOPH's unusually heavy load of other activities, no additional OPTIONS assistance was requested for FY 92.

### III. Activities Planned for Next Reporting Period

No activities are planned for the next reporting period.

### IV. OPTIONS II Team and Key Contacts

Country Team: Jim Knowles

#### Key Contacts:

USAID: Joyce Holfeld, Chief, Population and Human Resources (PHR); Carol Payne, Population Officer, PHR

MOPH: Dr. Mohamed Zarouf, Chief, Population Division

## NIGER

### I. Background and Strategy

The OPTIONS I project supported two types of policy intervention in Niger: (1) a resident population policy advisor; and, (2) technical assistance to the Government of Niger

(GON) to develop a population policy. OPTIONS II continues to support the resident population policy advisor and has developed a strategy to help Niger address policy constraints to expanded service delivery.

## II. Activities During Reporting Period

The OPTIONS II assessment team developed a country strategy for Niger early in the reporting period. The team consisted of Donald Dickerson, Director of the Lomé office, Susan Wright, the OPTIONS II resident advisor, and Mamadou Dicko, population policy advisor from CERPOD. The major policy issues and constraints relative to policy implementation and expanded service delivery identified by the team include: (1) lack of wide-spread acceptance that rapid population growth is detrimental to social and economic development in Niger; (2) family planning services are almost exclusively clinic-based and limited to only a few methods; (3) weak coordination among the institutions involved in population policy implementation; and, (4) lack of an action plan for policy implementation.

The objectives of OPTIONS II assistance to Niger address the cited policy constraints. The overall objectives are (1) to build support for adoption and implementation of the national population policy at the national and regional level, and (2) to improve population program planning. The program of activities developed to achieve these goals includes:

1. Assistance in the development of a communications and information dissemination strategy

OPTIONS II will assist the GON to develop a dissemination strategy to reach leadership groups. In conjunction with other donors and projects, OPTIONS II will provide technical assistance in the initial assessment and in the preparation and execution a workshop to develop the strategy.

2. Publications dealing with population issues

Much of the data already available or presently being collected at the Directorate of Statistics and Demography (DSD) and other departments contains information relevant to policy makers and program planners. A major difficulty has been communicating this information in a timely manner and in an accessible format. Population-Info, started by the DSD with assistance from the OPTIONS I project, has been an important step in overcoming this obstacle. OPTIONS II will continue working with the DSD to enhance its capacity in the area of information dissemination.

3. Presentations in support of National Population Policy

In order to garner support for the draft population policy, Unit for Demographic and Development Studies (UEDD) in collaboration with OPTIONS I, developed a Storyboard presentation based on the INTEGRA population and development analyses. OPTIONS II will build on the success of the initial presentation by developing similar presentations

for the central and departmental levels.

4. Improving population planning capacity in the departments

OPTIONS II will play a major role in strengthening Prefectures and Departmental Directorates of Plan (DDP) and DDS' planning capacity through technical assistance in processing, analyzing and presenting family planning and population-related indicators across sectors to decision-makers at the Departmental level. Furthermore, the DDPs and DDSs will be able to supply regional information to the secretariat in charge of implementing the population policy.

Under the bilateral population project, USAID/Niger plans to provide one microcomputer system for each DDS and DDP, as well as two for the DSD at the central level. OPTIONS II will provide technical assistance and training to the users of this equipment to enable them to provide regular Department-specific reports on population issues and programs. Production of these reports will be a cross-sectoral effort increasing collaboration between different agencies at the Departmental level.

5. Technical assistance to the population policy secretariat

The World Bank has agreed in principle to fund the secretariat in charge of development of the plans for implementation of the population policy. OPTIONS II will provide technical assistance to the secretariat at various stages in the development of the action plans. Much of the assistance provided to the secretariat will be carried out in conjunction with CERPOD. The assistance will focus on the following activities:

- helping the secretariat define its terms of reference;
- assisting the secretariat in setting quantified objectives, especially in the area of fertility reduction and contraceptive prevalence;
- working with the secretariat to identify and prioritize existing and planned projects within the framework of the population policy and the objectives; and,
- assisting in the development of policy implementation plans.

6. Observational travel to lead towards diversification of delivery systems and contraceptives

As stated earlier, only a small percent of Nigerien women have access to public sector family planning programs. Moreover, a very limited range of contraceptives is available to most women through the clinic based services. OPTIONS II will fund observational travel to one or more African countries that offer a full range of services and methods to motivate FP/Health program managers to expand service strategies. Ideally, the visited countries will offer community based and social marketing programs. The countries should also have widespread access to IUDs and, if possible, a pilot NORPLANT project. The participants in the observational travel will include staff from the Ministry of Social and

Women's Affairs, the DPF and 1 or 2 Medical Center (CM) directors from each department.

7. Workshop on alternative delivery mechanisms

OPTIONS II will work with the implementing contractor of the USAID bilateral project in the preparation of a 3 day workshop on alternative delivery strategies; those participating in the observational travel will serve as presenters and discussion group leaders. This workshop could be held in conjunction with a planned one day workshop on contraceptive methods. The participants in the observational travel will be asked to report on different aspects of alternative service delivery mechanisms. The presentation will demonstrate the relevance of the alternative mechanisms to the Nigerian context and how they can help the national family planning program attain its goals. Experts on various delivery strategies (such as a SOMARC representative) will be asked to participate.

The Directorate of Family Planning (DPF) will organize the workshop. Workshop participants will include mid- to upper-level technicians at the DPF, Directorate of Maternal Child Health (DSMI) and other groups involved in planning of the family planning program.

8. Long-term Advisor

The long term advisor, Susan Wright, will continue to serve during the period envisioned by this strategy and will have over-all responsibility for managing its implementation, with appropriate additional short term inputs from OPTIONS II. In addition to Ms. Wright's work on the development of the OPTIONS country strategy, she continued to provide broad support to the Mission in population assistance as well as take the lead in fostering continual population policy development. Her activities included: (1) working on an amendment to the Family Health and Demography Project; (2) developing presentations on population and development to policy in-country workshops; (3) assisting the Statistics Directorate in preparing materials based on the Census and in planning for the DHS survey; (4) coordinating overseas population TA; (5) planning in-country workshops and other training activities; and (6) meeting with local authorities to discuss planning needs in the population area.

III. Planned Activities

An OPTIONS II TDY will coincide with a Bureau of the Census TDY to start work on publications related to the dissemination of the Niger Census results. Initial visits to the departments as well as the recruitment of a host country national for the activities related to the improvement of planning at the department level will take place in the next reporting period. Connected to this activity is the refinement of the Population and Development presentation, at least at the national level. Technical assistance to the Population Secretariat, possibly through a buy-in to CERPOD, will also begin. Furthermore, the resident advisor will continue her activities in the area of policy

development, expansion of family planning services and demographic and data analysis and use.

#### IV. OPTIONS II Team and Key Contacts

Country Team: Donald W. Dickerson: Susan Wright

#### Key Contacts:

USAID: Carl Rahmaan, Health Development Officer

Directorate for Statistics and Demography, Ministry of Plan: Idrissa Alichina, Director

Directorate for Family Planning, Ministry of Social and Women's Affairs: Dr. Halima Maidouka, Director

### **PERU**

#### I. Background and Strategy

The policy environment in Peru continues to be favorable for population activities. President Alberto Fujimori continues his active support for family planning. However, definition of an overall OPTIONS II strategy for Peru was deferred, pending the outcome of the CAs meeting with USAID/Peru, originally scheduled for January 1991 and finally held in September.

#### II. Activities During Reporting Period

OPTIONS activities in Peru were limited to a series of ad hoc requests by USAID/Peru for technical assistance in preparing for its new Commercial Sector Family Planning project. OPTIONS II supervised the design, collection, and analysis of data regarding use of maternity services within the Social Security Institute and the private health insurance market, and provided back-up to the project paper team, especially in the area of health insurance and industry-based family planning services. At the request of the Peruvian Census Bureau (Instituto Nacional de Estadística - INE), OPTIONS also participated in meetings of the technical advisory committee to the 1991 Peru DHS II.

Discussions continued with Peruvian counterparts. A draft proposal to complete the longitudinal analysis of changes in the proximate determinants of fertility was prepared by the Census Bureau (INE) and INANDEP and was forwarded to USAID/Peru for discussion. Request for OPTIONS assistance to the National Population Council (CNP) was deferred until after the CAs meeting.

### III. Activities Planned for Next Reporting Period

Potential activities for OPTIONS II in Peru for the next six months include assistance to the National Population Council and the National Statistics Institute, subject to approval from USAID/Peru and AID/W.

#### 1. National Population Council

At the September, 1991, CAs meeting with USAID/Peru, OPTIONS proposed providing assistance over a three-year period to the National Population Council (CNP) in strategic planning and design of evaluation methodologies for the 1991-1995 National Population Program (NPP) 1991-1995. These activities had been suggested by the previous President of the CNP, Carlos Aramburu. The NPP contemplates seven program elements, including (1) reproductive health and family planning; (2) population communication; (3) support to regional governments in decentralizing population policy; (4) population education; (5) promotion of women; (6) youth; and (7) population and environment. If approved, OPTIONS assistance would focus on program element 3 - support to regional governments in decentralizing population policy. Activities would include technical assistance and training to the newly-formed regional population councils in strategic planning, creation of regional data banks, further analysis of the DHS II for strategic planning, and design and implementation of evaluation methodologies.

#### 2. National Statistics Institute

OPTIONS will assist INE and INANDEP to complete the longitudinal analysis of changes in the proximate determinants of fertility, as soon as the proposal is reviewed and approved by USAID/Peru. In-country staff will work with two local researchers to complete the analyses and prepare presentations/reports for the National Family Planning Program, National Population Council, and National Planning Institute.

### IV. OPTIONS II Team and Key Contacts

Country Team: Karen Foreit, with additional staff to be named as needed

Key Contacts:

USAID/Peru: Maria Angelica Borneck, Population Specialist; Heather Goldman, HPN Director; Barbara Kennedy, Deputy Director.

Local Counterparts: Alberto Padilla, Director General, National Census Bureau; Patricia Mostajo, Director of Projects, INANDEP; Julian Antezana, Acting President, National Population Council.

## PHILIPPINES

### I. Background and Strategy

USAID/Manila and its counterparts in the Philippine Department of Health (DOH) have bilateral population and child survival agreements in place. The population project mainly provides technical and commodity support to the DOH to implement the public sector family planning program. In addition, it provides assistance to the private sector through a continuation of an employers' assistance program begun in 1985. The child survival bilateral is non-project assistance (NPA) with a series of policy and performance benchmarks which, if implemented, has the potential to dramatically improve maternal and child health status. The principal goal of the child survival NPA is to stimulate the channeling of additional public sector financial resources in more cost-effective ways into child survival programs.

The Mission and the DOH are mounting an effort to improve overall resource allocations in the public and private sectors. In the public sector, attention will be placed on expanding primary health care coverage and improving equity in the public health insurance system (called Medicare). This joint effort (to take place through a bilateral agreement) will also seek to promote public policy improvements which will in turn spur more efficient public expenditures, and which will encourage more and better sustainable provision of private health services. The latter objective will be carried out through a series of experimental projects testing innovative financing schemes in the private sector. These activities will be thoroughly monitored and evaluated, and successful ones will be replicated.

The Mission and the Department of Health are concerned that, as policies are analyzed and innovative schemes are tested in the private sector, the sustainability of family planning and child survival interventions be taken into consideration in any health/population reforms. Thus, the Mission requested that OPTIONS assist the DOH to identify ways to include sustainable family planning and primary health interventions in the implementation of bilateral policy work and demonstration schemes.

### II. Activities During Reporting Period

OPTIONS undertook a TDY to the Philippines in April to carry out an assessment of the potential for increasing public and private provision of *sustainable* primary health care, especially family planning. The assessment concluded that there were three promising approaches for the expansion of sustainable family planning. These are: 1) stimulate broader provision of family planning services through employer-provided health care; 2) seek regulatory reforms aimed at stimulating the private sector; and 3) promote child survival and family planning reimbursements in the Medicare system - the national health insurance plan that covers about 40% of the Philippine population.

The Mission responded favorably to the OPTIONS assessment and prepared a detailed scope of work for OPTIONS to carry out a Mission-funded analysis of Medicare.

Currently, Medicare does not provide outpatient reimbursements for any primary health care or family planning services even though it accrues significant pregnancy-related expenses for inpatient care. Under this buy-in, OPTIONS will analyze the financial feasibility of providing for outpatient coverage. Tasks will include determining the cost of a basic outpatient package of services especially family planning, assessing the impact of offering such reimbursement on Medicare's financial structure, and recommending utilization controls.

### III. Activities Planned for Next Reporting Period

OPTIONS will begin the Medicare analysis in January 1992. The initial trip will result in the design of the analysis, the identification of local consultants, and the start of data and information collection. A second visit in March 1992 will include analysis and preparation of the final report, and the planning of a workshop to take place later in the year.

### IV. OPTIONS II Team and Key Contacts

Country Team: Harry Cross; Charles Griffin

#### Key Contacts:

USAID/Manila: Dr. Manuel Vogouropoulos, Chief, HPN Office; Ms. Tricia Moser, Chief, Health Division; Ms. Eileen Oldwine, Chief, Population Division; Mr. Oscar Picazo, Health Financing Advisor.

Department of Health: Dr. Mario Taguiwalo, Undersecretary.

Medicare: Melinda Mercado, Officer-in-Charge, Philippine Medical Care Commission.

## **SENEGAL**

### I. Background and Strategy

Senegal has benefitted from A.I.D.-funded population policy assistance for more than ten years. One of the first activities was a RAPID model in 1979. Following the creation of the National Population Commission (CONAPO) in 1979 and the abolition of the French law prohibiting contraception (1980), the Integrated Population and Development Planning (IPDP) project was called in to begin working with Senegal's planners to integrate population into development planning. IPDP assistance was provided to researchers in the Bureau National du Recensement (BNR) to analyze a number of previously unanalyzed surveys and to introduce newly available microcomputer technology into both BNR and the Ministry of Health.

When CONAPO's leadership changed a few years later, the locus of policy activities changed from BNR to CONAPO, resulting in a closer focus on policy change. The Battelle Population and Development Project (PDP) provided support to CONAPO for

several policy studies; assistance then continued under PDP's successor project, RAPID II. In 1985 the RAPID II and INPLAN projects initiated an ambitious modeling/training exercise with a group of Senegalese planners under CONAPO's leadership, to develop a uniquely Senegalese version of the RAPID model. Although development of the model required almost two years and substantial technical assistance from a team of University of Michigan researchers, the RAPID/Senegal model was completed in time to play a useful role in the dissemination of Senegal's National Population Policy, which was drafted with OPTIONS project assistance in late 1987/early 1988.

Since the adoption of the National Population Policy in 1988, there has been little progress in implementation. A series of RAPID presentations, which were scheduled to be made in various regions of the country in connection with the dissemination of the NPP, were only partially completed. Major reorganizations and personnel changes in CONAPO and in its host agency, the Ministry of Economy, Finance and Plan, undoubtedly account for some of this lack of policy follow-up, along with the absence of central population policy assistance during this critical period.

On the service delivery side, however, a number of important policy changes have occurred in recent years. These have included the consolidation of the Ministries of Social Affairs (which housed the A.I.D. bilateral project) and Public Health into a single ministry (the Ministry of Public Health and Social Affairs) and the easing of formal restrictions in a number of areas affecting the delivery of FP services.

## II. Activities During Reporting Period

In May 1991, OPTIONS staff member Katrina Galway and James Knowles along with CERPOD's Mamadou Dicko visited Senegal in response to a request to review population policy development in Senegal, and to identify activities which might be carried out by the OPTIONS II project. OPTIONS II staff prepared a paper describing policy development activities that may be appropriate during the next five years, and developed a strategy for immediate OPTIONS II support. Two activities were identified as priority activities for the OPTIONS II project to carry out forthwith: (1) a legal and regulatory activity, and (2) a RAPID planning seminar.

Although much progress has been achieved in reforming regulations which restrict access to family planning (e.g., the 1980 repeal of the French law banning the provision and promotion of family planning services, and the 1990 *arrêté* which states that laboratory tests are not required for all pill prescriptions), legal and regulatory constraints remain an important issue. Changes in regulations have not been adopted at the clinic level, and other regulations (some not officially required) are still being imposed. The OPTIONS project propose carrying out an activity to identify, prioritize and attempt to reform regulations which constrain increased contraceptive use.

**RAPID Planning Seminar:** Despite the recent promulgation of a National Population Policy in 1988, Senegal's top leadership is unwilling to speak out about the role of which

rapid population growth plays in preventing Senegal from achieving its development objectives. There are several factors contributing to the lack of leadership on population and family planning issues: (1) desire to avoid political risk of addressing a culturally sensitive topic, (2) imperfect understanding among top leadership on relationship between population growth and socio-economic development; and; (3) lack of information on how greater access to family planning can improve maternal/child health as well as reduce fertility. As a result, very little effort has been taken to widely disseminate the National Population Policy to top and middle GOS officials. Indeed, GOS technical staff agree there should be more education and awareness raising activities directed to these particular audiences on the relevance of these issues.

OPTIONS II proposes to conduct a workshop to review the previous RAPID/Senegal model, and to lay out plans for a revised model. The revised RAPID/Senegal model would incorporate more recently available data (e.g., the 1988 Census, the 1986 DHS survey) and would be suitable for Cabinet level presentations, and presentations to regional planners and religious leaders.

### III. Activities Planned for the Next Reporting Period

During the next reporting period Galway is scheduled to travel to Senegal in October to initiate the legal and regulatory activity. Dickerson will join Galway to pursue the RAPID seminar.

### IV. OPTIONS II Team and Key Contacts

Country Team: Katrina Galway; Don Dickerson

#### Key Contacts:

USAID: Linda Lankenau, Population Officer

Ministère de la Santé Publique et de l'Action Sociale: Med. Cmdt. Aboubacry Thiam, Conseiller Technique No. 8, SMI/PF

Ministère de l'Economie, des Finances et du Plan: M. Amadou Ba, Chef de la Division des Ressources Humaines (DRH), DP

Projet Santé Familiale et Population: Mme. Diop, Directrice

## **YEMEN**

### I. Background and Strategy

The Government of Yemen is involved in a process of population and health policy development which has included a number of activities during the reporting period, and

which will culminate in the endorsement of the National Population Strategy at a National Population Conference in late October, 1991. The OPTIONS II project provided assistance to the Central Statistical Office in developing the population strategy and in preparing for the national conference.

The A.I.D. Mission has also been designing a multi-dimensional population bilateral (to begin in late 1991) which will focus on policy implementation and family planning service delivery. OPTIONS II assisted the Mission through providing an assessment of the policy environment and a review of donor activities in the area.

## II. Activities During Reporting Period

OPTIONS II provided assistance to the Population Studies and Research Center of the Central Statistical Office through several activities: (1) setting up and providing training on a bilingual (English/Arabic) desktop publishing system, (2) consolidating national data and revising population projections (3) refining a previously prepared Maternal and Child Health computer graphics presentation (4) advising on, reviewing, and editing the National Population Strategy, (5) assisting with planning for a multi-Ministerial workshop for strategy review, and (6) assisting with planning and conducting the National Population Conference.

Conference preparations included a number of tasks, such as: logistics and scheduling; technical and editorial assistance to substantive Task Forces preparing conference papers; assistance to Task Forces in preparation of graphics presentations; consolidation of Task Force action plans into the National Action Plan; and close coordination with UNICEF/Yemen to ensure complementarity of population policy goals with those of the World Summit for Children.

## III. Activities Planned for Next Reporting Period

OPTIONS II will continue to assist the PSRC throughout the National Population Conference and be involved in the establishment of the National Population Council which will oversee all population activities in the country. Under the new bilateral, OPTIONS II will provide technical assistance to the NPC in a number of areas, including: conduct of policy workshops for key Ministries and opinion leaders; refinement and adoption of the population policy implementation plan, development of a simple implementation monitoring and feedback system; and secondary analysis of DHS results. Depending on the starting date of the bilateral (previously scheduled for December, 1991 but now delayed until February, 1992), all of these activities except the secondary analysis of the DHS data will commence during the next reporting period.

## IV. OPTIONS II Team and Key Contacts

Country Team: Pam DeLargy; John Freymann; with Moye Freymann and others to be added during 1992

**Key Contacts:**

USAID/Yemen: Vivian Gary, Acting Director; Raga Okba, Population Advisor  
Central Statistical Office: Abdo Robu Gerada, Director  
Population Studies and Research Center: Amin Al Jamlah, Director; Abdel Aziz Farah, UNCTCD Advisor

## **APPENDIX II STAFF RESPONSIBILITIES**

Joanne Bennett, Senior Financial Analyst. Ms. Bennett's principal responsibility has been co-designing the OPTIONS II country programs for Ghana and Jamaica. She will continue to play a lead role in providing TA to improve the efficiency of resource use to provide FP services and will collaborate with other staff members to conduct demographic target setting and costing activities in these countries.

Richard Bilsborrow, is expected to provide technical assistance in regional planning in Peru during the next reporting period.

Philander Claxton. In addition to general project support, Mr. Claxton's primary work for OPTIONS II will focus on high-level presentations to international population, business, and governmental leaders in Egypt and other countries.

Maureen E. Clyde, Senior Policy Analyst Ms. Clyde is responsible for the management of the Ghana and Jamaica country programs and for coordinating the Strategic Planning workgroup. During the next 6 months she will oversee completion of the Strategic Planning manual and make 2 trips to Ghana. In addition to her Ghana responsibilities, she will also coordinate the upcoming Jamaica activities during the next reporting period.

Harry Cross. Mr. Cross completed draft and revisions of the Private Sector Strategy paper as well as completed initial OPTIONS TDY to the Philippines at which time he assessed opportunities for OPTIONS work, and developed outlines of Mission-funded OPTIONS activities. He has also participated in the review and evaluation of OPTIONS strategies and manuals as needed. During the next reporting period, he will carry out TDYs to India to develop scope of work and initiate studies on family planning and health financing. Dr. Cross will also take overall responsibility for the development of analytical tools during FY 92.

Pam DeLargy will be responsible for finalizing her contribution to the Training Manual which includes the training guidelines and Sudan case study. During the next six months she will also design and finalize, in collaboration with John Freymann, the Yemen strategy. In addition, she will provide technical assistance in developing different presentations for the November National Population Conference in Yemen.

Sandra P. Dennis, OPTIONS II Project Administrator, is responsible for the development and monitoring of management information systems of the project, including monitoring staff labor and project expenses, subcontracts, travel, and equipment. She is also responsible for preparation of quarterly financial reports.

Alex de Sherbinin is in charge of the OPTIONS Fellows program and, along with Ms. Roudi, organizes and disseminates the policy information contained in the OPTIONS Policy Files. In August, Mr. de Sherbinin coordinated a desktop publishing training seminar for five staff members of the Moroccan Ministry of Public Health under a buy-in from USAID/Rabat. In the coming months, he will work on the Niger country program and continue recruiting for the 1992-93 Fellows Program.

Donald Dickerson. Mr. Dickerson serves as Director of the TFG Africa Regional Office and in that capacity plays a pivotal role in facilitating all project activities in Africa. His current OPTIONS II assignments include CERPOD, Niger and Senegal. He will travel to Niger during the next six months to begin country activities with Susan Wright, the OPTIONS II Niger resident advisor. His Senegal work will be initially covered by Rapid IV during the next six months.

Karen Foreit, Senior Staff and Team Leader for Cost Recovery Workgroup. At the request of USAID/Peru, Dr. Foreit prepared methodologies to estimate the size of the target population and to measure the impact of project activities for a new bilateral commercial family planning project to be awarded during FY91. Dr. Foreit will participate in the development of the OPTIONS II project design with Tom Merrick during the third quarter of FY91. Activities in Brazil are expected to focus on increasing private sector participation in family planning. She will also complete the cost recovery manual during the next reporting period. Finally, Ms. Foreit will implement the first OPTIONS II Regional Workshop. The one week session will train twenty participants representing four Latin American countries on the strategic use of DHS data in policy development and/or program management. The workshop is scheduled for the second week of November in Lima, Peru.

John Freymann, Computer Specialist. During the current reporting period, Mr. Freymann worked extensively on the development of the TARGET-COST Model. During the next six months, he will finalize the programming of the TARGET-COST program and collaborate with other staff to conduct training in target setting and costing activities. For the OPTIONS II buy-in to Yemen, Mr. Freymann is responsible for the installation of and training for the Arabic/English DTP system and for the preparation of support documents for the National Population Conference to be held in November, 1991.

Moye Freymann is assisting with the training manual by compiling materials on population training activities from other international and USAID contracting agencies, and developing case study materials on approaches of using training to promote institutional development and support. He has also assisted with the design of the training guidelines. During the coming six months he will design the African regional training workshops.

Katrina Galway, Senior Population Policy Analyst. As Team Leader for the Senegal Country Program, Galway is responsible for the overall design and management of OPTIONS II policy development activities in Senegal. Galway traveled to Senegal in May, and developed a strategy for OPTIONS II activities, and provided assistance to the mission for its new project paper. Galway co-designed the strategy for OPTIONS II-CERPOD collaboration during an April TDY to Mali. In August Galway hosted a Washington visit by CERPOD's new Population Policy Advisor, Mamadou Dicko, to introduce him to AID/Washington and to review available tools for policy development. Galway is the Team Leader of the Programmatic Use of DHS Data tool group, and gave a presentation on this topic at the DHS World Conference in August. During the next six months, Ms. Galway will continue her country work in Senegal.

Charles Griffin. During the next reporting period, Mr. Griffin will travel to the Philippines to design and initiate the Medicare policy analysis. He will also participate in India health and family planning financing analyses.

Jenny Kenney. Ms. Kenney is the leader of Economic Regulation Working Group and is a member of the Evaluation Working Group. Her time during the next reporting period will be split between caring for her new child (due in October) and continuing work on the OPTIONS analytical work.

Sharon Kirmeyer. During the current reporting period, Ms. Kirmeyer initiated the reproductive health and contraceptive use study with the Instituto Guatemalteco de Seguro Social; She will continue to monitor the IGSS Study. In addition, she conducted an analysis of demographic and Family Planning projections in Guatemala. At a later date in FY92, she will present the results and train representatives from all Guatemalan organizations on Target using her data set. Finally, Ms. Kirmeyer will participate in the first OPTIONS II Regional Training Workshop in Peru with Ms. Foreit.

Jim Knowles Acting Director. During the current reporting period, Jim Knowles performed the duties of Deputy Director, including keeping abreast of all project activities, reviewing country strategies and filling in for the Director on several occasions while he was away. He had overall responsibility for the development of analytical tools during FY 91. During the next reporting period he will be Acting Project Director, until a suitable replacement for Maurice Middleberg is identified.

Linda Lacey is designing the reference guide for OPTIONS II tools which involves working with other members of the project to identify appropriate approaches to teach and evaluate the use of the tools. She is also involved with the other components of the training manual. During the coming six months she will complete the training manual and begin country level activities in Jamaica and Ghana.

Ruth Levine, Ms. Levine participated as a member of the Egypt Project Identification Document (PID) team, carrying out an economic analysis for the PID. She has been invited to Egypt to prepare the final draft of the Project Paper in November. Her country work during the next six months will include an economic and regulatory review in Egypt, and a financial analysis of private sector initiatives in India.

Thomas Merrick, Tom Merrick participated in organizing and implementing the Fellows Program and Policy files. He also coordinated the Evaluation working group and was an active participant in the Dissemination and Strategic Planning groups. He is currently working on the Ecuador and Brazil country programs.

Elaine Murphy/Alene Gelbard, In addition to project management responsibilities, Elaine Murphy coordinated the Dissemination working group. She was directly involved in developing the Country Strategy for Haiti, where she traveled in July, and was instrumental in assisting other OPTIONS II members on the Morocco, Niger and CERPOD country programs. Elaine has recently moved to a new position at PATH and therefore will not be able to participate in OPTIONS II work. Alene Gelbard, the new Director of International Programs at PRB, has taken over Elaine's responsibilities under PRB's subcontract with The Futures Group for OPTIONS II work.

Barbara O'Hanlon, Acting Deputy Director, will oversee the country activities for Guatemala and Ecuador. During the next six months, she will organize and conduct an observational tour of 12 high level Guatemalan officials to Mexico and Ecuador. She will also continue working with Dr. Guzman on the proposal and workplan to implement a Reproductive Health/FP program at IGSS, as well as sponsor a seminar in December for the IGSS Executive Board of Directors to present the proposal. In addition, a February trip to Ecuador is scheduled to initiate implementation of the strategy for that country.

Darryl Pedersen is directing OPTIONS II efforts in Bolivia and will continue to oversee and provide technical assistance on the application of the QUIPUS model in Bolivia.

Nazy Roudi is the manager of the OPTIONS II Policy Files which she constantly updates with the assistance of other staff members. She also takes care of providing the CA community with updated information on different countries through the Briefing Packets. Finally, Nazy is also in charge of producing the OPTIONS II monthly circular.

David Skipp is a member of the OPTIONS II team in Bolivia. He is also responsible for adapting the QUIPUS model, a policy implementation tool, for application in other OPTIONS priority countries. During the next six months he will explore opportunities to develop national plans for expanding family planning services in other countries receiving OPTIONS technical assistance.

John Stover. Mr. Stover's work under the OPTIONS II Project focuses primarily on the development and application of tools for policy analysis, including training in the application of policy analysis methods. During the current reporting period Mr. Stover dedicated his efforts to the development of the TARGET-COST Model. The initial version of the model is now complete. Training sessions for OPTIONS staff, AID staff and interested CAs will be held during the next reporting period. The final model is scheduled to be released in November. It is anticipated that country applications will begin during the next six months.

Amy Tsui has assisted the team in designing the training manual and contributed a case study on policy analysis training that is useful to both the evaluation working group and the training group.

Nancy Yinger traveled, along with two consultants from Abt Associates, to Côte D'Ivoire in July to work on the economic assessment for that country's first A.I.D.-funded maternal-child health and population bilateral project. She also traveled to Paris, France, in September to attend a conference sponsored by the French government entitled "Population and Development in Africa, a Look to the Future." The Conference was attended by high-level African government officials, donors, NGOs and French academics.

Susan Wright Ms. Wright serves as a resident advisor in Niger. In that role her duties will include: (1) assisting in the formulation and monitoring of a comprehensive, feasible and appropriate national population policy; (2) assisting in the development of plans for the expansion of family planning services and providing technical and administrative services in the implementation of the plans; (3) encouraging the Government of Niger to diversify the strategies used in delivering family planning services; and (4) assisting in the design and implementation of an appropriate program of demographic research, analysis and information dissemination.

APPENDIX III

EXPENDITURES BY LINE ITEM FOR CORE

Line Items	Budget	April 1, 1991 – September 30, 1991	Cumulative thru 9/30/91	Cumulative thru 9/30/91 (%)
LABOR	\$1,620,022	\$253,555	\$390,518	24.11
OVERHEAD	\$2,710,809	\$450,216	\$675,026	24.90
CONSULTANTS	\$313,863	\$11,266	\$11,266	3.59
TRAVEL & Allowances	\$2,059,300	\$139,924	\$197,972	9.61
ALLOWANCES	\$87,163	\$10,173	\$10,173	13.45
EQUIPMENT	\$272,000	\$37,957	\$88,011	32.36
SUBCONTRACTORS	\$4,520,440	\$226,771	\$306,456	6.78
OTHER DIRECT COSTS	\$475,578	\$44,929	\$64,352	13.20
FIXED FEE	\$753,734	\$73,424	\$108,985	14.46
<b>TOTAL COST</b>	<b>\$12,812,909</b>	<b>\$1,248,215</b>	<b>\$1,852,759</b>	<b>14.46</b>

APPENDIX IV -- PART I

EXPENDITURES BY COUNTRY AND NON COUNTRY-SPECIFIC ACTIVITY

Countries	S & T 4/01/91 to 9/30/91	S & T Cumulative to 9/30/91	Buy-Ins 4/01/91 to 9/30/91	Buy-Ins Cumulative to 9/30/91	S & T * + Buy-Ins 4/01/91 to 9/30/91	S & T * + Buy-Ins Cumulative to 9/30/91
<b>AFRICA</b>						
Africa	\$29,148	\$30,378				
Cameroon	\$2,918	\$2,918				
Cote D'Ivoire	\$3,960	\$10,297				
Ghana	\$31,069	\$90,387				
Madagascar	\$23,123	\$29,252				
Niger	\$22,400	\$46,106	\$113,528	\$125,028	\$135,928	\$171,134
Senegal	\$63,106	\$68,483				
Togo	\$1,737	\$2,218				
<b>Total for Africa</b>	<b>\$177,461</b>	<b>\$280,039</b>	<b>\$113,528</b>	<b>\$125,028</b>	<b>\$290,989</b>	<b>\$405,067</b>
<b>LATIN AMERICAS</b>						
Bolivia	\$41,329	\$45,129				
Brazil	\$1,598	\$1,598				
Ecuador	\$2,406	\$14,619				
Guatemala	\$118,890	\$137,531				
Haiti	\$40,840	\$40,840				
Jamaica	\$3,179	\$3,179				
Latin Americas	\$2,446	\$4,517				
Peru	\$43,800	\$59,505				
<b>Total for Latin Americas</b>	<b>\$254,488</b>	<b>\$306,918</b>	<b>\$0</b>	<b>\$0</b>	<b>\$254,488</b>	<b>\$306,918</b>
<b>ASI/NEAR EAST</b>						
Bangladesh	\$8,358	\$8,358	\$25,513	\$25,513	\$33,871	\$33,871
Egypt	\$18,293	\$33,821				
India	\$3,933	\$3,933				
Morocco	\$15,887	\$16,067	\$57,862	\$57,862	\$73,749	\$73,929
Papua New Guinea	\$11,383	\$12,090				
Philippines	\$14,211	\$14,969				
Yemen (North)	\$15,524	\$15,749	\$20,737	\$20,737	\$36,261	\$36,486
<b>Total for Asia/Near East</b>	<b>\$87,589</b>	<b>\$104,987</b>	<b>\$104,112</b>	<b>\$104,112</b>	<b>\$191,701</b>	<b>\$209,099</b>
<b>INT'L ORGANIZATIONS</b>						
Cerpod	\$58,064	\$60,001				
<b>Total for Int'l Organizations</b>	<b>\$58,064</b>	<b>\$60,001</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,064</b>	<b>\$60,001</b>
<b>NON-COUNTRY SPECIFIC</b>						
Administration	\$324,989	\$672,874				
Fellows Program	\$5,536	\$12,457				
Int'l Leadership Presentations	\$6,251	\$6,251				
Observational Travel	\$524	\$0				
Policy Files	\$895	\$3,181				
Policy Tools*	\$309,626	\$382,736				
QUIPUS MODEL	\$4,785	\$0				
Regional Training	\$18,009	\$18,009				
<b>Total for Non-Country Specific</b>	<b>\$670,615</b>	<b>\$1,100,817</b>	<b>\$0</b>	<b>\$0</b>	<b>\$670,615</b>	<b>\$1,100,817</b>
<b>GRAND TOTAL</b>	<b>\$1,248,217</b>	<b>\$1,652,761</b>	<b>\$217,640</b>	<b>\$229,140</b>	<b>\$1,465,857</b>	<b>\$2,081,801</b>

\* Columns 5 and 6 contain information on active files only

APPENDIX IV - PART II

EXPENDITURES BY LINE ITEM FOR BUY-INS				
Line Items	Budget	Buy-Ins 04/01/91 - 9/30/91	Buy-Ins Cumulative thru 9/30/91	Cumulative thru 9/30/91 (%) of Total Budget
5101001 - Yemen				
Labor	\$8,782	\$8,782	\$8,782	100.00
Other Direct Costs	\$20,540	\$11,955	\$11,955	59.78
<b>Total for 5101001</b>	<b>\$29,322</b>	<b>\$20,737</b>	<b>\$20,737</b>	<b>70.70</b>
5102001 - Niger				
Labor	\$173,940	\$58,354	\$66,178	33.09
Other Direct Costs	\$155,019	\$55,174	\$58,850	45.63
<b>Total for 5102001</b>	<b>\$328,959</b>	<b>\$113,528</b>	<b>\$125,028</b>	<b>38.01</b>
5103001 - Morocco				
Labor	\$29,037	\$0	\$0	0
Other Direct Costs	\$74,591	\$57,862	\$57,862	77.57
<b>Total for 5103001</b>	<b>\$103,628</b>	<b>\$57,862</b>	<b>\$57,862</b>	<b>55.84</b>
5104001 - Guatemala				
Labor	\$80,563	\$0	\$0	0
Other Direct Costs	\$13,212	\$0	\$0	0
<b>Total for 5104001</b>	<b>\$93,775</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
5105001 - Bangladesh				
Labor	\$38,111	\$16,934	\$16,934	44.43
Other Direct Costs	\$16,380	\$8,579	\$8,579	52.37
<b>Total for 5105001</b>	<b>\$54,491</b>	<b>\$25,513</b>	<b>\$25,513</b>	<b>46.82</b>
5106001 - Egypt				
Labor	\$252,905	\$0	\$0	0
Other Direct Costs	\$176,839	\$0	\$0	0
<b>Total for 5106001</b>	<b>\$429,744</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
5107001 - Philippines				
Labor	\$39,980	\$0	\$0	0
Other Direct Costs	\$17,396	\$0	\$0	0
<b>Total for 5107001</b>	<b>\$57,376</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
5108001 - India				
Labor	\$146,975	\$0	\$0	0
Other Direct Costs	\$3,300	\$0	\$0	0
<b>Total for 5108001</b>	<b>\$150,275</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>TOTALS</b>	<b>\$1,247,570</b>	<b>\$217,640</b>	<b>\$229,140</b>	<b>211.37</b>

**APPENDIX V**  
**LDC SUBCONTRACTS**

<b>COUNTRY</b>	<b>ACTIVITY</b>	<b>ORGANIZATION</b>	<b>PAID DURING PERIOD</b>	<b>PAID TO DATE</b>	<b>BALANCE</b>
Guatemala	Survey	APROFAM	\$22,000	\$22,000	\$39,054

Traveler	Country	Departure	Return Date
ADAMCHAK	MALI	9/9/91	9/24/91
ATKINS-BLANCHE	GUATEMALA	6/30/91	9/10/91
CLYDE	GHANA	9/8/91	9/21/91
CROSS	PHILIPPINES	4/12/91	4/27/91
DELARGY	YEMEN	5/7/91	5/24/91
	YEMEN	9/6/91	9/17/91
DICKERSON	CAMEROON	5/26/91	6/1/91
	MALI	4/6/91	4/13/91
	NIGER	4/18/91	5/1/91
	WASHINGTON	6/5/91	6/14/91
DICKO	NIGER	4/18/91	5/1/91
	SENEGAL	5/13/91	5/24/91
	WASHINGTON	7/30/91	8/21/91
FOREIT	BANGLADESH	8/18/91	9/14/91
	CHAPEL HILL	7/15/91	7/20/91
	WASHINGTON	7/21/91	8/2/91
FREYMANN, J	PNG/FIJI	6/9/91	6/16/91
	YEMEN	5/7/91	5/24/91
	YEMEN	9/6/91	9/17/91
GALWAY	MALI	4/6/91	4/14/91
	SENEGAL	5/13/91	5/24/91
GUZMAN	GUATEMALA	8/5/91	8/10/91
HERRERA	BOLIVIA	9/7/91	9/28/91
KIRMEYER	BOLIVIA	6/5/91	6/12/91
	GUATEMALA	4/8/91	4/13/91
	GUATEMALA	7/7/91	7/10/91
KNOWLES	MADAGASCAR	4/2/91	4/30/91
	MOROCCO	9/1/91	9/6/91
	SENEGAL	5/13/91	5/24/91
LACEY	BANGLADESH	8/18/91	9/14/91
LEVINE	EGYPT	5/20/91	6/15/91
MAY	HAITI	7/3/91	7/12/91
MERRICK	GUATEMALA	6/30/91	7/10/91
	GUATEMALA	9/29/91	10/5/91
MONTANEZ	BOLIVIA	6/22/91	6/29/91
	BOLIVIA	9/7/91	10/5/91
MURPHY, E.	HAITI	7/3/91	7/12/91
MURPHY, G.	HAITI	7/3/91	7/16/91
O'HANLON	GUATEMALA	4/7/91	4/13/91
	GUATEMALA	7/7/91	7/10/91
PEDERSEN	BOLIVIA	6/5/91	6/12/91
	BOLIVIA	9/7/91	9/21/91
	BOLIVIA	9/28/91	10/5/91
	PERU	8/31/91	9/6/91
SALAZAR	PERU	8/31/91	9/7/91
TORRES	BOLIVIA	6/22/91	6/29/91
	BOLIVIA	9/7/91	9/21/91
VALDENEBRO	GUATEMALA	9/29/91	10/5/91

STAFF TIME BY COUNTRY AND NON-COUNTRY SPECIFIC TASKS (IN DAYS)

APPENDIX VII

Country and Non-Country Specific	TFG															CPC					DGI			FEB				UI			Consul	Totals					
	A	B	C	D	F	F	G	K	K	M	M	O	S	S	W	O	A	B	F	L	T	O	P	S	O	M	M	Y	O	C			K	L	O		
<b>AFRICA</b>																																					
Africa			1	0	19							1				30																			60		
Cameroon					3					1						0																		5			
Cote D'Ivoire	6								1							1											10	1						18			
Ghana	13	19		1	11																													46			
Kenya																																		0			
Madagascar										18		1				0																			21		
Niger					21						2				128	4																			162		
Senegal					0		43			19	2					3																			67		
Togo					1						0					0																			1		
<b>Total for Africa</b>	0	19	20	1	55	0	0	43	0	38	1	5	1	0	0	128	37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	369		
<b>LATIN AMERICAS</b>																																					
Bolivia									3		1	0				1																			46	96	
Brazil					3																														8		
Ecuador	0											4																							18		
Guatemala									58		2	37				15																				126	
Haiti				0						50	0					1																				68	
Jamaica	7																																		7		
Latin Americas												2				0																				2	
Peru					51						0					0																				51	
<b>Total for Latin Americas</b>	0	7	0	0	0	54	0	0	61	0	50	3	43	0	0	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	59	376	
<b>ASIA/NEAR EAST</b>																																					
Bangladesh					30						1					2																				33	
Egypt											9					1																				34	
India	7																																		8		
Morocco			8				1			8						5																				62	
Pakistan																																				0	
Papua New Guinea								14																												14	
Philippines																																				13	
Yemen (North)								34			0					2																					52
<b>Total for Asia/Near East</b>	0	7	8	0	0	30	49	0	0	8	0	11	0	2	0	0	12	0	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	235	
<b>INT'L ORGANIZATIONS</b>																																					
Cerpod		1			20			24		0						5																				56	
<b>Total for Int'l Organizations</b>	20	1	0	0	20	0	0	24	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	76	
<b>NON-COUNTRY SPECIFIC</b>																																					
Administration	3	-13	1	20	2	-4	-9	0	-1	32	-1	91	6	-2	-4	504			10		2				6	1										751	
Fellows Program								2																													66
Int'l Leadership Pres.	0		10								0	2																								12	
Observational Travel										1																											1
Regional Training			7		1														10	13	2	8															38
Policy Files																																					122
QUIPUS MODEL		1			1	0			1		2														3	1										8	
Policy Tools	0	34	32		18	10	20	10	16	5	1	14	5	32	189	34	40	51	12	24				9	2	14	12	23		13	23	7	2		652		
Regional Training																																					0
<b>Total for Non-Ctry Specific</b>	3	21	49	20	2	15	1	23	10	49	4	94	22	4	29	0	693	0	44	50	64	15	32	0	18	3	15	44	46	15	194	37	10	0	17	0	1639

APPENDIX VIII: STAFF TIME CHARGED TO PROJECT VS DAYS SPENT OVERSEAS

TRAVELLER	TOTAL DAYS ON OPTIONS	TOTAL DAYS OVERSEAS	PERCENT OF TIME SPENT OVERSEAS
TFG			
ABEL	1	0	0%
CLYDE	71	13	18%
COLE	21	0	0%
DICKERSON	77	25	33%
FOREIT	98	27	28%
FREYMANN, J	49	35	71%
GALWAY	89	19	21%
KIRMAYER	71	15	21%
KNOWLES	95	39	41%
MAY	55	9	16%
MIDDLEBERG	113	0	0%
O'HANLON	66	13	20%
STOVER	29	10	34%
WRIGHT	128	128	100%
UNC			
BILLSBORROW	44	0	0%
DELARGY	66	28	42%
FREYMANN, M	64	0	0%
TSUI	32	0	0%
LACEY	42	27	64%
DGI			
PEDERSEN	56	34	61%
SKIP	5	0	0%
HERRERA	21	21	100%
MONTANEZ	35	35	100%
TORRES	21	21	100%
PRB			
SKIP	5	0	0%
HERRERA	21	21	100%
MONTANEZ	35	35	100%
TORRES	21	21	100%
PRB			
ATKINS-BLANCHE	14	10	71%
MERRICK	59	16	27%
MURPHY, E	79	9	11%
YINGER	26	5	19%
UI			
CROSS	47	15	32%
LEVINE	26	26	100%
CONSULTANTS			
ADAMCHAK	15	15	100%
DICKO	6	6	100%
GUENGANT	20	15	75%
KEUMAYE	10	10	100%
MALVINSKY	63	20	32%
MURPHY, G	13	13	100%
SALAZAR	7	7	100%
WAWER	18	13	72%
GRAND TOTAL	1753	679	31%

## APPENDIX IX

### OPTIONS II REPORTS, PRESENTATIONS AND PUBLICATIONS

#### I. Presentations

OPTIONS II/USAID Morocco Mission Presentation, Morocco Child Survival and Population Program, to State Department, Assistant Secretary, Mr. Vreeland, April 1991.

OPTIONS II Presentation on Population Dynamics and Policy Implications to State Department incoming Mission Directors.

OPTIONS II Presentation Population and Development in Senegal to Julius Coles, Senegal Mission Director, May 1990.

#### II. Policy Models and Analyses

TARGET-COST  
QUIPUS

#### III. Country Strategies

Bolivia  
Ecuador  
Niger  
Senegal

#### IV. Policy Tools (Draft)

OPTIONS II Private Sector, April 1991

Project Evaluation Guidelines, May 1991

Information Dissemination Packet, May 1991

Guidelines for Strategic Planning, June 1991

Cost Benefit Analysis of Family Planning Programs, July 1991

Manual on Training and Institutional Development, July 1991

Assessing Legal and Regulatory Reform in Family Planning, July 1991

## APPENDIX X

### FELLOWS PROGRAM

#### 1991-92 OPTIONS Fellows Program

The 1991 Fellows workshop ran from July 22nd through August 2nd, after which all of the fellows attended the DHS World Conference from August 5th to 7th. This year's program was particularly successful, earning very high marks from the program participants. The Fellows quickly grasped the importance of clear communication skills when addressing policy audiences, and they gained real-world exposure to the communication of research findings while attending the DHS conference.

Announcements have gone out for the 1992-93 program to contacts at approximately 60 universities and institutions, and to former Fellows. On the suggestion of the 1991 Fellows, emphasis was placed on the policy communications aspect of the workshop because it was felt that this would attract a wider range of applicants. The application deadline is February 1.

OPTIONS FELLOWS PARTICIPANTS: 1991-92

NAME	COUNTRY	SCHOOL	DEG/FIELD	RESEARCH
ADEOLA, Francis (M)	Nigeria	Mississippi State	PhD/Soc.	Socio-economic, cultural & health factors affecting fertility in Ondo State.
AHMED, Ather Maqsood (M)	Pakistan	JHU/Cairo U.	PhD/Econ.	Migration, fertility and labor market participation in Pakistan.
EL-SAADANI, Somaya (F)	Egypt	JHU/Cairo U.	PhD/Pop. Dynamics & Stats.	Demographic & socio-economic determinants of Egyptian labor mig. to Gulf Nations.
EZEH, Alex Chika (M)	Nigeria	U.Penn.	PhD/Pop. Studies	Gender differences in reproductive orientation: FP issues in Sub-Saharan Africa.
GANG, Liu (M)	PRC	Brown	PhD/Soc.	FP Programs in Anhui: Challenges of population redistribution
HAN, Mei (F)	PRC	Cornell	PhD/Pop & Dev. Prog.	Determinants of premarital sexual permissiveness among Colombian adolescents.
LIU, Lihua (F)	PRC	USC	PhD/Soc.	Changes in age-specific fertility rates by time periods, 1950-79, China.
MORTEZO, Linda (F)	Philippines	Bowling Grm.	PhD/Soc.	Impact of the outreach project on contraceptive prevalence in the Philippines.
NKUCHIA, John (M)	Kenya	U. of Mich.	PhD/Public Health Pop.	An evaluation of Kenya's policy regarding population and environment dynamics.
NTEIN, Inungu (M)	Zaire	Tulane	PhD/Public Health	Impact of the 'Family Education Project' on the use of health services among children <5.
RAO, Vijay (M)	India	Syracuse	PhD/Public Admtn.	Financial sustainability of primary health care projects in developing countries.
RAUNTYAR, Durga (F)	Nepal	Penn State	PhD/Rural Soc. & Demog.	Breastfeeding and its effects on birth interval and child survival in Sri Lanka.
SUNDARADEVAN, N. (M)	India	USC	PhD/Applied Demog.	Better implementation of India's Family Welfare Programs.

**OPTIONS Fellows Program Washington Seminar  
July 22 - August 2, 1991**

**I. Week One**

Monday, July 22

**Morning:** Welcome buffet breakfast at PRB starting at 8:30 followed by an introduction to the seminar by Tom Merrick (PRB president).

**Afternoon:** Briefing on A.I.D.'s population program, Scott Radloff (Chief of the Policy and Evaluation Division, Office of Population, A.I.D.); after coffee break, a brief introduction on plans for the working groups.

Tuesday, July 23

**Morning:** The OPTIONS policy-development project, Maurice Middleberg (The Futures Group).

**Afternoon:** Private sector financing of family planning programs, Genevieve Kenny (The Urban Institute).

Wednesday, July 24

**Morning:** compiling information on population policy in developing countries, Ellen Brennan (U.N. Population Division).

**Afternoon:** First meeting of working groups.

Thursday, July 25

**Morning:** Applying operations-research findings to program design and management, Ann Way (Research Division, A.I.D.).

**Afternoon:** Interpreting the policy implications of research on birth-spacing and child survival, James Gibble (National Academy of Sciences).

Friday, July 26

**Morning:** Research on the quality of family planning services, Judith Helzner (Western Hemisphere Office, International Planned Parenthood Federation).

**Afternoon:** Free.

## **II. Week Two**

### Monday, July 29

Morning: Working groups.

Afternoon: Analyzing the demand for family planning and reproductive health services, Katrina Galway (The Futures Group).

### Tuesday, July 30

Morning: Research on linkages between population and the environment, Carole Jolly (Committee on Population and Demography, National Academy of Sciences).

Afternoon: Briefing on policy communication, Elaine Murphy (Director of PRB's International Program).

### Wednesday, July 31

Morning: The World Bank's work in population, Ishrat Hussein (Africa Division, World Bank).

Afternoon: Open for completion of outlines.

### Thursday, August 1

Morning: The TARGCOST resource allocation model, John Stover (The Futures Group).

Afternoon: Working groups to review outlines.

### Friday, August 2

Morning: Working group reports, evaluation of seminar.

Buffet lunch and closing ceremony.

## **III. Week Three**

### Monday - Wednesday, August 5-7

DHS World Conference

Note: During the course of the two-week period there will be opportunities to become familiar with PRB's country-by-country policy file system and graphics production equipment. Arrangements will be made on an individual basis.

## APPENDIX XI

### POLICY FILES

The Policy Files consist of two systems for storing and retrieving policy-relevant information on the OPTIONS II Project countries and other developing countries. One is a file of computer-accessible quantitative indicators that are maintained in a spreadsheet format and can be used to produce tables, charts, and reports on population issues. Information on more than one hundred socioeconomic, demographic, population policy and family planning indicators are compiled in this database for 130 developing countries. The computer hardware was upgraded during the last six months to enable the use of both REFLEX and PARADOX. REFLEX had run out of available indicators and PARADOX, a relational database, accommodates better the evergrowing data bank. A new addition has been the Data Bank of The Population Council which has been integrated into the OPTIONS II Database. We are working with the Population Council to get more information on their indicators to be able to interpret the information in the database. Then the information will be added to the OPTIONS II Country Reports which are the main part of OPTIONS II Briefing Packets.

The other system under which the OPTIONS II Policy Files operates is a hard-copy file of documents such as policy documents, needs assessments, survey research reports, trip reports, etc., assembled by project staff. During the last six months, more than a hundred new documents, excluding trip reports and papers presented at the DHS World Conference, were added to the OPTIONS II Document Files.

The Policy Files are the main source in helping responding to ad-hoc information requests and in support of other project activities. During the last six month of OPTIONS I, PRB answered 45 ad-hoc requests. The OPTIONS II Briefing Packets, containing information from the Policy Files, remained popular. Fifty-one Country Briefing Packets were requested by different CAs. A number of Briefing Packets were also provided to OPTIONS II staff as background information in their country work. On many occasions, OPTIONS II staff were provided with policy-relevant information by phone or fax using the Policy Files.

Mamadou Dicko and Dah-Kuen Shieh from CERPOD visited PRB in early August to look at the OPTIONS Policy Files. They had requested the transfer of the OPTIONS II Database to CERPOD, which is scheduled to take place in the next six months.