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SEMI-ANNUAL REPORT

OCTOBER 1992 - MARCH 1993

FAMILY PLANNING MANAGEMENT DEVELOPMENT

Project No.: 936-3055
Contract No.: DPE-3055-C-00-0051-00
Task Order No.: MDPRG

LIST OF ABBREVIATIONS AND ACRONYMS

ABSF	Burkinabe Nurse Midwives Association
ASBEF	Association Sénégalaise pour le Bien-Etre Familiale
ASHONPLAFA	Asociación Hondureña de la Planificación Familiar
AVSC	Association for Voluntary Surgical Contraception
BKKBN	National Family Planning Coordinating Board (Indonesia)
CA	Cooperating Agency
CAFS	Centre for African Family Studies (offices in Kenya, Togo, and Benin)
CBD	Community-Based Distribution
CDC	Centers for Disease Control and Prevention
CEDPA	Centre for Development and Population Activities
CEPAR	Centro de Estudios de Población y Paternidad Responsable (Ecuador)
CERPOD	Centre d'Etudes et de Recherche sur la Population pour le Développement (office in Mali)
CHAK	Christian Health Association of Kenya
CIES	Centro de Investigación, Educación, y Servicios (Bolivia)
CNS	Caja Nacional de Salud (Bolivia)
CQI	Continuous Quality Improvement
DA	Development Associates
DFH	Directorate of Family Health (Burkina Faso)
ENE/A	Europe, Near East, and Asia Regions
FEMAP	Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario
FHI	Family Health International
FPIA	Family Planning International Assistance
FPAK	Family Planning Association of Kenya
FPLM	Family Planning Logistics Management (John Snow, Inc.)
FPMD	Family Planning Management Development Project
FPMT	Family Planning Management Training Project
FRAC	Francophone Regional Advisory Committee
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HPN	Health, Population and Nutrition
IEC	Information, Education, and Communications
INAS	Institut National d'Administration de Santé (Morocco)
INTRAH	Program for International Training in Health (University of North Carolina)
IPPF/WHR	International Planned Parenthood Federation/Western Hemisphere Region
ITP	International Training Program (of BKKBN)
JHPIEGO	Johns Hopkins Program for International Education in Reproductive Health
LAC	Latin America and Caribbean Region
LIP	Local Initiatives Project (Bangladesh)
MCHFP	Directorate of Maternal and Child Health and Family Planning (Turkey)
MEXFAM	Fundación Mexicana para la Planeación Familiar
MIS	Management Information Systems
MOH	Ministry of Health
MSH	Management Sciences for Health (Boston)
MYWO	Maendeleo Ya Wanawake (Kenya)
NCPD	National Council for Population and Development (Kenya)
NFPB	National Family Planning Board (Jamaica)
NFPIS	National Family Planning Information System (Kenya)
NGO	Non-Governmental Organization
ONFP	Office National de la Famille et de la Population (Tunisia)
OST	Observation-Study Tour
PCS	Population Communication Services

PIO/T	Project Implementation Order/Training
PRISMA	Proyectos en Información, Salud, Medicina y Agricultura (Peru)
PRITECH	Technologies for Primary Health Care Project
PVO	Private Voluntary Organization
RD/POP/IT	Research and Development/Population/Information and Training
REDSO/WCA	Regional Economic Development Services Office/West and Central Africa
SANFAM	Santé de la Famille (Senegal)
SEATS	Family Planning Service Expansion and Technical Support Project (John Snow, Inc.)
SILOS	Sistemas Locales de Salud (PAHO initiative)
SDA	Seventh Day Adventists (Kenya)
TA	Technical Assistance
TAI	Technical Assistance, Inc. (Bangladesh)
TQM	Total Quality Management (Mexico)
UMATI	Family Planning Association of Tanzania
UNFPA	United Nations Population Fund
URC	University Research Corporation
USAID	United States Agency for International Development
ZNFPC	Zimbabwe National Family Planning Council

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1. EXECUTIVE SUMMARY

The Family Planning Management Development Project (FPMD) is a five-year project funded by the Agency for International Development that works with public and private non-profit family planning organizations in developing countries to help them improve the quality and sustainability of their services. FPMD does this by promoting institutional development and by strengthening their management capabilities through technical assistance and training.

From October 1992 through March 1993, FPMD concentrated its technical assistance on 34 subprojects in 17 countries. Highlights from this period include:

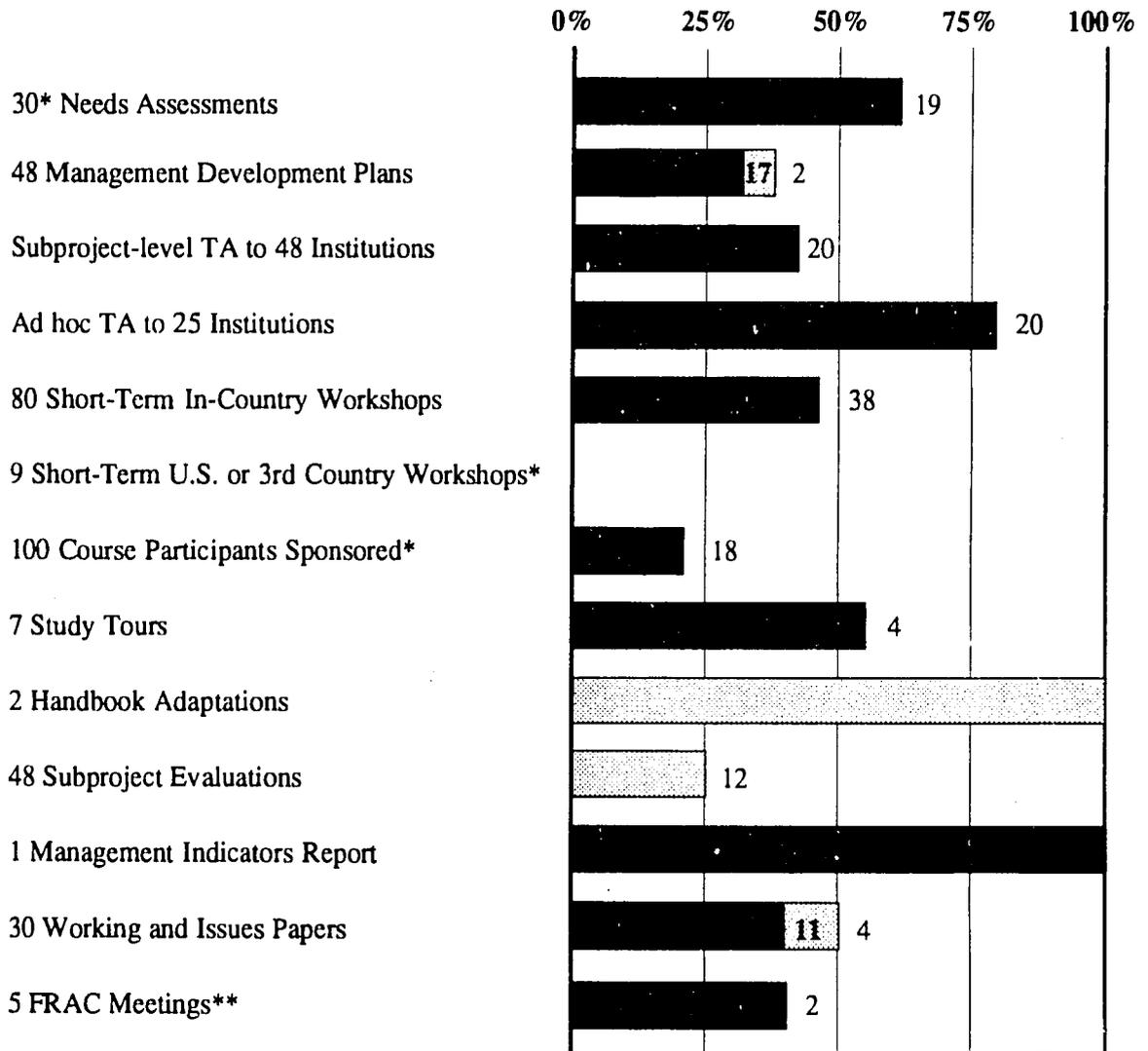
- Launching a major subproject in Nigeria with the Planned Parenthood Federation of Nigeria. In this comprehensive subproject, FPMD will collaborate with Pathfinder International and Population Communications Services (PCS) in a broad range of activities designed to assist PPFN to expand and improve the quality of PPFN's services.
- Supporting the efforts of Mexican non-governmental organizations to move toward self-sufficiency. FPMD developed data collection instruments for client profiles that affiliates of the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP) will use to gather information for developing pricing policies and marketing strategies.
- Assisting the Filipino Department of Public Health (DOH) make the transition to decentralized health services by helping to develop a management training course for mid-level health managers and by assessing local governments' capabilities for managing family planning services at the local level in order to plan interventions that will strengthen their capabilities.
- Publishing a *Family Planning Manager* on Continuing Quality Assessment (CQI) that puts useful service improvement tools and techniques in the hands of clinic managers. The issue has already been translated into Spanish and sent to the Fundación Mexicana para la Planeación Familiar (MEXFAM) for a CQI training program.
- Evaluating the impact of FPMD interventions to increase the Contraceptive Prevalence Rate (CPR) of local areas in Bangladesh by following up a larger study with a microsurvey of one of the local areas to verify the positive results of the larger study.

1.1 Achievement of Contractual Requirements

The chart below shows FPMD's ongoing progress in meeting its contractual requirements.

Achievement of Contractual Requirements

Through March 31, 1993



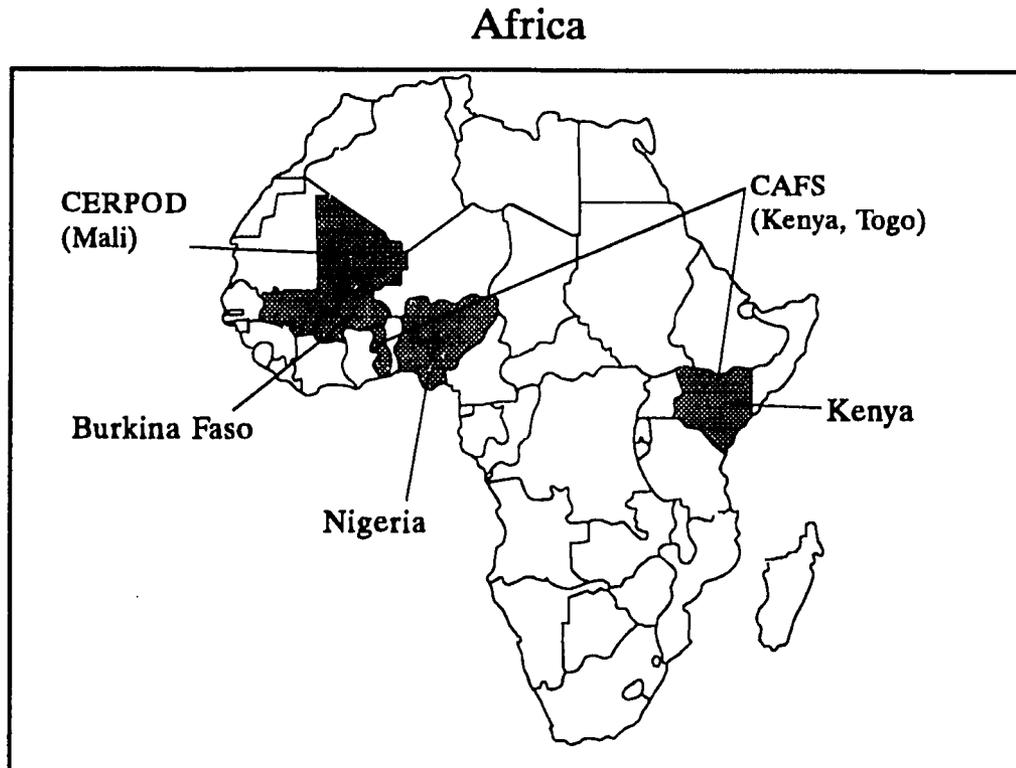
* Contractual amendment pending

** Includes support for attendees



2. HIGHLIGHTS OF REGIONAL ACTIVITIES

2.1 Major Accomplishments in Africa



Over the past six months, FPMD's Africa Division has increased its activities and broadened the kinds of assistance it is providing. FPMD's new resident advisor in Kenya is encouraging organizations in the public and private sectors to collaborate in the development of their individual reporting information systems in order to ensure the compatibility of these organizations' systems when they report to the central information system at the National Council for Population and Development.

FPMD launched a major subproject with the Planned Parenthood Federation of Nigeria (PPFN). The goal of this activity is to improve the quality of PPFN's family planning services and to increase clients' access to these services. During that same month, a senior FPMD consultant assisted the USAID Mission in Uganda in designing a new family planning and AIDS project for that country.

The Africa Division continues to identify linkages between management development and improved service delivery. In Burkina Faso, FPMD completed the analysis of data from the recent baseline survey of the government's family planning supervisory system which FPMD will use in future supervisory interventions. In Kenya, FPMD reviewed design of the Continuing Assessment of Management Effectiveness and Organizational Change (CAMEO) system and completed the finalization of the assessment indicators. In Nigeria, FPMD's evaluation of the work with PPFN will look at the linkages between the management interventions and the expansion and improvement of the PPFN's services.

Kenya

In Kenya FPMD continues to focus its interventions on the non-governmental sector which provides a significant percentage of the family planning services in the country. It also assists the National Council for Population and Development, which coordinates the country's family planning services. The goal of FPMD is to strengthen and support the management capabilities of these organizations so that they can improve and expand their services to help reach the national goal of reducing population growth from 3.8% to 2.8% by the year 2000. To reach its goal, FPMD is assisting in the development of strategic plans, designing and integrating management information systems (MIS), reviewing financial systems, introducing strategies for sustainability, assisting in organizational development, and training senior managers. To support the MIS activities, FPMD has placed a resident MIS advisor with its Kenya project office. In addition to his FPMD MIS responsibilities, he will also work part-time for Pathfinder International and will assist both Pathfinder and FPMD with other regional MIS activities in an effort to transfer MIS skills to local counterparts.

Family Planning Association of Kenya (FPAK): FPMD is strengthening the planning, financial, and monitoring capabilities of FPAK. In collaboration with the International Planned Parenthood Federation/Africa Region (IPPF/AR), FPMD finished conducting a strategic planning exercise. A working group is collecting information and conducting regular meetings to draft a strategic plan for 1994-1998. FPMD is assisting the working group and will sponsor a second workshop to complete the plan. As part of its assistance to FPAK's finance department, FPMD helped the department convert to a new, more effective computerized accounting system, installed an additional computer, and trained central staff in the use of the system. After the completion of the MIS Activities Monitoring system, FPMD trained area managers and project officers in its use. FPMD has made field visits to follow up on this training and, based on these visits, will be holding an advanced workshop to ensure that this system is successfully implemented.

National Council for Population and Development (NCPD): FPMD is assisting NCPD in improving its management systems and strengthening its coordination capabilities. In October 1993, FPMD conducted an operational assessment and designed a comprehensive evaluation exercise. Based on the results of this assessment, FPMD restructured its MIS assistance to NCPD to facilitate the integration of non-

governmental family planning organizations' financial, service statistics, and monitoring systems into NCPD's national family planning project management information system.

Christian Health Association of Kenya (CHAK): FPMD's goal is to improve the capabilities of CHAK as a secretariat and to strengthen its services to its member units. During the last six months, an interim coordinator/consultant for the Management Support Unit (MSU) was recruited. This person will oversee the MSU's assistance to CHAK's member units in organizational development and in the development of planning, information, and financial systems. FPMD is supporting the MSU on a pilot basis to test the design of the MSU and to measure the impact of its member services. FPMD is continuing its financial intervention of implementing a model for assessing and setting fees. For its MIS assistance, FPMD completed the Member Unit Database and continued to assist in the design and implementation of the service statistics, financial, and activities monitoring systems.

Maendeleo Ya Wanawake (MYWO): Through its subcontract with the Centre for Development and Population Activities (CEDPA), FPMD is assisting MYWO in improving their senior management's planning, monitoring, and supervisory capabilities. Over the past six months, FPMD attended project management coordination meetings for developing activities monitoring systems. To aid in supervision, FPMD has helped to revise job descriptions and complete staff letters of appointment.

Mkomani Clinic Association: FPMD is collaborating with Pathfinder International on designing and implementing a Clinic and Community-Based Distribution (CBD) service statistics system. FPMD and Pathfinder jointly sponsored the Mkomani Project Director at the MSH Management and Leadership training course. FPMD assisted in completing plans for a financial review and a design of a consultation in resource development and expansion. The plans were presented to the Mkomani Board. Their implementation has been delayed by a change in leadership.

Maseno West/Christian Community Services (CCS): FPMD is working to improve the management capability of CCS to ensure that the Pathfinder International-funded family planning service delivery project achieves its objectives. Based on its revised and approved Management Development Plan, FPMD will assist in designing and implementing the Clinic and Community-Based Distribution service statistics system in collaboration with Pathfinder. FPMD is also working to improve the structure of CCS by reviewing staffing requirements and revising job descriptions.

Seventh Day Adventist/Rural Health Services (SDA/RHS): To ensure that effective family planning services are provided in rural areas, FPMD is assisting SDA/RHS in building their capacity to plan, finance, and deliver high-quality services. FPMD assisted SDA/RHS in completing a strategic planning exercise with SDA/RHS senior

staff and Board members. The 1993-1997 plan was approved by the Board and the activities it outlines are being implemented. As a result of FPMD's assessment of SDA/RHS's financial needs, FPMD conducted a training workshop on health center charges and produced a financial management procedures manual for health units. FPMD is also assisting in computerizing the organization's financial system and in designing a comprehensive service statistics system. For these activities FPMD purchased and installed a second computer at the central office.

Nigeria

In March 1993, FPMD, USAID, and the Planned Parenthood Federation of Nigeria (PPFN) finalized a Management Development Plan and a workplan for a substantial subproject on which FPMD will closely collaborate with both Pathfinder International and Population Communication Services (PCS). FPMD's role will be to assist PPFN in developing their management capacity at the clinic, state, and national level in order to facilitate the expansion and improvement of their services.

Over the past several months, FPMD developed a timeline of activities for the three CAs and completed, in collaboration with Pathfinder, a comprehensive survey of all PPFN service delivery sites. The survey data will be used as a baseline to assess delivery sites' needs for technical assistance and to monitor the impact of future assistance. In March 1993, FPMD worked with PPFN to develop an innovative plan for evaluating FPMD's assistance. FPMD and PPFN staff conducted a workshop in which current PPFN activity plans were integrated with one another and evaluation indicators were developed. (See **Section 4, Evaluation** on page 18.)

In June 1993, FPMD, PCS, and Pathfinder will meet with USAID and PPFN to develop a schedule for workshops, clinic management activities, operational planning, and assistance in MIS and financial systems. They will also outline curricula for the workshops.

Burkina Faso

FPMD is focusing on institutionalizing a supervisory system in the public-sector family planning program of Burkina Faso. In January 1993, in collaboration with the Ministry of Health, Social Action and the Family (MSASF) and USAID, FPMD completed its analysis of the data from the July 1992 baseline survey of the supervisory system. Using the results, FPMD proposed a scope of work for the second phase of the Burkina Faso buy-in with FPMD. The following month, FPMD coordinated a supervision workshop for 20 provincial and central level health personnel. This workshop allowed Burkinabè trainers to use some of the training skills that they had recently developed with FPMD's training assistance. The MSASF supervisory curriculum was tested in this workshop and later revised using the findings from the baseline survey and feedback from workshop participants.

During the summer of 1993, FPMD will assist the MSASF in implementing a continual

supervisory monitoring process through which it can collect and analyze key information from local clinics to use in improving the quality of family planning service delivery.

Uganda

In March 1993, a Senior FPMD Consultant assisted USAID/Kampala in designing a new family planning and AIDS project. As part of a team of several CAs, FPMD participated in writing a project paper to describe the new project entitled "Delivery of Improved Services for Health (DISH)." FPMD continues to assess the possibility of providing management assistance to private-sector family planning organizations in Uganda.

2.2 Africa Regional Activities

Centre d'Etudes et de Recherche sur la Population pour le Développement (CERPOD)

In October 1992, FPMD's Africa Division Director and an MSH financial management consultant reviewed with CERPOD staff the progress that the organization had made toward implementing its strategic plan and integrating this plan with CERPOD's five-year plan for 1993-1997. They also helped CERPOD to develop the management and analytical tools needed to manage indirect costs and to improve its financial situation. In February 1993, FPMD conducted a follow-up visit to monitor the strategic planning process. The visit took place at a time when CERPOD's future as a semi-autonomous organization was jeopardized by the restructuring of the CILSS system (Intergovernmental Committee to Combat the Drought in the Sahel) of which CERPOD is a part.

As a result of FPMD's financial assistance, CERPOD staff can now allocate indirect costs and understand how to collect and classify the financial data that they need to develop an overhead rate. Current USAID audits have become easier and less stressful, and USAID/Bamako has acknowledged CERPOD's progress.

The follow-up visits for monitoring the strategic planning process made a positive difference in CERPOD's reaction to the restructuring of CILSS. Rather than continue their "wait-and-see" attitude, CERPOD staff have begun to actively seek support for their activities and strive to influence the direction of future events. Although CERPOD is still highly dependent on donors, FPMD is confident that the new sense of purpose of CERPOD's staff will enable them to critically analyze their performance and work toward increasing the impact of their activities on the demographics of the Sahel.

Centre for African Family Studies (CAFS)

FPMD staff visited the CAFS Headquarters in Nairobi to develop a scope of work for a new buy-in from REDSO/WCA that has subsequently been funded. The FPMD intervention is designed to help strengthen the management capabilities of the CAFS Lomé office in Togo.

Due to the political instability in Togo, however, these activities have been postponed until CAFS decides what it will do with its Lomé office.

While at CAFS, FPMD conducted several brief interviews with key staff to informally assess the impact of FPMD's interventions in Nairobi under the current buy-in. The interviewees indicated that FPMD interventions had contributed to individuals' competence in selected areas and to the development of personnel procedures and systems. However, the current interventions had not affected the unproductive organizational dynamics that the original needs assessment had identified.

The Francophone Regional Advisory Committee (FRAC)

Planning has begun for the sixth annual FRAC meeting. The Tunisian Population Office (Office National pour la Population et la Famille, ONFP) agreed to host the meeting in Tunis in November 1993. The theme of the meeting will be developing supervisory systems for supporting high-quality services and decentralized decision-making.

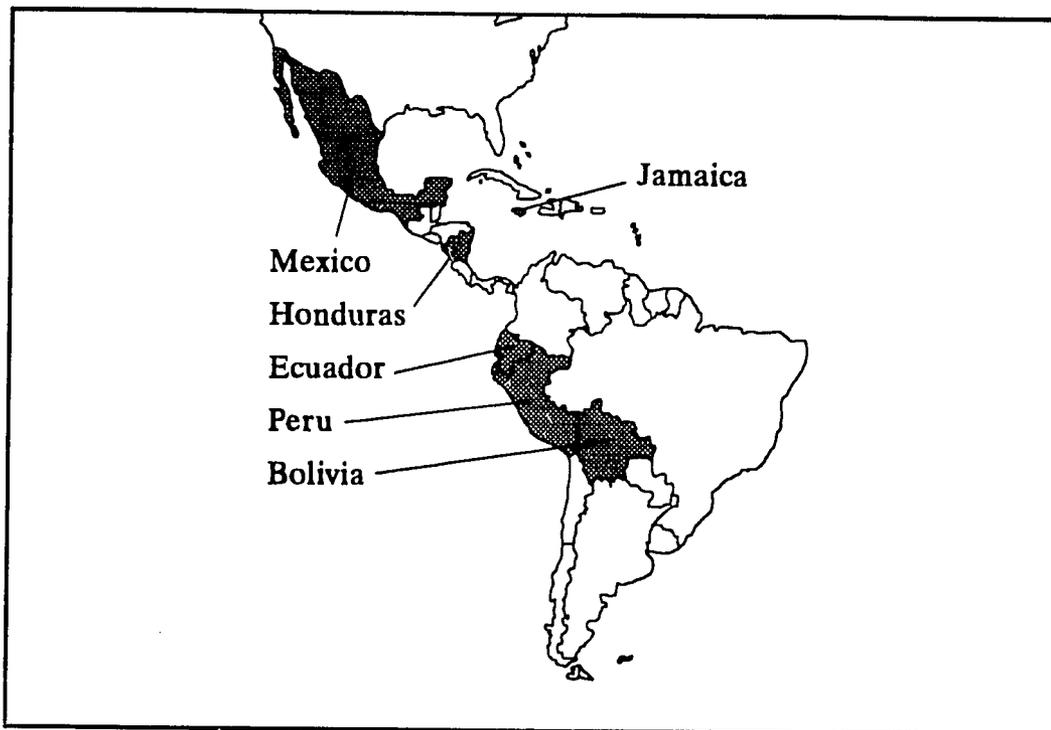
FPMD has been requested to report the findings on decentralization that emerged from the fifth annual FRAC meeting that was held in Rwanda in October 1992. The FPMD Organizational Development Specialist will present a paper at the annual "Journées Scientifiques" that The Population Council's Africa Operations Research Project will hold in Ouagadougou in May 1993. This is the second time FPMD has been asked to report on the FRAC, a sign that the FRAC is being recognized as an important "actor" in the family planning field in Francophone Africa.

Family Planning Association Director Training

FPMD worked with the President of the Association of Executive Directors of African Family Planning Associations to complete the design and administrative arrangements for two concurrent executive training seminars in French and English that will be held in Abidjan in 1993. The two-week courses will focus on internal management, management of volunteers, management of relationships with other actors involved in family planning, and strategic thinking for the association's future.

2.3 Major Accomplishments in Latin America and the Caribbean

Latin America and the Caribbean



Over the past six months FPMD's Latin America and Caribbean Division has begun working on a number of new initiatives and has participated in a number of regional and country-level coordination activities.

In November 1992, FPMD joined a team of CAs (IPPF/WHR, The Population Council, and PROFIT) in developing a plan for supporting the efforts of Mexican non-governmental organizations toward self-sufficiency. FPMD began implementing that plan by meeting with the six affiliates of the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP) to plan client profile and market studies and by meeting with MEXFAM's Board of Directors to discuss fundraising. In addition, FPMD conducted a qualitative evaluation of the Fundación Mexicana para la Planeación Familiar (MEXFAM)'s Total Quality Management (TQM) project and identified systems that need to be strengthened during the last year of the project. FPMD also participated in periodic meetings of the Peru and Jamaica CA coordinating groups.

Finally, the LAC Division initiated a process that will make Spanish language translations of *The Family Planning Manager* available to the Latin American region.

Mexico

FPMD provides support to the innovative "Total Quality Management" (TQM) program of MEXFAM, the IPPF affiliate in Mexico. Together with The Population Council, FPMD planned and led focus group discussions with ten of the existing quality improvement teams (QITs) participating in the project to identify systems that need strengthening during the last year of the project. Based on the positive findings of the focus group discussions, FPMD will support the extension of the project to new cost centers over the next year, while providing MEXFAM with the technical assistance necessary to document the impact of the project on the organization's productivity and cost-effectiveness. Under the extension, FPMD will also continue to support TQM staff at professional meetings on TQM and fund the design of a training manual on TQM measurement techniques.

During the next six months, FPMD will help transfer MEXFAM's experience to other family planning organizations in Latin America. As part of this dissemination, FPMD and The Population Council will support the Ministry of Health in Mexico (SSA/DGPF) in training its national level supervisors and selected service providers from priority states in continuous quality improvement techniques. In collaboration with IPPF/WHR, The Population Council, and MEXFAM, FPMD will also sponsor a regional conference in October 1993 where other family planning service delivery organizations can receive practical training in continuous quality improvement techniques and where MEXFAM's model for TQM and its results will be presented.

As one of the agencies selected to participate in USAID/Mexico's non-governmental sector strategy, FPMD is looking at ways to strengthen the self-sufficiency of private voluntary organizations. FPMD is assisting FEMAP in developing client profiles and conducting market studies so that FEMAP will be able to develop pricing policies and marketing strategies to replace diminishing A.I.D. funds. This project is a collaborative effort with The Population Council which is undertaking a complementary cost analysis of FEMAP's service delivery activities. In addition, FPMD will provide MEXFAM with technical assistance in fundraising techniques by fostering communication with the Planned Parenthood Association of Arizona about their successful strategies in fundraising and by training MEXFAM's Board of Directors in fundraising strategies.

Peru

In February 1992, FPMD participated in the design of a Peru Family Planning Action Plan (PFAP) which called for a major focus on improving the public sector's, particularly the Ministry of Health's, ability to provide family planning services. The political situation over the past year has precluded most CAs from working in Peru. FPMD has, however, continued to plan for the time when activities can be initiated.

FPMD has developed a joint workplan in collaboration with all the other CAs that will be working in Peru. The scope of work for FPMD's technical assistance to the MOH includes support in MIS, management training, and perhaps in furthering the decentralization process that is already underway. FPMD is scheduled to conduct its needs assessment during July 1993.

Bolivia

In Bolivia, FPMD is supporting the development of the management capabilities of the private-sector Centro de Investigaciones, Educacion y Servicios (CIES) and the public-sector Caja Nacional de Salud (CNS). FPMD assisted CIES in developing its 1993 operational plan and supported a third training session in the use of TEC-APRO the financial accounting system. FPMD's Resident Advisor has also provided CIES with assistance in personnel management.

FPMD supports CNS, the implementing agency of the Bolivian Social Security Institute for health services, in the development of its core management team. FPMD attends weekly and monthly staff meetings and assists in the management of personnel issues. FPMD sponsored a three-day workshop for CNS managers to evaluate progress over the past year and to develop plans for 1993. Plans have been made to add two professionals to the core management team to help support expanded services: a La Paz Services' Manager and a La Paz IEC coordinator.

FPMD also conducted a review of the management needs of central and department managers in the Ministry of Health's Reproductive Health Program. Recommendations of this review will be presented to USAID/Bolivia for consideration if a decision is made to provide additional support to the MOH.

FPMD's Resident Advisor coordinates the activities of the IEC and Training subcommittees of the Reproductive Health Project which includes representatives from Bolivian organizations and the CAs who are active in Bolivia. The IEC subcommittee is overseeing the development of videos for clinics, audiocassettes for urban buses and a mass media campaign for 1994, all of which will advertize reproductive health services. The Resident Advisor also served as a trainer at training of trainers workshops on counseling and at creativity workshops given by Population Communication Services for the IEC subcommittee. The training subcommittee held a two-week follow-up methods course and two one-day workshops and panels. They are currently revising the training manual used for the methods course.

Jamaica

FPMD completed its needs assessment of the Jamaican National Family Planning Board (NFPB) in February, 1993. The Management Development Plan recommended by the needs assessment team calls for the design and implementation of a service statistics module which will be programmed and installed at both the Ministry of Health's Health Information Unit (HIU) and the NFPB by June of this year. FPMD will provide additional assistance on

developing report and graphical presentation capabilities within the NFPB and detailed documentation for the system. A second phase of FPMD technical assistance will begin in September with an MIS training workshop for the department heads of the NFPB.

Brazil

As part of USAID/Brazil's phase out plan for several Brazilian NGOS, FPMD was asked by AVSC to collaborate in their work with PRO-PATER to help the institution develop local funding sources. FPMD provided technical assistance to PRO-PATER to develop a strategy for marketing PRO-PATER services to local companies for inclusion in their employee health care plans and to assist PRO-PATER to identify and develop other strategies for improving cost recovery and overall institutional sustainability. FPMD will be providing follow-up technical assistance in implementing a one year plan for launching the recommended activities.

Honduras

At USAID/Honduras' request, FPMD will assist the Asociación Hondureña de la Planificación Familiar (ASHONPLAFA), the largest provider of family planning services in Honduras, in improving its management effectiveness and accelerating the decentralization process which it began several years ago. FPMD's PIO/T was funded in April 1993, so FPMD will be initiating its work during the next six months.

Ecuador

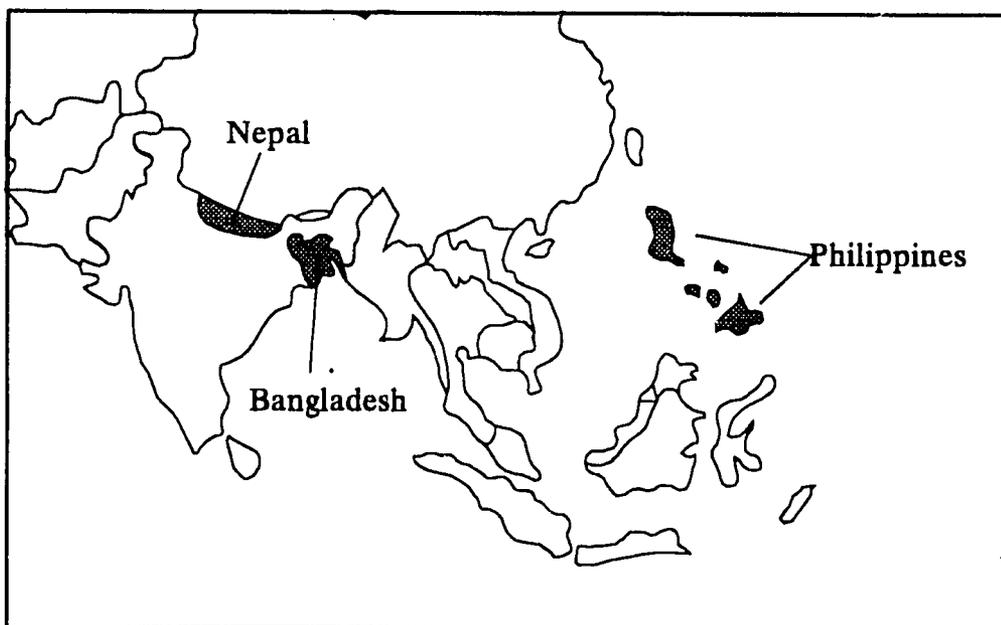
FPMD is assisting CEPAR in establishing a new chart of accounts and a financial information system that could be used to support the chart of accounts. FPMD and its consulting organization, PROFAMILIA, will make a final visit to review the implementation of the chart of accounts and the information system.

2.4 Major Accomplishments in Asia, Europe, and the Near East

Over the past six months, FPMD provided technical assistance and support to ongoing projects in Bangladesh, the Philippines, Turkey, and Tunisia and pursued new program opportunities in priority countries. As a direct result of the needs assessments conducted in the Philippines and Nepal, FPMD is developing projects in these countries. A new Regional Director was appointed in January 1993. She will collaborate closely with A.I.D., the USAID Missions, and Cooperating Agencies to identify new project opportunities for FPMD in priority countries.

Asia Region

Asia



Bangladesh

The FPMD-supported Local Initiative Program (LIP) is progressing according to plan. Teams from thirty-two additional thanas have prepared action plans for their thanas (or sub-districts) as well as for one union. Other thanas have expanded their activities into new unions. A total of 132 thanas are currently involved in the LIP project. The LIP Project Director scheduled meetings with Bangladeshi organizations that work in the thanas to improve

interorganizational collaboration and to provide a forum for reporting on the initiatives that these organizations are undertaking. The Government of Bangladesh showed its support for the LIP project by including the Project in its new agreement with USAID/Dhaka.

In November 1992, FPMD provided technical assistance in designing and preparing the next five-year plan for the LIP. Under this plan, the project aims to improve the capacity of the family planning program at the thana level to mobilize resources in support of family planning activities. The LIP will conduct activities that will expand coverage of family planning services, improve the quality of the services, and strengthen their sustainability. The next phase of the LIP project both builds on the accomplishments of the project and makes appropriate changes such as the gradual replacement of overseas observation study tours to Indonesia with in-country observation training programs in the LIP thanas that are performing well. The scope of work for the new LIP project, which will be funded under a buy-in from USAID/Dhaka, is currently being reviewed by the USAID Mission and government staff.

In February 1993, FPMD assisted in preparing a management plan for implementing a program that would provide injectable contraceptives to clients in their homes. This program was initiated by the MCH-Extension project of the International Center for Diarrhoeal Disease Research in Bangladesh. At the request of the Director-General of Family Planning, the program will be implemented in a number of the LIP thanas. The first phase of this new activity was developed in collaboration with MCH-Extension program staff.

In November and December 1992, FPMD's Evaluation Unit conducted a microsurvey in one of the LIP unions to follow up the verification study conducted in July 1992. (See **Section 4, Evaluation** on page 18.)

FPMD is also involved in a project to strengthen the USAID/Dhaka-supported CA/NGO program over an 18 to 24 month period. FPMD's interventions will focus on management development of the five CAs funded by USAID/Dhaka and on systems development at the program level. The recipients of FPMD technical assistance will include the Association for Voluntary Surgical Contraception (AVSC), Pathfinder International, The Asia Foundation, the Family Planning Association of Bangladesh, and the Family Planning Services and Training Center, as well as several large indigenous NGOs.

FPMD staff held a meeting with representatives of the five CAs in December 1992 to identify the areas where technical assistance is needed. FPMD will prepare a detailed plan for its technical assistance to the CAs during a visit in April 1993.

The Philippines

FPMD is assisting the Department of Health (DOH) in building its management capabilities as it decentralizes services and management responsibilities. A Filipino management training course for mid-level managers was developed during a four-day "writeshop" in October 1992. The course has since been field-tested and will be finalized shortly. In February 1993, FPMD

helped develop management indicators that will guide the training interventions that will improve the program management, monitoring, and evaluation skills of family planning managers at all levels of the program.

As a follow-up to the MIS needs assessment that FPMD conducted in July 1992, FPMD, the Futures Group, and PCS, visited three USAID pilot areas that are undergoing decentralization and determined the management capabilities that the local government needs in order to effectively implement the family planning program at the local level.

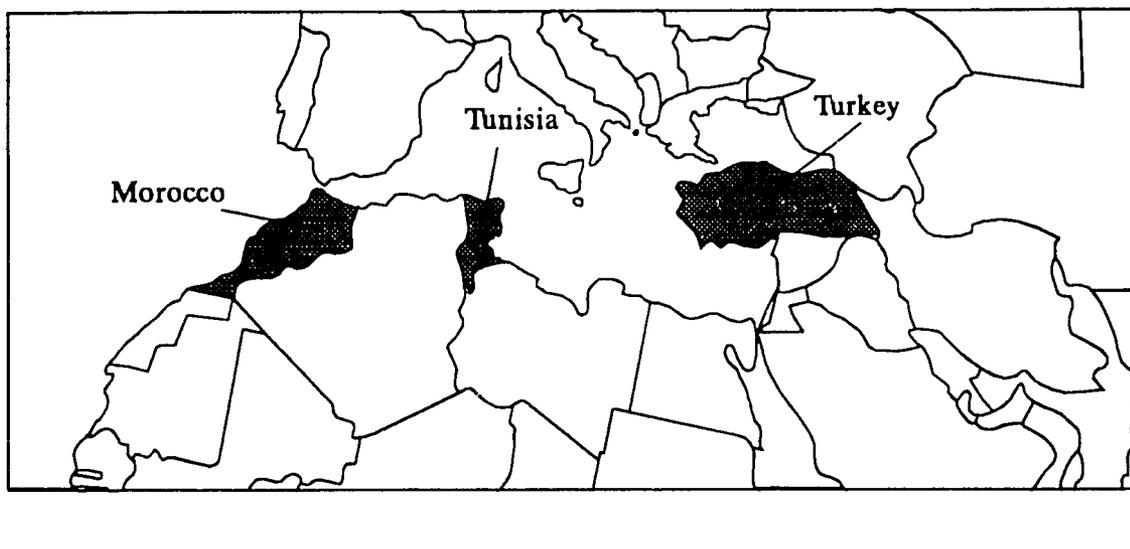
As a direct result of these two activities, USAID/Manila has requested FPMD to provide technical assistance to the provinces under the decentralized governmental structure. FPMD will assist the provinces in planning and budgeting for the integrated family planning/health program.

Nepal

At the request of USAID/Kathmandu, FPMD staff conducted a management assessment of the Family Planning Association of Nepal (FPAN). Under the resulting Management Development Plan (MDP), FPMD will help strengthen FPAN's management capacity and support FPAN in realizing its ambitious goals for a new role in the national family planning program. FPMD identified FPAN's need for a detailed operational plan for implementing the strategies it outlined in its recently completed strategic plan. To strengthen FPAN's management systems, FPMD also recommended technical assistance in MIS, staff recruitment and retention, training, and board/staff relations. FPAN has requested FPMD's technical assistance as detailed in the MDP. In March 1993 FPMD identified a local, expatriate consultant to work with FPAN to develop an operational plan for the delivery of family planning services at the district level.

Europe and the Near East Regions

Europe and the Near East



Turkey

FPMD is collaborating with Family Planning Logistics Management/Centers for Disease Control and Prevention to develop an integrated Family Planning Service and Contraceptive Logistics Management Information System for the Ministry of Health's Directorate of Maternal and Child Health and Family Planning (MCHFP). The goal of this project is to strengthen managers' capabilities at all levels to use information in their planning, monitoring, and supervisory functions. The project focuses on the central level and one region with eight provinces in western Turkey. Project activities include strengthening the manual data system in the collection, quality, processing and analysis of data; improving the computerized processing of service data; training management and field personnel; establishing a local MIS technical support team; testing the new system; and assisting the MCHFP Directorate in developing plans for replicating the system in other provinces.

In January 1993, FPMD made a visit to 1) communicate the project's objectives and strategy with the new MIS technical team and assess the team's skills and experience; 2) review key project issues, such as recruitment of local consultants and the strategy for computerization, and reach agreement with the MCHFP Directorate on how to proceed; and 3) review accomplishments, discuss future activities, and reach agreement on potential changes in the two-year workplan that was developed in mid-1992. A joint FPMD and FPLM/CDC visit is scheduled for mid-April 1993 to move ahead on the project.

Tunisia

FPMD, in collaboration with a local subcontractor, is assisting the Office National de la Famille et de la Population (ONFP) in developing and implementing a cost accounting module for a new computerized financial management system. Since mid-1992 when this project began, the ONFP has developed a draft cost accounting manual and identified an automated data processing system. In January 1993, an FPMD consultant travelled to Tunisia to review progress made by the ONFP in the development of their financial management system; to determine the next steps in implementing the accounting system and in developing an information system; and to plan for evaluating the efficiency of the cost accounting module. The consultant reviewed and revised the draft accounting manual with ONFP staff, and made a number of detailed recommendations for the ONFP to implement before the evaluation. The evaluation, which is tentatively scheduled for September 1993, is expected to be FPMD's final intervention for this project.

Morocco

At the request of POPTECH, FPMD participated in the "Morocco Options Analysis Exercise" in January-February 1993. The objectives of this team exercise were to: 1) prepare an "options analysis" that reviews and analyzes the programmatic options available to USAID/Morocco as it amends the current Family Planning and Child Survival Project and undertakes the design of the Private Sector Health Initiatives Project; 2) draft the amendment to the Family Planning and Child Survival Project Paper; and 3) based on the options analysis, make recommendations for the primary interventions to be included in the Private Sector Health Initiatives Project design. FPMD's scope of work was to identify and analyze possible interventions that could strengthen quality assurance and management systems in the public sector. While participating in this team exercise, FPMD discussed with USAID Mission staff and the SEATS in-country representative possible areas for FPMD technical assistance to the national family planning program.

3. PUBLICATIONS AND COMMUNICATIONS

The Family Planning Manager, FPMD's bi-monthly publication, marked its first anniversary in March. Since its initial issue, circulation has grown from 3,700 copies to its current distribution of over 9,000 copies, which are being sent to 160 countries. Issue 5, "Using Maps to Improve Services," completed Volume I. Since its publication, 1,000 additional copies have been requested by Technical Assistance, Inc. to be used for training in Bangladesh. In addition, Harvard School of Public Health has requested copies to supplement their course training materials. The first issue of Volume II, "Using CQI to Strengthen Family Planning Programs," was developed in close collaboration with MEXFAM. It has already been translated into Spanish, and fifty copies were sent to MEXFAM for an upcoming training program. The supplement to this issue, "Manager's Toolbox for CQI," provides guidelines for using important tools and techniques to enhance the continuous quality improvement process.

The issue was also used as background material in a workshop on quality that Pathfinder International sponsored in Bangladesh. Also during this period, the Johns Hopkins Program for International Education in Reproductive Health requested seventy-five copies of "Improving Contraceptive Supply Management" for use in a course for mid-career family planning professionals.

Work on developing foreign language editions of *The Family Planning Manager* in French and Spanish has recently begun. By September 1993, foreign language editions of Volume I should be completed and ready for distribution. By the end of the project foreign language readers will have received all of the issues received by English language readers.

The translations of *The Family Planning Manager's Handbook* into French and Spanish are proceeding and we expect publication in both languages by January 1994. To date, 3,400 copies of *The Family Planning Manager's Handbook* and 1,200 copies of *Beyond The Clinic Walls: Case Studies in Community-Based Distribution* have been distributed.

4. EVALUATION

During the past six months, FPMD's evaluation activities have focused on two main areas: sub-project evaluation and the development of a project-wide evaluation strategy. Sub-project activities have primarily focused on those countries where FPMD has significant inputs, such as Bangladesh and Kenya, and those countries where FPMD is planning major interventions, such as Nigeria.

Bangladesh: The major evaluation activity was the design, fieldwork, and analysis for a Microsurvey of Contraceptive Use to 1) provide an estimate of the contraceptive prevalence rate by method, 2) ascertain the level of proper pill use among current pill users (which is the largest single method), and 3) determine the level of awareness and use of community-based family planning and maternal and child health services. Preliminary results of the survey indicate that the CPR in those provinces surveyed with an active Local Initiatives Program are significantly higher than the national average, although predictably lower than the associated contraceptive acceptance rate (CAR) that is reported by the Government of Bangladesh information system.

Kenya: The Continuing Assessment of Management Effectiveness and Organizational Change (CAMEO), an evaluation tool developed by the Evaluation Unit, has been implemented at NCPD, FPAK, and CHAK. It is evaluating FPMD interventions by monitoring indicators of change and development in the management systems and the structure of these organizations. Using this assessment, these organizations continue to generate data for analysis by FPMD.

The Evaluation Unit has also participated in an assessment of the Community-Based Distribution (CBD) program of the Family Planning Association of Kenya (FPAK) in cooperation with USAID and NCPD. For this activity, questionnaires were developed, staff at

all levels of the CBD program were interviewed, and in selected sites an exercise was completed which tested the adequacy of current staff training. The survey found that the FPAK CBD program has been very effective in expanding services in Kenya. On the other hand, several management issues still need to be addressed including planning and monitoring of service coverage, supervision of agents, policies for reimbursing agents, the information system, and the fee structure for clients.

Nigeria: As part of the development of a Management Development Plan for activities with the Planned Parenthood of Nigeria (PPFN), an evaluation plan was formulated. The three-tiered evaluation plan includes: development of continuous assessment indicators for service expansion, quality, and management effectiveness; monitoring the quality of service at the clinic level; and special studies to explore the role that various management, service delivery, and IEC interventions have had in PPFN's ability to reach its target objectives of expansion and improved quality.

In addition to these activities in countries where FPMD is working intensively, evaluation activities continue with several other smaller sub-projects where there are particular evaluation needs. These include the development of a *Family Planning Manager* survey questionnaire, evaluation of FPMD's work in Burkina Faso, and an evaluation of the Francophone Regional Advisory Committee (FRAC).

Burkina Faso: The evaluation work in Burkina Faso has entailed a systematic study of family planning program supervision at the provincial level. It has enabled the Department of Health and FPMD to better understand the relationship between supervision and the improvement of service delivery. The results have indicated that despite the lack of resources and clear central direction, supervisors are important in helping clinic staff with decision making and problem solving at the local level.

FRAC: The evaluation of the Francophone Regional Advisory Committee (FRAC) has focused on the impact that the annual meeting has had on participating managers and their country programs. The results of a survey of the participants at the fifth FRAC in Rwanda in September 1992 are currently being analyzed and have identified specific changes that have come out of the FRAC discussions: improvements in client counseling activities, the development of local norms and standards, the development of job descriptions, and the formation of an informal support and information network of participants.

Publications: The purpose of the evaluation of *The Family Planning Manager* is to assess whether the content of the publication is appropriate to the audience; whether the techniques are adequately explained; and to what extent readers apply the techniques presented to improve the quality and efficiency of family planning services. The survey, designed during this period, will be sent out to all readers with the next issue of *The Manager*.

The second major focus of the project in evaluation has been the development of a **project-wide evaluation strategy** for FPMD. The overall goal of this strategy will be to tie together

the lessons learned across the different sub-projects in order to develop a better understanding of the linkages between specific management interventions and service outcomes. The first step of this process is the identification of specific management indicators. A simple model has been developed to highlight the specific elements of management effectiveness and the way that these affect services.

Indicators are being developed for each of the elements of effective management with the assistance of the Evaluation Project. The next step in the process will be the assessment of the linkages between FPMD's activities and changes in the quality or expansion of services. The methodology for this second step is currently being developed.

5. COORDINATION AND COLLABORATION

FPMD is managing the NORPLANT Working Group's study which will determine the cost-effectiveness of NORPLANT. Researchers in both Colombia and Rwanda have completed preliminary drafts of their clinic case study reports and are working on additional revisions. In January 1993, a meeting was held at The Population Council in New York to present the preliminary findings of the study and to discuss progress to date. This meeting was attended by representatives of The Population Council's central and regional offices, IPPF, Family Health International (FHI), the Association for Voluntary Surgical Contraception (AVSC), and FPMD. Preliminary data from the cost study in Rwanda showed a cost per Couple Year of Protection (CYP) for NORPLANT of about \$15. This cost compares favorably with some resupply methods (\$18-19 for the pill and the 2-month injectable), and is only slightly more costly than the 3-month injectable and the IUD (\$13/CYP). The Rwandan cost data are well within the range of family planning costs found in studies compiled by FHI. Feedback from the meeting was helpful for modifying technical guidelines for future costing studies. The CAs were eager to see the final reports from Colombia and Rwanda and agreed to begin planning for the implementation of case studies in other countries.

FPMD participated in a meeting of the Evaluation Project's Subcommittee on the Institutionalization of Training working group on the evaluation of family planning training. FPMD staff facilitated a session that brought together the experiences and the expertise of the seven CAs represented at the meeting and produced a set of proposed indicators for the Handbook of Family Planning Indicators.

FPMD's African Division is collaborating with Pathfinder International throughout the development and implementation of assistance to the Planned Parenthood Federation of Nigeria (PPFN). FPMD is also collaborating with Pathfinder International in Kenya in funding an MIS resident advisor and in work with the Mkomani Clinic Society and Maseno West/Christian Community Services, and in Uganda in the multi-sectoral Rural Development Project/Busoga. In Kenya, FPMD is also collaborating with the Association for Voluntary Surgical Contraception (AVSC) in developing the Kenya National Family Planning Service Delivery Implementation Plan. In Burkina Faso, FPMD is collaborating with INTRAH and

The Population Council on the finalization of the baseline survey of the Burkina Faso supervisory system and plans to continue the collaboration during the development and pilot testing of the operations guide for supervision and the monitoring system. FPMD continues to coordinate all management assistance to CERPOD with The Population Council.

FPMD meets with Pathfinder International's regional and Mexico-based staff when in Mexico, and anticipates concrete collaborative projects in at least two priority countries, Mexico and Peru, as well as in Bolivia, a country in which both Pathfinder and FPMD have bilaterally funded projects. FPMD also works closely with The Population Council in Mexico on the MEXFAM TQM project and on the FEMAP cost and client analyses. As a result of IPPF's new coordinating role for the private sector in Mexico, FPMD meets regularly with the IPPF representative in Mexico to coordinate activities and with IPPF in New York to plan the regional conference on TQM which IPPF will be cosponsoring with The Population Council.

FPMD is an integral member of the Jamaica coordinating group led by OPTIONS II for all of the cooperating agencies working in Jamaica. In addition, FPMD and the Centers for Disease Control and Prevention are implementing their work with the NFPB on contraceptive logistics and management information systems in a highly collaborative fashion. FPMD is in close communication with Development Associates regarding upcoming activities in Peru. Finally, through its Resident Advisor, FPMD continues to coordinate CAs' Information, Education, Communication (IEC) and training activities in Bolivia.

In Asia and the Near East, FPMD collaborates closely with the Family Planning Logistics Management project of the Centers for Disease Control and Prevention in implementing the MIS project in Turkey. In the Philippines, FPMD's ongoing project activities involve collaboration with the United Nations Population Fund as well as Development Associates, Johns Hopkins Program for International Education in Reproductive Health, and other CAs who are active in the national family planning program. In developing new project activities, FPMD has worked with the Futures Group and PCS. The newly developed program in Nepal calls for collaboration with The Population Council and AVSC, as well as for close coordination with CEDPA. Finally, FPMD's technical assistance project in Bangladesh will involve work with Pathfinder International, AVSC, the Asia Foundation, the Family Planning Association of Bangladesh, and the Family Planning Services and Training Center over the next two years.

FPMD continues to collaborate with other CAs and experts in the family planning field when developing its publications. Volume I, Issue Five of *The Family Planning Manager*, "Using Maps To Improve Services," is based on the extensive experience of Technical Assistance Incorporated of Bangladesh with mapping techniques. In developing Issue One of Volume II, FPMD collaborated with MEXFAM, The Population Council's INOPAL II Project, and Family Health International. *Working Solutions*, a section of *The Family Planning Manager*, reflects MEXFAM's recent experience in implementing Continuous Quality Improvement.

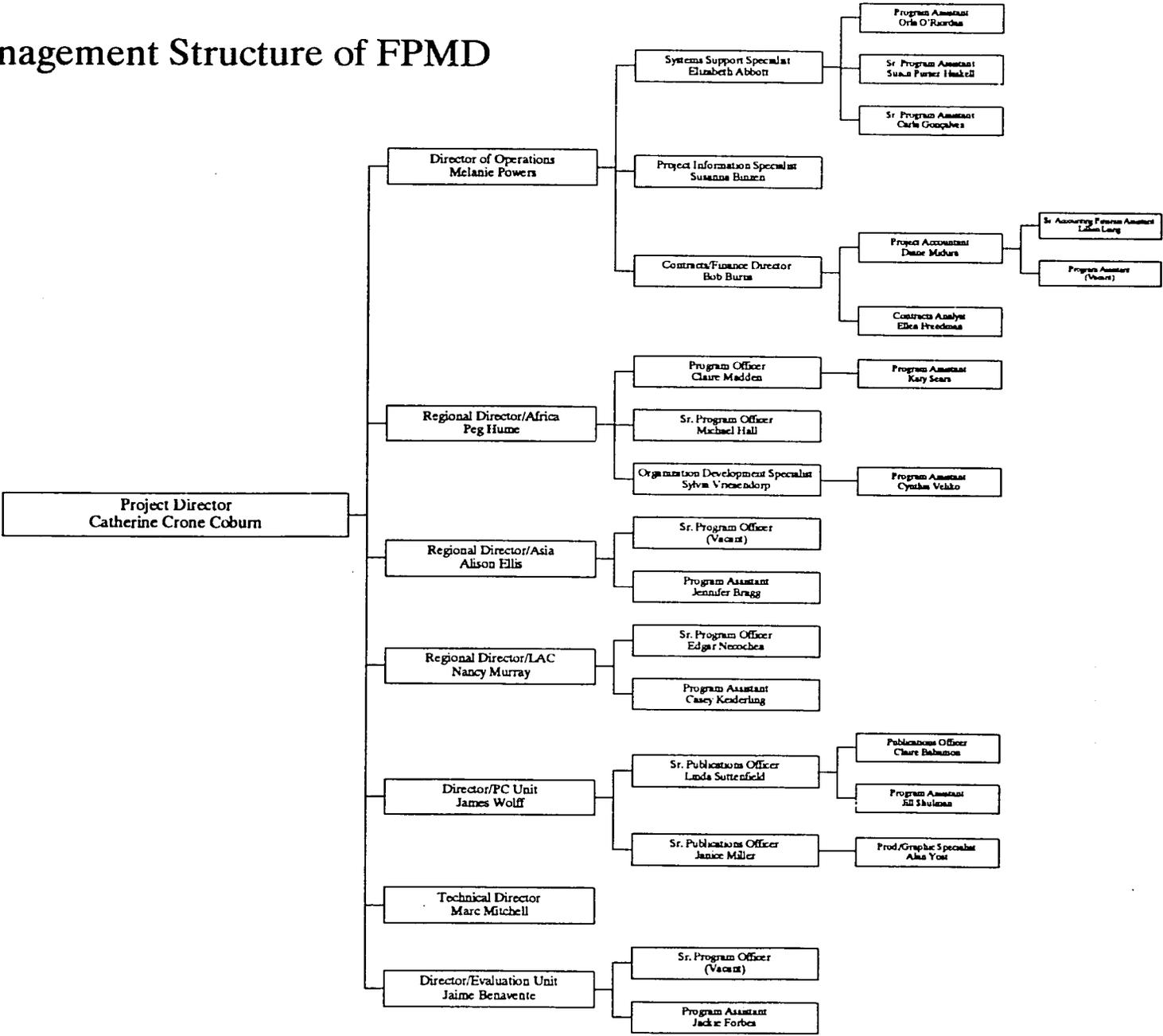
FPMD has also been working closely with Pathfinder International's Boston and regional offices to develop French and Spanish editions of *The Family Planning Manager's Handbook*.

6. PROGRAM MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

During this period, the Project underwent a major restructuring to simplify reporting lines and provide flexibility in responding to A.I.D. and its Missions. In addition, several new appointments for key personnel were made including the appointment of a permanent Project Director, Catherine Crone Coburn, a new Asia Regional Director, Alison Ellis, who had formerly worked at AVSC, and a new Africa Regional Director, Peg Hume, who had previously served as the Director of Programs for the Project. Robert Burns joined FPMD as the Director of Finance/Contracts. Dr. Edgar Necochea, who formerly worked at USAID/Lima, was confirmed as the Senior Program Officer for Latin America and the Caribbean. Two consultants, Michael Hall and Claire Bahamon, permanently joined FPMD staff as the Senior Program Officer for Africa and the Publications Officer respectively. The following organization chart show the new structure of the Project.

In order to update its staff on new developments related to its work, FPMD began a series of technical panel discussions. The first two panels were on "Total Quality Management," and "Decentralization." The first panel featured participants from Family Health International, FPMD, and the Brigham and Womens Hospital in Boston, while the second panel's participants came from The Carolina Population Center, International Planned Parenthood Federation, MSH, and FPMD.

Management Structure of FPMD

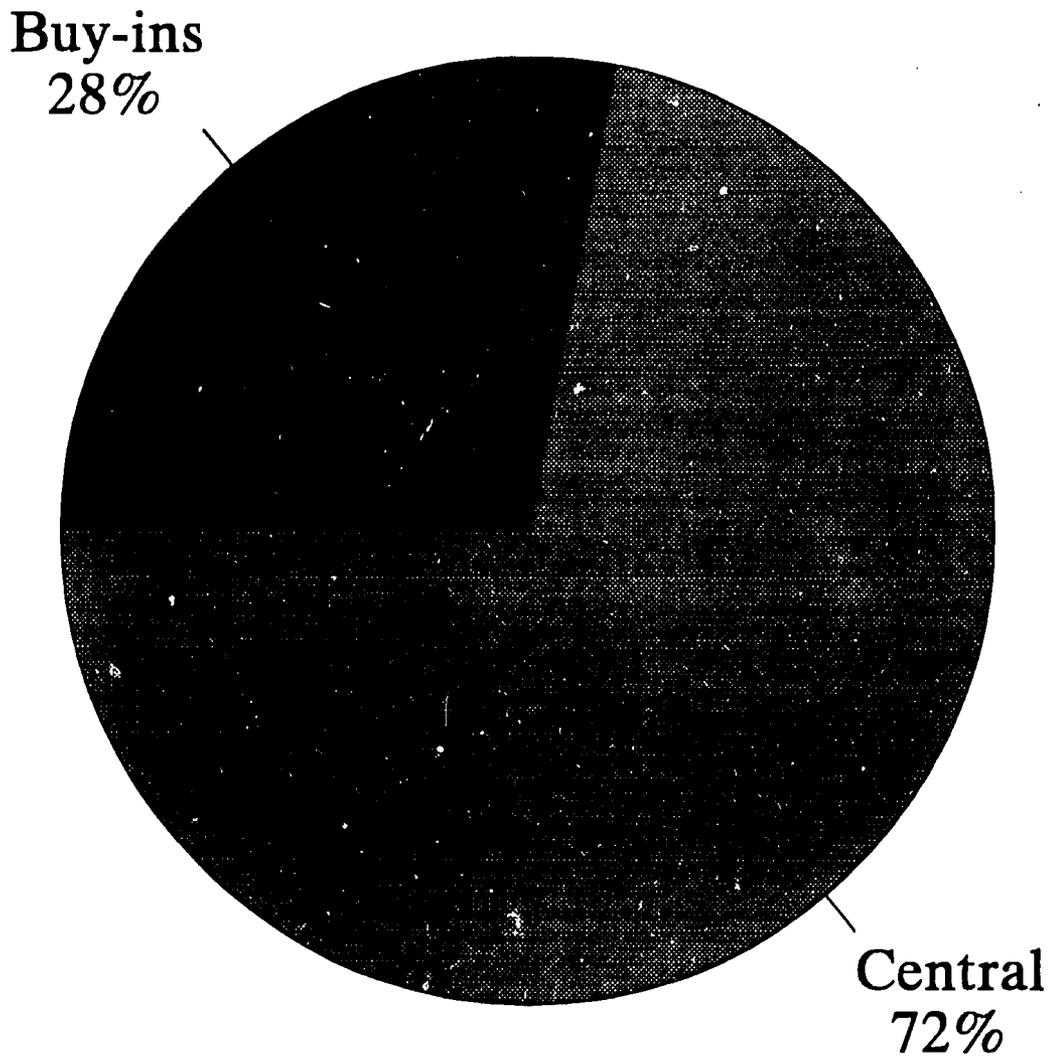


ANNEX 1.1: OBLIGATIONS RECEIVED

ANNEX 1-1: FAMILY PLANNING MANAGEMENT DEVELOPMENT OBLIGATIONS RECEIVED THROUGH MARCH 31, 1993

SOURCES OF OBLIGATION	TOTAL OBLIGATIONS	
	Amount \$	% Project Obligation
Central	\$10,937,000	61.0%
OYB Transfer (Nigeria)	\$2,000,000	11.1%
Buy-ins		
Delivery Order #1 ENE/A Regional	\$64,453	0.4%
Delivery Order #2 Pakistan	\$34,928	0.2%
Delivery Order #3 Bangladesh	\$250,000	1.4%
Delivery Order #4 Bolivia	\$149,909	0.8%
Delivery Order #5 Kenya/NGO	\$374,309	2.1%
Delivery Order #6 Kenya/NCPD	\$345,492	1.9%
Delivery Order #7 Bangladesh	\$1,569,151	8.7%
Delivery Order #8 Africa/CAFS	\$100,000	0.6%
Delivery Order #9 Morocco	\$110,000	0.6%
Delivery Order #10 Philippines	\$29,650	0.2%
Delivery Order #11 Burkina Faso	50,000.00	0.3%
Delivery Order #12 Mali/CERPOD	\$220,770	1.2%
Delivery Order #13 Bolivia	350,000.00	2.0%
Delivery Order #14 Philippines	54,999.00	0.3%
Delivery Order #15 Bolivia	99,977.00	0.6%
Delivery Order #16 Regional/CAFS	99,736.00	0.6%
Delivery Order #17 Bangladesh	998,982.00	5.6%
Delivery Order #18 Jamaica	103,400.00	0.6%
Total Buy-ins	\$5,005,756	27.9%
TOTAL OBLIGATIONS	\$17,942,756	100.0%

Total Obligations Received through March 31, 1993



ANNEX 1.3: TOTAL OBLIGATIONS AND EXPENDITURES

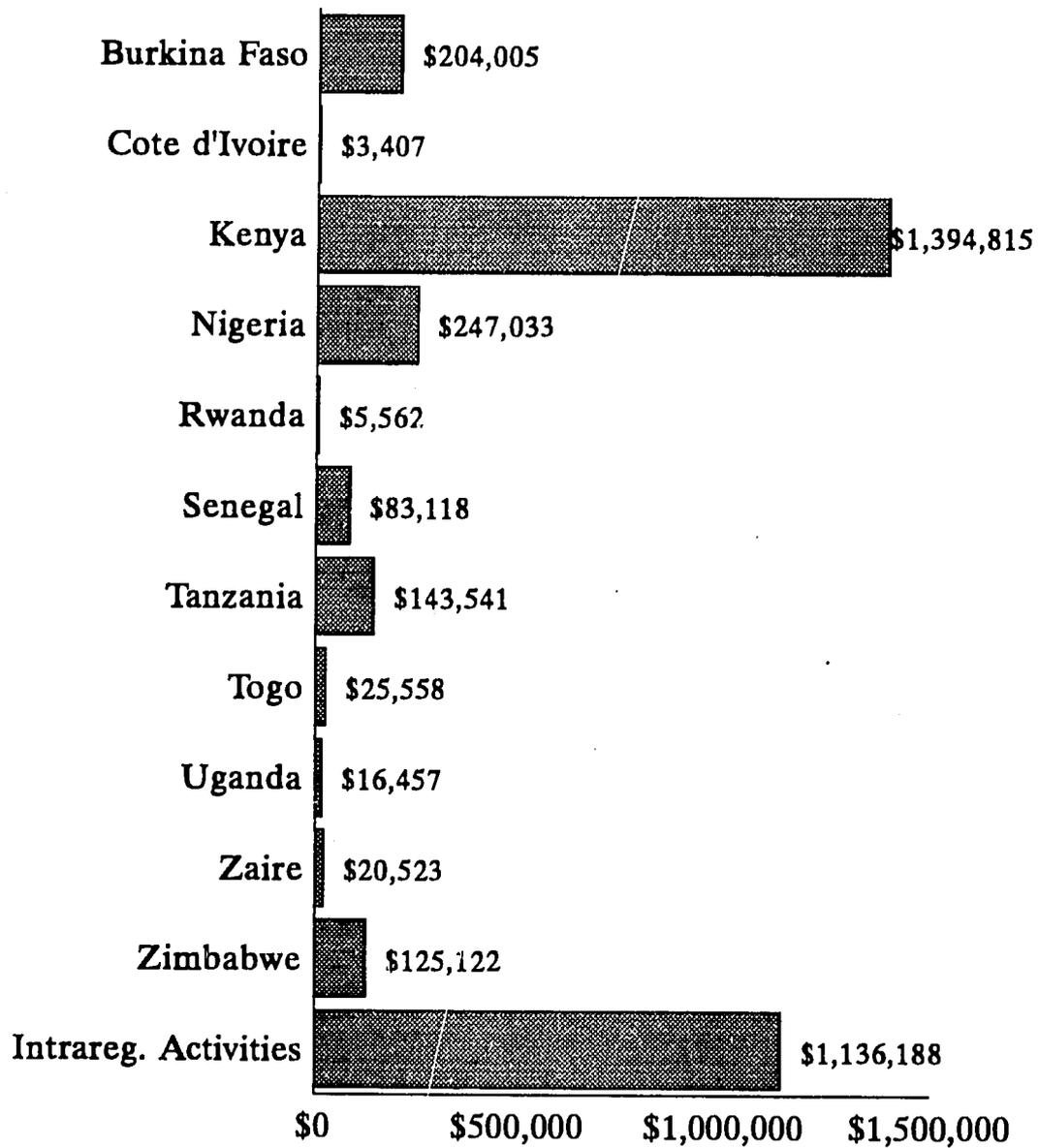
ANNEX 1-3: FAMILY PLANNING MANAGEMENT DEVELOPMENT
 TOTAL OBLIGATIONS AND EXPENDITURES* THROUGH MARCH 31, 1993
 by Contract/Delivery Order

CONTRACT/ DELIVERY ORDER	COUNTRY/ REGION	TOTAL OBLIGATION (000's)	EXPENDITURE thru 3/31/93 (000's)
DPE-3055-C-00-0051-00	Worldwide	\$12,937	\$8,873
DPE-3055-Q-00-0052-00:			
Delivery Order 001	ENE/A Regional	\$64	\$47
Delivery Order 002	Pakistan	\$35	\$25
Delivery Order 003	Bangladesh	\$250	\$245
Delivery Order 004	Bolivia	\$150	\$150
Delivery Order 005	Kenya/NGO	\$374	\$151
Delivery Order 006	Kenya/NCPD	\$346	\$136
Delivery Order 007	Bangladesh	\$1,569	\$1,167
Delivery Order 008	Africa Region	\$100	\$88
Delivery Order 009	Morocco	\$110	\$110
Delivery Order 010	Philippines	\$30	\$27
Delivery Order 011	Burkina Faso	\$50	\$44
Delivery Order 012	Mali/CERPOD	\$221	\$89
Delivery Order 013	Bolivia	\$350	\$99
Delivery Order 014	Philippines	\$55	\$53
Delivery Order 015	Bolivia	\$100	\$0
Delivery Order 016	Regional/CAFS	\$100	\$2
Delivery Order 017	Bangladesh	\$999	\$13
Delivery Order 018	Jamaica	\$103	\$21
TOTAL		\$17,943	\$11,340

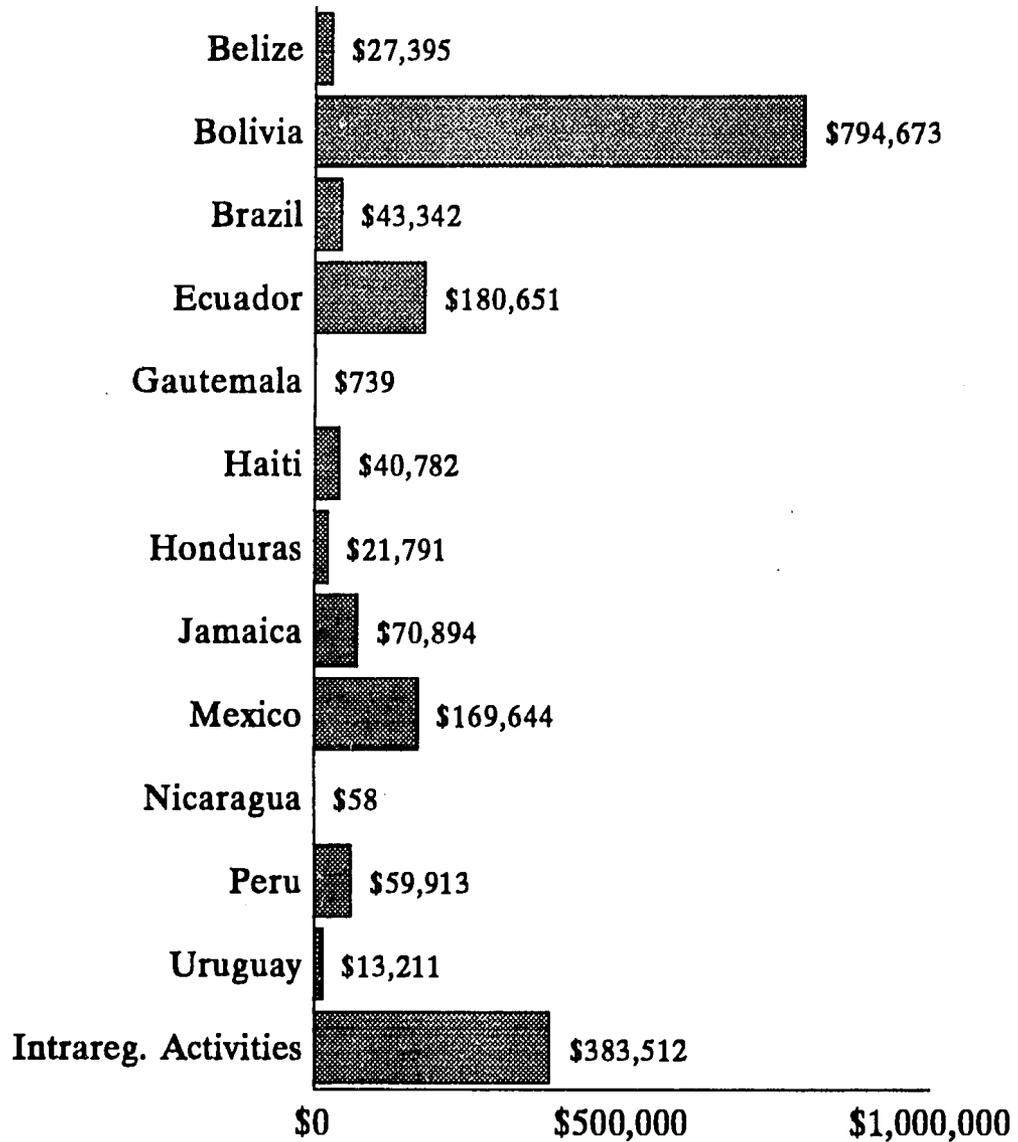
* Includes only expenditures billed to AID through 3/31/93; does not include expenses incurred but not yet billed.

ANNEX 2.1: FPMD EXPENDITURES FOR THE AFRICA REGION

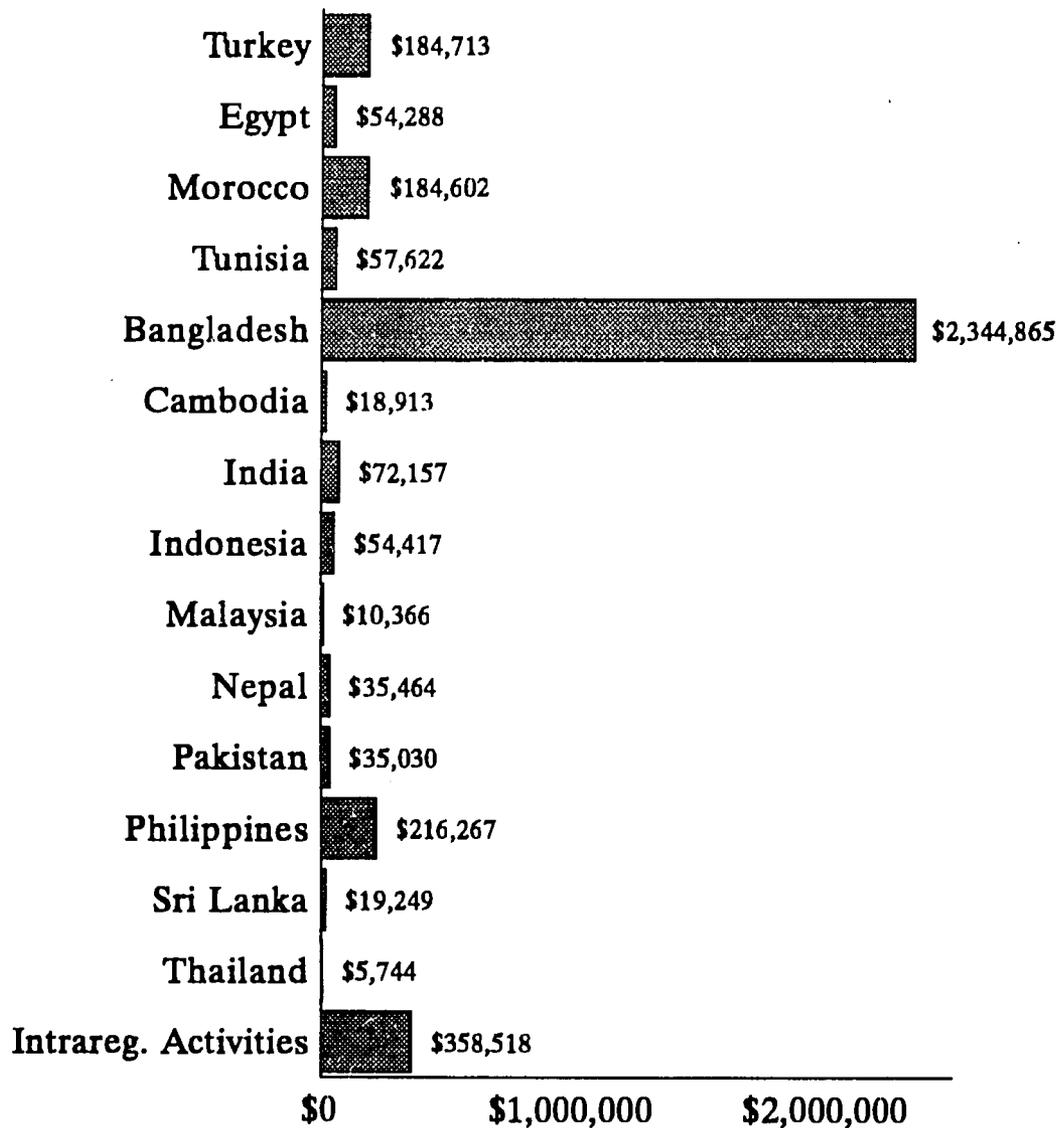
FPMD Expenditures by Region and Country--Africa through March 31, 1993



FPMD Expenditures by Region and Country--
Latin America/Caribbean
through March 31, 1993



**FPMD Expenditures by Region and Country--
Europe Near East Asia
through March 31, 1993**



ANNEX 3.1: FPMD EXPENDITURES BY PROJECT ACTIVITY/ AFRICA REGION

From October 1, 1992 through March 31, 1993

Region	Country/Sub-project	Expenditures	Totals
Africa	Intraregional		
	Centre for African Studies	\$1,217	
	CERPOD	\$47,230	
	FRAC	\$252,096	
	Int'l Planned Parenthood	\$8,010	
			\$308,552
	Burkina Faso		
	Ministry of Health	\$100,788	
			\$100,788
	Kenya		
CHAK	\$21,883		
FPAK	\$61,628		
Mkomani	\$17,373		
Saradidi NA	\$13,983		
MYWO TA	\$4,469		
Nat'l Council Pop. & Devt.	\$42,895		
Field Office	\$50,806		
SDA/RHS	\$31,891		
		\$244,929	
Nigeria			
PPFN	\$231,650		
		\$231,650	
Uganda			
Country Program	\$16,457		
		\$16,457	
Regional Total			\$902,376

ANNEX 3.2: FPMD EXPENDITURES BY PROJECT ACTIVITY/ LATIN AMERICA / CARIBBEAN REGION

From October 1, 1992 through March 31, 1993

Region	Country/Sub-project	Expenditures	Totals
Latin America and the Caribbean	Bolivia		
	CIES	\$47,898	
	Caja Nacional de Salud	\$40,428	
	Ministry of Health	\$25,406	
	Country Program	\$79,151	
			\$192,883
	Brazil		
	Country Program	\$42,290	
			\$42,290
	Ecuador		
	CEMOPLAF	\$13,815	
	CEPAR	\$9,419	
	Country Program	\$43,321	
			\$66,555
	Mexico		
FEMAP	\$12,193		
MEXFAM	\$38,966		
Country Program	\$23,724		
		\$74,884	
Jamaica			
NFPB	\$70,519		
		\$70,519	
Regional Total			\$447,131

ANNEX 3.3: FPMD EXPENDITURES BY PROJECT ACTIVITY/ EUROPE / NEAR EAST / ASIA REGION

From October 1, 1992 through March 31, 1993

Region	Country/Sub-project	Expenditures	Totals
Asia/ Near East	Bangladesh		
	Local Initiatives Project	\$689,304	
	NGOs	\$11,131	
			\$700,435
	Morocco		
	INAS	\$7,049	
	Country Program	\$22,999	
		\$30,048	
Nepal			
Family Planning Assoc. of Nepal	\$35,464		
		\$35,464	
Philippines			
Department of Health	\$61,429		
		\$61,429	
Turkey			
Ministry of Health	\$34,046		
		\$34,046	
Tunisia			
ONFP	\$24,264		
		\$24,264	
Regional Total			\$885,686

ANNEX 3.4: FPMD EXPENDITURES BY PROJECT ACTIVITY/ PUBLICATIONS AND COMMUNICATIONS UNIT

From October 1, 1992 through March 31, 1993

Region	Country/Sub-project	Expenditures	Totals
Interregional Activities	Publications and Communications		
	FP Manager's Handbook	\$40,153	
	FP Manager	\$321,066	
	Other Publications	\$60,612	
			\$421,831
Other			
	Norplant Studies	\$37,819	
	TQM	\$22,749	
			\$60,568
Regional Total			\$482,399