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FAMILY PLANNING MANAGEMENT DEVELOPMENT

Project No.: 936-3055
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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
CCS	Christian Community Services of Maseno West (Kenya)
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)
CLM	Commodities and Logistics Module (Africa Region)
CNS	Caja Nacional de Salud (Bolivia)
CQI	Continuous Quality Improvement
DA	Development Associates
DFH	Directorate of Family Health (Burkina Faso)
ENEA	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
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
PRISM	Projects in Agriculture, Rural Industry, Science, and Medicine
PRISMA	Proyectos en Información, Salud, Medicina y Agricultura (Peru)
PRITECH	Technologies for Primary Health Care Project
PVO	Private Voluntary Organization
REDSO/WCA	Regional Economic Development Services Office/West and Central Africa
REDSO/ESA	Regional Economic Development Services Office/East and South 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/RHS	Seventh Day Adventists/Rural Health Services (Kenya)
TA	Technical Assistance
TAI	Technical Assistance, Inc. (Bangladesh)
TQM	Total Quality Management
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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1.0 EXECUTIVE SUMMARY

The Family Planning Management Development Project (FPMD) is a five-year project funded by the Agency for International Development. FPMD helps both public and non-governmental family planning organizations define their missions and achieve objectives that produce long-lasting improvements in their management effectiveness, quality of services, and institutional sustainability. FPMD therefore concentrates its technical assistance in the areas of strategic and operational planning, management capacity and information systems, and financial performance.

FPMD is working on 25 subprojects in 16 countries. FPMD's accomplishments during the past six months, from April through October 1993, include:

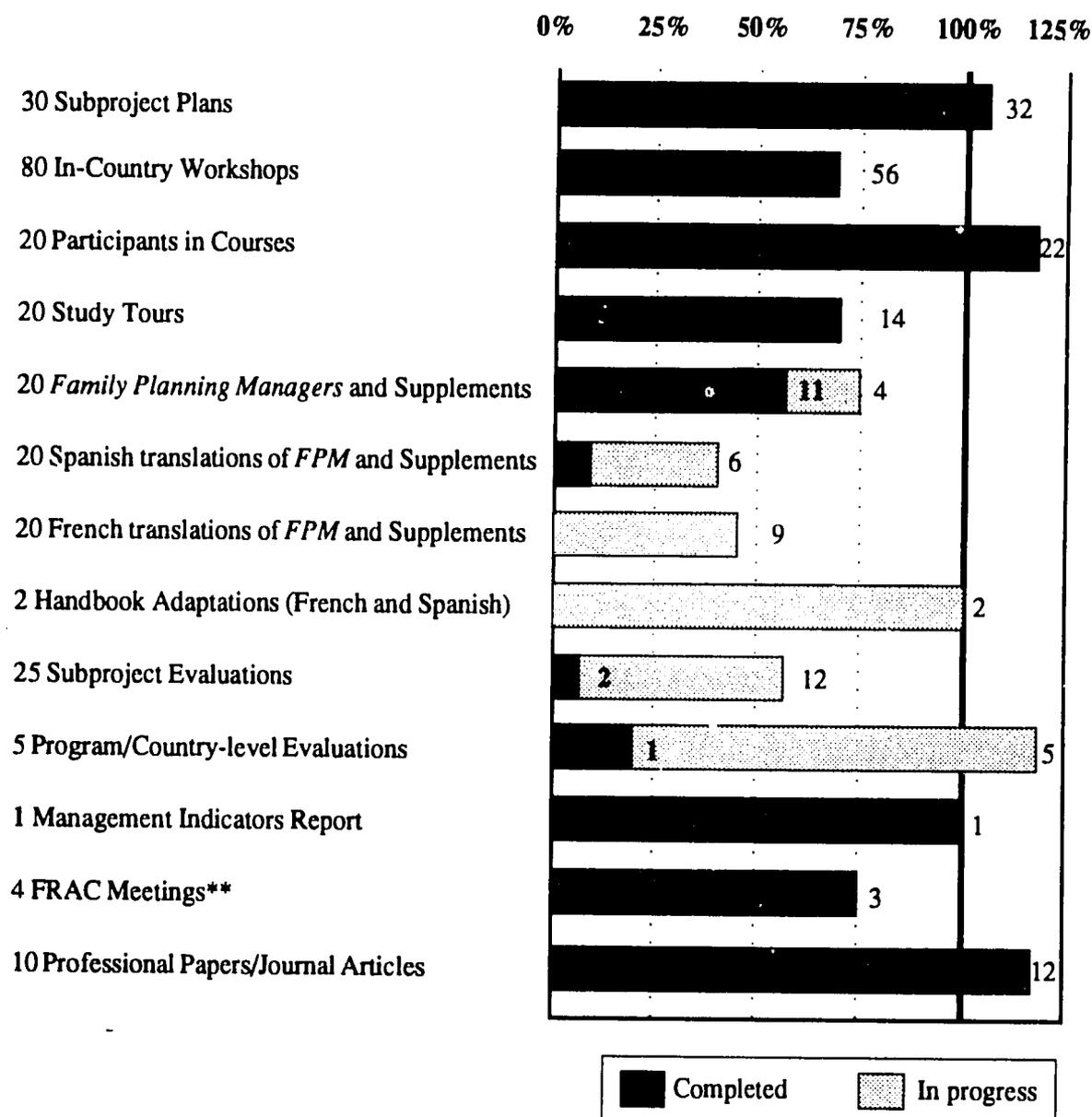
- Designing and launching a new program in Bangladesh that will enable Cooperating Agencies to better monitor the progress that Bangladeshi non-governmental organizations make toward expanding the coverage and improving the quality of family planning service, and toward achieving institutional sustainability.
- Completing an evaluation report of the Francophone Regional Advisory Committee (FRAC) that documents how attendance at a FRAC annual meeting has accelerated or stimulated new management initiatives that are strengthening family planning programs in Francophone Africa.
- Conducting a large management training course in Bolivia on programming and budgeting for management teams from six non-governmental organizations and a major public-sector health care provider, which resulted in the formation of a multi-organizational management subcommittee for reproductive health.
- Completing French and Spanish translations of the first volume of *The Family Planning Manager* and all ten chapters of *The Family Planning Manager's Handbook* and publishing the first issue of *The Family Planning Manager* in Spanish for initial use in an FPMD-sponsored Continuous Quality of Care Conference in Guadalajara in October 1993.
- Completing a study of the cost-effectiveness of Norplant for A.I.D.'s Norplant Working Group that shows that Norplant's costs are, over time, equal to or less than those of other contraceptive methods.

1.1 Achievement of Contractual Requirements

The chart below show FPMD's progress toward meeting its contractual requirements.

Achievement of Contractual Requirements*

Through September 30, 1993

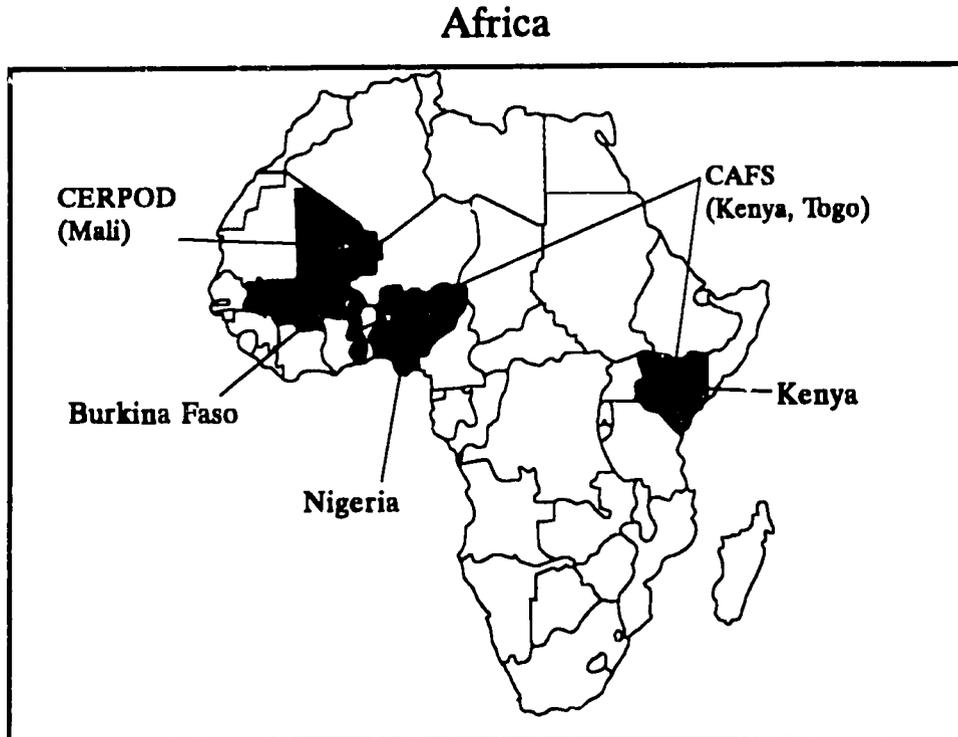


* Negotiations are under way for a Contractual Modification which requires the above outputs from the Project.

** Includes support for attendees.

2.0 HIGHLIGHTS OF REGIONAL ACTIVITIES

2.1 Major Accomplishments in Africa



In this reporting period FPMD has seen a continued maturation in many of its long-term interventions in the Africa region. As a result of FPMD's intensive, over six-year involvement with the family planning program in Kenya, the USAID Mission turned to FPMD for leadership and management of the development of a National Family Planning Implementation Plan. Also during this period, the institutionalization of CERPOD's capability to conduct strategic and operational planning took a major leap forward. In preparation for their upcoming planning retreat, CERPOD sent their Training Division Director to Boston to work with FPMD staff in developing the agenda. As a result, the Training Director can now facilitate the retreat himself, rather than bringing in an FPMD consultant.

FPMD completed an evaluation report of the fourth annual meeting of the Francophone Regional Advisory Committee (FRAC) during this period. This report presents findings from retrospective interviews with FRAC participants, in which they stated that FRAC attendance has accelerated or stimulated new management initiatives to strengthen their programs.

In new activities, FPMD is one step nearer to beginning work with the Planned Parenthood Federation of Nigeria (PPFN). All participating organizations reached agreement on objectives and workplan activities for PPFN's Family Planning Enhancement Project. FPMD also took the

lead in designing and conducting two simultaneous Executive Development seminars, in French and English, for the executive directors of African family planning associations. These seminars addressed issues of leadership and strategic management, and were highly praised by participants.

2.2 African Activities by Country

Kenya

The overall goal of FPMD activities in Kenya is to strengthen and support the management capabilities of the family planning organizations so that they can improve and expand family planning services. FPMD's efforts are therefore helping the government of Kenya (GOK) to reach its goal of reducing population growth from 3.8% to 2.8% by the year 2000.

In a new initiative that would support the GOK's goal, USAID/Nairobi asked FPMD to assist the Division of Family Health of the Ministry of Health (DFH/MOH) in developing a National Family Planning Service Delivery Implementation Plan. FPMD will collaborate with the DFH/MOH with input from the National Council for Population and Development (NCPD), the Kenyan coordinating body for all Kenyan family planning activities, to produce a plan that will serve as a guideline for programming services to address the unmet need for family planning services. During this reporting period, FPMD held initial planning discussions with the MOH, USAID, and the Association for Voluntary Surgical Contraception, which is also very active in Kenya.

In ongoing activities over the past six months, FPMD focused on completing and consolidating technical interventions with the NCPD and six NGOs that are key service delivery organizations providing over 20% of the national family planning services. FPMD's activities include assisting in designing and integrating management information systems (MIS), developing strategic plans, reviewing financial systems and introducing resource development and sustainability strategies, and providing assistance in organizational development and training for senior managers. Specific activities are discussed below.

Also during this period, FPMD senior staff visited FPMD's Kenya office to review programmatic and administrative issues with the Kenya field staff and USAID. Discussions focused on the direction of Kenya's family planning program and FPMD's future role in the program.

Family Planning Association of Kenya (FPAK): FPMD is working with FPAK, the International Planned Parenthood Federation affiliate and second largest provider of family planning services in Kenya, to improve its planning, financial, and monitoring capabilities. During FPAK's development of its strategic plan, FPMD assisted the strategic planning task force in analyzing its data and facilitated a one-week seminar in analyzing and reviewing strategic issues. The first draft of FPAK's strategic plan will be completed in November 1993 and will be reviewed and approved by January 1994.

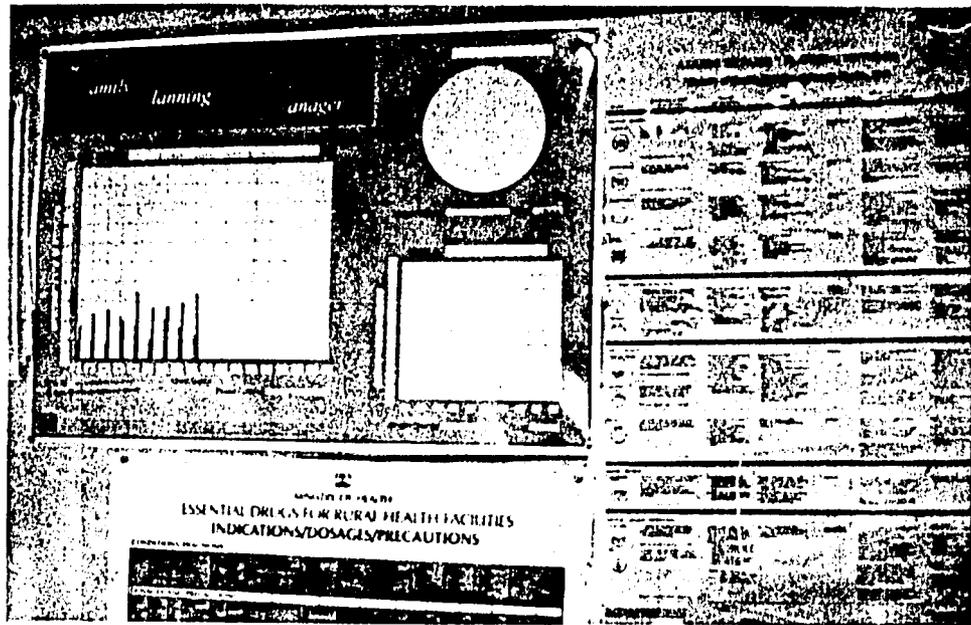
FPMD successfully concluded its assistance in strengthening FPAK's financial management by completing the computerization of FPAK's financial accounts, the development of a Financial Procedures Manual, and the training of headquarters' and area offices' staff in the use of the new financial system. As support for FPAK's monitoring systems, FPMD conducted field visits to follow up on the implementation of the MIS Activities Monitoring System design. FPMD also participated in an FPAK Evaluation/MIS workshop in August 1993 where assessment data were reviewed. To ensure that FPAK has the institutional capability to integrate its financial and MIS technical assistance, FPMD supported the participation of two FPAK staff to the MSH courses, "Managing for Sustainability" and "Designing and Developing Management Information Systems."

National Council for Population and Development (NCPD): FPMD's work with NCPD focuses on providing technical assistance in MIS for improving their management systems and enhancing their ability to coordinate family planning activities throughout the country. During this reporting period, the Head of NCPD's MIS Unit, Mr. Paul Kizito, spent two weeks at FPMD in Boston where he and MSH's MIS Unit reviewed the uses of Clipper and FoxPro, two programming languages, and the ways in which they could serve NCPD's management information system.

Christian Health Association of Kenya (CHAK): As a secretariat organization, CHAK plays a unique role in overseeing the family planning services provided by its member churches and their extensive network of health facilities. With FPMD's support, the "Management Support Unit" (MSU) completed its organizational development and management assistance to six pilot CHAK member units in financial, planning, and management information systems. By October 1993 FPMD will complete a final analysis of the effectiveness of the design of the MSU, the impact of its services to the member units, and the design for its continuation. FPMD also helped CHAK implement its financial intervention, "Assessing and Setting Fees Model," at five member hospitals. CHAK's Secretariat Finance and MIS staff have been trained to extend this intervention to other sites. In addition, FPMD provided ongoing support for a full-time MIS Coordinator/Consultant to provide technical assistance in MIS and in integrating the service statistics, financial, and activities monitoring systems.

Mkomani Clinic Society: FPMD, in collaboration with Pathfinder International, is assisting Mkomani, the primary private family planning service provider in Mombasa, in designing an integrated MIS, developing a resource development strategy, and training managers. To ensure a strong financial foundation for continued high-quality family planning services, FPMD conducted a "Resource Development/Expansion" seminar for Board members and Senior Staff where the participants developed sustainability strategies. FPMD completed the design of a clinic and community-based distribution (CBD) service statistics system and is currently helping to test the computerization and implementation of the system.

Maseno West/Christian Community Services (CCS): FPMD is working to improve the management capability of CCS, an NGO that provides community-based and clinical health and family planning services in western Kenya. FPMD's efforts were undertaken to assist the family planning service delivery project funded through Pathfinder International in realizing its objectives. FPMD is continuing to assist in designing and implementing a clinic and community-based distribution (CBD) service statistics system. In the past six months, FPMD completed its review of staffing requirements and its revision of associated job descriptions. As a result, CCS now has a full complement of staff at its headquarters and clinic sites. FPMD conducted CCS's first Strategic Planning workshop, where a task force established a workplan for completing the strategic plan.



FPMD Wallchart used by Maseno West to monitor numbers of new and continuing users.

Seventh Day Adventist/Rural Health Services (SDA/RHS): In order for effective family planning services to reach rural areas, FPMD is providing SDA/RHS, a church-run rural community health program, with technical assistance to improve their capacity to plan, finance, and deliver quality services to rural populations. During this period, FPMD focused on consolidating and implementing strategic planning activities and testing the Financial Management for Health Units Procedures Manual at clinic sites. FPMD also completed the computerization of SDA/RHS's financial system and the design of a comprehensive service statistics systems. FPMD is training SDA/RHS staff in using data processing and spreadsheet packages to ensure that the second computer installed at SDA/RHS's headquarters is used to its full capacity.

Maendeleo Ya Wanawake (MYWO): Through its subcontract with the Centre for Development and Population Activities (CEDPA), FPMD is working with MYWO, the

national Kenyan organization of women's groups that operates an extensive CBD program. CEDPA is assisting MYWO in increasing the capability of MYWO's senior management to plan, monitor, and supervise their family planning staff and activities throughout Kenya. Board/Staff planning seminars have been delayed because of pending district and national general elections.

Nigeria

In March 1993, FPMD finalized a Subproject Plan for a substantial subproject with the Planned Parenthood Federation of Nigeria (PPFN), in which FPMD would collaborate with both Pathfinder International and Population Communication Services. FPMD's specific role was 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.

During this reporting period, a Statement of Agreement on the general objectives and workplan activities for PPFN's Family Planning Enhancement Project was finalized and signed by all involved organizations: PPFN, USAID, Pathfinder International, PCS, FPMD, and the Nigeria Family Health Services Project.

Due to political turmoil inside Nigeria and the resultant travel ban, FPMD was unable to begin the intensive program of planned activities during this period. At the Mission's request however, FPMD did work with a project design team in Baltimore on designing a follow-on project to the Nigerian Family Health Services Project.

Burkina Faso

In Burkina Faso FPMD is helping to institutionalize a supervisory system within the family planning program of the Division of Family Health of the Ministry of Health, Social Action, and the Family (MSASF/DSF). The impact of this strengthened system will be evaluated to determine its impact on the delivery of family planning services.

In April/May 1993, FPMD worked with Ministry officials and INTRAH to develop an initial draft of an operations guide for supervision, which includes new monitoring tools for provincial-level supervision. This guide was revised in collaboration with the DSF in July 1993, and in August 1993, plans for pretesting the guide were completed. The pretest will take place in the last quarter of 1993. Also in August FPMD finalized a contract with a local accounting firm that will manage the local costs that FPMD will incur in holding training workshops and in printing and distributing the supervision guide.

2.3 Africa Regional Activities

The Francophone Regional Advisory Committee (FRAC)

In September 1993, FPMD and CEDPA developed the design of the sixth annual FRAC meeting using ideas from preliminary talks in Tunis and a brainstorming session. This annual meeting, which will be held in November 1993 in Tunis, will focus on the institutionalization of supervision. It will include the various organizational types of supervision and the common barriers to the institutionalization of supervision that are found within many country programs. Field visits during the meeting will allow participants from Sub-Saharan Africa to investigate the elements that have made supervision an integral part of the Tunisian national program. These participants will then consider their own program's organization and determine what their programs need to do in order to institutionalize supervision. FPMD's Organizational Development Specialist toured the Tunisian family planning offices in order to help design these field trips so that they would have maximum educational value.

An evaluation report of the FRAC was also completed. Please see **Evaluation, Section 4.0** for details).

FPMD was invited to share the findings of the fifth annual FRAC meeting on decentralization at the Population Council's annual Journées de Réflexion of its Africa Operations Research Project. The presentation offered an opportunity to inform the participants (many of whom were from countries that were considering or just embarking on decentralization) about the latest views on and experiences in decentralization of family planning programs in developing countries.

The Family Planning Associations' Seminar

A major Executive Development Seminar for executive directors of African Family Planning Associations was conducted in Abidjan, Côte d'Ivoire in August 1993, in both French and English simultaneously. This seminar was funded by the Poptech Project through a subcontract with MSH. FPMD designed and conducted the seminars as well as contributed resources to translate materials. The twenty-eight participants (twelve English-speaking and sixteen French-speaking participants) who attended the intensive two-week seminar rated it highly on their course evaluations and felt it had addressed their needs. The overall goal of the seminar was to provide an opportunity for the executive directors to improve their conceptual and analytical competence in strategic management and to develop their capacity to manage the process of innovation in implementing family planning programs in Africa. The course content covered such topics as the role of the Executive Director, leadership, team management, the management of volunteers, the management of relationships with other organizations, fundraising, management information systems, quality management, and the management of change, and the development of individual action plans.

The seminar was the first of its kind in Africa. The content was determined through input from at least eight USAID missions, interviews with several executive directors and the head of the

Association of Chief Executives of Family Planning Associations in Africa, and training experience at MSH/FPMD. When the executive directors were asked after the seminars which topics they would like to study further, they listed many of the topics introduced in the seminar. This finding seems to indicate that the seminar's content was appropriate, and that in the future, additional time will be needed to fully cover these complex topics. The topics the Francophone group listed were: strategic planning and strategic management, management of quality, management of change, and management of relationships with partners. The Anglophone group listed: MIS, financial management, and strategic planning and strategic management.

Centre for African Family Studies (CAFS)

FPMD is supporting the development of CAFS's personnel, MIS, office, and training systems under a buy-in from REDSO/WCA that has been extended through 1994. Over the past six months, FPMD and CAFS training staff worked in Kenya and Boston, in collaboration with the SEATS Project, to finalize the curriculum for CAFS's mid-level family planning management course. They completed a trainee's manual, a trainer's manual, and a book of accompanying readings, all of which were tested in CAFS's management training session during September 1993. The curriculum was reviewed by senior MSH and FPMD staff who found it to be a well-designed, comprehensive course.

During the past six months, FPMD received a new buy-in from REDSO/ESA to undertake a thorough market analysis and identify potential training and opportunities for technical assistance for CAFS within the Africa region. FPMD plans to complete this analysis during the fall, so that it can contribute to the design of a new project that REDSO is developing to strengthen CAFS's institutional capacity.

The continuing political instability in Togo has forced CAFS to temporarily move its Francophone office, known as the Centre d'Etudes de la Famille Africaine (CEFA), to Benin. CAFS has postponed FPMD's buy-in funded activities that are designed to help strengthen the management capabilities of CEFA until CAFS determines the status and permanent location of its Francophone office.

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

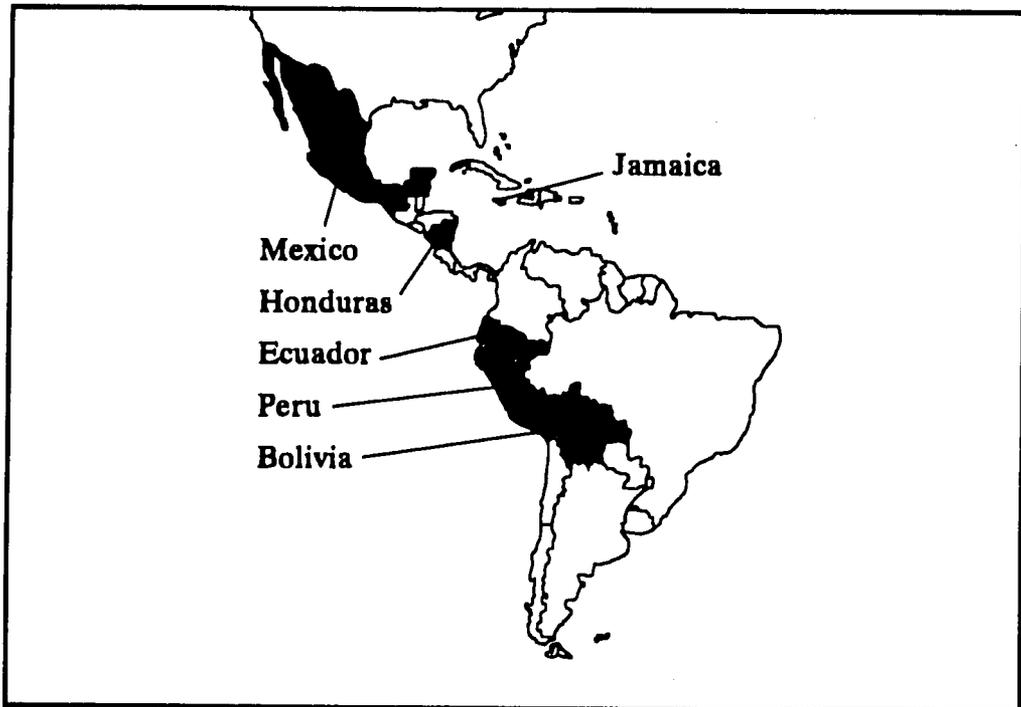
In July 1993, FPMD participated in the second tripartite coordination meeting at CERPOD. Attending this meeting were the collaborating agencies that are providing technical assistance to CERPOD with USAID/Mali and the Director and Division Chiefs of CERPOD. Meeting participants reviewed the buy-in activities that FPMD and The Population Council had undertaken since early 1992, and made plans for the remaining project period.

One of the key outcomes of the CERPOD buy-in is the institutionalization of CERPOD's capability to conduct strategic and operational planning. In September 1993 CERPOD's Training Division Director, who is responsible for leading the strategic planning process, came to FPMD's Boston office to work with FPMD staff in designing CERPOD's upcoming annual planning

retreat at which CERPOD will produce its next six-year plan, two consecutive three-year plans, and a detailed 1994 workplan with budgets and Gantt charts. At the end of his stay, the Training Division Director presented the results of the work to FPMD staff. His visit was considered highly successful because by the end of his stay, he had produced a complete and detailed agenda for the planning retreat and had increased his confidence in his ability to facilitate the retreat.

2.4 Major Accomplishments in Latin America and the Caribbean

Latin America and the Caribbean



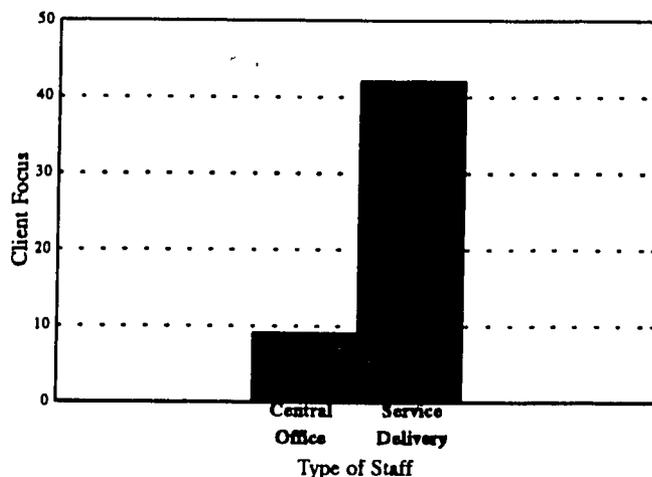
FPMD's Latin America and Caribbean Unit embarked on three new activities over the past six months. In Bolivia FPMD conducted a management workshop on programming and budgeting for management teams from six non-governmental organizations and one public-sector institution, the Caja Nacional de Salud. As a result of this workshop, FPMD is launching a new subcommittee of CAs to focus on meeting management training needs in Bolivian family planning organizations. FPMD also conducted organizational needs assessments with both the Peruvian Ministry of Health and the Asociación Hondureña de la Planificación Familiar and developed subproject plans for FPMD interventions over the next two years. In addition, FPMD continued to support initiatives in Continuous Quality of Care (CQI) and sustainability in Mexico. FPMD also continued to assist the National Family Planning Board (NFPB) in Jamaica in developing its management information systems and will soon complete its work with the Centro de Estudios de Población y Paternidad Responsable (CEPAR) in Ecuador.

2.5 Latin American and Caribbean Activities by Country

Mexico

MEXFAM: In Mexico FPMD has been actively supporting organizational initiatives in Continuous Quality Improvement (CQI), also known as Total Quality Management (TQM). As a result of an interim evaluation conducted in March 1993, FPMD extended its support for another year to the innovative Total Quality Management project of MEXFAM, the IPPF affiliate in Mexico. In May 1993, FPMD performed an in-depth analysis of the results of focus group discussions with MEXFAM's participating Quality Improvement Teams (QITs). One of the principles of CQI is to satisfy internal and external clients. Preliminary findings reveal that MEXFAM staff who work at the clinic level report a heightened sensitivity to the needs of their clients as a result of their participation on QITs, as the following graph shows. This increase in client focus was less noticeable among the Central Office staff who also participated on QITs. As a result of their increased awareness of client needs, clinic staff are implementing ways to reduce client waiting time, improve staff interaction with clients, and solicit client feedback.

Increased Focus on Clients Needs Resulting from CQI as Reported by MEXFAM Staff



In August 1993, MEXFAM TQM staff traveled to Bolivia to present the basic implementation model for their TQM project at the multi-institutional management training workshop sponsored by FPMD/Bolivia. Eight Bolivian institutions attended the workshop, one of which will receive further training in TQM techniques at the Regional Conference on Continuous Quality Improvement scheduled to be held in Guadalajara in October 1993.

FPMD is helping to lay the foundation for sustainable family planning service delivery in Mexico by assisting NGOs, such as MEXFAM and FEMAP, in resources development.

An FPMD consultant met with MEXFAM's Board of Directors and the Executive Director to define organizational needs and to develop a strategy for local fundraising that will help MEXFAM reduce its financial dependence on international donors. MEXFAM has recruited a full-time staff member to direct its development efforts. FPMD will provide technical assistance to this project beginning in October 1993.

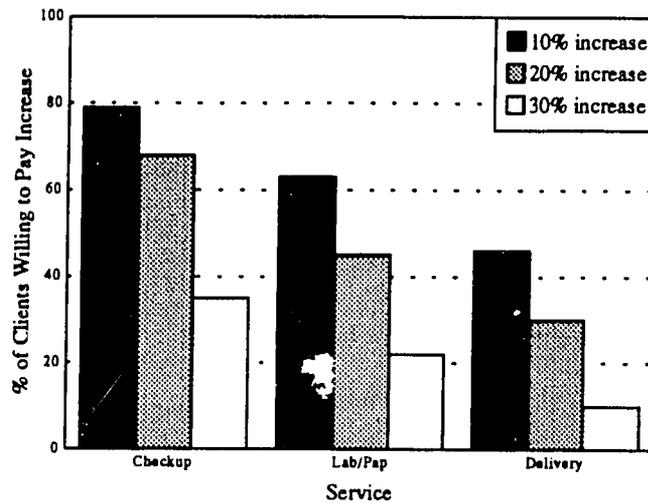
Ministry of Health's Dirección General de Planificación Familiar (DGPF): FPMD provided limited support to the DGPF for two workshops on Quality of Care and Continuous Quality Improvement. The first workshop, which was held in Mexico City in May 1993, was designed to train national supervisors of the Ministry of Health's Family Planning Program. The second workshop, which was held in the state of San Luis Potosí in June 1993, was to train government family planning service providers. In both of these workshops, *The Family Planning Manager's* case scenario, entitled "En Busca de la Calidad en la Clínica Santa Rosa," from the issue on Continuous Quality Improvement was used. As a very important outcome of this collaboration and of FPMD's ongoing contacts with the DGPF, the DGPF presented a proposal to implement a national project of CQI. This project will be a two-year initiative under which CQI will be institutionalized first in DGPF headquarters and then, in the second year, in the 33 states in Mexico.

FEMAP: FPMD is also helping to build the sustainability of the family planning services that are provided by the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP), a private, non-profit organization which offers a wide range of services to disadvantaged populations. FPMD is developing client profiles, assessing the potential demand for FEMAP's services in the local community, and analyzing FEMAP's competition. In April 1993, FPMD field tested a users' questionnaire on which the client profiles will be based. In May and August 1993, FPMD trained FEMAP social workers and CBD coordinators to use this questionnaire. Data collection for both the clinic and CBD clients was completed by mid-September. Both the survey of FEMAP's competition and the community-level assessment of potential demand will be completed by November 1993.

The client interviews at the FEMAP clinics show that clients rate FEMAP providers from good to excellent in professional competence and interpersonal relations.

Fees are generally perceived to be very low, and as the following graph shows, an overwhelming majority of clients are willing and able to pay increases of 20% above the current base prices. A small percentage of clients would be able to pay increases of as much as 50%.

FEMAP Clients' Willingness to Pay Fee Increases



Bolivia

In Bolivia, FPMD is supporting the development of the management capabilities of the Centro de Investigación, Educación y Servicios (CIES), the largest and most active NGO providing family planning services in the country, and the Caja Nacional de Salud (CNS), the implementing agency for the Bolivian Social Security Institute's health program and one of the main public sector health care providers in Bolivia. As part of its efforts to assist CIES in planning, FPMD provided technical assistance in the implementation of CIES's 1993 operational plan, which had been developed with FPMD's support, and suggested changes in its central administration and field supervision. FPMD's Resident Advisor assisted in implementing these changes and provided on-going assistance on other internal management issues.

FPMD is helping the CNS to develop its core management team for its Reproductive Health Program. The CNS Reproductive Health Program is expanding into three new regions of the country. To support this expansion, FPMD assisted in planning for the expansion and ensured that two new staff members, a services manager for La Paz and an IEC coordinator/assistant, were added to the core management team. FPMD also provided assistance to the Program's Administrative Director in elaborating the budget modifications required by USAID and in meeting the programming requirements established by the Pathfinder International.

FPMD completed a management needs assessment of the Ministry of Health's Reproductive Health Program and submitted the report to USAID/Bolivia for consideration if the mission should decide to provide a greater level of support to the MOH.

The FPMD Resident Advisor continues to coordinate activities of the IEC and Training subcommittees of the National Reproductive Health Program. These subcommittees include representatives from the public- and private-sector organizations and CAs active in reproductive health in Bolivia. The IEC subcommittee is overseeing the development of in-clinic videos, audiocassettes for urban buses and a mass media campaign planned for 1994, all of which will promote the reproductive health services offered by the participating institutions. The Resident Advisor continues to serve as a trainer for counseling and interpersonal communications workshops supported by Population Communication Services (PCS) for IEC subcommittee member organizations. The FPMD Resident Advisor, as part of her coordinating role for other CAs (PCS, JHPIEGO, and Development Associates), oversaw and provided technical assistance for the Training subcommittee's Contraceptive Technology Update workshop that JHPIEGO organized for subcommittee member organizations. The Training subcommittee members are currently working on a second training methods course to be given at the end of 1993 and on revising the training manual used for the methods course.

In August 1993, FPMD conducted a general management training course on programming and budgeting, which was attended by management teams from six non-government organizations and the CNS. As a result of the workshop, the Resident Advisor will be forming a management subcommittee that will focus on meeting identified management training needs and on lobbying the new Bolivian government for support of reproductive health policy issues.

Peru

In close coordination with other CAs, FPMD is working on the development of the family planning management information system for the Peruvian Ministry of Health (MOH). At a July meeting in Washington D.C., FPMD and representatives from A.I.D.'s Office of Population, Development Group International, PRISM, the Futures Group, the Centers for Disease Control and Prevention, Family Planning Logistics Management Project of John Snow, Inc., and Development Associates reached consensus on a general approach for developing the MOH system. The existing Health and Management Information systems, with modifications, will be used for national data collection and integrated with another existing computer system, called Quipus, that will be used for data reporting. In September FPMD carried out a needs assessment of the Ministry of Health's Family Planning Management Information System. During the visit, FPMD analyzed at both the central level and in three selected sub-regions of the country the different systems being used by the MOH in family planning. FPMD also met with MOH units, USAID/Peru, Development Associates/Peru, the Social Security Institute, CAs, NGOs, and independent consultants to obtain feedback on the existing MIS.

As a result of the needs assessment visit, FPMD is completing a plan of activities to improve, expand, and strengthen the MOH's family planning MIS. The plan will be sent to the Peruvian MOH and USAID/Peru. The draft of this plan, which reflects the conclusions adopted at the July meeting, has been initially accepted by USAID/Peru and the Peruvian MOH.

Jamaica

FPMD is helping the National Family Planning Board (NFPB) of Jamaica to develop a well-designed management information system that will allow the NFPB to develop and monitor a national strategy for strengthening and expanding family planning services. In June 1993, FPMD and its MSH MIS consultant installed a service statistics module that they had designed. NFPB staff were given preliminary training in how to use the system and have been testing its capabilities for several months. FPMD is currently finalizing several system functions and a graphics interface. In August 1993 FPMD, NFPB, and CDC began planning for the MIS workshop that will be held for NFPB's senior management in November 1993.

FPMD participated in two quarterly coordination meetings in Washington D.C. that the OPTIONS Project organized for CAs working in Jamaica.

Honduras

FPMD is assisting the Asociación Hondureña de la Planificación Familiar (ASHONPLAFA), the largest provider of family planning services in Honduras, in improving its management effectiveness and in accelerating its decentralization process. In September-October 1993, FPMD conducted a needs assessment and developed a draft of its Subproject Management Plan which it discussed with the USAID/Mission. The plan calls for FPMD's assistance in the areas of organizational development, strategic planning, management information systems, and strengthening the management capabilities of ASHONPLAFA's regional centers. ASHONPLAFA's senior management is currently reviewing this plan.

Brazil

PROPATER is a small innovative NGO that offers high quality vasectomy services in a manner that overcomes the traditional male resistance to this form of contraception in this region. FPMD is working with PROPATER, in collaboration with AVSC, to develop a strategy that PROPATER can use to sustain and expand services as USAID support is phased out. In June 1993 FPMD reviewed PROPATER's progress in marketing its services and in developing a management information system to track its progress in marketing. FPMD made and AVSC implemented additional recommendations to improve PROPATER's chances of a successful marketing effort.

Ecuador

FPMD has been assisting the Centro de Estudios de Población y Paternidad Responsable (CEPAR), a nonprofit organization that influences Ecuadorian leadership about population problems. FPMD has helped CEPAR to establish a new chart of accounts and financial information system. FPMD and its Colombian consultant, PROFAMILIA, will make a final visit to review the implementation of this new financial management system in October 1993.

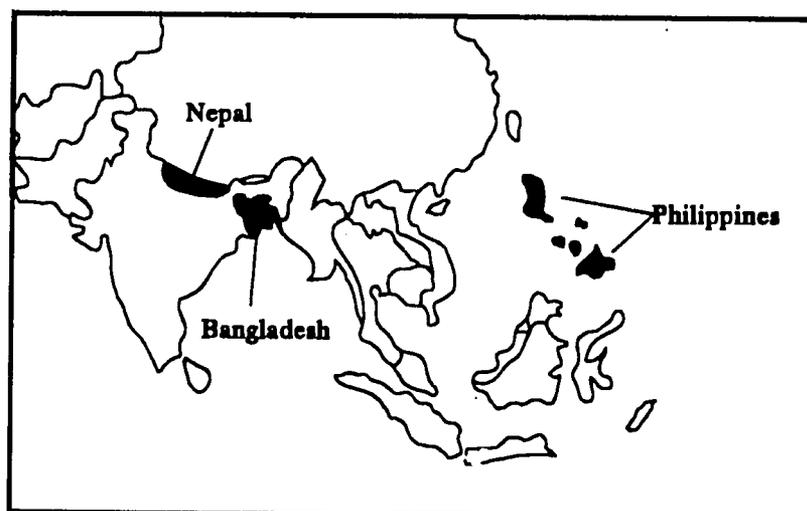
2.6 Major Accomplishments in Asia, Europe, and the Near East

Over the past year, FPMD's activities expanded significantly in four priority countries of Asia, Europe, and the Near East Regions. This expansion reflects both greater financial commitment and more complex technical assistance by the project. In particular over the past six months, FPMD successfully designed and launched a new program in Bangladesh that would enable other Cooperating Agencies who are supporting Bangladeshi NGOs to monitor the progress that these NGOs are making toward sustainability. FPMD and the Philippine Department of Health reached agreement on plans for a new project that would strengthen the management capabilities of the DOH, provinces, and cities to implement the new USAID/Manila bilateral Maternal and Child Health/ Family Planning Program, which is scheduled to begin in early 1994. FPMD also continued to provide important technical support to ongoing projects in Bangladesh, Nepal, and Turkey.

2.7 Asian, European, and Near Eastern Activities by Country

Asia Region

Asia



Bangladesh

The Local Initiatives Program: The FPMD-supported Local Initiatives Program (LIP) has received national recognition in Bangladesh through presidential awards and television coverage. The President of Bangladesh honored family planning volunteers from several LIP thanas for service to their communities and commitment to the goals of the national family planning program. The national television news services aired a report on the eligible couples (ELCO) mapping technique, which the LIP adapted from the Indonesian model as a way for family planning volunteers to record contraceptive acceptance and changes in contraceptive use at the village level.

The LIP successfully negotiated a follow-on buy-in for continued support of this program until September 1995. Funds were received on October 1. Five training programs were held during this period as a way to increase the knowledge and skills of government workers who currently participate in the program and to expand the program to other geographic areas.



LIP workshop report cover showing pill distribution by fieldworker

In April 1993, two workshops were held for 265 government fieldworkers from 16 thanas that already participate in the LIP. The purpose of these workshops was to encourage the participants to share both their experiences in implementing decentralized family planning activities and information on their efforts to improve the quality and sustainability of their local services. The LIP held two other workshops, one for local governmental officials to discuss their role in family planning and maternal and child health program management, and one for thana level governmental officials and family planning professionals to share their experience in implementing the LIP. Through an in-country training program (ITP), twenty-eight participants from four new thanas joined the program in July 1993, bringing the number of participating governmental units to 71 thanas and 145 unions. In August-September, the LIP conducted the final Observation Study Tour (OST) to Indonesia with 25 participants from four new thanas. With this 15th and final OST, the LIP will have successfully transferred the lessons from the Indonesian experience with decentralized, community-based family planning activities. While observation study tours will continue to be an important means for expanding the program's coverage under the next phase of the LIP, from now on the LIP will expand through in-country study tours, which will number at least four annually.

The CA/NGO Project: In April 1993, FPMD designed the scope of work for the two-year CA/NGO Project, which will provide technical assistance to five Cooperating Agencies that support over a hundred NGOs' family planning programs. The goal of this project is to strengthen the CAs' technical skills and systems so that they can both ensure improved quality and expanded coverage of the NGOs' family planning services, and help the NGOs move toward programmatic and institutional sustainability.

FPMD launched the first of the multiphase program of technical assistance to the five CAs in Dhaka in June with a workshop for all the CAs and selected NGO program managers. FPMD introduced a framework for the management development process and identified "milestone indicators" to enable the CAs to monitor the progress that the NGOs make toward sustainability. The subsequent work that the FPMD team conducted with three of the CAs resulted in draft data gathering instruments and guidelines for conducting and analyzing the results of the management development assessments. FPMD provided follow-up technical assistance in mid-September to review the field test results of the data gathering instruments and to complete the guidelines, indicators, and instruments. The next two technical components of the CA/NGO Project, which will begin in the latter part of 1993, will focus on developing methodologies to evaluate the impact of training on the job performance of NGO family planning personnel and on strengthening the CAs' management information systems.

Philippines

At the request of USAID/Manila, FPMD developed a Subproject Plan whereby it will assist in laying the groundwork for the extensive new USAID integrated Maternal and Child Health/Family Planning project. The goal of this project is to increase the use of modern family planning methods, particularly among women at risk, and to prevent the erosion of gains made in the previous Child Survival project. FPMD will assist the national Department of Health (DOH) and the provinces and cities, which have been given the responsibility of implementing the family planning and child survival program under the decentralization of family planning service delivery to Local Government Units (LGUs).

FPMD will establish a field office for the project, headed by a Resident Advisor. The office will operate out of the Office for Special Concerns (OSC) of the DOH and will collaborate with the OSC to both strengthen the capacity of the LGUs to plan and manage MCH/FP activities and also to build the capacity within the OSC to serve as a technical resource to the LGUs. In addition, FPMD will assist the national DOH in developing a monitoring system for both the LGUs and itself in order to track the progress of the family planning and child survival program over time.

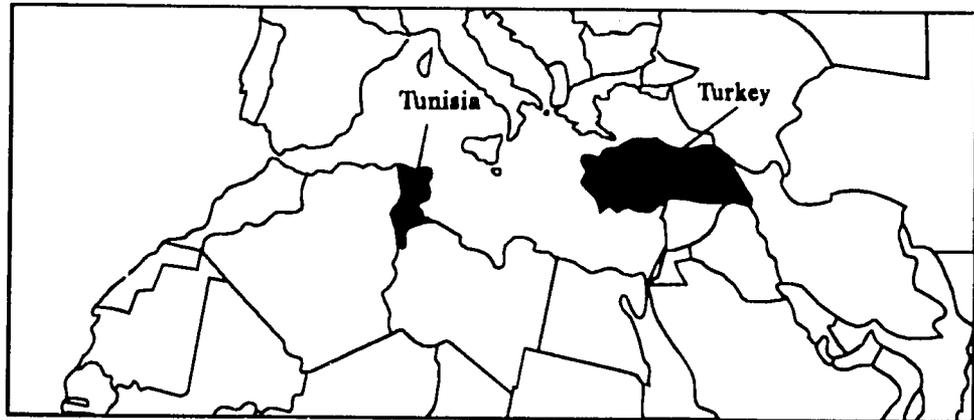
In July 1993, FPMD completed negotiations with USAID/Manila for the buy-ins that will fund FPMD's assistance, and coordinated with the key A.I.D.-funded CAs that will serve as technical resources to FPMD's in-country activities (The Futures Group, Family Planning Logistics Management Project of John Snow, Inc., CARE, the Association for Voluntary Surgical Contraception (AVSC), the Johns Hopkins Program for International Education in Reproductive Health (JHPIEGO), and the Bureau of Census). USAID and the DOH approved FPMD's Resident Advisor in August 1993. The field office is expected to be established and technical activities started in late October 1993, as soon as funding is received.

Nepal

FPMD's local consultant has continued to provide technical assistance to the Family Planning Association of Nepal (FPAN) in operational planning for the expansion of its service delivery in targeted districts and in training its senior management staff to use existing data from its MIS to strengthen their internal decision making and program planning. During this period, FPMD also collaborated with the Population Council in the design of a "situation analysis" exercise which will involve both Government of Nepal and FPAN facilities. The FPAN General Director and USAID approved the scope of work for MSH's Director of Management Training to assess training operations and help strengthen FPAN as an important training institution for the country and to help the Training Division learn specific training and planning skills.

Europe and the Near East Regions

Europe and the Near East



Turkey

FPMD is collaborating with the Centers for Disease Control and Prevention's Family Planning Logistics Management Project to develop an integrated Service Information and Contraceptive Logistics Management Information System for the Ministry of Health's Maternal and Child Health/Family Planning (MCHFP) General Directorate, which is the principal provider of family planning services in Turkey. The goal of this project is to strengthen managers' capabilities at all levels to use information in their planning, monitoring, and supervisory functions so that they can plan appropriate strategies to achieve high-quality sustainable family planning services. In April 1993 FPMD and CDC staff trained the MCHFP General Directorate's Logistics Management Information System (LMIS) team in the application of logistics and MIS concepts to the new service statistics and contraceptive information systems that will be implemented. The LMIS team will in turn train personnel from five pilot provinces where the new systems will be tested. FPMD and CDC staff conducted site visits and held meetings with officials from the central and provincial levels to ensure that the changes in MIS procedures will be coordinated at all governmental levels and to identify potential problems. They also revised a one-year workplan for the upcoming work of FPMD, CDC, and the LMIS team.

Tunisia

FPMD has been strengthening the Office National de la Famille et de la Population's (ONFP)'s management capabilities in planning, budgeting, and monitoring costs through the development of a computerized cost accounting system. The system will enable the ONFP to examine the cost-efficiency of its service delivery and will contribute to the organization's long-term sustainability. FPMD's MIS consultant will make a final visit to Tunisia to assess the managers' use of the information that has been generated by the new system and to determine the need for any additional training. FPMD expects to complete its technical assistance to ONFP before December 1993.

3.0 PUBLICATIONS AND COMMUNICATIONS

The two principal publications of FPMD are *The Family Planning Manager* and *The Family Planning Manager's Handbook*.

The Family Planning Manager: Over the past six months, FPMD published *Family Planning Manager* issues on three important topics. "Analyzing Costs for Management Decisions" helps managers to determine the cost of delivering their family planning services and provides basic worksheets for calculating personnel and contraceptive product costs, the two largest costs in most family planning service programs. This issue was recently used as background material at the cost recovery workshop organized by the Evaluation Project in Washington. "Reducing Discontinuation in Family Planning Services" focuses on ways to measure, analyze, and reduce discontinuation rates in family planning clinics through improvements in follow up, training, and counseling. "Developing Plans and Proposals for New Initiatives" provides a framework for developing a plan and budget for a new program initiative, some advice about using the plan to increase the likelihood of achieving program objectives, and suggestions for turning the plan into a proposal for funding.

Foreign Editions: In order to fill the large unmet demand for management materials in Spanish and French, FPMD began translating *The Family Planning Manager* and *The Family Planning Manager's Handbook* into these languages. Spanish and French translations were completed for all the issues of Volume I of *The Family Planning Manager*. Experienced regional professionals in the family planning field and FPMD regional staff are reviewing these translations. Revisions are being made in the case scenarios so that each one takes place in the region appropriate to the language of translation. Foreign language references, where available, are being incorporated into the reference list at the end of each issue. The anticipated date for the launch of the French and Spanish editions of Volume I is January-February 1994. Printed copies of the Spanish Continuing Quality Improvement (CQI) issue, entitled "La Utilización del PMC para Reforzar la Planificación Familiar," were taken to Guadalajara for use in the Latin American CQI conference that FPMD is sponsoring in October 1993.

Spanish and French translations of all ten chapters of *The Family Planning Manager's Handbook* were also completed. Each chapter is currently undergoing a series of technical and language reviews, and new material from the regions is being incorporated. FPMD anticipates the publication of the Spanish edition of *The Handbook* in January 1994, and the French edition in February.

Distribution: The FPMD publications database has grown from 2,000 names to 3,200 names. This represents a routine circulation of *The Family Planning Manager* to approximately 8,000 readers in 165 countries. Some 3,800 copies of *The Family Planning Manager's Handbook* and 1,300 copies of *Beyond The Clinic Walls: Case Studies in Community-Based Distribution* have been distributed to date.

The Publications and Communications Unit began updating the FPMD publications database to prepare for the distribution of the Spanish and French editions of *The Family Planning Manager* and *The Family Planning Manager's Handbook*. The Unit contacted Cooperating Agencies for names and addresses of organizations in Francophone Africa and Latin America that would benefit from these publications. In addition, the Unit held meetings with representatives from CAFS, CERPOD, the FRAC, and SEATS/Africa to explore ways to distribute its publications through these organizations and throughout the Africa region.

4.0 EVALUATION

FPMD is committed to evaluating all of its efforts as extensively as possible. While no single evaluation plan can be applicable to all FPMD activities, FPMD has developed individualized indicators and evaluation strategies to meet the specific objectives addressed by each project intervention.

During the past six months, FPMD's evaluation activities have focused on five major program evaluations in Bangladesh, Kenya, Burkina Faso, the FRAC, and Publications. FPMD also worked with the Evaluation Project's Task Force on Management to define management indicators that will be used for FPMD's 25 subproject evaluations as well as by other CAs. These efforts are described in more detail below.

Bangladesh: The Evaluation Unit has been compiling and analyzing data from the Family Welfare Assistant Registers for the Local Initiatives Program. This work builds upon the Microsurvey of Contraceptive Use reported in the October 1992-March 1993 report, and includes data from four unions: Kalikapur, Subgram, Damodar, and Ghior. A report of the results will be available in the next period.

Kenya: The Evaluation Unit completed the design and implementation of the Continuing Assessment of Management Effectiveness and Organizational Change (CAMEO) in the Family Planning Association of Kenya, the National Council for Population and Development, and the Christian Health Association of Kenya. FPMD anticipates completing an analysis of the CAMEO assessment in the three organizations during the fall of 1993.

Burkina Faso: The development of the operations guide for supervisors completes FPMD's evaluation support for the supervisory system at the Ministry of Health.

FRAC: In an effort to determine the impact of the FRAC meetings and the way they encourage national family planning programs to network and share information, FPMD conducted interviews with 11 FRAC members. The report has now been completed and shows that the FRAC, which has focused in the past on Quality of Care, has in fact stimulated changes aimed at improving the quality of services. Following up on action

plans written at the end of the fourth FRAC meeting, participants have implemented such changes as adapting or revising norms and standards at the national level for family planning services and improving client privacy at the clinic level. Also, FRAC participants stated that the FRAC annual meeting format, which provides opportunities for sharing experiences and introduces new concepts and facilitation techniques, has helped them be more effective and confident leaders in their program or organization.

Publications: FPMD's Publications and Communications Unit and Evaluation Unit collaborated on an evaluation of *The Family Planning Manager*. They distributed a survey to readers with the March/April issue. Preliminary analysis of the reader survey indicates that each person who receives *The Family Planning Manager* shares his or her copy with 5 other people. Using this data FPMD estimates that *The Family Planning Manager* is reaching approximately 40,000 family planning and health professionals around the world at less than \$.35/copy per reader reached. The box summarizes these preliminary results.

<i>The Family Planning Manager</i>	
Who	8,000 copies distributed to 40,000 readers
Where	165 countries
How Much	35¢ per reader reached
How it is Used	To increase personal knowledge For individual staff development For group training
Demand for Foreign Editions	1 in 4 respondents requested Spanish or French

The Director of Evaluation, in collaboration with the Program Officer of the Africa Unit, also prepared an issue of *The Family Planning Manager* on the subject of supervision. This issue will be published in the fall of 1993.

Evaluation Project Management Indicators: FPMD continues to work on refining a set of indicators and defining an evaluation process for its subprojects. The Evaluation Project's Management Task Force, in which FPMD participates, has identified eight indicators that, when applied to a service delivery organization, provide a picture of the organization's management capabilities at one point in time. FPMD is currently fieldtesting these indicators in family planning organizations in Kenya, Bangladesh, and Nepal. In November 1993, the Task Force will meet to reassess these indicators.

5.0 COLLABORATION

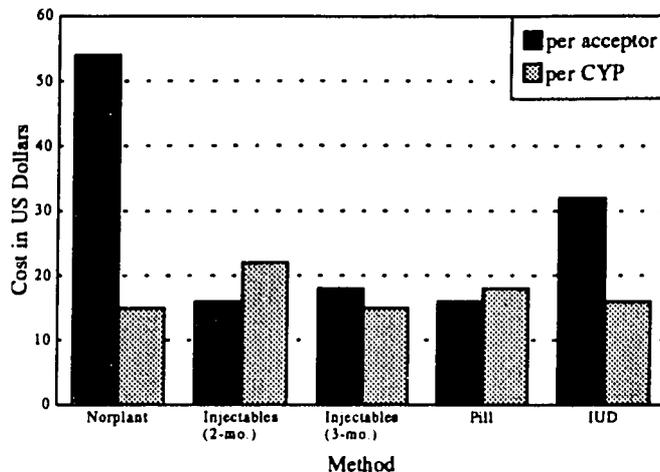
The following subsections and table on collaboration illustrate how extensively FPMD is coordinating activities with other Cooperating Agencies and donors.

Norplant Cost Study. FPMD completed a study of the cost-effectiveness of Norplant for A.I.D.'s Norplant Working Group. In April and May 1993, FPMD received the final draft report for the field study performed in Rwanda. FPMD worked with the Rwandan researchers to clarify methodological questions and perform additional analysis. FPMD finalized the cost study report in October 1993. The following table summarizes some of the key study's findings.

Norplant: Cost and Length of Use (1991 US\$)	
Cost for Product	\$18
Cost per Insertion Visit	\$31
Cost per Acceptor (includes costs for insertion visit and recommended number of follow-up visits)	\$54
Cost per Couple Year of Protection (CYP)	\$15
Average Length of Use (yrs.)	3.5

The study indicates that Norplant has the highest cost per visit for method initiation, primarily because the product is more expensive than other contraceptive methods. Norplant is also the most costly method per acceptor. Its length of use, however, is 1.5 to 4.8 times longer than the length of use of other methods. Therefore, as the following graph shows, Norplant's costs are, over time, equal to or less than other methods.

Cost by Contraceptive Method: Results from the Norplant Cost Study



The study confirms the hypothesis held by the researchers that although Norplant's initial costs are high, the cost per year of protection is in the same range as other resupply methods. While these findings need to be replicated in countries, they provide initial reassurance to policymakers who may be concerned about the costliness of Norplant.

Commodities and Logistics Module (CLM). FPMD received a buy-in from the Africa Bureau of A.I.D. to complete a CLM software package that will increase the capacity of family planning and primary health care program managers to plan and manage the stocking, distribution, and utilization of family planning and immunization program commodities as well as essential drugs, including oral rehydration packets. The CLM will provide managers with both important indicators on the functioning of their logistics system and forecasts of commodity requirements. The World Health Organization (WHO) is also supporting this activity and will use the CLM as its standard commodity logistics software package in its country programs. In completing this activity, FPMD will be collaborating with WHO, IPPF, and the FPLM Projects of CDC and JSI.

Management Training Session. FPMD conducted a session with the Office of Population/A.I.D./Washington on the importance of incorporating management interventions into population projects. FPMD presented for discussion a case scenario called "A Day in the Life," developed to illustrate the different kinds of management interventions and to show how they directly affect service delivery.

The following table shows other examples of FPMD's collaborative efforts.

FPMD's Collaboration with Donors and Other CAs

Region:	Donors & Cooperating Agencies	FPMD's Collaborative Activities
AFRICA		
Kenya	Pathfinder International	Developing joint implementation plans with Pathfinder for work at Mkomani Clinic Society and Maseno West to integrate these agencies' program activities and the MIS of these agencies, of the City Council of Nairobi, and of the Multi-sectoral Rural Project in Busoga, Uganda.
	AVSC	Collaborating with AVSC on developing a Kenya National Family Planning Service Delivery Implementation Plan.
	CEDPA	Subcontracted with CEDPA to review all project activities at MYWO.
Nigeria	Pathfinder International, PCS	Collaborating with these CAs on the development of PPFN's Family Planning Enhancement Project.
Burkina Faso	INTRAH	Collaborating with INTRAH on developing an operations guide for supervision for the MOH/DFH.
FRAC	CEDPA	Collaborating with CEDPA on planning for the sixth annual FRAC meeting
FPAs/Abidjan Region	Poptech, Pathfinder	Collaborated with these CAs on the Executive Development Seminar, Abidjan
CAFS	SEATS	Invited SEATS to collaborate on the development of CAFS's mid-level management course
CERPOD	The Population Council	Participated with Pop Council in Tripartite coordination meeting in Kenya.

Region: LATIN AMERICA AND THE CARIBBEAN	Forum & Cooperating Agencies	FPMD's Collaborative Activities
Mexico	IPPF/WHO, The Population Council FHI	Planned the CQI conference in Guadalajara in October 1993 with these CAs; Invited FHI to present a paper at the conference.
	The Population Council	Collaborating on MEXFAM's TQM project. Prepared APHA paper on TQM together. Collaborating on FEMAP's cost and marketing analyses.
	IPPF/Mexico	Collaborating on work in the NGO sector.
	Pathfinder/ Mexico Pathfinder International	Collaborating on CQI efforts with DGPF Collaborating on developing and producing the Spanish <i>Family Planning Manager's Handbook</i>
Bolivia	Pathfinder	Met with local representatives to coordinate activities in April and June 1993
Peru	Development Associates, OPTIONS, JSI/FPLM, CDC/FPLM	Coordinating and collaborating on planning and programming for the needs assessment of the MOH MIS system.
Jamaica	OPTIONS	Participating in quarterly meetings organized by OPTIONS for all CAs working in Jamaica.
	CDC	Collaborating to ensure compatibility of NFPB's new service statistics module with the logistics module that CDC is developing.

Region: ASIA, EUROPE, NEAR EAST REGIONS	Donors & Cooperating Agencies	FPMD's Collaborative Activities
Bangladesh CANGO Project	AVSC, The Asia Foundation, Pathfinder International	Providing technical assistance to strengthen the CAs' technical skills and systems for assisting NGOs programs in improved quality, expanded coverage, and sustainability. Their collaborative work resulted in draft data gathering instruments and guidelines for conducting and analyzing the results of management development assessments.
Philippines	The Futures Group FPLM/JSI CARE AVSC JHPIEGO	Coordinated with these key CAs that will serve as technical resources to FPMD's in-country activities
Nepal	The Population Council CEDPA	Collaborated in designing a "situation analysis" exercise for Government of Nepal's and FPAN's facilities. Reviewing activities with CEDPA to assure no overlap.
Turkey	CDC/FPLM	Collaborating in developing an integrated Service Information and Contraceptive Logistics Management Information System for the Ministry of Health's MCH/FP General Directorate.
Asia, Europe and Near East Regions	Evaluation of Family Planning Program Impact Project	Participating in the work of the Project's Service Delivery Working Group on developing a conceptual framework and indicators for accessibility to family planning services. In May 1993 FPMD made a presentation to the subcommittee on the ELCO mapping technique used in the LIP in Bangladesh.

Unit: PUBLICATIONS	Donors & Cooperating Agencies	FPMD's Collaborative Activities
<i>The Family Planning Manager</i>	FHI, IPPF, The Population Council, Pathfinder, JHPIEGO	Invited these organizations to do a peer review of issue Nos. 2-4 of Volume II
	IPPF, Pathfinder, and Country Family Planning Organizations	Invited Editorial Review Board members from these organizations to review issue Nos. 2-4 in Volume II
<i>The Family Planning Manager's Handbook</i>	Pathfinder	Closely collaborating and co-funding the French and Spanish editions of <i>The Handbook</i>
<i>The Family Planning Manager & The Family Planning Manager's Handbook</i>	27 Donors, CAs, and Population Research Institutions	Invited to share names and addresses for FPMD's database for its foreign editions
	CDC, JSI, Pathfinder	Invited to share French and Spanish terms for logistics glossaries for FPMD's foreign editions.
Unit: EVALUATION	EVALUATION, FHI, CDC/FPLM, INTRAH, JHPIEGO, PACIib, Pathfinder, The Population Council, Tulane School of Public Health	Communicating on an ongoing basis with these CAs in developing strategies for assessing management interventions and their impact on service delivery.

FPMD PROJECT	Donors & Cooperating Agencies	FPMD's Collaborative Activities
	Worldwide	Participated in the NGO Preparatory Conference in New York in May 1993 to provide ideas for the U.S. Delegation and U.S. Report to the 1994 U.N. International Conference on Population and Development in Cairo.
	AVSC	Met in June 1993 and made a presentation on the problem of CPR plateauing and FPMD's general mandate to address this problem through improving management capabilities in family planning programs; identified areas for collaboration.
	IPPF/WHR	Discussed potential for regional collaboration in June 1993.
	PCS	Provided management information on key topic areas for future <i>Population Reports</i> at a meeting in September 1993.
	Evaluation Project	Presented a costing methodology for the Evaluation Project's Sustainability's Task Force in September 1993.
	Evaluation Project & other CAs	Worked with the Evaluation Project's Task Force on Management to develop simple management indicators for assessing the management capability of family planning service delivery organizations.

6.0 PROGRAM MANAGEMENT

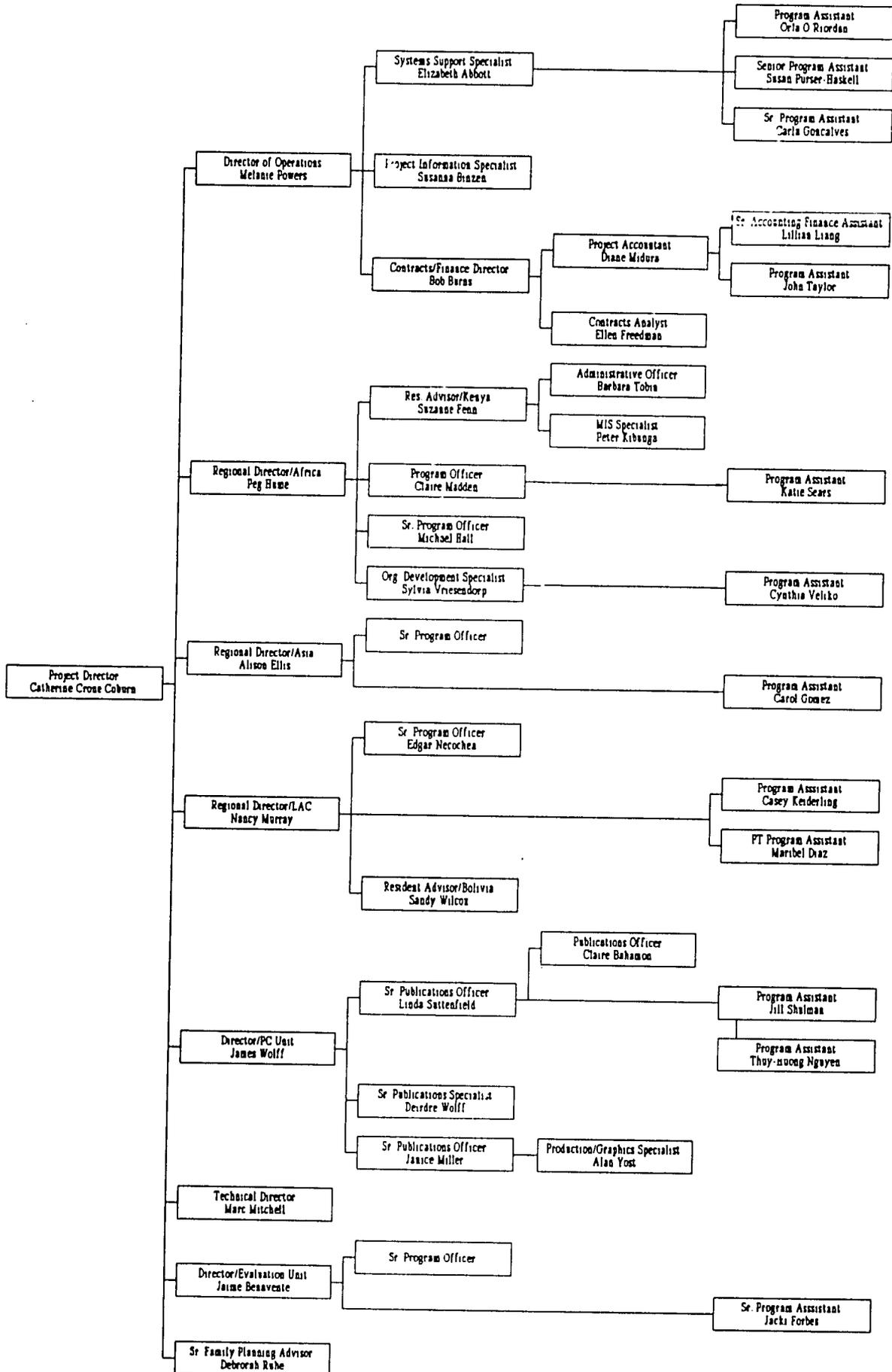
During the last six months FPMD completed the implementation of a new organizational structure and developed communications procedures to improve the flow of information between units. The organizational chart shows seven units that report to the Director. The heads of these units comprise the Management Team which meets regularly on a weekly basis. It also meets on an ad hoc basis to review subproject plans and discuss technical issues as they arise. Members of this team sit on the Project Evaluation Task Force which develops and reviews the project's overall evaluation strategy. In addition to the Management Team's meetings, each unit meets separately each week. The entire project's staff also meets each week to review issues, discuss new initiatives, and share information about upcoming activities in each Unit.

In addition to changes in organization structure and communications, FPMD implemented several long-term management initiatives to improve the systems responsible for internal and external reporting. First, the FPMD Activity Tracking System was developed and used for the first time in preparation of Management Review documents. The tracking system effectively chronicles all project activities. Staff enter data after the completion of each trip or substantive portion of a technical activity. The database is organized by subproject and anticipated outputs.

Second, the FPMD Activity Monitoring System is currently being tested and, when fully implemented, will provide new internal management reports and billing functions. The Monitoring System organizes expenditure information by subproject. This information is tied to the Tracking System through activity codes. Third, the FPMD Procedures Manual has been completed and is ready for a draft distribution. This represents the first compilation of all the project's procedures and protocols and will be formally distributed as a management tool.

Finally, a proposal for a major contract modification was submitted to the A.I.D. Contracts Office in August 1993. Once the modification is negotiated and executed, the contract will articulate more precisely the project's goals and expected outputs.

ANNEX 1.1: MANAGEMENT STRUCTURE OF FPMD



ANNEX 1.2: TRAINING

Course Participants Supported by Family Planning Management Development April-September 1993

Course Participants Supported by FPMD	Course	Date
FPAK Mr. Thomas Chuma, Senior Accountant	MSH's "Managing for Sustainability" Course	April/May 1993
FPAK Mr. Charles Onoko MIS Programme Officer	MSH's "Designing and Developing Management Information Systems" Course	May/June 1993

Workshops Supported by Family Planning Management Development April-September 1993

Country/Organization	Description	Date
Kenya		
FPAK	Conducted second Strategic Planning Review	July 1993
FPAK and Mkomani	Conducted Resource Expansion Seminar	August 1993
FPAK	Participated in Evaluation/MIS Workshop	August 1993
Maseno West/CCS	Facilitated MIS sessions at Pathfinder Workshop	August 1993
Burkina Faso		
Directorates of Family Health and of Studies and Planning	Conducted workshop to develop draft of operations guide for supervision	May 1993

Country/Organization	Description	Date
Africa Region		
African Family Planning Associations	Shared in costs of developing and implement-ing Executive Development Seminar, Abidjan	August 1993
Mexico		
MOH/DGPF	Provided support for 2 Quality of Care workshops for supervisors in Mexico City, and for state level service providers in San Luis Potosi	May 1993 June 1993
FEMAP	Trained FEMAP staff in conducting client profile interviews at clinics in 2 workshops	May, August 1993
Bolivia		
Six NGOs	Sponsored Management Programming Course in Cochabamba	August 1993
Bangladesh		
Government Units	Supported 4 LIP workshops 2 for government field-workers and 2 for admin-istrative staff new to the LIP	2 in April 1993 April, July 1993
CAs and NGOs	Conducted a workshop for CAs and NGO program managers on methods for assessing NGO progress	June 1993
Turkey		
MCHFP	Trained together with CDC the MCHFP team in new service statistics MIS and Contraceptive Logistics System	April 1993

**Study Tours Supported by Family Planning Management Development
April-September 1993**

Country/Organization	Description	Date
Bangladesh		
Government Units	Supported In-country Study Tour for four new thanas	July 1993
	Supported study tour to Indonesia for new LIP units	August/September 1993

**Training Tools Developed by Family Planning Management Development
October 1990-September 1993**

Why didn't it get Done?, a training exercise to help managers to understand the ways in which assumptions impede the communications that staff require before they can implement plans developed at higher organizational levels.

The Peanut Butter and Jelly Sandwich Factory, a training exercise to help managers develop awareness about the ways in which the structure of work affects productivity, staff morale, and results achieved. It also illustrates the effect of implementing continuous quality improvement processes.

Managing Middleness, a simulation for developing an understanding of how organizational dynamics stimulate or undermine staff empowerment, accountability, and responsibility. This training tool is especially useful for mid- and senior managers.

Pandora, a whole systems simulation recreating a day in the life of a family planning program that can be adapted for a wide audience to illustrate a variety of management concepts such as quality of care, decentralization, supervision and management information systems, extensively revised under the Family Planning Management Development Project.

A Day in the Life, a case scenario for illustrating the way how management provides the foundation on which an organization can expand and improve its service delivery.

Training Tools cont.

Nine Case Scenarios accompanying *The Family Planning Manager* that train staff in:

- reducing client waiting times
- using service data
- making decisions about service fees
- understanding contraceptive supply systems
- analyzing eligible couple maps
- improving service processes
- analyzing service costs
- monitoring discontinuation
- developing plans for new program initiatives

ANNEX 1.3: PROFESSIONAL PAPERS WRITTEN BY FAMILY PLANNING MANAGEMENT DEVELOPMENT OCTOBER 1990-SEPTEMBER 1993

1. "Evaluation Planning and Needs Assessment Guidelines for Family Planning Organizations," paper by Jaime Benavente and Barbara Seligman, August 1993.
2. "Lessons Learned about Systematic Evaluation in the Organizational Development Process," paper and presentation (NCIH 1992) by Barbara Seligman and Nancy Murray.
3. "Building a Sustainable Program: FPMD's Work with the Family Planning Association of Kenya," paper by Deirdre Wulf, August 1992.
4. "Training Family Planning Program Managers for the Year 2000," paper and presentation (APHA 1990) by Linda Suttentfield, James Wolff, Susanna Binzen.
5. "The Management Implications of Community-Based Participation in Family Planning Service Delivery," paper and presentation (IPPF/GTZ workshop on Community-Based FP Services, Harare, Sept. 1991), and article (IPPF publication), by Leslie Curtin, Sara Seims, Deirdre Wulf.
6. "Management Information for Community-Based Services," paper and presentation (IPPF/GTZ workshop on Community-Based FP Services, Harare, Sept. 1991), and article (IPPF publication), by Joellen Lambiotte.
7. "Community Participation in the Indonesian Family Planning Program: The Village Perspective and Management Strategies," paper by Donald Chauls and Santoso Hamijoyo, April 1992 (submitted to International FP Perspectives).
8. "Sustainability of Family Planning Programmes in the 1990s," paper and presentation (Seminar on Programme Sustainability Through Cost Recovery, held by IPPF in Kuala Lumpur, Oct. 1991) and article (IPPF publication on sustainability and cost recovery) by Catherine Crone Coburn.
9. "Providing Effective Management Assistance: Six Keys to working with Family Planning Organizations in Developing Countries," paper and presentation (APHA 1991) by Sara Seims, Leslie Curtin, Susanna Binzen.
10. "Rapport sur la IVème Réunion du Comité FRAC sur la Qualité des Services," paper and presentation (The Population Council, Journées de Réflexion, Senegal, February 1992) by Sylvia Vriesendorp.
11. "Rapport sur la Vème Réunion du Comité FRAC au Rwanda sur la Décentralisation," (The Population Council, Journées Annuelles de Réflexion, Burkina Faso, May 1993) by Sylvia Vriesendorp.
12. "Norplant Cost Study: Rwanda Final Report," report by Marie Goretti Nyirarukundo, Emmanuel Hakizimana, Taryn Vian, October 1993.

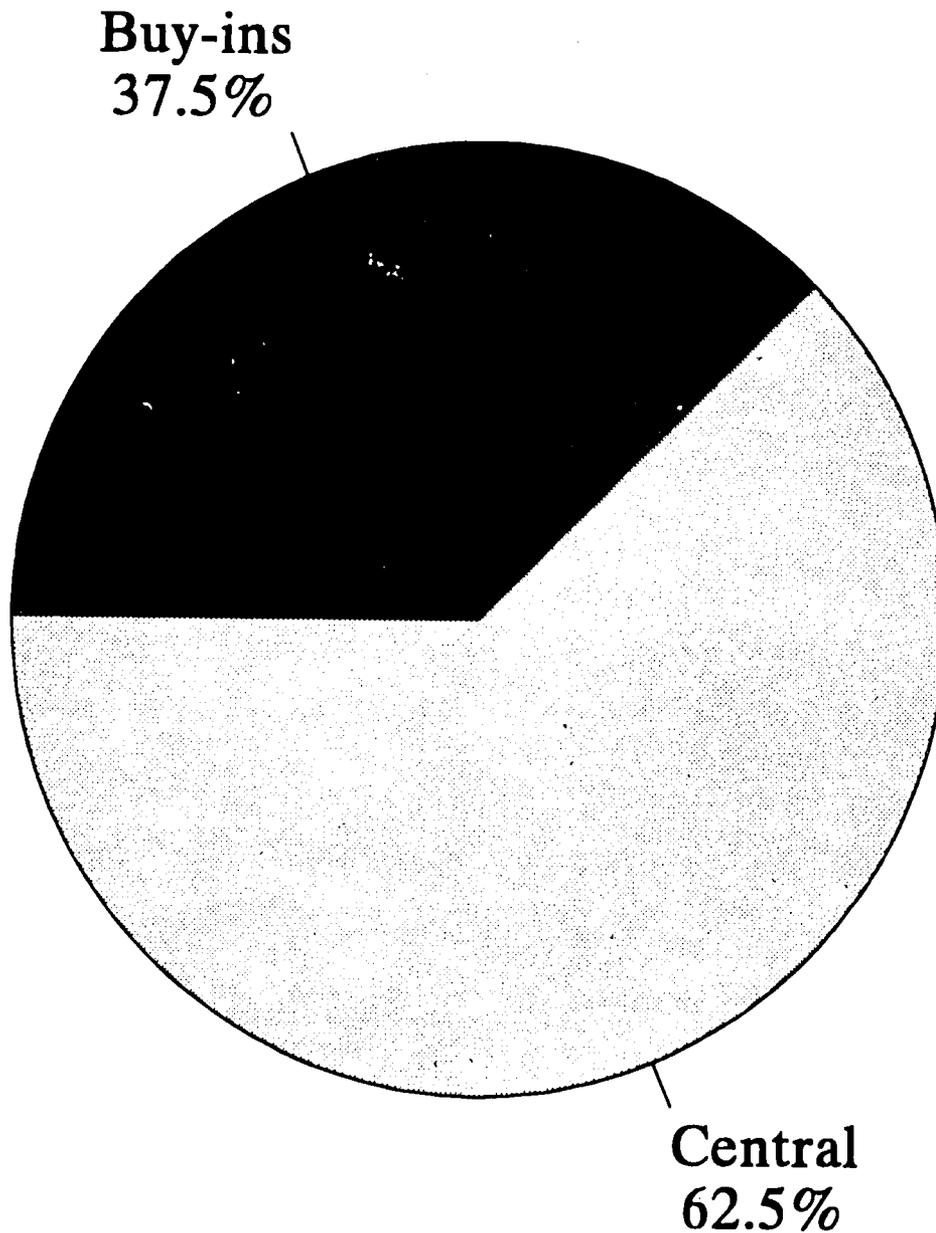
ANNEX 2.1: OBLIGATIONS RECEIVED

ANNEX 2-1: FAMILY PLANNING MANAGEMENT DEVELOPMENT OBLIGATIONS RECEIVED THROUGH SEPTEMBER 30, 1993

SOURCES OF OBLIGATION	TOTAL OBLIGATION	% PROJECT OBLIGATION
Central	\$16,437,000	55.7%
OYB Transfer (Nigeria)	\$2,000,000	6.8%
Buy-ins:		
Delivery Order #1 ENEA Regional	\$64,453	0.2%
Delivery Order #2 Pakistan	\$34,928	0.1%
Delivery Order #3 Bangladesh	\$250,000	0.8%
Delivery Order #4 Bolivia	\$149,909	0.5%
Delivery Order #5 Kenya/NGO	\$374,309	1.3%
Delivery Order #6 Kenya/NCPD	\$345,492	1.2%
Delivery Order #7 Bangladesh	\$1,739,017	5.9%
Delivery Order #8 Africa/CAFS	\$100,000	0.3%
Delivery Order #9 Morocco	\$110,000	0.4%
Delivery Order #10 Philippines	\$29,650	0.1%
Delivery Order #11 Burkina Faso	\$65,869	0.2%
Delivery Order #12 Mali/CERPOD	\$220,770	0.8%
Delivery Order #13 Bolivia	\$350,000	1.2%
Delivery Order #14 Philippines	\$54,999	0.2%
Delivery Order #15 Bolivia	\$99,977	0.3%
Delivery Order #16 Regional/CAFS	\$99,736	0.3%
Delivery Order #17 Bangladesh	\$998,982	3.4%
Delivery Order #18 Jamaica	\$103,400	0.4%
Delivery Order #19 Honduras	\$188,774	0.6%
Delivery Order #20 Regional/CAFS	\$135,534	0.5%
Delivery Order #21 Regional/CLM	\$91,930	0.3%
Delivery Order #22 Bolivia	\$227,257	0.8%
Delivery Order #23 Kenya	\$498,423	1.7%
Delivery Order #24 Jamaica	\$111,279	0.4%
Delivery Order #25 Bangladesh	\$4,109,016	13.9%
Delivery Order #26 Philippines	\$499,337	1.7%
Total Buy-ins	\$11,053,041	37.5%
TOTAL OBLIGATIONS	\$29,490,041	100.0%

ANNEX 2.2: TOTAL OBLIGATIONS RECEIVED

Total Obligations Received through September 30, 1993



ANNEX 2.3: TOTAL OBLIGATIONS AND EXPENDITURES

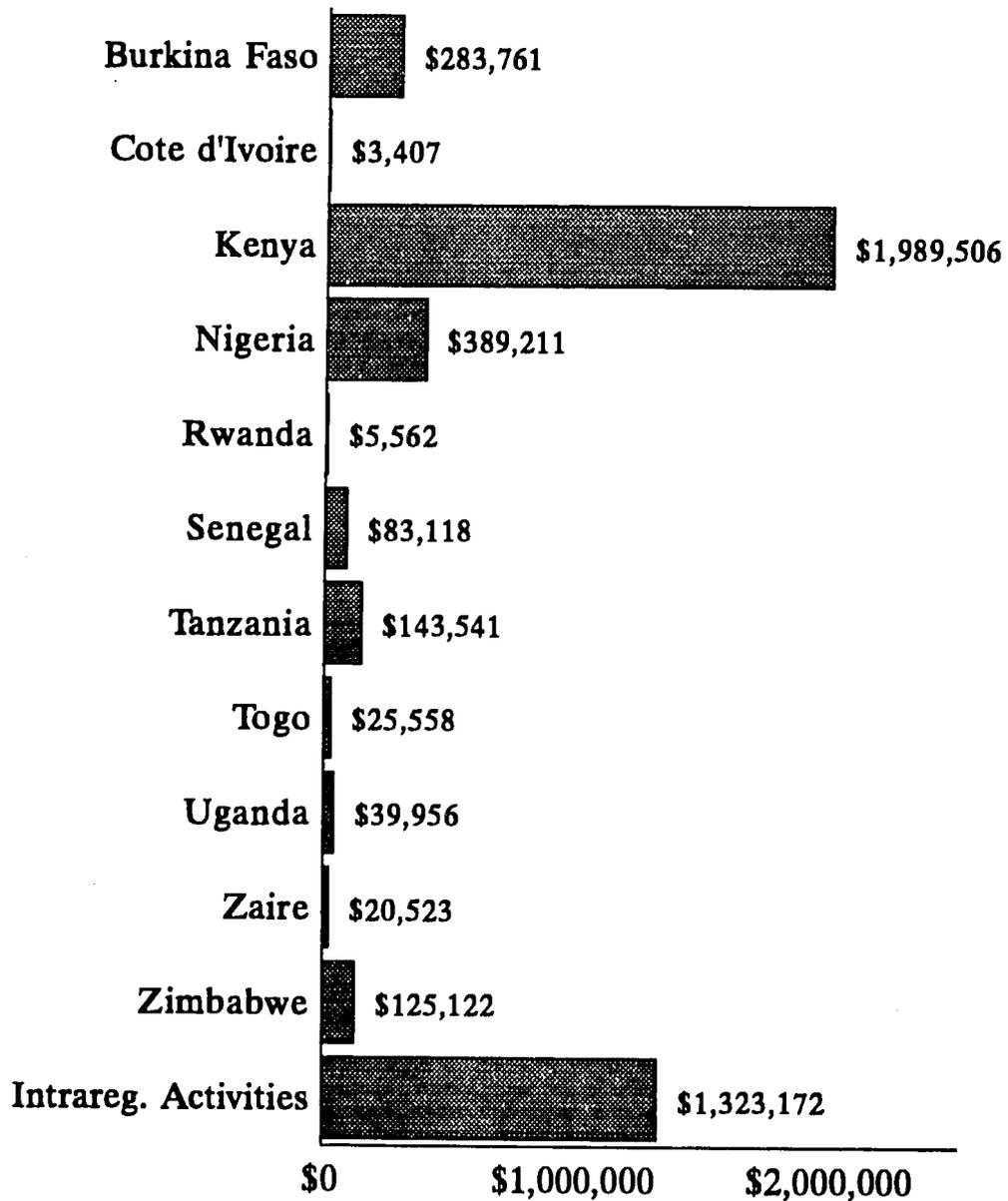
ANNEX 2-3: FAMILY PLANNING MANAGEMENT DEVELOPMENT
 TOTAL OBLIGATIONS AND EXPENDITURES* THROUGH SEPTEMBER 30, 1993
 by Contract/Delivery Order

CONTRACT/ DELIVERY ORDER	COUNTRY/ REGION	TOTAL OBLIGATION (000's)	EXPENDITURES thru 9/30/93 (000's)
DPE-3055-C-00-0051-00	Worldwide	\$18,437	\$11,032
DPE-3055-Q-00-0052-00:			
Delivery Order 001	ENEA 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	\$194
Delivery Order 006	Kenya/NCPD	\$346	\$250
Delivery Order 007	Bangladesh	\$1,739	\$1,591
Delivery Order 008	Africa Region	\$100	\$91
Delivery Order 009	Morocco	\$110	\$110
Delivery Order 010	Philippines	\$30	\$27
Delivery Order 011	Burkina Faso	\$66	\$58
Delivery Order 012	Mali/CERPOD	\$221	\$111
Delivery Order 013	Bolivia	\$350	\$229
Delivery Order 014	Philippines	\$55	\$54
Delivery Order 015	Bolivia	\$100	\$0
Delivery Order 016	Regional/CAFS	\$100	\$2
Delivery Order 017	Bangladesh	\$999	\$171
Delivery Order 018	Jamaica	\$103	\$40
Delivery Order 019	Honduras	\$189	\$1
Delivery Order 020	Regional/CAFS	\$136	\$0
Delivery Order 021	Regional/CLM	\$92	\$0
Delivery Order 022	Bolivia	\$227	\$0
Delivery Order 023	Kenya	\$498	\$0
Delivery Order 024	Jamaica	\$111	\$0
Delivery Order 025	Bangladesh	\$4,109	\$0
Delivery Order 026	Philippines	\$499	\$0
TOTAL		\$29,490	\$14,428

* Includes only expenditures billed to A.I.D. through 9/30/93; does not include expenses incurred but not yet billed.

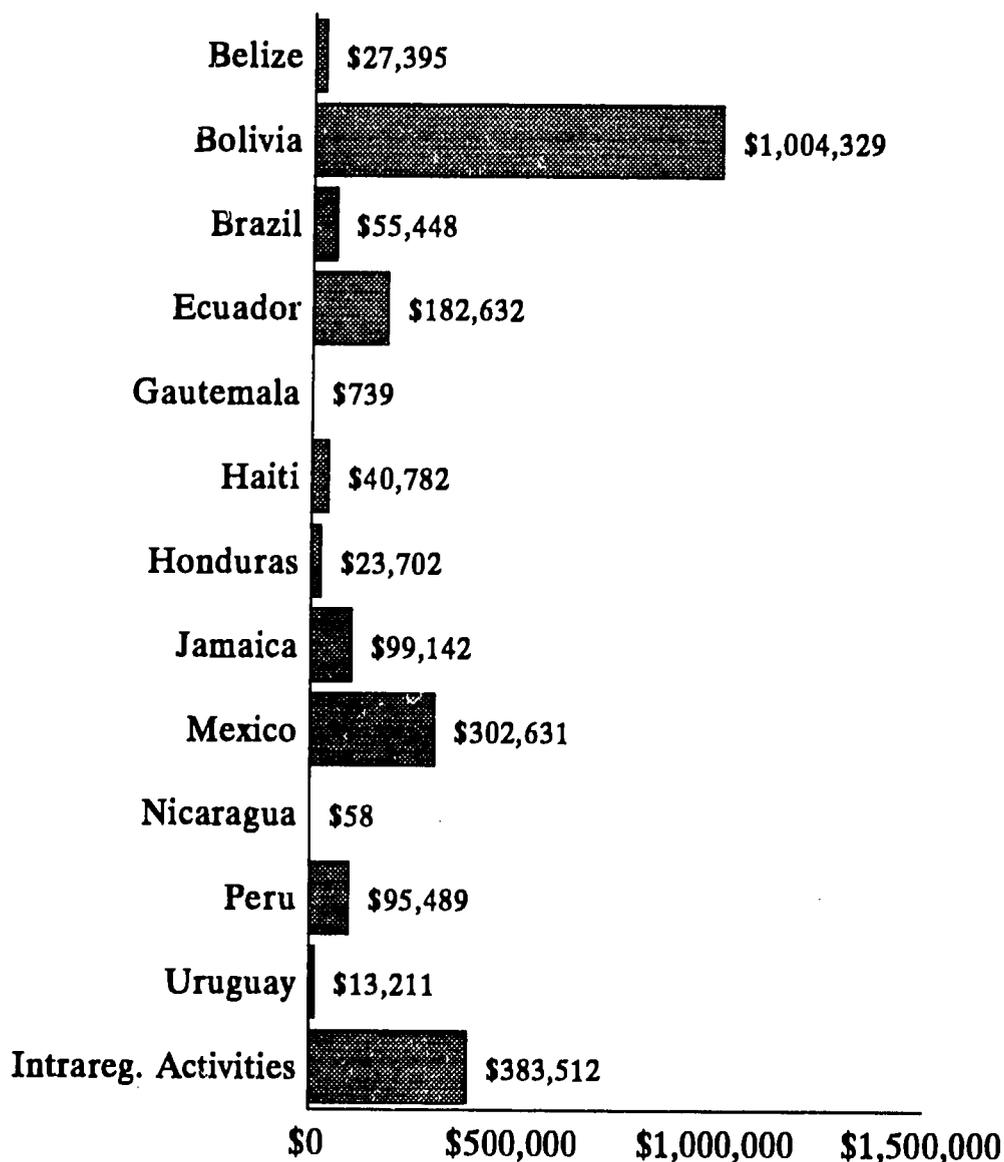
ANNEX 3.1: FPMD EXPENDITURES FOR THE AFRICA REGION

**FPMD Expenditures by Region and Country--Africa
Project to date through September 30, 1993**



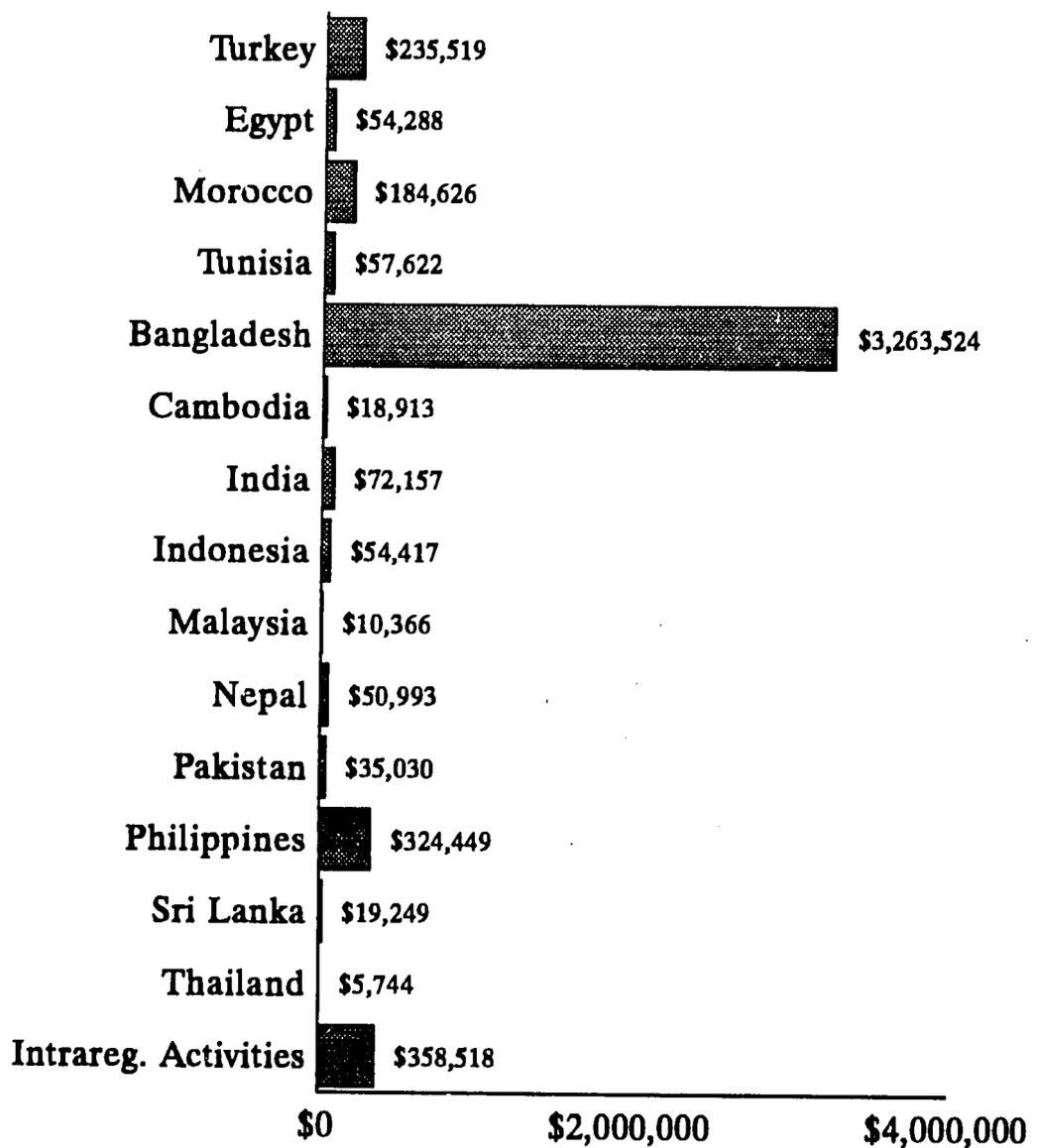
ANNEX 3.2: FPMD EXPENDITURES FOR THE LATIN AMERICA / CARIBBEAN REGION

**FPMD Expenditures by Region and Country--
Latin America/Caribbean
Project to date through September 30, 1993**



ANNEX 3.3: FPMD EXPENDITURES FOR THE EUROPE / NEAR EAST / ASIA REGION

**FPMD Expenditures by Region and Country--
Europe, Near East, and Asia
Project to date through September 30, 1993**



ANNEX 4.1: FPMD EXPENDITURES BY PROJECT ACTIVITY/ AFRICA REGION

From April 1, 1993 through September 30, 1993

Region	Country/Subproject	Expenditures	Totals
Africa	Intraregional		
	Centre for African Studies	\$43,834	
	CERPOD	\$34,826	
	FRAC	\$93,901	
	Int'l Planned Parenthood	\$14,423	
			\$186,984
	Burkina Faso		
	Ministry of Health	\$79,756	
			\$79,756
	Kenya		
	CHAK	\$92,729	
	FPAK	\$110,666	
	Mkomani	\$45,853	
Maseno West	\$19,245		
MYWO TA	\$12,550		
Nat'l Council Pop. & Devt.	\$50,331		
Field Office	\$258,519		
SDA/RHS	\$4,797		
		\$594,691	
Nigeria			
PPFN	\$141,383		
Country Program	\$795		
		\$142,178	
Uganda			
Country Program	\$23,499		
		\$23,499	
Regional Total			\$1,027,108

ANNEX 4.2: FPMD EXPENDITURES BY PROJECT ACTIVITY/ LATIN AMERICA / CARIBBEAN REGION

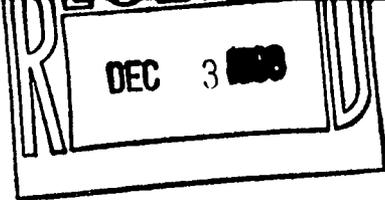
From April 1, 1993 through September 30, 1993

Region	Country/Subproject	Expenditures	Totals
Latin America and the Caribbean	Bolivia		
	CIES	\$57,443	
	Caja Nacional de Salud	\$9,611	
	Ministry of Health	\$10,539	
	Country Program	\$104,041	
	Coordination of NGOs	\$8,197	
	Multi-institutional training	\$19,825	
			\$209,656
	Brazil		
	Country Program	\$12,106	
			\$12,106
	Ecuador		
	CEPAR	\$1,981	
			\$1,981
	Honduras		
	ASHONPLAFA	\$1,911	
			\$1,911
Mexico			
FEMAP	\$45,553		
MEXFAM	\$57,693		
Country Program	\$29,740		
		\$132,987	
Jamaica			
NFPB	\$28,248		
		\$28,248	
Peru			
Ministry of Health	\$35,576		
		\$35,596	
Regional Total			\$422,463

ANNEX 4.3: FPMD EXPENDITURES BY PROJECT ACTIVITY/ EUROPE / NEAR EAST / ASIA REGION

From April 1, 1993 through September 30, 1993

Region	Country/Subproject	Expenditures	Totals
Asia/ Europe/ Near East	Bangladesh		
	Local Initiatives Project	\$687,136	
	NGOs	\$231,523	
			\$918,659
	Morocco		
	Country Program	\$24	
			\$24
	Nepal		
	Family Planning Assoc. of Nepal	\$15,529	
			\$15,529
Philippines			
Department of Health	\$108,182		
		\$108,182	
Turkey			
Ministry of Health	\$50,806		
		\$50,806	
Regional Total			\$1,093,199



ANNEX 4.4: FPMD EXPENDITURES BY PROJECT ACTIVITY/ PUBLICATIONS AND COMMUNICATIONS REGION

From April 1, 1993 through September 30, 1993

Region	Country/Subproject	Expenditures	Totals	
Interregional Activities	Publications and Communications			
	FP Manager's Handbook	\$60,704		
	FP Manager	\$288,599		
	Other publications	\$1,858		
			\$351,161	
	Other			
	Norplant Studies	\$16,978		
TQM	\$28,229			
Project Management	\$148,785			
			\$193,992	
Regional Total			\$545,153	

Note: Expenditures for subproject evaluations are included under regional subproject expenditures.