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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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LIST OF ABBREVIATIONS AND ACRONYMS

ABSF	Burkinabe Nurse Midwives Association
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
CEMOPLAF	Centro Médico de Orientación y Planificación Familiar (Ecuador)
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)
CMA	Crescent Medical Aid (Kenya)
CNS	Caja Nacional de Salud (Bolivia)
DA	Development Associates
DFH	Directorate of Family Health (Burkina Faso)
ENE/A	Europe, Near East, and Asia Regions
FHI/II	Family Health Initiatives II
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
IEC	Information, Education, and Communication
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 Gynecology and Obstetrics
LAC	Latin America and Caribbean Region
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
PAC IIB	Family Planning Training for Paramedical, Auxiliary, and Community Personnel
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
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)
UIP	Upazila Initiatives Project (Bangladesh)
UNFPA	United Nations Population Fund
URC	University Research Corporation
USAID	United States Agency for International Development

1. EXECUTIVE SUMMARY

From April 1992 through September 1992, The Family Planning Management Development (FPMD) Project has provided 27 organizations in 17 countries technical assistance in management at provider, organizational, program, or environmental levels, wherever the need is most pronounced. Highlights of this period underscore how FPMD is accelerating the transfer of appropriate management technology.

Accelerating the Transfer of Technology

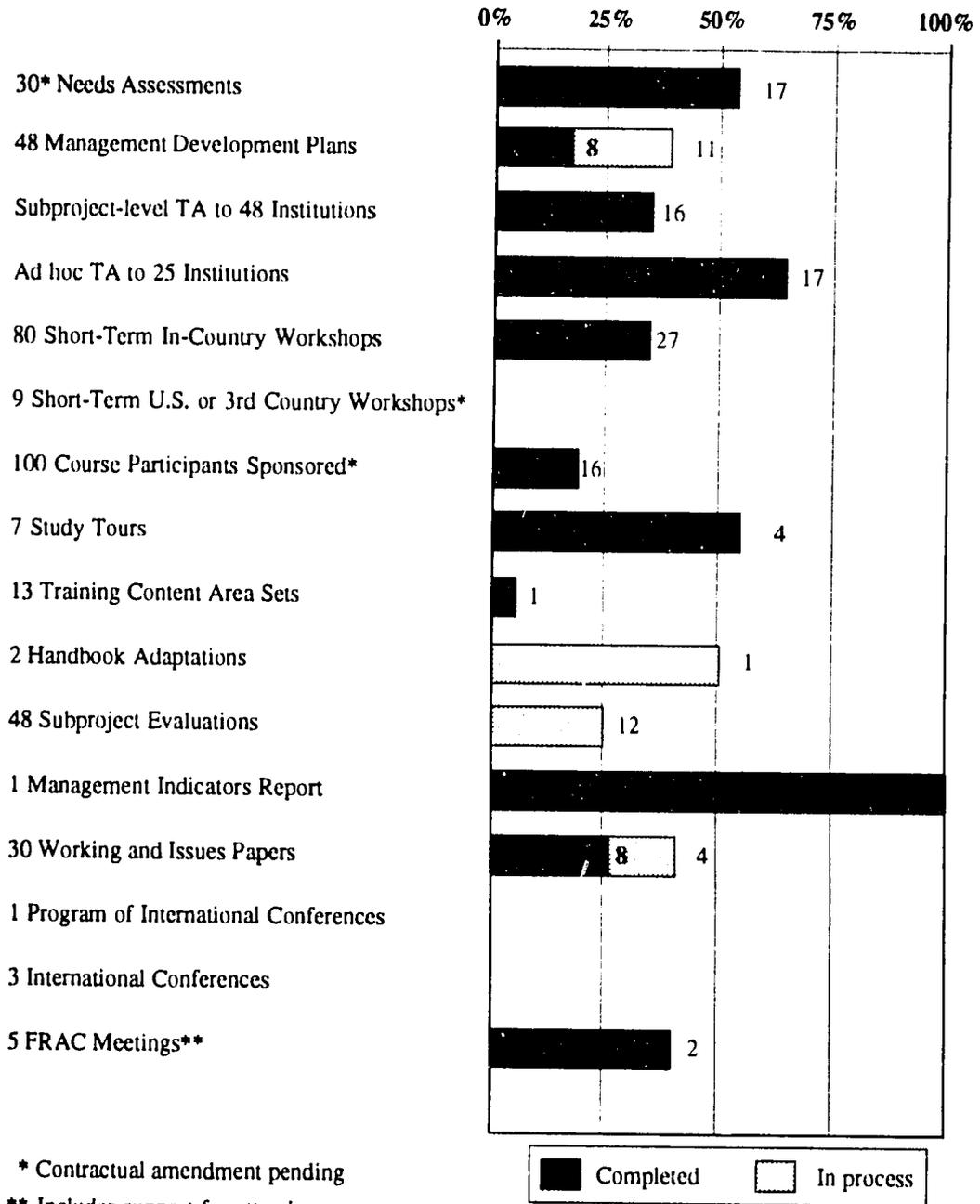
- **Providing Tools:** FPMD's bi-monthly management publication, *The Family Planning Manager*, draws on the collective expertise of FPMD technical staff, an international review board, and staff of other Cooperating Agencies to develop state-of-the art tools and techniques in service delivery management. During this period, training programs in Anglophone Africa, Bangladesh, and the Philippines used *The Manager* as instructional material for family planning managers at a variety of organizational levels, and John Snow Inc. and The Centers for Disease Control requested multiple copies of the issue "Improving Contraceptive Supply Management," which they helped to develop, to train managers in contraceptive logistics. The publication also won a first prize Blue Pencil Award from the National Association of Government Communicators for its ability to transmit practical information with clear, concise writing, "How to" boxes, examples from the field, and training cases.
- **Tailoring Transfer:** FPMD tailors its assistance through careful assessments to meet the needs of the organizations it works with. During these six months, FPMD completed a survey in Burkina Faso that assessed the training needs of the governmental family planning supervisors and the organizational constraints they face in their work. The survey revealed that supervisors lack formal training in supervision, do not receive on the job training in management skills, and face constraints such as shortages of supervisory staff and petrol. FPMD is assisting in the design of appropriate training to address the specific needs of the Burkinabe supervisors.
- **Supporting Forums for Change:** FPMD supports and assists in the organization of the annual meetings of the Francophone Regional Advisory Committee in Africa. Through a highly participatory meeting format of discussions, exercises, and observational study tours centered around a key theme, senior family planning managers of Francophone Africa and Haiti actively reach an understanding of key organizational prerequisites for high-quality services and develop action plans for making important changes in their organizations. In September and October 1992, FPMD supported the participation of 22 out of the 29 participants at the fifth annual FRAC meeting in Kigali, Rwanda which was organized around the theme of "Decentralizing Family Planning Services to Serve Hard-to-Reach Populations." Participants to the meeting reported on changes they had made since the last annual meeting which ranged from revising clinical standards to initiating individual counseling and adopting measures to protect client privacy.
- **Evaluating Impact:** FPMD is beginning to obtain preliminary results from the evaluations it has been implementing. In Bangladesh, FPMD's study of changes in contraceptive prevalence rates (CPRs) suggest that the contraceptive use is growing at a faster rate in areas served by the FPMD-supported Local Initiatives Project than in other areas. The Local Initiatives Project has actively transferred organizational ideas for family planning services from Indonesia.

1.1 Achievement of Contractual Requirements

The following chart shows the progress FPMD is making toward completing its contractual requirements.

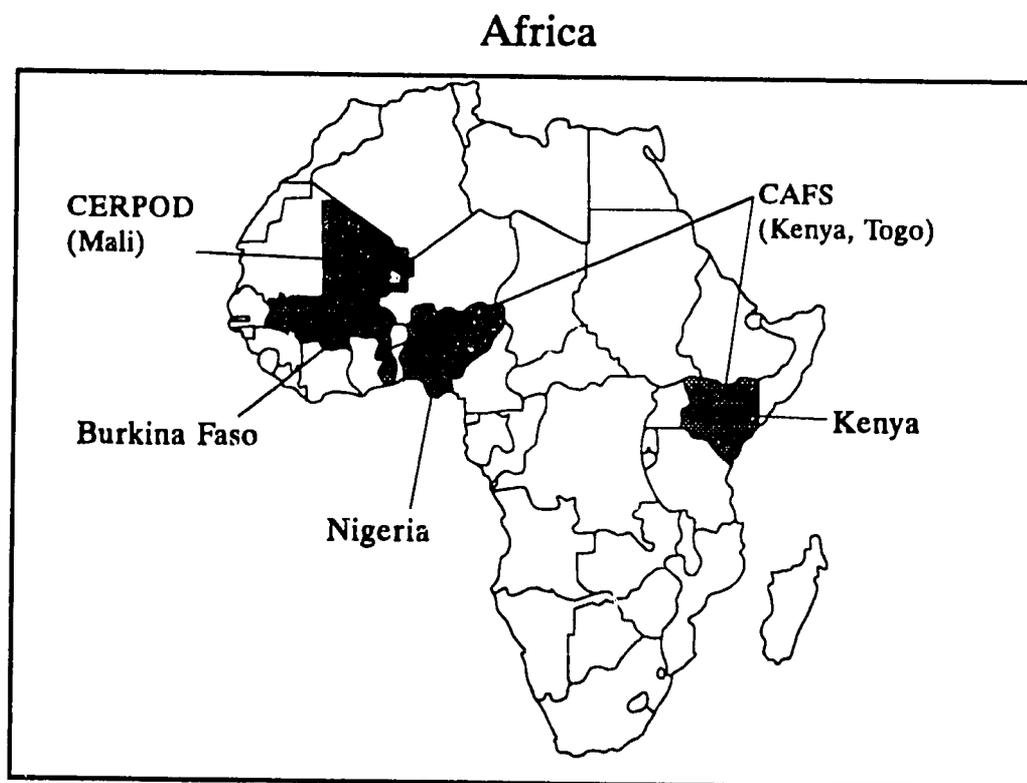
Achievement of Contractual Requirements

Through September 30, 1992



2. HIGHLIGHTS OF REGIONAL ACTIVITIES

2.1 Major Accomplishments in Africa



FPMD's Africa Division is providing assistance to African governments and NGOs which is strengthening their family planning programs by increasing their management capacity. From April 1992 to September 1992, FPMD laid the groundwork that will guide its interventions in Kenya, Nigeria, and Burkina Faso. In particular, in Kenya, FPMD initiated an extensive assessment of its interventions. In Nigeria, FPMD was invited to develop a broad range of management interventions with the Planned Parenthood Federation of Nigeria (PPFN) that will implement the findings of a assessment of PPFN's needs. In Burkina Faso, FPMD conducted a baseline survey of the family planning supervisory system, in collaboration with the Directorate of Family Health (DFH), that will be used to plan future assistance.

During this period FPMD also undertook several important African regional activities. FPMD supported and helped organize the Francophone Regional Advisory Committee's annual meeting in Rwanda, where 29 participants from 13 countries developed action plans for

servicing hard-to-reach populations through decentralized services. In Mali, FPMD conducted a strategic planning exercise with the Centre d'Etude et de Recherche sur la Population (CERPOD) and established the basis for providing CERPOD with technical assistance in financial management. FPMD also completed development of performance appraisal and supervision procedures for the Centre for African Family Studies (CAFS) which will foster productive performance of their personnel.

Kenya

Kenya presents FPMD with a unique opportunity to determine the effectiveness of different management approaches because FPMD has used a number of different interventions with diverse Kenyan organizations over a long period of time. In April-May 1992, FPMD worked with USAID/Kenya officials and local organizations to begin an on-going assessment of FPMD's collaborative interventions. Results from this assessment will be used to direct FPMD interventions in Kenya and other countries. (See **Section 4, EVALUATION** on page 17.)

FPMD's long-time Resident Advisor in Kenya, Jean Baker, left her position to move to Nepal and was replaced by Suzanne Fenn. In May 1992 FPMD worked with the Kenya office staff to ease the transition in resident advisors and to collaborate with Kenya staff on important programmatic and logistical issues. FPMD's new Resident Advisor also came to Boston for orientation.

During two trips to Kenya in May and August/September 1992, FPMD provided MIS technical assistance to all the NGOs with which FPMD works in Kenya. During the summer, FPMD's new Resident Advisor also facilitated a one week study tour for USAID's family planning project in Rwanda which is managed by Management Sciences for Health (MSH). MSH's Resident Advisor from Rwanda and four Rwandan Ministry of Health Officials visited Kenya to observe their community-based distribution family planning activities.

National Council for Population and Development (NCPD): FPMD monitors the implementation of NCPD's new management information system (MIS) and makes recommendations for important revisions. FPMD supported the participation of the Deputy Director of NCPD at MSH's July 1992 MIS course in order to assist him in the role of supervisor of the MIS Division of NCPD. In September an MSH Senior Consultant in MIS took part in an assessment of MIS activities at NCPD. In addition, he participated in the recruitment of an MIS specialist, reviewed the work plans of FPMD MIS staff, and helped develop FPMD's assessment of its MIS interventions in Kenya.

Christian Health Association of Kenya (CHAK): FPMD assists CHAK in designing and implementing an MIS and supports in-service computer training. In May 1992 an MSH Senior Consultant in MIS conducted a monitoring visit to CHAK to review CHAK's statistical database, software revisions, and data collection instruments. In

September FPMD finalized the annual MIS work plan and reviewed progress made in the design of CHAK's MIS systems. In the area of training, FPMD held the first of two annual Planning and Review Seminars in June 1992 to improve the management skills and systems of CHAK senior managers. In August FPMD also conducted a staff development workshop for Senior staff. Recruitment for a Management Support Unit Interim Coordinator began in the summer and is still continuing. The FPMD-supported work in developing a unit costing/fee structure model was completed in September by Carr, Stanyer and Gitau, a Kenyan accounting firm.

Family Planning Association of Kenya (FPAK): FPMD's Management Development Plan for FPAK, which covers a wide range of activities, was revised in July 1992 and signed by the new Executive Director of FPAK. In mid-May FPMD assisted FPAK program staff in finalizing their Activities Monitoring System (AMS) and their quarterly reporting format. In September, the MIS specialist returned to FPAK to plan a November workshop for Area Managers and Project Officers. At the request of FPAK's Acting Executive Director, FPMD sponsored their Chief Accountant's participation in an MSH Financial Management for Health Course conducted in June-July.

Mkomani Clinic Society: FPMD works with Mkomani on developing a financial and service delivery MIS in collaboration with Pathfinder International, developing a long-range financial plan, and strengthening Board/Staff relations. In July 1992 FPMD and Pathfinder International conducted a joint visit to Mkomani to monitor their service statistics reporting system at clinics. In August-September, FPMD conducted a follow-up visit based on recommendations from the February 1992 MIS trip report, collaborated with Pathfinder International on revising the FPMD/Pathfinder MIS work plan, installed the Healthware system, and trained staff in its use. Also in August 1992, a senior FPMD Personnel Consultant conducted a two-day seminar for Board and Senior Staff members to clarify the division of Board/Staff roles, responsibilities, and lines of authority.

Seventh Day Adventist Rural Health Services (SDA/RHS): FPMD is assisting SDA/RHS in revising information systems, expanding self-financing, and performing strategic planning. In the area of MIS, FPMD worked with SDA/RHS staff in May 1992 to assess the organization's systems for financial, personnel, and service information. FPMD made recommendations for revisions to the system and developed an MIS workplan for SDA/RHS. In August the MSH MIS consultant spent five days working with SDA on testing the Healthware System for service statistics, installing spreadsheet software and training staff in its use, and reviewing drug inventory and payroll systems.

To expand the sustainability of SDA/RHS, FPMD sponsored the participation of the organization's Director in an MSH Financial Management Course in June-July 1992. Upon his return to Kenya, the Director collaborated with FPMD's consultant on a

financial needs assessment of SDA/RHS which will eventually lead to the development of a fee structure. In preparation for strategic planning, the Director of SDA/RHS, an FPMD consultant, and the Resident Advisor met several times to organize the planning exercise scheduled for October.

Maseno West/Christian Community Services (formerly Saradidi): FPMD is working with Maseno West on improving its management systems to strengthen support for service delivery. In July FPMD collaborated with Pathfinder International on a management needs assessment at Maseno West. In September, an MSH Senior MIS Consultant conducted an assessment of the current MIS system and an initial plan was developed for FPMD to carry out MIS interventions at Maseno.

Maendeleo Ya Wanawake (MYWO): FPMD's subcontractor, the Centre for Development and Population Activities (CEDPA), finalized its management assessment of MYWO. CEDPA will implement assistance in personnel systems, supervision, and financial management while FPMD will play an advisory role with both CEDPA and Pathfinder International in their assistance to MYWO.

Nigeria

The scope of FPMD's initial activities in Nigeria were defined during this period. Following a CAs' planning meeting in Washington in May 1992, USAID/Administrative Affairs Office/Nigeria contracted with FPMD to assist in implementing the findings of the needs assessment of the Planned Parenthood Federation of Nigeria (PPFN) which was conducted by Family Health International (FHI). In mid-September, the Director of FPMD's Africa Division led a team comprised of FPMD's Director of Operations and representatives from IPPF's West Africa office, Johns Hopkins University/Population Communication Services, the Association for Voluntary Surgical Contraception (AVSC), and Pathfinder International to Nigeria. The team established priorities with PPFN for addressing recommendations presented in the needs assessment, worked with PPFN to draft a Management Development Plan (MDP), developed a plan and budget for interventions to address the institutional development and resource management needs of PPFN, and established a joint program of technical assistance. FPMD's first series of interventions will include 1) the development of a master work plan for training in and finalization and institutionalization of service protocols, 2) the development of a procurement plan for equipment and supplies, 3) a comprehensive review of current staffing patterns, and 4) the hiring of an in-country manager.

Burkina Faso

FPMD is focusing its assistance on supervision in Burkina Faso. In July 1992 FPMD, in collaboration with USAID staff and Burkinabe officials from the Ministry of Health and Social Action and the Family (MOHSAF), conducted a baseline survey of the national family planning supervisory system. (See **Section 4, EVALUATION** on page 17.) Based on the results of this survey, FPMD will develop indicators to monitor FPMD interventions in

supervision and will develop a detailed scope of work for the second phase of FPMD's Burkina Faso buy-in. Finalization of the survey report is planned for early 1993.

2.2 Africa Regional Activities

Center for African Family Studies (CAFS)

FPMD is implementing the REDSO/West buy-in for strengthening the management capabilities of CAFS, a training institute for Sub-Saharan Africa. In April 1992, FPMD completed the development of performance appraisal and supervision procedures as tools for fostering the productive performance of personnel. FPMD worked with CAFS to produce a draft checklist for a performance appraisal and staff development system, and a draft of a supervisor's checklist for supervision meetings. These drafts are being circulated for comments by staff.

In July 1992, FPMD helped the management training unit at CAFS's regional office in Togo to prepare a new course that will meet the management training needs of senior managers. They produced a complete training manual with course objectives, session guides, and a time schedule. FPMD will provide technical assistance to the course trainer the first time the course is conducted. Also during this period, a new CAFS buy-in with REDSO/West was developed for FPMD to help strengthen CAFS's Togo office.

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

In June-July 1992, FPMD's Africa Division Director and Senior Training Specialist designed and carried out a strategic planning workshop at CERPOD. In addition, FPMD met with USAID and Population Council officials to coordinate future management interventions. In July, following the workshop, the Senior Training Specialist attended the CERPOD-sponsored Second Conference on Population Policy in the Sahel held in Dakar, Sénégal. The conference was a forum to assist Sahelian countries in developing a consensus on population policies and population program interventions for their region. It was attended by more than seventy-five population specialists from the nine Sahelian countries and key international donor agencies in that region.

The Director of the Africa Division plans to conduct a follow-up visit to assess progress made on CERPOD's strategic plan, to meet with the Population Council representative, and to coordinate a financial management intervention in early October. At the same time, a Senior MSH financial analyst will review CERPOD's cost accounting system and work with CERPOD to develop and implement an indirect cost rate.

The Francophone Regional Advisory Committee (FRAC)

The fifth annual FRAC meeting was held in Kigali, Rwanda from September 27th to October 8th. The theme of "Decentralizing Family Planning Services to Serve Hard-to-Reach Populations" was explored by twenty-nine participants representing IPPF/Haiti, SEATS, MSH, and 13 countries including Burkina Faso, Burundi, Cameroon, Côte D'Ivoire, Guinea, Haiti, Mali, Morocco, Niger, Senegal, Rwanda, Tunisia, and Togo. FPMD supported 22 of these participants. The meeting format allowed participants to examine the theme from a theoretical perspective, and then from a practical perspective through field visits in Rwanda, in order to lay the foundation for the development of their own action plans. The host of this meeting was the Rwandan National Population Office (ONAPO).

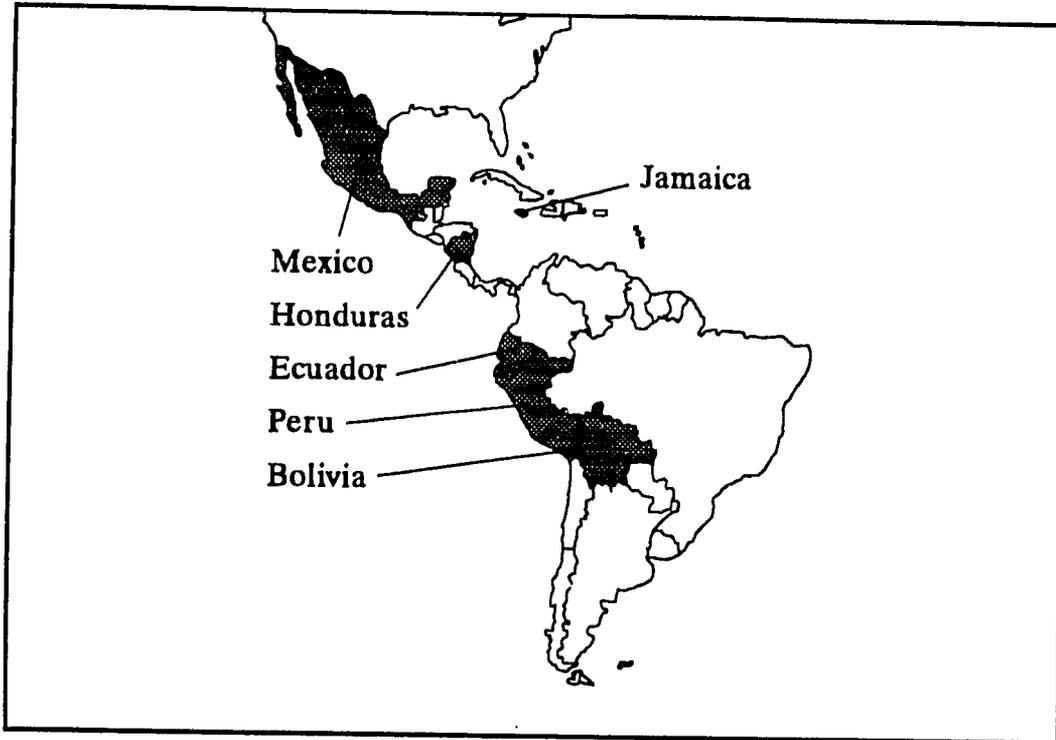
FPMD found opportunities during the meeting to assess the value of the FRAC meetings for program managers. (See **Section 4, Evaluation** page 17.)

Fieldtesting in Africa of a New Technique to Support FPMD Field Activities

FPMD's Training and Organizational Development Specialist reviewed and extensively tested a new facilitation methodology called Technology of Participation that was developed by the Institute of Cultural Affairs. The methodology proved very useful in helping both large and small groups develop consensus, explore a concept, or embark on a strategic planning process. FPMD and MSH staff participated in a demonstration of this technique. Subsequently, the new technique was used in the field to organize CERPOD's strategic planning process and to facilitate several sessions at the FRAC. In all situations where the technique was used, participants responded enthusiastically and reached their objectives within the allotted time.

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 defined new opportunities for involvement in Mexico and Honduras. In Mexico, FPMD will support the movement of the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP) toward self-sufficiency. In Honduras FPMD will assist the Asociación Hondureña de la Planificación Familiar (ASHONPLAFA), the largest provider of family planning services in Honduras, in decentralizing its operations. FPMD also completed its work with the Centro Médico de Orientación y Planificación Familiar (CEMOPLAF) in improving its financial management capabilities.

FPMD continued its technical assistance to other organizations. It provided ongoing organizational support to the Caja Nacional de Salud (CNS), the Centro de Investigación, Educación y Servicios (CIES) in Bolivia. In Ecuador FPMD continued its work with the Centro de Estudios de Población y Paternidad Responsable (CEPAR) in strengthening their financial management systems. In Mexico, FPMD continued to support the Fundación Mexicana para la Planeación Familiar (MEXFAM) in its total quality management (TQM)

initiative. FPMD attended the family planning implementation project (FPIP) launch conference in Jamaica in May 1992, and has continued coordinating its proposed activities with OPTIONS II, CDC, AVSC and the other CAs involved in the bilateral family planning project in Jamaica.

Mexico

FPMD has been participating in the innovative "Total Quality Management" (TQM) program of MEXFAM, the IPPF affiliate in Mexico. FPMD attends quarterly meetings of MEXFAM's TQM Secretariat and supports the attendance of TQM staff at professional meetings on TQM. FPMD also funds the design of TQM training manuals that are used within MEXFAM and will also be used to transfer MEXFAM's experience to other family planning organizations in Latin America. As part of the dissemination strategy of MEXFAM's TQM model, FPMD, MEXFAM, and the Population Council will organize a regional conference on the model and the results of the MEXFAM project in 1993. FPMD worked with some of the key implementers of MEXFAM's TQM program to incorporate their experience in a *Family Planning Manager* which will highlight the process of continually improving service quality.

Under USAID/Mexico's new population strategy, FPMD is also looking at ways to strengthen the self-sufficiency of private voluntary organizations. At the Mission's request, FPMD presented a joint proposal with INOPAL II which will provide the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP) with a basis for developing pricing policies and marketing strategies to replace diminishing A.I.D. funds. FPMD will perform a client profile and market study for FEMAP while INOPAL II will cost out FEMAP's family planning services and income-generating activities. The Mission endorsed this collaborative effort.

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 ability of the public sector, and particularly of the Ministry of Health, to provide family planning services. The political situation over the past six months precluded CA work in Peru, but FPMD continued to plan for the time when FPMD would be able to initiate activities with the Ministry of Health in collaboration with Development Associates and other Office of Population CAs. The draft scope of work for FPMD's technical assistance to the MOH includes support in such areas as MIS, management training, and management assistance to solve service delivery problems such as inefficient screening practices, unacceptably long waiting times, weak referral systems, etc. FPMD attended planning meetings for activities in Peru in October and December, and plans to conduct its Needs Assessment and design its Management Development Plan early in 1993.

Bolivia

In Bolivia, FPMD is actively supporting the management development of two organizations: the private-sector Centro de Investigaciones, Educación y Servicios (CIES) and the public-sector Caja Nacional de Salud (CNS). FPMD is assisting CIES, the largest and most active family planning NGO in Bolivia, in strategic and operational planning and in the development of a modular management information system. Over the past six months, FPMD supported two training sessions in the use of new TEC-APRO financial accounting system which FPMD purchased for CIES. FPMD also held a market analysis training session in May which enabled CIES to perform comparative market analyses for its clinics.

FPMD has assisted CNS, the health implementing agency of the Bolivian Social Security Institute, in the development of a core management team. The team now includes a strong daily program manager, a capable Information, Education, and Communication (IEC) national coordinator, and a project administrator. FPMD is working to develop the skills of the core team and assists in planning and conducting the CNS's weekly and monthly reproductive health coordination meetings.

FPMD's Resident Advisor coordinates technical assistance by the Information and Training Division's CAs. As part of this effort, she helps organize and coordinate all activities of two national subcommittees. The IEC subcommittee is evaluating the print IEC materials being distributed by all organizations active in the national Reproductive Health Program and is developing audiovisual materials for local buses and clinics. The training subcommittee taught a two-week seminar on training methods and held several meetings on training topics for members.

Ecuador

As part of its strategy to upgrade the financial systems of PVOs, FPMD successfully concluded its work with CEMOPLAF after installing a local area network (LAN) system. The new LAN system enables CEMOPLAF to run the new software for financial management provided by USAID/Ecuador.

FPMD has been supporting the implementation of a new computer information system for CEPAR. PROFAMILIA in Colombia is providing the design for a new data base for CEPAR. An FPMD consultant met with CEPAR and PROFAMILIA to decide on the type of data base to be implemented. This work will be concluded in another trip when FPMD and PROFAMILIA consultants observe the implementation of CEPAR's new system and make any necessary final adjustments.

Jamaica

In September 1991 FPMD responded to USAID/Jamaica's request to develop a scope of work for the development of a national management information system (MIS) to be implemented

with the National Family Planning Board (NFPB). Since then FPMD has attended a coordinating meeting of all CAs currently working in Jamaica in November 1991 and the conference for the "launch" of the Jamaican bilateral family planning project in May 1992. Bilateral funds for FPMD's work became available in August 1992. OPTIONS II and the NFPB are completing an implementation plan for NFPB's strategic initiatives which will include a schedule of the activities of FPMD and other participating CAs.

Honduras

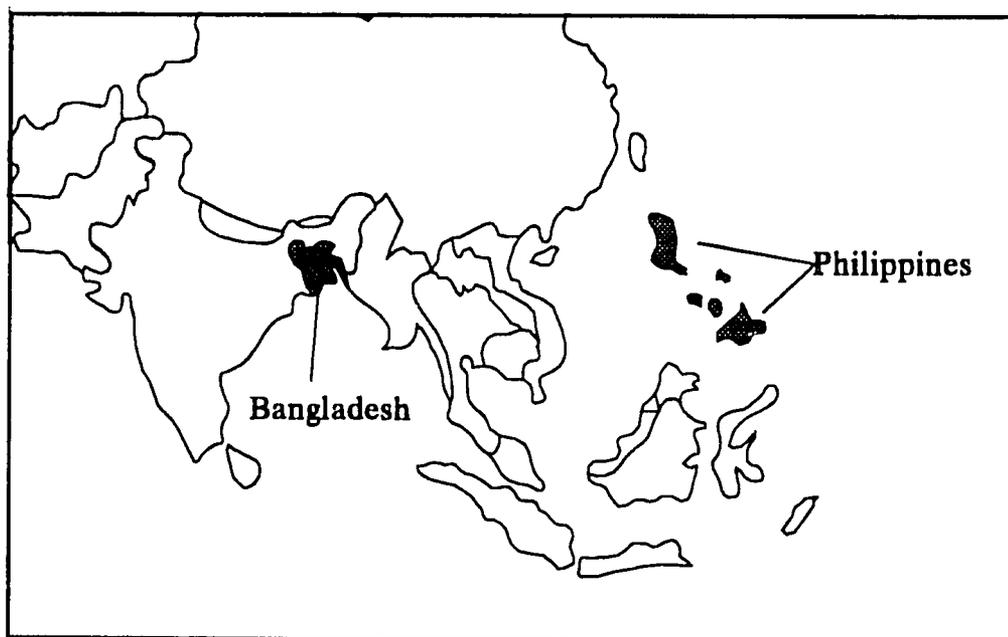
At USAID/Honduras' request, FPMD will assist the Asociación Hondureña de la Planificación Familiar (ASHONPLAFA), the largest provider of family planning services in Honduras, in accelerating its decentralization process. FPMD visited Tegucigalpa in April 1992 to discuss a possible buy-in especially for assisting ASHONPLAFA's five regional directors in performing their management functions and in using information for decision making. FPMD is awaiting a PIO/T so assistance can be initiated.

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

Over the past six months, FPMD continued to develop the management capability of national family planning programs in Bangladesh, the Philippines, Turkey, and Tunisia. Most notably, The Local Initiatives Project, the Bangladesh public sector support program which FPMD helps to manage, now reaches out to 1.8 million people with family planning services. FPMD's preliminary evaluation of this program corroborates a dramatic rise in contraceptive prevalence in the project area since 1988. FPMD support for USAID/Dhaka's management of its CA/NGO portfolio is leading toward a large three-year buy-in.

Asia Region

Asia



Bangladesh

The FPMD-supported Local Initiatives Project (LIP), formerly the Upazila Initiatives Project, is supporting the national program's decentralization efforts which are now shifting from management at the subdistrict, or Upazila level, to management at the more local Union level. The LIP now covers 100 unions, each of which represent one tenth of the population of a subdistrict. This shift will strengthen service delivery at the local level. To support this local focus, FPMD held several workshops to develop stronger teamwork among service providers in order to improve the quality of their services. Through the LIP, FPMD also supported an

observation study tour of local management teams to Indonesia in July. As an indication of growing local management capabilities in Bangladesh, an August study tour for additional local management teams was conducted in Bangladesh.

From FPMD's preliminary evaluation results of the LIP, it appears that the LIP has accelerated the acceptance of contraceptive use. (See **Section 4, Evaluation** on page 17.)

Because of the successes of the LIP, USAID/Dhaka invited FPMD in February/March to assist five Cooperating Agencies and two NGOs in preparing coordinated five-year proposals for A.I.D. funding. The FPMD team made a second visit to Bangladesh in April-May 1992 where it worked with Pathfinder, AVSC, The Asia Foundation, The Family Planning Association of Bangladesh, and The Family Planning Service and Training Center to develop a coherent strategic approach for improving quality, expanding coverage, and strengthening sustainability of family planning services. With FPMD's assistance, the agencies completed their proposals. FPMD also prepared for USAID a scope of work for an extensive three-year buy-in to 1) streamline USAID's review, approval, and monitoring of CA/NGO proposals and 2) assist USAID in developing systems and strategies for helping NGOs to decentralize the management of their family planning services.

The Philippines

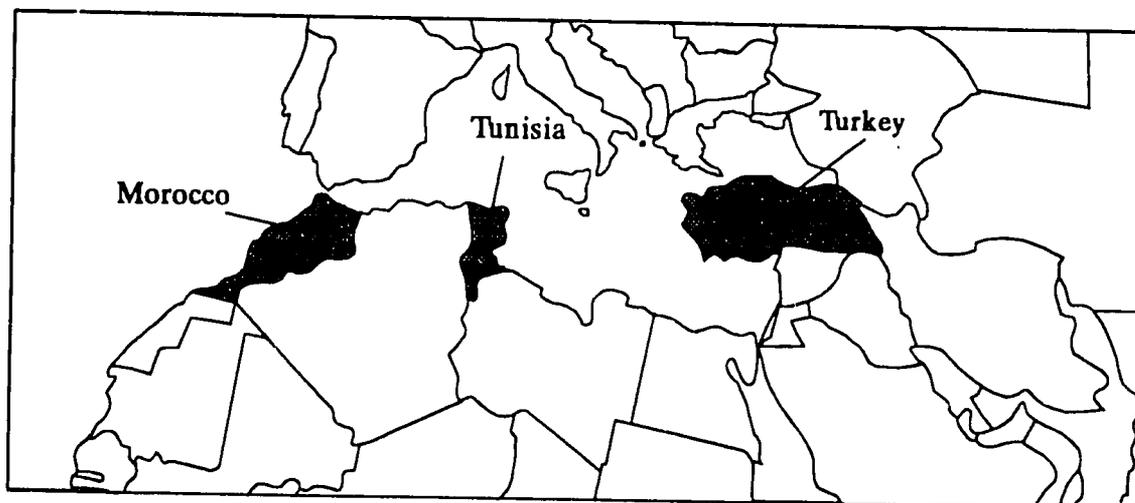
To support the Philippine government's decentralization of its health delivery system, USAID/Manila requested FPMD to conduct a Needs Assessment of existing health management information systems. In June 1992 FPMD reviewed the Family Health Services Information System (FHSIS) and other information activities and then recommended ways to both build on FHSIS's capabilities and link these capabilities with emerging local decision-making systems. As another means of supporting decentralization, FPMD conducted a second management course for mid-level managers in the Philippine Department of Health's Family Planning Service Division in July 1992. UNFPA again covered the participants' costs.

Cambodia

At USAID/Bangkok's request, FPMD visited Phnom Penh in April/May 1992 and completed an analysis of maternal and child health services and child spacing practices in order to develop a plan to help NGOs reduce maternal mortality. Since then the Mission has decided not to expand maternal and child health activities at this time.

Europe and the Near East Regions

Europe and the Near East



Turkey

FPMD is collaborating with FPLM/CDC to improve the management information system for contraceptive logistics and service statistics of the Turkish Ministry of Health's Directorate of Maternal and Child Health and Family Planning. Improvements will first be made in a test region. In July 1992 as part of this effort, FPMD conducted a very well-received workshop for officials from the eight provinces in the test region to orient them to the basic concepts of MIS and contraceptive logistics, and the status of the MIS in their region. FPMD integrates its efforts in Turkey with the World Bank's efforts to improve the management information system of the entire Ministry of Health.

Morocco

FPMD completed its buy-in from USAID/Rabat for providing technical assistance in management training to the Institut National d'Administration de Santé (INAS), a national organization which offers a Masters program to health care providers. FPMD followed its Introduction to Health Care Management course in February 1992 with three courses on operations research, financial management, and human resources management. FPMD trained local faculty and provided INAS and USAID/Rabat with detailed reports on each course. The reports include recommendations for developing the capacity of local trainers and a library of training materials for each course.

Tunisia

The Tunisian Office National de la Famille et la Population (ONFP) has identified cost accounting as a necessary financial tool to promote its strategic decision to decentralize and privatize family planning services. FPMD completed negotiation of a contract with ONFP to partially fund and develop a cost accounting module as part of ONFP's computerized general accounting program.

3. PUBLICATIONS AND COMMUNICATIONS

The Family Planning Manager, FPMD's new bi-monthly publication of management strategies to improve service delivery, won first prize in the National Association for Government Communicators' Blue Pencil Award competition. Launched in March, the circulation of this publication has grown from an initial distribution of 3,700 copies to over 8,000 copies. In addition to the launch issue on "Reducing Client Waiting Time," three other issues have been published. The second issue, "Using Service Data: Tools for Taking Action," included two special supplements: a "Guide to Graphing Data and Taking Action," which is a step-by-step guide to presenting data graphically and to interpreting and using the data to improve programs, and a laminated, erasable wall chart that managers can use to display critical clinic service data. Since publication in May, over 3,600 additional copies of this issue have been requested for use in training in Nigeria, Kenya, Bangladesh, the Philippines, and Nicaragua and the guide has been translated into Bangla by Technical Assistance, Inc. (TAI) in Bangladesh. Issue three, "Charging Fees for Family Planning Services," was published in July, followed by issue four, "Improving Contraceptive Supply Management," in September. To date, over 800 additional copies of issue four have been distributed for training to John Snow, Inc. (JSI), the Centers for Disease Control (CDC), and Technical Assistance, Inc. (TAI) in Bangladesh.

Work on the Spanish adaptation of *The Family Planning Manager's Handbook* has begun. Representatives from PROFAMILIA, Pathfinder International, and FPMD met in Boston in late September 1992 to clarify roles and responsibilities and to develop a work plan for this collaborative venture. The projected date for its publication is January 1994. The French adaptation is also scheduled to begin early in 1993 using Africa Consultants, Inc. in Senegal.

To date, 2900 copies of *The Family Planning Manager's Handbook* and 1000 copies of *Beyond the Clinic Walls: Case Studies in Community-Based Distribution* have been distributed in over 160 countries.

4. EVALUATION

Over the past six months, the Evaluation Unit obtained preliminary evaluation results for Bangladesh, Burkina Faso, and the Francophone Regional Advisory Committee (FRAC). The Unit continued to develop evaluation methods for Kenya, CERPOD, CAFS, and the Publications and Communications Unit and to plan evaluations for Latin America. All these and future evaluation activities are the joint efforts of the Evaluation Unit and FPMD's three regional units or the Publications and Communications Unit.

Bangladesh: In Asia and the Near East, the Evaluation Unit is collaborating with FPMD Regional staff to evaluate the possible effects of the Local Initiatives Program (LIP) in Bangladesh. The Unit collected data throughout July and August 1992 to verify Contraceptive Prevalence Rates (CPRs) in the Union of Kalikapur and to find out whether the knowledge, attitudes, and practices of family welfare and family planning personnel support their roles as implementers of the LIP. Based on data from family welfare assistants' registers, the preliminary results from the CPR verification study indicate a 75% increase in CPR since the Kalikapur Union was included in LIP in early 1990 compared with a 30% increase for non-LIP unions. This suggests that the FPMD-supported LIP has accelerated the acceptance of family planning services by more than double the expected normal percentage increase. Part of this increase is due to a dramatic increase during the same time period in both the overall use of modern temporary methods in the union studied (92% increase) and the use of these methods by women aged 20 to 24 years (170% increase).

Based on preliminary results from a Knowledge, Attitude, and Practice (KAP) survey, the Evaluation Unit is determining that family welfare volunteers and assistants are supporting the LIP's objectives. For instance, they meet regularly to exchange information about clients and discuss counseling and record-keeping. They indicate that their knowledge of contraceptive methods and counseling techniques are sound. They can also correctly describe the strategy of the LIP as emphasizing the use of community resources, especially volunteers, in order to increase the acceptability and availability of local family planning services. More data will be collected for the evaluation of the LIP over the next year.

In Africa, the Unit is working with FPMD Regional staff to implement a continuing assessment model in Kenya and to evaluate the supervisory system in Burkina Faso, strategic planning in CERPOD, FPMD's technical assistance to CAFS, and the FRAC annual meetings.

Kenya: The Evaluation Unit completed its design of a model to assess the impact of FPMD interventions in Kenya. This methodology will produce the kinds of results that will effectively guide organizations in developing their capability to deliver services. Known as CAMEO for the Continuing Assessment of Management Effectiveness and Organizational change, this assessment highlights indicators of change and development in management systems and organizational structure against a background description of an organization's management. An underlying assumption of this methodology is that organizations are constantly undergoing changes that can be identified by studying changes in an organization's

mission, strategy, structure, and systems.

The Evaluation Unit worked with CHAK, FPAK, and NCPD to develop an overall assessment plan and identify performance indicators that are consistent with the objectives for each FPMD activity. The proposed indicators are being tested for four to five months to determine their usefulness for the evaluation. Following this trial period, FPMD, the organizations, and possibly other CAs will conduct an assessment exercise to test the methodology and techniques for data analysis and to explore ways in which assessment findings can be fed back into the organizations' operations.

Burkina Faso: The Evaluation Unit designed and implemented the first systematic study of supervision at the provincial level to guide future training in and monitoring of supervisory activities. Two teams visited 35 clinics and interviewed 37 supervisors, 52 supervisees, and 4 provincial directors to develop a description of the current supervisory system, identify needs, constraints, strengths and weaknesses of the system, and establish baseline measures of knowledge, attitudes, and practices associated with supervision.

Preliminary findings indicate that supervisors are responsible for an average of 28 service providers in 12 external facilities. Shortage of petrol, lack of training in supervision, and staff shortages represent the main constraints of the supervisory system. The supervisory system already encourages teamwork by providers rather than individual performance, but management skills are not stressed as reliably as client motivation, follow-up, and counseling. All supervisees indicate that supervision improves service delivery. On the other hand, less than half the supervisors and only one third of the supervisees have received training in supervision. Final analysis of the survey results will be completed during the next country visit of the Evaluation Unit's Director.

CERPOD: FPMD's Evaluation Unit and Africa Unit are designing an evaluation component for FPMD's strategic planning intervention in CERPOD. The design calls for the active participation of CERPOD staff in collecting information and collaboration with FPMD in analyzing the data. The evaluation is expected to begin in January 1993.

FRAC: The value of FRAC annual meetings are being assessed by looking at such factors as 1) the FRAC participants' background, 2) their understanding of the subject matter covered in the last FRAC meeting, 3) FRAC-related results, 4) professional enrichment provided by the meeting, 5) improvement in communications among FRAC participants, and 6) participants' feedback. FPMD began its evaluation at the fifth FRAC meeting, which took place in Kigali, Rwanda in September and October 1992. The evaluation consisted of in-depth participant interviews and group discussions about changes in participants' organizations as a result of the FRAC meetings. The preliminary results showed high continuity in attendance of FRAC meetings from one year to the next. Almost two-thirds of the participants who had attended the previous annual meeting in Boston returned to this year's meeting. The organizational changes that participants reported were encouraging and ranged from reviews of clinical norms and standards to a new emphasis in service delivery on client privacy and individual

counseling. An evaluation report is expected to be completed by January 1993.

Latin America: In this region, the Unit is integrating evaluation into the all new FPMD activities that are undertaken in Mexico, Honduras, Jamaica, and possibly Peru. FPMD interventions in Bolivia will also be assessed.

Publications: The Unit will continue to work with the Publications Unit on a design for evaluating the impact of *The Family Planning Manager*. The two units are also developing a series of papers called "Results" which will focus on evaluation results and substantive discussions of FPMD's work with family planning organizations. The first paper in this series will focus on guidelines for doing management needs assessments.

5. COORDINATION AND COLLABORATION

At the request of the NORPLANT Working Group, FPMD is managing a study which will determine the cost-effectiveness of NORPLANT. The study's preparation phase was completed as scheduled in May 1992. In June, researchers began initial case studies in Colombia and Rwanda. Fieldwork and data analysis continued through September in two clinics in Colombia and one clinic in Rwanda. In late July, the Study Manager made a supervisory trip to Rwanda to review the progress made on the case studies. She was impressed with the professionalism and accomplishments of the local researchers. In Colombia an MSH intern from the Harvard School of Public Health worked with local researchers to pre-test survey instruments and initiate fieldwork. After clinic case study reports are drafted in October, costs will be compared among the clinics.

FPMD has collaborated with many of the Office of Population's Cooperating Agencies in all the regions where it provides technical assistance. FPMD's Africa Regional staff are collaborating in Kenya with Pathfinder International on a range of activities at the Mkomani Clinic Society, Maseno West, and Maendeleo Ya Wanawake (MYWO). FPMD subcontracts some of its work at MYWO to CEDPA and collaborates with CEDPA on other work there. The Kenya Office also collaborates with the Association for Voluntary Surgical Contraception (AVSC). For its work in Nigeria, FPMD collaborates with AVSC, JHU/PCS, Pathfinder, and IPPF. FPMD will be managing CAs' interventions at the Planned Parenthood Federation of Nigeria which are funded through a 2 million dollar OYB transfer. In Burkina Faso the Population Council's representative provided FPMD with feedback on its evaluation questionnaires and assistance in identifying local interviewers. In Mali FPMD coordinates its management interventions at CERPOD with the Population Council's Resident Advisor at CERPOD, OPTIONS II, and the Population Reference Bureau.

On an Africa regional basis, FPMD has explored possible assistance to the International Planned Parenthood Regional Office/Nairobi. In particular over the summer of 1992, FPMD's Regional Director/Africa, the FPMD Resident Advisor, and a Senior MSH consultant collaborated on designing interventions to respond to IPPF's request for strategic planning and MIS technical assistance. FPMD continues to explore with IPPF the specific scope and timing

of a strategic planning intervention. In September FPMD conducted a Needs Assessment of the IPPF Regional Office/Nairobi's MIS and proposed strategies for future MIS interventions.

In Latin America, FPMD met with Pathfinder International's Regional Vice President for Latin America, who is based in Mexico, to discuss collaboration with Pathfinder in the three priority countries in the region: Mexico, Brazil and Peru as well as in Bolivia, a country in which both Pathfinder and FPMD have bilaterally funded projects. Since this meeting, FPMD and Pathfinder have concurred on two letters of understanding for collaborative activities which will strengthen regional public-sector programs. FPMD continues to work closely with the Population Council in Mexico on MEXFAM's TQM Program and will collaborate on the FEMAP's cost and client analysis. FPMD plans to coordinate very closely with OPTIONS II in future work with the Jamaican NFPB, and with Development Associates in upcoming activities in Peru. Through its resident advisor, FPMD continues to coordinate CAs' Information, Education, and Communication and training activities in Bolivia.

In Asia and the Near East, FPMD extended its collaboration with CAs and other international organizations. In addition to maintaining close ties with the Centers for Disease Control and Prevention/Family Planning Logistics Management Project (CDC/FPLM) and the World Bank in Turkey, and Development Associates, JHPIEGO, and UNFPA in the Philippines, new relations were established with Pathfinder, AVSC, and the Asia Foundation in Bangladesh.

In developing its publications, FPMD often collaborates with CAs and other experts in the field. Each issue of *The Family Planning Manager* is reviewed by six to ten international reviewers working in family planning and often includes technical suggestions from other CAs. To date, FPMD has collaborated with AVSC, Pathfinder International, International Planned Parenthood Federation in London, John Snow, Inc. (JSI), and CDC/FPLM on *Family Planning Manager* issues. In particular, issue four of *The Family Planning Manager*, "Improving Contraceptive Supply Management," represents a mutually beneficial collaboration. FPMD gained technical expertise from the Division of Reproductive Health at CDC and the Family Planning Logistics Management Project of JSI while CDC and JSI now use this *Family Planning Manager* as a training piece in their logistics management courses.

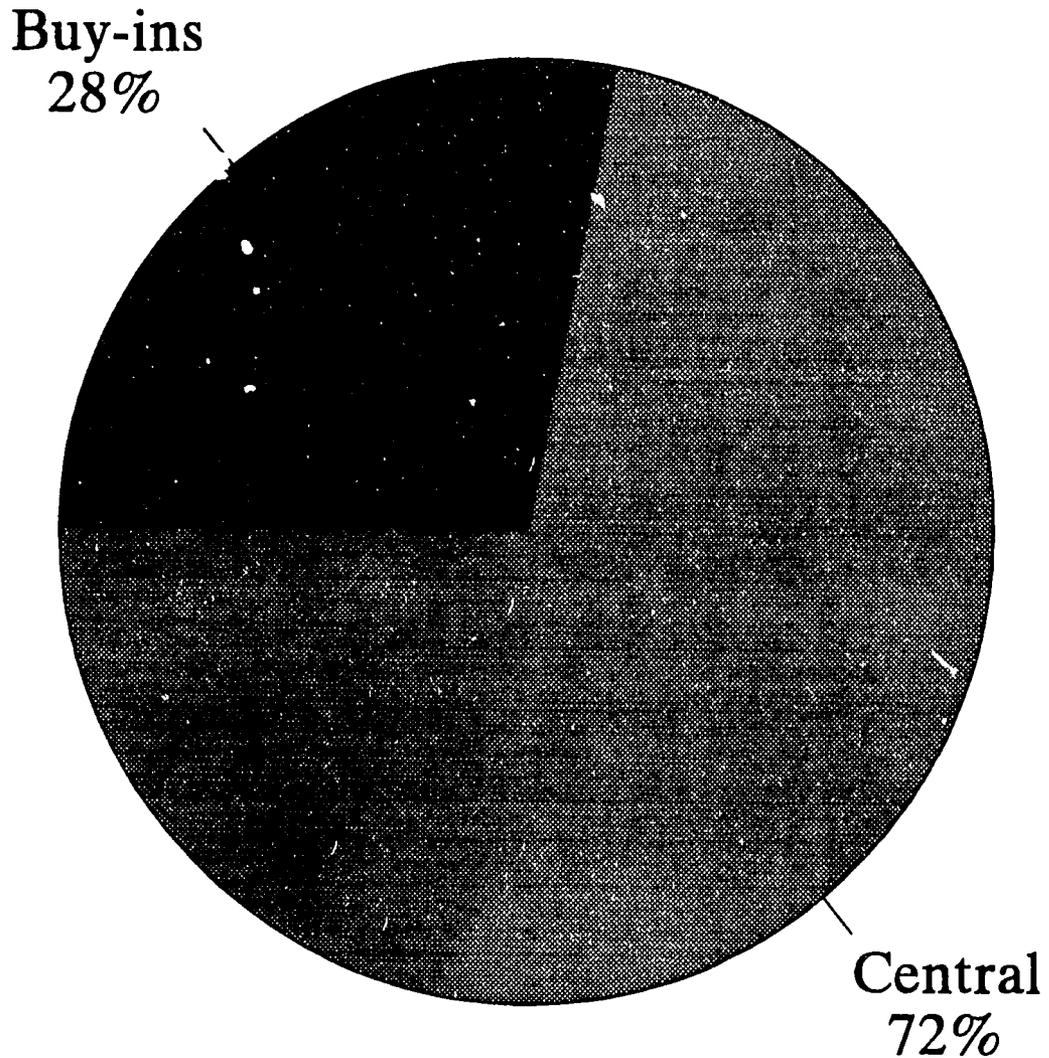
FPMD's Evaluation Unit participates as an active member on two of the EVALUATION Project's working groups: the Management Indicators Working Group, and the Logistics and Supplies Working Group. The Unit also participated in a meeting on service delivery and quality of care indicators sponsored by CEDPA, a Service Quality Improvement workshop organized by FHI and CEDPA, and the annual operations research meeting organized by the Population Council. The Unit frequently communicates with FHI, CDC/FPLM, Family Planning Training for Paramedical, Auxiliary, and Community Personnel (PACIIB), INTRAH, JHPIEGO, Pathfinder International, the Population Council, and the Tulane School of Public Health.

ANNEX 1.1: OBLIGATIONS RECEIVED

ANNEX 1-1: FAMILY PLANNING MANAGEMENT DEVELOPMENT OBLIGATIONS RECEIVED THROUGH SEPTEMBER 30, 1992

SOURCES OF OBLIGATION	TOTAL EXPENDITURES	
	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 September 30, 1992

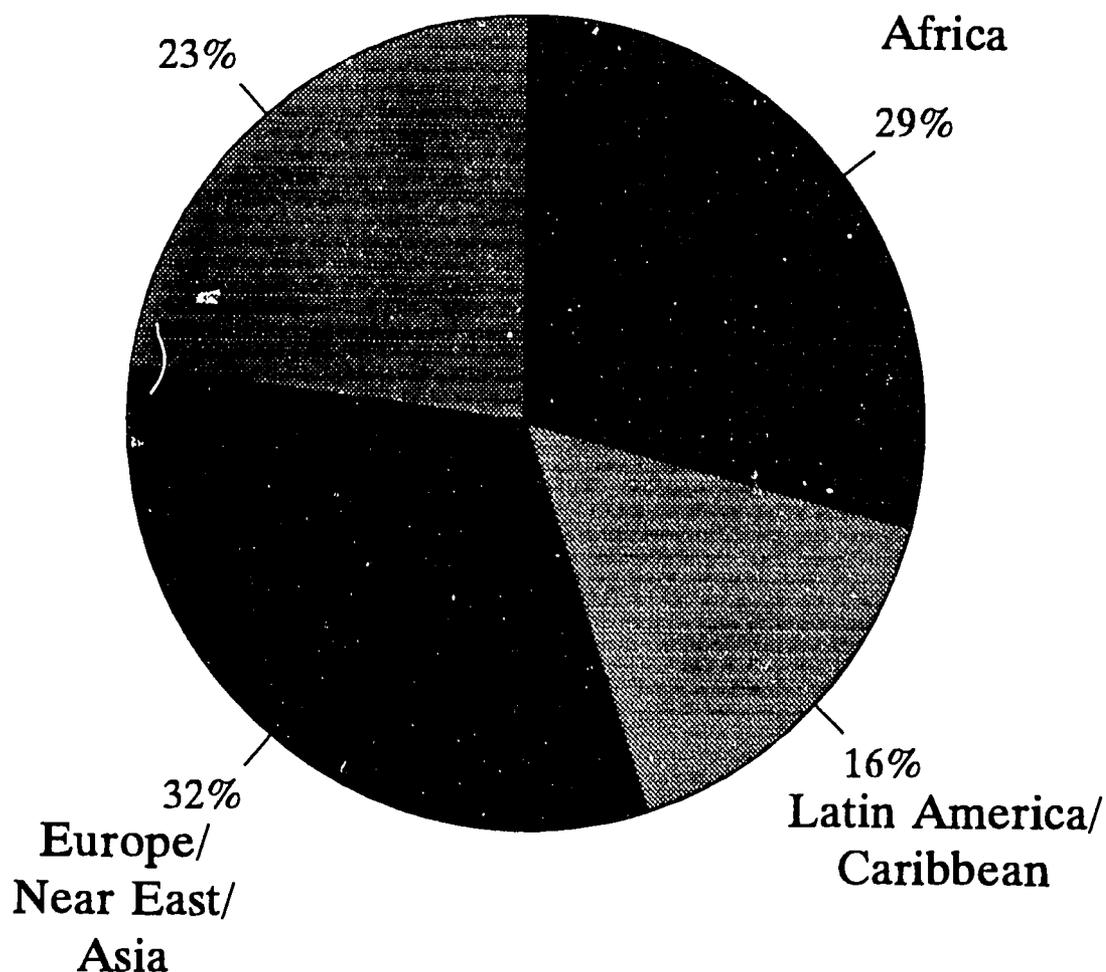


ANNEX 2: FAMILY PLANNING MANAGEMENT DEVELOPMENT
 REGIONAL PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
 BY PROJECT ACTIVITY
 (CORE AND REQUIREMENTS CONTRACTS)

PROJECT ACTIVITY	PROJECT ACTIVITY TOTAL		
	6 months ending 9/30/92	Project to Date	% Total Expenditures to Date
Needs Assess/Mgmt Development Plan	\$47,955	\$351,937	4.1%
Technical Assistance	\$903,053	\$1,989,531	23.1%
Training	\$209,395	\$497,092	5.8%
Curriculum Course Development	\$30,860	\$241,881	2.8%
Publications	\$111,283	\$251,919	2.9%
Evaluation	\$76,866	\$137,875	1.6%
Coordination w/CAs & Donors	\$22,236	\$341,446	4.0%
Support for Field Activities	\$1,043,796	\$3,746,877	43.5%
Management of Project	\$352,604	\$1,064,197	12.3%
T O T A L	\$2,798,048	\$8,622,755	100.0%

Total FPMD Expenditures* by Region through September 30, 1992

Publications, Evaluation,
and Project Management

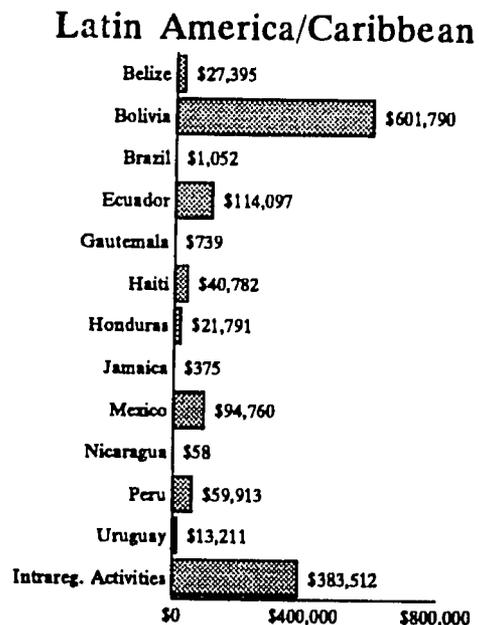
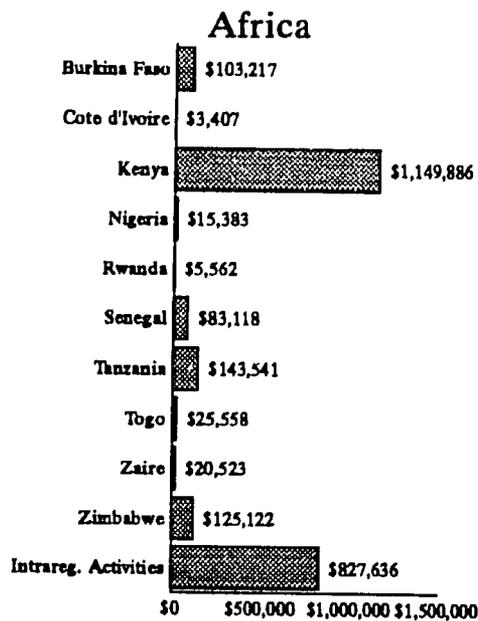


* Includes both core and requirement contracts

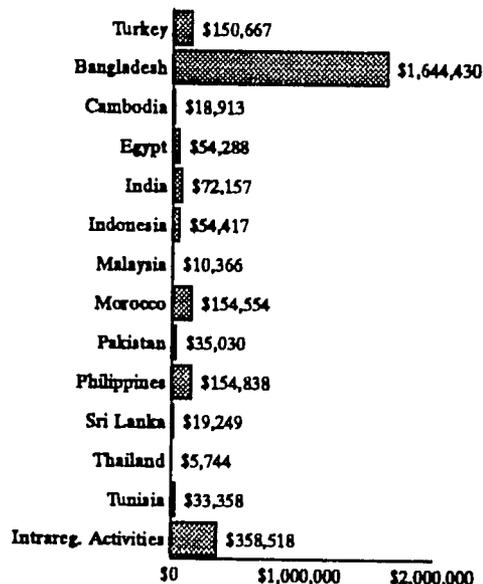
ANNEX 4: FPMD EXPENDITURES BY REGION AND COUNTRY TO DATE

FPMD Expenditures* by Region and Country

through September 30, 1992



Europe / Near East / Asia



* Includes both core and requirements contracts.

ANNEX 5: FAMILY PLANNING MANAGEMENT DEVELOPMENT
 REGIONAL PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
 BY PROJECT ACTIVITY (CORE AND REQUIREMENTS CONTRACTS)

PROJECT ACTIVITY	AFRICA		
	6 months ending 9/30/92	Project to Date	% Total Africa Region
Needs Assess/Mgmt Development Plan	\$12,567	\$145,423	5.8%
Technical Assistance	\$213,931	\$611,912	24.4%
Training	\$53,948	\$205,839	8.2%
Curriculum Course Development	\$30,783	\$221,204	8.8%
Publications	\$5,779	\$30,323	1.2%
Evaluation	\$21,774	\$21,774	0.9%
Coordination w/CAs & Donors	\$2	\$19,805	0.8%
Support for Field Activities	\$332,697	\$1,092,460	43.6%
Management of Project	\$111,989	\$154,212	6.2%
T O T A L	\$783,470	\$2,502,952	100.0%

PROJECT ACTIVITY	LATIN AMERICA/CARIBBEAN		
	6 months ending 9/30/92	Project to Date	% Total LAC Region
Needs Assess/Mgmt Development Plan	\$246	\$56,427	4.2%
Technical Assistance	\$72,404	\$124,134	9.1%
Training	\$15,136	\$17,890	1.3%
Curriculum Course Development	\$0	\$5,737	0.4%
Publications	\$0	\$0	0.0%
Evaluation	\$0	\$0	0.0%
Coordination w/CAs & Donors	\$3,504	\$46,312	3.4%
Support for Field Activities	\$306,433	\$1,068,414	78.6%
Management of Project	\$14,238	\$40,560	3.0%
T O T A L	\$411,961	\$1,359,474	100.0%

PROJECT ACTIVITY	EUROPE/NEAR EAST/ASIA		
	6 months ending 9/30/92	Project to Date	% Total ENE/A Region
Needs Assess/Mgmt Development Plan	\$35,142	\$150,087	5.4%
Technical Assistance	\$572,417	\$1,159,957	41.9%
Training	\$140,311	\$273,363	9.9%
Curriculum Course Development	\$62	\$9,256	0.3%
Publications	\$0	\$0	0.0%
Evaluation	\$54,104	\$95,174	3.4%
Coordination w/CAs & Donors	\$65	\$7,490	0.3%
Support for Field Activities	\$245,305	\$949,204	34.3%
Management of Project	\$18,692	\$121,997	4.4%
T O T A L	\$1,066,098	\$2,766,528	100.0%

PROJECT ACTIVITY	TOTAL FOR THREE REGIONS		
	6 months ending 9/30/92	Project to Date	% Total ALL Regions
Needs Assess/Mgmt Development Plan	\$47,955	\$351,937	5.3%
Technical Assistance	\$858,752	\$1,896,003	28.6%
Training	\$209,395	\$497,092	7.5%
Curriculum Course Development	\$30,845	\$236,197	3.6%
Publications	\$5,779	\$30,323	0.5%
Evaluation	\$75,878	\$116,948	1.8%
Coordination w/CAs & Donors	\$3,571	\$73,607	1.1%
Support for Field Activities	\$884,435	\$3,110,078	46.9%
Management of Project	\$144,919	\$316,769	4.8%
T O T A L	\$2,261,529	\$6,628,954	100.0%

ANNEX 5: FPMD EXPENDITURES BY PROJECT ACTIVITY BY REGION

ANNEX 6.1: FAMILY PLANNING MANAGEMENT DEVELOPMENT
PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
BY PROJECT ACTIVITY / AFRICA REGION

ANNEX 6.1: FPMD EXPENDITURES BY PROJECT ACTIVITY/AFRICA REGION

PROJECT ACTIVITY	INTRAREG. ACTIVITIES		BURKINA FASO		COTE d'IVOIRE		KENYA	
	Amount	%	Amount	%	Amount	%	Amount	%
	\$		\$		\$		\$	
Needs Assess/Mgmt Development Plan	\$38,359	4.6%	\$15,804	15.3%	\$0	0.0%	\$17,355	1.5%
Technical Assistance	\$122,923	14.9%	\$36,689	35.5%	\$0	0.0%	\$323,440	29.5%
Training	\$28,418	3.4%	\$412	0.4%	\$0	0.0%	\$101,515	8.8%
Curriculum Course Development	\$221,204	26.7%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$26,245	2.3%
Evaluation	\$0	0.0%	\$21,774	21.1%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$2,452	72.0%	\$0	0.0%
Support for Field Activities	\$366,642	44.3%	\$28,463	28.9%	\$955	28.0%	\$577,320	50.2%
Management of Project	\$50,090	6.1%	\$75	0.1%	\$0	0.0%	\$104,011	9.0%
T O T A L	\$827,636	100.0%	\$103,217	100.0%	\$3,407	100.0%	\$1,149,886	100.0%

PROJECT ACTIVITY	NIGERIA		RWANDA		SENEGAL		TANZANIA	
	Amount	%	Amount	%	Amount	%	Amount	%
	\$		\$		\$		\$	
Needs Assess/Mgmt Development Plan	\$7,822	50.8%	\$0	0.0%	\$48,453	58.3%	\$2,858	2.0%
Technical Assistance	\$0	21.1%	\$4,120	74.1%	\$11,695	14.1%	\$49,287	34.3%
Training	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$51,662	36.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$7,525	48.9%	\$1,442	25.9%	\$22,970	27.6%	\$39,734	27.7%
Management of Project	\$36	0.2%	\$0	0.0%	\$0	0.0%	\$0	0.0%
T O T A L	\$15,383	100.0%	\$5,562	100.0%	\$83,118	100.0%	\$143,541	100.0%

ANNEX 6.1: FAMILY PLANNING MANAGEMENT DEVELOPMENT
 PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
 BY PROJECT ACTIVITY / AFRICA REGION

PROJECT ACTIVITY	TOGO		ZAIRE		ZIMBABWE	
	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$14,773	72.0%	\$0	0.0%
Technical Assistance	\$11,924	46.7%	\$0	0.0%	\$51,835	41.4%
Training	\$0	0.0%	\$0	0.0%	\$23,832	19.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$4,078	3.3%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$6,471	25.3%	\$0	0.0%	\$10,882	8.7%
Support for Field Activities	\$7,163	28.0%	\$5,750	28.0%	\$34,495	27.6%
Management of Project	\$0	0.0%	\$0	0.0%	\$0	0.0%
T O T A L	\$25,558	100.0%	\$20,523	100.0%	\$125,122	100.0%

ANNEX 6.1 (CONTINUED)

ANNEX 6.2: FAMILY PLANNING MANAGEMENT DEVELOPMENT
PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
BY PROJECT ACTIVITY / LATIN AMERICA/CARIBBEAN REGION

ANNEX 6.2: FPMD EXPENDITURES BY PROJECT ACTIVITY / LATIN AMERICA/CARIBBEAN REGION

PROJECT ACTIVITY	INTRAREG. ACTIVITIES		BELIZE		BOLIVIA		BRAZIL	
	Amount \$	%	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$13,548	49.5%	\$22,348	3.7%	\$0	0.0%
Technical Assistance	\$0	0.0%	\$0	0.0%	\$29,429	4.9%	\$0	0.0%
Training	\$0	0.0%	\$0	0.0%	\$17,890	3.0%	\$0	0.0%
Curriculum Course Development	\$5,737	1.5%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$3,340	0.9%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$351,040	91.5%	\$13,847	50.5%	\$520,467	91.5%	\$956	90.9%
Mangement of Project	\$23,395	6.1%	\$0	0.0%	\$11,656	1.9%	\$96	9.1%
T O T A L	\$383,512	100.0%	\$27,395	100.0%	\$601,790	100.0%	\$1,052	100.0%

PROJECT ACTIVITY	ECUADOR		GUATEMALA		HAITI		HONDURAS	
	Amount \$	%	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$0	0.0%	\$20,243	49.6%	\$0	0.0%
Technical Assistance	\$33,867	29.7%	\$0	0.0%	\$0	0.0%	\$10,799	49.6%
Training	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$9,624	8.4%	\$262	35.5%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$67,268	59.0%	\$477	64.5%	\$20,539	50.4%	\$10,992	50.4%
Mangement of Project	\$3,338	2.9%	\$0	0.0%	\$0	0.0%	\$0	0.0%
T O T A L	\$114,097	100.0%	\$739	100.0%	\$40,782	100.0%	\$21,791	100.0%

ANNEX 6.2: FAMILY PLANNING MANAGEMENT DEVELOPMENT
PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
BY PROJECT ACTIVITY / LATIN AMERICA/CARIBBEAN REGION

PROJECT ACTIVITY	JAMAICA		MEXICO		NICARAGUA	
	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$230	61.3%	\$0	0.0%	\$58	100.0%
Technical Assistance	\$0	0.0%	\$32,413	34.2%	\$0	0.0%
Training	\$0	0.0%	\$0	0.0%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$14,459	15.3%	\$0	0.0%
Support for Field Activities	\$145	38.7%	\$45,814	50.3%	\$0	0.0%
Mangement of Project	\$0	0.0%	\$2,074	2.2%	\$0	0.0%
T O T A L	\$375	100.0%	\$94,760	100.0%	\$58	100.0%

PROJECT ACTIVITY	PERU		URUGUAY	
	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$0	0.0%
Technical Assistance	\$11,111	18.5%	\$6,516	49.3%
Training	\$0	0.0%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$18,628	31.1%	\$0	0.0%
Support for Field Activities	\$30,174	50.4%	\$6,695	50.7%
Mangement of Project	\$0	0.0%	\$0	0.0%
T O T A L	\$59,913	100.0%	\$13,211	100.0%

ANNEX 6.3: FAMILY PLANNING MANAGEMENT DEVELOPMENT
PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
BY PROJECT ACTIVITY / EUROPE/NEAR EAST/ASIA REGIONS

ANNEX 6.3: FPMD EXPENDITURES BY PROJECT ACTIVITIES / EUROPE/NEAR EAST/ASIA
REGIONS

PROJECT ACTIVITY	INTRAREG. ACTIVITIES		TURKEY		CAMBODIA	
	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$19,108	12.7%	\$16,086	85.1%
Technical Assistance	\$0	0.0%	\$70,436	46.7%	\$0	0.0%
Training	\$47,331	13.2%	\$13,138	8.7%	\$0	0.0%
Curriculum Course Development	\$9,256	2.6%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$275,660	76.9%	\$47,161	31.3%	\$2,827	14.9%
Management of Project	\$26,271	7.3%	\$824	0.5%	\$0	0.0%
T O T A L	\$358,518	100.0%	\$150,667	100.0%	\$18,913	100.0%

PROJECT ACTIVITY	EGYPT		MOROCCO		TUNISIA	
	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$22,933	42.2%	\$0	0.0%	\$0	0.0%
Technical Assistance	\$14,345	26.4%	\$0	0.0%	\$8,964	26.9%
Training	\$0	0.0%	\$106,750	69.1%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$16,936	31.2%	\$39,696	25.7%	\$20,169	60.5%
Management of Project	\$74	0.1%	\$8,108	5.2%	\$4,225	12.7%
T O T A L	\$54,288	100.0%	\$154,554	100.0%	\$33,358	100.0%

ANNEX 6.3: FAMILY PLANNING MANAGEMENT DEVELOPMENT
PROJECT EXPENDITURES THROUGH SEPTEMBER 30, 1992
BY PROJECT ACTIVITY / EUROPE/NEAR EAST/ASIA REGIONS

ANNEX 6.3 (CONTINUED)

PROJECT ACTIVITY	BANGLADESH		INDIA		INDONESIA		MALAYSIA	
	Amount \$	%	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$3,172	0.2%	\$29,934	41.5%	\$0	0.0%	\$0	0.0%
Technical Assistance	\$1,055,019	64.2%	\$0	0.0%	\$6,152	11.3%	\$0	0.0%
Training	\$0	0.0%	\$18,380	25.5%	\$0	0.0%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$95,174	5.8%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$7,490	72.3%
Support for Field Activities	\$427,403	26.0%	\$23,843	33.0%	\$32,284	59.3%	\$2,876	27.7%
Management of Project	\$63,662	3.9%	\$0	0.0%	\$15,981	29.4%	\$0	0.0%
T O T A L	\$1,644,430	100.0%	\$72,157	100.0%	\$54,417	100.0%	\$10,366	100.0%

PROJECT ACTIVITY	PAKISTAN		PHILIPPINES		SRI LANKA		THAILAND	
	Amount \$	%	Amount \$	%	Amount \$	%	Amount \$	%
Needs Assess/Mgmt Development Plan	\$0	0.0%	\$44,858	29.0%	\$13,996	72.7%	\$0	0.0%
Technical Assistance	\$0	0.0%	\$2,229	1.4%	\$0	0.0%	\$2,813	49.0%
Training	\$25,004	71.4%	\$62,761	40.5%	\$0	0.0%	\$0	0.0%
Curriculum Course Development	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Publications	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Evaluation	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Coordination w/CAs & Donors	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Support for Field Activities	\$10,026	28.6%	\$42,139	27.2%	\$5,253	27.3%	\$2,931	51.0%
Management of Project	\$0	0.0%	\$2,851	1.8%	\$0	0.0%	\$0	0.0%
T O T A L	\$35,030	100.0%	\$154,838	100.0%	\$19,249	100.0%	\$5,744	100.0%