

PD-ABJ-312

SEMI-ANNUAL REPORT
OCTOBER 1993 - MARCH 1994

FAMILY PLANNING MANAGEMENT DEVELOPMENT

Project No.: 936-3055
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LIST OF ABBREVIATIONS AND ACRONYMS

ABSF	Burkinabe Nurse Midwives Association (Burkina Faso)
ASBEF	Association Sénégalaise pour le Bien-Etre Familiale
ASHONPLAFA	Asociacion Hondureña de la Planificacion (Honduras)
AVSC	Association for Voluntary Surgical Contraception (U.S.)
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 Project
CCS	Christian Community Services of Maseno West (Kenya)
CDC	Centers for Disease Control and Prevention (U.S.)
CEDPA	Centre for Population and Development Activities (U.S.)
CEPAR	Centro de Estudios de Población y Paternidad Responsable (Ecuador)
CERPOD	Centre d'Etudes et de Recherche sur la Pcpulation pour le Développement (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 (U.S.)
DFH	Directorate of Family Health (Burkina Faso)
DOH	Department of Health
ESA	Eastern and Southern Africa
FEMAP	Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario, A.C. (México)
FHI	Family Health International (U.S.)
FPAK	Family Planning Association of Kenya
FPAN	Family Planning Association of Nepal
FPIA	Family Planning International Assistance
FPLM	Family Planning Logistics Management project
FPMD	Family Planning Management Development project
FRAC	Francophone Regional Advisory Committee
GOB	Government of Bangladesh
GON	Government of Nigeria
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (Germany)
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	In-Country Training Program (Bangladesh)
JHPIEGO	Johns Hopkins Program for International Education in Reproductive Health (U.S.)
JSI	John Snow, Inc. (U.S.)
LAC	Latin America and the Caribbean
LIP	Local Initiatives Program (Bangladesh)
MCH	Maternal and Child Health

MCHFP	Directorate of Maternal and Child Health and Family Planning (Turkey)
MEXFAM	Fundación Mexicana para la Planeación Familiar
MIS	Management information system
MOH	Ministry of Health
MSH	Management Sciences for Health (U.S.)
NCPD	National Council for Population & Development (Kenya)
NFPB	National Family Planning Board (Jamaica)
NGO	Non-Governmental Organization
ONFP	Office National de la Famille et de la Population (Tunisia)
OST	Observation Study Tour
PCS	Population Communication Services
PPFN	Planned Parenthood Federation of Nigeria (Nigeria)
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)
SDA/RHS	Seventh Day Adventist/Rural Health Services (Kenya)
SEATS	Family Planning Service Expansion and Technical Support Project (U.S.)
SPP	Subproject Plan (formerly Management Development Plan in contract outputs)
TA	Technical assistance
TAI	Technical Assistance, Inc. (Bangladesh)
TQM	Total Quality Management
UMATI	Family Planning Association of Tanzania
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
WCA	Western and Central Africa
ZNFPC	Zimbabwe National Family Planning Council (Zimbabwe)

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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 works with both public and non-governmental family planning organizations, assisting the organizations as they 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.

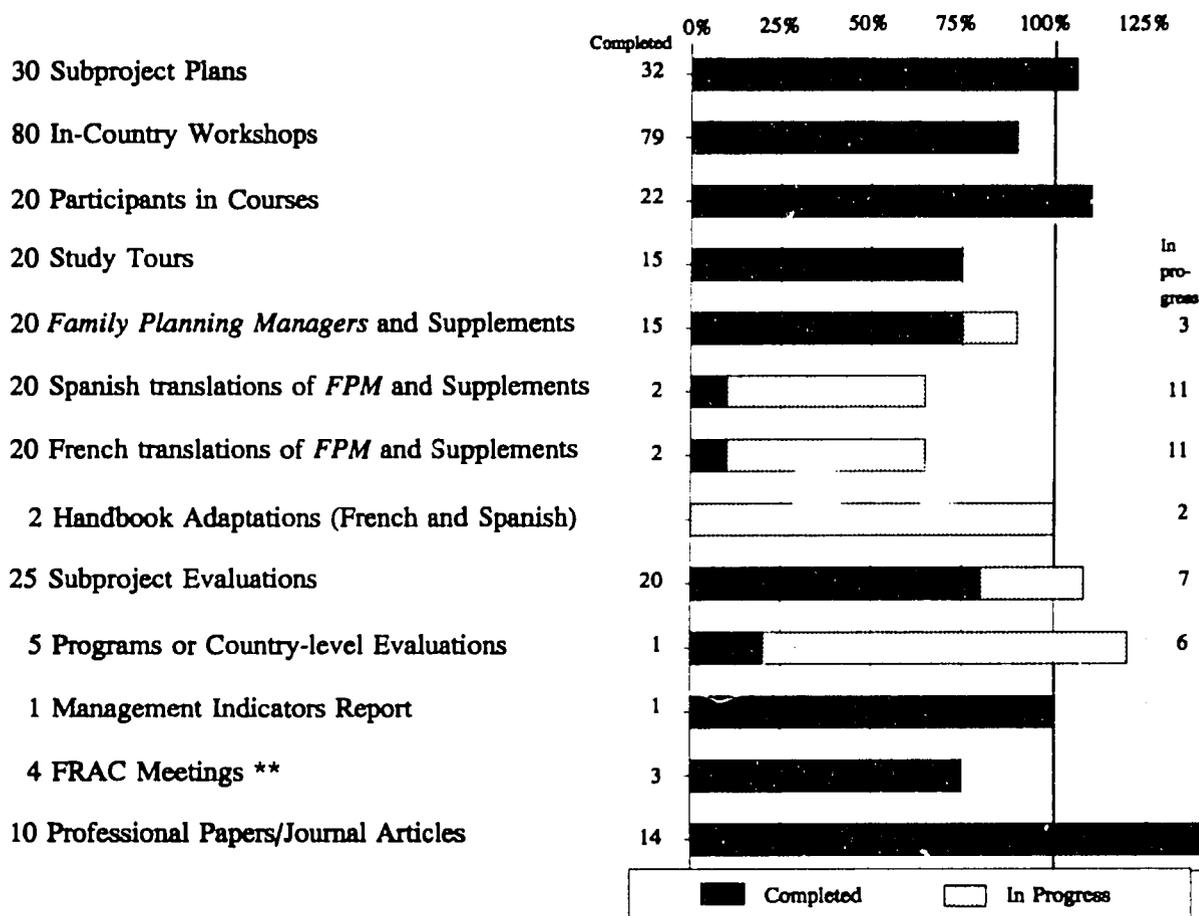
FPMD is working on 27 subprojects in 15 countries. Highlights of FPMD's accomplishments during the past six months, from October 1993 through March 1994, include:

- Opening a field office in the Philippines to manage and implement the new Local Government Unit Performance Program with the Office for Special Concerns of the Department of Health. The goal of this project is to strengthen the management capacity of local government officials and family planning managers to plan and implement family planning and child survival activities.
- Initiating work with ASHONPLAFA in Honduras with a workshop on organizational change as the organization moves toward more sustainable, higher quality service delivery.
- Launching activities with Planned Parenthood Federation of Nigeria which will involve an innovative strategy developed by FPMD using Local Technical Counterparts.
- Finalizing the French and Spanish editions of *The Family Planning Manager* Volume I and of *The Family Planning Manager's Handbook* in preparation for distribution.
- Conducting a microsurvey in three unions in Bangladesh which verified that the contraceptive prevalence rate has increased to 65% in those unions where the FPMD Local Initiatives Project is working.
- Conducting a Total Quality Management (TQM) Regional Conference in México to disseminate the results of TQM work conducted with MEXFAM and to orient family planning management teams from five countries to TQM as a management approach for improving quality in family planning programs.

1.1 Achievement of Contractual Requirements

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

Achievement of Contractual Requirements*
Through March 31, 1994



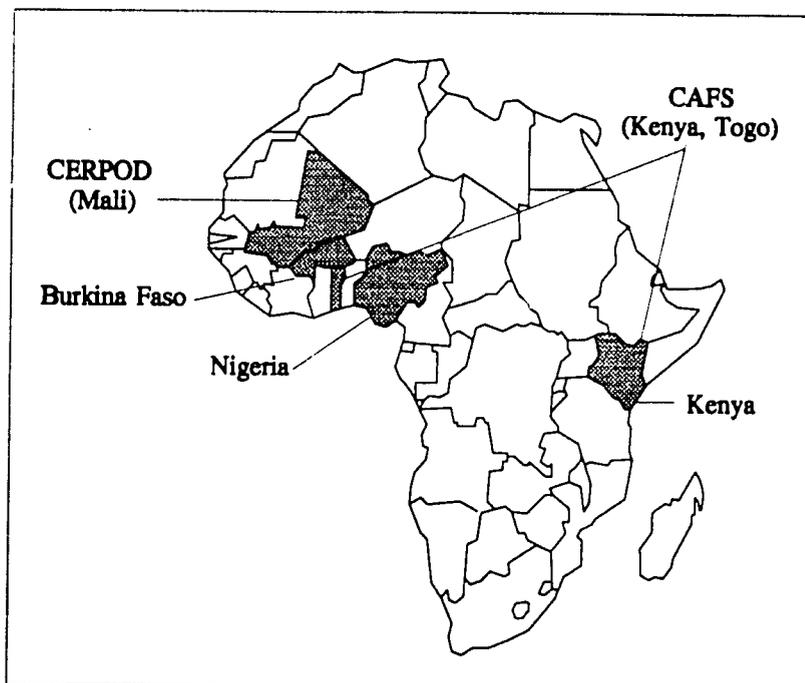
* Negotiations are underway for a Contractual Modification which requires the above outputs from the Project.

** Some of these subproject evaluations may be incorporated into a more detailed program or country-level evaluation.

*** Includes support for attendees.

2.0 HIGHLIGHTS OF REGIONAL ACTIVITIES

2.1 Major Accomplishments in AFRICA



FPMD continued its progress with its long-term interventions in the Africa region during this reporting period. In Kenya FPMD staff continued to work with seven organizations with a focus on strategic planning, organizational development, management of information systems, and cost recovery. FPMD hired a Program Officer for the Kenya Office whose responsibility is to provide leadership and management in the development of the National Family Planning Implementation Plan.

After an initial period of inactivity due to political strife in Nigeria, FPMD initiated its project with Planned Parenthood Federation of Nigeria (PPFN), appointing a full-time Project Coordinator who is stationed in Lagos, Nigeria. During this reporting period, FPMD developed the Local Technical Counterpart (LTC) strategy, an innovative approach linking indigenous technical experts and FPMD consultants together in technical assistance teams. FPMD worked closely with PPFN, Population Communications Services, and Pathfinder International and finalized the PPFN Enhancement Project document in October 1993.

Highlights of the regional activities are the sixth FRAC meeting which was held in Tunis, and the workshops in Kenya introducing the principles of Total Quality Management and Client-Oriented, Provider-Efficient quality assurance. (See 5.0 Collaboration for the Kenya workshops.)

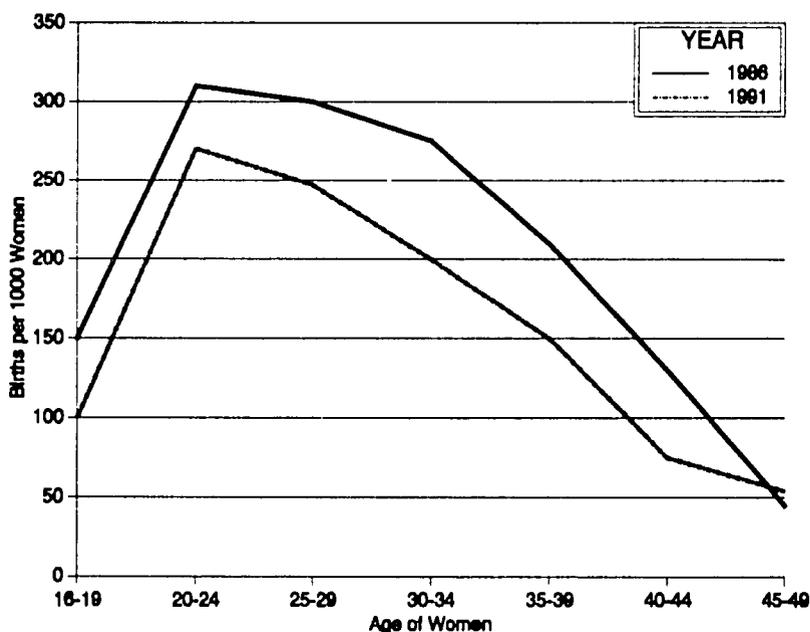
At the request of the Regional Economic Development Services Office/East and South Africa (REDSO/ESA), FPMD conducted a thorough analysis of the market in sub-Saharan Africa for the family planning training and research services provided by the Centre for African Family Studies (CAFS). The findings of this study were presented to REDSO, CAFS, and the CAFS Project Paper team in Nairobi in January and a final report was delivered in February 1994.

2.2 African Activities by Country

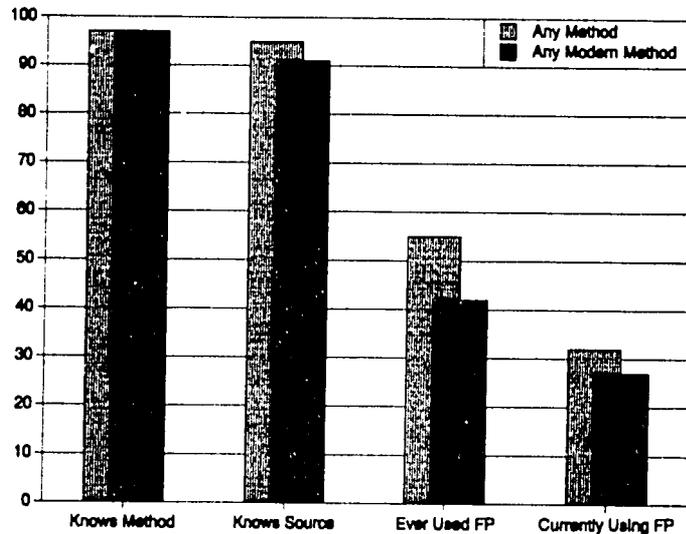
KENYA

In late 1993, the Preliminary Report of the 1993 Kenya Demographic and Health Survey (KDHS) brought dramatic news: "The total fertility rate for the three-year period prior to the survey (covering principally early 1990 to early 1993) is 5.4 children per woman, far lower than the rate of 6.7 for the five years preceding the 1989 KDHS... This means that Kenya has experienced a 20 percent decline in fertility in just over four years, one of the most precipitous declines in fertility ever recorded..." For all family planning-related organizations in Kenya, this was excellent news.

**Age Specific Fertility Rate in Kenya
1986 and 1991**



Knowledge and Use of Family Planning Among Currently Married Women Aged 15 to 49



FPMD is proud to have contributed to the successful family planning efforts in Kenya. It also provided assistance to the survey that reported the fertility change; it was FPMD's Management Information Systems (MIS) Advisor at the National Council for Population and Development who provided the KDHS team with assistance in setting up the computer hardware, providing software support and training, and troubleshooting throughout the entire KDHS process.

Subproject Plans: FPMD collaborated closely with each organization with which it works in Kenya to determine the most appropriate interventions, and developed a Subproject Plan (SPP) for each covering the final two years of the project. Each SPP contains objectives, specific activities and ongoing assistance, and indicators by which to judge progress towards the objectives.

Strategic Planning and Organizational Development: Over the last six months, FPMD has assisted two organizations in developing their strategic plans. With FPMD ongoing assistance and through two workshops, Maseno West/Christian Community Services (Maseno West/CCS) has developed its first strategic plan. In February 1994, Family Planning Association Kenya (FPAK) completed its year long FPMD-assisted process to develop its second strategic plan, 1994-2000. FPMD sponsored the meeting at which FPAK's National Executive Committee gave its approval to the plan and also sponsored the meeting during which FPAK presented its approved plan to donors and other Cooperating Agencies (CAs).

At the Christian Health Association Kenya (CHAK), FPMD is taking the lead in providing assistance in a restructuring effort aimed at making the organization more effective and efficient. FPMD provides technical assistance for this effort and funded the meeting of the Executive Committee that gave the approval and guidelines for the restructuring.

National Implementation Plan: In early 1994, FPMD welcomed a new staff member to the FPMD/Kenya staff from NCPD, to work on the development of the National Implementation Plan. Initial discussions have now taken place with Ministry of Health, Division of Family Health, donors, and other CAs that have clearly indicated the importance of this undertaking for the overall family planning program in Kenya, especially in light of the very encouraging preliminary results of the KDHS.

Management Information Systems: FPMD's MIS assistance for service statistics and financial management has helped FPAK to further implement the SunSystems financial systems. In January 1994, FPMD helped fund the follow-up technical assistance visit by a local consultant. In February, the FPMD MIS Advisor trained Seventh Day Adventist/Rural Health Services (SDA/RHS) staff in the use of computers for service statistics and financial accounting. FPAK, CHAK, and NCPD have also received computer hardware.

Evaluation Activities: In keeping with the overall design of FPMD's evaluation efforts, a Technical Review of the Kenya project was conducted in October 1993 by a team which consisted of the FPMD Technical Director and MSH MIS staff. The team's scope involved a technical review of all the organizations with which FPMD works in Kenya. The technical review was followed by an evaluation visit by an FPMD Evaluation Unit consultant in January 1994 who conducted an in-depth review of FPMD's interventions with the Kenyan organizations, and assisted FPMD/Kenya staff in developing detailed evaluation plans with specific indicators for the next year, in order to prepare FPMD/Kenya for the Mid-Term Evaluation and to identify future evaluation work.

FPMD Consultants: One of FPMD/Kenya's strengths is its use of highly skilled Kenyan consultants. Because of their knowledge of the Kenyan context, their familiarity with the organizations over a long period of time, and their technical expertise, FPMD's Kenyan consultants provide assistance that is especially tailored to the needs of Kenyan NGOs. Over the next six months, local consultants will assist all NGOs with which FPMD works in financial management, strategic planning, organizational development, and management information systems.

FPMD Project Management: This six month period has also been a time of planning and restructuring for the project itself, precipitated by the departure of the FPMD Resident Advisor at the end of December. Under the new structure, the FPMD/Kenya staff will be comprised of two Technical Advisors with responsibility for overseeing all technical assistance interventions; the Project Administrator, with responsibility for project management; and a Senior Program Officer with responsibility for overseeing the development of the National Implementation Plan. The program has been further strengthened by the move of the FPMD MIS Advisor from a full-

time to a half-time position at the National Council for Population and Development (NCPD) so that he can provide additional technical assistance, hardware and software support, and troubleshooting to the NGOs with which FPMD is working.

NIGERIA

After an extended period of inactivity due to general political strife in the country, FPMD launched its project with the Planned Parenthood Federation of Nigeria (PPFN). FPMD is working in close collaboration with Pathfinder International and the Johns Hopkins University Population Communication Services project (PCS) on the PPFN Enhancement Project, which is designed to increase PPFN's service delivery and management capabilities. The collaborative project document was finalized in October 1993 and a planning meeting of the three participating organizations and PPFN was held in November to finalize the operational plan for the first six months of the project.

FPMD has developed an innovative strategy for providing assistance in the seven management areas indicated in the plan. This strategy involves the use of Local Technical Counterparts (LTC) working together with FPMD consultants in each management area. The advantage of the LTC strategy is that it will ensure high-quality technical assistance to PPFN. In addition, it will be a major step in developing cadres of indigenous technical experts who will then be available to the entire National Population Program.

The LTCs will initially be linked with FPMD technical consultants. FPMD will develop longer term scopes of work with the LTCs for the assistance they will provide to PPFN, with the guidance and continuing assistance of their FPMD counterparts. Implementation of the LTC assistance strategy has already begun in project administration, logistics and commodities management, and clinic management. Accounting systems and financial management will be addressed in the near future.

In order to operationalize the LTC strategy, FPMD has identified a project coordinator for Nigeria. In addition to researching and developing a roster of local technical experts, she ensures that their final selection and use is part of an ongoing, collaborative process with PPFN, Pathfinder, and PCS.

BURKINA FASO

In Burkina Faso, FPMD has been working with the MOH on a supervisory system for the family planning program of the Division of Family Health of the Ministry of Health, Social Action, and the Family (MSASF/DSF). The goal of FPMD's intervention is to assist the Directorate of Family Health both with institutionalizing the new supervisory system and with assessing the impact of supervision on the provision of family planning services.

FPMD made final revisions to the Supervision curriculum, which will be finalized and distributed in May 1994. FPMD and the DSF drafted an Operations Guide for Supervision, and have laid the groundwork for a workshop to be held in May to analyze the Operations Guide, pre-test the results, and finalize the Guide.

2.3 Africa Regional Activities

The Francophone Regional Advisory Committee (FRAC)

The sixth FRAC meeting took place in Tunis from November 22 to December 2, 1993. Twenty-six participants from 13 countries and five observers (from IPPF/Haiti, CAFS, REDSO/ESA, and USAID/W) attended the annual event which focused this year on the institutionalization of supervision. Participants developed a conceptual framework for institutionalizing supervision and clarified the role of the supervisor. As a result, all FRAC members now have a common understanding of these concepts and a point of departure for improving their supervisory systems in a more systematic manner.

The newly-developed conceptual framework received a practical application during site visits to five governorates in Tunisia. During these visits, participants were able to interview supervisors, managers, and field staff about supervision practices and see to the supervision tools used. Many of the participants brought to the FRAC samples of supervision tools from their countries. These have been collected into one document and distributed to all as reference.

Plans were made for the next FRAC meeting. The MOH of Guinea has indicated its desire to host the next meeting, so the seventh FRAC will be held in Guinea/Conakry. The theme and focus of the meeting will be Sustainability.

Centre for African Family Studies (CAFS)

CAFS/Nairobi: Work under the CAFS buy-in from REDSO/WCA has been completed; FPMD worked with CAFS to review the draft Personnel Handbook in light of organizational changes at CAFS. As a result of FPMD's technical assistance, several sections of draft policies were produced, existing ones were reviewed, and changes were recommended that would allow CAFS to become more market-oriented.

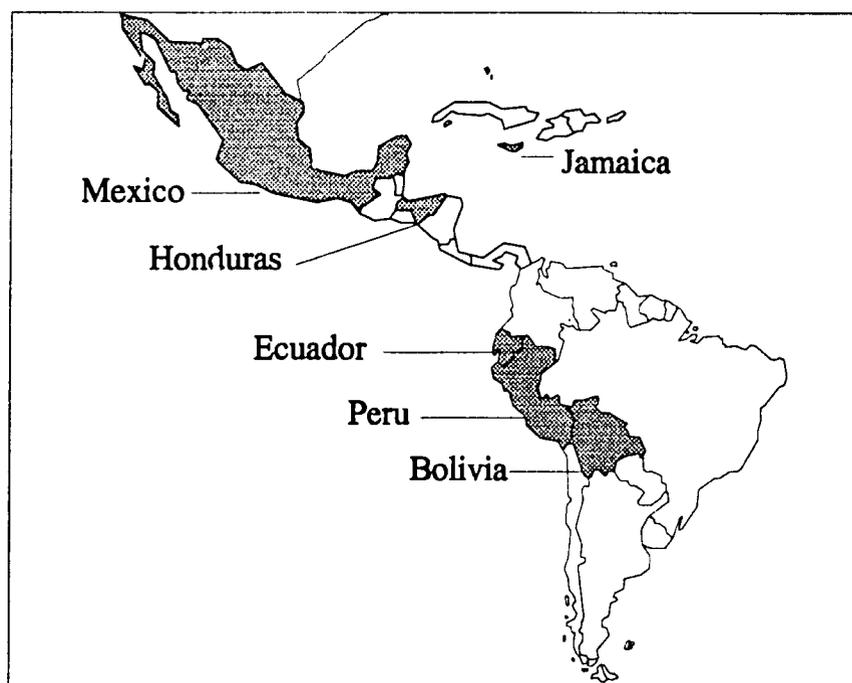
CEFA/Togo: The continuing political instability in Togo has put activities under this buy-in on hold. A meeting was held with REDSO/WCA, REDSO/ESA, and representatives from CAFS in Nairobi to discuss possible activities before the buy-in expires in September 1994. Changed circumstances have required a slight adjustment to the original scope of work; a new proposal has been sent to the REDSOs and to CAFS. This proposal is currently under review.

CAFS/REDSO: Under a buy-in from REDSO/ESA, FPMD conducted a thorough market analysis of the market in sub-Saharan Africa for CAFS's services. FPMD conducted interviews in eight countries and collected data from FRAC participants from another seven countries. A total of 188 interviews were completed with government officials, military representatives, NGOs multinational companies, the World Bank, UNFPA, UNICEF, WHO, bilateral donors, and USAID. The findings of this study were presented to REDSO, CAFS, and the CAFS Project Paper team in Nairobi in January and a final report was delivered in February 1994. Some of the findings of the study are: Both donors and recipients of training are much more sensitive to the quality of the product than the cost; most countries feel that training must be combined with follow-up technical assistance; there is a marked preference for in-country, as opposed to regional, training; and while demand for specific training topics varied from country to country, the topics that were frequently demanded were IEC, communications and counseling, management, supervision, and evaluation.

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

Institutionalization of CERPOD's capability to conduct operational planning and strategic planning is one of the key outcomes of the CERPOD buy-in. During the previous reporting period, CERPOD's Training Division Director visited Boston to prepare himself for facilitating CERPOD's next planning retreat, with successful results; CERPOD staff held and facilitated the retreat without the assistance of outside consultants. The participants produced a plan to formulate and develop the organization's next six-year plan, two consecutive three-year plans, and a detailed 1994 workplan with budgets and Gantt charts. The quality of the facilitation provided by the training director was rated highly by colleagues, USAID, and CERPOD's director.

2.4 Major Accomplishments in LATIN AMERICA AND THE CARIBBEAN



FPMD's Latin America and Caribbean Unit had one of its most active reporting periods, beginning work in two new countries, Perú and Honduras, while continuing to provide technical assistance and support to existing subprojects in México, Bolivia, Jamaica, and Ecuador. Its most important activities include regional and organizational training activities, needs assessments, and a technical review.

In Bolivia FPMD conducted its first Technical Review of programmatic activities since FPMD opened its office there. A three-person team spent two weeks reviewing FPMD activities to date. Overall, the Bolivia program made substantial progress towards achieving the objectives originally established; the team was able to recommend several additional activities to enhance the program. In México, FPMD cosponsored the Regional Conference on Continuous Quality Improvement (CQI) in family planning programs together with International Planned Parenthood Federation/Western Hemisphere Region (IPPF/WHR), The Population Council, and MEXFAM. Participants ranged from representatives of public sector institutions in México and Perú, to NGO representatives from Bolivia, Dominican Republic, and Ecuador. FPMD also conducted the first in a series of technical assistance activities with the Asociación Hondureña de la Planificación Familiar (ASHONPLAFA), a workshop on organizational change during which the organization selected the key issues it wants FPMD to help it address as it moves towards higher quality, more sustainable service delivery. FPMD conducted a workshop on management information systems (MIS), concepts, and their applications to family planning programs for the National Family Planning Board (NFPB) in Jamaica, using the *Family Planning Manager* issue on "Using Service

Statistics" to graph the organization's service statistics and logistics data. Finally, FPMD conducted a management training needs assessment in Perú to determine the management development activities FPMD will conduct with Ministry of Health staff.

2.5 Latin American and Caribbean Activities by Country

MÉXICO

MEXFAM: In México FPMD has been actively supporting the innovative Total Quality Management (TQM, also known as Continuous Quality Improvement, or CQI) project of MEXFAM, the IPPF affiliate in México. As a result of an interim qualitative evaluation conducted in March 1993, FPMD extended its support for this project for another year.

In October 1993, MEXFAM staff presented their experience in implementing TQM activities to the participants of the Regional Conference on CQI held in Guadalajara, México co-sponsored by The Population Council, IPPF/WHO, and FPMD. The MEXFAM experience was also presented at Operations Research Day in San Francisco, California in a paper co-authored by The Population Council, FPMD, and MEXFAM.

In March 1994, FPMD conducted an impact evaluation of this subproject. Service statistics and cost data were examined for control and "experimental" groups for the periods preceding and during the three-year CQI project activities. This data will be analysed and discussed with MEXFAM senior management during the next six months.

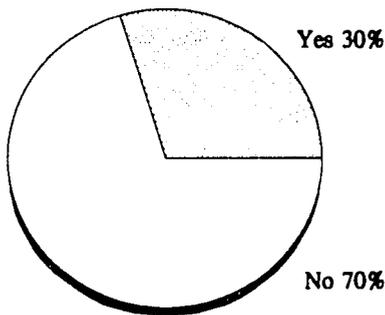
FPMD is also helping to lay the foundation for sustainable family planning service delivery in México by assisting NGOs in reducing their financial dependence on USAID. As part of this effort, FPMD has been providing technical assistance to MEXFAM in fund raising since October 1993. MEXFAM now has a full-time staff member who directs its development efforts. Recently, this Resource Development Director traveled to Hermosillo to observe the progress of a pilot project whose purpose is to develop sustainable clinical services and a local fundraising program. This project is also receiving technical assistance and support from the Population Program of MSH, with funding from the Packard Foundation. An overall workplan for local resource development will be developed for MEXFAM based on the results of the pilot activity in Hermosillo, which also is benefitting from the experiences and techniques of Planned Parenthood of Northern and Southern Arizona.

Ministry of Health's Dirección General de Planificación Familiar (DGPF): Key DGPF staff attended the Regional Conference on Continuous Quality Improvement in October 1993. In November 1993, FPMD signed a memo of understanding with the DGPF to assist this important public sector program in implementing a national CQI project. Under this two-year initiative, FPMD is helping the DGPF to institutionalize CQI methods and practices, first in DGPF headquarters, and then in one pilot state during the second year of the project.

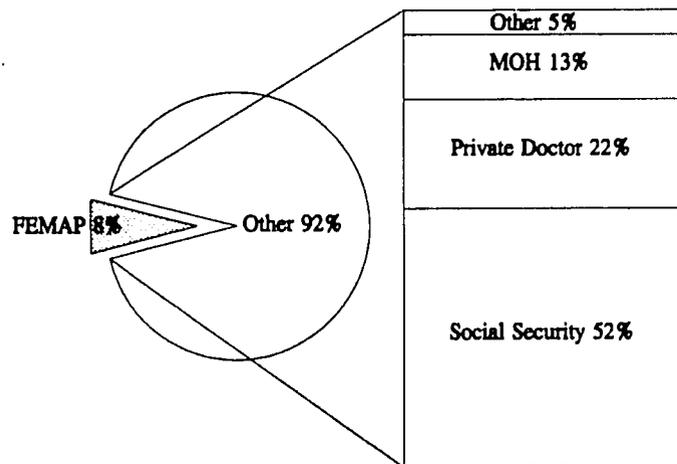
In January 1994, FPMD identified a local consultant to provide ongoing support and technical assistance to DGPF in the first year of the project. This consultant facilitated the first in a series of "sensitization" workshops in February 1994. At this first workshop, Senior Management of the DGPF were exposed to CQI principles, identified a number of Quality Improvement initiatives, and have since committed themselves to weekly meetings to oversee and guide the implementation process.

FEMAP: FPMD is working with the Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP), a private, non-profit organization, to build the sustainability of its family planning services. In the market studies being supported by FPMD, FEMAP has been able to develop client profiles of the current users of its clinical and CBD services, and to assess the potential demand for the organization's services in the clinics' areas of influence. FPMD has also supported an analysis of the organization's competitors, or other providers currently offering similar services. Quality and price of the services were the main factors examined. The clinical and CBD client profiles were conducted by FEMAP, and analyzed with technical assistance from FPMD. A report on these findings was presented in October 1993 at the American Public Health Association annual meeting in San Francisco, California. Both the survey of FEMAP's competition and the community-level assessment of potential demand were completed in March 1994. It is interesting to note that while less than 10% of those interviewed in the community are using FEMAP's services, nearly 30% have heard of them, representing a clear opportunity to increase the organization's market share.

Have Heard of FEMAP's Services



Where Medical Services Are Obtained



FPMD will be working with FEMAP over the next few months to synthesize this information with the results of the cost studies supported by The Population Council. FPMD, The Population Council, and FEMAP will then work with the participating affiliates to consider the implications of the market and cost data for future marketing and pricing of services and the overall sustainability of the organization.

BOLIVIA

The Resident Advisor continues to coordinate the activities of the IEC and Training subcommittees of the National Reproductive Health Program. These subcommittees include representatives from public and private sector organizations and the CAs active in reproductive health in Bolivia. The Resident Advisor also serves as a trainer for counseling and interpersonal communications workshops supported by Population Communication Services (PCS) for IEC subcommittee member organizations. During the reporting period, a management training group composed mainly of the directors of the participating organizations was formed. The Resident Advisor has worked with them to define management training needs; they are making plans to conduct another training workshop during the next semester. The group is also very interested in working on reproductive health policy.

FPMD continues to support the development of management capabilities of the private sector institution, Centro de Investigación, Educación y Servicios (CIES), and the public sector Caja Nacional de Salud (CNS). FPMD worked with CIES, the leading provider of family planning services in Bolivia, to develop a three-year strategic plan and the 1994 operational plan. FPMD also provided further training in the new accounting system purchased by FPMD from Tech-Apro. In addition, FPMD reviewed the field services and clinic operations and modified them to improve efficiency. FPMD/Boston conducted a technical review of all the FPMD interventions in Bolivia and made recommendations for upgrading the CIES accounting system and refining the CIES information collection system.

FPMD also provides ongoing support to the CNS, the implementing agency for the Bolivian Social Security Institute for Health Services, in the development of its core management team for its Reproductive Health Program. FPMD attends weekly and monthly staff meetings and assists with management and financial administration issues. FPMD also sponsored and led the Evaluation and Programming workshop held in December 1993. As a result of the technical review, FPMD will now work directly with clinic management teams of two service delivery sites in order to increase the amount and improve the quality of family planning services.

At USAID/Bolivia's request, FPMD also conducted a strategic planning workshop for the Ministry of Health.

PERÚ

FPMD is the designated lead agency in working together with a number of Cooperating Agencies (CAs) to develop a family planning management information system for the Peruvian Ministry of Health (MOH). The existing MOH health and management information systems, with modifications, will be used for national data collection and integrated with an existing reporting system, called Quipus, to analyze family planning program-specific data. In September of 1993, FPMD carried out a needs assessment of the Ministry of Health's Management Information System (MIS). Following this needs assessment visit, FPMD completed a plan of activities to improve, expand, and strengthen the MOH's family planning MIS. The plan was approved by USAID/Perú and the MOH, and work has begun to adapt the existing system to better serve family planning managers at all levels of the MOH.

FPMD has contracted a local consultant to coordinate the modifications to the health and management information systems and to participate in the local coordination meetings sponsored by Development Associates. FPMD also participated in the annual workplanning exercise sponsored by Development Associates in January, 1994. In addition, the project conducted a Management Training Needs assessment, and is currently developing its workplan of training activities with the 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 November 1993, in collaboration with the CDC/FPLM project, FPMD held an MIS workshop for NFPB's senior management. At this workshop, NFPB staff were introduced to basic MIS concepts and to the importance of an MIS for tracking national program performance. FPMD conducted an in-house testing of ServStat, the service statistics program FPMD developed for the NFPB, and additional modifications to the system were suggested and implemented in March 1994. FPMD prepared a new "prototype" annual report based on the NFPB's strategic objectives, and will work with NFPB staff to use ServStat in producing 1994's Annual Statistics and other reports.

FPMD also participated in a workplanning meeting in Jamaica in February 1994 to coordinate with other 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 drafted a plan that 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 has accepted this plan, and in January 1994 FPMD conducted a workshop on organizational change. In this workshop, ASHONPLAFA staff prioritized their technical assistance needs and agreed on a timetable for implementing FPMD's support to the organization.

ECUADOR

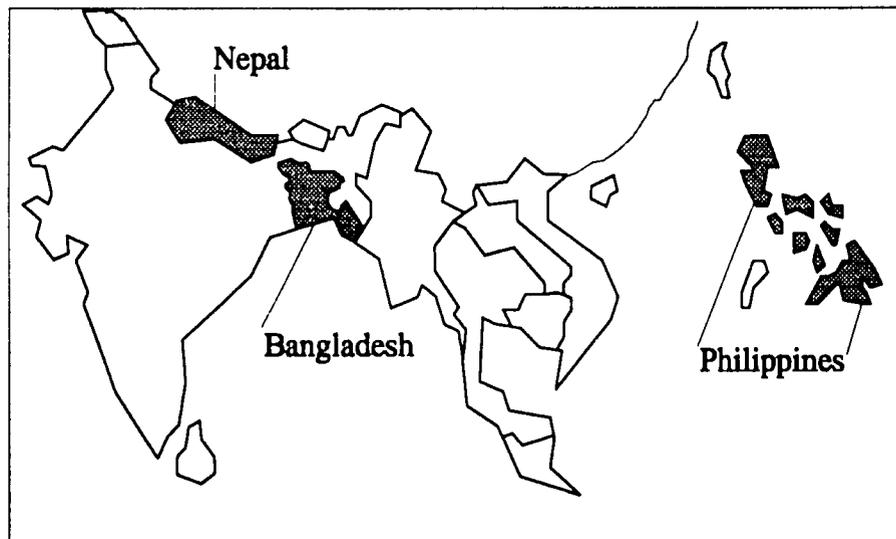
FPMD has been working in Ecuador with the Centro de Estudios de Población y Paternidad Responsable (CEPAR), a nonprofit organization that influences Ecuadorian leadership about population problems. FPMD helped CEPAR to establish a new chart of accounts and financial information system. FPMD's consultant from PROFAMILIA/Colombia made his final visit to review the implementation of this new financial management system in December of 1993. CEPAR is currently interested in sharing its model with other organizations who might benefit from it.

2.6 Major Accomplishments in ASIA, EUROPE, AND THE NEAR EAST

The past six months have been marked by a continued, significant expansion and intensification of FPMD activities in the priority countries of Asia. FPMD placed a Resident Advisor and opened a field office in Manila in October 1993 to manage and implement a new program with the Office for Special Concerns of the Department of Health (OSC/DOH). This project is funded under a buy-in from USAID/Manila which was received in September 1993. The project is assisting the OSC/DOH in implementing the Local Government Unit Performance Program. In Bangladesh, the level of technical assistance to FPMD's two projects has increased dramatically. The Local Initiatives Program received technical assistance in developing training materials and embarked on new and exciting evaluation activities, including a microsurvey to determine Contraceptive Prevalence Rates. Technical assistance in training impact evaluation and management information systems (MIS) was launched during this period under the other Bangladesh project in the NGO sector. Finally, assistance in training and MIS aimed at strengthening the Family Planning Association of Nepal's capacity was initiated through contracting local consultants.

2.7 Asian, European, and Near Eastern Activities by Country

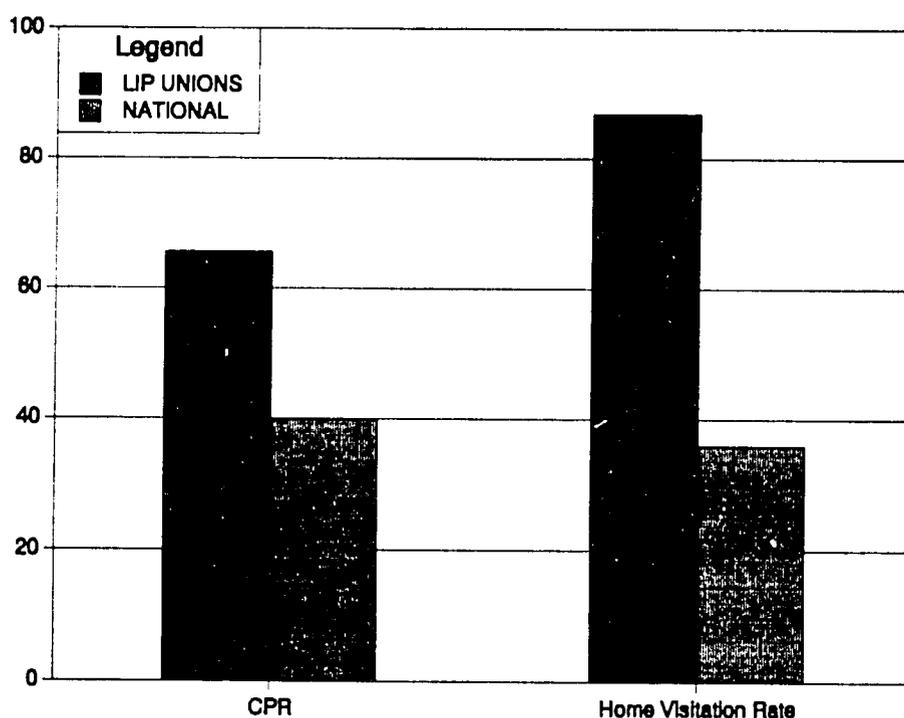
Asia Region



BANGLADESH

The Local Initiatives Program: The LIP continues to perform with excellence and to receive national recognition in Bangladesh. The LIP is succeeding in its goal of promoting community involvement and participation in the planning and management of family planning activities in 71 *thanas* (sub-districts). A recently-completed microsurvey shows that the Contraceptive Prevalence Rate (CPR) in the three LIP areas studied was 65.7%, as compared with the current estimated national CPR of 43.5%. (The 1991 Contraceptive Prevalence Survey (CPS) cites a national CPR of 39.9%). Moreover, the study also documents a home visitation (visits to potential clients or current family planning acceptors) rate of 87%, which is well above the national rate of 36.1% according to the 1991 CPS.

**Comparison of 1993 Microsurvey Results from LIP Unions
and 1991 Bangladesh Contraceptive Prevalence Survey**



The LIP workplan for this phase reflects the Project's well-established local capacity and experience. The LIP has replaced the Overseas Study Tours to Indonesia with In-country Training Programs (ITPs)—study tours to high performing LIP *thanas* within Bangladesh. The LIP conducted its fifth ITP in November 1993, and is planning to conduct the sixth and seventh during the next reporting period.

The LIP is continuing to disseminate its accumulated knowledge and experience, making LIP materials and expertise available to help other family planning program managers achieve more effective results by strengthening critical management systems. The LIP published two newsletters for distribution to Bangladesh family planning managers at national, district, and *thana* levels, and successfully translated into Bangla and distributed FPMD's *Family Planning Manager* on eligible couple (ELCO) mapping. The LIP technology is now being transferred cross-regionally; the program has been asked to provide technical assistance to the FPMD-supported Family Planning Association of Kenya in the ELCO mapping method. This consultancy will occur in April 1994; in the meantime, the LIP has been working to adapt existing training materials to the Kenyan context.

On a national level, in December 1993 the LIP played a key role in the organization of a "Population Fortnight" called by the Government of Bangladesh to focus the nation's attention on the need for family planning. The LIP organized a community seminar for the Khulna Division and coordinated the organization of union-level educational mass meetings in 460 *thanas*.

FPMD provided assistance to the LIP in finalizing its 1994 workplan. During this reporting period, FPMD also launched a program of intensive technical assistance in developing critical management and training materials for the project, and continued providing technical assistance in the implementation of several evaluation activities, including the microsurvey mentioned above.

Finally, FPMD facilitated an LIP staff development workshop on method mix and on planning for the phase-out of the LIP's technical and financial support to selected *thanas*. The LIP staff discussed the importance of reviewing changes in the method mix in LIP *thanas* which resulted in a series of recommendations, such as monthly service statistics reports from LIP unions and *thanas* which the LIP staff will aggregate and analyze to produce national and divisional figures to assist in monitoring and planning. With regards to *thana* "graduation," the LIP staff identified a number of indicators of a *thana*'s readiness to have its LIP support phased out; this list of indicators will be refined further in the coming months to ensure that each indicator is measurable and that the information can be collected through the LIP's existing monitoring system.

The CA/NGO Project: Following the launch of technical assistance in management development assessments in June 1993 and follow-on work in September 1993, FPMD continued its work in the other two technical areas supported by this project: strengthening the Cooperating Agencies' (CAs') capacity to evaluate the impact of training on the job performance of various cadres of NGO family planning personnel, and developing a comparable analytic framework for measuring the CAs' program achievements. FPMD conducted a workshop in November 1993 at which the CA participants drafted indicators for measuring job performance and examining the link between training and performance in family planning management and service delivery.

During December 1993, FPMD provided assistance to the CAs in identifying sustainability indicators and establishing a methodology and sites for pilot testing them. In February 1994, the FPMD technical team continued to work with the CAs on these indicators, and assisted USAID/Dhaka in transforming the CAs' semi-annual report to USAID/Dhaka into a more useful document. FPMD also coordinated with Pathfinder in developing quality of care and service expansion indicators. As with the ongoing management development assessment work, the CAs have gained important technical skills in designing instruments and in analyzing and using data, and are in the process strengthening organizational and management capabilities in these areas.

In February 1994, FPMD reviewed the Project's progress and made minor revisions to the scopes of work for the three technical assistance areas, in collaboration with the CAs and USAID/Dhaka. The modifications include additional emphasis on individualized work with the CAs and further orientation to strategic planning. FPMD also revised the travel and technical assistance plan for the remainder of the subproject. Also in this reporting period, FPMD made a presentation on the work it has conducted with the NGO project on the evaluation of training impact to the Ad Hoc Training Evaluation Group at Tulane University.

PHILIPPINES

FPMD is working with the Philippines Department of Health/Office for Special Concerns (DOH/OSC) at the central level to strengthen its capacity to guide, support, and monitor family planning and child survival (FP/CS) activities in the newly decentralized health care system. FPMD is also working with 20 provinces and cities at the local level to build their capacity to plan for and deliver FP/CS services. FPMD is providing technical assistance to the DOH/OSC in preparing for the implementation of the Local Government Unit (LGU) Performance Program. Each of the 20 LGUs will receive annual supplemental funding to support FP/CS activities if it meets annual performance benchmarks.

During the reporting period, the FPMD Resident Advisor established the Manila field office within the DOH/OSC, set up administrative systems, and hired local technical staff who are providing technical assistance at both the central and LGU levels. In January 1994, FPMD developed a detailed project workplan for the remainder of the subproject.

In January FPMD collaborated with the DOH/OSC in selecting the first 20 LGUs to participate in the Program. The Resident Advisor and Technical Advisors made field visits to several of the LGUs to introduce the Performance Program and to assess their local needs, capabilities, and constraints in the delivery of FP/CS services. FPMD's first major project activity was a workshop in February that introduced an initial five LGUs to the requirements for funding, and provided them with information on available resources and guidance on developing operational plans for FP/CS service delivery activities. FPMD Technical Advisors will provide follow-up technical assistance to the LGUs as they further develop and implement their plans. FPMD will hold three

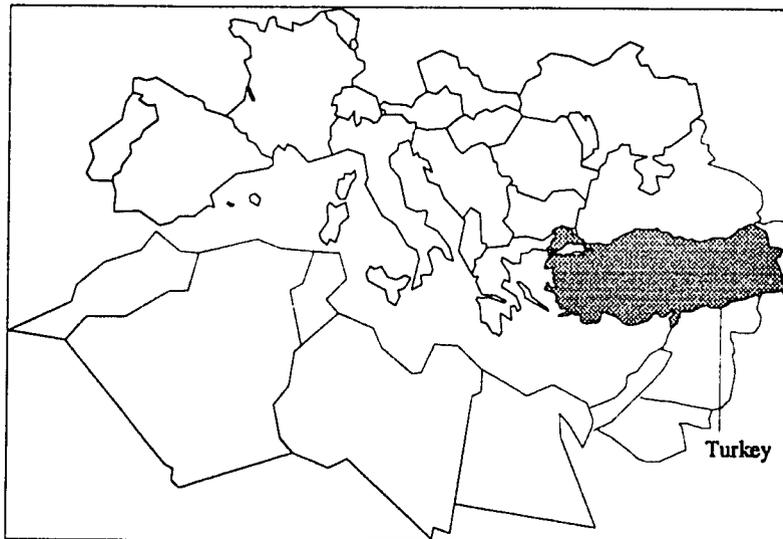
additional workshops during April and May to introduce the remaining 15 LGUs to the Program. FPMD also provided technical assistance in management information systems (MIS) on both the national and LGU levels, in particular working with two LGUs to design a prototype MIS.

NEPAL

FPMD continued to provide assistance to the Family Planning Association of Nepal (FPAN) in two key areas: strengthening the training capacity of the organization, and upgrading and revising its management information systems. FPAN's role has expanded tremendously since its founding; it currently operates in 27 of Nepal's 75 districts, and continues to make significant contributions to expanding access to family planning services and the quality of those services.

In order for FPAN to strengthen and sustain its leadership position and to become an important national training resource, FPMD has recommended further training and upgrading of skills for key staff in the area of family planning program management and the recruitment of a skilled senior training officer. To provide guidance in the training and recruitment process, FPMD has contracted with a local training consultant. Moreover, in response to needs identified by the FPAN and FPMD, a local MIS consultant has been contracted to assist in training and upgrading the MIS department and to work in collaboration with FPMD/Boston's MIS technical advisor who was assigned to this project.

Europe and the Near East Regions



TURKEY

FPMD, in collaboration with colleagues from the Centers for Disease Control and Prevention's Family Planning Logistics Management Project, designed and organized a workshop for the Maternal and Child Health/Family Planning General Directorate of the Turkish Ministry of Health. The objective of the workshop was to provide information, training, and tools to central and provincial health staff to enable them to test and implement an integrated family planning service statistics and contraceptive logistics system in five test provinces. The workshop resulted in action plans that will be implemented in participants' home provinces, with follow-up and support provided by the central level MIS technical team of the MCH/FP General Directorate, which had previously received training in use of the system. The revised system will allow managers at the central and provincial levels to rapidly and accurately process family planning data, and to produce key information and indicators to support analysis and decision-making at all levels.

To strengthen the coordination of CA activities under the newly developed USAID strategic program framework in Turkey, FPMD funded a consultancy to the U.S. Embassy/Ankara USAID Population Advisors to consolidate individual CA workplans for 1994 into a master country workplan and to assist in identifying key reporting indicators to help guide its project management.

3.0 PUBLICATIONS AND COMMUNICATIONS

The two principal FPMD publications are *The Family Planning Manager* and *The Family Planning Manager's Handbook*. Both of these publications are in the process of being produced in French and Spanish. Distribution of the foreign language editions will begin in May/June 1994.

The Family Planning Manager—English Edition: Over the past six months, FPMD published three new issues of *The Family Planning Manager*. "Improving Supervision: A Team Approach," completed the 1993 Volume II series. This issue explores ways to improve supervision in family planning clinics by developing an interactive team approach to supervising both activities and individual performance in three key activity areas: clinical activities, management activities, and personnel activities. A special supplement was published with this issue, the *Pocket Guide for Service Improvement*. The *Pocket Guide* is designed to be used by clinic staff to identify opportunities for improving family planning services.

Volume III of *The Manager* began with an issue on "Learning to Think Strategically." This issue explains how clinic managers and their staff can learn to use strategic thinking skills. It discusses the strategic issues of improving quality, expanding access, and increasing demand, and focuses on the question "Is my program doing the right things?" By focusing on this question, the issue helps managers and their staff to think about the types of clients they serve, the kinds of services they offer, and whether their particular program will both contribute to improving the well-being of their clients and help to address the population and health challenges in their country.

The most recent issue, "Increasing Community Participation," explores ways that communities can participate in family planning programs. Drawing on experience from Bangladesh and Indonesia, this issue presents the conditions needed for effective community participation and discusses approaches to planning, monitoring, and supporting community teams so that they can participate in local family planning activities.

The Family Planning Manager—Foreign Editions: In order to fill the large unmet demand for management materials in Spanish and French, FPMD is producing foreign editions of all issues of *The Family Planning Manager*. The Publications Unit has developed a strategy for coordinating the dissemination of back issues along with the current issues of *The Manager*. Thus, the first mailing of the Spanish language editions will include Volume I and the first issue of Volume III. This dissemination strategy will ensure that all foreign language editions will have been distributed by the project's end. To date all Volume I issues have been translated and reviewed in both languages. In addition, three issues of Volume II and the first two issues of Volume III have been translated and reviewed. Printed copies of the French Supervision issue entitled

"Améliorer la supervision: l'approche d'équipe," were used in the annual Francophone Regional Advisory Committee (FRAC) meetings held in Tunisia in November 1993.

The Family Planning Manager's Handbook—Foreign Editions: Final preparations are currently being made for printing the French and Spanish editions of *The Handbook*. In close collaboration with Pathfinder International, new material for *The Handbook* has been developed, technical and language reviews of all chapters have been completed, and the final copy edit and incorporation of changes is currently underway. Both of the foreign-language editions are scheduled to go to press in May; the French edition will be printed in the U.S. and the Spanish edition will be printed in México.

Distribution of FPMD Publications: The FPMD publications contact database has grown from 2,000 names to 4,200 names. This represents a routine circulation of the English editions of *The Family Planning Manager* to approximately 8,000 readers in 165 countries. Some 4,100 copies of *The Family Planning Manager's Handbook* and 1,500 copies of *Beyond The Clinic Walls: Case Studies in Community-Based Distribution* have been distributed to date. The Publications and Communications Unit continues to update the database to prepare for the distribution of the Spanish and French editions of *The Family Planning Manager* and *The Family Planning Manager's Handbook*. Currently the database includes 2,000 names who will be sent Spanish editions and 1,500 names who will be sent the French editions of these publications.

Past issues of *The Manager* have been used by FPMD in several countries this semester. In the Philippines, FPMD distributed the complete set of *The Manager* to date in a management workshop for Local Government Units, to be used as a resource. Two of the issues, "Using Maps to Improve Services" and "Analyzing Costs for Management Decisions," were specifically pointed out as being useful for their work. In the past six months, FPMD/Kenya has received and filled requests for copies of various issues of *The Manager* to be used in workshops and training. The issues on strategic planning, supervision, and ELCO mapping have been of particular interest. The Family Planning Association of Kenya has shown such interest in developing a pilot project in ELCO mapping that a program officer from FPMD/Bangladesh will soon be visiting Kenya to provide technical assistance for this activity. In Jamaica, FPMD used *The Manager* on "Using Service Statistics" in a workshop it held for the National Family Planning Board on management information systems. And *The Manager* maiden issue, "Reducing Client Waiting Times," was used in an AVSC/Africa-sponsored course on the Client-Oriented, Provider-Efficient method.

Field-based Publications: The Publications Unit is providing technical assistance to the Bangladesh Local Initiatives Program (LIP) to help them develop a series of manuals and "Lessons Learned" briefing notes. The objectives of the technical assistance are to: help prepare a series of manuals that describe LIP training and planning procedures to be used by local staff, trainers, and program participants; provide family planning programs in other countries with the information necessary to replicate similar programs in other settings; and build a local capacity for developing publications and training materials. During this period Publications staff travelled

to Bangladesh to develop the workplan for producing these publications and to initiate the technical assistance. FPMD did a thorough review of one of the five planned manuals and produced the initial draft of five of the nine briefing notes.

4.0 EVALUATION

In March of 1994, a new Director of Evaluation and a Senior Evaluation Officer were appointed, thus completing the staffing of the Evaluation Unit. During this reporting period, the following evaluation activities took place:

Bangladesh: An FPMD evaluation consultant reviewed the progress of the microsurvey being implemented by a local Bangladeshi subcontractor of three Local Initiatives Project unions, and discussed the results with the subcontractor and with LIP staff. A comprehensive report on this survey is forthcoming. In addition, the consultant has launched other evaluation activities with the LIP, such as a profile and analysis of the LIP community volunteers, their impact on program outputs, and the impact of the LIP program on their lives and their status in the community. This examination is expected to contribute to future work addressing the issue of sustaining the interest and motivation of volunteers, who are so critical to the success of the LIP.

Also in Bangladesh, FPMD conducted a workshop for five CAs and one NGO (under the CA/NGO project) on training impact evaluation so that training program staff will be able to conduct systematic impact evaluations and use the results to continually refine their training and make it more effective.

Kenya: FPMD assessed the pilot CAMEO system which had been tested in three organizations in 1992-1993; there is an interest in retaining some parts of the system. FPMD also worked with FPMD/Kenya staff to establish objectives and output indicators for all the new subproject plans FPMD has developed for the organizations in Kenya.

Nepal and The Philippines: FPMD drafted preliminary evaluation plans for its subproject with the Family Planning Association of Nepal and the new project with the Department of Health in the Philippines. The Asia/Near East Unit will work closely with the Evaluation Unit in developing these evaluation plans, and in launching intensive evaluation activities in the Philippines next semester.

México: FPMD conducted an impact evaluation of its Continuous Quality Improvement project with MEXFAM. Service statistics and cost data were examined for control and "experimental" groups for the periods preceding and during the three-year CQI activities.

Publications: The Evaluation Unit has collaborated with the Publications Unit to complete an evaluation of the 1993 *Family Planning Manager* reader survey. This survey contained 30 questions designed to provide FPMD with information about what types of jobs the readers have, how the readers use *The Family Planning Manager* in their work, whether the topics are relevant to their work, and what types of problems the publication helped them solve. It also inquired about the readability of the publication, the demand for foreign language editions, and suggestions for management topics for future issues.

Preliminary analysis of this data was completed in October 1993, and the final analysis of the 314 questionnaires is now available. The final report will be completed during the next six months.

In addition, FPMD collaborated with the Evaluation Project in its work on developing evaluation indicators, participating in meetings of the Management and Sustainability Working Groups.

As the project draws to a close over the remaining a year and a half, the challenge for the Evaluation Unit will be to complete the ongoing evaluation process of FPMD's assistance. To answer this challenge, the Evaluation Unit developed a comprehensive evaluation strategy for the rest of the project, and initiated three activities: conducted an inventory of past FPMD evaluation activities; developed major guidelines for the evaluation process; and planned future evaluation activities.

Inventory of Evaluation Activities: The Evaluation Unit has put together an overview of past evaluation activities for each of the three FPMD regions in three regional tables.

Evaluation Guide: Evaluation of family planning programs is complex and requires the integration of a multiplicity of perspectives. To respond to these new challenges, the Evaluation Unit developed the following guidelines for carrying out its evaluation responsibilities.

1. Broad qualitative analysis will be used together with quantitative data to determine the impact of management interventions on family planning programs. Family planning programs ultimately must be judged by the impact they have on contraceptive use, the decline in fertility, and the lasting improvement in life conditions resulting from these demographic processes. FPMD will develop a broad picture analysis of the impact of management improvements within a framework of qualitative analysis which also gives attention to a variety of quantitative indicators.

2. Evaluation will be done in a way which reinforces the other management interventions of FPMD. Evaluation is an essential component of the management process, from strategic planning to the final execution. The mission of FPMD is to increase the management capabilities of family planning programs and, therefore, to improve their evaluation capabilities as well. The evaluation of FPMD's assistance should thus provide a continuous opportunity to improve the evaluation skills of all the agencies involved in the various subprojects of FPMD.

3. Evaluation will emphasize a "What Have We Learned Here, Anyway?" approach. FPMD is interested in the innovative aspects of management as applied to family planning programs. FPMD wants to know what works under what circumstances, and how systemic weaknesses can be remedied. FPMD also wants to make sure that others learn about these experiences. This requires establishing a hierarchy of evaluation needs which will vary from one subproject to another. It also requires emphasis on things that can work in a variety of contexts.

Future evaluation activities: Evaluation for the remainder of the project will consist of six components:

- Evaluations of all subproject activities within countries: This evaluation will build on existing work, using accepted indicators and evaluation methods.
- Five major country evaluations. The countries to be studied are Bangladesh, Bolivia, Kenya, México, and the Philippines. This work will build on the result of the evaluation of the above mentioned subprojects but will try to set the evaluation in a broader framework with emphasis on FPMD's role in the overall fertility transition of the country under consideration.
- One major program evaluation which will further look at the FRAC program with the objective to provide a picture of its role, interventions, successes, and failures in the population policy and family planning efforts of Francophone Africa (and Haiti).
- Evaluation within a common framework of projects dealing exclusively with MIS or with important MIS components to assess their relevance for management interventions.
- The Evaluation Unit together with the Technical Unit will conduct a comparative evaluation of the major selected management interventions in the various subprojects of FPMD. The first step will be to review an inventory of common management interventions over the different subprojects.
- Final evaluation report of FPMD's publications based on the reader survey and additional collected data.

The Evaluation Unit is developing its priorities and a work plan in collaboration with the three regional units and the Technical Unit. Each evaluation will consist of four phases, some of which may run concomitantly:

- Phase 1: Discussion of and decisions on objectives, indicators, and methodologies for evaluation.
- Phase 2: Collection of data through a variety of methods, from informal interviews to structured surveys.
- Phase 3: Data analysis and conclusions.
- Phase 4: Discussion of results and dissemination of reports.

5.0 COLLABORATION

FPMD continues to collaborate with a number of Cooperating Agencies and donors in numerous activities.

Commodities and Logistics Module (CLM). Under a buy-in from the Africa Bureau of USAID, FPMD has developed a software package to help family planning and primary health care programs order, stock, and distribute contraceptive, immunization, and essential drug supplies. The World Health Organization, which is also supporting this software development, is planning to use the CLM as its standard commodity logistics software package in its country programs. During this reporting period, both the CLM software and the documentation on its use were completed; the software was field-tested in Nigeria; programming errors were corrected; and the software and documentation were translated into French.

Norplant Cost Study. FPMD was asked by USAID's Norplant Working Group to conduct a study on the cost-effectiveness of Norplant as opposed to other contraceptive methods. FPMD completed its study in two countries before this reporting period, and although no further work was done on this study in the past six months, FPMD will soon be carrying out the study in a third country.

AVSC on COPE (Client-Oriented, Provider-Efficient). The AVSC/Africa regional office requested FPMD's assistance in conducting two training courses for public and private sector family planning supervisors and managers. The courses introduced COPE, a set of tools developed by AVSC to help clinic staff themselves identify and address the obstacles to better service delivery. FPMD's publication *The Family Planning Manager* proved to be an excellent complement to the curriculum developed by AVSC. As a result of the workshops, a process has been proposed to AVSC to introduce COPE and train people in facilitative supervision. The process includes participation in a real COPE exercise, intensive mentoring, periodic workshops for skills training, and a forum to bring COPE practitioners together to exchange experiences.

The table beginning on the following page shows other examples of FPMD's collaborative efforts.

FPMD's Collaboration with Donors and Other CAs

Region: AFRICA	Donors & Cooperating Agencies	FPMD's Collaborative Activities
Kenya	Pathfinder International	Developing coordinated 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. Senior Technical Advisor spends 30% time providing assistance to Pathfinder activities for the Multi-sectoral Rural Project in Busoga, Uganda and for the Nairobi City Council.
	AVSC	Provided assistance in conducting two training courses for public and private sector family planning supervisors and managers.
	CEDPA	Ongoing collaboration with CEDPA to review all project activities at MYWO.
Nigeria	Pathfinder International, PCS	Collaborated with these CAs on the development of PPFN's Family Planning Enhancement Project and finalized the operational plan.
Burkina Faso	INTRAH	Collaborating with INTRAH on developing an operations guide for supervision for the MOH/DFH.
FRAC	CEDPA	Collaborated with CEDPA on planning for the sixth annual FRAC meeting
Africa Region	PCS	Provided assistance in teaching a one-day session in PCS course for senior Francophone family planning officials on managing IEC programs.

Region: LATIN AMERICA AND THE CARIBBEAN	Donors & Cooperating Agencies	FPMD's Collaborative Activities
México	The Population Council, IPPF/WHR	Co-sponsored the CQI conference in Guadalajara in October 1993 where the MEXFAM staff presented their TQM implementation experiences.
	The Population Council	Collaborating on MEXFAM's TQM project. Co-wrote a paper on TQM that was presented at "Operations Research Day" in October 1993. Co-wrote a paper on joint work with FEMAP which was presented at APHA in October 1993.
	Pathfinder International	Collaborating on developing and producing the Spanish <i>Family Planning Manager's Handbook</i>
Bolivia	PCS	FPMD Resident Advisor provided training assistance for counseling and interpersonal communications workshops supported by PCS.
Perú	Development Associates	Coordinating and collaborating on planning and programming for the needs assessment of the MOI! MIS system.
Jamaica	OPTIONS	Participating in quarterly meetings organized by OPTIONS for all CAs working in Jamaica.
	CDC/FPLM	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 CA/NGO Project	AVSC/Bangladesh, The Asia Foundation, Pathfinder International	<p>Providing technical assistance to strengthen the CAs' technical skills and systems to enable them to assist NGOs to achieve improved quality, expanded service, and sustainability. Collaborative work has resulted in draft data gathering instruments, indicators, and guidelines for conducting and analyzing the results of management development assessments. Also, FPMD is collaborating with Pathfinder and The Asia Foundation in the pilot testing of quality, expansion, and sustainability indicators to measure program performance. Finally, the FPMD technical team on training impact evaluation is working closely with AVSC's Training Coordinator based in Dhaka.</p>
	AVSC/Asia Regional Office	<p>At the request of the AVSC/Asia Regional Office, FPMD conducted a one-day teambuilding session for AVSC regional staff based in Dhaka and in Asia region country offices. The session laid the foundation for subsequent strategic and program planning exercises.</p>
Philippines	The Futures Group, FPLM/JSI, CARE, AVSC, JHPIEGO, CDC, Bureau of the Census/Data for Decisionmaking	<p>Coordinating with these key CAs that will serve as technical resources to FPMD's in-country activities supporting capacity building in both the DOH and the LGUs.</p>

Region: ASIA, EUROPE, NEAR EAST REGIONS	Donors & Cooperating Agencies	FPMD's Collaborative Activities
Nepal	The Population Council CEDPA AVSC and IPPF/London	Collaborated in the design and scheduling of a "Situation Analysis" exercise for Government of Nepal and FPAN facilities. Coordinated on training and MIS technical assistance to the FPAN. Coordinated on FPMD's program of technical assistance to the FPAN.
Turkey	CDC/FPLM	Collaboration and joint implementation of 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 of accessibility of family planning services.

Unit: PUBLICATIONS	Donors & Cooperating Agencies	FPMD's Collaborative Activities
<i>The Family Planning Manager</i>	CEDPA, IPPF, Pathfinder, Hewlett, Rockefeller	Invited these organizations to do a peer review of issue No. 5 of Volume II and Nos. 1 and 2 of Volume III
	IPPF, Pathfinder, and Country Family Planning Organizations	Invited Editorial Review Board members from these organizations to review issue No. 5 of Volume II and Nos. 1 and 2 of Volume III
	CDC, JSI	Citing new French and Spanish editions of CDC's logistics guide and JSI's wall checklist for good storage practices in foreign editions of <i>FPM</i> Vol. I No. 4.
<i>The Family Planning Manager's Handbook</i>	Pathfinder, IPPF/WHO, JSI/FPLM, CDC	Pathfinder is closely collaborating and co-funding the French and Spanish editions of <i>The Handbook</i> . IPPF/WHO, JSI/FPLM, and CDC have assisted in developing the revised versions.
<i>The Family Planning Manager & The Family Planning Manager's Handbook</i>	AVSC, Population Council, Pathfinder	Collaborated on mailing lists for FPMD's database for its 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
	UNFPA	Participated in a meeting to assist UNFPA in defining its policy on sustainability of family planning programs.
	Evaluation Project	Participated in developing indicators for the Evaluation Project Working Group on Management, and the Working Group on Sustainability.
	USAID CAs Meeting	Facilitated working group sessions at Feb. CAs meeting. Made presentation on Sustainability Panel.

6.0 PROGRAM MANAGEMENT

There were a number of significant staff additions at FPMD in the past six months, with the arrival of the new directors of the Africa and Evaluation Units. In addition, the Operations Unit reached full staff, allowing the unit to effectively manage the delivery orders and billing and payment activities which have substantially increased in number since October 1993.

Operations Unit staff have made a number of trips in the past six months to FPMD field offices to provide assistance in managing major project activities. Staff visited FPMD's principal subcontractor in Bangladesh, Technical Assistance, Inc., to review costs and negotiate a \$3 million agreement for the continuation of the Local Initiatives Program. FPMD provided financial and logistic management in the field to assist with the FRAC meeting in Tunisia, providing excellent support to the FRAC participants and timely accounting for all conference expenditures. FPMD staff visited Nigeria to set up a new field office in Lagos and to prepare for the ongoing work of technical consultants for FPMD activities there. Operations Unit staff also visited Manila to assist in the opening of a third project field office in the Philippines, including placing FPMD's Resident Advisor and recruiting four local program officers and administrative staff.

FPMD continues to refine its project databases, both financial and programmatic, which serve to archive critical information on the project's contract deliverables and lessons learned. These information systems are now able to be used for the preparation of reports, and both were instrumental in collecting information for this semi-annual report.

Project activities have been increasing in volume throughout this reporting period, culminating with FPMD's highest billing month to date in March 1994. With its complete staff and fully operational information systems, the project is well on its way to meeting its contractual obligations and fulfilling its goals.

During this period, a Technical Unit was created under the direction of the Technical Director. This unit will review all of the FPMD sub-projects in order to present the accomplishments and lessons learned to a wide audience throughout the field of family planning. The Unit will compare sub-projects and attempt to draw generalizations about the management interventions which are of greatest benefit to various types and levels of provider organizations. The Technical Unit will work closely with the Evaluation Unit and the Publications Unit.

ANNEX 1.1: TRAINING

Workshops Supported by Family Planning Management Development October 1993 - March 1994

Country/Organization	Description	Date
Kenya		
Maseno West/CCS	Sponsored and conducted initial strategic planning workshop	October 1993
Maseno West/CCS	Sponsored and conducted follow-up strategic planning workshop	November 1993
Private sector family planning managers and supervisors	Provided training in workshop on COPE instruments and principles of supervision	January 1994
Public sector family planning managers and supervisors	Provided training in workshop on COPE instruments and principles of supervision	January 1994
Mkomani	Sponsored and facilitated "Vision" retreat for Board of Directors and Senior Staff	March 1994
Bangladesh		
Cooperating Agencies	Conducted a one-day workshop on strategic planning for 50 participants.	October 1993
LIP thana teams	Program review workshop for LIP Groups 11 and 12	November 1993
Six Cooperating Agencies	Conducted workshop on training impact evaluation.	November 1993
LIP staff	Workshop on determining method mix, evaluation indicators, rapid assessment methodology.	February 1994

Country/Organization	Description	Date
Philippines		
Local government units	Workshop to introduce the Performance Program to 28 provincial, regional, and city family planning, population, and health officials.	February 1994
Turkey		
General Directorate for MCH/FP	Workshop introducing service statistics and contraceptive logistics system in five test provinces	October 1993
Bolivia		
CIES	Operations planning workshop	November 1993
CNS	Workshop to conduct evaluation of activities and plan 1994 activities	December 1993
Ministry of Health	Strategic planning workshop	January 1994
Honduras		
ASHONPLAFA	Workshop on organizational development for senior and mid-level managers.	January 1994
Jamaica		
Senior- and mid-level managers of the NFPB	Workshop on key MIS concepts and application	November 1993
México		
Family planning NGOs, CAs, DGPF, USAID/W	Workshop to discuss the basic concepts of CQI and an operational model to implement CQI activities	October 1993
MOH/DGPF	CQI "sensitization" workshop for Senior Management. Quality improvement projects identified.	February 1994

**Study Tours Supported by Family Planning Management Development
October 1993 - March 1994**

Country/Organization	Description	Date
Bangladesh		
Government Units	Supported fifth In-country Study Tour for four new thanas	November 1993
	Supported study tour for 16 participants of International Workshop on Improving Family Planning Program Effectiveness to visit and observe an LIP thana	December 1993

Training Tools Developed by Family Planning Management Development October 1990-March 1994

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.

Twelve 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
- introducing team supervision
- analyzing strategic issues
- analyzing eligible couple maps
- improving service processes
- analyzing service costs
- monitoring discontinuation
- developing plans for new program initiatives
- enlisting local community participation

ANNEX 1.2: PROFESSIONAL PAPERS WRITTEN BY FAMILY PLANNING MANAGEMENT DEVELOPMENT OCTOBER 1990-MARCH 1994

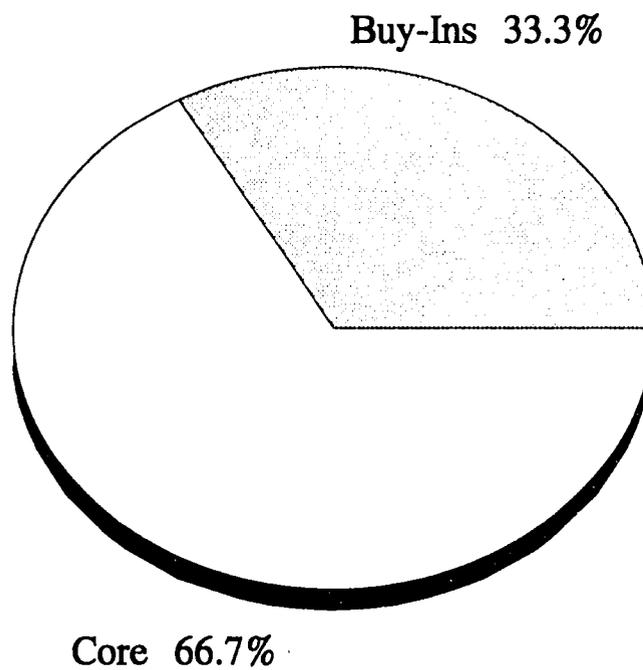
1. "Evaluation Planning and Needs Assessment Guidelines for Family Planning Organizations," paper by Jaime Benavente and Barbara Seligman, August 1993.
2. "Lessons Learned about Systematic Evaluation in the Organizational Development Process," paper and presentation (NCIH 1992) by Barbara Seligman and 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.
13. "Providing the Foundation for the Development of Self-Sustaining Family Planning Services: FPMD and FEMAP," paper and presentation (APHA 1993) by Nancy Murray, Enrique Suarez, and Carlos Brambila.
14. "Institutionalizing Continuous Quality Improvement (CQI): MEXFAM's Experience," Paper and presentation at Operations Research Day organized by The Population Council, October 1993, by Nancy Murray, Ricardo Vernon, Alfonso Lopez Juarez, Ilse Salas, and Jesus Vertiz.

ANNEX 2.1: OBLIGATIONS RECEIVED

FPMD Obligations Received Through March 31, 1994

Sources of Obligation	Total Obligation	% of Project Obligation
Central	\$18,437,000	66.7%
Buy-ins:		
Delivery Order #1 ENE/A Regional	\$64,453	0.2%
Delivery Order #2 Pakistan	\$34,928	0.1%
Delivery Order #3 Bangladesh	\$250,000	0.9%
Delivery Order #4 Bolivia	\$149,909	0.5%
Delivery Order #5 Kenya/NGO	\$374,309	1.4%
Delivery Order #6 Kenya/NCPD	\$345,492	1.3%
Delivery Order #7 Bangladesh	\$1,739,017	6.3%
Delivery Order #8 Africa Region	\$100,000	0.4%
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	1.3%
Delivery Order #14 Philippines	\$54,999	0.2%
Delivery Order #16 Regional/CAFS	\$99,736	0.4%
Delivery Order #17 Bangladesh	\$998,982	3.6%
Delivery Order #18 Jamaica	\$103,400	0.4%
Delivery Order #19 Honduras	\$188,774	0.7%
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	\$497,423	1.8%
Delivery Order #24 Jamaica	\$111,279	0.4%
Delivery Order #25 Bangladesh	\$1,530,000	5.5%
Delivery Order #26 Philippines	\$1,321,380	4.8%
Total Buy-Ins	\$9,195,091	33.3%
TOTAL OBLIGATIONS	\$27,632,091	100.0%

ANNEX 2.2: TOTAL OBLIGATIONS RECEIVED



ANNEX 2.3: TOTAL OBLIGATIONS AND EXPENDITURES

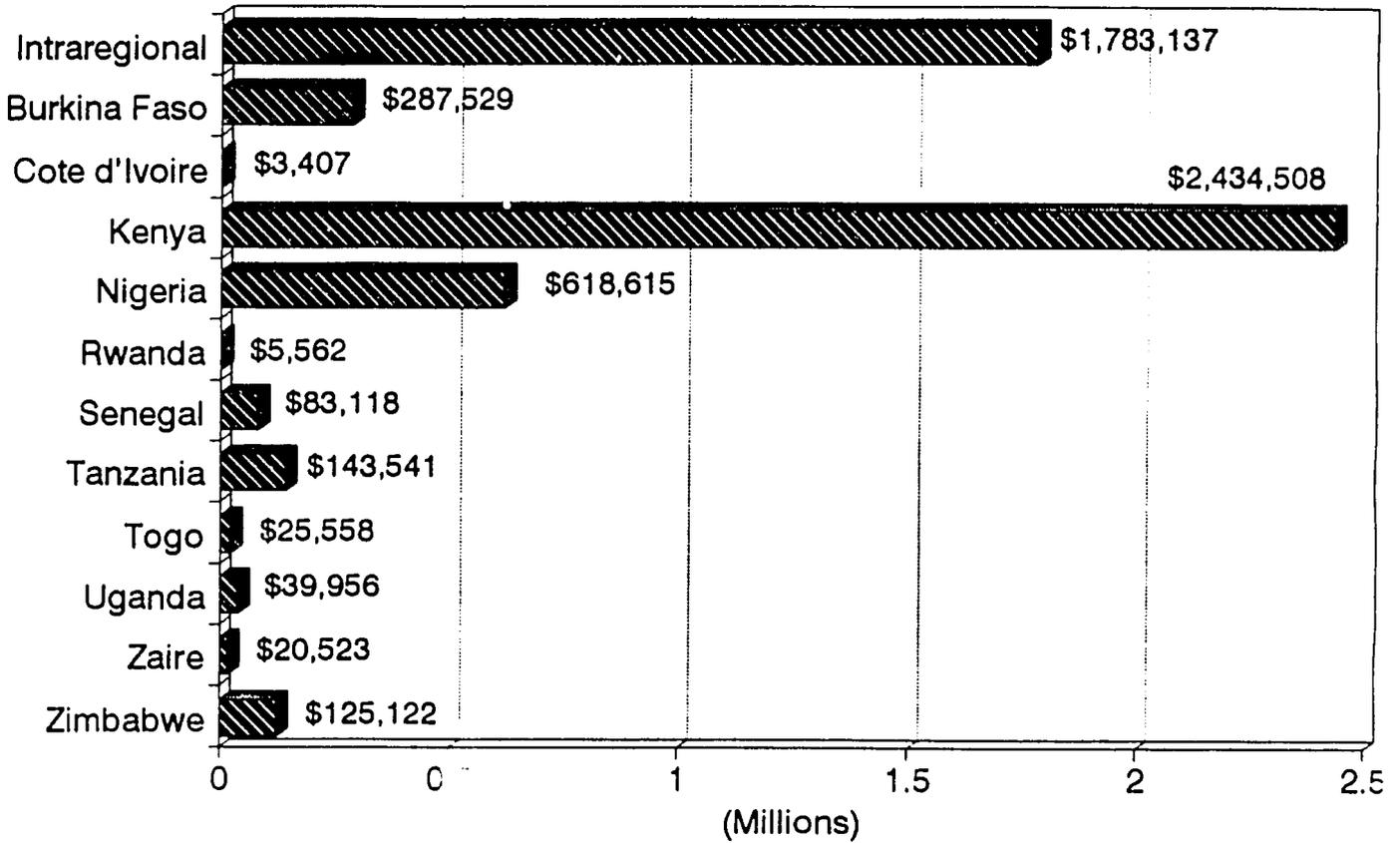
Total Obligations and Expenditures* Through March 31, 1994

Contract/Delivery Order and Country/Region	Obligations To Date	Expenditures Through 3/31/94
DPE-3055-C-00-0051-00 Worldwide	\$18,437,000	\$13,303,813
DPE-3055-Q-00-0052-00		
Delivery Order #1 ENE/A Regional	\$64,453	\$47,333
Delivery Order #2 Pakistan	\$34,928	\$25,005
Delivery Order #3 Bangladesh	\$250,000	\$245,376
Delivery Order #4 Bolivia	\$149,909	\$149,338
Delivery Order #5 Kenya/NGO	\$374,309	\$262,069
Delivery Order #6 Kenya/NCPD	\$345,492	\$343,519
Delivery Order #7 Bangladesh	\$1,739,017	\$1,721,754
Delivery Order #8 Africa Region	\$100,000	\$97,132
Delivery Order #9 Morocco	\$110,000	\$109,998
Delivery Order #10 Philippines	\$29,650	\$26,476
Delivery Order #11 Burkina Faso	\$65,869	\$58,419
Delivery Order #12 Mali/CERPOD	\$220,770	\$120,694
Delivery Order #13 Bolivia	\$350,000	\$336,268
Delivery Order #14 Philippines	\$54,999	\$54,407
Delivery Order #16 Regional/CAFS	\$99,736	\$2,667
Delivery Order #17 Bangladesh	\$998,982	\$379,233
Delivery Order #18 Jamaica	\$103,400	\$91,949
Delivery Order #19 Honduras	\$188,774	\$52,149
Delivery Order #20 Regional/CAFS	\$135,534	\$122,496
Delivery Order #21 Regional/CLM	\$91,930	\$47,590
Delivery Order #22 Bolivia	\$227,257	\$33,790
Delivery Order #23 Kenya	\$497,423	\$22,658
Delivery Order #24 Jamaica	\$111,279	\$129
Delivery Order #25 Bangladesh	\$1,530,000	\$329,331
Delivery Order #26 Philippines	\$1,321,380	\$223,575
TOTAL	\$27,632,091	\$18,207,168

* Includes only expenditures billed to USAID through 3/31/94; expenses incurred but not yet billed are not included.

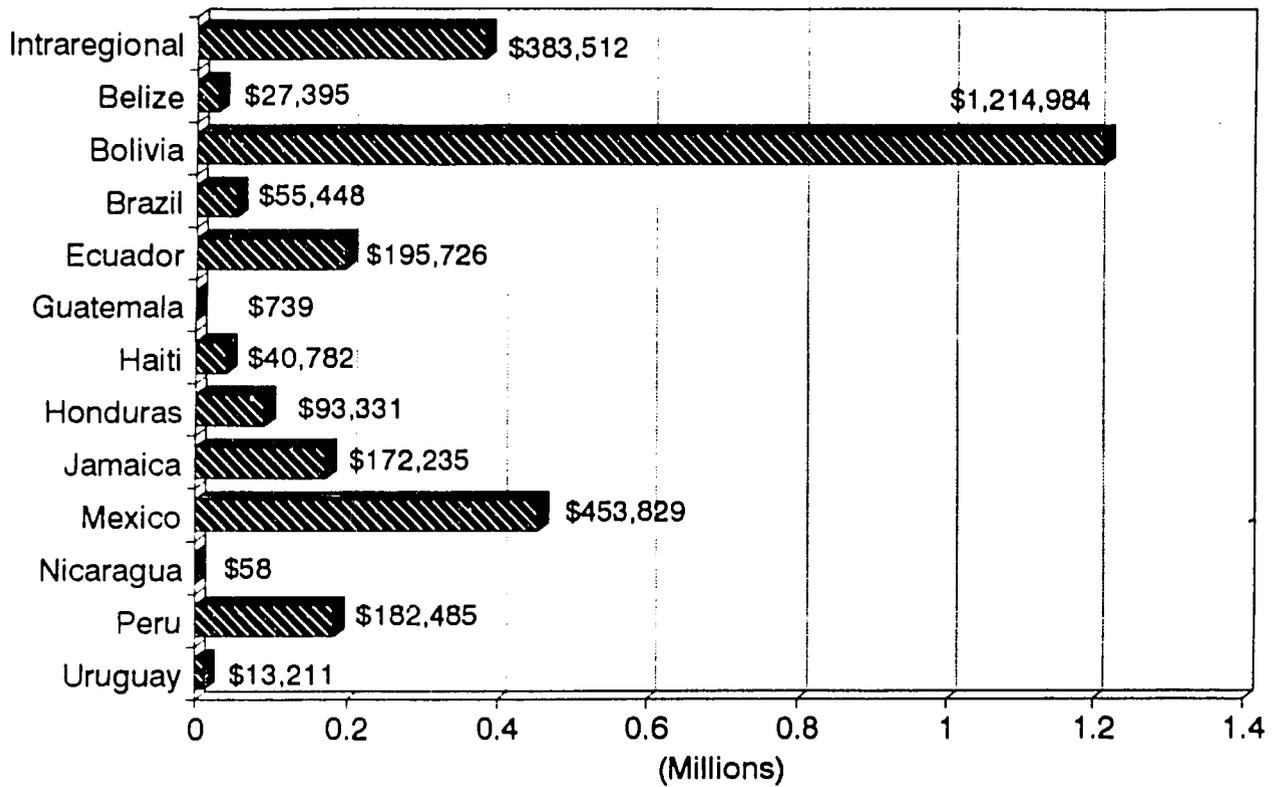
ANNEX 3.1: FPMD EXPENDITURES FOR THE AFRICA REGION

Project to Date Expenditures by Country
Through 3/31/94-Africa



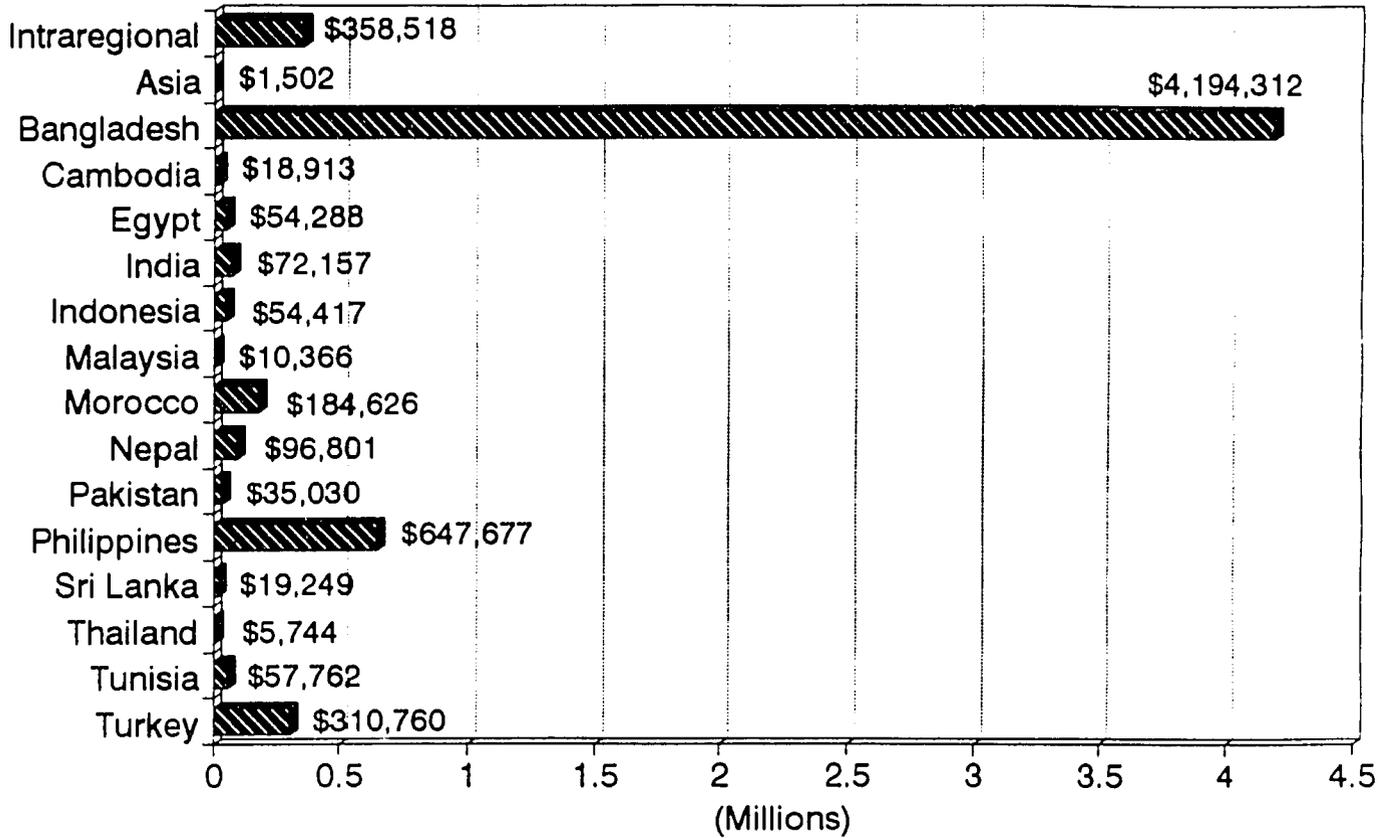
ANNEX 3.2: FPMD EXPENDITURES FOR THE LATIN AMERICA/CARIBBEAN REGION

Project to Date Expenditures by Country
Through 3/31/94-Latin America



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

Project to Date Expenditures by Country
Through 3/31/94-Europe/Asia/Near East



ANNEX 4.1: FPMD EXPENDITURES BY PROJECT ACTIVITY: AFRICA REGION

From October 1, 1993 through March 31, 1994

Region	Country/Subproject	Expenditures	Totals
Africa	Intraregional		
	Centre for African Studies	\$180,474	
	CERPOD	\$11,504	
	FRAC	\$198,006	
	Int'l Planned Parenthood	\$3,770	
	Commodities and Logistics Module	\$66,210	
			\$459,964
	Burkina Faso		
	Ministry of Health	\$3,768	
			\$3,768
	Kenya		
	CHAK	\$38,945	
	FPAK	\$57,177	
	Mkomani	\$1,966	
	Maseno West	\$3,851	
	Nat'l Council Pop. & Devt	\$46,942	
	Field Office	\$295,154	
	SDA/RHS	\$968	
			\$445,003
	Nigeria		
	PPFN	\$185,233	
	Country Program	\$12,295	
	Mngmnt. Training Institute	\$31,876	
			\$229,404
Regional Total			\$1,138,139

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

From October 1, 1993 through March 31, 1994

Region	Country/Subproject	Expenditures	Totals	
Latin America and the Caribbean	Bolivia			
	CIES	\$50,102		
	Caja Nacional de Salud	\$12,506		
	Ministry of Health	\$7,479		
	Country Program	\$107,241		
	Coordination of NGOs	\$8,666		
	Multi-institutional training	\$24,662		
			\$210,656	
	Ecuador			
	CEPAR	\$13,094		
			\$13,094	
	Honduras			
ASHONPLAFA	\$69,629			
		\$69,629		
México				
FEMAP	\$46,736			
MEXFAM	\$83,505			
Country Program	\$4,829			
Ministry of Health	\$16,128			
		\$151,198		
Jamaica				
NFPB	\$73,093			
		\$73,093		
Perú				
Ministry of Health	\$86,996			
		\$86,996		
Regional Total			\$604,666	

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

From October 1, 1993 through March 31, 1994

Region	Country/Subproject	Expenditures	Totals
Asia/ Europe/ Near East	Bangladesh Local Initiatives Project NGOs	\$660,964 \$269,824	\$930,788
	Nepal Family Planning Assoc. of Nepal	\$45,808	\$45,808
	Philippines Department of Health Country Program	\$224,609 \$98,619	\$323,228
	Turkey Ministry of Health	\$75,241	\$75,241
	Tunisia ONFP	\$140	\$140
	Regional Regional Management Training	\$1,502	\$1,502
Regional Total			\$1,376,707

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

From October 1, 1993 through March 31, 1994

Region	Country/Subproject	Expenditures	Totals
Interregional Activities	Publications and Communications <i>FP Manager's Handbook</i> <i>FP Manager</i> Other Publications	\$110,529 \$294,045 \$1,679	\$406,253
	Other Norplant Studies Total Quality Management (TQM) Project Management	\$167 \$68,825 \$184,415	\$253,407
Regional Total			\$659,660

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