

**POPULATION LEADERSHIP PROGRAM  
(PLP-II)**  
*A project of the Public Health Institute*

**RESULTS REVIEW**

**October 1, 2000 – September 30, 2001**

**DRAFT**

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**RESULTS REVIEW 2001**  
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**Section I: Review of Results**

PLP has made considerable progress toward the strategic objective, intermediate results, and sub-results. Organized by area of work activity (Recruitment & Placement, Professional Development & Support, and Organizational Consulting) this impact report presents results for each intermediate result (IR) and sub-result (SR), and highlights from supporting activities from October 2000 – September 30, 2001. Finally, highlights from PLP's special initiatives are presented.

**RECRUITMENT AND PLACEMENT**

**Intermediate Result 1: Increase technical capacity within PHN Sector**

***Sub-result 1: Increased ability to enable successful fellowship experiences***

- Technical knowledge: PLP has increased technical capacity by efficiently recruiting and placing ten fellows in the past twelve months. PLP's fellows contribute unique technical expertise, such as private sector health planning, public affairs, global health communications, and applied clinical management for the largest hospital in South Africa.
- Timely recruitment: Recruitment efforts improved significantly, reducing the average time to fill a position to 4.25 months (from 6.78 months last year) by streamlining key processes.
- Offering a choice of qualified applicants: PLP averages 11.25 qualified applications per position announcement. As many as 26 qualified and referable applications have been received for a position. Elicited through an exit questionnaire, one fellow stated, "PLP is considered the crème de la crème of the senior fellows programs."
- High performance: The average performance evaluation score for fellows was 3.7 on a 4.0 scale. 80% of fellows eligible for an extension were invited to extend.

**Activity Highlights**

Activities under this result include the recruitment and placement of fellows in Washington and Missions overseas. For PLP, effective recruitment and placement includes: (1) personal attention as well as web-based interactivity, helping HARs craft scopes of work that are aligned with actual job duties, reflect desired performance and the Global Health Bureau's strategic objectives; (2) improved analysis of working environment and working styles by interviewing program staff working in the

country program; and (3) sufficient work with applicants to ensure a good person/job fit and alignment of expected job responsibilities with career goals.

### **Fellowship Placements**

- PLP placed ten new fellows during this period: Jacob Adetunji (POP/P&E), Sheila Clapp (South Africa), Edna Jonas (Armenia), Michele Russell (South Africa), Mary Vandembroucke (OFPS), Lily Kak (ANE), Ellen Lynch (OFPS), Neil Hollander (Philippines), Sara Pacque-Margolis (P&E), and Alix Grubel (REDSO/ESA).
- Sixteen fellowships were completed: Wuleta Betemariam (Ethiopia), Shirley Coly (CMT), Elizabeth Eggleston (Paraguay), Joann Grossi (POP/CMT), Steven Hawkins (POP/CLM), Mai Hijazi (POP P&E) Mihira Karra (POP/R), Monica Kerrigan (POP/CMT), Tim Meinke (OFPS), Anne Peniston (Nepal), Zeline Pritchard (POP/R), Helene Rippey (Morocco), Isabel Stout (POP/FPSD), Michael Strong (Kenya), Judith Timyan (Bolivia), and Kirsten Vogelsson (POP/R). All of these former fellows have remained in the global health field.

### **Selected USAID Programs Influenced by Fellows:**

- DHS +: PLP fellow Jacob Adetunji has contributed to the improvement of DHS+ activities in several countries since his fellowship began in mid-January. In Cambodia, Jacob was able to mediate data inconsistencies leading to the release of preliminary survey results by the Ministry of Health. He resolved concerns by the Mission in Uganda regarding the pace of DHS work in the country and ethical questions regarding HIV testing in Mali
- Donor Coordination: Monique Derfuss, Advisor for Donor Coordination, served as a member of the HIV/AIDS Rapid Response Task Force. She has launched a donor mapping service that has been piloted in Cambodia and Vietnam and will now be offered to other Missions.
- U.N. Commission on Population and Development: Joanne Grossi participated on the five-member U.S. Delegation to the 34<sup>th</sup> Session of the Commission on Population and Development. She conducted background research and drafted the U.S. statement on Agenda Item #4; served as an expert advisor to the negotiation team; and addressed the plenary session.
- MEASURE: Joanne Jeffers led a collaborative effort to develop a scope of work for a pre-design and evaluation effort of the MEASURE Results Package, which includes DHS+, MEASURE Evaluation, MEASURE Communication, the BUCEN PASA and the CDC PASA. The pre-design effort will help to ensure that the next phases for these procurements are designed to meet the data collection, analysis, and dissemination needs of USAID's PHN programs.
- Reproductive Health and Health Sector Reform: Edna Jonas, Senior Advisor in Armenia, has been developing a strategy and recommendations for the Mission's future programming in reproductive health. This will include several stand-alone activities as well as integrating reproductive health into the health sector reform program. In addition, Ms. Jonas is developing recommendations for a strategy for the mission support of HIV/AIDS policy work and prevention activities.

- Agency Communications: Sandra Jordan, Communications and Outreach Advisor, updated USAID's Pop Briefs and wrote several new publications. These include: Raising the Quality of Family Planning Worldwide, Voluntary Participation and Informed Choice in Family Planning, Private Sector Partnerships Increase Access to Family Planning, Family Planning Saves Women's Lives, Family Planning Saves Children's Lives, and Family Planning Prevents Abortion.
- Reproductive Health In Nigeria: As the PHN Center's country coordinator for Nigeria, Sara Pacque-Margolis facilitated the implementation of a reproductive health needs assessment and led a team tasked with the design of USAID/Nigeria's reproductive health program, using innovative performance improvement technology. She developed a scope of work for technical assistance in performance monitoring for the population, health, and nutrition sector in Nigeria, to be implemented by MEASURE Evaluation.
- FGC: Zeline Pritchard organized a two-day Donors Working Meeting in Washington, D.C. on funding strategies to eliminate female genital cutting (FGC). She provided support to the Policy Coordination Unit leading to accelerated approval of USAID's new policy on eliminating FGC.
- LAC/SOTA: Mary Vandenbroucke participated in the Global Funding Trends Analysis and served on the organizing committee for the Latin America/Caribbean State of the Art regional conference. She participated in the implementation of the conference as well as several sessions where she served as a moderator or presenter.
- Promoting Health Equity: Jane Wickstrom, Advisor to USAID/Ghana participated in launching the Ministry of Health's Community Health Planning and Services initiative to improve health equity through decentralized health care adapted to local circumstances. She coordinated technical assistance activities in community participation, clinical training and monitoring and evaluation with three cooperating agencies.
- HIV/AIDS: In South Africa, Melinda Wilson facilitated a grant with the Nelson Mandela Children's Fund focusing on children and households affected by the AIDS epidemic. She assisted in the development of a cooperative agreement with the Reproductive Health Research Unit of the University of Witswaterstrand to improve training, quality of care and intervention linked research for sexually transmitted infections, integrated reproductive health and interventions for core transmitters of HIV. She also facilitated a cooperative agreement with the Perinatal HIV/AIDS Research Unit of Barangwanath Hospital to support expansion of hospital based programs to the greater Soweto community
- Adolescent Reproductive Health: Shanti Conly facilitated the development of a results package in adolescent reproductive health, leading to the award of the YouthNet project, an innovative approach to adolescent outreach, which will be carried out as a collaboration between Family Health International and MTV.

## PROFESSIONAL DEVELOPMENT AND SUPPORT

### **Intermediate Result 2: Improved leadership and management of selected Global Health programs**

#### ***Sub-result 2: enhanced leadership, performance, and technical capabilities of PLP Fellows and select USID staff.***

- Coaching: Of the approximately 25 fellows consistently employed in Washington during the last year, 61% of them had at least one personal leadership coaching session. The maximum number of sessions for one fellow was six. The average number of sessions was 2.4 per fellow. One exiting fellow stated that, “coaching validated my experience and helped in redirecting my energies and tasks.” Fellowship exit data indicate that people were aware of this option, however found it difficult to schedule time out of their day for it. PLP is planning to expand this service this year, offering more coaches, available locally.
- Leadership and Management Training: PLP offered 11 training interventions in the last year, eight focusing on leadership development and three on management. One fellow stated, “I developed and enhanced many skill areas; and, I especially appreciated the seminars and one-on-one coaching opportunities offered by your program.” Another stated, “The leadership retreat was useful and helpful regarding conflict management. The Myers-Briggs was a useful device in learning how to deal with different styles of management.”
- Technical Training/Washington, D.C.: PLP’s CD-Rom series on technical issues in global health continues. In February 2001, 300 copies of “New Directions in HIV/AIDS” were sent to Mission Directors, PHN Officers, and overseas fellows. The CD provides technical presentations by USAID experts on care and support to HIV/AIDS victims, mother to child transmission, and adolescent care. PLP is conducting a special study to determine the use of the CD- Roms and to establish the most effective delivery of technical information in the future.
- Mission Training: PLP organized the LAC SOTA meeting in Miami in March 2001. Overall ratings from this conference in March 2001 showed “high satisfaction”, with the highest success rating given to “the provision of information to LAC PHN staff regarding current Agency policies, strategies, and processes relevant to the PHN sector.” The content of the LAC SOTA was made available for the first time on a dedicated web site. The website was active for three months following the conference and averaged 25 new hits each week during that period.

## **Activity Highlights**

PLP focuses on developing effective leadership and management practices in the unique environment of USAID. PLP's approach is to bring leadership and management concepts to PHN professionals when they are needed, in the context of actual work activities, and with follow-up coaching and consultation to ensure the integration and application of new practices.

### **Professional Development**

- PLP provided coaching opportunities on a monthly basis.
- PLP identified 2 additional coaches in the Washington, DC area to expand access to coaching.
- The opportunity was extended to one fellow, Sarah Pacque-Margolis, to extend professional development by rotating to the P&E Division.
- PLP increased holdings in the leadership library in the Washington, DC office and disseminated directory updates electronically.
- The Leadership in Action reading group received specialized coaching on John Kotter's model of leadership and management and emotional intelligence.

### **Fellowship Support**

- PLP's new director met with all DC-based fellows to orient them to the project's latest design and result areas.
- Contact with overseas fellows is consistent. PLP staff interacted face-to-face with Anne Peniston, Alix Grubel, Michele Russell, Sheila Clapp, Edna Jonas, Wuleta Betemariam, and new fellow Neil Hollander.
- Alignment between HAR/fellow job expectations has been improved through increased communication, and specifically through initiation of quarterly HAR meetings.
- PLP obtained a commitment from the CEDPA/TAACS program to place fellows in the USAID orientation program conducted twice a year.
- PLP initiated a written review of USAID orientation materials to organize them for efficient, just-in-time learning.
- PLP made the Fellows' employee performance review process more efficient through the use of a management information system that tracks the lifecycle of fellows.
- PLP included CAs in the performance review system.

## ORGANIZATIONAL CONSULTING

### Intermediate Result 3: Improved work processes in the Global Health Bureau

#### *Sub-result 3: Increased ability of selected Global Health staff to sustain and manage in a dynamic environment*

- Vision: PLP facilitated an office-wide process that led to the revised vision statement for the Office of Population. PLP provided consultation to the senior management team throughout this process, including facilitation of a strategic planning retreat.
- Alignment: PLP supported division retreats to clarify vision, develop more effective teams, engage in strategic planning and improve work processes across the PHN Center. PLP worked with the Office of Population, CLM, and Regional Coordinators. For example, a research division retreat was held to “fine tune” the workings of the division.
- Team Building: PLP provided multiple team consultations with working groups such as the IGWG and PPWG.
- Reorganization Planning: PLP was tapped to expand this work to assist the Global Health Bureau in the re-organization. This coming year, PLP has the potential to supply some ten consultants within up to 12 different operating units.

#### Activity Highlights

Drawing on the extensive experience of PLP’s team of organizational consultants, PLP worked closely with USAID senior staff to enhance organizational effectiveness at all levels of the organization. Strategy development, retreats, and individual and group consultation were used to develop a clear vision for the PHN Center and to align individuals and teams with that vision. Teams and individuals benefited through more efficient teamwork, improved interpersonal communications and presentation skills, and better conflict management.

- PLP designed a participatory process to develop a vision for the Office of Population, obtaining information from Missions, CAs, and stakeholders in the PHN Center.
- Coaching sessions for the Gender Working Group applied leadership models to increase understanding and action planning for implementing gender concepts.
- PLP facilitated the creation of a vision statement for Regional Coordinators and a strategy for interaction between Coordinators and Regional Bureaus.
- PLP worked with the U.S.-Japan Common Agenda to evaluate the past seven years of collaboration, leading to a framework for considering new agreements.

## **Section II: Report of Progress on Activities**

### **Special Initiative: External**

Special initiatives with PLP's partners included work with minority-serving institutions (MSIs), and increased external communications.

#### **Minority-serving Institutions (MSIs)**

PLP developed background information to inform deliberations regarding strategies to increase the participation of minority-serving institutions (MSIs) in USAID-funded programs. Staff produced a literature review for the PHN diversity committee, which demonstrated some of the difficulties inherent in involving universities in global health activities and explored some models for building inter-institutional capacity. This contributed to the committee's decision to adopt new strategies to increase MSI participation in USAID-funded programs.

#### **Communications**

PLP published and disseminated a high quality end-of-project report highlighting lessons learned and achievements under PLP-I, and a revised brochure. Subsequently, a program identity package, including new logo, stationary, collateral materials, and information and promotional items has been completed. A communications manager, with extensive nonprofit and commercial experience, was hired and has developed a draft strategy for PLP.

### **Special Initiatives: Internal**

Special initiatives within PLP in the past year addressed expanded program communications, increased use of information technology, and initiation of a continuous quality improvement program.

In addition, Performance Improvement (PI) processes were introduced in an all-staff retreat (including PHI staff) in July 2001, followed by a follow-up PI orientation workshop with PLP senior management. Marc Luoma of PRIME, and Jerome Peloquin, PLP's organizational consultant in human performance technology facilitated the workshop. Plans are in place to move PLP to a fully applied performance improvement management system.

#### **Internal Communications**

PLP has maintained efficient communications that keeps all stakeholders routinely informed. Below is a manifest of such communications.

**PLP Reports and Products To Date: Internal Dissemination**

<b><u>Report or Product</u></b>	<b><u>Disseminated To:</u></b>
PLP Weekly Update	CTO and PHI (e-mail)
Semi-Annual Impact Reports	CTO and CMT Division
Annual Workplan	USAID (hard copy)
Personnel Update	CTO, PHI HR, Payroll and Benefits (e-mail)
PLP Directory	PLP staff, fellows; CTO (e-mail)
Developing a Fellowship Guidebook	HARs (hard copy)
Financial Reports <ul style="list-style-type: none"> <li>– Quarterly Baseline Reports</li> <li>– Country Expenditures by Funding Source Report for Prior Fiscal Year</li> <li>– Sub-Projects and Long Term Technical Assistance (SLTA) Reports</li> <li>– Field Support Funding Status Report Update</li> <li>– Country Expenditures by Funding Source Report for Current Fiscal Year</li> <li>– Quarterly Field Support Funding Status Reports</li> <li>– Financial Status Reports</li> </ul>	<ul style="list-style-type: none"> <li>– CTO (e-mail)</li> <li>– John Snow, Inc (JSI) (hard copy)</li> <li>– JSI (hard copy)</li> <li>– JSI (hard copy)</li> <li>– JSI (hard copy)</li> <li>– HAR's in the Missions (e-mail)</li> <li>– USAID Office of Procurement (hard copy)</li> </ul>
PLP administrative binder (personnel policies, PHI information, sample forms and instructions)	All fellows, PLP fellows
Hiring packet	Overseas fellows (hard copy)
Hiring packet	Domestic fellows (hard copy)
Recruitment Updates	CTO and PLP staff (e-mail)
Position Summaries	Rochelle Thompson and HAR (e-mail)
Applicant Profiles	HARs (e-mail)
Advisor database	Internal users (database)
Listserv	USAID and subscriber list (e-mail)

**Information Technology**

PLP has made significant advances in integrating information technology in its work. In addition to the CD-Rom series highlighted earlier the content of the LAC SOTA was made available for the first time on a dedicated web site. The website was active for three months and averaged 25 new hits each week.

A management database, mirroring the lifecycle of a fellow, has been developed to track recruitment and personnel actions. RESULT

Administrative forms are available on the PLP web site. Fellows and staff now access forms directly, minimizing time and processes for personnel staff.

A recruitment list-serve is operational. Virtually all recruitment is now accomplished electronically, significantly reducing recruitment costs, while improving efficiency and reach. As presented in Section I, recruiting time reduced significantly.

A wide area network was installed to support PLP's bi-coastal offices. Common file and e-mail access has improved communications.

An intranet has been designed and tested and an electronic forum capability has been added to the web site. Plans to market this capability are in draft.

The use of web cams for virtual meetings and coaching was pilot tested, leading to the conclusion that web cams are insufficient for multiple-user wide area conferencing. Staff are investigating "videoconferencing" services as an alternative.

### External Communications

Technical teams worked and collaborated with other Cooperating Agencies whose mandate involves fellowship programs, management and leadership, and who work in the field. In addition, PLP involves CA's as key informants in 360-degree evaluation processes of fellows.

Examples include:

Visits to offices, hosted meeting and subsequent communication to design an updated orientation to USAID program	<ul style="list-style-type: none"> <li>• CEDPA TAACS Program</li> <li>• Michigan Fellows Program</li> <li>• Health and Child Survival Fellows Program</li> </ul>
Visits to offices and discussions regarding shared presentations and field work	<ul style="list-style-type: none"> <li>• Management and Leadership Program</li> <li>• Michigan Fellows Program</li> </ul>
Contact regarding performance of fellows in DC and in Missions, feedback integrated into evaluation processes	<ul style="list-style-type: none"> <li>• Michigan</li> <li>• PCS</li> <li>• JHPIEGO</li> <li>• PRIME</li> <li>• Advance Africa</li> <li>• JSI</li> <li>• FHI</li> <li>• EngenderHealth</li> <li>• FOCUS</li> <li>CA partners such as PATH, TRG, Abt Associates</li> </ul>
Participation on MAQ subcommittee, management and supervision	Multiple CA's
Participation on PI Consultative	Multiple CA's

Group	
Participation in Best Practices in Training Committee	Many CA's
Leadership Evaluation Advisory Group	Management and Leadership Program
Sharing of technical expertise of CA's for development of technical trainings.	Management and Leadership Program
Dialogue regarding concepts of leadership	Management and Leadership Program

### **Quality Initiative**

The recruitment committee implemented a series of recommendations to streamline processes, improve communication with HARs and automate recruitment functions.

The personnel committee reviewed and revised forms and procedures and tightened the process of PLP orientation. In so doing, PLP has been able to make appointments with other CAs and donors as part of orientation.

A series of quarterly meetings with HARs was instituted. Interim feedback from HARs suggest that this is extremely helpful.

A recognition and awards program for fellows was designed and a call for nominations for superior service awards was circulated.

The finance and administration team has improved and increased financial reporting to the field and improved the interface between PLP and PHI, for example, streamlining internal budget revision processes.

A Performance Improvement workshop was provided to staff Mark Luoma of PRIME and Jerry Peloquin. The workshop introduced staff to performance improvement principles and initiated discussions on the application of PI to leadership development. This will be followed by additional training for the Deputy Director and the Learning and Evaluation Manager who are attending the 5-day PI Course in December and with subsequent PI-work throughout the year.

PLP's CTO gave an orientation to the reorganization at USAID in order to deepen our understanding of the transition that USAID is undergoing.

A staff retreat was held when PLP's new director was first hired to orient staff to new directions for the program and to orient new staff to PLP.

## **Learning & Evaluation**

A Performance Monitoring and Learning Support Plan will be complete by December 2001. A revised Results Framework was completed. Core outcome indicators have been developed and are under review by all stakeholders. Further indicator development is underway with participation from all PLP staff, serving to align the entire team around the PLP results framework. PLP has identified 8 fellows to pilot test an online journaling software that will provide both quantitative and qualitative information on progress and contributions to professional and organizational outcomes.

A concept draft has been completed for the Leadership Evaluation Advisory Group (LEAG), to be held in mid-January. The concept is being shared within PLP and USAID. Participation of two Core Advisors has been confirmed, with three more spaces to fill. Three foundations have been informally consulted as to their interest in participating: The Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, and The James Irvine Foundation. Participants from other organizations have also been consulted, including the Institute for International Education (West Coast Regional Office), and the Bay Area Leadership Learning Community. An official invitee list will be finalized by December 10, with invitations mailed by December 15. The meeting will be held in Berkeley, California. The LEAG will work to develop a framework for assessing the effects of leadership content through professional development activities.

A professional development survey was conducted with about 100 staff throughout the PHN Center to identify performance and training needs. Several technical and management training sessions have been offered in support of the needs identified, for example the HIV/AIDS SOTA course. The upcoming series of technical trainings also respond to needs identified in this survey.

PLP collected baseline assessment data to determine cohort members' expectations for the October 2001 retreat. This data is being used to inform the purpose, desired outcomes, themes, and activities of the retreat activity, upon which the retreat will be evaluated.

## Documentation and Dissemination

A variety of products were disseminated to wider audiences.

### **Reports or Products in Development**

<b><u>Report or Product</u></b>	<b><u>Disseminated To:</u></b>
Presentation for interested applicants on the PLP program and recruitment process	USAID DC and Missions, PHI senior staff and Board, foundations, other CAs and other interested groups.
PLP Concepts in Leadership paper with self-assessment checklist	Fellows and USAID staff
HIV/AIDS and Child Survival CDs	Fellows, Missions, Division Chiefs, as requested (CD-ROM)
Consultants and subcontractors database: who they are, what they're doing for us, how much	Susan Lavezzoli, Sharon Rudy, Cecilia Jacob (database)

<u>Report or Product</u>	<u>Disseminated To:</u>
paid, projects completed.	
Report on training-activities/training database (Part of impact report.) All training including leadership, management, tech trainings. Who attended, where from, who taught, evaluation scores by participants.	Angela McKusker (database) (she is point person but not dissemination audience)
CD tracking database-orders for CDs other than missions and fellows	Susan Woolf and Angela McKusker (database) (point person but not dissemination audience)
PLP Website-including leadership material, book reviews, administrative forms, recruitment information	Fellows, USAID, staff, potential fellows
CD brochure	APHA attendees
PLP Exhibit	Conference attendees
Report of the LAC PHN SOTA Course and Field Officers meeting- March 12-16, 2001	All missions in LAC (hard copy) Electronic copy to LAC Bureau
Mass mailing of PLP-1 report (black and brown folder)	USAID (OC and Missions), recruitment contacts, CA's, fellows, "friends of PLP"
New PLP brochure/bookmark	USAID (OC and Missions), recruitment contacts, CA's, fellows, "friends of PLP"
New folders and business cards	Staff, fellows.