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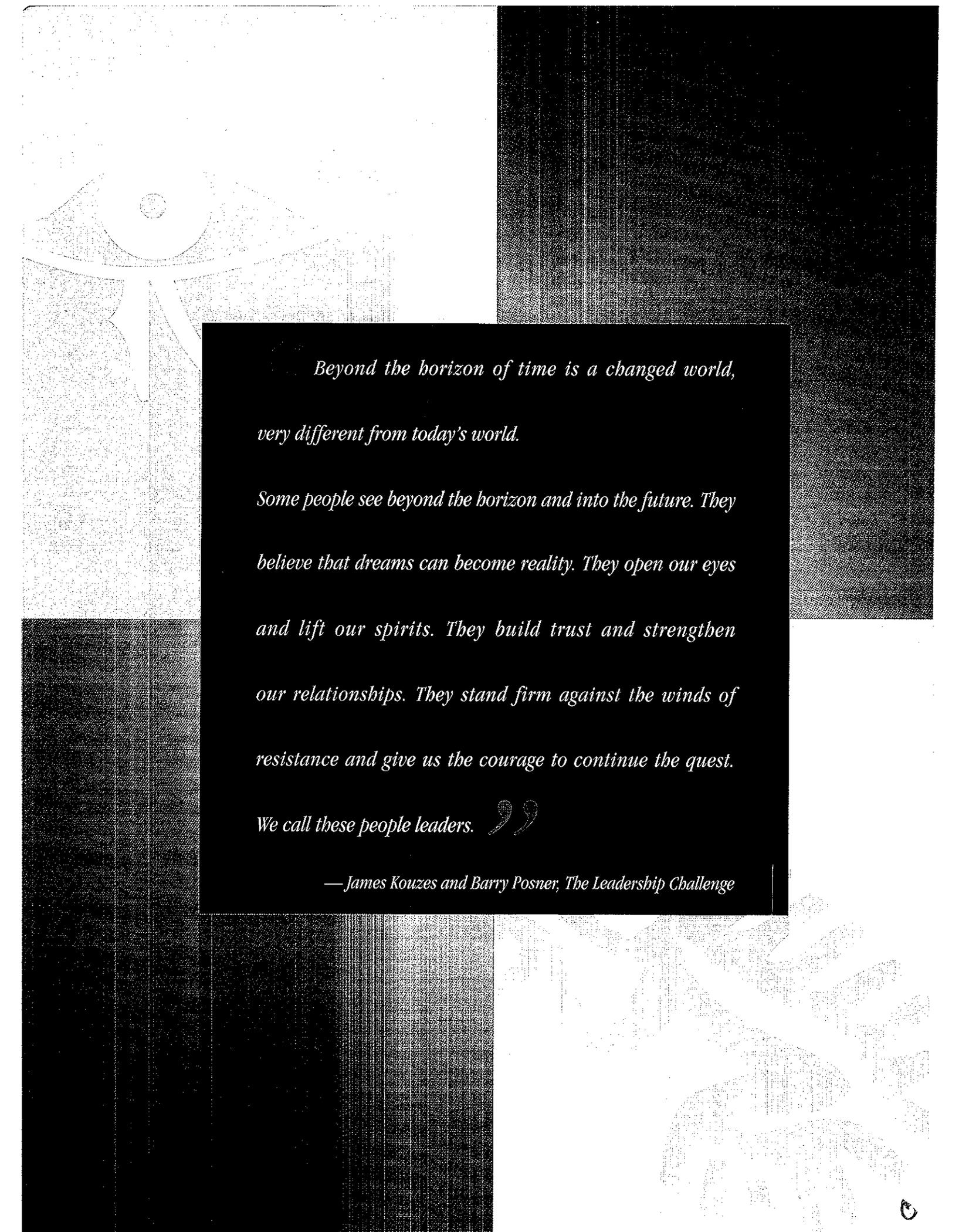
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- PD-ABY-790 -

*A Report on the
Population Leadership
Program*



*Beyond the horizon of time is a changed world,
very different from today's world.*

Some people see beyond the horizon and into the future. They believe that dreams can become reality. They open our eyes and lift our spirits. They build trust and strengthen our relationships. They stand firm against the winds of resistance and give us the courage to continue the quest.

We call these people leaders. ”

*—James Kouzes and Barry Posner, *The Leadership Challenge**



USAID PLP

Leadership in Population, Family Planning and Reproductive Health

When the U.S. Agency for International Development (USAID) began its program of population assistance in the 1960s, it entered uncharted territory. Motivated by the desire to assist countries recovering from disaster, escaping poverty, and engaging in democratic reform, USAID broke new ground in developing a knowledge base and tools for the emerging field of international family planning.

After more than three decades of financial investment, program innovation, and policy development, international aid experts have had many successes and learned many lessons. The information and experience they accrued during that time has evolved into a portfolio of USAID-supported programs that reflect the current best practices in development assistance.

But the process of assessing and improving these programs is never complete. The accelerating pace of change in the world, continual evolution in the fields of family planning and public health, and increased sophistication of host-country partners require new and more collaborative ways of implementing programs — and leaders to initiate and drive the process.

These leaders must not only have cutting-edge technical skills, but also be broad-thinking, adaptive, effective at working in partnerships and teams, and capable of inspiring and motivating others to share and implement their vision.

“A shared vision is not an idea. It is a force in people’s hearts.”

— Peter Senge, The Fifth Discipline

PLP's Role

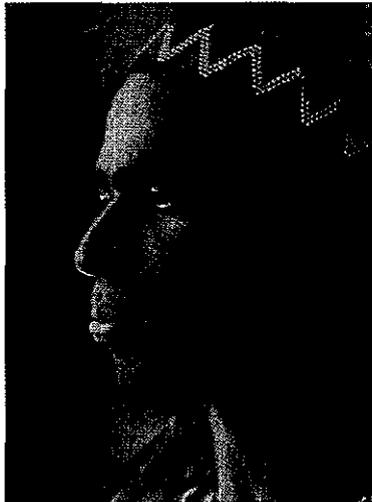
Recognizing the need to develop such leaders, the Population Leadership Program (PLP) was initiated in October 1994 with a mission to: recruit and train a network of mid- to senior-level advisors capable of providing leadership in population, family planning and reproductive health, and continue to improve the management and leadership skills of these fellows and USAID staff through a series of professional development activities that focus on reflection, training, coaching, and mentoring.

PLP recruits mid- to senior-level professionals with relevant skills and experience through newspapers and specialized journals, professional conferences, and a network of hundreds of organizations and individuals. As part of our effort to utilize the latest technologies, we also use our website, links from other sites, web-based employment services, and e-mail newlists to identify potential fellowship candidates.

Although PLP develops customized criteria for each fellowship, the minimum requirements for participation include a masters degree or technical certification, five years of relevant post-graduate experience, experience working in at least one

developing country, and the ability to obtain a U.S. government security clearance. In addition, many PLP fellows hold doctoral degrees and are fluent in second languages.

Since 1994, PLP has placed 70 fellows at USAID offices and programs worldwide, including Missions and Regional Offices in Africa, Asia, and Latin America, and the Population, Health and Nutrition (PHN) Center and Regional Bureaus in Washington, DC.



PLP fellows have supported more than 50 global and country programs ranging from efforts to involve the commercial sector in contraceptive distribution to increasing the capacity of nonprofit organizations involved in HIV/AIDS prevention to improving the quality of reproductive health care services.

In addition to providing technical assistance to ongoing programs and country coordination efforts, PLP fellows serve as a technical and communications bridge to USAID's community-based partners, conduct innovative research, carry out program evaluation, and serve as team leaders and members in developing and implementing new programs and priority initiatives.

"A high point of the fellowship experience has been my assignment to provide technical support to the Family Health and AIDS Project . . . For the past five years, this initiative has implemented family planning and AIDS programs in Cameroon, Togo, Burkina Faso, and the Ivory Coast. The program has demonstrated some cutting-edge ways of using . . . innovative media and social marketing to convey health messages on HIV/AIDS prevention in local languages. Movie stars have participated, and popular artists have contributed songs . . . [that have] been broadcast over the airwaves together with reproductive health messages. To work with something like this from the assessment stage to a point where there is broad support for the initiative gives you a real sense of accomplishment."

— A PLP Fellow

A special contribution of PLP fellows is their ability to bring fresh perspectives and emerging issues to USAID, and to expand issues into initiatives that provide leadership to the global development community.

“The whole initiative for refugee reproductive health came out of some work we were undertaking to incorporate gender issues more effectively in reproductive health interventions. As we had those discussions, it became increasingly clear that a high proportion of refugees are women who have lost their husbands and are highly vulnerable. Yet that entire population was almost completely left out of reproductive health strategies . . . Now we have identified resources, guidance materials are in place, and people have received training in this area. The opportunity to identify new and important pieces of work and the freedom and support to run with them are critically important.”

—A Former PLP Fellow

Many PLP fellows have gone on to leadership positions with international organizations, including:

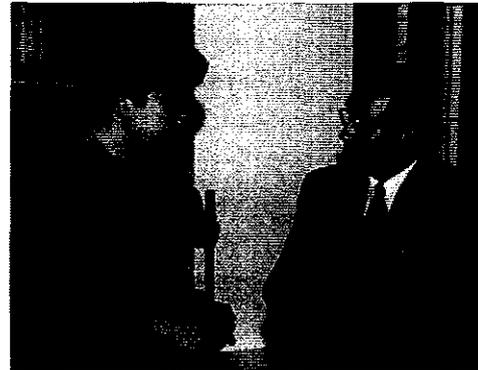
- Director, Africa Region, Program for Appropriate Technology in Health
- Director, Communications and Public Relations, Save the Children
- Director, Women in Development Program
- President and CEO, IT Shows, Inc.
- Senior Advisor on Population and the Environment, Population Action International
- Senior Women’s Empowerment Advisor, USAID/Haiti
- Vice President, Program for Appropriate Technology in Health

Transforming Managers into Leaders

It has been said that managers do things right, and leaders do the right thing. From its inception, PLP has sought to create a professional development experience that combines these critical attributes in ways that transform professional practice.

Underlying our approach is the strongly held conviction that all of us — no matter where we are on the organizational chart — have opportunities to exercise leadership. When most people think of leadership, they envision the familiar “top down” form: seeing the right direction and moving one’s team along that path. But we also exercise “non-positional” leadership when we use the quality of our communication to persuade a manager to look at an issue from a new perspective, and when we encourage a colleague to not give up the good fight.

Although not all of us are born leaders, PLP believes that we can all increase our leadership abilities through reflection, self-understanding, skill development, and practice. As management hierarchies become flatter, and work is increasingly conducted in workteams and partnerships, these leadership skills become more vital to organizational performance.

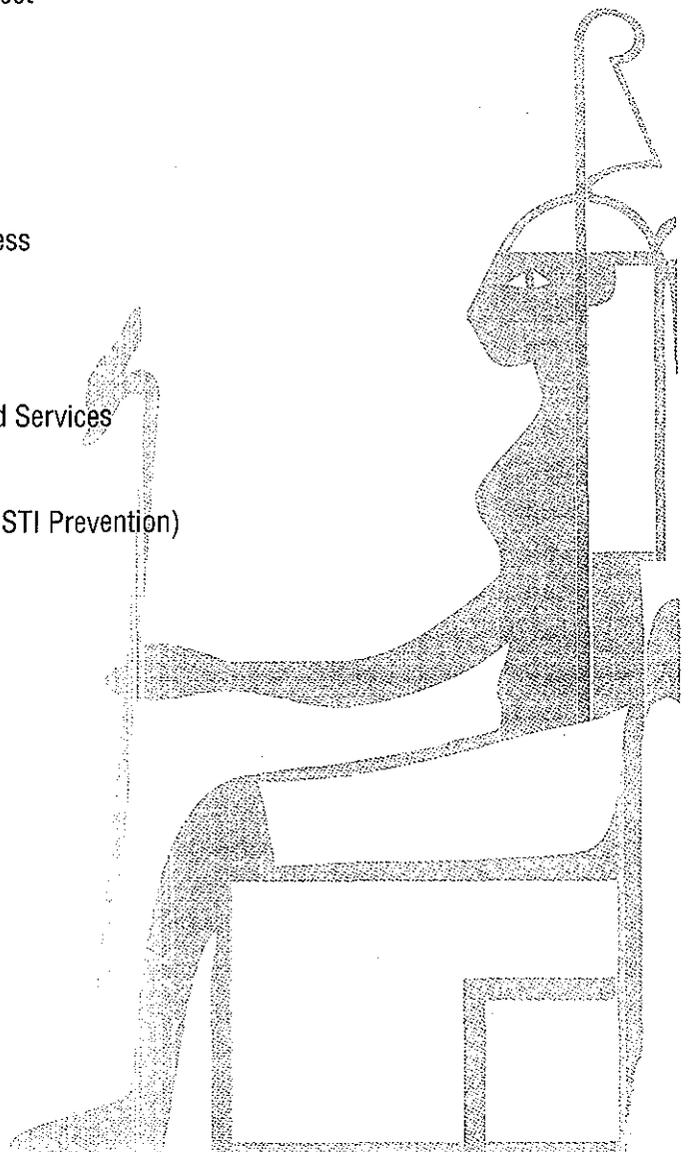


“Above all, the quality that defines good leadership, its strategic roles and activities, is the ability to understand and change.”

—Joseph S. Nye, *New Models of Public Leadership*

USAID Activities and Working Groups Influenced by PLP Fellows (partial list)

- AIDS, Population, and Health Integrated Assistance Project, Kenya
- Commercial Market Strategies
- Contraceptive Research and Development
- Contraceptive Technology Research
- Emergency Obstetric Care Program, Morocco
- Enabling Change for Reproductive Health
- Essential Services for Health, Ethiopia
- Family Health and AIDS, West Africa
- Family Planning Logistics Management
- Family Planning Service Expansion and Technical Support
- Female Condom Working Group
- Female Genital Cutting Working Group
- FOCUS on Young Adults
- Gender Working Group
- Improving the Performance of Primary Providers in Reproductive Health
- Information, Education, and Communication Support Project
- Integrated Family Health Program, Benin
- Integrated Management of Childhood Illnesses
- International Planned Parenthood Federation Grant
- Management of Reproductive Risks
- Maximizing Access and Quality Initiative
- MEASURE
- Natural Family Planning and Reproductive Health Awareness
- NGO Networks for Health
- Performance Improvement Working Group
- Population Information Program
- Post-Abortion Care Initiative
- Program for Voluntary Surgical Contraception and Related Services
- ProSalud, Bolivia
- PVO/NGO Networks Enable
- Population Council Program (Contraceptive Methods and STI Prevention)
- ReproSalud, Peru
- Reproductive Health for Refugees Working Group
- Safe Motherhood Network, Nepal
- SEATS Project
- Social Marketing of Contraceptives (SOMARC)
- Training in Reproductive Health
- U.S.-Japan Common Agenda



A PLP fellow who lives and works in the small West African country of Benin serves as the principle technical advisor to USAID/Benin's family health team. In response to a high infant mortality rate (94 per 1,000 births), a high fertility rate (6.3 children per woman), and a low contraceptive prevalence rate (3.4%), USAID's health team seeks to increase the use of services and preventive measures in family planning, maternal and child health, sexually transmitted diseases, and HIV/AIDS while improving the policy environment for health advancement.

The PLP fellow provides guidance and coordination to the country's first integrated family health initiative. She has advocated for the adoption of comprehensive child health policies by the Ministry of Health; worked with partner agencies to support health reform efforts, including the introduction of reproductive health curriculum into nursing schools and the national medical school; participated in the development of a plan for emergency obstetric/neonatal care; worked for the adoption of community-based distribution of chloroquine for malaria case management at the community level; and laid the groundwork for a national HIV/AIDS prevention effort.

Kenya is often cited as one of USAID's family planning success stories, with more than 30% of women utilizing modern contraceptive methods and total fertility estimated at 4.7 children per woman. At the same time, the steadily increasing prevalence of HIV/AIDS threatens to undermine progress toward improved health. USAID/Kenya's program in health and family planning focuses on reducing fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services.

PLP Fellows Stories

In support of this objective, a PLP fellow serves as the senior reproductive health advisor to USAID/Kenya's Office of Population and Health. He has advised the Mission on the development of a five-year Integrated Strategic Plan, and conducted a review of the Office's 10-year, \$130 million health and population program. He has provided technical support to nongovernmental organizations involved in delivering family planning and reproductive health services and the social marketing of condoms, contraceptives, and mosquito nets. He has provided guidance to USAID-sponsored research on population, HIV/AIDS, and health, and presented Kenya's successful population and health program to distinguished visitors.

PLP's philosophy has always been based on the idea of transformation: transformation for individual professionals, who learn new ways of conceptualizing issues, formulating solutions, and mobilizing resources for action; transformation for USAID, as it integrates the perspectives, knowledge, and insights of the PLP fellows into its programs; and transformation for PLP itself.

We began with a small staff of public health professionals with experience in international program management and a network of experts in leadership development. We understood the challenges that professionals in the field face, and sought to offer an unprecedented level of service to allow our fellows to focus their energies on the humanitarian work at hand. Our network of leadership experts have more than 100 years of combined experience in pioneering leadership development in the private and nonprofit sectors, and a strong commitment to the cause of international development.

As our program and staff have grown, our primary challenge has been to identify innovative ways to integrate leadership training and field activities into a comprehensive developmental experience that incorporates the knowledge and experience our fellows gain in their work at USAID.

PLP's Core Values

Service — *We are committed to serving the needs of the men, women, and children who are the ultimate recipients of USAID assistance. To achieve that goal, we provide USAID with the best and brightest fellows available and support their technical work and professional development with a passion for excellence and results.*

Teamwork — *We focus our leadership development activities on the analytical and communication skills that promote teamwork and advance our own work in partnership with USAID, development organizations, professional associations, and hundreds of recruitment contacts.*

Professional Development — *Achievement-oriented professionals perform best and experience the greatest job satisfaction when their work combines learning challenges with support for their personal development. As part of our work with USAID, we encourage PLP fellows and staff to continually expand their expertise and capacity.*



Putting Leadership into Practice

We came to USAID with our own notions of which skills are critical to individual professionals and teams. Then we listened: to the challenges professionals encounter while working on USAID programs, to the skills that helped PLP fellows excel in their assignments, and to ideas from experts and others about the best ways to introduce new skills and modes of practice.

The model that emerged was based on principles of adult-learning: developing learning communities to promote the cross-fertilization of ideas, providing “real world” lessons that can be applied immediately, involving participants in all aspects of training design, and providing a variety of experiences to address different styles of learning — with a particular focus on participatory learning.

These elements were developed into a training program that included a retreat designed to introduce a set of core leadership competencies, and a series of follow-up sessions that alternated between leadership principles and concrete management skills. Regular telephone conferences and independent study materials were intended to provide continuity between face-to-face sessions.

In 1995, PLP organized its first learning cohort of 20 leadership scholars, comprising a mix of PLP fellows and other USAID staff. The first year’s program focused on core disciplines of leadership:

- *A four-day residential retreat* that examined the concepts of transformational leadership and systems thinking
- *Shared Vision* — initiated through an examination of personal and organizational values
- *Communicative Competence* — exploration of personal and group communications (both verbal and non-verbal), with emphasis on styles of listening and the practice of dialogue in organizations



“For the enduring leader . . . the superordinate practice must be the cultivation of a deep self-awareness.”

— John O’Neill, *Leadership Aikido*

We didn’t always hit the mark that first year; some topics were more relevant than others. For example, leadership lessons from the private sector, which dominates the literature, did not always translate well to a government development agency. And despite the willingness of overseas fellows to participate in telephone conferences, time differences and the vagaries of international telephone systems convinced us not to pursue that component of the program. To overcome this, we increased the frequency of on-site activities from quarterly to monthly.

At the same time, we identified certain topics that have proved to be of enduring interest. Communication in all its forms emerged as an area of special importance to participants: from writing more persuasive reports and creating more powerful presentations to dealing with those almost universally difficult moments of managing conflict and giving and receiving feedback.

Leadership Through Innovation

Since 1994, PLP has graduated five leadership cohorts and presented more than 60 workshops involving more than 700 participants. Attendees have commented that the opportunity to reflect on issues of professional development, leadership, and management has increased their understanding of themselves and others, improved the quality of their communications, and reinvigorated their commitment to the field of family planning.

We have provided support and coaching to scores of working groups and teams within the PHN sector, including the facilitation of planning and visioning retreats for the Office of Population, each of its Divisions, and the Office of Field and Program Support. This has created a greater sense of shared purpose, a common vision, and deeper insights into team dynamics and operations.

PLP has provided more than 70 executive coaching sessions, an intervention we initiated in 1999. These sessions provide opportunities for participants to apply leadership concepts to specific issues in the workplace, receive individualized problem solving guidance, and reflect on career development in a supportive learning environment.

"We are fellow travelers on this journey toward wisdom."

— Chip Bell, The Mentor as Partner

We continue to learn together and redefine the program. Our current offerings continue to center increased focus on drawing leadership and management lessons from actual work situations encountered by PLP fellows and USAID staff. While the core leadership disciplines remain part of the curriculum, we've shifted much of our attention to customized and applied leadership development interventions. These include support for fellows' individual professional development plans, team-building and process observation, and personal coaching. Borrowing from the field of Performance Improvement, we're working to identify opportunities to improve the work environment through both training and non-training interventions.

Several PLP fellows have pointed out that simply providing a forum outside of the normal work environment for busy professionals to discuss important issues has been a major source of professional development. Through these conversations, colleagues are able to reflect together, learn from others' perspectives, express new ideas, and come to new ways of understanding that enrich the quality of their work and set the stage for action.

Delivering effective and comprehensive leadership and management training for PLP fellows in the field remains a challenge. Although almost all of the overseas fellows have attended the annual retreat and received written materials, few are able to attend follow-up sessions and coaching in the United States. Advances in CD-ROM and web-based technologies offer new avenues to reach these fellows, and allow selected offerings to be shared with even wider audiences. In the past two years, PLP has piloted leadership development and team-building workshops at selected Missions, including Benin, Ghana, and South Africa. These programs have been well received and have provided us with important insights for designing future Mission-based programs.

A View to the Future

In July 1999, PLP received a five-year follow-on agreement from USAID that represents a new stage in the program's evolution. PLP has redefined its mission to reflect USAID's orientation to results. Our new strategic objective is improved management and leadership of selected Population, Health and Nutrition (PHN) programs globally. The intermediate results we will use to measure our progress include:

- increased technical capacity within the PHN sector
- improved management and leadership skills among PHN staff
- improved work processes within the PHN Center

Under this new agreement, PLP will support 40 mid- to senior-level fellows assigned to USAID-funded programs. We will continue to customize the leadership development program to meet individual needs by supporting a PHN Center mentoring program and increasing our emphasis on individual and small group coaching. We will help PLP fellows and USAID staff remain on the technical cutting edge by supporting regional state-of-the-art workshops and technical updates at USAID/Washington. In addition to delivering information via CD-ROM and web-based formats, we will test the use of video conferencing to bring coaching and mentoring activities to fellows in the field.

PLP's vision for the future is to improve individual capacity, team performance, and selected processes in PHN's global programs in order to promote productive and meaningful work in an organizationally sustainable manner. To achieve this, we will provide our employees, customers, and partners with a transformational professional development experience in a communicative and participatory environment that supports learning, creativity, and individual and group initiative.

PLP Workshops

Leadership and management workshops offered:

- Advanced Administrative and Technical Writing
- Building a Personal and Shared Vision
- Conflict Management and Negotiation
- Giving and Receiving Feedback
- Group Communication and Facilitation
- High Performance Teams
- Interpersonal Communication and Listening
- Leading When You are Not in Charge (Non-positional leadership)
- Managing Change
- Managing Your Time, Yourself and Others
- Motivating and Inspiring Others
- Personal and Organizational Values
- Powerful Presentations
- Understanding Your Myers-Briggs Profile
- Systems Thinking
- Win-Win Relationships

Support for Team Development, Planning, and Vision

Office of Population:

- Senior Management Team
- All Staff Retreat
- Contraceptives Logistics Management Division
- Communication, Management and Training Division
- Family Planning Services Division
- Policy and Evaluation Division
- Research Division
- Adolescent Reproductive Health Team
- Gender Working Group

Office of Field and Program Support:

- All Staff Retreat
- Program Team

Overseas:

- Health Team, USAID/Cotonou
- Health Team, USAID/Pretoria
- Mission Staff, USAID/Accra
- University of Michigan Population Fellows Assigned to Africa



Topical Reviews

- Information Technology 2000
- Leadership: A Brief Review of Traditional, Recent, and Emerging Concepts
- Human Performance Technology
- Review of the Top Ten Non-Degree Granting Training Programs in Leadership (available at www.popldr.org)

Countries where fellows have been placed:

- Benin
- Bolivia
- Cote D'Ivoire
- Ghana
- Ethiopia
- Indonesia
- Kenya
- Nepal
- Paraguay
- Peru
- South Africa
- United States



A PLP fellow assigned to the Policy and Evaluation Division of USAID's Office of Population in Washington has spearheaded efforts to ensure voluntarism in U.S.-funded family planning programs by eliminating targets and quotas from programs, and promoting the provision of comprehensible information regarding family planning methods. She has brought grantees and contractors together to share approaches to ensure that family planning clients receive the information they need to make informed choices and disseminated information to the field, including guidance materials and wall charts that provide information on family planning methods.

Many women in the developing world lack access to technologies that would allow them to take the initiative in protecting themselves from unplanned pregnancies and sexually transmitted diseases, including HIV/AIDS. A PLP fellow assigned to the Research Division of USAID's Office of Population in Washington is leading efforts to develop novel female condom technologies. She has contributed to the research and development of two prototype female condoms, which are now undergoing testing. It is hoped that this product development work, combined with programmatic and operations research, will eventually lead to the availability of a low-cost, safe and effective device.

In Peru, a PLP fellow provided leadership to USAID's ReproSalud project, a groundbreaking effort to mobilize women at the community level to define their reproductive health needs, advise the health system on the design of appropriate services, and perform health and family planning services outreach within their communities. She provided technical assistance to the Manuela Ramos organization, USAID's in-country partner, in the design and implementation of program activities and in developing the capacity of scores of community based organizations throughout the country that participate in the program.

PLP Fellows Stories

Nepal is one of the poorest countries in the world, with a rapidly growing population, per capita income at \$210, and half of its 23 million citizens living in absolute poverty. Its infant and maternal mortality rates remain among the highest in the world, and the prevalence of HIV/AIDS infection is steadily increasing. A PLP fellow in Kathmandu provides technical guidance to the Ministry of Health's national family planning program, which incorporates international donors and U.S.-based organizations in making modern contraceptives available to families and engages the private sector in family planning activities. She has been instrumental in highlighting a crisis in contraceptive security projected to begin in 2004, leading to new commitments of support from international donors. In addition, she has developed strategies for activities in maternal and neonatal health, and served as a technical resource and guest speaker on family planning issues for Nepali television.

PLP Fellows: 1994~2000

Pamela Allen, PhD, MLS
Policy and Evaluation Division
Office of Population
USAID/Washington

Felice Apter, PhD
Research Division
Office of Population
USAID/Washington

Michal Avni, MPH
Policy and Evaluation Division
Office of Population
USAID/Washington

Abraham Bekele, PhD, MA
Africa Bureau
USAID/Washington

Wuleta Betemariam, MPH, MPP
USAID/Addis Ababa
Ethiopia

Naomi Blumberg, MPH
Contraceptive Logistics Management Division
Office of Population
USAID/Washington

Sandra de Castro Buffington, MPH
Communication, Management and Training Division
Office of Population
USAID/Washington

Craig Carlson, MPH
Family Planning Services Division
Office of Population
USAID/Washington

Deborah Caro, PhD
USAID/La Paz
Bolivia
Family Planning Services Division
Office of Population
USAID/Washington

Seema Chauhan, MS
Communication, Management and Training Division
Office of Population
USAID/Washington

Lisa Childs, MPA, MA
Family Planning Services Division
Office of Population
USAID/Washington

Richard Cincotta, PhD
Policy and Evaluation Division
Office of Population
USAID/Washington

Patricia Coffey, PhD, MPH
Research Division
Office of Population
USAID/Washington

Shirley Coly, MA
Office of Field and Program Support
USAID/Washington

Shanti Conly, MPA
Family Planning Services Division
Office of Population
USAID/Washington

Kristen Cooney, MA
Office of Field and Program Support
USAID/Washington

Barbara Crane, PhD
Policy and Evaluation Division
Office of Population
USAID/Washington

Lana Dakan, MPH
USAID/Jakarta
Indonesia

Donald Dickerson, MA
USAID/Accra
Ghana

Monique Derfuss, MBA
Office of Field and Program Support
USAID/Washington

Elizabeth Eggleston, DrPH, MA
USAID/Ascunson
Paraguay

PLP Fellows: 1999-2000

Nancy Engel, MBA, MS
Family Planning Services Division
Office of Population
USAID/Washington

Marguerite Farrell, M.Sc.
Latin America/Caribbean Bureau
USAID/Washington

Barbara Feringa, MPH, MIA
USAID/Lima
Peru

Michelle Folsom, MA
REDSO/ESA
Nairobi, Kenya

Anastasia Gage, PhD
Policy and Evaluation Division
Office of Population
USAID/Washington

Alene Gelbard, PhD
USAID/Jakarta
Indonesia

James Griffin, MPH
Communication, Management and Training Division
Office of Population
USAID/Washington

Joanne Grossi, MA
Communication, Management and Training Division
Office of Population
USAID/Washington

Sarah Harbison, PhD, MA
Research Division
Office of Population
USAID/Washington

Steven Hawkins, MA
Contraceptive Logistics Management Branch
Office of Population
USAID/Washington

Mai Hijazi, PhD
Policy and Evaluation Division
Office of Population
USAID/Washington

Laura Hoemeke, PhD
USAID/Cotonou
Benin

Joanne Jeffers, MBA
Policy and Evaluation Division
Office of Population
USAID/Washington

Sandra Jordan
Office of Population
USAID/Washington

Lenni Kangas, MSPH
Africa Bureau
USAID/Washington

Mihira Karra, PhD, MPH
Research Division
Office of Population
USAID/Washington

Monica Kerrigan, MPH
Communication, Management and Training Division
Office of Population
USAID/Washington

Valerie Koscelnik, MPH
Family Health and AIDS Project
Abdijan, Cote D'Ivoire

Deirdre LaPin, PhD, MPH
USAID/Lagos
Nigeria

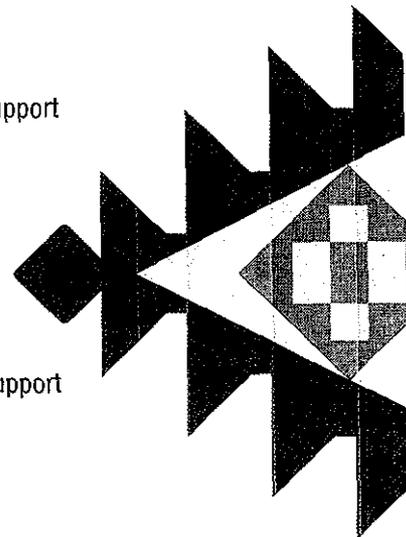
C. Kirk Lazell, J.D., MPH, MBA
USAID/Accra
Ghana

Lisa Luchsinger, MPH
Contraceptives Logistics Management Division
Office of Population
USAID/Washington

Jean de Malvinsky, MPH
Office of Field and Program Support
USAID/Washington

Erin McNeill, PhD, MA
Research Division
Office of Population
USAID/Washington

Tim Meinke, PhD, MPH
Office of Field and Program Support
USAID/Washington



Khadijat Mojidi, MPH
Africa Bureau
USAID/Washington

Maureen Norton, PhD, MA
Family Planning Services Division
Office of Population
USAID/Washington

Sara Pacque-Margolis, PhD, MPH
Office of Field and Program Support
USAID/Washington

Anne Peniston, MSN
USAID/Kathmandu
Nepal

Willa Pressman, MPH
Office of Field and Program Support
USAID/Washington

Zeline Pritchard, MS
Research Division
Office of Population
USAID/Washington

Estelle Quain, PhD, MA
Communication, Management and Training Division
Office of Population
USAID/Washington

Scott Ratzan, MD, MPA, MA
Communication, Management and Training Division
Office of Population
USAID/Washington

Karin Ringheim, PhD
Research Division
Policy and Evaluation Division
Office of Population
USAID/Washington

Helene Rippey, MSN
USAID/Rabat
Morocco

Zynia Rionda, MPA
Asia/Near East Bureau
USAID/Washington

Dianne Sherman
Office of Population
USAID/Washington

Shyami de Silva, MPH, MA
Family Planning Services Division
Office of Population
USAID/Washington

Wyman Stone, MBA
Office of Field and Program Support
USAID/Washington

Isabel Stout, MA
Family Planning Services Division
Office of Population
USAID/Washington

Michael Strong, PhD
USAID/Addis Ababa
Ethiopia
USAID/Nairobi
Kenya

Judith Timyan, PhD
USAID/La Paz
Bolivia

Kirsten Vogelsong, PhD
Research Division
Office of Population
USAID/Washington

Abdi Wardere, MBA
Family Planning Services Division
Office of Population
USAID/Washington

Jane Wickstrom, MA
USAID/Accra
Ghana

Anne Wilson, MSN
Family Planning Services Division
Office of Population
USAID/Washington

Melinda Wilson, PhD
REDSO/ESA
Nairobi, Kenya
USAID/Pretoria
South Africa

Barbara Winkler, MA, MPH
USAID/Kathmandu
Nepal

Susan Woolf, PA, MPH
USAID/Cotonou
Benin

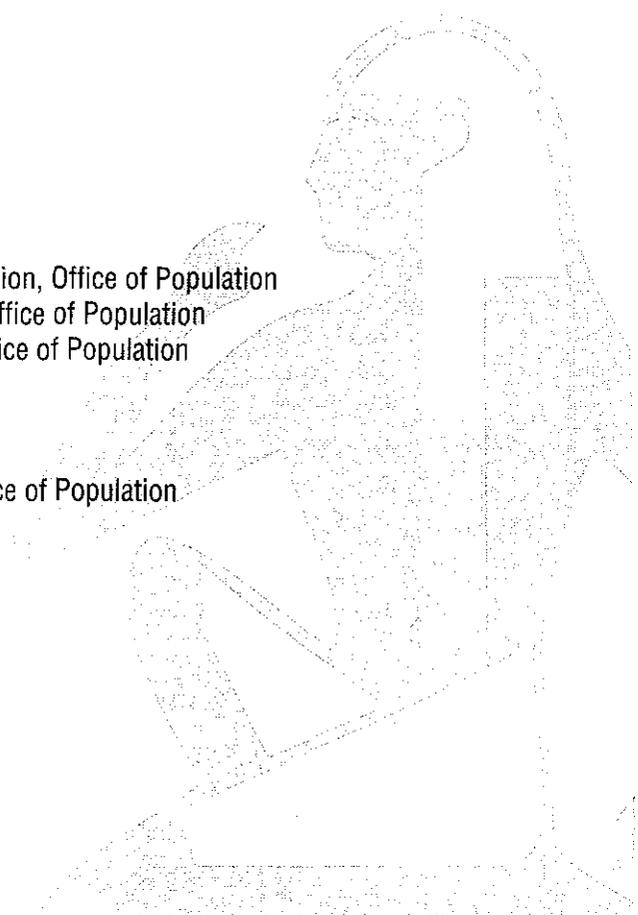
PLP Leadership Scholars (by cohort)

Cohort A: 1995-96

Sigrid Anderson, Family Planning Services Division, Office of Population
Felice Apter, Research Division, Office of Population
Maria Busquets, Communication, Management and Training Division, Office of Population
Craig Carlson, Family Planning Services Division, Office of Population
Richard Cincotta, Policy and Evaluation Division, Office of Population
Barbara Crane, Policy and Evaluation Division, Office of Population
John Crowley, Contraceptive Logistics Management Division, Office of Population
Sarah Harbison, Research Division, Office of Population
Joyce Holfeld, Office of Field and Program Support
Marjorie Horn, Research Division, Office of Population
Roy Jacobstein, Communication, Management, and Training Division, Office of Population
Claudia Morrissey, Office of Health and Nutrition
Margaret Neuse, Office of Population
Willa Pressman, Office of Field and Program Support
Ellen Starbird, Policy and Evaluation Division, Office of Population
Michael Strong, USAID/Addis Ababa

Cohort B: 1996-97

Naomi Blumberg, Research Division, Office of Population
Eunyong Chung, Office of Health and Nutrition
Gary Cook, Office of Population
Don Dickerson, USAID/Accra
Joanne Grossi, Communication, Management, and Training Division, Office of Population
Steve Hawkins, Contraceptive Logistics Management Division, Office of Population
Carl Hemmer, Contraceptive Logistics Management Division, Office of Population
Lenni Kangas, Africa Bureau
Mihira Karra, Research Division, Office of Population
Elizabeth Maguire, Office of Population
Mark Rilling, Contraceptive Logistics Management Division, Office of Population
Zynia Rionda, Asia/Near East Bureau
Jeff Spieler, Research Division, Office of Population
Rochelle Thompson, Office of Field and Program Support
Barbara Winkler, USAID/Kathmandu
Susan Woolf, USAID/Cotonou
Ken Yamashita, Office of Health and Nutrition



Cohort C: 1997-98

Pamela Allen, Policy and Evaluation Division, Office of Population
Victor Barbiero, Office of Health and Nutrition
Al Bartlett, Office of Health and Nutrition
Wuleta Betemariam, USAID/Addis Ababa
Bonita Blackburn, Contraceptive Logistics Management Division, Office of Population
Sandra de Castro Buffington, Communication, Management, and Training Division, Office of Population
John Coury, Office of Field and Program Support
Anastasia Gage, Policy and Evaluation Division, Office of Population
Carla Gale, Family Planning Services Division, Office of Population
Paul DeLay, Office of Health and Nutrition
Barbara Feringa, USAID/Lima
Lynn Gorton, Office of Field and Program Support
Monica Kerrigan, Communication, Management, and Training Division, Office of Population
Mariam Labbok, Office of Health and Nutrition
C. Kirk Lazell, USAID/Accra
Tim Meinke, Office of Field and Program Support
Karin Ringheim, Policy and Evaluation Division, Office of Population
Elizabeth Schoenecker, Policy and Evaluation Division, Office of Population
Jim Shelton, Office of Population
Dianne Sherman, Office of Population
Mary Ellen Stanton, Office of Health and Nutrition
Krista Stewart, Policy and Evaluation Division, Office of Population
Kirsten Vogelsong, Research Division, Office of Population

Cohort D: 1998-99

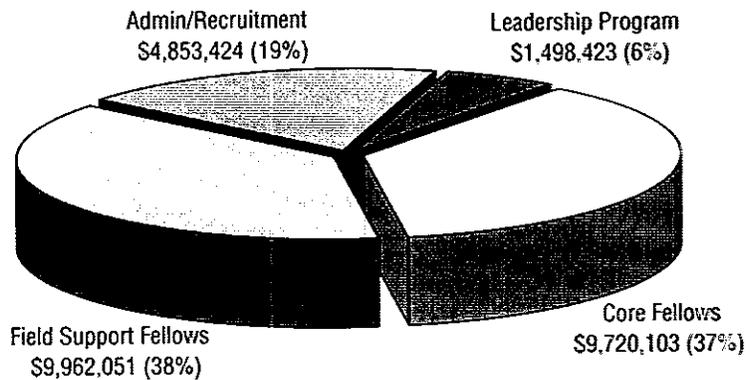
Michal Avni, Policy and Evaluation Division, Office of Population
Kristen Cooney, Office of Field and Program Support
Lana Dakan, USAID/Jakarta
Brenda Doe, Family Planning Services Division, Office of Population
Victoria Ellis, Research Division, Office of Population
Bob Emrey, Office of Health and Nutrition
Nancy Engel, Family Planning Services Division, Office of Population
Joanne Jeffers, Policy and Evaluation Division, Office of Population
Irene Koek, Office of Health and Nutrition
Valerie Koscelnik, Research Division, Office of Population
Susan Lavezzoli, Population Leadership Program
Bessie Lee, Policy and Evaluation Division, Office of Population
Joy Riggs-Perla, Office of Health and Nutrition
Wyman Stone, Office of Field and Program Support
Carina Stover, Office of Field and Program Support
Judith Timyan, USAID/La Paz
Sydney West, Communication, Management, and Training Division, Office of Population
Melinda Wilson, REDSO/ESA

Cohort E: 1999-2000

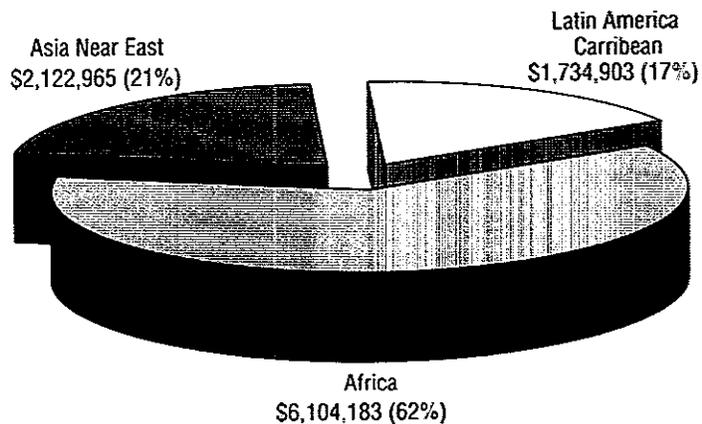
Jannifer Adams, Policy and Evaluation Division, Office of Population
Shirley Coly, Office of Field and Program Support
Shanti Conly, Family Planning Services Division, Office of Population
Carolyn Connolly, USAID/Pretoria
Richard Cornelius, Office of Field and Program Support
Mai Hijazi, Policy and Evaluation Division, Office of Population
Laura Hoemeke, USAID/Cotonou
Sara Pacque-Margolis, Office of Field and Program Support
Anne Peniston, USAID/Kathmandu
Khadijat Mojidi, Africa Bureau
Helene Rippey, USAID/Rabat
Padmini Srinivasan, Research Division, Office of Population

Financial Data

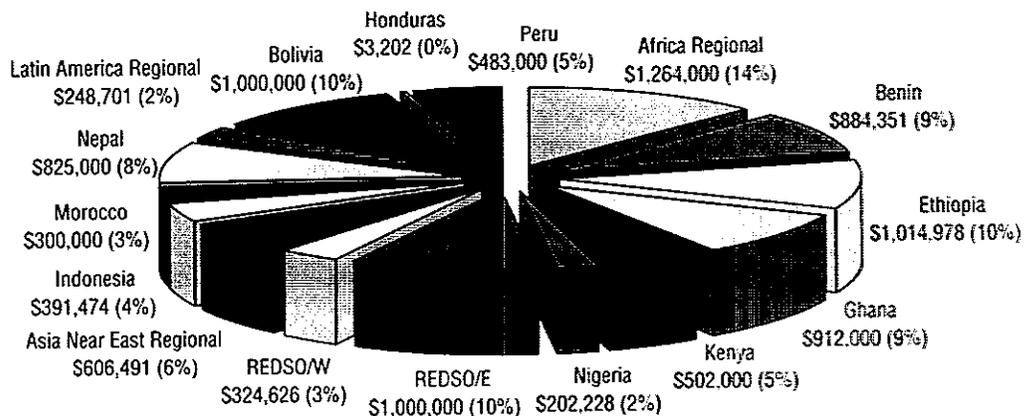
POPULATION LEADERSHIP PROGRAM - I
TOTAL EXPENDITURES - \$26,034,001
October 1, 1994 - September 30, 2000



POPULATION LEADERSHIP PROGRAM - I
TOTAL FIELD SUPPORT EXPENDITURES BY REGION
October 1, 1994 - September 30, 2000



POPULATION LEADERSHIP PROGRAM - I
TOTAL FIELD SUPPORT EXPENDITURES BY COUNTRY
October 1, 1994 - September 30, 2000



PLP Staff as of September 30, 2000

James P. Williams, MPH, Project Director
Susan Lavezzoli, MPA, Deputy Project Director
Pia Bueno, Administrative Assistant (Finance)
Carla Faison, Events Coordinator (Washington, D.C.)
Piran Farhadieh, MA, Program Administrator (Special Projects)
Valencia Ganoë, Administrative Assistant (Administration)
Laurel Halsey, MBA, Program Administrator (Fellowship Support)
Barry Kaplan, MPH, Program Administrator (Professional Development)
Nicole Lori, Project Associate (Recruitment)
David Martinez, Administrative Coordinator (Fellowship Support)
Angela McKusker, Administrative Assistant (Professional Development and Administration)
Cecilia Serrano, Finance Manager
Rebecca T. Shumye, Administrative Assistant (Fellowship Support)
Tonya Warren, Office Manager (Washington, D.C.)
Susan Woolf, PA, MPH, Overseas and Technical Training Coordinator

PLP Implementing Partners

Business Management Group
IT Shows, Inc.
John Lammer and Associates
Leadership Enterprises
Carole Leland, PhD

The Population Leadership Program is a project of the Public Health Institute (PHI), based in Berkeley, California. Established in 1964, PHI is an independent, nonprofit organization dedicated to promoting health, well-being and quality of life for people around the world. As one of the largest and most comprehensive public health organizations in the nation, the Public Health Institute focuses its efforts in two distinct, but complementary ways. PHI promotes and sustains independent, innovative research, training and demonstration programs—many in collaboration with the private health care system and community-based organizations. PHI also serves as a partner with government to support its role in assessment, policy development and assurance. For more information about the Public Health Institute, please see us at: www.phi.org.

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Photo: Nepal children (back cover shot): Caroline Jacoby, M/M/C

Marilyn Noguera
Gurden

