



**USAID**  
FROM THE AMERICAN PEOPLE

# The Population Leadership Program

A Project of the Public Health Institute

July 15, 1999-September 30, 2006

End-of-Project Report

*Implementing a Vision for Global Health*



Population Leadership Program



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# Supporting the Next Generation of Global Health Professionals



In the field of International Health the challenges are enormous and the progress made toward reaching our goals only becomes evident over time. Underlying the data and activities compiled in this report, the Population Leadership Program had one overarching goal: to help USAID improve the lives of people in developing countries.

Since the inception of PLP I in 1994, the realities in global health development have changed and continue to do so. As our work with PLP II comes to a close, we are taking this opportunity to review the progress made toward contributing to the PHN sector's strategic objective of improved leadership and management of selected population, health and nutrition programs globally within the context of PLP's three intermediate results:

- Increased technical capacity within select areas of the PHN sector;
- Improved leadership and management practices of PHN professionals; and
- Improved work processes in the PHN Center.

## Mid and Senior Fellows are Unique Contributors to USAID/GH

Thanks to a sophisticated and targeted recruitment process, PLP provided USAID with approximately 60 highly-qualified, high-performing technical advisors with outstanding evaluation scores.

360 Dimension*	2002/03	2003/04	2004/05
Quality of Work	4.5	4.4	4.3
Leadership	4.4	4.4	4.2
Professional Skills	4.7	4.4	4.4
Resource Management	4.4	4.3	4.2
<i>*All means are out of 5 possible points. 2001-02 data not shown due to incompatibility with current reporting.</i>			

These fellows brought to PHN broad perspectives, maturity and experience to contribute to the planning, development and management of health programs.

This talent added significantly to the leadership and management capacity of advisors and other staff in the Global Health (GH) sector and the performance of selected teams. Additionally, these skilled specialists helped strengthen GH partnerships and networks worldwide.

For example, PLP Fellow Jacob Adetunji provided technical guidance to MEASURE DHS+. Jacob conducted a performance review for the fifth year of the project and established a new set of performance criteria for the sixth year. He also fine-tuned the request for proposal (RFP) for the follow-on contract for the project and coordinated global survey efforts with the Global Program on Evidence for Health Policy (EHP) of the World Health Organization (WHO).



Another PLP Fellow, Lisa Baldwin, led the design and procurement process for Tanzania Marketing and Communications: AIDS, Reproductive Health, and Child Survival (The T-MARC Project). This five-year, 25 million dollar project was awarded to the Academy for Educational Development in September 2004 through the Private Sector Program (PSP) IQC. The project sought to build stronger local ownership and linkage with the private sector in Tanzania for the marketing and communication of health and HIV/AIDS products and behaviors.

Mary Jordan served as a Senior Technical Adviser for Public Private Partnerships, Office of HIV/AIDS, working to enable HIV/AIDS prevention, care and treatment, and to mitigate the plight of orphans and other children made vulnerable by this disease. During the course of her fellowship, she developed partnerships with corporations including Coca Cola, Daimler Chrysler, Levi Strauss, Johnson & Johnson, Shell Oil, Exxon Mobil, and Kodak.



A fourth was PLP's first Historically Black Colleges and Universities (HBCU) Faculty Fellowship extended to a professor at Huston-Tillotson University for summer 2005. Dr. Rosalee Martin was uniquely positioned for her summer project and brought a wealth of personal and professional experience in HIV/AIDS research and her faith community's work in Africa. Under the direction of ORC Macro in Guyana she focused on HIV/AIDS research on a project combining data

and information on FP/RH mortality and communications used with faith-based initiatives.

## Cutting-Edge Approaches to Professional and Organizational Development

Over the course of the project, PLP focused on embedding learning in daily worklife and used performance improvement as the foundation for its professional development: working to address performance expectations and feedback, skills and knowledge, motivation and even the physical environment. Methods included coaching, workshops, retreats, seminars, e-learning such as web-based and CD-ROMs, on-line journaling, webinars, dialogues, and just-in-time events as well as continuous learning support. PLP emphasized supporting the USAID direct hire/fellow relationship to support performance. In the area of technical skills, PLP helped build capacity in technical content in every major health topic relevant to USAID.

Based on best practices in Performance Improvement, and factoring in motivation and performance expectations, PLP worked with the new PDMS Office to develop a new orientation program to accelerate the integration of all newcomers to the Global Health Bureau. This orientation ensured that the linkages between the fellows and managers in USAID were supportive and afforded greater ease of entry and more impactful contributions.

As an example, in 2002-2003, PLP contributed to USAID's strategic objective (SO) and intermediate results (IRs) by helping to plan and implement 7 major professional development events including 2 regional SOTA meetings, and the annual PLP leadership retreat. PLP also provided 88 individual coaching sessions and 21 group consultations.

One PRH/PEC Division retreat participant noted: *"I think that over the years, PLP has been really critical in changing the culture of this office. I think that we are far more sensitive to each other, and our different personalities and our different work styles, and that we have language to allow us to talk about that. And we didn't have that before."*

PLP also worked to improve the "art" of CTO/TA project management by documenting exemplars in USAID's Global Health Bureau, creating a *de facto* "virtual mentoring" program. Especially where USAID and PLP were capturing practices of those highly experienced individuals leaving the Agency, the CTO/TA process contributed to the Bureau's succession management and continuity of institutional knowledge needs and improved productivity. PLP developed, piloted and implemented a range of modules including *Managing*

*Without Micromanaging, Managing Requests for Information, Evaluating CA Budget Proposals, Developing Your Elevator Speech, and Financial Factors.* These modules were a response to the profound time-and-priority challenges in the USAID system of executing professional development activities and recognition that excellent program management is both a science and an art.

The project also helped USAID staff impart technical information by designing a CD-series on emerging trends in technical health topics and by implementing a seminar/coaching series on “Presenting for Results.” The series helped PHN sector experts present their information in a highly-rated, more interactive and applicable manner.

## Future Challenges

USAID’s health program is an important cornerstone of US foreign assistance and an essential component of US transformational diplomacy. Factoring in the challenges of globalization, the need to coordinate with other initiatives and alliances, and the expected retirement of substantial numbers of senior staff, it is imperative to improve the effectiveness of USAID Population, Health and Nutrition programs by developing and increasing the capacity of international health professionals.

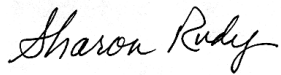
Recognizing the vital importance of global health and development for social stability and meaningful economic and political progress, the US Government has called for improved coordination and management of US development efforts. In order to achieve maximum impact, the need for integrated interagency policy and planning, consolidated budget and implementation mechanisms and staff functions have challenged the Population, Health and Nutrition (PHN) sector to manage their business in new ways.

The Public Health Institute (PHI), through its Population Leadership Program (PLP), has successfully led USAID’s fellowship program and provided professional development and organizational development services and state-of-the-art evaluation systems for the past eleven years, building a body of knowledge about the unique nature of the PHN environment.

In the short term, responding to USAID’s needs for technical talent in cutting-edge health issues will remain a key challenge. To address succession issues, it will be necessary to consciously develop a pipeline of committed, talented global health professionals. This means developing systematic approaches to reaching out to Americans at any stage of the career-decision process.

While PLP has worked to develop global health leaders, the time needed has often clashed with the realities of the workplace where time away from tasks for professional development feels limited. There is also the ongoing challenge for mission-based fellows to access performance support that is more readily available to Washington, DC-based staff.

As USAID continues to develop the next generation of global health leaders, a continuing dialogue on how the Agency will evolve is essential. This report is PLP's contribution to that discussion.

A handwritten signature in black ink that reads "Sharon Rudy". The signature is fluid and cursive, with the first name "Sharon" and last name "Rudy" clearly distinguishable.

Sharon Rudy, PhD  
Project Director  
Population Leadership Program/  
Public Health Institute  
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# Recruitment, Placement and Support



PLP was designed to meet continuous demand for specific mid- and senior-level technical advisors in family planning and reproductive health, HIV/AIDS and program management. Fellows were placed in USAID Missions, USAID's Washington, D.C. headquarters, and USAID-funded cooperating agencies. Leadership training and individualized professional development programs were an integral part of the fellowship program, focusing on building skills for immediate application in the fellows' scopes of work and also increasing long-term capacity for global health teams.

## Service to Fellows and USAID

With a focus on high levels of client and employee satisfaction, PLP's service-oriented Recruitment and Placement team ensured that each placement was:

- The best fit;
- Cost effective; and
- Efficient and timely.

In addition, the program provided a full menu of recruitment services including:

- Scope of Work development;
- Sophisticated and multi-dimensional recruitment advertising with an in-depth knowledge of the market;
- Resume screening;
- Pre-screening interviews;
- Referral of qualified candidates;
- Salary negotiation;
- Negotiation of MOUs with overseas missions;
- Reference checking;
- Counseling on security application process; and
- Relationships with an existing team of vendors experienced in international relocations and USAID policies ensuring smooth transitions to overseas assignments.

PLP standards of service to Fellows and USAID included a 24-hour response time; courteous, comprehensive follow through on administrative and



management issues; and diligent attention to performance management in support of USAID health objectives.

A measure of the success achieved by the program is reflected in a 15-day average turnaround time from published scope-of-work to referral of qualified candidates; development of customized position descriptions and incident-free overseas placements. High marks for support (4.5/5) were awarded on USAID evaluations.

PLP recruited for 60 openings with a 98% fill rate and led special-initiative fellowships with entities such as the World Bank, World Health Organization, Elizabeth Glaser Pediatric AIDS Foundation and Baragwanath Hospital in South Africa. The program modeled innovative scopes of work such as the integration of family planning into HIV care and treatment. Lessons learned included the increased impact of evolving political and economic needs on scopes of work, and resulted in adjustments to meet shifting priorities within the U.S. Government.

## Post Fellowship Activities

Directly upon completion of their fellowships, 60% of Fellows continued to work with USAID, OGAC or USAID CAs as NEPs, CA Regional Advisors and CA Chiefs of Party, among other positions. 80% of Fellows overall are known to have continued involvement in international health and development.

## Recruitment Highlights

### **Effective Transitioning of High-caliber Candidates**

- PLP provided each new fellow with an orientation program that covered their first four months of employment;
- 92% of top-ranked candidates accepted positions in 2003;
- 100% of candidates who accepted positions obtained security and medical clearances; and
- 100% of fellows maintained security and medical clearances throughout their terms of employment.

### **A Track Record of Retention**

- 97% of PLP Fellows completed their 2-year assignments;
- 15 PLP Fellows moved to CASU positions (since 2000); and

- 11 PLP Fellows moved to TAACS positions (since 2000)

### **Client Satisfaction/Quality of Hires**

HARs (Host Agency Representatives) rated PLP Fellows overall performance in 2003 at a minimum of 4.4 out of 5.0, including:

- Quality of work;
- Resource management;
- Professional skills; and
- Leadership.

(Results from 360 degree evaluations)

*"PLP not only does a great job of filling positions, it is committed to the professional growth of their fellows. Beyond that, it has the systems in place to help me, as an HAR [Host Agency Representative], do my job efficiently and to help the advisors function effectively in the USAID environment."*

James L. Griffin, [Former] USAID RH Advisor for Training & Performance Improvement and with USAID in Afghanistan.

## **Recommendations for the Future**

PLP developed and implemented a highly-successful recruitment and placement process that brought an extraordinary breadth and depth of knowledge to the work of USAID exactly where it was needed. In the near term, this kind of support will continue to be of vital importance to the Agency.

In order to address approaching succession issues at USAID, a viable pipeline of dedicated and capable professionals should be put in place. An integral part of that conduit must be a well-considered approach to outreach at all-levels, attracting promising young people as well as more seasoned professionals, and encompassing a diverse group of individuals.

# Professional & Organizational Development



While PLP supported global health professionals to achieve results in a changing environment, four professional development themes emerged over time. Activities reflected the themes of leadership, management, emerging trends in health and working in the USAID context. Utilizing a broad spectrum of top-level professional development and technical experts, PLP took up the

challenge to help USAID meet its overarching goal of improved leadership and management of selected Global Health programs. During the program, PLP developed a close collaboration with the newly established Office of Professional Development and Management Support, with efforts falling into three defined areas:

- Enhanced leadership capabilities of PLP Fellows and select USAID staff;
- Improved Performance of PLP Fellows; and
- Increased access to technical information.

## Professional & Organizational Development Highlights

### **The Annual Leadership Retreat**

PLP's signature event, an annual retreat for fellows and USAID managers, was conducted each year of the program but one (2005). These multi-day events blended highly-interactive sessions led by experts in the field, interactive panels with USAID leaders, individual coaching sessions and the opportunity to connect with far flung colleagues and share stories and resources. Each retreat followed a specific theme based on participant needs such as "Developing Your Influencing Skills", "Leadership in USAID: From Commitments to Practice" and "Leading from the Middle." Carefully developed goals and participant evaluations ensured that these events were on target or content was adapted mid-stream.

With participants gathering in Washington from around the world, and the ever-present reality of demanding and changing work schedules, the challenges in producing these events centered on several areas:

- Transforming best practices and evidence-based leadership theory into practical approaches, applicable to daily USAID life; and
- Logistic challenges such as beginning the planning process well in advance, choosing dates compatible with participants' schedules and supporting the participants to attend all of the sessions throughout the week.

### **Enhanced Leadership Capabilities**

#### **2003 PLP Leadership Retreat: “Developing Your Influencing Skills”**

Held in October 2003, the retreat aimed to develop leadership capabilities within the USAID context by providing a foundation based on PLP's Leadership Framework and by focusing on skills that support the ability to influence others for improved outcomes. Retreat content was based on a need for improved influence skills among USAID leaders. Twenty-eight PLP Fellows and selected USAID senior managers attended. They rated the overall outcome as 3.93 on a 4-point scale, the highest rating in nine years, which means that they “very much agreed” that the retreat met its stated purpose. Self reports of participants suggest that improved influence skills helped on their jobs.

### **Increased Access to Technical Information**

USAID's Global Health sector employs world-class technical leaders in health, as both direct and non-direct hires. These busy professionals need to efficiently access the latest in technical health topics and USAID's strategies to design and oversee cutting edge, effective programs. In early 2005, PLP completed development and began distribution of an update to its earlier 8-disc CD-ROM series, originally released in 2002. Entitled “Global Health Issues in the Context of USAID”, the update covered changes occurring in global health and USAID's initiatives since the original release. Content of the single disc include:

- The Role of USAID in the Field;
- Global Health Issues;
- HIV/AIDS;
- Infectious Disease;
- Child Survival;
- Maternal Health;
- Population;
- USAID Initiatives in the above areas; and
- Logistics and Resources.

PLP began releasing 500 copies of the new CD-ROM to USAID staff worldwide, in two main stages: by request and in a mailing to missions. In addition, an on-line version of the update was available at the PLP website.

## **Improved Performance of PLP Fellows Individual Coaching, CTO/TA Project, Retreat Follow up**

In 2004, wide coverage of the Bureau for Global Health was achieved through ninety-two individual coaching sessions, utilizing USAID-savvy coaches, for staff in AA/DAA, HIDN, OHA, PDMS, PRH, RCS and SPBO.

In 2004-2006, PLP worked with CTOs and TAs identified in a 360-degree process as exemplary performers in the Office of Population and Reproductive Health at the Global Health Bureau. The collaboration yielded a series of workshops focusing on essential “how to” training for CTOs and TAs. Using hands-on, case-based learning simulating the real work environment, the workshops built the skills exemplars use to approach challenging issues encountered in Global Health project work. While the sessions were well received, a particular challenge involved low attendance due to schedule conflicts. The five sessions were:

- Handling Requests for Information (one day);
- Managing without Micromanaging (one day);
- How Good is Your Elevator Speech (half day);
- Working with Financial Factors (half day); and
- Evaluating CA Budget Proposals (1.5 days).

Follow-ups to the 2003 leadership retreat cohort sessions were conducted and on-line communications were produced to facilitate a deeper understanding of lessons learned. New on-line materials included Management's Role in Training and Professional Development; Trainer Training and SMEs; Checklists for Conducting Group Training; Usable Feedback; and Using e-Mail Effectively.

## **Organizational Development**

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 supported the PHN sector systems by providing a variety of the best organizational consultants to the GH Office and missions overseas. Throughout the project history, approximately 80 consultations occurred to support offices, divisions, and missions.

PLP facilitated office-wide processes that led to revised vision statements for offices, supported division and mission retreats to clarify vision and develop more effective teams. We supported strategic planning and helped improve work processes across the PHN sector. PLP was tapped to expand this work to assist the Global Health Bureau in two reorganizations.

## Recommendations for the Future

Over the course of the Program, some PLP Fellows have made effective use of the offered trainings, believing them to be helpful and sustainable. Future iterations of the program should work, in concert with USAID managers, to ensure that fellows, and relevant others, participate in learning opportunities that will facilitate career advancement and serve the goals of the Agency.

USAID should create a professional development group representing all offices. The next Cooperative Agreement, reporting directly to the senior management team, should help guide and focus all professional development offerings. Lessons learned and best practices should be disseminated to USAID/Washington and the missions.

The Global Health Bureau, as it strives to maintain its reputation for excellence, should aggressively seek to improve its management and leadership capacity by making available to its managers continuous learning opportunities within the context of a modern performance management system. This includes incentives and rewards for mentoring.

Providing professional organizational development consultants has been a cost-effective way to help PHN sector groups build effective teams, solve problems and connect work to Agency goals. These important efforts should continue as the Agency moves forward.

# Evaluating Leadership Development



The relationship between leadership development interventions and observable results are not direct. There has been much debate within the leadership and evaluation fields about the most appropriate way to think about evaluating leadership development. One view is that we should think about evaluation as part of the intervention and as a formative learning process, while another view holds that it is

necessary to ascertain causal links between outcomes and specific program interventions. Either way, an evaluation framework can act as a critical, integrating force, connecting leadership training and development activities which tie in to program needs.

Over the course of its second five-year program, PLP felt it was not enough to use course feedback sheets as a primary method of establishing the worth or benefit of its USAID leadership program. Rather, PLP focused considerable attention on the issue of leadership development evaluation, which is reflected in its Integrated Leadership Framework, Performance Monitoring and Learning Support Plan and its development of EvaluLEAD. Ultimately, PLP contributed to the field creative, multi-method approaches to evaluating leadership development programs in the health sector.

## Evaluation Highlights

### **Integrated Leadership Framework**

The Integrated Leadership Framework (see page V) was created as a synthesis of state-of-the-art scholarship that illustrated effective leadership within Global Health. As a map of the values and behaviors of leadership for Global Health, it served as the basis for both programming and evaluation. In addition to specific observable behaviors, the Framework implied the short-term and long-term development of commitments, attitudes and beliefs, as well as multidimensional political, economic and social contexts that would need to be addressed in monitoring and evaluation efforts.

The framework went through several revisions, and draws upon the insights of theorists in transformational leadership. Key assumptions underlying the model include:

***Leadership is an inside job.*** Leadership begins with our values, beliefs and commitments and the hopes we hold for our communities and for future generations. Through our relationships with others, we form communities that move our shared aspirations into the realm of action.

***Leading is about action, not position.*** When we think about leaders, we tend to think about the Kings and the Gandhis. Yet, behind every hero are citizen-leaders who work outside the spotlight to leave a better world to the next generation. These leaders form the backbone of every forward movement. Without them, our heroes stand alone.

***Leading involves a balance between our interdependence and our diversity.*** No one individual, organization, or discipline holds a monopoly on the truth. Collaboration is necessary, yet carries the risk of homogenizing our differences in favor of expediency, suppressing creativity and learning. It is critical that we find sources of common ground, while protecting minority views and allowing space for productive forms of conflict.

### **Performance Monitoring and Learning Support Plan**

PLP mainstreamed its Performance Monitoring and Learning Support Plan as a core philosophical and operational tool (see Results Framework page VI). PLP managed its project such that results-oriented monitoring and evaluation:

- Ensured accountability for resources and results;
- Supported and informed decision-makers; and
- Allowed for learning from past performance to continuously improve services.

To address these goals, PLP relied on a comprehensive array of indicators backed by appropriate quantitative and qualitative data collection methods, including semi-structured research conversations, one-year follow up surveys, records review, 360° assessments, exit surveys and in-depth interviews, activity evaluations, 6-month check-in, gap analysis, pre and post intervention tests, and mid and final project reports (for specific consultations).

### **Leadership Evaluation Advisory Group and EvaluLEAD**

At the program level, PLP knew that data and analysis for leadership programs had traditionally been limited to monitoring activities or techniques that do not capture the essence of leadership activities or achievements. So, starting in 2001, PLP took a leading role in developing EvaluLEAD as a new way of thinking about the nature and purpose of leadership development initiatives and the dynamic



contexts in which they operate. With support from the Leadership Evaluation Advisory Group – comprised of more than 75 experts, donors, and program managers who met over the course of three annual conferences - and an international field-testing protocol, the EvaluLEAD Framework (see page VII) was created for leadership evaluation that attends to program results for the individual, organization and community. EvaluLEAD grew into a robust planning and evaluation tool that uses a systems-based perspective to clarify outcomes and gather evidence related to complex interventions implemented in dynamic settings.

In applying EvaluLEAD to PLP evaluation efforts, values and norms, as well as performance factors, were used to illuminate developmental and transformational changes sought by its leadership program and participants that were illustrated by the Integrated Leadership Framework. As such, descriptive data served critical purposes, while stories and interpretive techniques were essential as well.

## Recommendations for the Future

Leadership development interventions present unique evaluation challenges because desired results and evaluation data are often derived from highly personalized developmental processes, while outcomes are expected at much broader levels of an organization or society. Our experience evaluating leadership development highlighted specific successes providing timely, cost-effective, monitoring and evaluation of leadership programming and offers a roadmap for the future:

- Check-in interviews with fellows and HARs within four to six months of placement provided a useful baseline and contextual information for subsequent job-based performance measures;
- Confidential exit surveys and interviews, provided by an external specialist, offered an extremely important receptacle for evaluation information and data that can be used to improve programming on an ongoing basis;
- Regular feedback on administrative functioning of the program and its personnel (such as through the annual Administrative Services Survey) allowed for timely adjustments to program procedures to be made, and allowed for quantitative and qualitative illustration of more significant changes needed in program benefits or policies; and

- We confirmed that leadership development is as much about personal growth as it is about external achievement – so a monitoring and evaluation framework designed in conjunction with program planning to capture this duality, as well as the context in which it occurs, gives the best picture of participants’ evolution and the attributable effects of program interventions.

To effectively evaluate both developing leadership within the context of USAID organizational structures and the ongoing succession challenges for Global Health, PLP also learned that:

- Leadership programming must explicitly align with identified HR strategies and expectations of the host organization for evaluation to truly contribute to knowing how leaders are delivering;
- Integrating data generated by the program and host organization data/processes is vital so any monitoring/evaluation can provide a basis for ongoing improvement of leadership development programming;
- Measurement efforts of training outcomes should focus on observable results rather than participant opinions of relevancy or desirability; and
- It is imperative to co-define unambiguous, realistic, time-bound expectations of leadership development and training activities that reflect the programming and funding cycles of the program – in other words, focus on assessing achievement of your most important desired results.

## PLP II Fellows



### Asia and the Near East

#### **Sharon Arscott-Mills**

Fellowship dates: 4/05 to 9/06

USAID/Nepal

Senior Technical Advisor: HIV/AIDS and Reproductive Health

B.Sc., Nursing, The State University of New Jersey  
MPH, Rollins School of Public Health, Emory University

As Senior Technical Advisor, Sharon provided technical leadership and programmatic and administrative management in the design, implementation, monitoring, and evaluation of HIV/AIDS activities in Nepal. She was also responsible for the linkage and integration of these activities with the ongoing reproductive health activities funded by USAID/Nepal. Additionally she assisted USAID with ensuring coordination of HIV/AIDS program activities with the other donor and GON partners including Ministry of

Health (MOH), other stakeholders, and implementing partners.

#### **John M. Eyres, Ph.D.**

Fellowship Dates: 2/05-7/06

USAID/Vietnam (RDM/A)

Senior Technical Advisor:  
Rehabilitation/HIV/AIDS

PhD, Justice Studies, Arizona State University  
BA, Sociology, University of Iowa

John was Senior Technical Advisor: Rehabilitation/HIV/AIDS the USAID/Vietnam Regional Development Mission Asia (RDM/A). In this position John was responsible for the development and management of programs in Thailand, Laos, Burma, China and Vietnam as well as regional initiatives in South and Southeast Asia. His primary focus was on drug rehabilitation activities and HIV/AIDS prevention managed by USAID/Vietnam. The duties included: collaboration and coordination with Mission colleagues in the USAID Regional Development Mission/Asia in Thailand; interaction with the Office of HIV/AIDS, the Bureau for Global Health and the ANE Bureau in Washington, DC; collaboration with colleagues from the local donor community, government officials, and NGOs.

#### **Catherine Fischer**

Fellowship Dates: 6/03-6/05

USAID/Philippines

Senior Technical Advisor: Public Health and Family Planning

MPH, Johns Hopkins School of Public Health  
MSW, University of Denver  
BSN, University of Colorado Health Sciences Center

Catherine served as Technical Advisor for Public Health and Family Planning. She acted as advisor on population, family planning, and primary/family health and health care reform matters and provided support to other staff in their oversight of implementing bilateral and centrally funded projects. She also engaged in policy dialogue on population, family planning, public health and health reform issues with the Department of Health, University of Philippines, National Population Commission and other Government Ministries, and NGOs. Catherine advised the private sector tuberculosis (TB) project and worked with the private sector to increase their involvement in TB treatment and control. She also sat on the Country Coordinating Mechanism Board of the Global Fund (GFATM).

**Karen A. Heckert**

Fellowship Dates: 1/02-6/06  
USAID/Cambodia; USAID/ Southern Africa Regional Program  
Senior Technical Advisor: PMTCT, Family Planning and Maternal and Child Health Specialist

Ph.D. Health Systems & Int. Health Promotion Walden Univ.  
MPH Health Education & Behavior Univ. of Michigan  
MSW Human Services Mgmt & Comm. Org. Univ. of Michigan  
BA French Literature & Political Science Colorado University

Karen served as Senior Technical Advisor, Monitoring and Evaluation in the Cambodia Mission/Office of Population and Health and she was responsible for providing technical input in all aspects of daily operation of OPH, with a particular emphasis on HIV/AIDS and behavior change. She was an integral part of Mission-wide coordination of Maternal Child Health activities and HIV/AIDS, including as liaison with other government agencies and USAID SO teams. She was also responsible for coordination with selected Government of Cambodia ministries and agencies and other donors.

Karen also served as a Senior Technical Advisor in South Africa where she provided technical support to the Southern Africa Regional HIV/AIDS Program by ensuring that family planning services were adequately addressed within the promotion of quality PMTCT (prevention of mother to child HIV transmission) programs throughout the region. Additionally, Karen played a critical role in linking USAID with other key PMTCT partners, such as the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF), Centers for Disease

Control and Prevention (CDC) and Columbia University MTCT-Plus.

The goal of her position was to assure quality PMTCT programs which reduce the number of HIV-infected infants and promote optimal health outcomes for mother and baby.

**Neil Hollander**

Fellowship Dates: 12/01-7/04

Office of Population, Health and Nutrition (OPHN)

USAID/Manila

Technical Advisor-Private Sector, Philippines

B.S., Business Administration and Political Science Univ. of California-Berkeley

M.S., Int. Public Administration Univ. of Southern California

Internship, Institute of Public Admin. United Arab Republic (Egypt)

Maxwell Fellow, Syracuse University

Neil served as a Senior Technical Advisor working directly for USAID'S Office of Population Health and Nutrition in the Philippines. His main focus was to assist in bringing private sector experience and approaches to the Office's strategies and programs. His areas of focus included family planning, health insurance and TB DOTS.

**Suzanne Ross**

Fellowship Dates: 9/04-9/05

HIV/AIDS-Health Office

Regional Development Mission/Asia Bangkok, Thailand

Technical Advisor: Communications and Networking

MS, Art Education, Massachusetts

College of Art, Boston, MA

BA, English, San Francisco State

University, San Francisco, CA

Suzanne developed public information, communication, networking and information sharing in field-based HIV/AIDS programs at the newly established Regional Development Mission Asia (RDM/A). She also developed country specific branded information products, including success stories, first person stories, fact sheets and brochures that illustrate the impact of focused HIV/AIDS investments in the region. Suzanne worked with the RDM/A Health office to coordinate and facilitate workshops on mapping and data integration, and to develop comprehensive service packages focusing on most at risk populations (MARPS) interventions (MSM, IDU, and SW). In January 2005, Suzanne was detailed to facilitate tsunami relief and recovery efforts in Southern Thailand where rapid assessments highlighted immediate need for psycho-social support services.

**Michele Russell**

Fellowship Dates: 3/01-9/04

USAID/Regional Development Office/Thailand

South Africa Regional Technical Advisor/HIV/AIDS Programs

M.S., Health Policy & Management,  
Harvard University  
M.S.W, Hunter College School of  
Social Work  
B.A., Tufts University

Michele served as the Regional Advisor for HIV/AIDS Programs in the Regional Development Office in Thailand. She contributed to the Greater Mekong HIV/AIDS Strategic Plan and the operations plan for the Asia HIV/AIDS-Health Office by determining strategies to tackle regional issues that cross borders and to insure the involvement of PLWHA in planning and implementing HIV/AIDS programs. Michele also provided technical assistance to USAID's implementing partners in the region and maintained collaborative working relationships with other health promotion agencies such as the CDC and the United Nations.

Michele also served as Senior Technical Advisor for Regional Coordination for HIV/AIDS Programs (RC/AIDS), where she was responsible for technical coordination and management of HIV/AIDS programs in the Southern Africa region. Her primary responsibilities included: timely and effective implementation of regional programs; providing technical guidance to countries that do not have a USAID presence; and coordination of the Pretoria based Southern Africa Development Community Health Desk.

### **Pamela Teichman**

Fellowship Dates: 1/06-9/06  
USAID/Cambodia  
Sr. Technical Advisor: HIV/AIDS,  
Infectious Diseases

MA Yale University, International  
Relations  
Concentration in Food Security and  
Population  
MA Antioch University, D.C.  
Campus, Legal Studies  
BA Colby College, Spanish  
Literature and Sociology  
Certificate, Middlebury College  
French Language School  
Yale University Intensive French  
Program

Pamela served as a key member of an eight person team at the USAID mission in Phnom Penh, Cambodia and was responsible for assisting in the full range of activities including: consulting, advising, monitoring, collecting and analyzing data, and managing and evaluating health programs. She collaborated with a variety of governmental and non-governmental agencies and acted as liaison to USAID/ Washington Global Health and Asia Near East Bureaus.

## **Europe and Eurasia**

### **Edna Jonas**

Fellowship Dates: 10/00-10/03  
USAID/ Armenia  
Senior Technical Advisor- HPN  
Specialist

B.A. Social Work University of Iowa  
B.S. Nursing University of Iowa  
MPH International Health University of Michigan

Edna served as Senior Technical Advisor at the USAID/Armenia Mission where she served as the Health, Population, and Nutrition (HPN) specialist for all health activities undertaken by USAID/Armenia. Edna helped manage the Mission's broader social reform and social transition activities; oversaw all the Mission's health, population, and nutrition activities, and supported the implementation of the Mission's strategy in these areas. She also coordinated with a wide range of Armenian government officials, other donors, and non-governmental organizations to ensure collaboration and the best use of Mission resources. Edna led the development and drafting of the Mission's 5-year strategy for support to Armenia's Ministry of Health and health sector for 2004-2008. This new strategy raised the importance of health as a priority and enabled a unique relationship with Armenia's Ministry of Health.

**Susan Monaghan**

Fellowship Dates: 3/03-9/04  
USAID, World Health Organization, Geneva, Switzerland  
Senior Technical Advisor:  
Reproductive Health Best Practices

DrPH, International Maternal/Child Health, University of Illinois School of Public Health  
MS, Health Systems Management, Rush University  
BBA, Loyola University of Chicago

Susan was a member of the Implementing Best Practices (IBP) Consortium at the World Health Organization Headquarters in Geneva, Switzerland. She promoted knowledge sharing of best practices with consortium members and other organizations and collaborated on the design, dissemination and implementation of tools to apply best practices in family planning and reproductive health care programs and support their implementation in country-level programs. She also served as a facilitator among consortium members and field programs regarding strategies and objectives of the IBP consortium and methods to increase use of best practices.

**Melinda Pavin**

Fellowship Dates: 9/04-9/06  
USAID/Caucasus Mission  
Senior Technical Advisor: Caucasus Mission Health Advisor

PhD, Social Science, Syracuse University  
MPH, Epidemiology, Tulane University  
BA, University of the Pacific

As a Regional Health Advisor for the Caucasus, in Georgia and Azerbaijan, Melinda provided technical

assistance and consultation to the Mission on a broad range of health issues. In both Georgia and Azerbaijan she provided consultation and mentored staff on strategic planning, worked with policy-makers and ministry officials, and strengthened project coordination and collaboration. Melinda assisted USAID Health staff as needed on individual projects including health reforms, women's health, infectious diseases, protection from trafficking, livelihood and environmental recovery initiatives. As a member of the USAID/Caucasus Regional Health and Social Development (HSD) Office she assisted and advised the Mission, Country Coordinator in Azerbaijan and the Chief, Health and Social Development Office. Melinda was also responsible for providing training and mentoring to team members and technical guidance to Foreign Service nationals in Georgia and Azerbaijan.

**Alisa Pereira**

Fellowship Dates: 4/05-9/06  
USAID/Armenia  
Health Sector Advisor

M.A., International Political Economy, American University, Washington, DC.  
B.A., Political Science and Philosophy, Winthrop University, South Carolina.

Alisa served as the temporary Activity Manager for at least two of

the DSRO health and social sector projects, including the DHS activity. She began a study to clarify the current health sector financing situation in Armenia, with a particular focus on the flow of funds from the central level to primary healthcare facilities in the regions. Alisa took an analysis of selected health and social sector projects and determined which ones were complementary to the Mission's follow-on flagship health project and which ones were not. She also assisted in selecting NGO partners in the development of sustainability plans for activities currently supported by USAID.

**Suzanne Reier**

Fellowship Dates: 1/05-1/07  
USAID/Bureau for Global Health,  
WHO, Geneva, Switzerland  
Senior Technical Advisor:  
Reproductive Health Best Practices

M.P.H. Univ. of California, Berkeley,  
Maternal and Child Health  
B.S. Pennsylvania State University,  
Therapeutic Recreation

Suzanne served as Senior Technical Advisor: Reproductive Health Best Practices. Her position provided support to the Implementing Best Practices (IBP) Consortium at WHO headquarters in Geneva, Switzerland. She promoted knowledge sharing of best practices with consortium members and other organizations as well as collaborated on the development of tools to apply best practices in



family planning and reproductive health care programs and supported their implementation in country-level programs.

## Sub-Saharan Africa

### **Linda Andrews**

Fellowship dates: 2/03 to 9/06  
Elizabeth Glaser Pediatric AIDS  
Foundation (EGPAF)  
Senior Technical Advisor

MPH, International/Population and  
Family Health, University of  
California, School of Public Health  
Nurse Practitioner in Women's  
Health Care, UCLA Harbour  
General Family Planning Training  
Program  
BSN, University of Vermont

Linda provided technical expertise in family planning to EGPAF's Call to Action Program in Uganda. Call to Action's goal is to prevent mother-to-child transmission (PMTCT) of HIV and Linda was charged with strengthening family planning services within PMTCT programs. Her work focused on providing technical guidance to the design and implementation of FP/RH interventions within existing PMTCT programs.

She played a key role in coordinating linkages and partnering with local and international stakeholders in EGPAF's regional CTA program. Linda was responsible for establishing four peer psycho-social support groups for HIV-positive

antenatal and postpartum women and couples. In addition, Linda participated substantially in the growth of the EGPAF/Uganda office and its ability to provide care and services.

### **Lisa Baldwin**

Fellowship dates: 1/03 to 9/06  
USAID/Tanzania  
Senior Technical Advisor:  
Reproductive Health and  
Communication

M.P.H., Yale University School of  
Medicine  
B.A., Political Science, Swarthmore  
College

Lisa served as Senior Technical Advisor for behaviour change communication programs in the Tanzania Mission. She was a member of the Mission's Health and Population Team and provided technical advice to USAID and its implementing partners to enhance behaviour change communication areas of the program. Lisa was responsible for managing and providing support to the National Social Marketing Program and to national behaviour change communication interventions for HIV/AIDS and reproductive health.

She led the design and procurement process for Tanzania Marketing and Communications: AIDS, Reproductive Health and Child Survival, a five-year, \$25 million project focused on building stronger local ownership and linkage with the

private sector in Tanzania for the marketing and communication of health and HIV/AIDS products and behaviors. Lisa also supported the ISHI ("live" in Swahili) Campaign, a national mass media HIV/AIDS prevention campaign for youth.

**Nicole Buono**

Fellowship dates: 8/02 to 9/03

USAID/FHA-WCA

Technical Advisor: Reproductive Health, HIV/AIDS & Child Survival

MPH, Johns Hopkins Univ. School of Hygiene and Public Health  
BA, International Studies and French, Hope College  
Certificate in Health Communication, Johns Hopkins University

Nicole was the Technical Advisor in Reproductive Health, HIV/AIDS, and Child Survival providing guidance to the West Africa Regional Program (WARP SO5-FHA) in regional meetings, workshops and activities. She participated in the design, development and planning of follow-on projects as well as monitoring and evaluation program activities to ensure achievement of WARP-FHA's strategic objectives. She also monitored activity implementation and performance of selected Cooperating Agencies (CAs), served on the Ambassador's AIDS fund technical committee, and acted as liaison with Embassy staff.

Nicole led a team of experts in developing the West Africa Regional

HIV/AIDS Strategy, one of the first to be reviewed by USAID/Washington and praised as, "an excellent job describing a coherent strategy for a complex regional program."

**Sheila Clapp**

Fellowship Dates: 10/00-8/04

Senior Technical Advisor: HIV/AIDS Prevention and Control

The Perinatal HIV Research Unit,  
Chris Hani Baragwanath Hospital  
USAID/South Africa

MBA, San Francisco State University,  
San Francisco, CA

BS Business Administration, Arizona  
State University, Tempe, AZ

Diploma in Radiologic Technology,  
Albany Medical Center, Albany, NY

Sheila provided managerial and technical assistance to the Perinatal HIV Research Unit at Baragwanath Hospital in Soweto, South Africa. Under the direction of the Unit Directors and the USAID Health Team Director, she provided technical advice on HIV/AIDS as well as taking responsibility for providing broad managerial, operational, administrative, planning and financial expertise to the Unit. She also played a critical role in the development of future projects and in donor co-ordination.

**Madaline P. Feinberg**

Fellowship Dates: 9/05-9/06

USAID/Namibia

Technical Advisor: Monitoring & Evaluation HIV/AIDS Program

M.A. International Development Studies, George Washington University, Elliott School of International Affairs  
B.A., Anthropology, Cornell University

Madaline served as the Strategic Information Liaison for the President's Emergency Plan for AIDS Relief USG Team in Namibia. In this role she was responsible for developing and sustaining an effective and efficient planning, monitoring, and evaluation system for the USG Namibia Team Emergency Plan program. Specifically, Ms. Feinberg was responsible for: preparing all reporting documents for the Office of the Global AIDS Coordinator and as required by USAID Washington, and had a lead role in the development and preparation of annual Country Operational Plans. In addition, she was responsible for gathering data from various sources, tracking specified indicators and coordinating research activities among various governmental, nongovernmental and USG Team partners, contractors and grantee groups and liaised with the GRN and development partners in order to provide guidance on program development, evaluation and coordination. Finally, Madaline was responsible for developing the USG Namibia Strategic Information 5-Year Plan.

**Lynne Gaffikin**

Fellowship Dates: 7/04-7/06

USAID/Madagascar  
Senior Technical Advisor:  
Population, Health and Environment (PHE)

DrPH Epidemiology and Community Health - University of Illinois, Chicago  
MPH Epidemiology - University of California, Los Angeles  
BA Anthropology - University of California, Berkeley  
Intern - World Health Organization, Africa Region  
Fulbright Hayes Fellow - University of Nairobi, Kenya

Lynne served as a Senior Technical Advisor supporting integrated population, health and environment (PHE) program activities with USAID/Madagascar. Lynne's responsibilities included providing technical assistance to the NGO Voahary Salama with institutional capacity and management needs, monitoring and evaluation of integrated PHE activities, and advocacy and development of PHE approaches with a view to sustainability and expanded impact.

**Alix Grubel**

Fellowship Dates: 10/01-1/05  
USAID/REDSO  
Technical Advisor: Regional Quality of Care

MPH Columbia University School of Public Health  
BA Economics, Queen's University, Ontario, Canada

Alix worked in the USAID regional office in Nairobi, Kenya. Her main responsibility was to manage all activities related to the Regional Centre for Quality of Health Care in Kampala, Uganda. Alix administered REDSO's Limited Scope Grant Agreement with the Regional Center for Quality of Health Care (RCQHC) that supported development and implementation of the Center's regional program. She maintained day-to-day oversight, monitored and reported on activities related to the Regional Center for Quality of Health Care and oversaw all RCQHC Cooperating Agency (CA) field support activities. Alix provided technical assistance in strategy design, program implementation and assessment areas to Missions in the ESA region and provided technical support to USAID Missions in the region.

#### **Laura Hoemeke**

Fellowship Dates: 10/98-12-02  
USAID/Cotonou  
Technical Advisor

B.S. Journalism Northwestern University  
MPH Public Health Johns Hopkins University  
Ph.D. Advanced International Studies Johns Hopkins University

Laura served as Technical Advisor to the Benin Mission where she provided technical guidance to USAID/Benin and its implementing partners on all health and population

related matters. She monitored key elements of family health activities, including implementation progress, ongoing needs for technical assistance, and commodities forecasting and distribution. Laura also assisted implementing partners based in the U.S. or Benin with coordination and collaboration on population and health matters, drafted USAID reports on health and population, and participated in semi-annual project reviews. Laura was an ethnical Advisor for the Family Planning Services Division where she was a key member of the Population, Health, and Nutrition Center's CEDPA-ENABLE and CARE-MoRR project teams.

#### **Lauren Marks**

Fellowship Dates: 4/06-9/06 (short-term assignment)  
USAID/ Zambia  
Technical Advisor: HIV/AIDS & Reproductive Health

JD Georgetown University Law Center, Washington, DC  
Licensed to practice law in the State of New York  
Public Policy Studies Duke University, Durham, North Carolina

As the HIV/AIDS and Reproductive Health Advisor, Lauren provided temporary technical support to the USAID Mission in Zambia. She worked with USAID and US Government partners in the implementation of the Population, Health and Nutrition (PHN) portfolio in Zambia. Under the

supervision of the SO7 ("Improved Health Status of Zambians") Team Leader/PHN Director, Lauren served as one of USAID/Zambia's technical advisors in HIV/AIDS and reproductive health, providing guidance, monitoring and technical support to USAID/Zambia, the Government of Zambia (GRZ), and technical counterparts among donors and USAID cooperating agencies in the design, implementation, coordination and monitoring of USAID/Zambia's PHN portfolio.

**Stephanie Posner**

Fellowship Dates: 5/04-7/06

USAID/South Africa

Senior Technical Advisor: Regional HIV/AIDS Program

PhD, Epidemiology, Tulane University

MPH, Epidemiology, Tulane University

BA, Psychology, Kenyon College

Stephanie served as Senior Technical Advisor for the Regional HIV/AIDS Program in southern Africa, for which she provided support in the design, implementation, and evaluation of HIV/AIDS programs throughout the region. She supported the development and improvement of sound HIV/AIDS policies throughout the region and facilitated information collection and dissemination about the epidemic. Stephanie also worked to scale-up existing partnerships and create effective new linkages to USAID

regional initiatives in various sectors. She worked closely with the Ambassadors, their staff, USG implementing agencies including HHS/CDC, partners, and other donors to achieve a combined USG approach in both countries. She contributed to unifying and harmonizing the USG HIV/AIDS programming while leading the development of a USG HIV/AIDS Task Force in each country. Stephanie was awarded a "Superior Service to the Field" award for her assistance to Namibia in developing the 5-year strategic plan for the President's Emergency Plan for AIDS Relief during September 2004.

**Shanda Steimer**

Fellowship Dates: 12/04-3/06

USAID/Zambia

Technical Advisor: HIV/AIDS and Reproductive Health

Shanda provided technical leadership and guidance to SO7, USAID, the wider USG Team in Zambia, host government counterparts and USG implementing partners on HIV/AIDS, reproductive health and other relevant health issues. She also provided secondary program and financial management to the CTO for the Maternal Child Health/Reproductive Health Service Delivery and Health Systems Strengthening cooperative agreement. Shanda was also responsible for preparing materials as requested by the American Ambassador, the USAID Mission Director and the SO7 Director such

as reporting documents, speeches, analyses and briefing papers.

**Sereen Thaddeus**

Fellowship Dates: 9/03-9/06

USAID/ Uganda

Reproductive Health Advisor

MPH, Health Education/International Health, Columbia University  
MA, Cultural Anthropology, University of Pennsylvania

In her role as Reproductive Health advisor to the USAID Mission in Uganda, Sereen was instrumental in increasing commitment and resources for family planning, focusing on advocacy; communication; and service delivery. Some of the key achievements of this revitalized effort include: a FP advocacy strategy; improvements in service delivery for long term and permanent methods in the first of four districts with assistance from ACQUIRE and FHI; and stepped up IEC and communication efforts with assistance from PSI, the UPHOLD project, and HCP. As the mission's Behavior Change Communication advisor, Sereen worked with the Health Communication Partnership to design an innovative youth centered campaign, called Young, Empowered and Healthy (YEAH). She also coordinated all the USAID funded abstinence and being faithful work under the President's Emergency Plan, and helped design the next phase campaigns for HIV/AIDS prevention and the role of men.

**Catherine Thompson**

Fellowship Dates: 7/04-7/05

USAID/Namibia

Senior Technical Advisor: HIV/AIDS

MPH Columbia University School of Public Health

Major: International Population and Family Health

BS Nursing New York University

Catherine began her work at USAID Namibia as the Senior Technical Advisor, HIV/AIDS in August 2004, and worked on the Namibia Country Operational Plan (COP) and the Namibia Strategy. Catherine took the lead on the development of the Namibia five-year HIV Strategy and submitted the document to the Office of the Global AIDS Coordinator. She also backstopped the Director of the HIV/AIDS Office while the director was on leave. This entailed responding to the questions on the Country Operational Plan and Strategy as well as management of the USAID HIV team. The Office of the Global AIDS Coordinator approved both the COP and the Strategy for Namibia. Catherine provided support to the HIV/AIDS Office during VIP visits and led the USAID HIV team in presenting the program to the Assistant Global AIDS Coordinator, Mark Dybul and the Assistant Administrator for the Africa Bureau at USAID, Lloyd Pierson.

**Regan Whitworth**

Fellowship Dates: 7/04-7/06

USAID/Rwanda

Senior Technical Advisor: Program Officer

JD, University of Montana  
PhD, Economics, University of New Mexico  
MA, Economics, University of New Mexico  
BA, History, Eastern Montana College

Regan was the Program Officer for the President's Emergency Plan for AIDS Relief attached to the Mission Strategy Center of USAID/Rwanda. He was involved in the completion of a five-year country strategy and FY05 Country Operation Plan, both submitted in October 2004. He was also responsible for working on the Emergency Plan annual progress report and the USAID Mission annual report, both submitted in December 2004, along with more routine activities of the Mission Strategy Center. Regan assisted in coordinating budget planning, procurements, and in resolving programming issues. He actively coordinated input from USG agencies, the Government of Rwanda, and other donors, and served as co-chair of the Rwanda HIV/AIDS Cluster. He also helped prepare the Emergency Plan semi-annual progress report.

**Jane Wickstrom**

Fellowship Dates: 8/00-3/05  
USAID/Ghana  
Senior Technical Advisor:  
Reproductive Health

M.A., International Development,  
American University  
B.A., International Affairs,  
Connecticut College

Jane served as Senior Technical Advisor, Reproductive Health in the Ghana Mission where she was the principal technical expert for reproductive health program policy, strategy, and implementation. She provided Mission management and Ghanaian counterparts technical expertise and policy guidance to achieve results in the areas of population, family planning, maternal health, and HIV/AIDS/STD. In addition, Jane provided guidance to Mission Strategic Objective teams and implementing agencies in strategic decision-making related to the direction and implementation of reproductive health activities. She also monitored field activities of implementing partners through periodic field visits and provided guidance to partners on grant implementation and activity impact assessment.

## USAID/Washington

**Barbara Addy**

Fellowship dates: 9/03 to 5/05  
USAID/GH/PRH/SDI  
Senior Technical Advisor: Private & Commercial Sector

MA, Int. Relations and Economic Development, Boston Univ.  
BA, Michigan State Univ., Political Science and Anthropology, Minor in Economics

Add. Courses: Global Infectious Diseases, Johns Hopkins Univ.

Barbara contributed to the Office of Population and Reproductive Health's Services Delivery Improvement (SDI) Division by providing technical leadership to expand the role of the private, not-for-profit, and commercial sector in family planning/reproductive health service delivery. In a complex collaboration, she provided support in program design, implementation, and evaluation. Her focus on the Private Sector Program aimed at engaging the private sector in the delivery of health products and services. Barbara traveled to missions in Tanzania, Uganda, Zimbabwe, Philippines and Afghanistan in the review and design of private sector programs. She was also the Global Health Bureau liaison for the GDA Secretariat, focusing on creating high impact partnerships and promoting the mainstreaming of public-private alliance building as a core way of doing business in the Global Health Bureau.

**Jacob Adetunji**

Fellowship dates: 1/01 to 10/04  
USAID/GH/PRH/PEC  
Senior Technical Advisor,  
Demography

BS, Sociology, University of Calabar  
MS Sociology, University of Ibadan  
MA, Demography, Australian  
National University

PhD, Demography, Australian  
National University

Jacob made significant contributions to the PHN Center's family planning and reproductive health program by providing technical leadership and direction in the design, implementation, and evaluation of demographic and health data collection efforts supported through the PHN MEASURE Results Package. He also provided technical assistance to USAID regional bureaus and missions, related to the design of population and reproductive health data collection efforts and policy research. Jacob conducted a performance review for the fifth year of the project and established a new set of performance criteria for the sixth year. He also fine-tuned the request for proposal (RFP) for the follow-on contract for the project and coordinated global survey efforts with the Global Program on Evidence for Health Policy (EHP) of the World Health Organization (WHO).

**Erin Anastasi**

Fellowship dates: 11/03 to 11/05  
Adventist Development and Relief  
Agency (ADRA)  
Technical Advisor, International  
Health Team

MHS, Int. Health, Johns Hopkins  
Bloomberg Schl of Public Health  
BA, English, St. Mary's College of  
Maryland



Erin served as Technical Advisor for Family Planning to the Adventist Development and Relief Agency (ADRA) International Health Team. She was responsible for monitoring and evaluation of family planning programs by collaborating with ADRA field programs to ensure adequate monitoring systems and by analyzing current methods and strategies in ADRA's family planning and reproductive health (FP/RH) programs worldwide.

Erin provided technical leadership in the design and launch of a five-year, multi-million dollar family planning program in Nepal. She also contributed to the research design of ADRA's program for HIV/AIDS prevention and education among youth in Kenya and Tanzania, a multi-year, multi-million dollar project, funded by the President's Emergency Plan for AIDS Relief.

**Mark Austin**

Fellowship dates: 11/02 to 7/06  
USAID/GH/RCS  
Senior Technical Advisor: PHN  
Strategy Advisor

MS, Population and Int. Health,  
Harvard School of Public Health  
Certificate, Center for Arabic  
Studies Abroad, American University  
in Cairo, Egypt  
Certificate, Center for Arabic  
Studies Abroad, 'Abd al-Malik es-  
Sa'adi University, Morocco  
BA, Brigham Young University

Mark provided expert skills in the management of USAID population, health and nutrition programs. He assisted and supported PHN mission staff in Africa, LAC, ANE and E&E regions on strategic plans, annual reports and project designs. He also provided technical assistance in reproductive health, HIV/AIDS, maternal and child health and other health areas. In addition, he identified priority areas in need of PHN assistance and worked with missions and USAID/W to insure appropriate support. Mark provided direct staffing and technical support to USAID/Tanzania as Country Coordinator and assisted in the development of the Mission's Performance Management Plan. He also designed and developed an innovative field-focused Web portal targeting the information needs of PHN field staff.

**Monique Derfuss**

Fellowship Dates: 8/00-7/02  
USAID/GH/PHN/OFPS  
Technical Advisor/Donor  
Coordination

M.B.A., International Business,  
University of South Florida  
Semester in Germany. Focus:  
International Business, Texas  
Christian University  
B.S., Business Administration,  
University of Central Florida

Monique was an Advisor for Donor Coordination and served as a member of the HIV/AIDS Rapid Response Task Force. She launched

a donor mapping service that has been piloted in Cambodia and Vietnam and offered to other Missions. In addition, she developed a donor coordination concept paper.

**Abdelhadi H. Eltahir**

Fellowship Dates: 12/01-12/04  
USAID/PRH/RTU  
Senior Technical Advisor

M.P.H. School of Public Health,  
Columbia University  
M.B.B.S. University of Khartoum,  
Faculty of Medicine

Abdelhadi served as a Senior Technical Advisor in the Research Division where his responsibilities included liaison to coordinate Female Genital Cutting (FGC) programs and activities and raise awareness about FGC amongst USAID/Washington and field-based staff. He worked closely with the Intra-Agency Working Group on FGC and Strategic Objective Teams to develop a five-year program plan for incorporating FGC into Agency programs and results packages, conducting needed research, and undertaking education, training and advocacy activities. In addition, he was a member of the Africa Bureau's Reproductive Health team. Also Abdelhadi coordinated the Post-Partum Hemorrhage (PPH) Control and Prevention Initiative for the Maternal and Child Health Division of the Bureau for Global Health.

**Marguerite Farrell**

Fellowship Dates: 3/99-8/02; 8/02-9/03  
USAID/LAC  
Technical Advisor/family planning and population

M.Sc. International Health Policy & Management Harvard Univ.  
B.A. International Studies, Brown University

Marguerite served as Technical Advisor in the Latin America/Caribbean Bureau, where she provided technical assistance in the development and implementation of programs with a special focus on family planning and population. She served as technical advisor on the design, implementation, monitoring, and evaluation of LAC regional initiatives in family planning and integrated management of childhood illnesses. She also provided technical expertise to LAC Bureau staff and missions on population and family planning and child survival issues. Marguerite provided technical support to PHN programs at USAID Missions in El Salvador, Guatemala, Honduras and Nicaragua.

**Joanne Grossi**

Fellowship Dates: 8/97-9/01  
USAID/GH/PRH  
Senior Technical Advisor:  
Communication, Management and Training

Joanne contributed to the Office of Population's family planning,

reproductive health program by providing technical leadership and direction, design, implementation, and evaluation of the Office's information, education, communication (IEC) and training projects, and by participating in the planning and coordination of assistance to selected countries. Joanne participated on the five-member U.S. Delegation to the 34th Session of the Commission on Population and Development, held at the U.N. in New York City. 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.

**Dale Huntington**

Fellowship Dates: 10/02-3/04  
World Bank Liaison  
Senior Health Specialist  
(Reproductive Health)

Doctor of Science, Health Services Research and Evaluation, Johns Hopkins University School of Hygiene and Public Health MA, Non-Formal Education, Univ. of Michigan, School of Education Bachelors of General Studies (Chinese Philosophy), Univ. of Michigan

Dale was seconded full time to the World Bank's office in Washington, D.C. He worked to strengthen collaboration at the technical and policy level with USAID and their Cooperating Agencies involved at the global and country level in

reproductive health. He was involved with strengthening the association between USAID and the World Bank in reproductive health/family planning by identifying potential areas of collaboration. He worked within the HPN Anchor in the World Bank to provide technical support on the development and implementation of key reproductive health/population activities, including in-house learning courses, analytic-policy papers and cross-support to country programs. He also worked to help strengthen linkages between reproductive health and HIV/AIDS programs at the World Bank.

**Joanne Jeffers**

Fellowship Dates: 5/98-9/02  
USAID/GH/PRH/PEC  
Senior Program Advisor: Policy and Evaluation Division

Joanne constructed the MEASURE Phase II Concept Paper. This project involved coordinating a complex and lengthy design process involving seventeen representatives from across all Strategic Objective teams in the Bureau for Global Health and documenting the team's vision for the next phase of the MEASURE Activity. The Concept Paper articulated the vision for the next phase of the MEASURE Activity and laid the groundwork for the design of two competitively-awarded procurements that succeeded the DHS+, MEASURE Evaluation and MEASURE Communication Projects and two non-competitively awarded PASAs with the US Bureau of the

Census and the Centers for Disease Control and Prevention.

**Mary Jordan**

Fellowship Dates: 9/02-9/06

USAID/GH/OHA

Senior Technical Advisor, HIV/AIDS Office

Legislative Fellow, Brookings Institution

BS Zoology, North Carolina State University

Mary served as a Senior Technical Advisor to the HIV/AIDS Office at USAID. She worked with public-private partnerships and provided technical assistance in design, implementation and evaluation of partnerships that increased access to HIV/AIDS prevention, treatment and care in developing and transitional countries. She also facilitated privately supported delivery of HIV/AIDS prevention by coordinating activities among corporate pharmaceutical officials, international donors, host country officials and other relevant individuals and institutions. Mary negotiated public-private partnerships to enable HIV/AIDS prevention, care and treatment, and to mitigate the plight of orphans and other children made vulnerable by HIV/AIDS in the developing world. She developed partnerships with corporations including Coca Cola, Daimler Chrysler, Levi Strauss, Johnson & Johnson, Shell Oil, Exxon Mobil, Kodak and others.

**Sandra Jordan**

Fellowship Dates: 9/00-8/04

USAID/GH/PRH

Senior Technical Advisor:

Communications and Outreach

B. A. Journalism University of Texas-Austin

Sandra served as the Senior Technical Advisor for Communications. In this role, she defined goals and strategies for improving the quality, consistency, and effectiveness of Office communications and outreach; assessed strategic needs for new publications and products; upgraded information management and communications technology; and conceptualized and planned seminars, briefings, and other events for information dissemination. She advised the Office Director, senior management team and other staff on issues related to communication strategies and the development and dissemination of public and professional information. Sandra created a new package of 10 briefing papers on key FP/RH issues for Congress. She also initiated a series of country profiles especially helpful to Congressional leaders and she was instrumental in creating a standard look for all print and web-based materials for all Global Health external communications.

**Lily Kak**

Fellowship Dates: 4/01-11/03

USAID/ANE

Senior Technical Advisor, Regional  
Maternal and Child Health

Post-Doctoral Fellow Health  
Education and Behavioral Sciences,  
Johns Hopkins School of Public  
Health

PhD Anthropology, State University  
of New York, Stony Brook  
MA Anthropology, State University  
of New York, Stony Brook  
BA English, North East Hill  
University, India

Lily was the Regional Maternal and  
Child Health Advisor for the ANE  
Bureau at USAID. She advocated  
for and forged partnerships with the  
goal of improving Regional and  
Mission programming in population,  
maternal health, child survival and  
neonatal health. She also provided  
extensive technical assistance to  
USAID missions in developing  
strategic plans and in evaluating their  
programs; this knowledge made her  
instrumental in identifying regional  
trends and opportunities for USAID  
involvement in the Asia and Near  
East Region. She also worked to  
strengthen regional networks with  
USAID missions, NGOs,  
cooperating and implementing  
agencies and host-country  
collaborators.

**Sonali Korde**

Fellowship Dates: 3/04-8/05  
USAID/ANE  
Senior Technical Advisor, Private  
Sector/Sustainable Health Services

MA, International Relations,  
International Finance and Economic  
Development, Yale University  
BS, Economics and International  
Business, New York University  
Stern School of Business

Sonali served as the Senior  
Technical Advisor for Private  
Sector/Sustainable Health Services in  
the Asia and Near East Bureau. She  
guided regional mission activities to  
increase financial sustainability and  
stimulate private sector provision of  
health services across the region.  
Sonali provided technical and  
programmatic assistance for health  
services financing and increasing  
sustainable sources for financing in  
addition to identifying regional  
financing trends. She also  
coordinated and supported the  
sharing of knowledge and lessons  
learned in the region and acted to  
strengthen the regional networks  
with USAID missions, NGOs,  
cooperating agencies and host-  
country collaborators.

**Debra Kosko**

Fellowship Dates: 11/02-3/03  
(Temporary assignment)  
USAID/PRH/SDI  
Performance Improvement Specialist

Graduate Student Johns Hopkins  
Univ., Bloomberg School of Public  
Health  
Graduate Student Univ. of Maryland,  
Department of Education  
Masters in Nursing University of  
California, School of Nursing

BS Nursing University of Texas,  
School of Nursing  
Nursing Preparatory State  
University of New York

Debra contributed to the Office of Population and Reproductive Health (PRH) program by providing technical leadership and guidance in the areas of performance improvement, management and evaluation, and training to the SDI Division at USAID. She provided 1) Activity management and evaluation for the JHPIEGO's Training in Reproductive Health (TRH) and PRIME II projects, 2) Management of performance improvement consultative group, and 3) Served as a performance improvement subject matter specialist.

**Virginia Lamprecht**

Fellowship Dates: 8/03-11/05  
USAID/PRH  
Technical Advisor: PVO/NGO  
Networks

MSPH, Health Policy and  
Administration, University of North  
Carolina at Chapel Hill  
MA, Demography, Georgetown  
University  
BSN, Duke University  
Certificate in Tropical Medicine and  
Public Health, Johns Hopkins  
University

Virginia served as Technical Advisor for PVO/NGO Networks in Washington, D.C. She provided technical assistance, leadership and managerial support for several of the

Division's activities with U.S. Private Voluntary Organizations (PVOs) and Non-Governmental Organizations (NGOs). She promoted and provided linkages with other offices within the Global Health Bureau regarding NGOs and PVOs working in reproductive health. She also identified lessons learned and "best practices," particularly as they relate to the private sector.

**Ellen Lynch**

Fellowship Dates: 4/01-10/02  
USAID/Washington/Office of Field &  
Program Support  
Regional Coordinator

B.B.A. Accounting University of  
Massachusetts  
B.S. Nursing Johns Hopkins  
University  
MPH International Health Johns  
Hopkins University

Ellen served as a Regional Coordinator, Africa in the Office of Field and Program Support. The Office works to improve the breadth and depth of coordination between the Center and USAID Missions. She was responsible for providing technical assistance and input during the design and implementation of bilateral and centrally-funded PHN programs and worked closely with staff in the PHN Center, Missions and regional bureaus to develop sub-sector strategies, coordinate work plans and improve implementation of PHN program activities.

**Patricia MacDonald**

Fellowship Dates: 1/04-7/06

USAID/GH/PRH/SDI

Senior Technical Advisor: Service Delivery Improvement

Health Policy and Management,  
Summer Institute Program, Johns  
Hopkins University  
MPH, Health Behavior/Health  
Education, University of Michigan  
School of Public Health  
BA, Medical Anthropology,  
University of Michigan  
AAS, Registered Nurse, Schoolcraft  
College

Patricia served as the Senior Technical Advisor: Service Delivery Improvement in the Service Delivery Improvement Division (SDI) of the Office of Population and Reproductive Health (PRH) for USAID/Washington's Global Health Bureau (GH). She provided technical leadership and guidance to the clinical service delivery component of a global reproductive health and family planning project by reviewing country work plans, participating in management reviews, and developing monitoring and evaluation plans. Patricia served as liaison with the Research, Technology and Utilization Division (RTU) and coordinated collaboration with the Contraceptive Logistics and Management Division (CLM). She also provided technical support and assistance to the Office of Population and Reproductive Health

SDI Division and to USAID field missions.

**Rosalee Martin**

Fellowship Dates: 6/05-8/05 (10-week assignment)

USAID/ORC MACRO

Technical Advisor: Faculty Sabbatical Research

Ph.D. Sociology The University of Texas at Austin

M.S.S.W. The University of Texas at Austin

B.A. Sociology The University of Texas at El Paso

Rosalee was the Faculty Sabbatical Technical Advisor, a position established by USAID and Population Leadership Program to provide a faculty member from a HBCU an opportunity to work with USAID and its cooperating agency, ORC MACRO in a 10 week research sabbatical.

Rosalee reviewed primary research done in the area of HIV/AIDS, the integration of Family Planning and Reproductive Health to HIV/AIDS programs, and examined the role of Faith Based Organizations in this endeavor. She used this research to develop curriculum to be used at the University level and for communication pieces appropriate for use within faith based organizations.

**Shawn Malarcher**

Fellowship Dates: 12/03-1/05

USAID/GH/PRH

Technical Advisor: Program Manager  
for Operations Research

MPH, Tulane University  
BA, Sociology, University of Texas at  
Austin

Shawn served as Technical Advisor,  
Program Manager for Operations  
Research. She was responsible for  
providing technical assistance in  
support of the Frontiers in  
Reproductive Health Cooperative  
Agreement by providing leadership  
and guidance on the general  
direction of the FRONTIERS project  
and monitoring selected project  
activities. Shawn provided technical  
assistance to the Research,  
Technology, and Utilization Division  
in support of utilization of research  
results and served as liaison  
between the Service Delivery  
Improvement Division and the RTU  
Division to increase collaboration  
and communication between service  
delivery CAs and research CAs. She  
also provided technical assistance to  
the Office of Population and  
Reproductive Health and Missions  
on issues related to operations  
research, served on the Post  
Abortion Care Working Group, and  
the Office of Population and  
Reproductive Health Repositioning  
Family Planning in Africa initiative.

**Khadijat Mojidi**

Fellowship Dates: 10/98-3/03  
USAID/AFR  
Senior Technical Advisor: Africa  
Bureau

B.A. Socio-Psychology Wilmington  
College  
MPH Public Health University of  
California-Berkeley

Khadijat served as a Senior  
Technical Advisor in the Africa  
Bureau. In this capacity, she  
participated in research studies and  
analysis related to population, family  
planning and reproductive health  
programs and provided support for  
developing strategic plans for USAID  
Missions and the Bureau. Khadijat's  
major accomplishments include  
planning and organizing a  
comprehensive presentation on the  
results of the Bureau's population  
funded activities; planning and  
organizing PHN technical meetings;  
and synthesizing issues and chairing  
the West Africa R4 meeting for  
senior Bureau staff. In addition, she  
developed a matrix of Africa Bureau  
supported technical products and  
research and facilitated closure of  
the Bureau's Urban Initiative.

**Tom Outlaw**

Fellowship Dates: 3/02-12/05  
USAID/GH/PRH/PEC  
Technical Advisor:  
Population/Environment

B.A. English Literature Georgetown  
University

Tom served as the Technical  
Advisor for the Office of Population  
in the integration of population-  
health-environment (P-H-E)  
activities across offices within the  
Agency, including the Office of



Health and Infectious Disease, the Office of HIV/AIDS and the Office of Environment and Natural Resources. He served as technical advisor to the University of Michigan Population-Environment Fellows Program and the Woodrow Wilson Center's Environmental Change and Security Project. In addition, he was responsible for responding to Congressional requests for information on integrated P-H-E programs and also served as liaison for USAID's Office of Population to key environmental organizations such as the World Wildlife Fund, the Sierra Club, the Nature Conservancy and Conservation International.

**Sara Pacque-Margolis**

Fellowship Dates: 11/00-6/03  
USAID/Washington/Office of Field and Program Support  
Africa Regional Coordinator

B.A. Biology & English Wesleyan University  
MPH International Health Johns Hopkins University  
PhD Demography Johns Hopkins University

Sara served as the Africa Regional Coordinator, providing technical assistance to USAID field missions, strategic planning, and program evaluation. She served as the Global Health Bureau's principal liaison with the Africa Bureau and participated in global initiatives and working groups including Vitamin A, HIV/AIDS Rapid Response Team and Maximizing

Access and Quality for Reproductive Health. Sara's key accomplishments include participating in the design of two regional strategic planning processes, coordinating the Africa PHN Officers' State-of-the-Art Conference in Kenya in June 2000 and serving as PHN Country Coordinator for Nigeria.

**Jessica Pollak**

Fellowship Dates: 9/02-9/03  
USAID/GH/PRH/SDI  
Senior Technical Advisor: Service Delivery Program Advisor

MPH International Reproductive Health and Evaluation, Tulane School of Public Health  
BA Government and French, University of Texas at Austin  
Certification in Public Management, Louisiana State University, College of Business

Jessica was a Senior Technical Advisor for Population & Reproductive Health in the Service Delivery Improvement Division (SDI) at USAID. She offered technical guidance in the implementation and evaluation of the EngenderHealth global cooperative agreement as well as working on the technical design of on-going SDI initiatives. She also acted as liaison in service delivery issues between the Office of Population and other Bureau offices. Jessica developed country-specific models for joint partnerships among service providers.

**Zeline Pritchard**

Fellowship Dates: 8/00-4/01

USAID/GH/PRH/RTU

Technical Advisor: Female Genital Cutting

MS Maternal and Child Health Nursing, University of California, San Francisco

Minor in Health Administration and Education

BS Nursing, University of California, San Francisco

Maternity Nurse Practitioner Certificate, University of California, San Francisco

Sexual and Reproductive Health of Adolescents Certificate, University Medical School, Debrecen, Hungary

Zeline worked with the Bureau of Policy and Program Coordination leading to accelerated approval of USAID's policy on eliminating FGC. She monitored and facilitated implementation of the Agency-wide FGC policy statement and program plan, and ensured distribution of the FGC policy statement throughout USAID, Congress, other appropriate U.S. and donor agencies and the media. She also drafted responses to queries from the public and USAID staff, and worked with the Legislative and Public Affairs Office (LPA) to ensure proper language and clearance. Zeline helped develop a five-year program plan in conjunction with the FGC Working Group and appropriate Strategic Objective Teams for incorporating FGC into Agency programs and results packages. Zeline organized a

two-day Donors Working Meeting in Washington, D.C. on funding strategies to eliminate FGC.

**Lois Schaefer**

Fellowship Dates: 1/04-7/06

USAID/GH/PRH/SDI

Senior Technical Advisor: Human Capacity Development & Training

MPH, International Health, Johns Hopkins University School of Hygiene and Public Health  
BS, Nursing, The University of Virginia

Lois provided leadership and guidance in the areas of human capacity development, training, management and evaluation by providing activity management and evaluation for select SDI projects and human capacity development expertise within the SDI Division. Lois participated in the management of PRIME II, and other projects, by contributing to management reviews and evaluation designs, collaborating on the review of annual work plans and budgets and monitoring results. She was also responsible for overseeing participation of Cooperating Agencies in the Human Capacity Development Task Force and provided technical assistance to the field missions.

**Stephen Settimi**

Fellowship Dates: 12/04-7/06

USAID/GH/PRH/PEC

Senior Technical Advisor: Knowledge Management

M.A. Intl' Relations, University of San Diego  
B.A. Social Science, San Diego State University  
Bilingual Spanish  
Graduate Course work,  
Epidemiology, San Diego State University

Stephen joined GH/PEC in December 2004. He was the senior technical advisor for knowledge management on the Johns Hopkins INFO Project and the IntraHealth Human Capacity Project. Stephen's area of focus, aside from work plan and budget review, was to provide guidance and recommendation on effective management processes and organizational methods that lead to better exchange of information and improved knowledge transfer. He also worked at the USAID agency level as the Global Health ad hoc member of the knowledge for development subcommittee. He was instrumental in assisting in the post-conference follow-up initiatives to the West African Regional Program on repositioning family planning.

**Kellie Stewart**

Fellowship Dates: 9/02-8/04  
USAID/GH/PRH/SDI  
Technical Advisor:  
MAQ/CATALYST

MHS Population Dynamics,  
concentration in  
Demography/Reproductive Health,  
Johns Hopkins University School of Public Health

BA Sociology, University of California, Santa Cruz

Kellie served as Technical Advisor to both the CATALYST consortium activity and the program for Maximizing Access to Quality in the Service Delivery Improvement (SDI) Division of the Bureau for Global Health. With the CATALYST activity she provided leadership with the goal of increasing use of sustainable, quality family planning and reproductive health services and healthy practices through clinical and non-clinical programs, with linkages to other sectors as appropriate. For the MAQ initiative of the Office of Population and Reproductive Health (PRH) Kellie identified and disseminated information on best practices to improve access to and quality of family planning and reproductive health activities.

**Charles Teller**

Fellowship Dates: 8/03-9/06  
USAID/GH/PRH/PEC  
Senior Technical Advisor: Evaluation

Ph.D., Sociology/Demography- Ecology, Cornell University  
M.A., Geography, Clark University  
B.A., Intellectual History/Music, Brandeis University

Charles served as Senior Technical Advisor for Evaluation of population programs in the Division of Policy, Evaluation and Communication. He provided leadership and direction in the design, implementation and evaluation of improved monitoring

and evaluation efforts supported through the Global Health Bureau's MEASURE/Evaluation Project. This project provided assistance in data collection, monitoring and evaluation, and data dissemination and use in the areas of family planning, reproductive health, maternal and child health, nutrition and HIV/AIDS. In addition, he provided technical assistance to the Office of Population and Reproductive Health, the Global Health Bureau, regional bureaus and missions related to program monitoring and evaluation.

**Mary Vandenbroucke**

Fellowship Dates: 2/01-5/05  
USAID/Washington/Office of Field & Program Support  
Senior Technical Advisor: LAC Region

B.S. Nursing Northern Illinois University  
MPH Population & International Health University of California-Los Angeles

Mary served as the Senior Technical Advisor to the LAC Region where she provided technical assistance to the LAC regional team. Her primary responsibilities included: facilitating the work of Joint Programming and Planning Team members in the PHN Center; participating in recruiting new country coordinators, point persons, and alternates within G/PHN; contributing to and participating in the USAID/Washington review of

country and regional strategic plans, results frameworks, and Field Support levels and budgets; and focusing on regional and sub-regional policy concerns and assisting in formulating responses to congressional inquiries.

**Kelly Wolfe**

Fellowship Dates: 8/05-7/06  
USAID/GH/RCS  
Senior Technical Advisor: Health in Latin America and the Caribbean

MPH, George Washington University  
MA, Education, Harvard Graduate School of Education  
BA, International Studies and Spanish, Indiana University of Pennsylvania

As the LAC Regional Specialist, Kelly was responsible for providing and coordinating technical and managerial support to select USAID missions in LAC both directly and through the country coordination system. She worked closely with the RCS/ LAC Team Leader, other Regional Bureau Specialists/Technical Advisors, and a Regional Assistant. Kelly served as a technical advisor in the design, implementation, and evaluation of bilateral and regional PHN programs and represented the mission perspective and advocates for missions during GH proceedings. She also ensured that missions had access to state-of-the-art technical knowledge.

## PLP Staff (end of project)



### **Aziz Alkharji** **IT Manager**

Aziz handled all of PLP's IT needs in both the Washington and Oakland offices and provided IT help for PLP fellows located around the world. He also established videoconferencing capabilities and developed a database driven website and intranet for the program. Aziz has extensive experience with a variety of computer languages, operating systems and databases as well as software, hardware and network protocols. Aziz has a B.S. in Electrical Engineering from San Francisco State University and is fluent in Arabic.

### **Christine Caraballo** **Recruitment & Fellowship Specialist**

Christine assisted with general fellow recruitment and coordinated annual participation at APHA and GHC conferences. She also provided ongoing support in hiring, relocation, benefits, payroll, and travel to select fellows. Christine is a graduate of San Diego State University where she obtained her BA in Sociology. Prior

work experience includes criminal justice research, banking and extensive customer service.

### **Pia Flores** **Fellowship Specialist**

Pia's responsibilities centered on planning and organizing of fellowship activities such as: providing new-hire orientations, coordinating relocation and repatriation for both domestic and overseas placements; other fellowship support duties included providing daily backstopping and support to fellows in specific areas of Personnel, Benefits, Payroll and Accounting throughout each fellowship term. Pia graduated from Golden Gate University in San Francisco where she obtained her BA in Management with a focus on HRM.

### **Laurel Halsey, MBA** **Deputy Director**

Laurel oversaw support to the fellowship program. Previous work experience includes the University of California at San Francisco, Cornell University Medical Center in New York, the Carter Presidential Center, and Peace Corps. She holds an MBA from Tulane University and a BA in International Studies from Miami University of Ohio. Professional affiliations include the Association of PVO Financial Managers, International Society for Performance Improvement, the Personnel Co-Op, and the National Peace Corps Assoc.

**Cecilia Jacob Serrano**  
**Finance & Operations Manager**

Cecilia managed and directed the operational functions of finance, communications, information technology, security clearance, and program administration. She has over 19 years of experience in program management at PHI, holding positions with varied responsibilities including financial management, project management, research, data collection and management, and report writing. Program experience has included alcohol and drug abuse intervention, tobacco use prevention, and women's health issues. Cecilia has a degree in Business Administration from the University of San Francisco.

**Bob Leone**  
**Communications Manager**

Bob's responsibilities covered planning, writing and design of communications and marketing materials including brochures, press releases, newsletters, website and conference exhibits. He worked closely in support of the program's recruitment and professional development activities. In addition, he interviewed incoming fellows during their orientation process for use in various PLP publications. Before joining PLP, Bob was a senior copywriter with a major marketing agency in San Francisco and has a broad marketing background in both the corporate and non-profit sectors. Bob has a BA degree in English Literature from Cal State University in Hayward and has completed coursework for an MA.

**Catherine Marquez**  
**Contracts Assistant**

Catherine's primary function was contracts management. She was responsible for generating, tracking and monitoring contract agreements, payments and work deliverables; maintenance of contracts database; processing of invoices; and acting as a liaison with consultants, PLP/PHI and USAID staff. Previous work includes over six years of accounting and administrative experience in the Philippines. Catherine is fluent in English and Tagalog.

**Sharon Rudy, PhD**  
**Project Director**

Sharon has over 26 years experience in international education and development, starting as an adolescent and family counselor for an international high school exchange program. As Project Director, she developed PLP's strategic vision and technical direction, served as primary liaison to USAID and external organizations. Within PLP, she had a particular interest in knowledge sharing, human capacity development and performance improvement systems. Before she came to PLP, Sharon was the PRIME Project's Associate Project Director, JHU/PCS' Africa Division Senior Program Officer, and Faculty Associate in three schools: JHU's Departments of Health Policy and Management and Continuing Studies, American University, and Trinity College. She has lived on three continents and implemented health and educational programs in Africa, Asia, Europe, South America and the Middle East.

**Tinée Shorts****Assistant to the Director**

Tinée was the Assistant to Dr. Sharon Rudy and managed her calendar and travel. Tinée also handled the logistics of large-scale meetings and retreats

and served as a contact for consultations with Dr. Carole Leland. She also supervised the Office Manager and maintained the PLP Fellows' Library.

## Acronym List

AA/DAA	Assistant Administrator/Deputy Assistant Administrator
ADRA	Adventist Development and Relief Agency
ANE	Asia and the Near East Bureau
CA	Cooperative Agreement
CASU	Cooperative Administrative Support Unit
CDC	Centers for Disease Control
CEDPA	The Centre of Development and Population Activities
CLM	Contraceptive Logistics and Management Division
CTA	Call to Action Program (Uganda)
CTO/TA	Cognizant Technical Officer/Technical Advisor
DHS	Demographic and Health Surveys
DSRO	Democracy and Social Reform Office
E&E	Europe and Eurasia
EGPAF	Elizabeth Glaser Pediatric AIDS Foundation
FGC	Female Genital Cutting
FHI	Family Health International
FP	Family Planning
GDA	Global Development Alliance
GH	Global Health
GON	Government of Nepal
HAR	Host Agency Representative
HBCU	Historically Black Colleges and Universities
HCSP	Health and Child Survival Program
HHS	Health and Human Services
HIDN	Health, Infectious Disease, and Nutrition
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HPN	Health Population and Nutrition
IBP	Implementing Best Practices
LAC	Latin America and the Caribbean Bureau
LPA	Legislative and Public Affairs Office
MAQ	Maximizing Access to Quality
MARPS	Most At-Risk Populations
MCA	Millennium Challenge Account
MOH	Ministry of Health
MOU	Memorandum of Understanding
MSI	Minority Serving Initiative
NEP	New Entry Professional
NGO	Non-Governmental Organization

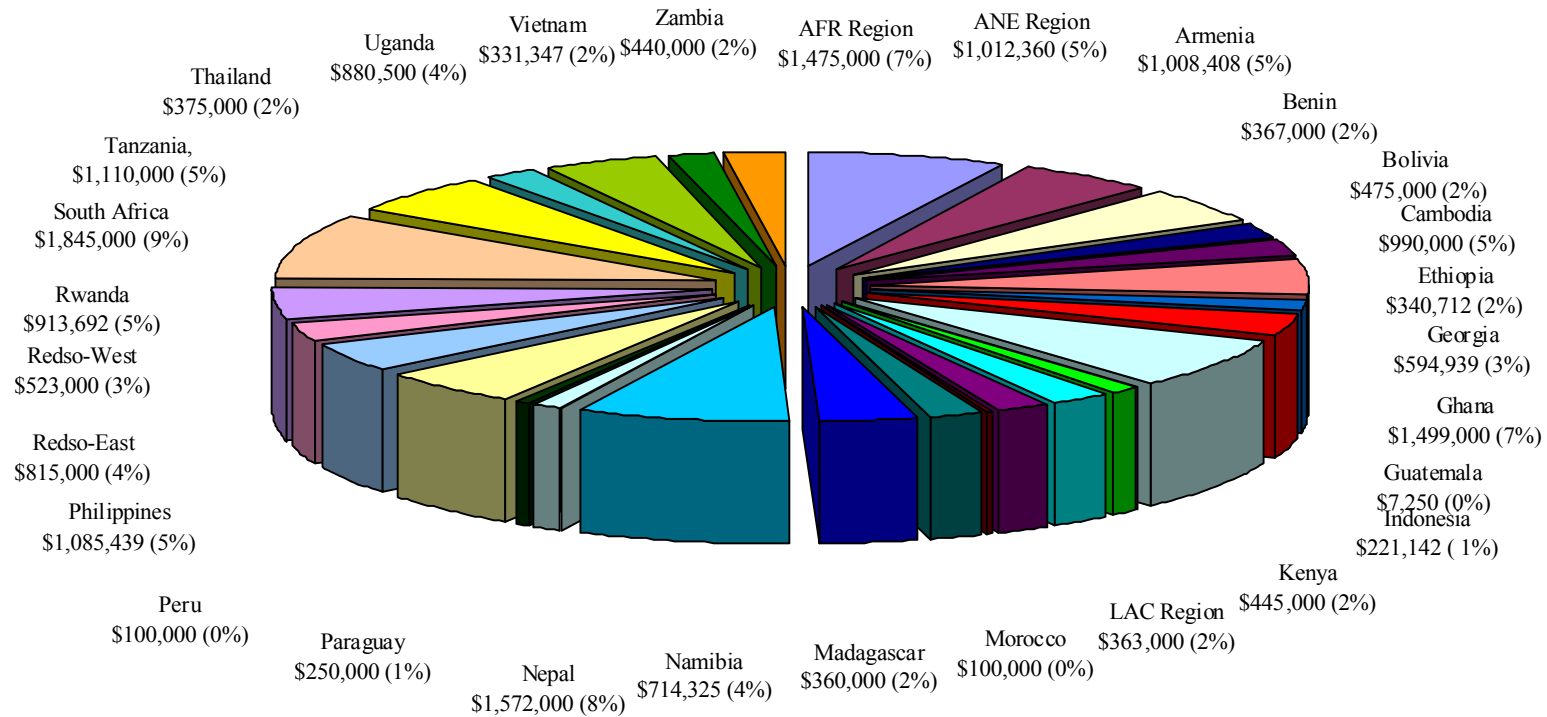


## Acronym List (cont)

OD	Organizational Development
OHA	Office of HIV/AIDS
OGAC	Office of the Global AIDS Coordinator
OPH	Office of Population and Health
PASA	Participating Agency Service Agreement
PDMS	Professional Development and Management Support
PEC	Policy Evaluation and Communication Division
PEPFAR	President's Emergency Plan for AIDS Relief
PFP	Population Fellows Program
PHE	Population, Health and Environment
PHI	Public Health Institute
PHN	Population, Health and Nutrition
PLP	Population Leadership Program
PLWHA	People Living With HIV/AIDS
PMTCT	Prevention of Mother-to-Child Transmission
PRH	Office of Population and Reproductive Health
PVO	Private Voluntary Organization
RCQHC	Regional Center for Quality of Health Care
RCS	Office of Regional and Country Support
RDM/A	Regional Development Mission/Asia
REDSO	Regional Economic Development Services Office
RTU	Research Technology and Utilization Division
SDI	Service Delivery Improvement Division
SME	Small and Medium Scale Enterprise
SO	Strategic Objective
SOTA	State-of-the-Art Conference
SOW	Scope of Work
SPBO	Office of Strategic Planning, Budgeting and Operations
STD	Sexually Transmitted Diseases
TAACS	Technical Advisors in AIDS and Child Survival
TB DOTS	Tuberculosis Directly Observed Treatment Shortcourse
USAID	U.S. Agency for International Development
USG	US Government
WARP	West Africa Regional Program
WHO	World Health Organization

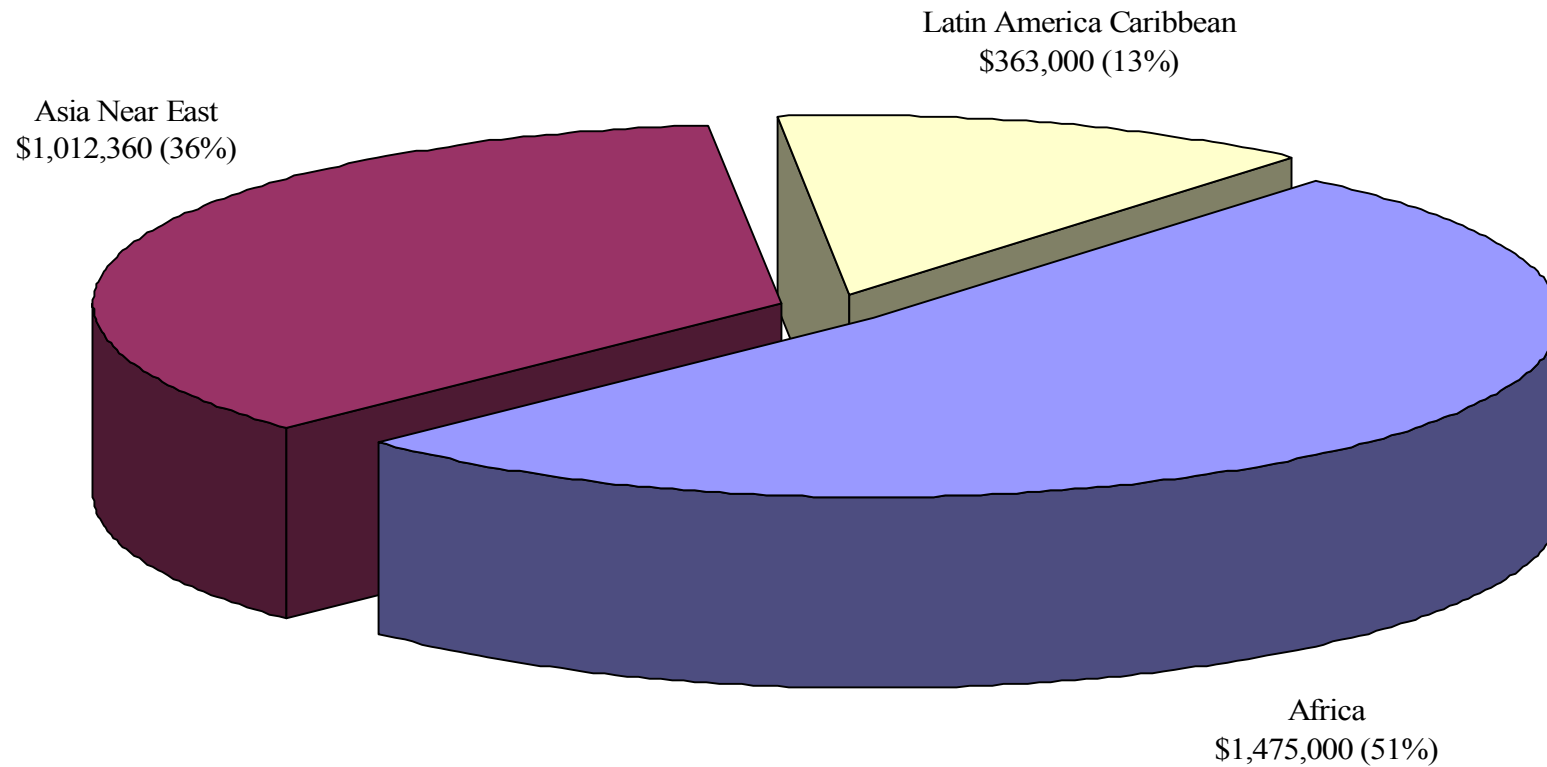
# PLP II Financial Data

## POPULATION LEADERSHIP PROGRAM - II TOTAL FIELD SUPPORT EXPENDITURES BY COUNTRY July 15, 1999 - September 30, 2006

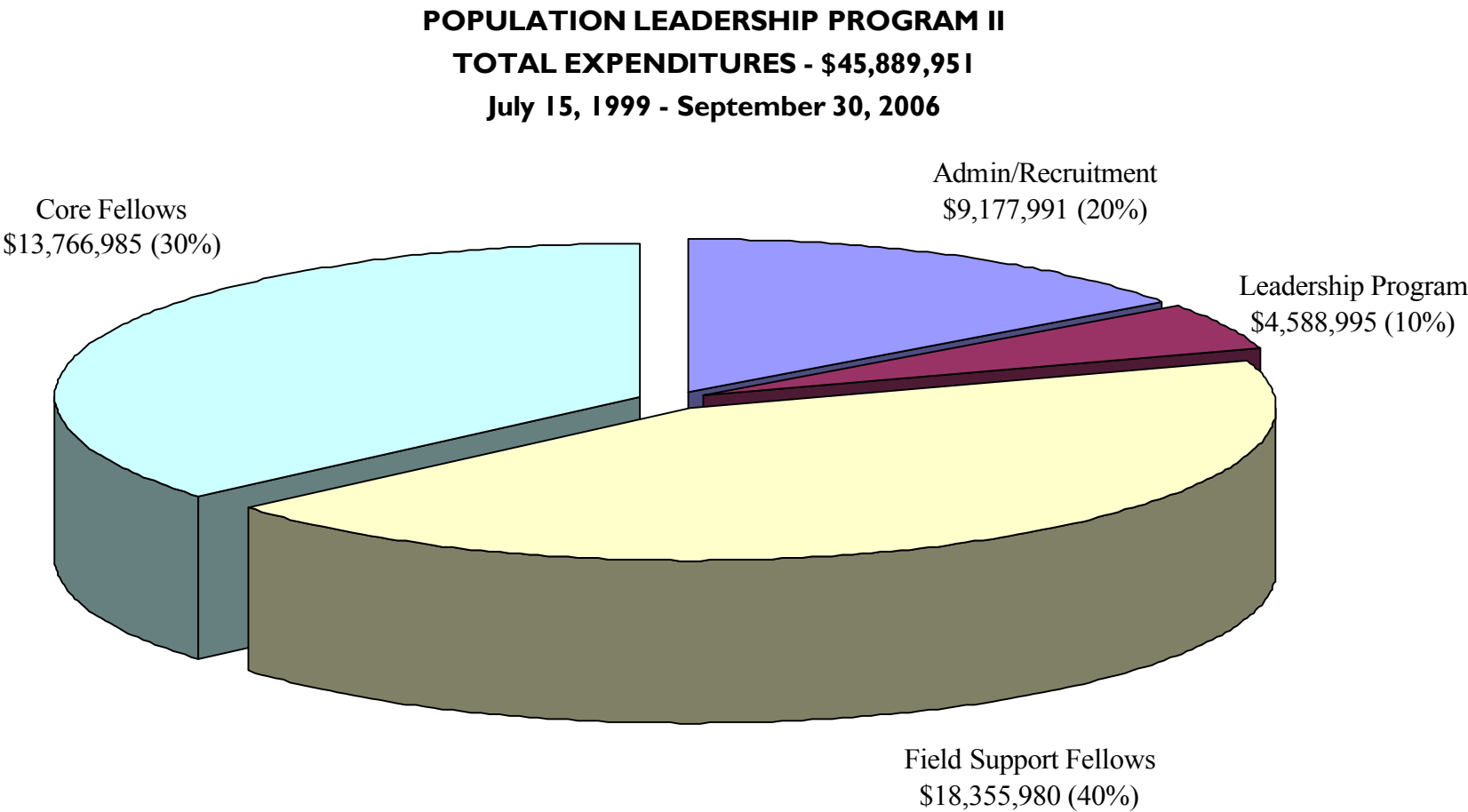


## PLP II Financial Data (cont.)

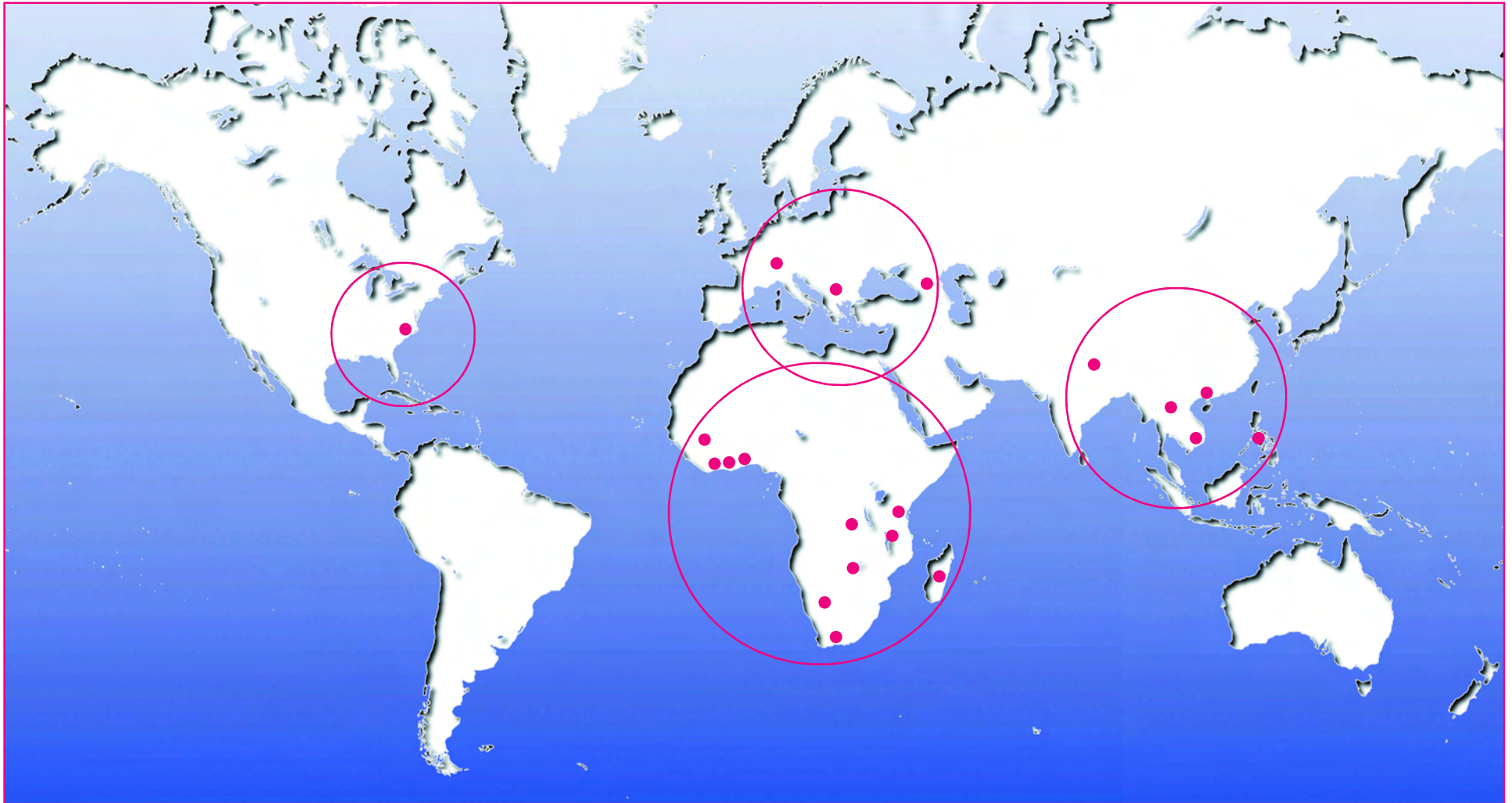
**POPULATION LEADERSHIP PROGRAM II  
TOTAL FIELD SUPPORT EXPENDITURES BY REGION  
July 15, 1999 - September 30, 2006**



PLP II Financial Data (cont.)



## PLP II Field Staff Locations



### Africa • Asia • Europe • North America

Armenia  
Benin  
Cambodia  
Cote D'Ivoire  
Georgia

Ghana  
Kenya  
Madagascar  
Namibia  
Nepal

Philippines  
Rwanda  
Senegal  
South Africa  
Switzerland

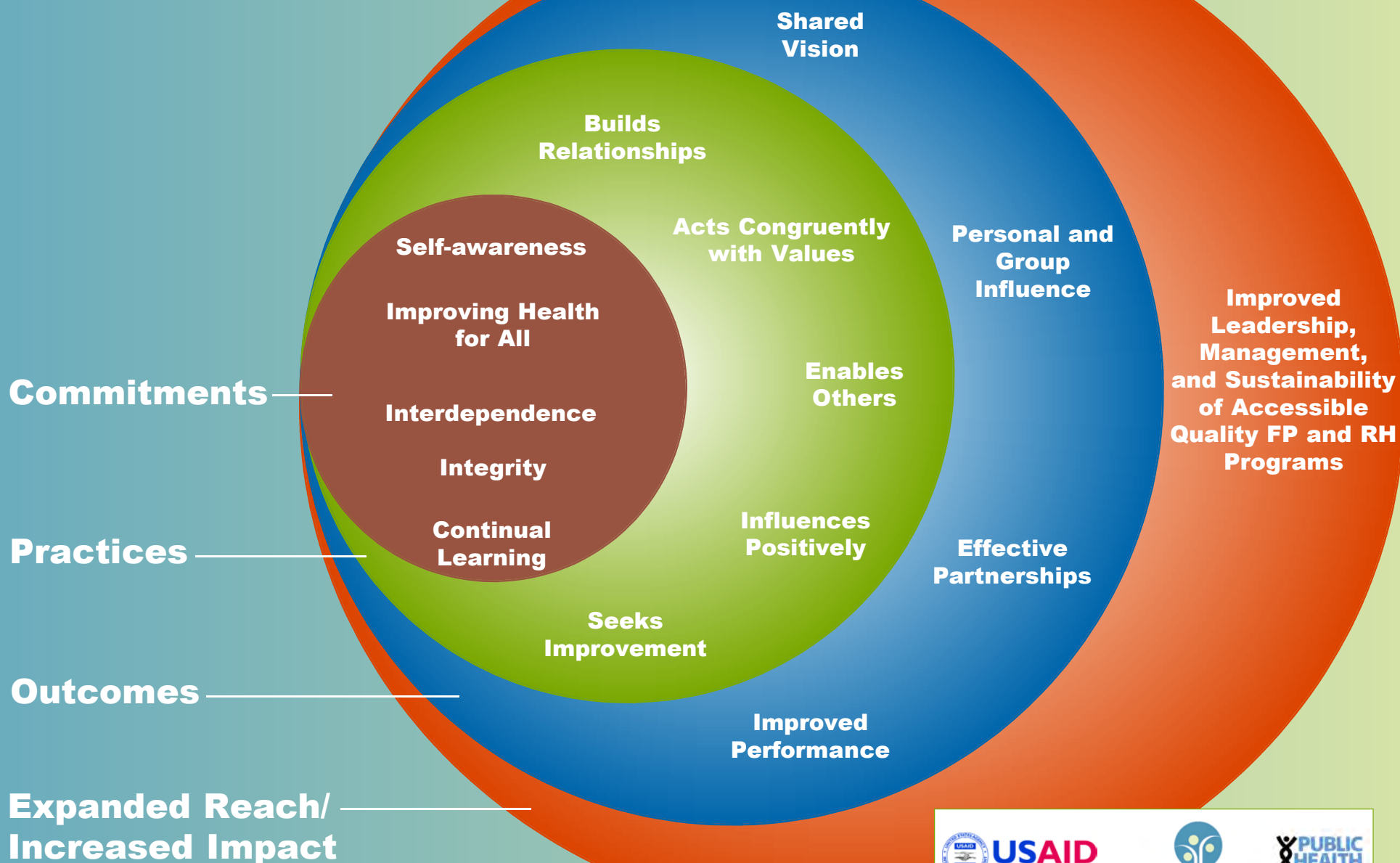
Tanzania  
Thailand  
USA  
Viet Nam  
Zambia

Since 2000, PLP has recruited, placed and supported nearly 60 mid- to senior-level fellows in vital USAID-funded health programs around the world.

**I n t e g r a t e d**

Population Leadership Program/  
Public Health Institute

# Leadership Framework



The Population Leadership Program acknowledges conceptual contributions to this model by Daniel Goleman (2002), James M. Kouzes and Barry Z. Posner (2002) and Jean-Lipman-Blumen (1996).  
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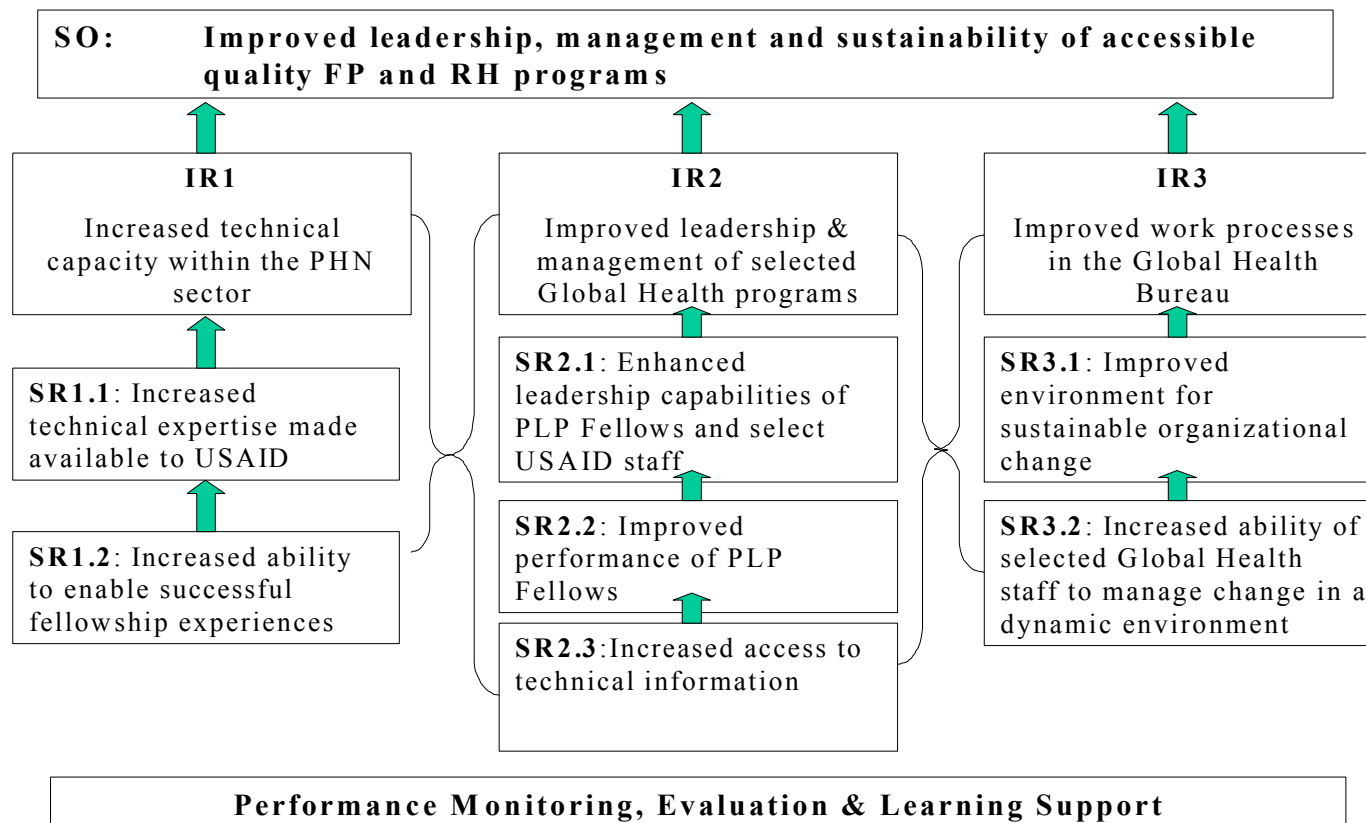


Population Leadership Program



Revised 11/26/01

## PLP II: Results Framework



# EvaluLead Framework

