

PD-AAA-513

AN EVALUATION OF THE
FAMILY PLANNING MANAGEMENT
INFORMATION SYSTEM PROJECT
MSH - AID/csd 3298

932-11-570-951

A Report Prepared By:

CHARLES W. TERRY, L.L.B., (CHAIRMAN)
FREDERICK J. VINTINNER, SC.D.
LAWRENCE A. MARZETTI, A.B.

During The Period:

APRIL 28 THROUGH MAY 7, 1975

Published By The:

AMERICAN PUBLIC HEALTH ASSOCIATION

In Agreement With The:

U. S. AGENCY FOR INTERNATIONAL DEVELOPMENT

AUTHORIZATION:
AID/csd 200, T. O. 17
Ltr POP/FPS: 3/28/75
APHA Assgn. No. 150

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INTRODUCTION

In compliance with AID M.O. 1026.1, an evaluation of the performance of the Management Sciences for Health (MSH) in relation to its contract with the Agency for International Development (AID/W) was initiated by the Office of Population, (PHA/POP) AID/W. Responsibility for recruiting expert consultants to serve on the evaluation panel was given to the American Public Health Association.

The following persons served as the Evaluation Team:
Charles W. Terry, Chief, PHA/POP/EA
Frederick J. Vintinner, Sc.D., APHA Consultant
Lawrence A. Marzetti, A.B., APHA Consultant

A. Evaluation Procedure

The Evaluation Team was assigned to conduct the review of MSH relying principally on available documentation within AID/W on the performance of MSH (See Appendix A.), and on discussions with AID/W personnel (See Appendix B.) with specific knowledge of MSH field activities. The Team also had the opportunity of conferring in depth with the principal headquarters staff of MSH in their home office in Cambridge, Massachusetts. Charles W. Terry served as Chairman of the Evaluation Team and initiated the arrangements for all conferences. An early decision was made that sufficient information could be obtained from the above sources for purposes of the evaluation and that a visit to the overseas sites of MSH technical assistance activities was not necessary.

The Evaluation Team first met in the AID/W offices on Monday, April 28, 1975 to review the scope of their assignment and to develop a plan of work.

B. Authorizing Document

To get an overall perspective on the international activities negotiated with MSH, the Evaluation Team

reviewed the terms of the basic authorizing document (PROP). For reference purposes, the basic identification of the case project and a summation of the goals assigned to MSH are:

Identification

Family Planning Management Information System

Project No. 932-11-570-951

FY 1972 - FY 1977

Funding Level - \$1,246,000.

Goals

1. Expand the range of contraceptive services offered.
2. Improve the quality of delivery systems.
3. Increase the coverage of family planning delivery systems.
4. Improve the capability for internal evaluation of performance as a management goal.

C. AID Assignment To MSH

Within the terms of the aforementioned PROP, the MSH undertook several long-term and short-term overseas activities beginning in 1972. The assignments about which the Team was able to obtain some observations, written and/or oral, were the following:

<u>Long Term</u>	<u>Short Term</u>
Korea	Ghana
Afghanistan	Nepal
Philippines	

D. Conference at MSH Headquarters

On Tuesday, April 29, the Team met with the following staff of MSH at their office in Cambridge, Massachusetts:

Ronald W. O'Connor, M.D. - President

Joel H. Lamstein, M.S. - Treasurer

Norbert Hirschhorn, M.D. - Staff Associate

The headquarters staff members made a general presentation of their corporate philosophy and method of operation in conducting their overseas and domestic projects. Following this overview, the Evaluation Team members were given the opportunity to discuss in detail specific aspects of particular assignments.

MSH was established in 1971 as an independent nonprofit organization with a primary interest focusing on the practical implementation of management services in the general field of health and related areas. The MSH staff members also emphasized their interest and capability in responding very quickly to overseas requests for technical assistance and/or consultation advisory services, and in making available the resultant management and other reports to clients within a short period of time. The firm has five or six staff members that can be made ready to undertake for AID short-term overseas assignments in its general area of concentration within a two week period. This assumes, of course, that AID/W and the involved USAID Missions can obtain the necessary country and other clearances for such assignments.

MSH provides a variety of advisory and operational type services to federal agencies (principally HEW), state governments, and private organizations. As of the time of the evaluation, it appeared that the bulk of the MSH staff and resources were assigned to domestic programs. Assuming a continuation of such projects, MSH can maintain a staff of varying skills, that can be released for overseas assignments quickly.

MSH has the capacity for developing a complete software or modifying existing software for client needs, and has terminal access to a computer system for informational and data processing needs. This firm can design and produce audio-visual training aids, graphic presentations, and conduct seminars principally in the Management Sciences area. It is located near, and has professional relationships with, the M.I.T. Sloan School of Management and the Harvard School of Public Health.

A list of the 24 employees of MSH, with resumes of 16 professional employees of the firm, is included as Appendix C to this report.

KOREA ASSIGNMENT

A. Nature of Assignment

A request was received in December, 1971 from the Minister of Health and Social Affairs (MHSA) of the Republic of Korea Government (ROKG) to assist in improving the administration and therefore the effectiveness of the family planning programs. Contractual arrangements were finalized on September 29, 1972. An MSH representative arrived in Korea on October 13, 1972 to begin full-time work.

The project objectives were to understand problems faced in administering the Family Planning (FP) program; to determine the administrator's own perception and priorities in ranking these problems; and to develop and assist in the implementation of the best strategy for improving program administration.

The project was discontinued in October, 1973 because of differences of opinions between AID/W, USAID/K Mission and MSH as to the nature and level of possible further technical assistance activities. The Mission considered the project's purpose was to generate a series of reports relative to problems in the FP program which would be used by USAID/K to achieve high level intervention into program operations. Whereas AID/W and MSH thought the purpose of the project was to work at the operational level, identifying management problems and needs, and developing solutions to meet these problems.

B. Team Observations Based on Discussions With Persons Who had Knowledge of Korean Population Program Operations During the Period of the MSH Contract Assignment There.

Problems that led to early termination of MSH contract in Korea, other than misunderstandings about project objectives, appear to be as follows:

- (a) Mr. Rouselle, MSH's full-time consultant in Korea, was not well informed about the kinds of liaison he should have maintained with USAID/Korea officials.
- (b) His level of assignment (presumably determined by USAID) within the Korean family planning program was not at a high enough level for his efforts to have a strong impact on management policies and practices.

- (c) Inexperience (at that time) of both MSH and Mr. Rouselle in handling foreign assistance assignments is undoubtedly responsible for some friction generating misunderstandings. Similar problems have not been associated with subsequent assignments in other countries.

In spite of the difficulties experienced, Evaluation Team members found considerable evidence that Mr. Rouselle's assistance was highly regarded by his Korean counterparts, and that he made an honest effort to fulfill contract obligations, as he understood them.

C. Project Accomplishments

During the one year that MSH provided assistance the following accomplishments were achieved:

1. An analysis and description of the program's operation and management structure was made and documented in reports. These reports also contain systems models of program operations and management, evaluations of outputs, processes, inputs and suggestions of ways to improve systems. Copies of these reports were submitted to USAID/K.
2. Assistance was provided to Korean counterparts in the development of techniques for preparing overall long-range plans for the family planning program.
3. Specific problems in program management were identified such as budgeting, supervision, target setting, records management and reporting systems. Because of Mr. Rouselle's close working relationships with nationals, the causes and nature of many of the problems were understood and specific solutions developed. Some of the suggested solutions were implemented while MSH was there.
4. Periodic reports were submitted to USAID/K and AID/W which contained data on work being accomplished, actions needed for management improvement and broad strategies, including resources required for implementation of suggested improvements, and time required.
5. Analyses was made of such factors as future fertility reductions required to achieve the national population growth rate goals (1.5% by 1976 and 1.3% by 1981), resources required to provide protection against pregnancies, the national program's potentials and recommendations on actions to strengthen total family planning activities. These analyses were documented.

6. Consultations, assistance and training were provided to three young, loyal, energetic officials newly employed in the family planning program: an economics major with fair command of the English language; a graduate in Public Administration; and a new Director of Maternal and Child Health Bureau. Much of the consultants time was spent in discussions with them about program activities and the range of administrative problems to be confronted.
7. MSH's consultant was well received and received full cooperation and assistance from ROKG counterparts as evidenced by the provision of office space in MSHA and within the FP Section Office, cordial day-to-day relationships, acceptance of his recommendations and the fact that the Minister of Health and Social Affairs requested the continuation of MSH assistance.
8. MSH responded rapidly after contractual arrangements were completed. A full-time qualified staff member was on site within a few days.

AFGHANISTAN ASSIGNMENT

A. Nature of Assignment

The technical assistance program in Afghanistan is the largest, long-term project currently being implemented by MSH under AID auspices. In response to AID requests, MSH undertook two short-term consultation and evaluation visits in the summer of 1972. These assignments led to the development of a contract with MSH for the recruitment of three long-term consultants, who arrived at the post in August, 1973, shortly after the contractual negotiations were completed. A fourth consultant has since been added to the Team. The MSH Team has been accredited to the Ministry of Public Health (MOPH) of the Government of Afghanistan and works "across the board" on a number of management activities within that Ministry.

The project was designed to provide management consultation and training for the family health component of the rural health services. As originally authorized, the purposes are to:

- (a) Provide family planning services throughout the country on a district level;
- (b) Establish a management infrastructure to support the basic health system. It will include a logistics system, service statistics, budget including both flow of funds and control of finance, personnel, construction or temporary control project and basic document flow;
- (c) Institutionalize a training program within the Ministry of Public Health to provide continuous management and administrative skill training to its staff;
- (d) Free the senior officials of the Department of Preventive Medicine from housekeeping details so that they may concentrate on the policymaking and management functions of their position.

B. Review with AID/W Staff

The Evaluation Team met with Ms. Grace Langley, who was serving as Population Officer for USAID/Afghanistan at the time the MSH teams arrived in Kabul. As the Project Manager for the MSH contract, she had oversight responsibilities

for the consultative and technical assistance efforts of the MSH and accordingly was in continuous touch with the activities of the Team.

Ms. Langley reported that the Team members showed the proper sensitivity in working with the Afghans and were quite inventive in their technical assistance efforts. They worked well with other units of the Afghan Government when such relationships were necessary. The Minister of Public Health often complimented the Team members on their work performance and recommendations.

The MSH Team members were well received by the USAID Mission staff and generally were held in high regard. Ms. Langley commented at various times on the high quality of MSH staff, and was impressed with the backstopping attention given by the MSH headquarters staff. She evaluated their efforts as being well within the terms of the MSH contract.

The Evaluation Team later met with Mr. Robert Y. Grant, Chief, PHA/POP/NESA, concerning his evaluation visit to Kabul in October, 1974. Upon his return to Washington, he prepared a report on various projects including the MSH activities. He was very complimentary on the performance of the MSH Team as he recounted in his report dated November 5, 1974.

A brief session was also held with Ms. Patricia Sue Gibson, Program Operations Officer, NESA/TECH, inasmuch as the MSH contract in Afghanistan has been transferred as a Health Assistance project to the Bureau of Near East and South Asia. Ms. Gibson was very enthusiastic about the performance of the MSH Team in Afghanistan in bringing management techniques into the health fields.

She commented generally on the qualifications of the MSH Team and observed that Mr. Terry O'Connor provides the "right touch as Chief of Party." There is no doubt that Ms. Gibson is very supportive of the MSH Team efforts.

A summation of some of the major activities that have been completed or still in progress are presented in Item C - Project Accomplishments. It is realized that this summarization does not encompass the full range of MSH involvement, but they should be sufficient to demonstrate that the MSH Team is working effectively within its broad charter and apparently with the approval of the USAID/Afghanistan and the Government of Afghanistan.

C. Project Accomplishments

1. Provided assistance to the Planning Section of the MOPH in the development of health plans with the ultimate objective of advancing such plans on a long-term basis.
2. Identified administrative and managerial problems and developed procedures in detail for such activities involving personnel control records; budgeting; work scheduling; payroll; and personnel management.
3. Assisted the MOPH in its analysis of its procurement of drugs and drugs use with the ultimate objective of extending use of drugs to the rural population. These studies incorporated the recommendations for consolidated procurement, a bid system, probable use of an international agency for procurement assistance, the purchasing of generic drugs rather than the previous and more expensive procedure of purchasing drugs by brand name; use of foreign exchange; the determination of those drugs needed in Afghanistan; and other related subjects.
4. Introduced modern training technology in the training of MOPH staff. Developed a manual based on the PERT system to provide technical information in health and family planning for field and clinical personnel.

D. Conclusions

The Evaluation Team has been impressed with the uniform high standard of praise that has been directed to the performance of the MSH Team in Kabul and to the backstopping efforts of the headquarters staff. The scope and objectives of the MSH Team is sufficiently broad so as to permit a wide variety of management activities.

The Evaluation Team does not find that the major efforts of the MSH Team ~~has~~ been expanded beyond the management services needed by and being rendered to the Ministry of Public Health, and in general accordance with the MSH contract.

A decision has been made that the consultation and technical assistance efforts have been principally directed to health programs, and consequently the funding and sponsorship of this MSH contract has been transferred from the Office of Population, AID/W, to Bureau of Near East and South Asia as a Health Assistance Project. At the present time, the population program in Afghanistan is somewhat minimal and is being monitored by another international population planning agency.

PHILIPPINES ASSIGNMENT

A. Background Information

The Philippine national population program may be said to have started official operations on July 1, 1970. That was the date when the Philippine Commission on Population (POPCOM), established by Executive Order, assumed broad responsibilities for the supervision of nationwide efforts to reduce population growth rates. For more than three years prior to this date, however, AID and a few intermediary organizations had been financing fertility control activities that were being undertaken by private organizations and were attracting increasing numbers of family planning acceptors.

Prior to the establishment of POPCOM, USAID had contracted with the University of the Philippines Population Institute (UPPI) and the Philippine National Computer Center (NCC) to help establish a reporting system which was being used by USAID for evaluation purposes.

In response to USAID's request, UPPI had established a Family Planning Evaluation Office (FPEO) that had developed an efficient reporting system that was providing monthly acceptor reports and other service statistics. This office had also inaugurated a research program which was providing information that was quite useful in encouraging the development of a national program. The NCC assisted in these activities by making available the services of computer technicians and computer equipment to produce reports.

UPPI/FPEO/NCC services were continued after POPCOM's establishment, but by mid-1972 it had become apparent that the national population program would soon require more services than either UPPI or NCC were able, or willing to provide. Also, a clinic operations (and supporting services) grew from a few hundred to about 2,000 units, POPCOM urgently needed the assistance of a more comprehensive Management Information System (MIS) to assist with its policy formulation and coordination responsibilities.

POPCOM's technical staff was augmented with several competent Filipino technicians and USAID increased its management advisory assistance. However, because of USAID personnel ceilings and the scarcity of trained Filipino technicians, the need for high quality, long-

term outside consulting services gradually became apparent to both USAID and POPCOM's Executive Director, who had at first believed that Filipino talent would be adequate. The Executive Director had been favorably impressed with Management Sciences for Health (MSH) officials during a UNFPA Conference in New York (July 5-11, 1972) and invited Dr. Ronald W. O'Connor, its Director, to visit him in October, 1972 to assess POPCOM's MIS needs. This visit was followed by another in the Spring of 1973, during which time a draft proposal was prepared for MSH to provide consulting services. Soon thereafter, the Commission on Population approved the use of a full-time MSH consultant.

POPCOM's Executive Director was of the opinion that this service could be obtained through direct contact with PHA/POP and attempted to do so. His request was referred back to USAID/Philippines where necessary approval was obtained for MSH to provide one full-time consultant for an 18-month period, plus TDY consultants as needed, beginning in October, 1973.

B. Scope of Work

The primary purpose of MSH contract services in the Philippines was "To develop and institutionalize Management Information Systems (MIS) competence in the Philippine Commission on Population."

More specifically, the contractor was to work with the Programming, Evaluation and Research (PER) Division of POPCOM with the following range of responsibilities: (PIO/T #492-220-3-40022)

- (1) Training of MIS personnel through formal instruction and on-the-job training in data processing, systems analysis, design and implementation and population program management.
- (2) Participation in and, initially leadership of MIS development in POPCOM, encompassing overhaul and redesign of current systems as well as development of new systems.
- (3) Assistance of PER in the transition to dependence on the POPCOM data center that had been equipped through Japanese operations.
- (4) Development of linkages between POPCOM and the local professional management/data processing community through the use of local consultants.

In general, the project design was developed over a period of time from conversations between the Executive Director of POPCOM, officials of MSH and those of USAID's population office. The rationale, as well as the purpose of the activity is accurately reflected in a draft of the project description prepared by MSH that appears as Appendix D.

C. Inputs

Charles W. Terry, who was serving as Population Officer of USAID/Manila at the time this project was undertaken, is also serving as a member of this Evaluation Team. He states that the project was an important element of integrated efforts to strengthen POPCOM's management capabilities. This effort also involved inputs of approximately 12 man-months of assistance from USAID direct hire personnel, plus financial assistance from UNFPA and the Ford Foundation. Funds of AID, UNFPA and the Ford Foundation were used to provide both in-country and out-of-country management training, as well as services of Filipino management consultants. In addition, reports of survey teams from the World Bank has verified the management improvement needs that justified this undertaking.

D. Assumptions

Mr. Terry states the assumptions were that MSH could provide full-time services of one skilled management technician, plus TDY services of other consultants as needed. It was further assumed that MSH consultants would, in effect, become temporary members of POPCOM's technical staff and that they would be able to work in harmony with a wide range of Filipino technicians, as well as with other donor agencies. It was further assumed the services of MSH consultants would contribute to the development of Management Information Systems (MIS) designed to meet specific needs of Filipino managers; but that would also provide information needed by the Government of the Philippines and external donor agencies to justify their inputs into the overall program. POPCOM's reporting system, developed several years prior to this project, was computer based, hence it was assumed that its MIS would be heavily dependent on computerized programming and reporting. This meant, of course, that MSH consultants would need to be thoroughly grounded in computer sciences. Other assumptions were that POPCOM technicians and officials would be trained both in the production and utilization of management information.

E. Outputs

Over the next eight months (the duration of Mr. Terry's stay in the Philippines after the contract was approved), basic assumptions proved to be correct. The MSH consultant functioned as an effective advisor and training officer to POPCOM technicians in its Programming, Evaluation and Research Division, as well as a valued consultant to the Executive Director, and other key POPCOM officials. There was a relatively smooth transfer of reporting operations from the National Computer Center's equipment to the newly installed POPCOM equipment, and some qualitative improvements were successfully undertaken. In addition, POPCOM's MIS was broadened to include new types of data that was increasingly being used by Filipino officials in making policy and management decisions. A sizeable number of new technicians were added to the PER staff in late CY 1973 and early in CY 1974. These were trained both on-the-job and in organized training courses, wherein the MSH consultant played a key role.

Evidence of improved POPCOM management capabilities helped to increase Filipino confidence in the program which was reflected in vastly increased inputs by the Philippine Government in FY 1974, as well as the continuation of significant inputs by external donor agencies.

At the beginning of FY 1975, the Executive Director who requested MSH services, resigned and POPCOM appointed a new one. Within the next few months several of the key staff members, with whom the MSH consultant had been working, also resigned. This brought about some loss in gains of the past twelve to fifteen months, and when Mr. Terry was on TDY in the Philippines in February, 1975, he found that more of the technicians that had received training from MSH consultants had resigned. Also, he found that the new Executive Director was making substantive changes in program operations that would call for comparable changes in the Management Information Systems. In addition, some reorganization had taken place within POPCOM's administrative structure. Because of losses in personnel and organization and program changes, POPCOM's new Executive Director had expressed interest to USAID/Manila officials in a one-year extension of MSH contract. After a review of the general management situation in POPCOM, Mr. Terry recommended approval of this request--provided MSH could assign a suitable replacement for the present full-time consultant who had already made plans to leave the Philippines in order to continue his education.

In summary, Mr. Terry found that both USAID/Phillipines and POPCOM officials were well pleased with the contract services that had been provided by MSH. This opinion is supported by the attached copy of a letter from Mrs. Aurora Silayan-Go to Mr. Lenni Kangas, dated December 3, 1974. (See Appendix E). Mrs. Silayan-Go, as Chief of PER, was the primary POPCOM contact of MSH consultants throughout most of the period covered by this evaluation.

It is Mr. Terry's opinion that the scope of work contained in the PIO/T has been substantially followed, though there were times when contract personnel were involved (at POPCOM's request) in types of management consulting services that considerably exceeded those anticipated. Also, he found that substantial achievements toward major contract objectives are reflected by improved operations, with one notable exception. MSH efforts to develop a POPCOM staff that would be capable of continuing efficient MIS services without further external assistance has been very largely frustrated by resignations of key personnel and organizational and operational changes.

GHANA ASSIGNMENT

A. Nature of Assignment

During 1972 key staff members of USAID/Ghana became concerned that the family planning activities in Ghana were not functioning well. It became clear that a general review of the operational program should be made, particularly in the general area of management. A cable requesting assistance was sent from USAID/Accra. An almost immediate reply was given indicating that MSH could quickly respond and did with a short-term consultant.

B. Program Review

Using as reference the Section on Ghana in the Project Review Contract No. Aid/csd-3298 prepared by MSH, the Evaluation Team discussed the performance of the MSH consultants on its TDY during November, 1972 with Mr. Michael Feldstein, currently an Analyst, Office of Resources and Budget, AID/W. Mr. Feldstein was serving as the Population Officer with USAID/Ghana in 1972, and was the principal USAID staff official dealing with the MSH Team. He stated that the Ghana National Family Planning Programme (GNFPP) was in need of management consultation particularly in its direction and coordination of its participating agencies. In fact Mr. Feldstein was largely responsible for persuading USAID/Ghana to request such management assistance.

He recalled that the MSH consultants were able to deal easily and effectively at the operational level of Ghanaian staff assigned to the family planning activities. In his opinion MSH more than adequately fulfilled its assigned functions of pinpointing management deficiencies in the GNFPP operations and of providing guidelines for improving the delivery of family planning services. As a result of this TDY, increased USAID attention was directed to the GNFPP program.

This general evaluation was well confirmed by Mr. Ain Kivimae, Deputy Chief, Africa Division, Office of Population. He reported that USAID/Ghana was very pleased with the TDY and that the MSH Team had done an excellent job in drawing attention to and identifying management problems of the GNFPP.

C. Conclusions

The Evaluation Team concludes that the consultation services performed by MSH were conducted in accordance with assigned objectives.

NEPAL ASSIGNMENT

A. Nature of TDY Assignments

In response to a request from USAID/Nepal to develop a Reporting System for the Nepalese Family Planning/Maternal Child Health Project, MSH made available Mr. Joel Lamstein and Mr. Seymour Grufferman for the period July 4-17, 1973 to make an evaluation of the responsibilities. They devoted their efforts to broadly defining the program requirements needs and reviewing the existing reporting procedures of the family planning program. Following their consultation visit, MSH assigned Mr. Jan Hoey to work directly with the Family Planning/Maternal and Child Health Project of Nepal and the Population Office of USAID/Nepal initially for a one-month TDY but he remained from August 28 - December 18, 1973.

Based on the briefing given by Mr. Lamstein and Mr. Grufferman and after consultation with pertinent USAID and Nepali officials, Mr. Hoey first undertook a review of the current reports being prepared for the Family Planning/Maternal and Child Health Project by the family planning clinics and the family planning field workers.

B. Preparation of Reports

After examining the family planning reports, Mr. Hoey found much of the data being collected were irrelevant and that little, if any, analyses were being made of the data that were collected and compiled. With these observations, Mr. Hoey presented his findings to the Nepalese program administrators with suggestions that further consideration be given to better identifying specific informational needs to meet the family planning requirements of Nepal.

Following this phase, Mr. Hoey proposed that a computer approach be used to compile the data from the existing family planning reports for demonstration and review purposes. He developed six computer programs that he felt would better provide the type of basic data needed by involved and interested agencies than previously achieved and would furnish information for better supervision of the field program. The computer programs were designed to be basic and flexible for easy revision.

C. Computer and Related Problems

A couple of observations should be made on the use of the computer approach in the preparation of the family planning reports. Serious problems were incurred in the use of the rather old IBM 1401 computer located in the Bureau of Statistics, as breakdowns occurred which created delays in producing the reports. Furthermore, the computer programs were written in Fortran computer language rather than Autocoder, which language was apparently more familiar to those Nepalese programmers that could be made available for this project. For the above and probably other reasons, the computer approach has not been maintained by the Nepalese in compiling the family planning reports.

It should be mentioned that MSH was requested to prepare an estimate of the cost of converting the computer programs prepared by Mr. Hoey in Fortran to the Autocoder language. This request was delayed because of an "administrative error" by MSH, and was brought to light by Ms. Anne Tinker in her memorandum of January 30, 1975 following her evaluation visit to Nepal. This subject is treated in greater detail in the Appendix F. to this report, and principally reflects the points of view and sequence of events as recounted by Mr. Joel Lamstein of MSH. The Appendix necessarily carries a repetition of some of the items contained in the main report.

D. Conclusions

Despite the hesitation or refusal by the Nepalese to use the computer approach for report preparation, the Evaluation Team members concluded that the MSH Consultants and particularly Mr. Hoey performed their consultative and evaluative services as understood, by identifying the technical and operational problems in reporting, and proposing a procedure that could produce needed information for better management and evaluation of the family planning program. There is little doubt that Mr. Hoey was able to assist the involved Nepalese and USAID officials in obtaining a better insight into the scope and requirements of a responsible reporting system, and in better appreciating the analytical and managerial uses to which resultant data can be applied.

(The above observation was also made by Mr. Robert Bush, PHA/POP/DEA, AID/W Project Officer for this project with MSH in his trip report on his evaluation visit to Nepal during January, 1974.)

A complete description of the computer programs, their uses and reports generated were made available to FP/MCH project and to the USAID Mission. They were submitted by MSH in compliance with its understanding of its technical advisory services to be performed. For the sake of completeness, it should be stated that the MSH assignment was not specifically concerned per se in the improvement of the data collection procedure or the correction of the failures of the field hospitals, clinics and other such installations to complete or submit their reports on a timely or complete basis.

CONCLUSIONS

Without the benefit of reviewing the impact of resultant products of the MSH technical assistance activities overseas, the Evaluation Team through interviews of persons who have first-hand knowledge of MSH performance in several countries and through limited research of pertinent documentation, reports and correspondence have arrived at the following conclusions. As requested, the Team focused its main attention on a determination as to whether or not the MSH consultative and technical activities were in reasonable compliance with the scope of objectives and/or guidelines of each overseas assignment as specified or as understood.

1. Generally, MSH has satisfactorily fulfilled the requirements and/or objectives of its overseas consultation and technical assignments, as initially determined and/or understood.
2. Most AID/W staff members who have had working relationships and/or specific knowledge of MSH overseas activities were most complimentary with reference to professional and technical performance of MSH staff members. Also, this organization's quick response to requests for technical assistance drew favorable comments from several.
3. There was a consensus that MSH consultants have demonstrated an excellent overall capacity to apply themselves to identification of basic management problems, and to providing recommendations and/or workable solutions within the context and current capabilities of host government management resources.
4. The personal and working relationships of MSH consultants with host government personnel and USAID Mission staff have usually been developed on a sound basis, particularly at operational levels.
5. MSH has on its roles, or has access to, a sizeable group of specialists, in several disciplines that can be made available for work in family planning management and related fields on short notice.
6. MSH has a headquarters staff that can and apparently does provide expeditious and appropriate technical consultation and administrative support to its overseas staff, and can adequately document the methodology used in its projects.

7. Periodic and project reports are prepared regularly or upon completion of assignments. While these reports serve reference, historical and other purposes, their preparation has been somewhat academic and lengthy. MSH should have the capacity to reduce progress, status and project reports to summary formats so as to better meet requirements of AID/W and USAID staff members who need to use them in their work.

8. AID/W should take the lead in avoiding future misunderstandings by specifying in mutually understood terms the purposes or specific objectives that it expects MSH (or any similar contractor) to accomplish. These expectations should be reasonable, considering the developmental environment, resources, and requirements of the host country. There appears to have been instances where MSH responsibilities have been vaguely delineated which have led to misunderstandings requiring explanations and/or adjudication.

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APPENDIX A

MAJOR DOCUMENTATION REVIEWED

General

Non-Capital Project Paper (PROP)

- Family Planning Management Information System - Worldwide
Project #932-11-570-951 - May 9, 1973
(and revision currently being proposed)

Various memoranda prepared by AID/W staff and communications from USAID Missions relating to MSH activities.

Progress Reports Prepared by MSH on AID Contract #3298:

- January, 1973 - June, 1973
- July, 1973 - December, 1974
- January, 1974 - June, 1974
- July, 1974 - December, 1974

Afghanistan

Management Support for Rural and Family Health Services, Initial Analysis and Work Plan, March, 1974 (MSH).

Procurement and Use of Medicine in Afghanistan - October, 1974 (MSH)

Evaluation Trip Report - Robert Y. Grant, PHA/POP/NESA, Visit to Afghanistan: Population/Family Planning Program Support; Health System Development; Malaria Eradication - November 5, 1974.

Report of AID/W Health/Family Planning Team, November 4-10, 1974, Kabul, Afghanistan. (Team consisted of Harriett Crowley, PHA; Dr. Lee Howard, TAB; Mr. George Coleman, NESA/TECH; and Franz Herder, NESA/DP.)

Non-Capital Project Paper - Management Consultation and Training - Project #306-11-570-110.3, November, 1972.

Population/ Family Planning - Management for Rural and Family Health Services, PIO/T #306-110.3-3-40107, June 30, 1974.

Korea

Evaluation Report - Robert Bush, PHA/POP/DEA, February 27, 1974
R. D. Bush Site Visit, January 17, 1974, Boston, Management Sciences for Health (MSH) (re Korea and Nepal).

Documents Prepared by MSH

Position Paper: Korea, June 1, 1972

Korean Family Planning Program - Management Project - First Quarterly Report - January 31, 1973

Analysis of Korean National Family Planning Program Operations - July 25, 1973

Analysis of Korean National Family Planning Program Management - October, 1973

Korean Family Planning Program Management Project - Second Quarterly Report - April 30, 1973

Korean Project Final Report - Contract AID/csd-3298, October 13, 1972 - October 16, 1973

MSH/Korea Collaborative Study of Long-Range Planning

MSH/Korea Collaborative Study of Program Development Methodology

MSH/Korean Collaborative Study of Supervision and Data Analysis

Philippines

Population on Sector Review; Republic of the Philippines - International Bank for Reconstruction and Development, August 11, 1972.

Evaluation Report - C.V. Van der Vlugt, January 7, 1975
Evaluative comments - Management Sciences for Health
MSH - Philippines. Addendum to Philippines Trip Report.

Evaluation of MSH Activities by Mr. Aurora Silayan-Go, Chief, Commission on Population, Philippines in letter of December 3, 1974 to Mr. Lenni Kangas, AD/PHS, USAID/Manila.

Nepal

Evaluation Report - Robert Bush, PHA/POP/DEA, February 27, 1974
R.D. Bush Site Visit, January 14, 1974, Boston, Mass. Management Sciences for Health (MSH) (re Korea and Nepal)

Evaluation Report - Anne Tinker, PHA/POP/FPSD, January 30, 1975
Evaluation of Management Sciences for Health (MSH) Activities in Nepal.

AID/W STAFF CONSULTED

General Background

Dr. Willard H. Boynton, Deputy Director, Office of Population
Dr. Harald A. Pedersen, Chief, Family Planning Services Division, PHA/POP
Dr. Andrew Wiley, Chief, Technical Services Branch, PHA/POP/FPSD
Mr. James Brackett, Chief, Demographic/Evaluation Division, PHA/POP
Mr. William Alli, Evaluation Officer, Program Review Staff, PHA/PRS

Afghanistan

Ms. Grace Langley, Rural Development Specialist, NESA/TECH
Mr. Robert Y. Grant, Chief, NESA Division, PHA/POP
Ms. Patricia Sue Gibson, Program Operations Officer, NESA/TECH

Korea

Dr. Dorothy Glenn, OB/GYN Specialist, PHA/POP/FPSD

Philippines

Mr. Charles W. Terry, Chief, East Asia Division, PHA/POP

Ghana

Mr. Clayton Miracle, Chief, Africa Division, PHA/POP
Mr. Ain Kivimae, Deputy Chief, Africa Division, PHA/POP
Mr. Michael Feldstein, Analyst, Office of Resources & Budget

Nepal

Ms. Anne Tinker, Grants Management Officer, PHA/POP/FPSD

EMPLOYEES OF MANAGEMENT SCIENCES FOR HEALTH, INC.:

Ronald W. O'Connor, M.D.

Joel H. Lamstein

Peter Rousselle

Richard C. Owens, Jr.

Timothy Warner

Terrence O'Connor

Steve Fabricant

Lesley Markman

Jan Morris Hoey

Kevin Denny

Susan F. Klein

Norbert Hirschhorn, M.D.

Scot M. Stoney

Richard V. Moore

Ernst Lauridsen, M.D.

Ronald F. Goldberg

Tom Davenport

Walden Farkas

Priscilla Coe

Lucia Spahr

Donna Vincent

Martin King

David Leinweber

Anne Sweetser

MANAGEMENT SCIENCES FOR HEALTH, INC.

RONALD WILLIAM O'CONNOR

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

22 Cumberland Street
Boston, Massachusetts 02115
(617) 267-5783

Education:

1971 M.S.M., MIT, Sloan School of Management
1970 M.S.H., Harvard, School of Public Health, Population Science
1966 M.D., Columbia, College of Physicians and Surgeons
1964 Certificate, Columbia, School of International Affairs
1961 B.S., Yale, Industrial Administration & Mechanical Engineering

Work Experience:

1971 Director, Management Sciences for Health, Cambridge, Massachusetts
1971-1972 Consultant to the Executive Director, United Nations Fund for
Population Activities
1970 Consultant, Office of Population, USAID, Dept. of State
1969 Field Research, Family Planning and Medical Education, India
1968-1969 Chief, Technical Assistance Unit, Office of Family Planning Evalu-
ation, National Communicable Disease Center, Atlanta
1967-1968 Consultant Medical Epidemiologist, Family Planning Program, Georgia
State Department of Health
1966-1967 Intern, King County/University of Washington Hospital System, Seattle
1964-1967 Field Research, Family Planning and Medical Education, conducted in
eleven Asian countries
1962 Public Health Worker, Tansen, Nepal
1960-1961 Systems Representative, IBM, San Francisco and Dallas

Publications:

"Using a Model as a Practical Management Tool for Family Planning Programs",
American Journal of Public Health, 64:11, 1493-1500, November 1972.
"Atlanta Area Family Planning: A Data System for Service and Evaluation,"
Advances in Planned Parenthood, Excerpta Medica Foundation, 5:6-10, 1970.
"Planning and Implementing a Large Scale Family Planning Program in Georgia,"
American Journal of Public Health, 60:1, 78-86, January 1970.
"Information Flow and Feedback in Family Planning Programs," Studies in
Family Planning, 46:6-10, October 1969.
"Asian Medical Students and Family Planning", The Indian Journal of Medical Education,
7:5, 1-7, September 1968
"Asian Medical Students and Family Planning", A Study of Knowledge, and Attitudes
in 33 Medical Colleges," Journal of Medical Education, 42:10, 949-57, October 1967.

Appointments:

1971-1973 Senior Research Associate, Sloan School of Management, MIT
1970-1971 Sloan Fellow, Graduate School of Management, MIT
1969-1970 Ford Foundation Mid-Career Fellow, Dept. of Population Science
Harvard School of Public Health
1967-1969 Lt. Commander, Epidemic Intelligence Service, National Communicable
Disease Center, U.S. Public Health Service, DHEW
1964 Research Fellow in Reproduction, Dept. of Obstetrics and Gynecology,
University of Washington, Seattle

MANAGEMENT SCIENCES FOR HEALTH, INC.

JOEL H. LAMSTEIN

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

45 Pinecrest Road
Newton, Massachusetts
(617) 244-0645

Education:

- 1970 M.S., M.I.T., Sloan School of Management; Management Information Systems, Control and Finance
- 1965 B.S., University of Michigan; Mathematics and Physics

Work Experience:

- 1972 Consultant, Ghana National Family Planning Programme
Consultant, Turkish Family Planning Programme, Ministry of Health
- 1971 - Management Sciences for Health, Inc., Treasurer; Project Director for family planning management contract with USAID; Responsible for development of funding proposals, proposal evaluation methodologies; contract negotiations, budgeting and control; Project Manager, Management Planning Model Project.
- 1970-1971 Research Associate, M.I.T. Family Planning Project, Sloan School of Management. Helped develop and implement time-sharing simulation model for use by family planning managers without computer experience in program planning and resource allocation.
- Lecturer, Family Planning Evaluation Seminar, "Information Processing and Computers in Family Planning," National Center for Disease Control, Department of Health, Education, and Welfare, Atlanta, Georgia
- 1966-1968 M.I.T. Instrumentation Lab, Supervisor of group performing programming support and development work for the Navy's Deep Submergence Project. Managed a computer installation with both on-site computers and communication links to remote systems.
- 1965-1966 Programmer, IBM, in charge of developing segments of the IBM System/360 COBOL compiler.

Appointments, Memberships, Awards:

- National Science Foundation Fellowship for study at Columbia University
- M.I.T. Teaching Fellowship, Sloan School of Management, M.I.T.

MANAGEMENT SERVICES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

PETER ROUSSELLE

114-4675 Valley Drive
Vancouver, B. C. Canada

Education:

- 1970-1971 Completed Course Work for D.B.A.; Harvard University, Graduate School of Business Administration; Management Planning and Control Systems.
- 1967-1968 M.Sc., MIT, Sloan School of Management; Information and Control Systems; Computer Science.
- 1959-1963 B.Sc., (Hons.) Loyola College, University of Montreal; Mathematics.

Work Experience:

- 1972 - Chief of Party, Management Services for Health, Inc., Management Support Project, Ministry of Health, Korea.
- 1971 - Consultant with Management Services for Health, Inc.,: Involved in design and development of management systems in public health field.
- 1970 Project Leader, Harvard Business School: Information systems analysis project, USDHEW; Management Systems Analysis Project, Honeywell Company.
- 1969-1970 Research Assistant, Harvard Business School: Formal planning systems; Corporate responsibility; Management control systems/ financial accounting.
- 1968-1969 Visiting Faculty Member, Indian Institute of Management, Calcutta. (Ford Foundation): Development of curriculum and research program in management information and control systems.
- Consultant to Government of India, Ministry of Industrial Development: Design and implementation of information system.
- Researcher, Family Planning Program Administration.
- 1967(Summer) Research Associate, IBM Advanced Systems Development Division: New product market research.
- 1966-1967 Research Assistant, MIT: Accounting; control systems; artificial intelligence.
- Consultant on management and data processing systems.

MANAGEMENT SCIENCES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

RICHARD C. OWENS, JR.

12 Stoneholm Street, Apt. 510
Boston, Massachusetts 02115
(617) 267-9413

Education:

1971 M.S./B.S., M.I.T., Sloan School of Management; Management Science

Work Experience:

1973 Consultant, Zaire Family Planning Programme
1972 Project Manager, New England Family Planning Information System
1971 Data Systems Specialist, Management Sciences for Health
1970-1971 Systems Analyst/Programmer, DSR Research Staff, M.I.T.
Project Mac Advanced Interactive Management System (MacAIMS)
1968-1969 Programmer and Operator on IBM 1800 system for Jefferson
Chemical Company, Port Neches, Texas (part-time).

Publications:

"Primary Access Control in Large-Scale Time-Shared Decision Systems,"
Project MAC TR-39, 1971

"Evaluation of Access Characteristics of Derived Data Sets," paper
presented at 1971 ACM-SIGFIDET Workshop on Data Description, Access
and Control

"Privacy and the American Citizen," Working Paper, Sloan School of Manage-
ment, M.I.T., Cambridge, Massachusetts, 1971

"Privacy, Technology, and the American Citizen," Working Paper, Sloan
School of Management, M.I.T., Cambridge, Massachusetts, 1971

Appointments, Memberships, Awards

Sigma Xi

Association for Computing Machinery

MANAGEMENT SCIENCES FOR HEALTH, INC.

TIMOTHY N. WARNER

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

Work Experience:

1973-	Management Scientist and Chief of Party, MSH/Manila, Management Support Project, Population Commission, Philippines
1972-	Management Scientist, MSH/Cambridge
1972	Consultant, Ghana National Family Planning Programme
1972	Consultant, Turkish Family Planning Programme, Ministry of Health
1971-1972	Instructor, Sloan School of Management, MIT
1968-1970	Lecturer, Computer Centre Director, School of Business Administration, University of Western Ontario
1967-1968	Systems Analyst, Laboratory for Computer Science, Massachusetts General Hospital
	Teaching Assistant, Sloan School of Management, MIT

Education:

(in process)	Ph.D., MIT, Sloan School of Management, Management Information Systems and Operations Research
1966-1968	S.M., MIT, Sloan School of Management, Management
1963-1966	B.A., Oxford University, England, Physics

Academic Honors:

1970-1971	Whitney Fellowship, MIT
1963-1965	Abbott Scholar, University of Oxford

MANAGEMENT SCIENCES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

TERRENCE V. O'CONNOR

P.O. Box 643
Wilmington, Vermont
(802) 464-8084

Education:

- 1967 M.S., Syracuse University, Personnel Administration
- 1964 B.S., College of Business Administration, Syracuse University,
Personnel and Industrial Relations

Work Experience:

- 1972- Management Analyst (Training) and Chief of Party, MSH/Kabul, Management for Rural Health and Family Planning Project, Ministry of Health, Afghanistan
- 1970-1972 Family Planning Administrator, Department of Obstetrics and Gynecology, Harlem Hospital Center, New York City
- 1970-1972 Director, Family Planning - Responsive Television Research, Harlem Hospital Center, New York City
- 1970 Director of Research, Study of Family Planning and Medical Education, a five-year followup in India. In collaboration with the Department of Family Planning, Government of India; the Indian Association for the Advancement of Medical Education; and the Population Council
- 1967-1969 Assistant for Administration to the Dean of Students, University of Bridgeport, Connecticut
- 1964-1965 Field Investigator, Family Planning and Medical Education - A survey in ten Asian countries
- 1965 Logistics Officer, Museum of Natural History (Chicago) Expedition, Western Himalayas

Honors:

- American College of Obstetrics and Gynecology, Scientific Exhibit, Second Prize, Co-Exhibitor - D.P. Swartz, M.D., May 1970
- Marsden Foundation International Fellowship, August 1964-September 1965
- Twinbrook Fellow, October 1964

Publications:

- "Asian Medical Students and Family Planning: A Study of Knowledge and Attitudes in Thirty-Three Medical Colleges," Journal of Medical Education, 42:10, 949-57, October 1967. Supported by: The Population Council, New York

MANAGEMENT SCIENCES FOR HEALTH, INC.

STEPHEN J. FABRICANT

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

1704 Hermitage Road
Ann Arbor, Michigan 48104
(313) 663-5348

Education:

1972 M.B.A., University of California, Berkeley, Organizational
Behavior and Industrial Relations
1964-1966 Graduate Work in Biophysics, University of California, Berkeley
1962-1964 B.S., University of California, Berkeley, Electrical Engineering
1959-1961 Polytechnic Institute of Brooklyn

Work Experience:

1973- Management Analyst/MSH Kabul, Management for Rural Health and
Family Planning Project, Ministry of Health, Afghanistan.
1972-1973 Manpower Science Services, Inc., Ann Arbor, Michigan:
Data analysis for the evaluation phase of an applied
Research and Development project for the U.S. Department
of Labor.
1972-1973 University of Michigan Institute for Labor and Industrial Relations:
Background Literature Research and Methodology Planning for
research grant proposals.
1969-1972 Department of Gynecology and Obstetrics, Stanford University, Medical
Center, Palo Alto and Hewlett-Packard Corp., Palo Alto, California.
Part-time consultant in development of new transducers for fetal
monitoring systems for labor wards.
1967-1969 Beckman Instruments, Inc., Palo Alto, California, Applications
Research Engineer/Physiology: technical liason between marketing
and development groups.
1966 Statham Instruments, Inc., Los Angeles, California, Chief Engineer,
Physiological Division: Responsible for documenting and producing
a newly-acquired product line.
1964-1965 Lawrence Radiation Laboratory, Berkeley, California, Research
Assistant/Biomedical Instrumentation: Developed a telemetry
system for monitoring the speed and temperature of a centrifuge
rotor spinning at 52,000 rpm.

Publications:

Michael, P. and Fabricant, S. "Counter-Culture and the Business World: A Report
to Corporations and Schools of Management." Ann Arbor, 1971 (Privately
published).
Goodlin, R.C. and Fabricant, S.J. "Non-Traumatic Fetal EKG Electrode", Obstetrics
and Gynecology, 38, 6, December 1971.
Goodlin, R.C. and Fabricant, S.J. and Keller, D.W. "Combined Biophysical Fetal
Monitoring." J. Reprod. Med., 7, 2, August 1971.
Goodlin, R.C. and Fabricant, S.J. "A New Fetal Scalp Electrode." Obstetrics and
Gynecology, 35, 4, April 1970.
Fabricant, S.J., Windsor, A. and Lindgren, F.T. "Ultracentrifuge Rotor Temperature
Measurement and Control." Review of Sci. Instr. 37, 495, 1966.

MANAGEMENT SCIENCES FOR HEALTH, INC.

LESLEY MARKMAN

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

8 Chiswick Road, Apt. 22
Brookline, Massachusetts 02146
(617) 731-8390

Education:

- 1970 - 1972 MS., MIT, Sloan School of Management; Management Information Systems and Organization Development.
- 1966 - 1970 B.A., University of Pennsylvania; Music

Work Experience:

- 1972 - Health Systems Analyst, Management Sciences for Health. Involved in design, development, programming, and implementation of the Region I Client Information System and Region I Data Analysis System for Family Planning programs.
- 1971 - 1972 Research Assistant, Massachusetts Institute of Technology. Designed a family planning management information system to support the Metropolitan Family Planning Model.
- 1971 (Summer) Programmer/Consultant, New York Telephone Company. Developed an interactive information retrieval system for time sharing expenditures by company users.
- 1968-- 1969 (Summers) Analyst/Programmer. Geigy Chemical Corporation. Developed computer systems for rescheduling work loads subject to resource constraints in a critical path method of job scheduling, and for information retrieval regarding chemical samples.

MANAGEMENT SCIENCES FOR HEALTH, INC.

JAN MORRIS HOEY

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

212 Commonwealth Avenue, #4
Boston, Massachusetts 02116
(617) 262-6392

Education:

- 1973 Graduate Summer Session in Epidemiology, University of Minnesota
- 1969-1972 M. Sc., MIT, Sloan School of Management; Operations Research and Public Systems
- 1965-1969 B.A., (Hons.) DePauw University; Mathematics
- 1968 Université Libre de Bruxells
- 1968 Universität Freiburg

Work Experience:

- 1972 - Health Management Analyst, Management Sciences for Health, Inc. Developed data analysis system for planning while in Nepal; Implemented planning models for family planning systems throughout the U.S.
- 1971-1972 Operations Researcher and Programmer, Center for International Studies, MIT: With team of economists using macroeconomic computer models of the Chilean economy to study various investment, employment, tariff, and subsidy programs and their effects.
Consultant to the Director of Emergency Services, City of Boston Department of Health and Hospitals, planning a hospital administrated emergency ambulance system for the City of Boston as a masters thesis.
- 1969-1970 Operations Research and Scientific Programmer, Computer Services Department, Consolidated Natural Gas Service Company: Development of scientific contouring package. Took part in designing and developing a storage pool deliverability model and a linear programming facilities planning model.
- 1966-1967 Engineering Technician in Planning Section, Engineering Department, Peoples Natural Gas Company: Performed network analysis studies of consumer distribution systems, made capital budgetary recommendations to district engineers.

MANAGEMENT SCIENCES FOR HEALTH, INC.

KEVIN M. DENNY

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

2 Chapman Street
Arlington, Massachusetts 02174
(617) 646-5331

Education:

1970 M.P.H., University of North Carolina, School of Public Health,
Health Administration
1970 M.A., State University of New York at Buffalo (SUNYAB), Anthropology
1957 B.S., Canisius College, Biology

Work Experience:

1973- Project Coordinator/MSH Cambridge, Management for Rural Health and
Family Planning Project, Ministry of Health, Afghanistan
1972 Assistant Survey Advisor, Afghan Demographic Studies, Kabul,
Afghanistan. Head of Data Collection Unit of Afghan Demo-
graphic Studies, Ministry of Planning; worked with Ministry
to design and carry out the National Demographic and Family
Guidance Survey, also worked as advisor to Afghan Family
Guidance Association with the Statistics and Evaluation Unit
1970-1971 Department of Preventive Medicine, SUNYAB. Under Dr. Robert Wallace
to study the effectiveness of rubella vaccine in Kindergarten
students
1970 (Summer) Erie County Health Department. Internship, working on a broad study
of the health system of Western New York with direction of
Mr. William Van Wie, Former Director of Biostatistics, E.C.H.D.
1968-1969 Buffalo Board of Education, Clinton Junior High School, Teacher
1968 (Summer) Independent research in Malawi on the structure of family life in
Yao villages.
1968 Teaching Assistant in Anthropology, SUNYAB
1964-1966 Participation in a Peace Corps Tuberculosis control program in Malawi,
Africa. Training and supervision in T.B. detection and treatment,
village demography and medical anthropology under Dr. John Cassell
of University of North Carolina

Awards:

1969-1970 U.S. Public Health Service Traineeship
1968 (Spring) Teaching Assistantship, SUNYAB
1968-1969 Research Assistantship, SUNYAB

MANAGEMENT SCIENCES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

SUSAN FROMM KLEIN

Route 28
P.O. Box 729
West Dennis, MA. 02670
(617)398-3663

Education:

1969-1971 Professional Diploma (equivalent of Masters in Education),
Columbia University, Teachers College
1966-1968 M.P.H., Yale University School of Medicine, Department of
Epidemiology and Public Health, Health Education
1962-1966 B.S., University of Massachusetts, Public Health

Work Experience:

1972 - Family Planning Program Consultant, Management Sciences for Health
1968-1972 Research Associate, International Institute for the Study
of Human Reproduction, Division for Program Development
and Evaluation, Columbia University
1971 American Public Health Association Community Health Action
Planning Service, Family Planning Education Consultant
in Turkey
1968 Economic Opportunity Council of Suffolk County, N.Y.,
Family Planning Consultant for Program Development
1967 Suffolk County Health Department, Suffolk County, New York
Migrant Health Project, Health Educator
1966 Commonwealth Service Corps of Massachusetts, Migrant Edu-
cation Project; Master Teacher in charge of Health
Education for Southeastern Massachusetts
1965 Commonwealth Service Corps, Migrant Education Project,
Co-Director for Southeast Region

Publications:

Wishik, Samuel M., Kwan-Hwa Chen, Susan F. Klein and Susan C. Scrimshaw. The
Definition and Measurement of Male Fertility. Presented at the Annual
Meeting of the Population Association of America, Toronto, Canada, Apr. 13, 1972.
"On Motivation." International Journal of Health Education. Vol. 15, No. 1, 1972
Connell, Elizabeth B., Susan F. Klein and Samuel Wishik, Oral Contraceptive
Program--Turkey. The American Public Health Association, 1971.
"Toward a Framework for Evaluating the Health Education Activities of a Family
Planning Program." Presented at Public Health Education Section of the 98th
Annual Meeting of American Public Health Association, October 29, 1970. Published
American Journal of Public Health, Vol. 61, No. 6, June 1971.

MANAGEMENT SCIENCES FOR HEALTH, INC.

NORBERT HIRSCHHORN

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

91 Bacon Street
Winchester, Mass. 01890
(617) 729-4509

Education:

- 1962 M.D., College of Physicians and Surgeons, Columbia University, New York
- 1958 A.B., Columbia College, New York

Work Experience:

- 1973 Physician Consultant, Management Sciences for Health
- 1971-73 Assistant Chief of Medicine, Baltimore City Hospitals
- 1970-73 Assistant Professor of Medicine, Johns Hopkins University, School of Medicine
- 1972-73 Consultant, World Health Organization
- 1970-71 Research Associate, Department of Pathobiology, John Hopkins University, School of Hygiene and Public Health
- 1968-70 Physician, Walter Fernald State School for Retarded Children Massachusetts
- 1967-68 Internship, Assistant Residency, Senior Residency: Harvard
- 1962-64 Medical Services, Boston City Hospital, Boston, Mass.

Bibliography:

- Hirschhorn, N. and Greenough, W.B. III. (1971). Cholera. Scientific American 224:15-21
- Hirschhorn, N. and Westley, T.A. (1972). Oral rehydration of children with acute diarrhea. Lancet 2:494
- Hirschhorn, N. and Spivey, G.H. (1972). Health and the White Mountain Apache. Journal of Infectious Diseases 126:348-350.
- Hirschhorn, N. and Chen, L.C. (1973). Prospects for Health in Bangladesh. In: Disaster in Bangladesh, Health Crises in a Developing Nation. pp 3-7 L.C. Chen, ed., Oxford Univ. Press.
- Hirschhorn, N. (1972). Ethical Standards and Clinical Research. Gastroenterology 63:528-529.
- Hirschhorn, N., Pierce, N.F., Kobari, K., and Carpenter, C.C.J., Jr. (1973, in press). The Treatment of Cholera, in yet untitled World Health Organization compendium on cholera. Wm. Burrows, D. Barua, ed. (Saunders)
- Chickadonz, G.H., Evans, L.K., and Hirschhorn, N. (1973). Training Apache Nursing Assistants: Insights and Understandings. Health Services Reports (in press).

MANAGEMENT SCIENCES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

SCOT M. STONEY

259 St. Paul Street
Brookline, Massachusetts 02146

Education:

1968- B.S., MIT, Electrical Engineering, Computer Science; degree
expected Sept. 1973

Work Experience:

1972- Data Systems Specialist, Management Sciences for Health
1970-1971 (Summers and Part-time) Programmer, Project MAC, MIT: Developed
a computerized interactive management information system which
provided flexible stock portfolio reporting.
1968 Field and lab work for concrete, soil, and sand testing.
Engineering Department, City of San Mateo, California

Outside Activities:

Sigma Nu Fraternity (Housing Corporation Vice-President, Chairman, Finance and
Coed Committees, Treasurer)

MANAGEMENT SCIENCES FOR HEALTH, INC.

RICHARD VANCE MOORE

One Broadway
Cambridge, Massachusetts 02142

98 Grace Terrace
Pasadena, California 91105

Education:

1973 Ph.D., Cornell University, Public Administration/Population
1964 M.S., University of Southern California, International
Administration
1956 B.A., University of Southern California, Modern History

Work Experience:

1973 - Management Analyst/MSH Kabul, Management for Rural Health
and Family Planning Project, Ministry of Health,
Afghanistan
1971 - 1973 Overseas Population Fellow of the University of Michigan in
Iran
1966 - 1971 Executive Director, Cornell University Center for International
Studies
1964 - 1966 Assistant to the Representative (Administration) in India
for the Ford Foundation, Calcutta and New Delhi
-- Lieutenant, USNR

Publications:

"Population and Family Planning in Iran", Journal of Iranian Studies (Forthcoming).
"The Cross-Cultural Study of Organizational Behavior", Human Organization
(Forthcoming).
"Iran, Country Profiles, (with John Friesen). The Population Council 1972.
"The Case Method in AID Administration: A Proposal", International Development
Review, 1967.
"The Ecology of Egyptian Labour", The Indian Journal of Industrial and Labour
Relations, 1964.

MANAGEMENT SCIENCES FOR HEALTH

ERNST LEO LAURIDSEN

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

Education and Work Experience

- 1974 Staff Associate, Management Sciences for Health and Consultant in Preventive Medicine, Management for Rural Health and Family Planning Project, Ministry of Health, Kabul, Afghanistan
- 1974 MPH, Harvard School of Public Health, Harvard University
- 1970-73 Chief Medical Officer, Ethio-Swedish Red Cross Project, Gambela, Ethiopia
- 1969 Medical Officer, International Red Cross, Biafra/Nigeria
- 1967-68 Surgical, Ob-Gyn and Pediatric training, Vaxafo Hospital, Sweden
- 1967 M.D., University of Copenhagen, Denmark
- 1954-57 Business Education, East Asiatic Company, Ltd., Copenhagen.

Appointments, Memberships and Awards

- Project Leader and Technical Delegate, International Red Cross and Central Committee of the Swedish Red Cross, 1970-73.
- Certificate, Examination for Foreign Medical College Graduates, 1968.

MANAGEMENT SCIENCES FOR HEALTH, INC.

One Broadway
Cambridge, Massachusetts 02142
(617) 661-9450

RONALD F. GOLDBERG

101 Central Street
Andover, Massachusetts 018
(617) 475-8551

Professional Attainment:

1971

Registration by the Commonwealth of Massachusetts as
a Certified Public Accountant

Education:

1966

B.S., University of Massachusetts, Accounting

Work Experience:

1971 to present

Self employed as the principal of a Certified Public Accounting firm. Responsible for installation, maintenance, and review of total financial control systems for client firms. Clients include: non-profit organizations in the public health field, retail establishments, manufacturing corporations and service industry firms.

1958-1971

Senior accountant for national Certified Public Accounting firm; responsible for audit and management advisory services for a public charity organization, investment houses, newspaper publishers, and manufacturing corporations.

1966-1968

Internal auditor for mutual life insurance company; responsible for review of operating procedures of field agencies and home office with emphasis on recommendations for improvement of premium collection and control.

Appointments, Membership, Awards:

American Institute of Certified Public Accountants
Massachusetts Society of Certified Public Accountants
Public Relations Committee of Massachusetts Society of
Certified Public Accountants

MANAGEMENT SERVICES FOR HEALTH
A NONPROFIT INSTITUTION

THE PHILIPPINES
COMMISSION ON POPULATION
MANAGEMENT INFORMATION SYSTEMS
PROJECT DESCRIPTION

DRAFT

DRAFT

April 24, 1973

I. SUMMARY

The Commission on Population in the Philippines (POPCOM) is faced with the need to increase its competence in the MIS area. This need is clearly perceived by POPCOM, and donors such as UNEPA, USAID, and the World Bank. A program of work to meet this need is proposed. It consists of three interlocking components:

- (i) systems analysis and design in conjunction with the Programming, Evaluation and Research Division (PER) of POPCOM,
- (ii) training of current and future PER staff in MIS through short courses, seminars and on-the-job training, coordinated with (i) above,
- (iii) use of local resources in management and data processing to consult with POPCOM and participate in training programs.

To drive the project, MSH would provide one on-site technician for 18 months, and short-term technicians as necessary. Total project cost would be \$159,500.

II. BACKGROUND INFORMATION

POPCOM Development

POPCOM was established in 1970 to direct and coordinate the Philippine population program. The initial emphasis of the program has been on the establishment of a clinic-based service system with as broad a coverage as possible. Hence POPCOM has agreements with over 30 agencies that perform service delivery, through a total of over 2000 clinics in all regions of the country.

The program is now at a stage where the emphasis is shifting to:

- (i) development of new ways to deliver family planning services both within and beyond the framework of the current delivery system,
- (ii) expansion of information, education, and communication programs.

Evaluation

At the same time, achievements in the service delivery system are being consolidated through evaluation of factors affecting success and failure. In this respect, the Philippines represent a rich national laboratory, where many different structures of service delivery have been or are being, tried. However, evaluation in this environment is necessarily a difficult task.

The key role of evaluation has been recognized. At the outset, a service statistic system was designed by the Family Planning Evaluation Office (FPEO) of the University of the Philippines Population Institute. The system was implemented on a machine at the National Computer Center (NCC). Close involvement of NCC and FPEO in the evaluation process has continued through the present.

In the broader management information system (MIS) area, POPCOM has developed computerized systems for motivator management, payroll and

and logistics. In general, NCC and FPEO have been asked by POPCOM for technical support in such development.

For a variety of reasons, the close involvement of these two agencies in MIS for POPCOM is no longer viable, or possibly desirable:

- (i) FPEO's orientation is academic, not managerial,
- (ii) FPEO would like to maintain its objectivity by being only peripherally involved in decisions taken at POPCOM,
- (iii) the work load of NCC is increasing to the point where POPCOM systems are no longer guaranteed the supervision they require,
- (iv) for the same reason, it is unlikely that systems development for POPCOM can be undertaken by NCC,
- (v) the data processing requirements of POPCOM will soon be large enough to justify an independent data processing facility,
- (vi) leadership in MIS development should come from POPCOM if the systems implemented are to be truly useful.

PER

In POPCOM the Programming, Evaluation and Research (PER) division is responsible for MIS. As involvement of NCC and FPEO lessens, PER will have to pick up the load. Currently, the inadequacy of PER staffing in this area is a source of concern to POPCOM itself, which has taken several corrective steps:

- (i) One or two people with specific MIS expertise will be hired in the near future,
- (ii) an MIS consultant has been engaged to work with PER,
- (iii) PER personnel are being trained in MIS.

Donors have also shown concern. The source of PER funds is UNFPA. Funding for FY74 explicitly contains expansion of PER to include an MIS

Branch as a major component. The World Bank has indicated that an expanded MIS capability in the population program is a prerequisite for aid. USAID has funded FPEO and NCC in part. All parties in the program are aware of the need: POPCOM itself has suggested the mechanism described in Section III as a way to meet it.

Other Factors

A strategy for institutionalizing real MIS competence in POPCOM must take account of the following factors:

- (i) This is a sensitive area. Merely grafting new MIS personnel on to the existing structure is less likely to succeed than a strategy in which the MIS competence evolves within POPCOM.
- (ii) The decision has already been taken that POPCOM will have its own data center starting in February 1974, with full systems cutover from NCC to be completed by July 1974. It is essential that POPCOM be able to manage this transition.
- (iii) Although local resources in data processing, business administration, and demography are available, and of high quality, there is a shortage of people with experience in building MIS for high level managers in the public sector, let alone the population program. Hence it will be necessary (POPCOM feels) to turn to external resources.

III. WORK PLAN

Objectives

1. Long run objective:

To develop and institutionalize MIS competence in POPCOM so that it can deal successfully with the challenges presented by a complex population program.

2. Intermediate run objective:

- (i) To train current POPCOM staff in MIS,
- (ii) To assist POPCOM in the transition to dependence on the POPCOM data center,
- (iii) To ensure a balanced development of MIS in POPCOM.

Scope of Work

1. Systems analysis and design:

It will be necessary to draw up a plan for MIS development to cover the next 2-5 years. This in turn will require an analysis of the information needs of the Commission, and ways to address these needs. The plan will also reflect the availability of resources, in terms of trained personnel to carry out the plan. Both the planning work, and implementation of the plan will provide a context for the training component of this project.

The broad outlines of an MIS development plan are already clear. The major problems with POPCOM's information systems are:

- (i) The allegedly poor quality of source data in the service statistics system,
- (ii) The lack of information or models to help POPCOM in its planning role. (A first step to fill this gap was taken with the development of POP_PLAN/I, the POPCOM computer-aided planning tool.)

Hence, the initial focus of the MIS work would be the service statistics system. This has the additional advantage of being the system with which everybody in PER is familiar. The other data processing systems now in operation (logistics, payroll, motivator management) would also come under close scrutiny at an early stage.

The high payoff component of the MIS work is probably that which results in systems to support the planning decision of the Commission. These systems will be such only in the loosest sense: assemblages of procedures, models, and individual analytic skills reacting to the needs of the Commission and acting upon data from the formal data processing systems, survey data, demographic data and data from external sources.

2. Training:

When the ultimate (FY75) staffing levels in PER are established, it will be possible to delineate more clearly the exact nature of the training program that the MSH on-site technician would conduct. However, its nature is apparent.

Probably three of the current PER staff will eventually be in the MIS Branch. Among the PER staff, there are varying levels of information systems aptitude and skill, but in general the staff can be characterized by high sensitivity to MIS (and POPCOM) problems, and little exposure to MIS solutions. About four people will be hired to work in the MIS Branch of PER. The kind of skill package they will bring to POPCOM may well include some MIS expertise, but will not include awareness of the problems peculiar to population program management. Finally, a group of data-processing experts with experience in actually maintaining the POPCOM systems at NCC will join POPCOM with the new data center.

Each of these groups has training needs. Given the time phasing of the MIS Branch development, the first group to be trained would be the selected PER staff members. Their training would encompass:

- (i) formal courses in data processing, systems analysis, and systems design,
- (ii) on-the-job training in systems analysis of the current POPCOM information system,
- (iii) special projects to develop the information necessary to resolve issues of concern to POPCOM,
- (iv) seminars on population program management.

Training for the second group, the new hires, would depend on their specific skills, but would include at a minimum:

- (i) a subset of the activities described above,
- (ii) a program to familiarize them with the Philippine population program, through seminars, site visits, and exploratory data analysis.

The staff of the new data center will have a thorough grounding in data-processing systems, but not much exposure to the broader scope of activities that the MIS Branch will carry out. One thing that POPCOM is anxious to avoid is over-reliance on formal, computer-based systems; thus people who are too data-processing oriented will have to be shaken loose from such a posture.

In sum, the training activities will be designed to develop an effective and coherent MIS Branch, not dominated by traditional notions of data processing, but interested in providing innovative, pragmatic solutions to difficult MIS problems.

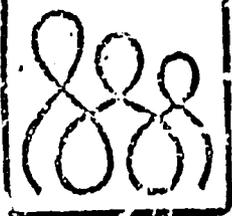
3. Use of local resources:

There is a considerable amount of talent available in the Philippines in areas such as data-processing and business administration. In order to develop its MIS capability, POPCOM would naturally turn to such

resources. The problem is really that in order to determine whether a particular input is appropriate, or to specify the terms of such input, you have to have some MIS expertise yourself. The MSH on-site technician would assist POPCOM to manage this process.

Local consultants or institutions can help in both the training and systems development components of the project. An example of the sort of input we are talking about is the current use by POPCOM of the Chairman of the Management Engineering Department, Ateneo de Manila University to consult with them on MIS development. Another example would be the use of the projected National Computer Institute for short training courses.

The goal of this use of local resources is to gain leverage for the project through exposure to other Philippine MIS/management work, and through close contact with the professional communities in these disciplines.



Republic of the Philippines
COMMISSION ON POPULATION
POPULATION CENTER BUILDING
South Super Highway, Makati, Rizal

APPENDIX E

December 3, 1974

Mr. Lanni Kangas
AD/IPS
U.S. Agency for International Development
Roxas Boulevard, Manila

Dear Mr. Kangas:

This letter is in response to your request for a description and evaluation of the work of Management Sciences for Health, Inc. (MSH) with the Commission over the last year. The time frame of this review encompasses the contract period but only up until November 15, 1974.

You will recall that the scope of work for the MSH input has three components, briefly:

- (i) training members of the new MIS Unit;
- (ii) assisting in the system cutover from the National Computer Center (NCC) to the new POPCOM Computer Center;
- (iii) developing linkages between POPCOM and the local data-processing/management community.

I will discuss the work of MSH under these categories, but first let me describe some of the external factors affecting it.

It had been envisioned that an expanded Planning Division totalling about 40, including 18 in an MIS Unit, would be funded by UNFPA starting July 1, 1973. In fact we were only able to secure the funding starting May 1, 1974, and only at that time were we able to hire our full complement of people. Therefore prior to March 1974, when we started to phase in the expansion of the MIS Unit in particular, little could be accomplished by MSH under the direct terms of the contract. This is not to say however that this was time wasted because as I shall describe, much was accomplished between November and February.



Training -

Training has been conducted by MSH through a short orientation-course for new additions to the Unit in May, and through on-the-job training. This covered the areas of programming and data analysis. At present, the MIS Unit is fully functioning and responsive to the needs of POPCOM management. A recent evidence of this is the capability to provide urgent requirements on service data by regions for use in the regional planning process.

Training in systems analyses, design and implementation has not been done on any formal basis. On the whole, Tim Warner has performed the essential backstopping role for the staff in this connection.

Systems cutover; development/redesign of systems -

From having no data-processing staff in April, the MIS Unit has moved to operating a full-scale computer center by the end of August, performing almost all the systems work formerly undertaken by NCC. This includes data preparation, keypunching, editing and report preparation in the service statistics system. The cutover of a payroll system should be completed soon. No new information system has been developed. What is presently being worked out with Peter Rousselle, an additional MSH staff we requested, is the overhauling and redesign of the current service statistics systems.

Much of the success of this smooth transition was due to careful attention paid to planning it, and the development of sound implementation procedures.

Tim Warner has worked with the staff throughout, and in addition, Joel Lamstein was with POPCOM during May, providing the initial impetus and to assist in a crash training program.

Developing linkages -

This aspect of the MSH contract has received little attention to date, primarily because of the more pressing need to develop the MIS Unit's capability as a computer center. It is anticipated that this focus will shift during the rest of the contract period.

Other Activities -

Tim Warner has performed a great deal of useful staff work for the Planning Division over the last year. I will mention just a few of the activities in which he was involved:

- (i) Preparation of the 4-year plan, especially the demographic calculations, and the service delivery component;
- (ii) The Medicare project, in which a feasibility study of a plan to include fertility control in the expenses reimbursable under Medicare. (This has since been picked up by the Population Center Foundation as a pilot in the commercial sector program.)
- (iii) Sub-agreement preparation: both in developing a framework for the process, and in the performance analysis of agencies;
- (iv) Project development, in particular the barrio resupply point project;
- (v) Review and analysis of three models of the Philippine Family Planning Program and its demographic impact.

Evaluation -

I think you will agree with me, from the above, that NSH has successfully fulfilled the terms of contract. The few comments that I will make stems from my individual interpretation and expectation of these terms.

There is no doubt that it has been convenient for POPCOM to find instant support provided by NSH especially in the critical period of transition from the National Computer Center.

However, permit me to make the following comments as briefly as I can:

- (i) The question of continuing support from local expertise after a phase out of NSH come to my mind. It does not seem enough to train internal staff support that will necessarily suffer an expected turnover at some time especially with the low salary rates at POPCOM. Given this situation, the need to generate interest and involvement in Population Management/data processing among the local community becomes critical. As I see it, the MIS Unit will continually require expert support from outside consultancy.
- (ii) I have always personally interpreted NSH to provide initial leadership in reviewing the total information systems requirement. If the Commission is to be effective in its coordinating function, a responsive and integrated system of information gathering and sharing is vital. Very little has been talked about in this regard.
- (iii) Training of the staff on analyses and report writing is to my mind another important facet of the NSH training responsibility which I hope will be given increasing attention. Unless, of course, some internal expectation is clarified as to whether data generated by MIS will simply be thrown to Research Unit for analysis and reporting. However, the staffing pattern of MIS does not seem to support this arrangement since it includes a Management Decision System (MDS).

I hope this lengthy letter will be satisfactory to those who need to make a judgment on the contribution of MSI in the Philippine Population Program. It has been a pleasure to work with the MSI personnel.

Yours truly,



AURORA SILAYAN-CO

cc: Dr. Rafael A. Esmundo

ADDENDUM ON NEPAL ASSIGNMENT

Issue of Converting Fortran to Autocoder Language.

Based on the comments made by Mrs. Anne Tinker, PHA/POP/FPSD, concerning the delay by MSH in responding to a request for a cost estimate on converting the six computer programs from Fortran to autocoder language, Mr. Marzetti called Mr. Joel Lamstein on May 2 about his views on the request.

Mr. Lamstein stated that in his exploratory visit to Nepal during July, 1973 he made two significant recommendations as contained in his TDY report (Project Review, Contract No. AID/csd-328, July - December, 1973).

"1. It was not reasonable at this time to expend a large amount of effort for developing a Rapid Feedback Information System for Management and Evaluation (RFISME) because of the relatively low level of rational management which characterized the direction of the FP/MCH.

2. A simple computer-based analysis of the existing data would be helpful as a first step towards developing baseline information. In an effort to follow-up on these recommendations, the second and more extensive TDY was undertaken to provide assistance in data analysis to the FP/MCH Project and to help develop sensitivity to the management need for data and analysis."

According to Mr. Lamstein, he offered the services of Mr. Jan Hoey on about a one-month assignment to review the data collected on existing family planning type reports, and to show what could be done using a computer approach in preparing the reports. The matter of computer language was not a critical element, and apparently Mr. William Trayfors, Population Officer, USAID/Nepal was aware that Mr. Hoey was going to program reports using Fortran computer language.

Because of various delays in using the computer and other reasons, Mr. Hoey remained longer than originally scheduled. He developed six computer programs and put them through the IBM 1401 computer on location at the Bureau of Statistics. He left the computer print-outs of reporting information with USAID/Nepal and host government officials for their respective analyses of key reporting data that could be compiled through the use of a computer.

During July or August, 1973, Mr. Trayfors on a visit to the USA met with Mr. Lamstein and Mr. Hoey. At that time, he requested MSH to develop a cost estimate for converting the six computer programs developed by Mr. Hoey in Fortran to autocoder computer language. Mr. Hoey indicated that he would be able to consider this request in a month or so. In October he prepared a report and submitted it to the MSH leadership for review and for transmittal to Mr. Trayfors at USAID/Nepal. For some reason

this reply was not sent or did not reach Mr. Trayfors in Nepal. Mr. Lamstein characterized the matter as an "administrative error" by MSH.

However, upon learning of Ms. Tinker's comments that MSH had not responded to Mr. Trayfors' aforementioned request, Mr. Lamstein looked into the matter and sent a communication on this subject to Mr. Trayfors in February of this year. As of May 2, 1975, MSH has not received an acknowledgement from Mr. Trayfors.

Mr. Marzetti made a general inquiry as to the cost estimate prepared, but Mr. Lamstein did not recall the details. However, he estimated that an autocoder program could produce the Nepal family planning reports in less computer running time than the Fortran experience. However, he had some reservations about the propriety of committing funds for this purpose as MSH felt that the savings to be realized may not equal or exceed the cost of the conversion. Mr. Lamstein made some references to other factors, such as the possibility of change in the hourly charge for the 1401 computer time; the availability of a computer in New Delhi, India, that had greater capability; and the likelihood that the family planning reporting format could be changed. Apparently MSH still has the feeling that the Nepalese officials and USAID/Nepal staff to the extent of their involvement should first make a definitive determination of the reporting format needed for the variety of decision making purposes before taking any other actions on the reporting system. Mr. Hoey was not too well versed in autocoder computer language, but this should not be regarded as a major factor within the larger priority of determining the scope and content of the family planning reports.

Mr. Lamstein stated that Mr. Robert Bush, PHA/POP/DEA, would be able to confirm the chronology and rationale of the aforementioned developments. Mr. Marzetti called Mr. Bush now located at the Bureau of the Census and learned that he was in Pakistan and would not return until about mid-May.