

CENTRE FOR AFRICAN FAMILY STUDIES

FAMILY HEALTH INITIATIVES PROJECT PROPOSAL

FOR

FAMILY PLANNING

TRAINING SUPPORT

JULY 1985

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TABLE OF CONTENTS

	Page
Project Data Sheet	
Table of Contents	
Preface	i
I. SUMMARY	1
II. BACKGROUND AND NEEDS ASSESSMENT	7
III. PROJECT DESCRIPTION	10
A. Project Purpose	10
B. Project Activities	11
1. Process of course development	11
2. Course management	16
3. Teaching methodology	17
4. Types of courses	17
a) Management of Family Planning Programs	18
b) Training of Trainers in Clinical FP	19
c) Contraceptive Technology Update	19
d) Family Planning Communications	20
C. Inputs	22
D. Outputs	24

IV. FINANCIAL PLAN AND BUDGET	26
V. ANALYSES	30
A. Institutional Assessment of CAFS	30
B. Technical Analysis	41
C. Economic Analysis	42
D. Social Soundness Analysis	44
VI. IMPLEMENTATION AND ADMINISTRATION	46
A. Implementation Plan	46
B. Managerial and Administrative Responsibilities	47
C. The Grant and Contracts	48
D. Procurement of Goods and Services	48
E. Conditions and Covenants	49
F. Reports and Evaluation Plan	50

Annexes

A. FHI Procedures for Approval and Subproject Criteria	
B. Logical Framework	
C. Detailed Course Descriptions	
1. Management of Family Planning Programs	
2. Training of Trainers in Clinical FP	
3. Contraceptive Technology Update	
4. Family Planning Communications	
D. Justification for Selection of CAFS for FHI Grant	
E. Staff Job Descriptions and Scope of Work for Technical Assistance	
F. REDSO/ESA Assessment of CAFS and AID Supported Training Programs	

- G. Initial Environmental Examination
- H. Standard Project Checklist
- I. Nationality Waiver
- J. List of Courses Conducted by CAFS

Preface

The Family Health Initiatives (FHI) Project (698-0662) is an Africa regional "umbrella" project, approved in September 1979, to: (a) develop integrated family planning/population activities; and (b) conduct research on ways to incorporate family planning into health care systems. Training is recognized as an important component in FHI subactivities. Funds are provided under this program for sub-projects such as the one presented in this proposal. Procedures for approval and subproject criteria were established to guide AID field missions in the selection of sub-projects, and can be found in Annex A.

The Centre for African Family Studies (CAFS) Family Planning Training Support Project (FPTSP) will be funded under FHI and fits the criteria in that it "provides training in family health and family planning" to health and related personnel providing FP information and services. This proposal should be read and reviewed in the context of the guidelines established for FHI sub-projects.

I. SUMMARY

A. Grantee and Implementing Agency

The three year project will be implemented by the Centre for African Family Studies through a \$2.3 million grant from AID's Africa Regional Family Health Initiatives Project. Technical assistance to help CAFS develop its training capacity within the specific courses outlined in this proposal will be provided by personal service contractors (PSCs) and through a cooperative agreement with the Population Communication Services (PCS), an AID-funded project at The Johns Hopkins University.

B. Financial Plan

The AID grant will be obligated in two tranches and expended over a three year period. The CAFS contribution will be \$465,000, while the contributions of participants is estimated at \$422,000. Together, these non-AID contributions represent 27.8% of total project costs. A Summary Budget is as follows:

CAFS-Family Planning Training Support Project
(\$000)

	LOP*		
	FX**	LC***	Total
1. AID Contribution			
a) Technical Assistance	\$ 300	-	\$ 300
b) Staff Support	417	-	417
c) Training	75	-	75
d) Course Costs	955	-	955
e) Other Costs (includes inflation and contingency)	381	-	381
Sub-total	2,319	-	2,319 (round to 2,300)
2. CAFS Contribution			
a) Administrative Support	237	-	237
b) Other (includes inflation)	228	-	228
Sub-total	465	-	465
3. Participants & Host Country Institution Contribution			
a) Salary of Participants	-	220	220
b) Local Follow-on Training	-	150	150
c) Program Support	-	26	26
d) Inflation	-	26	26
Sub-total	-	422	422
 GRAND TOTAL	 \$2,784	 \$ 422	 \$3,206

*LOP= Life of Project

** FX= Fixed Cost

*** LC= Local Costs

C. Project Description

This project will strengthen family planning delivery systems through the training of operational Family Planning (FP) personnel in program management, contraceptive technology, training of FP trainers and communication. The Centre for African Family Studies, which has been training and educating Africans since the mid-seventies, will develop and offer four new courses in the target training areas. The process of developing these courses will improve CAFS' capacity to provide FP training on a regional basis. Up to 410 participants will be trained to improve the delivery of family planning information and services in Africa.

The project was developed in collaboration with CAFS and, in the judgement of the design team, is technically strong, economically viable and socially sound. An institutional assessment of CAFS shows it to be a financially sound organization, successful in family planning education and training. There are no environmental issues. A categorical exclusion was approved as the initial environmental examination.

D. Issues

1. CAFS' Financial Dependence

CAFS is financially dependent on IPPF, and, even after this grant, most of its funds will come from AID and IPPF. The issue can not be resolved in the short term. But over the medium and long term, CAFS must gain the support of other donors to ensure program continuity and end dependence on one or two donors. Additionally, CAFS must begin now, as outlined in the proposal, to establish tuition/fees for its courses and

attract participants who, through their host organization or donors, can pay for the course. Again, this is not an issue that should hold up implementation of the grant, but is important over the life of the project.

2. CAFS Organizational Dependence on IPPF

Even though CAFS has become registered as a separate private voluntary organization, it still relies heavily upon IPPF for overall guidance and direction. The IPPF Africa Regional Council selects the Chair of the CAFS Board and directly appoints approximately 30 percent of all Board Members. The IPPF Regional Council also approves additional non IPPF Board members recommended by CAFS. AID sits on the Board as an observer. While it may appear that there is heavy involvement by one funding organization, the Board itself only provides overall guidance to CAFS to assure all activities and projects comply with CAFS goals and constitution. The Board does not become involved in the day to day operation of the program. Each donor works directly with the organization itself. The continuing close guidance provided by IPPF has contributed positively in helping CAFS to establish autonomy, yet giving overall direction to the organization.

3. Input from other AID Funded Training Organizations

AID supports a wide range of organizations that provide training assistance similar to what is needed by CAFS through this project. Columbia University assisted CAFS in developing two new courses and were especially helpful in the development of management training course. CAFS has also recently had discussions with INTRAH on ways they can work collaboratively in implementing this CAFS project. Due to the wide range of technical assistance specialities needed under the CAFS Project,

the design team decided it would be preferable to contract directly with various consultants for the needed technical assistance, rather than giving monies to one of these training institutions. It is anticipated that AID supported training organization such as Columbia and INTRAH will work closely with CAFS in the identification of potential consultants and the implementation of project training courses.

E. Major Conditions Precedent and Covenants

1. Prior to disbursement of initial funds, CAFS will provide to AID a detailed first year budget and written workplan for AID review and approval.
2. Prior to disbursement of funds for each subsequent year, CAFS will provide to AID a detailed yearly budget and written workplan for AID review and approval.
3. CAFS covenants to develop, by the end of the third month of the project, a written agreement to use clinical facilities as training sites for CAFS participants taking the family planning technology courses.
4. CAFS agrees to develop and implement a tuition/fee structure for course participants. The target is to have at least 50 participants pay tuition to attend project courses in addition to those supported by the project over the three year life of the project.
5. Written AID concurrence will be required for the reassignment or hiring of full time personnel, personal services contractors and consultants to be funded through the project.

6. AID approval will be required for all project course participants and course curricula. One month prior to the conduct of each course, a list of proposed participants, their title, country of residence, and work responsibilities will be sent to AID/REDSO/ESA for approval. A copy of the course curriculum will also be submitted at this time.
7. All travel supported under this project must be cleared in advance by AID and the relevant USAID mission, and approved in writing by the AID project officer.
8. All training materials and publications developed by the Grantee under this project are the property of AID and are not proprietary materials of the Grantee.

F. Project Design Team

Nearly the entire staff of CAFS participated in the design of this project. The following individuals from AID worked with the CAFS staff in project design.

Barbara Kennedy:	REDSO Population Officer
Linda Jacobson :	REDSO Population Assistant
Dana Vogel :	AFR/TR/POP (IDI)
Carol Brancich :	Population Training Specialist
Jim Dempsey :	REDSO Project Development Officer

II. BACKGROUND AND NEEDS ASSESSMENT

In order for family planning information and service delivery systems in Africa to become more effective and operational, sufficient numbers of trained workers are needed to provide safe and reliable services to individuals and couples. As interest in population and family planning increases in Africa, there is a growing need for expansion of information and service delivery systems. Development, improvement and expansion of FP training programs is needed to help alleviate this general shortage of trained family planning personnel. Well-trained family planning personnel enable clients to make voluntary and informed choices about family planning. Training of FP service providers also contributes to fulfilling a principal objective of A.I.D.'s population policy, that is to enhance the freedom of individuals in developing countries to choose voluntarily the number and spacing of their children.

AID has supported only limited training of African mid-level FP personnel (managers, trainers), and the majority of training has been carried out in the US, or was a one-time country specific training program. There is a need to identify African based training resources to conduct and institutionalize training on a continuing basis. Some of the already identified training needs include: strengthening the FP components of pre-service and in-service programs by upgrading the skills of trainers and tutors; improving service delivery knowledge and skills of direct providers; improving clinic management; and improving communications skills, especially in the area of mass media within the African context.

The Centre for African Family Studies (CAFS) in Nairobi, Kenya is an established regional institution which can address the needs cited above. Through this project, CAFS will strengthen its own FP training capabilities through training and technical assistance provided to its staff. Institutional development will be supported through hiring new staff who, in turn, will assist CAFS to expand and strengthen its FP skills courses, and thereby increase the number of trained mid-level personnel in FP. By encouraging tuition payment from outside the project, CAFS will become a more financially independent and self-sustaining institution. This project builds upon CAFS' present training capabilities and will assist CAFS' staff in improving their skills as trainers and in developing and conducting more FP specific training courses based on identified training needs in a number of African countries.

The Centre For African Family Studies was established by The International Planned Parenthood Federation (IPPF) in 1975 and became an independent regional training facility (within the IPPF system) in 1983. The rationale for establishing a regional training institution, such as CAFS, rested on the increasing need for FP training and the lack of an African training organizations to provide such training. Although a number of universities in Africa had various teaching and research programs in population studies at undergraduate and post-graduate levels, these were largely academic and most graduates of such institutions were trained for census or statistical bureaus of Government. Therefore, the CAFS regional training center was developed.

Few African institutions were concerned with the training of senior and mid-level personnel in the practical issues of family planning motivation, program development and service

delivery. Moreover, the skills required to provide such training were generally in short supply in most African countries. There was a need to ensure that field personnel, who had information, motivation and service delivery functions, were systematically trained in these skills.

During the initial years of CAFS operations, training was more geared towards general population and family planning education programs for policy level individuals and health care officials. Some countries initiated programs for the training of service providers, but as these programs were just getting started, mid-level staff development, especially in program management and clinical skills, was inadequate. Even in countries with on-going FP programs, the staff was not kept up to date in the latest technologies and techniques of family planning.

In view of these requirements, CAFS began to realize the need to restructure its program to provide mid-level service oriented training. Similarly, AID, in reviewing its programs in Africa, has identified the need for an indigenous African organization to train mid-level staff in program management and contraceptive technology. Thus, AID provided funding to the Columbia University Center for Population and Family Health (CPFH) to help CAFS shift part of its program from an education to a training orientation and to develop the curriculum for two new courses. In August 1983, Columbia and CAFS held a workshop that developed training of trainers modules in contraceptive technology update and management of family planning courses. Following this workshop, CAFS conducted a needs assessment in these two areas to specify training requirements in more detail. Two courses were developed and conducted. The development of these two courses, with technical assistance

from Columbia, was judged by AID to be generally successful (See REDSO/ESA August 1984 Assessment Report, Annex F). Evaluation by course participants was favorable, and the continuing need for these new courses was confirmed. Although the CAFS staff improved their training skills the need for additional staff development was recognized. Some weaknesses in course content and participant selection have served to give CAFS a better understanding of the type of training assistance needed in the future.

Based on the 1984 assessment and the experience of developing these new training courses CAFS, with AID field support, has prepared this sub-project proposal for FHI funding for the next three years.

III. PROJECT DESCRIPTION

A. Project Purpose

The purpose of the CAFS FP Training Support Project is to strengthen family planning delivery systems through the training of operational FP personnel in program management, contraceptive technology, training of trainers and communications. At the end of this project, CAFS will have improved its capacity to develop and manage FP courses as well as train personnel in these areas. At the same time, CAFS' general training capabilities (e.g. skills in training, program development, training methodologies, and management and evaluation of training) will also be improved. A second area of achievement for the project will be the improved delivery of FP information and services in programs where staff have been trained by CAFS.

The courses to be developed and conducted under this project are on management, contraceptive technology, training of trainers, and communication. This focused approach responds to certain specific needs and limits the scope of the project to an easily defined set of activities. Additionally, the project builds on the assistance provided to CAFS by Columbia University. Since FP communication needs are less well defined, CAFS will work in collaboration with the Johns Hopkins University Program for Population Communication Services (PCS) to identify priority areas of need, develop strategies for training assistance and, develop specific training courses. This process will be similar to what was done in collaboration with Columbia University.

The most effective way to achieve the project purpose is through a regional approach to training. Regional training establishes a cadre of personnel who can conduct in-country courses and demonstrate new techniques. It is cost-effective and relevant because it is conducted within Africa by African trainers. Additionally, the interchange of ideas and experience acts to strengthen individual national programs and establishes a network for the continued exchange of information. In addition to regional training, CAFS will continue to conduct in-country programs and provide technical assistance, where appropriate. Obviously, these courses will be strengthened by the interregional training experience of CAFS.

B. Project Activities

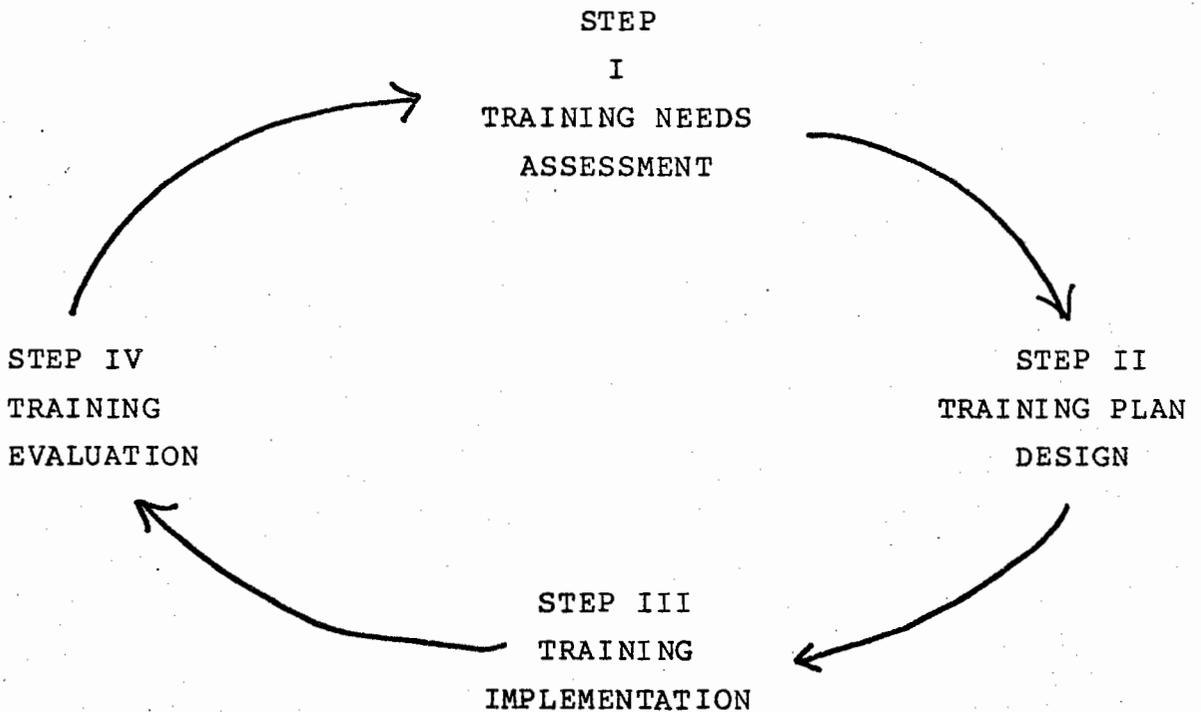
1. Process of Course Development

The process of course development will be central to this project as the value of any training program is based upon

well-defined needs, appropriate course curriculum, implementation and evaluation. The following are the specific steps that CAFS will take in the development of the courses under this project:

- a. Training Needs Assessment
- b. Training Plan/Design
- c. Training Implementation
- d. Training Evaluation

The relationships of the four steps in the process are illustrated in the following diagram and explained below:



Step I: Training Needs Assessment

The initial step will emphasize the identification of training needs in terms of FP skills development. Questions to be answered by course designers in the assessment will include:

- What are the objectives of the FP program? How should they be achieved?
- What tasks are currently being performed?
- What knowledge, attitudes and skills are required to perform these tasks?
- Which level or group of personnel need to be trained for the execution of the defined tasks?
- What actions, if any, have already been taken?

Needs assessment information can be collected in various ways, such as questionnaires, content specific pre-tests; evaluation information from previous courses; formative information collected during courses; and, information gathered from direct interviews either during on-site visits to potential trainees or during course introduction/overview exercises. Pre-training visits are considered to be ideal; however, they are expensive and alternate methods may be more cost-effective.

Once information is gathered and analyzed from the training needs assessment, the identification of the training weaknesses, and gaps in knowledge and skills can be identified. The required skills or competencies needed to bridge these gaps become the basis for the training plan/design to be accomplished in Step II.

Step II: Training Plan/Design

This second step will be the design of the course curriculum and planning of course activities. The sequence of actions to complete the training plan include:

- establishment of course goal and overall objectives
- determination of content/topics
- sequencing of content/topics
- time allocation to content/topics
- determining daily activities and time frames
- determining daily behavioral objectives
- choosing training methods appropriate to the learning activities
- developing and collecting training materials
- determining evaluation/feedback methods

Step III: Training Implementation

The next step will be the implementation of the training. Implementation activities are sequenced as follows:

- establishing and maintaining the training environment
- confirming the appropriateness of course objectives and content/topics
- directing and coordinating the course
- conducting training sessions
- soliciting and monitoring feedback
- revising planned training activities as circumstances indicate and allow.

Step IV: Training Evaluation

The last step of the course development process will be evaluation conducted at three levels: trainee evaluation; training activity evaluation; and training program evaluation.

Both trainees and trainers will contribute to the trainee and training activity evaluations as follows:

(a.) Trainee Evaluation

Formative: Observations during the course of the trainee's application of skills, e.g. role play participation, project presentations and practice performance.

Summative: Standard pre- and post-tests (if appropriate). Pre- and post-training site visits (if allowable under personnel and funding limitations) would provide information on the impact of the training on job performance.

(b.) Training Activity Evaluation

Formative: Trainees give daily oral or written feedback on course content, training methods, logistics, etc. so that changes can be made as necessary. Trainers will use feedback to evaluate the day's training activities and to revise the course if needed.

(c.) Training Program Evaluation

Formative: There will be a major project evaluation conducted by external FP professionals and guided by the project purpose and specific objectives.

Summative: Trainees will complete, at the end of the course, an evaluation form on content, length, materials, trainers, objectives, facilities, logistics and administrative support. These reviews will be evaluated by independent staff and the trainers themselves. The outcome of these evaluation activities will be a written report summarizing both trainee and trainer assessments.

2. Course Management

Over the life of this project, CAFS will have the responsibility for planning, implementing, evaluating and coordinating all training activities using the four step process discussed previously. Technical assistance to aid in course design, implementation and evaluation will be provided through the project.

To manage courses and the overall project, CAFS will develop an annual plan for each of the three project years. The plan will contain the following:

- budget appropriations
- type, content and schedule of courses
- assignment of trainers
- selection of venues
- assignment of support staff
- schedule/allocation/securing of facilities
- securing materials/equipment
- establishing committee membership and criteria for participant screening and selection
- establishing recruitment strategies

more specific activities which relate to the administrative support of the training courses will be found in the implementation plans of the individual courses (see Annex C).

3. Teaching Methodology

The training methodology for all courses will be the adult experiential model, that is trainers will promote active participation of trainees in their learning. Examples of such training activities/techniques are small group work, structured, practical role plays, group and individual project development and their presentations, curriculum development, and training materials development. Emphasis will be placed upon learning new, more appropriate approaches to their present work activities. Illustrative of individual course outcomes will be family planning management plans, curriculum/training plans, information/education/communication strategies, and current, up-to-date clinical practices.

4. Types of Courses

Under this project, four new training courses will be developed and conducted. These are:

- Management of Family Planning Programs
- Training of Trainers in Clinical Family Planning
- Contraceptive Technology Update
- Family Planning Communications

The first three are partially based on two courses developed by CAFS in 1983/84 with assistance from the Columbia University Center for Population and Family Health. In 1983-1984, under this AID-supported activity, 15 participants were trained in

"Contraceptive Technology Update," and 19 in "Management of Family Planning Programs for Senior Staff." Based on the experience and feedback from these courses, the new courses to be developed under this project will have methodologies, and curricula with a more focused content. For example, the original Columbia/CAFS "Contraceptive Technology Update" included a trainer of trainers component; this will now be developed as a separate course. The Contraceptive Technology Update Course to be developed under this project will emphasize supervised clinical experiences.

The Family Planning Communications Course will be developed under a separate cooperative agreement with Johns Hopkins University Population Communication Services Program (PCS). A description of this course follows the summary of the other courses. A full description of each course content, training methodologies, staffing, and technical assistance, can be found in Annex C.

a. Management of Family Planning Programs

As family planning services in Africa increase, the need for effective managers of Family Planning Programs has also increased. In many cases, physicians, nurses, nurse-midwives and educators have managerial responsibilities but lack formal training in management and supervision. This course will focus on the development of managerial skills for mid-level Family Planning program managers. Participants will be trained in two courses per year or a total of six courses. The courses will be four weeks each. Courses will be conducted in French and English and a total of four English and two French courses will be held. The venue for the Anglophone course is the CAFS

training centre in Nairobi, Kenya. In the second and third program years, courses may be conducted in Lome, Togo (in French). Between 90 and 120 participants will be trained.

b. Training of Trainers in Clinical Family Planning

Development and strengthening of African FP institutions is dependent upon skilled trainers - nurses, midwives, nurse-midwives and physicians who are often pre-service faculty as well as in-service trainers. Training trainers produces a "multiplier effect" in that the larger the number of trainers, the greater the potential for providing training.

The goal of this course is to update the knowledge and skills of FP operational personnel in the areas of training methodology and training program development. It is designed primarily for nursing and midwifery personnel with major FP training or tutor responsibilities. Two four-week courses will be offered each year, with a maximum of 20 participants in each course. The courses will be in English, and the venue Nairobi. Up to 120 participants will be trained in these courses.

c. Contraceptive Technology Update

With the expansion of both pre-service and in-service FP training in Africa, skilled service providers are now offering a wide variety of FP services in clinics, hospitals, community and outreach settings. What is not readily available, however, are organized opportunities for updating providers' skills and knowledge in new methods, new clinical techniques, and new FP scientific developments. This course is intended to fill that gap, by offering new information and techniques. It will also offer supervised clinical experiences.

The goal of the Contraceptive Technology Update course is to train FP service providers in the knowledge and skills related to contraceptive methods, recent developments in the field, and client management. A maximum of 30 FP service providers - nurses, midwives, and nurse midwives and physicians will be trained per year (two courses, 10-15 participants each). The courses will be in English, with the venue Nairobi, Mombasa or another Kenyan site with suitable clinic facilities for supervised clinical skills experiences. A total of six courses will be conducted training a maximum of 90 participants. Each course will be three weeks in duration.

d. Family Planning Communications Course

The need to strengthen capabilities in communication knowledge and skills has been recognized by Family Planning Associations and other organizations for a number of years. In response to this need, CAFS has held three communications training courses in the area of family planning education and information dissemination. In-country courses have also been offered for field and clinical staff, which included a small communication component. Similarly, several other courses held for managers and senior clinicians presented general communication concepts. The experience from these courses has confirmed the need for continuing family planning communications training.

Communication training needs fall into two broad categories: 1) interpersonal skills in counseling and motivation for middle level personnel working in program management or service delivery and 2) national communications mass-media planning and strategy development skills for high level regional or national communications personnel, including specialists in mass media, involved in coordinating a national

family planning communication program. Discussions between CAFS and Johns Hopkins University (JHU)/Population Communication Services (PCS) have led to a proposal of collaboration between the two centres to jointly train these two groups. A subgrant in the form of a cooperative agreement will be awarded to JHU/PCS which will support approximately 16 person months of technical assistance. Since AID expects to have substantial involvement in the nature and direction of PCS' work with CAFS, a cooperative agreement is the most appropriate award mechanism. It is expected that the mechanism for financing will be a "buy-in" to the existing PCS Cooperative Agreement awarded by the S&T Bureau.

PCS offers wide experience in many communications areas including special expertise in mass-media and high-level programming assistance. CAFS offers experience in interpersonal communication training for middle level operational staff. The collaboration anticipated between CAFS and PCS, will result in the design, implementation and evaluation of training courses to be held through the Centre.

An extensive needs assessment in the first year will guide the planning of specific training content for the two levels of communications staff. At present, communications staff at CAFS is limited. Staff training and recruitment will take place with technical assistance from PCS before any training is developed and implemented, allowing time for staff development and recruitment, and design of courses based on current assessment of communication training needs in several countries. Workshops and in-country follow-up courses will be planned where appropriate. A workplan for the development of

the communications training course including the goal and rationale will be developed by CAFS and PCS and will be part of the cooperative agreement with PCS.

It is expected that, over a three year period, CAFS, with assistance from PCS, will

-Conduct a staff training workshop in the first year of the Project; and plan and conduct communications courses in English, and two in French, starting in year two of the project. A total of four (four week) courses will be conducted over the life of the project training a total of 80 participants.

C. Inputs

The inputs required for the project are summarized below by major funding category.

1. Technical Assistance

Approximately 33 1/2 person months of short term technical assistance will be required to develop CAFS capacity to undertake the project activities. Specific requirements for course development and implementation are as follows:

<u>Course</u>	<u>Life of Project Person Months</u>
Training of Trainers	8
Contraceptive Technology Update	5
Management of FP Programs	4 1/2
Communications (PCS Cooperative Agreement)	16
	<u>33 1/2 pm</u>

PCS will provide the communications advisory assistance and the other technical assistance will be recruited and contracted by CAFS through Personal Service Contracts (PSC). These advisors and resource persons will be recruited from the U.S. and Sub-Saharan African countries. The plan is to have a single advisor for each of the other three courses who will assist CAFS on a periodic basis over the life of the project.

2. Staff Support

New staff will be recruited by CAFS under this project to help develop and manage the new courses including a full time project administrative officer who will help in the planning and administration of the program. The Project Director will be supported under this project for three person months per year, to coordinate project activities. For the technical staff, the following support will be provided.

<u>Staff</u> <u>Position</u>	<u>Life of Project/</u> <u>Person Months</u>
Project Director	9
Physician: FP Technology	24
Nurse/Midwife Trainer in FP	36
Management Trainer	18
Management Co-trainer	12
Communication Trainer	36
Communication Co-trainer	<u>18</u>
Total	153

All positions are expected to be full time. It is anticipated that core IPPF or other donor funds will be used to finance the balance of the salary of the staff members partially funded by this project. For those staff members partially funded under the project, it is expected that their responsibilities will also include other CAFS activities and, thus, will be financed by sources other than AID. Finally, approximately two person months of resource consultant assistance per year will be provided. All staff and consultants to be funded under this Project will require the written approval of AID.

3. Staff Development/Training

The technical assistance provided by the project will be an important factor in staff development. However, there will be a need for specific training to up-grade the skills of new and present CAFS training staff. The need for training, to a large extent, will depend on the skill levels of the new employees. Realizing the importance of staff development and training, approximately \$75,000 is provided for this type of activity over the life of the project.

4. Per diem and Travel

Per diem and travel costs for all participants and staff are included in the budget.

5. Other Costs

Clinic use fees, training materials, other administrative costs and library support are included in this category.

D. Outputs

At the end of the project, CAFS will have an increased capacity to train personnel in FP management, clinic techniques and training and communication. CAFS will also improve its teaching methodologies as well as its ability to develop and manage courses. The specific outputs of the project will be trained individuals who are capable of providing FP programs in Africa.

The following chart provides a summary of the types and total number of training courses, the language of instruction, total participants to be trained and total participants receiving project support for the three year life of project.

<u>Course</u>	<u>Total Number of Courses</u>	<u>Language of Instr- uction</u>	<u>Total Participants Trained</u>	<u>Total Participants Trained by Project</u>
Management of FP Programs	6	4 English 2 French	120	90
Training of Trainers	6	6 English	120	90
Contraceptive Technology Update	6	6 English	90	60
FP Communications	4	2 English 2 French	80	60
Total	<u>22</u>	<u>18 English 4 French</u>	<u>410</u>	<u>300</u>

The project funds the minimum number of participants required to conduct a course and CAFS, from its core monies, through a tuition fee structure or other donor support, will fund additional participants. It is expected that CAFS will at least 50 and up to 110 additional participants to attend these courses. This support will include travel and per diem as well as tuition and course fees. The total number of participants that could be trained in the project courses is 410. Of this total, AID will finance the travel and per diem cost of 300.

IV. FINANCIAL PLAN AND BUDGET

The total cost of the project is \$3,206,000 of which the AID contribution will be \$2,319,000 (rounded to \$2,300,000 for authorization). CAFS will contribute \$465,000 in direct support of the project. Most of the CAFS contribution will be for core administrative support to the project. Additional support will be received from CAFS in the form of tuition charges and per diem paid by participants and applied to course expenses. The target is to have 50 participants pay tuition and per diem during the life of the project. This is estimated to generate \$200,000 of the CAFS total contribution. The funding for these paying participants may come from AID funded organizations such as INTRAH, Pathfinder, or FPIA or from other donors. Contributions from the participants and their host countries or institutions are estimated at \$422,000. A detailed project budget is presented in Table 1.

Table 1

BUDGET CAFS FP TRAINING SUPPORT PROJECT
(Dollars)

I. USAID Contribution	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Total</u>
<u>Technical Assistance</u>				
Contraceptive Update Nurse/Midwife (PSC - 5 pm)	24,000	8,000	8,000	40,000
FP TOT Specialists (PSC - 8 pm)	32,000	24,000	8,000	64,000
FP Management Specialist (PSC - 4 1/2 pm)	24,000	12,000	-	36,000
Communication (PCS Subgrant - 16 pm) (at 10,000/month)	80,000	40,000	40,000	160,000
Sub-Total	<u>160,000</u>	<u>84,000</u>	<u>56,000</u>	<u>300,000</u>
<u>Staff Support</u>				
Project Director (3 mos/yr)	10,000	10,000	10,000	30,000
Project Administrative Officer	16,000	16,000	16,000	48,000
Administrative Assistant (bilingual)	15,000	15,000	15,000	45,000
Nurse Midwife Tutor	25,000	25,000	25,000	75,000
Physician (8 mos./yr)	20,000	20,000	20,000	60,000
Management Trainer (6 mos/yr)	12,500	12,500	12,500	37,500
Management Co. Trainer (4 mos/yr)	7,000	7,000	7,000	21,000
Comm. Trainer	25,000	25,000	25,000	75,000
Comm. Co-Trainer (6 mos/yr)	12,500	12,500	12,500	37,500
Consultant/Experts for Special Course Topics (\$3000/mo)	6,000	6,000	6,000	18,000
Sub-Total	<u>149,000</u>	<u>149,000</u>	<u>149,000</u>	<u>447,000</u>
<u>Training: Short Courses for Staff</u>				
Technology Update	10,000	5,000	5,000	20,000
Training of Trainers	10,000	5,000	5,000	20,000
FP Management	10,000	5,000	5,000	20,000
Communications	8,000	6,000	1,000	15,000
Sub-Total	<u>38,000</u>	<u>21,000</u>	<u>16,000</u>	<u>75,000</u>
<u>Travel and Perdiem</u>				
Technology Update (20 parts. 1 yr)	66,000	55,000	44,000	165,000
Training of Trainers (30 parts/yr)	80,000	80,000	80,000	240,000
Management (30 parts/yr)	85,000	85,000	85,000	255,000
Communication Workshop (1) and Courses (4)	20,000	100,000	100,000	220,000
Staff and Consultant Travel	35,000	20,000	20,000	75,000
Sub-Total	<u>286,000</u>	<u>340,000</u>	<u>329,000</u>	<u>955,000</u>

I. USAID Contribution (Cont.)	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Total</u>
<u>Other Costs</u>				
Clinic Use Fees/Honorarium	2,000	2,000	2,000	6,000
Training Materials and Equipment	25,000	25,000	25,000	75,000
Library	5,000	2,000	2,000	9,000
Office and Class Rental (60%)	25,000	25,000	25,000	75,000
Staff Recruitment	15,000	-	-	15,000
Conf/Training Rooms (non-Nairobi courses)	5,000	5,000	5,000	15,000
Other Administrative Costs	10,000	10,000	10,000	30,000
Evaluation		30,000		30,000
Sub-Total	<u>87,000</u>	<u>99,000</u>	<u>69,000</u>	<u>255,000</u>
Total	710,000	683,000	609,000	2,002,000
Inflation (6%)	-	41,000	76,000	117,000
Contingency (5%)	60,000	60,000	50,000	170,000
USAID Grand Total	<u>780,000</u>	<u>794,000</u>	<u>745,000</u>	<u>2,319,000</u>
		(Round to 2,300,000)		

II. CAFS CONTRIBUTION

Director (60%)	24,000	24,000	24,000	72,000
Controller (60%)	10,000	10,000	10,000	40,000
Information and Documentation Officer (60%)	15,000	15,000	15,000	45,000
Support Staff	15,000	15,000	15,000	45,000
Other Costs	15,000	15,000	15,000	45,000
Tuition and Per diem (50 participants)*	60,000	70,000	70,000	200,000
Total	<u>139,000</u>	<u>149,000</u>	<u>149,000</u>	<u>437,000</u>
Inflation (6%)	-	9,000	19,000	27,000
CAFS Grand Total	<u>139,000</u>	<u>158,000</u>	<u>168,000</u>	<u>465,000</u>

III. PARTICIPANTS CONTRIBUTION

Salary (at \$650/mon avg)	60,000	80,000	80,000	220,000
On the job training and TOT at Participating Insti.	40,000	50,000	60,000	150,000

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Total</u>
Participants Contribution (Cont.)				
Other Costs	8,000	10,000	8,000	26,000
Total	<u>108,000</u>	<u>140,000</u>	<u>148,000</u>	<u>396,000</u>
Inflation (6%)		8,000	18,000	26,000
Other Total	<u>108,000</u>	<u>148,000</u>	<u>166,000</u>	<u>422,000</u>
<hr/>				
IV GRAND TOTAL FOR PROJECT	1,027,000	1,100,000	1,079,000	3,206,000**

* Funding for participants will come from other donors through CAFS

** Contingency included

Several methods of implementation and financing were considered for the project. The design team's recommendations are as follows:

<u>Activity</u>	<u>Method of Implement</u>	<u>Method of Financing</u>	<u>Approx. Amount</u>
CAFS Courses and Support	Grant	Direct Pay Reimburse (2 month advance)	\$1,940,000
Communication Technical Assistance (PCS)	Cooperative Agreement	Direct Pay Reimburse	\$ 160,000
Contingency			\$ <u>200,000</u>
		Total	<u>\$2,300,000</u>

The small size of CAFS and its lack of working capital makes a two month advance necessary.

V. ANALYSES

A. Institutional Assessment of CAFS

1. History and Legal Status:

In 1975, CAFS was established at Egerton College as part of the IPPF African Education Project. Following various reviews and recommendations, IPPF moved CAFS to Nairobi in January 1979, establishing it as an affiliated entity operated in Kenya under the IPPF umbrella. In April 1981, the program at CAFS was again reviewed by an IPPF team which recommended that CAFS be established as an autonomous institution with a separate legal identity. As the first step toward this independence, The Council of the IPPF African Region (IPPFAR) approved a Constitution establishing CAFS as an independent organization.

CAFS started operating under its new constitution as an autonomous body in January 1983. CAFS, however, remained dependent on IPPF funding and in the family of IPPF affiliates.

The next step for CAFS was to register as a not-for-profit organization in Kenya. This registration/agreement would give CAFS legal operational authority as well as certain tax and personnel privileges. The Government of Kenya registration was given to CAFS, effective 7 December, 1984, under certificate of registration No. 12379.

The management of CAFS is now in the hands of a separate Board of Directors and Management Committee that sets policy and provides management guidance and is formally independent of IPPF.

2. Program Objectives:

CAFS, as a training institution, has a primary goal to educate and train personnel in sub-Saharan Africa to promote family planning and family welfare. Its objectives are to:

- a. Raise general awareness among public leaders and decision makers of the importance of family planning as a component of development, and to keep them up-to-date on current population trends and their implications for development.
- b. Train managers, supervisors and middle level personnel engaged in family planning and other social development programs to expand their knowledge and upgrade their skills in promoting and implementing family planning programs.

- c. Carry out research and assemble information in population and family planning relevant to its educational and training roles.
- d. Provide technical assistance to Family Planning Associations and relevant organizations to upgrade their competence and improve their training programs.

CAFS runs regional, sub-regional and in-country programs in English and French. The programs are of three types:

- a. Seminar/Consultations of one to two week duration, designed to facilitate discussion and disseminate up-to-date information or ideas among policy and decision makers and opinion leaders, and to encourage policies and programs in family planning and population activities.
- b. Workshops of one to four weeks to produce teaching and training materials for use in population and family planning programs.
- c. Training Courses from three to ten weeks duration on a specific theme or on a combination of related themes for family planning staff.

3. Core Staff and Affiliated Consultants:

CAFS currently has seven full-time professional staff members. They are:

<u>Name</u>	<u>Position</u>
1. K. E DeGraft-Johnson	Director
2. Noel Dossou-Yovo	Deputy Director
3. Ezekiel Kalaule	Senior Program Officer
4. Jane Kwawu	Program Officer
5. P.M. Guy Moutia	Program Officer (Francophone)
6. Henry Matovu	Program Officer
7. Tamba Komba	Info/Documentation Officer

Dr. Nimrod Mandara, IPPF Program Officer, also serves as 50% time medical advisor.

Support staff includes a full-time Finance/Administration Officer, secretaries, driver, and cleaner. In addition, CAFS draws on consultants from a roster of about 40 resource personnel for use as trainers in its various courses. These include physicians, nurses, midwives, health educators and other population/family planning professionals, especially from the National Family Welfare Center (Kenya) and UMATI (Tanzania).

Staffing Needs include:

- a. more full-time clinical trainers, i.e. at least one nurse-midwife with specific FP training skills;

- b. update for all staff in training of trainers methodologies and skills;

Recent improvements include:

- a. experience gained from the Columbia/CAFS consultation in August 1983;
- b. technical assistance provided under the CAFS/Columbia University subgrant to the FHI cooperative agreement with Columbia;
- c. short-term project management and master trainer courses for two staff members at the University of Connecticut in 1984 (supported under AID's central Worldwide Training Project);
- d. the hiring of two new staff members to assume specific program responsibilities, reducing the excessive workload of the other staff.

This project will continue to enhance and improve staff and institutional capabilities in the following ways:

- a. It will support the hiring of core professional staff with experience clinical family planning, notably a nurse-midwife trainer for three years who will provide the primary clinical support necessary for the CT Update and TOT courses. It will also provide salary support for 8 person months of FP physician staff time.

- b. It will broaden CAFS' training capabilities so that more specific FP courses can be conducted. Fewer resource persons will be needed, as trainers will be able to conduct the bulk of the training based on their own knowledge and expertise.
- c. More administrative staff will be hired so that trainers will be freed from the many administrative and logistical details they currently perform.
- d. Technical assistance (outside, short-term) will be provided to assist staff members in critical areas such as training methodologies, competency based curriculum design, and evaluation.
- e. Staff development, including in-service short-term training at CAFS, and other short-term U.S. or other training will be provided.

4. Activities

CAFS has offered broad training in population and family planning since 1979. Courses are offered regionally (Nairobi - based), sub-regionally and in-country. Numbers of courses and seminars conducted since 1979 are as follows:

1979 - 4	1983	- 5
1980 - 4	1984	- 8
1981 - 4	1985	- 9 (projected)
1982 - 5	1986	- 11 (projected)

CAFS programs include 1) training courses on specific themes in family planning; 2) seminars/consultations to disseminate information and ideas among policy makers and leaders in POP/FP; 3) workshops to produce teaching/training materials.

Approximately 620 persons from 26 African countries have been trained to date. Sub-regional courses in French were conducted in Togo, Senegal, Mauritius, and Madagascar. A list of course titles and participants' country of residence is contained in Annex J.

Other activities have included publications of a Family Life Education Manual and technical assistance visits by staff to various countries.

a. Consultancies

CAFS currently provides three types of technical assistance:

- Advisor in course design and implementation (with funding from the IPPF) for local training programs;
- Planning courses in collaboration with local FPA's;
- Short-term technical assistance to courses, e.g. specialized lectures.

Under this project, core staff will make fewer technical assistance visits to FPAs, and assume full-time training responsibilities.

b. Demand for Courses

There is a substantial demand for CAFS courses, but often personnel have trouble being released from their jobs for long periods of time. Offering shorter courses, such as the ones proposed in this project, should enable more personnel to be available for training.

5. Financial Records and Controls

CAFS' accounts were prepared as part of the IPPF Africa Regional office through December 31, 1982. As part of the annual report of accounts by IPPF, CAFS procedures and controls were acceptable to AID and the IPPF Auditors, Price Waterhouse. Starting in 1983, with the establishment of CAFS under a separate constitution, independent accounting procedures and records were kept and audited. The auditors report concluded that proper records have been kept and that they give a true and fair view of CAFS financial affairs. The 1983 report shows that CAFS operated in accord with budget procedures and sound accounting principles.

Sources of funds for CAFS during 1983 and 1984 are summarized below.

SOURCES OF FUNDING

	<u>1983</u>	<u>1984</u>
International Planned Parenthood Federation	\$600,000	\$635,700
DANIDA	12,620	4,857
UNFPA	8,397	7,618
Columbia University (from AID)	10,735	-
USAID	-	181,434
CIDA	-	205,151
Sale of Assets and Other Income	<u>31,112</u>	<u>5,300</u>
TOTAL INCOME	\$668,864	\$1,040,060
	=====	=====

The issue related to source of funding is the dependence of CAFS on the IPPF grant which accounted for approximately 63 percent of CAFS funding in 1984. Both CAFS and IPPF believe that the Centre must attract other donor support to become a financially independent organization. Ending dependence upon IPPF, or for that matter any other donor, is an organizational goal of CAFS. It is unreasonable to expect that the Centre will achieve this goal in the short term, however, CAFS is seeking other donor support as part of a long term plan to develop a broad funding base. In addition to gaining other donor support, CAFS is planning to install a tuition/fee system for all its courses to help make the institution more financially independent. Some money has been earned in this

way, but substantial increases are possible. The attraction of paying participants will reflect a real demand for the CAFS courses.

At this early point in CAFS development, it is unreasonable to expect a major change in its sources of funds. It is important, however, for CAFS to begin to plan to strengthen its financial position. CAFS has begun this process and is including budget support for its fund raising activities in 1985.

6. French Capability

The Centre for African Family Studies has held five courses in French within the past two years: one course in Integrated Family Welfare (Togo), two courses in Communications (Senegal and Madagascar), and two courses in Management of F.P. Programs (Togo and Mauritius). French-speaking core staff, include the deputy director and a program officer (both bilingual French/English) with backgrounds in economics, public administration and literature on one hand, and social casework, education and communications on the other. French speaking support staff include the secretary to the director, another secretary, and the Information and Documentation Officer.

French course instructors include the two core staff and resource personnel at the specific training site who are used extensively. There are no French speaking staff members with FP clinical experience. Limited printed materials are available in French.

There is existing but limited capability to produce courses in French at present. As additional courses are developed,

French speaking staff will have to be recruited to meet the demands of specific courses presented in the proposal (See Annex C).

7. Clinic Affiliations

Supervised clinical experience will be included as part of the Contraceptive Technology Update course. The purpose will be for participants to reinforce theoretical learning, and provide them with opportunities to observe and practice the latest clinical procedures.

Clinical experiences will include (but not be limited to):

- observation of voluntary surgical contraception in operating theatres, including counseling;
- IUD practice (insertion, check, and removal); and
- barrier methods, especially diaphragm fitting.

The amount of time spent in clinics will vary according to the needs of the participants, and the minimum performance standards set by the course trainers.

CAFS will make an assessment of possible clinical practice sites. This will include several site visits by the director, family planning trainers, and medical officers. Criteria for clinic selection will include facilities, patient load, staff (expertise and number), general suitability and any in-kind remuneration or honoraria to be provided to clinics for

providing supervised experiences. An illustrative list of possible training sites is as follows:

1. Mombasa-
 - a) Coast General Hospital
 - b) Mkomani Harambee Clinic
 - c) FPAK Private Clinic;

2. Nairobi- National Family Welfare Centre.

Other FPAK and Ministry of Health facilities may also be explored.

8. Conclusions

An institutional and financial assessment of CAFS clearly shows that the Centre is highly capable and is an excellent choice to implement this grant. CAFS has a successful record of conducting family planning education and training courses. Its financial controls and records are strong and its French capabilities are adequate. Planning for clinical training sites is well underway.

B. Technical Analysis

The determination that the proposed CAFS program is technically feasible rests on three points. First, a general needs assessment has been conducted by CAFS, AID and PCS which identifies a training gap in three areas: communications, family planning technology and program management. The project focuses on these areas and, thus, limits the scope of the training task. This strengthens the program not only administratively but also technically in that the requirements are easily defined and manageable. Secondly, the training

program development process and course methodology presented in this proposal (Section IIIB and Annex C) are sound. The adult experiential training model has already been used throughout Africa and has been judged to be most successful for adult skill learning. Similarly, the training program development plan has been used with good results by CAFS in the development of various types of family planning courses. Finally, a regional approach to training in family planning fosters an interchange among professionals that strengthens individual national programs by bringing new ideas or perspectives on problems.

In summary, the proposed project is technically sound and not complex. Implementation should benefit from its relatively simple and focused approach.

C. Economic Analysis

Measures of economic and financial worth such as net present value, discounted cost/benefit ratio or internal rates of return are impossible to calculate for this project. The benefits of the training activities will be spread across Africa and affect family planning programs which themselves are often difficult to evaluate. Thus, this economic review presents only a least cost analysis of the program and technical alternatives possible to achieve the project objectives.

A general needs assessment was conducted by CAFS, Columbia University and AID in the areas of family planning technology and program management. Additional reviews will be carried out by CAFS with advisory assistance from PCS in the area of communications for family planning. This process of needs

assessment and impact evaluation will continue as an integral part of the courses throughout the project. Thus, the training's economic value is cost effective because it is based on identified weaknesses in FP programs in Africa. Because the CAFS courses will make FP programs more effective and successful, the economic worth of these programs will increase.

An indigenous African regional training center is the most cost-effective approach to meeting the training needs in Africa. The small size of most of the FP programs in Africa does not warrant developing a national training program in the specific areas proposed in the project. In some countries, national FP programs are operating but individual clinicians or trainers would greatly benefit from courses in FP technology update, training of trainers and program management. The development at the national level of a course in any of these areas would be expensive and because of the small number of target participants, the course is likely to be offered on a one time basis only. No self-sustaining program could be developed. A second alternative is to provide the training in the United States. This alternative was rejected because U.S. based training is estimated to be 50% more expensive and does not foster the objective of building and strengthening an indigenous African training center. Clearly, an African regional approach is the most cost effective in achieving the project objectives.

CAFS was selected because of its unique position as an African regional training center and its history of successful implementation of courses over the last six years. The conclusion presented in the institutional assessment of CAFS' capability supports this judgement.

Alternatives to the technical aspects of training are less effective than the adult experiential model and the training program development process proposed in this project. The methodology and approach to course development have been discussed previously. The effectiveness of the approach supports the conclusion that the least cost alternative is planned.

In summary, the project is economical viable in that it meets identified training needs in Africa in a cost effective manner.

D. Social Soundness Analysis

1. Socio-Cultural Context

Placing the CAFS training program in a clear socio-cultural context for all of Africa is impossible. For this analysis it is sufficient to say that population growth is a serious problem throughout Africa. Substantial local resources and international donor assistance are being used to address the many aspects of the problem. Training for FP service delivery and the communication of the need and the availability of services is an important aspect of the development of family planning programs in Africa.

2. Beneficiaries

The direct beneficiaries will be the trainers and staff at CAFS as well as the 410 participants in the training courses, most of whom are expected to be women. To the extent that the training program is self-sustaining, future participants will also be direct beneficiaries. Indirect beneficiaries include those people in national family planning programs who receive

on-the-job or formal training from the project participants. The ultimate beneficiaries are those women who decide to use family planning practices and benefit from the improved services resulting from the project training. The project benefits will flow mostly to those countries with a commitment to family planning and a program to support it. No country or individual group are likely to be adversely affected by the project.

3. Participants

The design of this project has been based on the direct participation of the CAFS staff in the project planning and development process. Their input has been central to the design. Through interviews as part of the needs assessment and the feedback from the CAFS Columbia courses, participants ideas and requirements have also been factored into the project design. Additionally, the proposed process of course implementation includes an evaluation and feedback mechanism as an integral part of the courses. To the extent possible, the impact of the course on participant job performance will be evaluated and used to guide course revisions.

4. Socio-Cultural Feasibility

The commitment of the staff and Board of Directors of CAFS to family planning is total. The organization has a long history of family planning education and has recently committed itself to expanding its family planning training program for operational personnel - the main target group of this project. The question arises as to the commitment of the host country and local institutions which will be sending participants to

CAFS for training. CAFS participant selection will weigh heavily the probability that the training can be useful in the context of the participants home country and institution.

5. Impact

The project impact will be greatest on women who will make up the majority of the participants. Overwhelmingly, women and their families will also be the ultimate beneficiaries in that the family planning programs in which they participate will improve. Crucial to the regional training approach is the spread effect of the program on the improvement of FP programs throughout Africa. Because of this spread effect, the impact of this relatively small program will be extensive. Finally, to the extent that the courses can be sustained by CAFS after the project, the benefits will continue and the impact will increase after the end of the project.

6. Conclusions

The discussion and reviews presented in this analysis lead to the conclusion that the project is socially sound. Successful implementation is not limited by socio-cultural factors; the project benefits will flow to appropriate individuals and groups; and the social impact of the project will be substantial.

VI IMPLEMENTATION AND ADMINISTRATION

A. Implementation Plan

An overall project implementation plan and detailed course plans are contained in Annex C.

B. Managerial and Administrative Responsibilities

The Centre for African Family Studies is the implementing agency and as such, will assume overall responsibility to plan and conduct all training courses; handle administrative, enrollment, scheduling, procurement, and financial matters; and arrange and coordinate instructors, consultants, and participants. The Director of CAFS will be the responsible officer for coordinating all project activities. For the development and implementation of individual courses a CAFS staff member will be assigned as course coordinator. In most cases this individual will also be the principal trainer. The project will also support a full-time Administrative Assistant who will manage the logistical and administrative details for the courses (e.g. international travel, accomodation, per diem, local travel, etc.).

On the AID side, the Regional Population Officer in REDSO/ESA will be the project manager. She will be assisted by the Population Assistant in REDSO/ESA. REDSO/WCA will also be informed of all project activities and will participate in review and approval of annual work plans and any other overall oversight desired by REDSO/WCA. Given the close contact of the REDSO Population Officers to programs throughout Africa, supervision and management of this regional training activity is a logical extension of their work. Participant host countries and institutions will nominate and make available appropriate family planning staff for CAFS courses. CAFS will have primary responsibility for selecting candidates; however AID reserves the right to nominate and approve/disapprove candidates. Where needed, local institutions will provide in-country training sites and may be called upon to assist in logistical support.

C. The Grant and Contracts

CAFS will carry out the activity of this project through a direct AID grant of \$2,140,000 which will fund all project activity except for the technical assistance from PCS. The balance of the grant, \$160,000, will be used to "buy-in" to the existing PCS cooperative agreement.

The technical assistance for the courses in contraceptive technology update, training of trainer and management will be contracted by CAFS directly as personal services contracts. It is expected that there will be one contractor per course. Annex I includes a waiver of US only nationality requirement, permitting the procurement of services from Sub-Saharan countries. For the communication area where there remains more to do in assessing the needs and setting the priorities, Population Communication Services, an AID funded group at Johns Hopkins University, will have to have its cooperative agreement amended to work with CAFS to develop communication course(s).

D. Procurement of Goods and Services

For the CAFS, commodity procurement will be from the cooperating country or the US (Code 000). A Nationality Waiver will be processed for procurement of technical services in the amount of \$158,000 from 941 Sub-Saharan Africa countries.

E. Conditions and Covenants

1. Prior to disbursement of initial funds, CAFS will provide to AID a detailed first year budget and written workplan for AID review and approval.

2. Prior to disbursement of funds for each subsequent year, CAFS will provide to AID a detailed yearly budget and written workplan for AID review and approval.
3. CAFS covenants to develop, by the end of the third month of the project, a written agreement to use clinical facilities as training sites for CAFS participants taking the family planning technology courses.
4. CAFS agrees to develop and implement a tuition/fee structure for course participants. The target is to have at least 50 participants pay tuition to attend project courses in addition to those supported by the project over the three year life of the project.
5. Written AID concurrence will be required for the reassignment or hiring of full time personnel, personal services contractors and consultants to be funded through the project.
6. AID approval will be required for all project course participants and course curricula. One month prior to the conduct of each course, a list of proposed participants, their title, country of residence, and work responsibilities will be sent to AID/REDSO/ESA for approval. A copy of the course curriculum will also be submitted at the same time.
7. At least the first project supported trip to each country outside Kenya must be cleared in advance by AID and the relevant USAID mission. The requirements for approval of subsequent trips are at the discretion of AID

- 8 All training materials and publications developed by the Grantee under this project are the property of AID and are not proprietary materials of the Grantee.
9. CAFS will deposit all grant funds for the project into a special account.

F. Reports and Evaluation Plan

1. Reports

Reports will be due at the end of each course, within one month of course completion. They will indicate numbers and types of personnel trained, topical outline, curriculum, (if requested by REDSO/ESA), and trainee evaluation results (both formative and summative).

Quarterly and Annual reports giving a composite picture of training conducted, and its expenditures for any in-country or international travel, and any other information determined to be necessary by the REDSO project manager will be submitted in a format acceptable to REDSO/ESA Project Manager. All reports will also be sent to REDSO/WCA. Other reports may be requested, as mutually agreed upon by AID and the grantee.

2. Evaluation

Evaluations will be conducted by CAFS staff with assistance from the short term technical advisors and REDSO. Evaluations will be both formative and summative, and at the trainee and training activity level. A fuller description of these levels of evaluation are cited under Section III-B-1 of this paper, entitled "Process of Course Development: Training Evaluation."

Description and Procedures for Approval
and Implementation of the
Family Health Initiatives Project
(698-0662)

INTRODUCTION

This paper establishes the concept, criteria and procedures for approval and implementation of an "umbrella" type project for short and medium term activities in family health and family planning. Funds for all activities will not exceed \$9,000,000 for a five year period from FY 1979 to 1983.

(1) Goal and Purpose of the Project: The overall goal toward which this project contributes is to create an awareness of population dynamics and to reduce the population growth rate within the context of maternal and child health services in sub-Saharan Africa. The purpose is: (a) to develop and establish family planning/population type programs, integrated into primary health care and other systems; (b) to conduct demographic and other surveys/research related to the incorporation of family planning components into primary health care and other systems. (The provision of family planning services as an approach to improvement of the health of African mothers and children is an important component of overall health programs. Childbearing is a direct and major cause of disease and debilitation among mothers and can directly affect the health and welfare of their children.)

(2) Outputs: Outputs will be set forth in discrete sub-projects covering various aspects of family planning/population activities. Approximately 18 such sub-projects are planned to be carried out during the life of the project, although the exact number depends on the financial magnitude of the sub-projects. Activities may be carried out in all sub-Saharan African countries for which bilateral assistance is approved, except those in the Sahel. The size and capacity of the field post as well as the attitudes of the host country towards population programs will influence the method by which projects are implemented, i.e., through host country governments or via other intermediary organizations. In no case will the sub-projects be of long term (over three years) duration. Longer term projects should be submitted through the usual A.I.D. programming mechanisms - ABS, CP, etc.

(3) Criteria:

A. The predominant rationale of each PID must provide incentives for smaller families and meet one or more of the following criteria:

1. Introduces a population/family planning component into

existing delivery systems, including health care and nutrition (e.g. MCH), agriculture (e.g. home economics), and community development (e.g. women's groups), etc.

Note: Family planning activities which employ pharmaceuticals (such as the Pill), invasive techniques (such as intrauterine devices), or surgical methods (such as tubal ligation and vasectomy) must operate under reasonable protective rules including adequate training of health personnel, informed consent of patients, appropriate health history and physical examination, adequate record-keeping, and effective patient follow-up for prevention and correction of any adverse effects. All project proposals containing any of the above clinical interventions will require AID/W review and approval of the project paper before mission obligation.

2. Is low-cost (affordable) to both the host country and its citizens.
3. Provides for economic and/or demographic studies/surveys to be used as baseline data.
4. Arranges observation and training programs for policy and opinion makers, political leaders, etc.
5. Provides training in family health and family planning to health staff, teachers, agriculturalists, community development workers, and others who will provide information to potential users.
6. Undertakes operations research/feasibility studies in such areas as "knowledge - attitude - practice" (KAP), improved delivery of health and/or other services, needs assessments for and potential usage of services, etc.
7. Provides for pilot activities and innovative approaches to family health.
8. Assists governments to formulate population policies.
9. Generally, A.I.D. input criteria are envisioned to include consultants and other advisory services, training, commodities, and possibly some renovation of facilities. Exact costs will be included in the financial plan of each of the sub-projects. Requests for financing of vehicles or other equipment items will be carefully scrutinized and must be fully justified. Funds may not be used for abortions or abortion-related activities.

A.I.D. inputs may include the following:

1. Advisory services may be either short term or long (Up to the life of project).

2. Short and long term training (up to two years) in the U.S. or third countries in Africa.

3. Renovation or expansion of existing facilities where justified (no new construction).

4. Procurement of vehicles where necessary; purchase of medical equipment, simple medication, contraceptives, etc.; and provision of audiovisual equipment and other training aids.

5. Local costs for per diem and in-country travel for in-country training of para-professional personnel who deal directly with people at the village level, including midwives, traditional birth attendants, and others, and for professional personnel who work in the program.

6. Recurrent costs and local salaries will be financed only with exceptional justification and where a phase-out plan is included.

(4) Procedures: The proposed project is designed to provide a vehicle for a swift response to USAID and host country initiatives in the family health area. This is an "umbrella" type project. Field posts will submit PIDs which, if approved in AID/W would permit them to prepare appropriate PP documentation (using guidance contained in Handbook 3, Chapter 6 B.2) and obligate funds through project agreements.

The procedure does not supercede the regular A.I.D. programming process, but rather quickly and flexibly responds to requests by African countries or intermediary organizations for assistance in family health and family planning. From time to time additional assistance may be provided under various Development Support Bureau projects in health, population, and nutrition which would be additive to funds provided herein.

The Accelerated Impact Program type mechanism proposed for use in this project has been used as a means for encouraging, testing and implementing development projects within a given set of criteria.

This project will utilize similar-design and implementation procedures as those related to the A.I.P. except that the implementation period will be expanded for up to three years (from signing of the project or other implementation agreement). Maximum LOP costs will be \$500,000.

(5) Processing Steps (for sub-projects of up to \$500,000 LOP with implementation span of from 1 to 3 years):

1. Appropriate field posts will be sent a cable providing the information included in this document.
 2. Field submits PID (Attention AFR/RA) together with IEC and necessary procurement and other waivers requests, if necessary.
 3. AFR/RA establishes a PID review committee and advises approval (or disapproval) by cable authorized by AA/AFR. The cable will include comments to be used by field in preparation of PP, and is followed by an allotment cable.
 4. Upon receipt of AFR/W PID comments, the field prepares a PP, with the assistance of REDSO, AID/W or others as required. Delegated Missions will directly authorize projects, as will smaller posts with relevant REDSO concurrence. Five copies of the authorization, PP and other necessary documentation will be pouched to AFR/RA.
 5. After receipt of cables (Step 3 and preparation of PP Step 4) field signs agreement obligating funds.
 6. Field pouches five (5) signed copies of agreement to AFR/RA.
- (6) Evaluation Plan: Field posts will evaluate sub-projects annually using standard PES procedures as set forth on form AID 1330-15(A and B).

An overall evaluation of the total project will be conducted by an independent evaluator at the end of the second year of implementation to determine whether: (a) the overall purposes and outputs of the project are being achieved; (b) modifications should be incorporated in project design; and (c) whether the project should continue to be implemented. Detailed scope of work for the overall evaluator will be approved by the project committee.

Clearances:

- | | |
|-------------------------|----------------------------|
| AFR/DR:CBelcher (draft) | AFR/DR:LBond (draft) |
| AFR/DR:TGeorges (draft) | AFR/DR:LHeilman (draft) |
| AFR/DP:GCauvin (phone) | AFR/RA:JRCummiskey (draft) |
| GC/AFR:EADragon (draft) | GC/LPIA:KCK (draft) |
| AA/LEG:ADickie (draft) | |

Drafted: AFR/RA:JRCummiskey:JDraus & AFR/DR:MSpeers:srs:9/5/79

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LOGICAL FRAMEWORK
 FHI: CAFS FP TRAINING SUPPORT (698-0662)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<u>Goal:</u> To improve the delivery of FP services in Africa	-	-	- Trained individuals return to FP programs
<u>Purpose:</u> To strengthen family planning delivery systems through the training of operational FP personnel in program management, contraceptive technology, training of trainers and communication	<u>EOPS:</u> - CAFS has the capacity to train personnel in FP management, clinic techniques and communication - Improved capacity of CAFS to develop and manage FP courses - Teaching methodologies improved at CAFS - Through the training of trainers, selected programs in Africa will have increased capacity to teach clinical techniques - Improved delivery of FP service in programs where staff have been trained by CAFS	- CAFS and subproject evaluations and other records	- FP programs, in which the trainees work, have the necessary facilities, equipment and contraceptives - CAFS receives other donor support in order to continue its core operation - Trained individuals are given opportunity within their programs to apply and test new concepts and techniques
<u>Outputs:</u> <u>Courses:</u> 1. Management of Family Planning Programs 2. Training of Trainers in Clinical FP 3. Contraceptive Technology Update 4. FP communications skills	<u>Magnitude of Outputs:</u> 1. 30-40 manager trained/year 2. 30-40 trainer trained/year 3. 20-30 Clinicians trained/year 4. 30-40 FP Workers trained in year 2 and 3	- Subproject and CAFS records and evaluations	- Recruitment of appropriate individuals proceeds in a timely fashion - Pre-training skills levels of trainees are adequate to enter
<u>Inputs:</u> - Technical Assistance: 33 1/2 pm short term - Staff Training: short courses in FP - Staff Support - Training Materials - Direct Support for Courses	<u>Implementation Targets:</u> -	- Subproject financial and other records	- Individuals staff members trained remain with CAFS - Appropriate individuals found to fill new staff positions

55

DETAILED COURSE DESCRIPTIONS

1. TRAINING OF TRAINERS IN CLINICAL FAMILY PLANNING

A. RATIONALE

There is an increasing need for trained Family Planning (FP) workers in public and private settings. Integral to the development of personnel for these FP systems is a cadre of trained trainers at the in-service level.

Development and strengthening of African FP institutions is dependent upon skilled trainers - nurses, midwives, nurse-midwives, and physicians - who are often pre-service faculty as well as in-service trainers. Training trainers produces a "multiplier effect" in that the greater the number of trainers, the greater the potential for providing training to both pre-service and in-service personnel.

B. BACKGROUND

In 1984, the Centre for African Family Studies held a "Contraceptive Technology Update" course in Nairobi, with technical assistance from Columbia University. The goal of the course was to enable participants to update their knowledge and skills in contraceptive technology and to design, implement and evaluate FP service delivery and training of trainers programs. There were 18 participants (15 sponsored under a CAFS/Columbia subgrant with FHI). Most of the participants were nurse or midwife tutors or clinicians engaged directly in service delivery in hospitals and clinics.

C. GOAL

The goal of this Trainers of Trainer course is to update the knowledge and skills of FP operational personnel in the areas of training methodology and training program development.

D. TARGET POPULATION

This course is designed for personnel with major FP training responsibilities for nursing, midwifery, and other health personnel. Participants should have at least two years of experience in FP service delivery and have demonstrable training/supervisory responsibilities. A total of 16 will be trained in each course.

E. METHODOLOGY FRAMEWORK

The experiential method of adult learning will be used. Since this is a TOT course, it is imperative that the experiential techniques used in the course are understood and processed by the participants themselves, since they in turn will utilize them in their own training sessions. The course will include training designs for each day and will be competency based. It will also include development of training materials.

F. CONTENT/TOPIC AREAS

The following is an illustrative list of topics to be included in the TOT curriculum.

Overview of Adult learning Techniques
Principles of Competency Based Training
(with exercises and case studies)
- Needs Assessment
- Task Analysis
Behavioral Objectives
Training Methodologies
Development of training plans and designs
Communications techniques
Materials development
Project Development
Evaluation

G. COURSE DURATION AND FREQUENCY

4 weeks, twice per year.

H. IMPLEMENTATION PLAN AND TIME FRAMES

- | | |
|---|-----------|
| 1. Design Needs Assessment Questionnaire
And Application | (2 weeks) |
| 2. Printing and Mail Out | (4 weeks) |
| 3. Order Training Materials | (4 weeks) |
| 4. Select/Process Participants | (8 weeks) |
| 5. Design Curriculum
(2 weeks) | |
| 6. Select Consultants - Hired | (4 weeks) |
| 7. Logistics in Place (Hotel, Travel) | (4 weeks) |
| 8. Course Conducted | (4 weeks) |
| 9. Reporting
(4 weeks) | |
| 10. Evaluation
Weeks) | (8-12) |

These time periods reflect overall time-spans during which cited activities will be performed. They do not reflect actual person months of staff time.

I. SUGGESTED VENUE

Nairobi

J. SPECIAL REQUIREMENTS

Facilities - Large training room with tables, chairs, chalk board. Smaller rooms for break-out work

Materials - Current textbooks and referenced hand outs
materials for designing simple visual aids

K. STAFFING REQUIREMENTS

One family planning physician with expertise in training of trainer methodologies and techniques as they pertain to family planning skills training. (4 p/m support for two courses).

One full time nurse or midwife trainer with advanced skills family planning trainer of trainer skills (co-trainer). This would be the co-trainer from the CT Update Course. (6 p/m support for 2 courses).

L. TECHNICAL ASSISTANCE NEEDED

YEAR	1 -	8 Weeks Per Course	Curriculum development expert in TOT programs (for participant selection, curriculum design, course and reporting phases)
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YEAR	2 -	6 Weeks Per Course	
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YEAR	3 -	2 Weeks Per Course	(Evaluation)
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2. CONTRACEPTIVE TECHNOLOGY UPDATE COURSE

A. RATIONALE

Family planning clinical skills training is now available in Africa at the pre-service and in-service levels. While much of this has been in-service training for doctors, nurses, midwives and auxiliaries, there is now a greater emphasis on pre-service training in schools of nursing and midwifery (at both the registered and auxiliary levels). Skilled service providers are rendering a wide variety of FP services such as IUD insertions, oral contraceptives and Natural Family Planning (NFP), in a variety of settings, (clinic, hospital and outreach). What is not readily available, however, are organized opportunities for updating or "refreshing" providers skills and knowledge in new methods, new clinical techniques, and new FP scientific developments. This course is intended to fill that gap, by offering new insights and competency based training to skilled professionals whose update needs are not met by existing in-service courses.

B. Background

In 1983-84, CAFS developed a "Contraceptive Technology Update" course with technical assistance from Columbia University. The objective was to enable participants to update their knowledge and skills in contraceptive technology (CT), and to design, implement and evaluate FP service delivery and trainer of trainer programs. This course trained 12 nurses and midwives. A full description of this course is available in the September 1984 REDSO/ESA Assessment.

The proposed CT Update course is a further refinement of this first course in that it:

- 1) emphasizes competency-based training with behavioral objectives;
- 2) includes only the contraceptive technology content without the CT and management components;
- 3) and will include supervised clinical experiences.

C. Goal

The goal of the CT Update course is to train FP service providers in the latest knowledge and skills related to contraceptive methods, developments and client management.

D. Target Population

Approximately 20 FP service providers - nurses, midwives nurse-midwives and physicians will be trained per year (8-10 per course). When possible, physician - nurse "teams", (especially when physicians have training, management, supervision or other clinic-related responsibilities) should be selected in order to provide both these categories of personnel with similar knowledge and skills. The emphasis will be on the participants' functional role as FP providers, rather than professional credentials per se. Participants should have at least one year of active FP service.

It is expected that most of the participants will be affiliated with government FP programs.

E. Methodology

The basic training methodology is competency - based, emphasizing experiential adult learning techniques. It includes daily training designs with objectives for each session.

Since the course is experiential, it includes practical clinical sessions for the more skills - oriented topics. Review and updating of current FP knowledge includes a wide variety of experiential techniques so that participants can process and demonstrate their understanding and skills.

F. Content/Topic Areas

All topics will include latest advances in individual contraceptive methods, as well as effectiveness, side effects, complications, contraindications, as well as general management of FP clients.

Illustrative individual topics are as follows:-

- Overview of MCH/FP
- Review of Anatomy and Physiology
- New terms and concepts in FP
- New developments in FP technology (e.g. effectiveness, benefits, contraindications, side effects) implants, triphasic OCs
- Natural Family Planning
- Combined OCs
- Progestin-only pills
 - Injectables
- IUD (with clinical practice)
- Barrier methods (with clinical practice)
- Traditional FP methods
- Lactation
- Surgical contraception
 - Tubal ligations (mini-lap and laparoscopy)
 - Vasectomy
- Gynaecological problems
- Sexually transmitted diseases
- Infertility

Minimum clinical performance standards will be included as part of the training.

G. Course Duration and Frequency

Three weeks, twice per year.

H. Implementation Plan and Time Frames

1. Design Needs Assessment Questionnaire and Application (2 Weeks)
2. Printing and Mail Out (4 Weeks)
3. Order Training Materials/Receipt (4 Weeks)
4. Select/Process participants (8 Weeks)
5. Design Curriculum (2 Weeks)
6. Select/Hire Consultants (4 Weeks)
7. Logistics in Place (Hotel/Travel) (4 Weeks)
8. Course Conducted (3 Weeks)
9. Reporting Period (4 Weeks)
10. Evaluation (8 - 12 Weeks)

These time periods reflect overall time-spans during which cited activities will be performed. They do not reflect actual person months of staff time.

I. Suggested Venue

The main venue will be Nairobi, with the possibility of using other sites which have suitable clinics. One possibility would be Mombasa, with use of the FPAK clinic there. However, a careful assessment of sites for both the theoretical and practical sessions of the course will have to be done in order to assure adequate facilities for the trainees, without overloading present clinic capacities.

J. Special Requirements

1. Clinic Facilities. Facilities for short-term clinical experience will be necessary. Suggested sites are provincial hospitals or FPAK clinics in Nairobi, Nyeri, or Mombasa. What may be an issue is the present capacity (staffing and facilities) of these clinics to provide such training. The need to enhance or upgrade these sites will be assessed by CAFS and the host organization so that trainees can benefit from their experiences, while not overloading clinic resources.
2. Identification of resource persons. Clinic staff who have received advanced CT training (e.g, Margaret Sanger, JHPIEGO) should be identified.
3. Equipment. 2 pelvic models for CAFS. Diaphragms Fitting rings. Each participant to receive a standard IUD insertion Kit.

K. Technical Assistance Needed

It is envisaged that 3 person months of technical assistance will be necessary for course design, implementation and evaluation in Year I, 1 p/m Yr II, 1 p/m Yr II. This consultant should be a nurse or nurse-midwife with advanced FP skills training and experience. She/he should have experience in training personnel, curriculum design and evaluation and be able to design minimum standards for clinical practice.

<u>L. STAFFING REQUIREMENTS (For 2 courses)</u>	<u>Persons Months</u>
1. Support staff (administrative) to be responsible for logistics planning and implementation.	4 \$15,000/y=
2. One Full-time nurse/nurse-midwife trainer (at the tutor or chief trainer level) who is experienced in training in-service personnel in FP skills related to the content areas above.	6 \$25,000/y=
3. One Family Planning physician experienced in FP skills training	4 \$30,000/y=
4. Consultants - 5 Days Per Course.	
5. Clinical Practicals' Supervisors - Fees or reimbursements to be determined.	

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3. MANAGEMENT OF FAMILY PLANNING PROGRAMS

RATIONALE

As family planning services within Africa increase in scope and magnitude, the need for effective managers of family planning programs has become evident. These managers come from a variety of professional and educational backgrounds, e.g. physicians, nurses, nurse-midwives, educators. In many cases they have neither received formal management education in their pre-service preparation nor have they attended formal inservice training courses while on-the-job. Generally, inservice family planning management courses have been conducted outside of Africa or have been country specific. Rarely has such training been conducted on an African regional basis.

Assuming the success of family planning operations becomes more complex as the programs themselves grow in size and complexity, mid-level operations managers desire and need professional management approaches to deal with the increases in size and complexity of their programs. Field visit and needs assessment reports have indicated this to be true for various African family planning organizations and programs. The need has been expressed by managers of programs which solely provide family planning services and by managers responsible for integrated service delivery systems in which family planning is an identified service. As family planning services expand, the demand for inservice management training is increasing.

The "Management of Family Planning Programs" course will focus on the development of managerial skills within the context of family planning service programs. Opportunities will be provided for these mid-level managers to practice newly acquired management theories and knowledge using actual family planning managerial problems.

BACKGROUND

During the 1983/1984 collaborations of the Centre for African Studies (CAFS) with Columbia University's Center for Population and Family Planning (CPFH), a Management of Family Planning programs course was planned and designed. The March/April 1984 course, conducted by CAFS with technical assistance from CPFH, provided CAFS with the experience of conducting a management course aimed at upgrading the management capacity and effectiveness of family planning senior staff.

The management course described above contained several other topical units in addition to management, e.g. contraceptive technology, training. The management course proposed for this subproject will focus on knowledge, attitudes and skills related specifically to management of family planning programs.

3. MANAGEMENT OF FAMILY PLANNING PROGRAMS

RATIONALE

As family planning services within Africa increase in scope and magnitude, the need for effective managers of family planning programs has become evident. These managers come from a variety of professional and educational backgrounds, e.g. physicians, nurses, nurse-midwives, educators. In many cases they have neither received formal management education in their pre-service preparation nor have they attended formal inservice training courses while on-the-job. Generally, inservice family planning management courses have been conducted outside of Africa or have been country specific. Rarely has such training been conducted on an African regional basis.

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GOAL/PURPOSE

The goal of the course, "Management of Family Planning Programs," is to increase the cadre of African family planning program managers formally trained in management skills.

TARGET POPULATION

Forty (40) mid-level family planning program managers will be trained annually, twenty (20) per session twice a year. These persons are expected to direct, plan and evaluate family planning program operations. These programs may be identifiable operational family components within integrated health delivery systems or singular service programs.

Priority will be given to applicants coming from governmental institutions, specifically Ministries of Health. A smaller number of applicants from non-governmental (private, voluntary) associations or organizations will be accepted into each course. Applications will be sought from those individuals who have not previously attended family planning management courses.

METHODOLOGY FRAMEWORK

The general methodology framework to be employed for this course is that of the adult experiential model. A variety of training methods will be employed with the emphasis upon those methods which are specific to skills' development, i.e case studies, role play, group work, project development, and presentations (individual and group). Daily activities will be carefully selected and designed to facilitate the demonstration of knowledge integration and skills acquisition. This will culminate in the development of individual participants' management plans for implementation upon return to work.

COURSE DURATION AND FREQUENCY

This course will consist of four weeks of training and will be repeated twice a year.

CONTENT/TOPIC AREAS

The following broad content/topic areas exemplify those to be found in the proposed management course.

- Management theories
- Organizations and their structure
- Management process
 - Planning
 - Implementing
 - Evaluating
- Problem-solving process
- Project development
 - Goals
 - Objectives
- Supervision/Team Building
 - Personnel management
 - Motivation

- Conflict and its resolution
- Evaluation
 - As a planning tool
 - Personnel/performance appraisal
 - Program/project

IMPLEMENTATION PLAN AND TIME FRAMS
 (TIME PERIODS REFLECT OVERALL TIME SPANS DURING
 CITED ACTIVITIES WILL BE PERFORMED. THEY DO
 NOT REFLECT ACTUAL PERSON MONTHS OF STAFF TIME)

<u>ACTIVITY</u>	<u>TIME</u>	<u>PERSON(S) RESPONSIBILITIES</u>
1. Preparation of document for needs assessment	1 week	Principal and Co-trainers
2. On-site needs assessment visits	YEAR I 2 Weeks 2 persons YEAR 2 1 Week 1 person	YEAR I Anglophone trainers YEAR 2 Francophone trainer
3. Analysis and summary of needs assessments	1 week	Trainers
4. Preparation of detailed course brochure for recruitment	1 week	Principal trainer and Administrative Assistant (AA)
5. Preparation of timetable	1 day	Trainers
6. Identification, recruitment and orientation of outside resource persons		2 weeks Trainers
7. Preparation of daily designs	2 weeks	Trainers
8. Preparation of application and other forms	1 week	Trainers and AA
9. Processing of application and selection and invitation of participants	8 weeks	Trainee selection committee and AA
10. Arrangements for accommodations, local transport, travel	2 weeks	A. A.

- | | | |
|---|---------|-------------------|
| 11. Arrangements for medical services and insurance | 1 Week | A. A. |
| 12. Preparation of participant folders, training materials and equipment, training room(s) [purchasing of supplies | 2 weeks | Trainers and A.A. |
| 13. Preparation and scheduling for opening and closing ceremonies and other social events | 1 week | Trainers and A.A. |
| 14. Identification, scheduling and preparation for field trips | 1 week | Trainers and A.A. |
| 15. Drafting formative and summative evaluation instruments | 1 week | Trainers and A.A. |
| 16. Conducting/Implementing training | 4 weeks | Trainers |
| 17. Support services during training | 4 weeks | A. A. |
| 18. Processing and summarizing evaluation and writing training report | 2 weeks | Principal Trainer |
| 19. Typing, reproduction and distribution of report | 1 week | AA |

N.B All of the above activities will be undertaken during the first year and repeated the subsequent years except for the needs assessment visit which will only occur in Years 1 and 2.

SUGGESTED VENUE

The suggested site for the "Management of Family Planning Programs" course for Anglophone Africa is the CAFS' training center in Nairobi, Kenya. The proposed site for the course for Francophone Africa, to be initiated in the second program year, is Lome, Togo. It is expected that preparations for the Francophone course would include re-assessment and confirmation of the suggested venue based upon current information and prevailing needs.

SPECIAL REQUIREMENTS

APPLICANTS•

- As was noted in the section on target population preference will be given to governmental personnel and to those individuals who have not previously attended a family planning management course.

FACILITIES•

- A large training room with furnitures which easily and comfortably accommodates 20 participants, equipped with several large black-boards[wallspace for newsprint displays[audio-usual screen.

- Four small group spaces for discussions and presentations

- Field visit sites to discuss/observe varying approaches to family planning program management

MATERIALS•

- Current management[training materials and books.

EQUIPMENT•

- Overhead projector and transparencies

OUTSIDE TECHNICAL ASSISTANCE REQUIREMENTS

Management trainer who will assist trainers to design the course (goal, objectives, schedule, daily designs) and consult with them regarding daily training activities, techniques and outcomes.

STAFF REQUIREMENTS (2 COURSES)

- | | |
|--|-----------------|
| 1) Administrative Support position (Bi-lingual) | 5 person months |
| 2) Training Course Coordinator (Principal trainer) | |
| YEAR 1 (English) | 6 person months |
| YEARS 2 & 3 (English) | 3 person months |
| (French) | 3 person months |
| 3) Co-trainer | |
| YEAR 1 (English) | 4 person months |
| YEARS 2 & 3 (English) | 2 person months |
| (French) | 2 person months |
| 4) Resource Persons | 4 person months |

4. FAMILY PLANNING COMMUNICATIONS COURSES PROJECT

A. RATIONALE:

Substantial resources have been invested in Family Planning programmes in Africa by many agencies over recent years. The effort is aimed at motivating people to accept and practice family planning in order to aid development through reduced birth rate and improved health and socio-economic status. The status quo is that, there is a slow pace of motivation and acceptance as well as practice of family planning. The reasons for this situation are many. These include:-

- socio-cultural resistance
- absence of information on training needs
- training resources not matching present personnel training needs.

The situation leads to inefficiency and ineffectiveness of Information Education and Communication (IEC) personnel in family planning programmes.

The need for training in communication is evident both in Anglophone and Francophone countries. However, the problems seem to be quite pervasive in the Francophone countries. Many of the Francophone FPA's are comparatively new, experience in running family planning programmes is not extensive, and co-operation with other social development organizations in the field of family planning is not too well developed.

CAFS has been responding and intends to respond more to the special IEC problems of both the Francophone and Anglophone countries by putting emphasis on:

- a) developing greater awareness among the government and NGO family planning agencies of the facts and issues of population growth, family welfare, and social development;
- b) deepening the understanding of the FPA staff (especially IEC officers) and volunteers on the issues of family planning and their role as change agents;
- c) developing the capacities of the FPA's and other related agencies in the management of family planning programmes in the areas of communication and motivation.

It is felt that timely and accurate information is needed to use in building a solid base for IEC programmes for family planning programmes in Africa.

B. BACKGROUND:

The need to strengthen capabilities in communication knowledge and skills has been recognized by Family Planning Associations and other organizations for a number of years. In response to this need, CAFS has held three communications training courses in the area of family planning education and information dissemination both in Anglophone and Francophone countries. In-country courses have also been offered for field and clinical staff, as well as including a small communication component in several other courses held for managers and clinicians in family planning programmes. The experience from these courses has confirmed the need for continuing family planning communications courses.

Communication training needs appear to fall into two broad categories: middle level personnel working in the program management or service delivery in interpersonal communication (counselling and motivation) and high level regional or national communications personnel who include specialists in mass media and involved in coordinating a national plan of family planning communication.

CAFS offers experiences in interpersonal communication training for middle level and operational staff in family planning programmes; and it is recognized as an African training institution in the field of family planning. CAFS has, however, not developed mass media communication to back up its motivational activities. Yet over time, it is becoming increasingly necessary to provide mass media training to strengthen and expand family planning promotion.

CAFS recently started a discussion with Population Communication Services of the John Hopkins University (a reputable training institution that offers a wide experience in many communication areas that include experiences in mass media) to collaborate and jointly begin comprehensive communication training courses that will strengthen the IEC officers' capabilities. Population Communication Services (PCS) has accepted to offer such a technical assistance that will assist CAFS to implement a useful and valid IEC training.

C. GOALS:

The main goals of the joint CAFS/JHUPCS Information Education Communication family planning communications program will be: To provide training in Communication Planning and Programme Management including both Mass Media and Interpersonal Skills in Sub-Saharan Africa by:

- a) conducting an IEC training needs assessment for anglophone and francophone countries in Sub-Saharan Africa;
- b) developing the in-house capability (staff skills and infrastructure) at CAFS to conduct IEC family planning training courses which combine mass media and inter-personal communications course content;
- c) conducting four (4) IEC family planning courses, in years two and three of the project, for anglophone countries.
- d) providing a cadre of trained IEC family planning specialists in selected African countries who will support local and regional programmes.

D. TARGET POPULATION

CAFS proposes to hold four (4) 4-week Courses, grouping twenty (20) participants for each course on Family Planning Communication for information and education directors, middle level managers and operational staff as well as communications specialists working for governmental and NGO agencies as well as family planning associations, Ministries of Health and Information and Women's and Community Development organizations.

Participants will be solicited from anglophone countries in Africa with emphasis placed on those with the greatest training needs as identified and defined through the IEC Training Needs Assessment conducted in Year One of the Project. It is proposed that John Hopkins University Population Communication Services will assist CAFS in developing the in-house capability to conduct the proposed series of Family Planning Information Education and Communications courses.

For this purpose a Communication Training Workshop will be held for CAFS staff and resource persons bringing together some twenty (20) for two (2) weeks in Nairobi.

E. METHODOLOGY FRAMEWORK

The general methodology framework to be employed for this course is that of the adult experiential model. A variety of training methods will be employed with the emphasis upon those methods which are specific to skills' development, i.e. case studies, role play, group work, project development, and presentations (individual and group). Daily activities will be carefully selected and designed to facilitate the demonstration of knowledge integration and skills acquisition. This will culminate in the development of individual participants' communication project for implementation upon return to work.

F. COURSE DURATION AND FREQUENCY

This Course will consist of four weeks of training and will be repeated twice a year in Year 2 and 3 of the Project. The Communication Training Workshop will consist of two weeks training in Year 1 of the Project.

G. CONTENT/TOPIC AREAS

Subject to modification when more information is available regarding the background and needs of the course participants the course content may include training in the following:

1. Family planning, population and development and family health;
2. The communication process;
3. Development of communication strategies inter-personal and mass media;
4. Programme planning and budgeting;
5. Audience research and message selection;
6. Resource identification;
7. Media planning;
8. Media production and supervision of the production process;
9. Pretesting and evaluation;
10. Strategies of inter-personal communication;
11. Techniques for training clinic and extension personnel;
12. Media relations;
13. Fund-raising and proposal development and
14. Reaching policy makers, community leaders and other influentials.

H. IMPLEMENTATION PLAN/TIME FRAMES

Assuming that August 1st 1985 to be the 1st month the following is the Work-Plan.

<u>ACTIVITY</u>	<u>TIME</u>	<u>RESPONSIBLE ORGANIZATION</u>
1. Recruitment of new staff	August 1985 - February 1986	CAFS/PCS
2. Preparation of Needs Assessment		
- Questionnaires	15 September 1985	" "
- Logistics	30 September 1985	" "
3. Conducting Needs Assessment	October 1985	" "
4. Analysis/Report	November 1985	" "
5. Staff training Workshop		
- Planning	February 1986	" "
- Conduct	March 1986	" "
6. Course design		
- Curriculum	April 1986	" "
- Materials	May 1986	" "
- Administration	June 1986	" "
7. Conducting first Course	July 1986	" "

Year 2 and 3 activities will be implemented between month 1-12 each year.

I. SUGGESTED VENUE

The suggested site for the FP Communication Training Workshop as well as for the FP Communication Courses for anglophone Africa is the CAFS Training Centre in Nairobi, Kenya. If and when funds are made available for the development of the French-based Course for francophone Africa, the suggested venue is Lome.

J. SPECIAL REQUIREMENTS

Facilities

- A large training room which will accommodate 20 participants comfortably and has basic training facilities.
- 4 - 5 available small space for group work.
- Negotiation of Kenyan Mass Media Resources to use for any practical work.
- Field sites relevant to IEC programmes (to be determined after needs assessment).

Materials

Training modules - equipment/materials. These will be determined after needs assessment and will be provided by PCS as well as developed during the project activities as part of needs assessment.

J. TECHNICAL ASSISTANCE NEEDED

JHU/PCS will provide Technical Assistance for

1. Developing and implementing needs assessment.
2. Curriculum development.
3. Training materials development.
4. Institutional development - job description of staff personnel.
5. Training of Trainers Communication Workshop.
6. IEC courses regional and in-country (depending on the N.A.).

Over the three-year period of the Project, this will cost US\$ 160,000 (sub-grant from USAID).

L. STAFF REQUIREMENTS

1. Communication Trainer 12 mm - US\$ 25,000 per year.
2. Communication co-Trainer 6 mm - US\$ 12,500 per year.

The key requirements for the Communication Trainer and co-Trainer are the following:-

1. Educational Background: Post-graduate training in social sciences, with specialization in one or more of the following: social work, public health education, education (prefer non-formal or adult education), rural sociology, mass communication.
2. Experience:
 - o Design and conducting of workshops/seminars.
 - o Population and/or health programmes.
 - o Advertising, public relations, public information and/or running of educational campaigns.
 - o Some international (especially regional) experience consulting in any of the above.
 - o Ability in use of audio-visual equipment.
 - o Language: preferably bilingual.
3. Candidates should be willing and able to travel up to 40% of time.
3. Resource persons (50 days) 16 mm - US\$ 5,000 for 3 years.

11/7/85

GM/gao

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b) COMMUNITY COLLEGE PROGRAMS OF THE DISTRICT OF COLUMBIA

	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
a. Develop assessment/application/send questionnaire	-							-																	
b. Needs assessment information gathered and analyzed			-	-																					
c. Select & hire one TA consultant (REDSO approval)	-	-																							
d. Staff recruitment and selection - two persons/REDSO approval	-	-	-																						
e. Staff development											-	-													
f. Select participants																									
g. Training plan/design																									
h. Select & hire resource people																									
i. Arrange course logistics																									
j. Course conducted																									
k. Course reports and evaluation completed																									
l. Course follow-up																									

a) PROGRAM MANAGEMENT GUIDE

	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
a. Prepare needs assessment	-												-											
b. Develop course brochure/ questionnaire/application		-												-										
c. Needs assessment trip and analysis			-												-									
d. Select and hire one TA consultant/ REDSO approval			-												-									
e. Staff recruitment and selection/ two persons/REDSO approval			-	-	-										-	-	-							
f. Staff development			-	-											-	-								
g. Select participants				-	-											-	-							
h. Training plan/design				-	-											-	-							
i. Select & hire resource people				-	-											-	-							
j. Arrange course logistics				-	-											-	-							
k. Course conducted						-												-						
l. Course reports and evaluation completed								-												-				
m. Course follow-up																								

a) PREPAREDNESS/REDSO APPROVAL

	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
a. Prepare needs assessment	-																							
b. Needs assessment trip and analysis	-	-	-																					
c. Staff recruitment and selection/ two persons/REDSO approval	-	-	-	-	-																			
d. Staff development/workshop							-	-	-															
e. Identify resource institutions			-	-	-	-	-	-	-															
f. Training plan/design					-	-	-											-	-					
g. Select resource people/participants										-	-							-	-					
h. Arrange course logistics										-	-							-	-					
i. Course conducted															-									
j. Course reports & evaluation complete																								
k. Course follow-up																								

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

L1 2 AUG 1985

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

Thru: AFR/PD, Laurence Hausman

From: AFR/RA, Jerry J. Wood - Acting Director

Subject: Family Health Initiatives Project (698-0662):
Justification for Limiting Competition in the Award of
Grant to the Centre for African Family Studies (CAFS)

Problem: Your approval is required to limit competition in the selection of the Centre for African Family Studies (CAFS) as the grantee to implement the Family Planning Training Support subproject under a Family Health Initiatives umbrella. Authorization for subproject approval has been delegated to REDSO/ESA. In accordance with A.I.D. Handbook 13, Section 1B2e, the approval of the responsible Assistant Administrator is required when a grant invitation is restricted to a single entity.

Background: The need for an Africa-based training center that provides training courses in population and family planning has been well documented. In 1982, the Centre for African Family Studies (CAFS) was identified by REDSO/ESA as a possible training entity for the sub-Saharan African region. Discussions between CAFS and REDSO/ESA revealed an interest on CAFS' part in developing more technical skills-related family planning courses to add to its roster of broadly-based population management and education courses.

At the request of REDSO/ESA, Columbia University provided technical assistance to CAFS in 1983, and two courses, "Contraceptive Technology Update" and "Program Management" were developed. Subsequently, Columbia and CAFS (under a separate FHI subgrant to Columbia University) implemented these courses in 1983-85.

CAFS staff training capabilities were further strengthened by short-term training in project management and master trainer methodology for two staff members at the University of Connecticut (supported through central worldwide training funds). Also, an observational study tour to visit Thailand's community-based distribution programs (INTRAH-funded) was provided to the CAFS family planning physician. A direct grant to CAFS (built on the successful implementation of the CAFS/Columbia subgrant, and other activities) will ensure that training skills are institutionalized and a self-sustaining African population/family planning organization will develop.

The CAFS Family Planning Training Support subproject will strengthen family planning delivery systems in Africa through the training of operational family planning personnel in program management, contraceptive technology, training of trainers, and communications. Up to 410 participants will be trained to improve the delivery of the family planning information and services in Africa. An important objective for the subproject is to build up the training capacity in Africa at an African institution. The long-term goal is to have a self-sufficient and highly competent African family planning training institute serving the continent.

This subproject was reviewed for an FHI grant and approved by the project committee. If the subproject is authorized by REDSO/ESA, AID will provide up to \$2,300,000 to CAFS over the three-year life of the subproject.

Discussion: The Federal Grant and Cooperative Agreement Act of 1977 has as one of its purposes to "encourage competition, where deemed appropriate, in the award of grants and cooperative agreements". AID Handbook 13, Section 1b2c(3), permits "inviting an application from a single entity which the technical office deems unique or most appropriate to undertake the effort which the office wants to support or stimulate".

Based on REDSO/ESA and AID/W's original 1983 assessment of CAFS, and later assessments of CAFS activities in conjunction with other AID grantees and contractors, CAFS has proved to be a most appropriate institution to carry out family planning training for several reasons: it is the only institute providing training and family planning course advisory services throughout the continent, including Francophone Africa; individuals from 25 different countries have been trained by CAFS; its staff is made up of professionals from all parts of the continent; national family planning associations of African countries are the members of CAFS and are represented on its Board of Directors; and it is the only family planning training institute in Africa that is regional in its operation and program.

In summary, CAFS is in a unique position as an African family planning training institute and, as such, is the only institution capable of achieving the grant objectives. Further, given the successful experience of the CAFS/Columbia subgrant and other central support, it is now appropriate for A.I.D. to build on that success to establish a strong training capacity in family planning technology and management. Limiting the invitation for a grant application solely to CAFS is fully justified.

Recommendation: That you approve the limiting of competition to CAFS as the uniquely qualified grantee to carry out the subproject.

Approved: *[Signature]*

Disapproved: _____

Date: *Aug 14 1985*

Clearance:

- AFR/PD:GHazel (draft) 8/5/85
- AFR/DP:GCauvin (draft) 7/25/85
- AFR/TR:GGilbert (draft) 7/25/85
- CG/AFR:BBryant (draft) 7/24/85
- DAA/AFR:ARLove

REDSO/ESA:AFR/RA:V^WManan:jo:mch:7/23/85:4812Y

ANNEX E

Staff Job Descriptions
and Scopes of Work for Technical Assistance

Staff for
Clinical Family Planning Courses

JOB DESCRIPTIONS.

1. Requirements. one full-time (12 p/m) nurse-midwife, nurse or midwife trainer at the tutor or senior trainer level. To be co-trainer in these two courses.

Qualifications. government certification in nursing or midwifery or both. At least five years of family planning training experience at the SRN/SCM level with advanced practical skills and knowledge of a wide range of contraceptive technology and procedures. Advanced in-service FP training experience desirable. Functional responsibilities include design of needs assessment and evaluation instruments for FP clinical personnel[curriculum design[supervision of clinical preceptorships. Should be familiar with adult learning techniques, trainer of trainer methodologies, and curriculum design, in order to serve as co-trainer in the TOT course.

2. Requirement. one Family Planning physician, with specialized knowledge of family planning service delivery skills and contraceptive technology experience (8 p/m). To serve as trainer in the two above courses.

Qualifications. Advanced training in FP clinical skills and contraceptive technology update. Training experience at the SRN/SCM or medical student level. Must be familiar with the latest advances in contraceptive technology (e.g. minipill, injectables, triphasics), and sexually transmitted diseases in

order to design and implement the training courses with the nurse/midwife co-trainer. Responsible for setting clinical practice standards (with the co-trainer). Must also be familiar with adult learning techniques and training methodologies.

TECHNICAL ASSISTANCE REQUIRED

1. For the Contraceptive Technology Update Course: one short-term consultant (nurse-midwife, nurse or midwife with family planning training experience) to facilitate curriculum development, course training process and evaluation. Should have broad experience in clinical FP training, and experience in training nurses and midwives from Africa. Should have expertise in designing competency based curricula for high-level FP service providers.
Time required: Year I-3 p/m[Year II- 1 p/m[Year III - 1 p/m.

For the Training of Trainers Course: A nurse or midwife with background in training trainers of family planning personnel (trainers, supervisors, and clinicians). Expertise in curriculum design and trainer of trainers methodology and group process techniques. Should be skilled in such TOT areas as communications, and materials development, and design of training programs. Experience in training FP service providers from Africa or other overseas areas.
Time required: Year I - 4 p/m[Year II - 3 p/m[Year III - 1 p/m.

MANAGEMENT OF FAMILY PLANNING PROGRAMS

Job Descriptions and Technical Assistance Requirements

1. Requirement: Coordinator/Principal Trainer for two courses (Year I 6 p/m[Year II, and III, 3 p/m). Co-trainer (Year I - 4 p/m[Years II and III 2 p/m).

Qualifications: experienced management trainers familiar with management problems as they pertain to family planning programs. Should be training program development specialists, familiar with adult learning techniques, and management training principles, with experience as FP program managers. In Years II and III, one course will be given in a Francophone area, therefore the co-trainer is expected to have training capabilities in the French language (FSL S3+/R3+).

Technical Assistance Required

This will be a management trainer who will assist trainers to design the course (goal, objectives, schedule, daily designs) and consult with them regarding daily training activities, techniques and outcomes. Experience in training of family planning managers, with overseas experience/expertise highly desirable. Should also be able to assist trainers in the designs of evaluation instruments. 3 p/m of technical assistance required for the Anglophone course, 1.5 p/m required for the Francophone (TA needed in Years I and II only).

84

FAMILY PLANNING COMMUNICATIONS SKILLS COURSE

1. Requirements. One Anglophone communications trainer (12 p/m). One Francophone Co-Trainer for Years II and III (6 p/m per year).

Qualifications. Both trainers should be communications specialists with broad experience in training of family planning personnel in that field. They should be able to demonstrate practical usage of adult learning skills in the teaching of mass media techniques and program development to persons designing FP communications programs. The Francophone CO-Trainer should have a French language capability at the FSL S3+/R3+ level. Both trainers should have experience/expertise in communications training in an overseas environment.

Technical Assistance Required

A broad range of experience in communications (information/education and communications) in both interpersonal and mass media communications to assist in assessment of communications needs at CAFS, design and planning in-service training courses, implementation and evaluation. To be provided by the Johns Hopkins University Population Communication Support project.

Time required. (Year I, 8 p/m[Year II, 4 p/m[Year III, 4 p/m).

85

Copies of this Assessment are available from
REDSO/ESA Population Officer or Office of
Regional Affairs, Africa Bureau.

AN ASSESSMENT OF
THE CENTRE FOR AFRICAN FAMILY STUDIES
AND
AID - SUPPORTED TRAINING PROGRAMS
NAIROBI, KENYA

Carol Brancich, AID
Training Consultant

Linda Jacobson, REDSO/ESA

September 1984

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ANNEX G

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AID/W FOR BESSIE BOYE (AFR/TR/SDP)

I. C. 12355: N/A
 SUBJECT: FAMILY HEALTH INITIATIVES (698-0662) FUNDED
 CATS FAMILY TRAINING PROJECT: INITIAL ENVIRONMENTAL
 EXAMINATION

1. INITIAL ENVIRONMENTAL EXAMINATION FOLLOWS:
 - A) PROJECT COUNTRY: REGIONAL.
 - B) PROJECT TITLE: CAF FAMILY PLANNING TRAINING.
 - C) FUNDING: DOLS 2,300,000 FY 85-88 PROJECT.
 - D) PREPARED BY: DR. JOHN J. GAUDET, REGIONAL ENVIRONMENTAL OFFICER.
 - E) ACTION REQUESTED: CATEGORICAL EXCLUSION.
 - F) JUSTIFICATION: THIS ACTIVITY MEETS THE CRITERIA FOR CATEGORICAL EXCLUSION IN ACCORDANCE WITH SECTION 216.2 (C) (2) (VIII) OF REG 16 IN THAT IT WILL EXCLUDE ACTIVITIES DIRECTLY AFFECTING THE ENVIRONMENT.
 - G) ACTION REQUESTED BY: J.W. KOEHRING, DIRECTOR REDSO/ESA (3 JULY 1985).
 - E) CONCURRENCE: BUREAU ENVIRONMENTAL OFFICER.
 - I) CLEARANCE: GC/AFR.

2. REDSO WOULD APPRECIATE ACTION ON THE ABOVE AS SOON AS POSSIBLE, AS WE PLAN TO SIGN AGREEMENT O/A JULY 30.

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CERG: AID
DIST: AID

AIDAC, NAIROBI FOR REDSO

E.O. 12356: N/A

TAGS:

SUBJECT: FAMILY HEALTH INITIATIVES (698-2662.29) IEE: CAFS
FAMILY TRAINING PROJECT

REF: (A) NAIROBI 22141

1. SUBJECT IEE CLEARED BY GC/APR AND APPROVED BY BUREAU
ENVIRONMENTAL OFFICER JULY 24, 1985. WHITEHEAD

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CAFS FAMILY PLANNING
TRAINING SUPPORT
(FHI PROJECT)

FY 1985 PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A. includes criteria applicable to all projects. Part B. applies to projects funded from specific sources only:
B.1. applies to all projects funded with Development Assistance loans, and
B.3. applies to projects funded from ESF.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

A. GENERAL CRITERIA FOR PROJECT

1. FY 1985 Continuing Resolution Sec. 525; FAA Sec. 634A; Sec. 653(b).

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project; (b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

(a) Through the Family Health Initiatives (FHI) Project, Congressional Notification will take place.

(b) It is within the FHI 1985 OYB.

2. FAA Sec. 611(a)(1). Prior to obligation in excess of \$100,000, will there be (a) engineering, financial or other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

(a) No construction is planned.

(b) Firm cost estimates have been made.

3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance?

N/A

4. FAA Sec. 611(b); FY 1985 Continuing Resolution Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973, or the Water Resources Planning Act (42 U.S.C. 1962, et seq.)? (See AID Handbook 3 for new guidelines.)

N/A

5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project?

N/A

6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. •

It is a regional project being implemented by a regional training center.

7. FAA Sec. 601(a). Information and conclusions whether projects will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; and (c) encourage development and use of cooperatives, and credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

For items (a) through (f) the project will do very little. Its purpose is training family planning operational personnel in African governments and private health or FP institutions.

8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).

The only important benefit to US private interests is the increased use of contraceptives in the programs which have received training assistance.

9. FAA Sec. 612(b), 636(h); FY 1985 Continuing Resolution Sec. 507. Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.

Some of the local programs which benefit from CAFS training are using local currency generated by U.S. programs.

10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

N/A

11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

The program is a grant to CAFS, but advisory assistance contracts will be awarded in accord with AID's competitive procedures.

12. FY 1985 Continuing Resolution Sec. 522. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?

N/A

13. FAA 118(c) and (d). Does the project comply with the environmental procedures set forth in AID Regulation 16. Does the project or program taken into consideration the problem of the destruction of tropical forests?

14. FAA 121(d). If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated therefrom)?

N/A

15. FY 1985 Continuing Resolution Sec. 536. Is disbursement of the assistance conditioned solely on the basis of the policies of any multilateral institution?

No

E. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(b), 111, 113, 281(a). Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote.

(b)The project will train FP service providers to help the poor and others in family planning.

(b)No direct benefit to cooperatives is planned.

(c)Some aspects of the FP clinics which will benefit from the training are self-help

the participation of women in the national economies of developing countries and the improvement of women's status, (e) utilize and encourage regional cooperation by developing countries?

(d)FP knowledge will enable women to make choices about their role and contribution to society.

b. FAA Sec. 103, 103A, 104, 105, 106. Does the project fit the criteria for the type of funds (functional account) being used?

Yes

c. FAA Sec. 107. Is emphasis on use of appropriate technology (relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)?

Yes

d. FAA Sec. 110(a). Will the recipient country provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed country)?

(d)Yes, CAFS and participants will contribute at least 25%.

e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project for more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing, or is the recipient country

N/A

94

"relatively least developed"? (M.O. 1232.1 defined a capital project as "the construction, expansion, equipping or alteration of a physical facility or facilities financed by AID dollar assistance of not less than \$100,000, including related advisory, managerial and training services, and not undertaken as part of a project of a predominantly technical assistance character."

- f. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?

(f) Yes, by helping to resolve the population problem in Africa.

- g. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civil education and training in skills required for effective participation in governmental processes essential to self-government.

(g) This training project will build the capacity of FP practitioners in FP technologies, management and communications. FP institution throughout Africa will be strengthened.

95.

2. Development Assistance Project
Criteria (Loans Only)

a. FAA Sec. 122(b).
Information an conclusion on
capacity of the country to
repay the loan, at a
reasonable rate of interest.

N/A

b. FAA Sec. 620(d). If
assistance is for any
productive enterprise which
will compete with U.S.
enterprises, is there an
agreement by the recipient
country to prevent export to
the U.S. of more than 20% of
the enterprise's annual
production during the life
of the loan?

N/A

ACTION MEMORANDUM FOR THE DIRECTOR, REDSO/ESA

FROM: *Jim Dempsey* Projects Division, REDSO/ESA

SUBJECT: CAFS FP Training Support Project - Nationality Waiver

Problem: Your approval is required for a waiver from Code 000 to permit the procurement of services from Code 941 Sub-Saharan African countries.

A. Cooperating Country:	Africa Regional
B. Implementing Agency:	Centre For African Family Studies (CAFS)
C. Authorizing Document:	Grant Agreement
D. Project and Number:	CAFS Family Planning Training Support Project (698-0662)
E. Approximate Value of Services:	\$158,000
F. Planned Source and Origin:	U.S. and Code 941 Sub-Saharan Countries

Discussion: REDSO/ESA plans to authorize a \$2,300,000 grant to the Centre for African Family Studies, a private regional family planning training organization, located in Nairobi. The purpose of the project is to strengthen the family planning delivery systems in Sub-Saharan Africa through the training of operational personnel in program management, contraceptive technology, training of FP trainers, and communications.

Since total project procurements (goods and services) are over \$250,000, (approximately \$450,000 for the project, including the PCS cooperative agreement) then per Handbook 1B, Chapter 16, Section Blb, the source is limited to the U.S. unless waived. The plan is to purchase goods in the U.S. or locally as shelf items in Kenya. However, for the procurement of services, professionals from Code 941 Sub-Saharan African Countries will be sought. One of the key objectives of the project is to build African capacity to train for family planning programs. Drawing on qualified Africans to advise and assist CAFS not only will benefit the Centre but also will help the home institutions and countries of the African advisors. His or her capacities will be strengthened as well as CAFS. The design team proposed that, whenever possible, an African be hired as the consultant or resource person for the project. When no qualified African is available, an American will be hired.

To consider only Kenya, the location of CAFS office, as the host country is inappropriate since CAFS is a regional PVO. The governments and NGO's from Sub-Saharan African nations are the participants in the CAFS program. They nominate the individuals for training. Officially, the national family planning associations in Africa are the members of the Centre and are represented on the CAFS Board of Directors. Thus, Code 941 Sub-Saharan African nations should be authorized.

Under Delegation of Authority 140, as revised on April 15, 1985, and in accord with Handbook 1B, Section 5B4c, you have authority to authorize this waiver to Code 941 countries. Under Section 5D10A (1)(d) of Handbook 1B, a waiver for nationality of suppliers of services to a different geographic code may be based on the circumstance that procurement of "locally available services" would best promote the objectives of the foreign assistance program. In the context of this grant for a regional activity, "locally available services" includes suppliers located in any of the Code 941 countries in the subject region. In line with the project objectives, recruitment of African advisors promotes the strengthening of African FP capacity as part of the African regional project. Thus, the waiver criterion is met.

Restrictions on specific African countries' participation in AID programs will, of course, be followed.

Recommendation: That, by your signature below, you waive the Code 000 nationality requirement for the procurement of FP technical services in the amount of \$158,000 and authorize procurement of these services in Code 941 Sub-Saharan African countries.

APPROVED: JW Kechnig

DISAPPROVED: _____

DATE: AUG 30 1985

Drafted by: JDempsey
Cleared by: KHansen
DVogel
LMcGhee
JGraham
AMFell

[Handwritten initials and signatures over the list]

TABLE 1

TITLE AND DATES OF COURSES, WORKSHOPS AND SEMINARS OFFERED BY CAFS

<u>1979 - 1983</u>			
<u>Course Number</u>	<u>Title of Course/Workshop/Seminar</u>	<u>Dates</u>	
1	Non-Formal Education and Family Planning	May 7 - 31	1979
2	Family Life Education Workshop	Sept. 3 - 28	1979
3	Consultation on Integration	October 1 - 12	1979
4	Course on Adolescent Fertility Management	Nov. 17 - Dec. 7	1979
5	Senior Staff Course on Integrated Family Welfare I	Jan. 21 - Mar. 28	1980
6	Integrated Family Welfare Course II	July 7 - Sept. 12	1980
7	Seminar on Adolescent Fertility Management	October 23 - 31	1980
8	Seminar on Population and Development in Africa	Nov. 10 - 19	1980
9	Course on Integrated Family Welfare I	March 2 - April 24	1981
10	Integrated Family Welfare Course II	Aug. 17 - Oct. 9	1981
11	Workshop on Family Life Education on Textbook for Youth	Nov. 2 - 27	1981
12	Training Course on Communication of Family Planning and Population Messages	Dec. 7 - 18	1981
13	Course on Project Development and Management	Feb. 22 - March 19	1982
14	Seminar on Family Welfare and Development in Southern Africa	March 22 - 26	1982
15	Course on Integrated Family Welfare	July 12 - Sept. 3	1982
16	Seminar on Population and Development in Africa	October 4 - 8	1982
17	Family Planning Communication Training Course	Nov. 1 - 26	1982
18	Seminar on Population and Development for Parliamentarians	April 9 - 15	1983
19	Family Life Training Programme: Course for Supervisors/Assistant Supervisors	March 7 - 30 May 30 - June 8	1983
20	Integrated Family Welfare	Aug. 15 - Sept. 28	1983
21	Communication of Family Planning Messages	Oct. 17 - Nov. 4	1983
22	Training Course on Project Development and Management	December 1 - 21	1983

CENTRE FOR AFRICAN FAMILY STUDIES (CAFS)

ANNUAL REPORT 1984

During the year 1984 the Centre for African Family Studies planned to carry out the following projects:

SUMMARY OF CAFS PROJECTS - 1984

<u>NO.</u>	<u>TITLE</u>	<u>DATES</u>	
23	Integrated Family Welfare Course (8 weeks)		
	(a) Anglophone - Nairobi	Sept.3 - Oct.26	1984
	(b) Francophone - Lome	Oct.8 - Nov.29	1984
24	Training Workshop in Family Welfare for Social Work Educators (4 weeks) - Mombasa	March 12 - April 16	1984
25	Course in Communication for Family Planning (3 weeks) - Dakar	March 5 - 24	1984
26	Course on Contraceptive Technology Update (4 weeks) - Nairobi	March 19 - April 14	1984
27	Management Course for Family Planning Senior Staff (4 weeks)		
	(a) Anglophone - Nairobi	July 15 - Aug.10	1984
	(b) Francophone - Mauritius	April 31 - May 25	1984
28	Course on Family Life Education and Family Health (3 weeks) - Zimbabwe	January 9 - 27	1984

COUNTRY	NO. OF PARTICIPANTS PER COUNTRY PER YEAR						TOTAL	COURSE NUMBERS
	1979	1980	1981	1982	1983	1984	1979-84	
Benin	-	4	2	2	4	6	20	8, 12, 16, 12, 23(b), 26
Botswana	2	-	-	-	4	-	6	
Cameroon	-	1	-	-	-	-	1	8
Congo	-	-	-	2	-	-	2	16
Ethiopia	3	5	8	-	2	7	25	4, 5, 7, 9, 10, 23(a), 24
Gambia	8	6	2	-	2	1	19	1, 2, 3, 4, 6, 7, 9, 10, 20, 23(a)
Ghana	9	5	2	-	2	3	21	1, 2, 3, 4, 5, 6, 7, 11, 20, 23(a), 24
Kenya	13	7	9	19	6	10	64	1, 2, 3, 5, 6, 7, 9, 10, 11, 13, 15, 18, 20, 23(a), 24, 26, 27(a)
Lesotho	6	6	4	3	-	3	22	1, 2, 4, 5, 6, 10, 13, 15, 23(a), 25
Liberia	4	4	2	1	1	-	12	1, 2, 5, 6, 7, 9, 10, 15, 20
Madagascar	-	7	3	1	10	8	29	1, 5, 6, 8, 9, 10, 12, 15, 20, 21, 23(b), 27(b)
Malawi	1	-	-	1	2	2	6	3, 18, 23(a)
Mali	-	3	4	3	4	5	19	8, 12, 15, 22, 23(b), 26
Mauritius	6	3	5	1	4	12	31	1, 2, 4, 6, 7, 9, 10, 11, 15, 20, 21, 23(b), 23(b), 28
Nigeria	5	2	3	1	2	3	16	1, 2, 7, 9, 10, 11, 15, 20, 23(a)
Senegal	-	2	-	3	4	7	16	8, 15, 22, 23(b), 25
Seychelles	1	2	-	-	-	9	12	4, 6, 26, 27(a), 27(b)

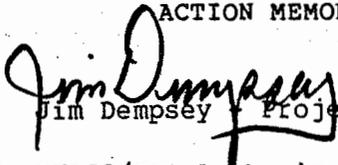
Sierra Leone	8	7	5	2	23	2	47	1,2,3,4,5,6,7,9,10,11,15,17,20,23(a)
Swaziland	3	2	-	5	4	2	16	1,2,3,5,6,14,18,20,27(a)
Tanzania	6	6	4	3	8	11	38	1,2,3,5,6,7,9,10,11,15,18,20,23(a),26,27(a)
Togo	-	4	3	4	4	9	24	6,8,12,16,22,23(b),25
Uganda	4	4	3	13	6	7	37	4,5,6,7,9,10,11,13,15,18,20,24,26,27(a)
Upper Volta	-	3	-	18	4	7	32	8,16,22,23(b),24,26
Zaire	1	4	3	2	5	7	22	4,5,6,8,9,10,12,16,21,23(b),27(b)
Zambia	6	5	2	14	5	13	45	1,2,3,4,5,6,7,9,10,14,15,18,20,23(a)24,26,27(a)
Zimbabwe	-	-	-	5	-	32	38	14,15,26,28
TOTAL	86	92	64	103	106	166	620	

15/4/85

102

AUG 30 1985

ACTION MEMORANDUM FOR THE DIRECTOR, REDSO/ESA

FROM:  Jim Dempsey, Project Development Officer, REDSO/ESA

SUBJECT: REDSO/ESA Authorization of Centre for African Family Studies (CAFS)
Family Planning Training Support Project

Problem: Your approval is required to authorize from FAA, Section 104 appropriation, a grant of \$2,300,000 to CAFS for the subject project as part of the Family Health Initiatives Program (698-0662.29). The project will be incrementally funded with \$1,223,500 obligated in FY 1985.

Discussion:

1. Background:

In order for family planning (FP) information and service delivery systems in Africa to become more effective and operational, sufficient numbers of trained workers are needed to provide safe and reliable services to individuals and couples. As interest in population and family planning increases in Africa, there is a growing need for expansion of information and service delivery systems. Development, improvement and expansion of FP training programs is needed to help alleviate this general shortage of trained family planning personnel. Well-trained family planning personnel enable clients to make voluntary and informed choices about family planning and child spacing.

AID has supported only limited training of African mid-level FP personnel and the majority of training has been carried out in the US, or was a one-time country specific training program. There is a need to identify African based training resources to conduct and institutionalize training on a continuing basis. Some of the already identified training needs include: strengthening the FP components of pre-service and in-service programs by upgrading the skills of trainers and tutors; improving service delivery knowledge and skills of direct providers; improving clinic management; and improving communications skills, especially in the area of mass media within the African context.

The Centre for African Family Studies, located in Nairobi, is an established regional FP training institution which can address the needs cited in the previous paragraphs. Thus, CAFS with the assistance of an AID design team, prepared a proposal conforming to AID's project paper format which was submitted to AFR/RA for funding consideration under the Family Health Initiatives Project. AFR/RA approved the document and requested REDSO/ESA to authorize and obligate the grant as well as manage the project (State 142932). AFR/RA has extended the PACD of FHI to September 30, 1988 to accommodate the three year CAFS project (State 246607). The CAFS proposal is attached.

2. Project Description:

The project will strengthen family planning delivery systems through the training of operational family planning personnel in program management, contraceptive technology, training of FP trainers and communication. The Centre for African Family Studies, which has been training and educating Africans since the mid-seventies, will develop and offer four new courses in the target training areas. At the end of the project, CAFS will have an increased capacity to train personnel in FP management, clinic techniques and training, and communication. CAFS will also improve its teaching methodologies as well as its ability to develop and manage courses. The specific outputs of the project will be trained individuals who are capable of providing FP services in Africa. Approximately 400 participants will be trained to improve the delivery of family planning information and services in Africa.

Technical assistance, additional staff, staff training and course support (per diem and travel) are the main project inputs. For the TA required for the development of the communication courses, an existing cooperative agreement with Johns Hopkins University Population Communication Services (PCS) will be amended to develop CAFS' capacity in FP communications. All other technical advisors will be hired directly by CAFS with AID review and concurrence. Of the project total of \$2,300,000, CAFS will be awarded a \$2,140,000 grant while PCS will receive \$160,000.

3. Financial Plan:

The total cost of the project is \$3,187,000 of which the AID contribution will be \$2,300,000. CAFS will contribute \$465,000 in direct support to the project. Most of the contribution will be for the core administrative costs of the project. Contributions from the participants and their host countries or institutions are estimated at \$422,000. A detailed budget is presented in the proposal.

4. Project Analysis:

The project is technically strong, economically justified and socially sound. The most effective way to achieve the project purpose is through a regional approach to training. Regional training establishes a cadre of personnel who can conduct in-country courses and demonstrate new techniques. It is cost-effective and relevant because it is conducted within Africa by African trainers. Additionally, the interchange of ideas and experience acts to strengthen individual national programs and establishes a network for the continued exchange of information.

An institutional assessment of CAFS shows it to be a financially sound organization, successful in family planning education and training. RIG/Africa has completed an audit of CAF's financial management system and procedures and found them to be acceptable for providing control and accountability for AID grant funds.

There are no environmental issues. A categorical exclusion was cleared by GC/AFR and approved by the AFR Environmental Officer on July 24, 1985 (State 229863).

5. Grant Conditions and Waivers:

- A. Prior to disbursement of initial funds, CAFS will provide to USAID a detailed first year budget and written workplan for USAID review and approval.
- B. Prior to disbursement of funds for each subsequent year, CAFS will provide a detailed yearly budget and written workplan for USAID review and approval.
- C. CAFS covenants to develop, by the end of the third month of the project, a written agreement with clinics to be used as training sites for the family planning technology courses.
- D. CAFS agrees to develop and implement a tuition/fee structure for course participants. The target is to have 50 participants in the project courses pay tuition and per diem over the three year life of project.
- E. AID concurrence will be required for the assignment to the project of existing staff or the hiring of new staff, personal services contractors and consultants to be funded through the project.
- F. AID approval will be required for all course participants and course curricula. One month prior to the conduct of each course, a list of proposed participants, their title, country of residence, and work responsibilities will be sent to AID/REDSO/ESA for approval. A copy of the course curriculum will also be submitted at this time.
- G. At least the first project supported trip to each country outside Kenya supported must be approved in advance by REDSO/ESA and the relevant USAID Mission. The requirement for approval of subsequent trips is at the discretion of AID.
- H. All training materials and publications developed by the grantee under this project are the property of AID and are not proprietary materials of the Grantee.
- I. The Grantee shall agree to deposit all grant funds received from A.I.D. for this Project into a separate account.
- J. Unless otherwise approved by the AID Grant Officer, no AID funds will be expended for costs incurred for activities involving countries ineligible for assistance under the Foreign Assistance Act of 1961, as amended, or under Acts appropriating funds for foreign assistance.

A Nationality Waiver has been signed by you which permits the procurement of technical services in an amount up to \$158,000 from Code 941 Sub-saharan countries (Annex I to the PP). Since this project seeks to expand the cadre of well-trained African FP service providers, use of Africans as well as US technical assistance consultants is desirable.

105

2. Project Description:

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Technical assistance, additional staff, staff training and course support (per diem and travel) are the main project inputs. For the TA required for the development of the communication courses, an existing cooperative agreement with Johns Hopkins University will be amended to develop CAFS' capacity in FP communications. All other technical advisors will be hired directly by CAFS with AID review and concurrence.

3. Financial Plan:

The total cost of the project is \$3,206,000 of which the AID contribution will be \$2,300,000. CAFS will contribute \$465,000 in direct support to the project. Most of the contribution will be for the core administrative costs of the project. Contributions from the participants and their host countries or institutions is estimated at \$422,000. A detailed budget is presented in the proposal.

4. Project Analysis:

The project is technically strong, economically justified and socially sound. The most effective way to achieve the project purpose is through a regional approach to training. Regional training establishes a cadre of personnel who can conduct in-country courses and demonstrate new techniques. It is cost-effective and relevant because it is conducted within Africa by African trainers. Additionally, the interchange of ideas and experience acts to strengthen individual national programs and establishes a network for the continued exchange of information.

An institutional assessment of CAFS shows it to be a financially sound organization, successful in family planning education and training. RIG/Audit has completed an audit of CAF's financial management system and procedures and found them to be acceptable for providing control and accountability for AID grant funds.

There are no environmental issues. A categorical exclusion was cleared by GC/AFR and approved by the AFR Environmental Officer on July 24, 1985 (State 229863).

Population Communication Services (PCS)

will be awarded a \$2,140,000 grant while PCS will receive \$100,000 of the project total of \$2,300,000. CAFS

SUBPROJECT AUTHORIZATION

Name of Entity: Centre for African Family Studies
Name of Project: Family Health Initiatives
Name of Subproject: Family Planning Training Support
Number of Project: 698-0662.29

1. Pursuant to Section 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the CAFS Family Planning Support Subproject under the Family Health Initiatives Project, involving planned obligations in an amount not to exceed \$2,300,000 in grant funds over a two year period from the date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the Subproject. The planned life of the Subproject is three years from the date of initial obligation.

2. The CAFS FP Training Support Grant will strengthen family planning delivery systems through the training of operational FP personnel in program management, contraceptive technology, and training of trainers. FP service providers from the entire Africa region (except the Sahel) will be trained. To carry out the Subproject, A.I.D. will provide financing for technical assistance, needs assessment studies, training materials, core costs, and other training costs.

3. The Grant Agreements, which may be negotiated and executed by the officers to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority, shall be subject to the following terms and conditions as A.I.D. may deem appropriate.

4. a. Source and Origin of Commodities, Nationality of Services

Except as A.I.D. may otherwise agree in writing,

(1) Commodities financed by A.I.D. under the Subproject shall have their source and, origin in the United States.

(2) The suppliers of commodities or services financed by A.I.D. under the Subproject shall have the United States as their place of nationality.

(3) Ocean shipping financed by A.I.D. under the Subproject shall be financed only on flag vessels of the United States.

b. Waivers

Notwithstanding paragraph a above, the following waiver to the A.I.D. regulations is hereby approved: Approximately \$158,000 worth of services may be procured from persons or entities having as their nationality Sub-Saharan African countries included in A.I.D. Geographic Code 941, based on the waiver justification attached to this Authorization.

5. Conditions Precedent

(a) Prior to disbursement of initial funds, CAFS will provide to A.I.D. a detailed first year budget and written workplan for A.I.D. review and approval.

(b) Prior to disbursement of funds for each subsequent year, CAFS will provide to AID a detailed yearly budget and written workplan for AID review and approval.

5. Covenants

(a) The Grantee shall agree to deposit all grant funds received from A.I.D. for this Subproject into a separate account.

(b) Unless otherwise approved by the AID Grant Officer, no AID funds will be expended for costs incurred for activities involving countries ineligible for assistance under the Foreign Assistance Act of 1961, as amended, or under Acts appropriating funds for foreign assistance.

(c) By the end of the third month of the Subproject, CAFS will have developed a written agreement with clinics to be used as training sites for the family planning technology courses.

(d) CAFS agrees to develop and implement a tuition/fee structure for course participants. The target is to have

50 participants in the project courses pay tuition and per diem over the three year life of the Subproject.

(e) AID approval will be required for the hiring or reassignment of full time personnel, personal services contractors, and short-term consultants to be funded through the Subproject.

(f) AID approval will be required for all course participants and course curricula. One month prior to the conduct of each course, a list of proposed participants, their positions, country of residence, and work responsibilities will be sent to AID/REDSO/ESA for approval. A copy of the course curriculum will also be submitted at this time.

(g) At least the first trip to each country outside Kenya supported by this Subproject must be cleared in advance by AID and the relevant USAID Mission, and approved in writing by the AID project officer. Other approvals are at the discretion of AID.

(h) All training materials and publications developed by the Grantee under this Subproject are the property of AID and are not proprietary materials of the Grantee.

Date: AUG 30 1985

John W. Koehring
John W. Koehring
Director, REDSO/ESA

Clearances: J. Dempsey - REDSO/PRJ: [Signature] DATE: 8/30
J. Graham - REDSO/PRJ: [Signature] DATE: _____
B. Kennedy - REDSO/Analysis BC DATE: 8/30/85
R. Henrich - RFMC [Signature] DATE: _____

DRAFTED: K. Hansen, REDSO/RLA KHL DATE: 8/30/85

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BT
UNCLAS STATE 267335

AIDAC

FOR REDSO RLA

Scott

E.O. 12356: N/A

TAGS:

SUBJECT: FHI - CAFS SUBPROJECT (698-2662.29)

REF: (A) NAIROBI 25783

1. PER REQUEST REF (A), AFR APPROVED ON AUGUST 19, 1985 LIMITING COMPETITION IN THE SELECTION OF CAFS AS THE GRANTEE TO IMPLEMENT THE SUBJECT SUBPROJECT UNDER THE FHI UMBRELLA PROJECT.

2. GC/AFR AND GC/CP HAVE CONCLUDED THAT REGISTRATION OF CENTRE FOR AFRICAN FAMILY STUDIES (CAFS) AS AN AFRICAN REGIONAL PVO IS NOT A PREREQUISITE FOR AN AWARD OF ASSISTANCE TO CAFS UNDER THE SUBJECT SUBPROJECT. THIS CONCLUSION IS BASED ON THE FACT THAT THE ASSISTANCE CURRENTLY PROPOSED IS NOT RESERVED FOR PVOs, BUT WILL BE ACCOMPLISHED AS ASSISTANCE UNDER HANDBOOK 13 TO A NONGOVERNMENTAL ORGANIZATION ENGAGING IN FAMILY PLANNING ACTIVITIES. ACCORDINGLY, REDSO MAY PROCEED WITH AUTHORIZATION AND OBLIGATION OF ASSISTANCE TO CAFS, EVEN WHILE CAFS'S APPLICATION AS REGISTERED REGIONAL PVO IS PENDING.

3. REDSO IS REMINDED OF THE NEED TO UTILIZE THE NEW CLAUSES REGARDING THE ELIGIBILITY OF NONGOVERNMENTAL ORGANIZATIONS FOR FAMILY PLANNING ASSISTANCE. WHITEHEAD

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TO AMEMBASSY NAIROBI IMMEDIATE 9041

BT

UNCLAS STATE 267333

AIDAC FOR REDSO

E.O. 12356: N/A

TAGS:

SUBJECT: FHI - CAFS SUBPROJECT (698-0662.29)

REF: WOOD/SHERWIN/KOERING TELCON AUGUST 29, 1985

1. IN CONNECTION WITH SEPTEL SENT IMMEDIATE AUGUST 29, AND PER REF TELCON, REQUEST OBLIGATION OF CAFS SUBPROJECT AUGUST 30

2. SINCE FUNDS FOR JOHNS HOPKINS UNIVERSITY/PSC CANNOT BE OBLIGATED UNTIL FY 1986, REQUEST THAT ALL FY 1985 FUNDS BE OBLIGATED WITH CAFS. GUIDANCE FOLLOWS REGARDING FUNDING JHU/PCS OUT OF FY 1985 FUNDS. WHITEHEAD

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LOC: 404

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0237

CN: 08267

CHRG: AID

DIST: AID

AIDAC FOR REDS

E.O. 12356: N/A

TAGS:

SUBJECT: FAMILY HEALTH INITIATIVES - 698-0662.29 CAFS
FAMILY PLANNING TRAINING SUPPORT PROJECT

REF: (A) NAIROBI 25783, (B) STATE 184258, (C) NAIROBI
23937

1. PER REF. (A) PARA. 2 A AND B - ON JULY 26, 1985, THE ASSISTANT ADMINISTRATOR FOR AFRICA AUTHORIZED AN EXTENSION OF THE FAMILY HEALTH INITIATIVES PROJECT TO PERMIT THE DESIGN AND APPROVAL OF A THREE-YEAR, DOLS 2,300,000 SUBPROJECT WITH THE CENTRE FOR AFRICAN FAMILY STUDIES.

2. WHEN CAFS REGISTRATION IS COMPLETED AND APPROVAL FOR LIMITING COMPETITION IS SECURED, WE WILL IMMEDIATELY INFORM YOU THAT YOU MAY PROCEED TO AUTHORIZE AND OBLIGATE THIS PROJECT. WE EXPECT THESE ACTIONS TO BE COMPLETED DURING WEEK OF AUGUST 12, 1985. SPIERS

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AIDAC FOR REDSO

E.O. 12356: N/A

TAGS:

SUBJECT: FHI - CAFS SUBPROJECT (698-0652.29)

REF: WOOD/SHERWIN/KOHRING TELCON AUGUST 29, 1985

1. IN CONNECTION WITH SEPTEL SENT IMMEDIATE AUGUST 29, AND PER REF TELCON, REQUEST OBLIGATION OF CAFS SUBPROJECT AUGUST 30

2. SINCE FUNDS FOR JOENS HOPKINS UNIVERSITY/PSC CANNOT BE OBLIGATED UNTIL FY 1986, REQUEST THAT ALL FY 1985 FUNDS BE OBLIGATED WITH CAFS. GUIDANCE FOLLOWS REGARDING FUNDING JHU/PCS OUT OF FY 1985 FUNDS. WHITEHEAD
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~~NON-REDSO ACTION~~

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LOC: 442
30 AUG 85
CN: 15075
CHRG: AID
DIST: AID

FM SECSTATE WASHDC
TO AMEMBASSY NAIROBI IMMEDIATE 0239
BT
UNCLAS STATE 267335

AIDAC

FOR REDSO RLA

Scott

E.O. 12356: N/A

TAGS:

SUBJECT: FHI - CAFS SUBPROJECT (698-2662.29)

REF: (A) NAIROBI 25783

1. PER REQUEST REF (A), AFR APPROVED ON AUGUST 19, 1985 LIMITING COMPETITION IN THE SELECTION OF CAFS AS THE GRANTEE TO IMPLEMENT THE SUBJECT SUBPROJECT UNDER THE FHI UMBRELLA PROJECT.

2. GC/AFR AND GC/CP HAVE CONCLUDED THAT REGISTRATION OF CENTRE FOR AFRICAN FAMILY STUDIES (CAFS) AS AN AFRICAN REGIONAL PVO IS NOT A PREREQUISITE FOR AN AWARD OF ASSISTANCE TO CAFS UNDER THE SUBJECT SUBPROJECT. THIS CONCLUSION IS BASED ON THE FACT THAT THE ASSISTANCE CURRENTLY PROPOSED IS NOT RESERVED FOR PVOs, BUT WILL BE ACCOMPLISHED AS ASSISTANCE UNDER HANDBOOK 13 TO A NONGOVERNMENTAL ORGANIZATION ENGAGING IN FAMILY PLANNING ACTIVITIES. ACCORDINGLY, REDSO MAY PROCEED WITH AUTHORIZATION AND OBLIGATION OF ASSISTANCE TO CAFS, EVEN WHILE CAFS'S APPLICATION AS REGISTERED REGIONAL PVO IS PENDING.

3. REDSO IS REMINDED OF THE NEED TO UTILIZE THE NEW CLAUSES REGARDING THE ELIGIBILITY OF NONGOVERNMENTAL ORGANIZATIONS FOR FAMILY PLANNING ASSISTANCE. WHITEHEAD

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STATE 267335

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MS

JR

CLASSIFIED

NAIROBI 25783

CHRON COPY

REDSO FILE

VZCZCNAI *

RR RUEEC

DF RUEENR #5783 214 **

ZNR UUUUU ZZH

R 221252Z AUG 85

FM AMEMBASSY NAIROBI

TO SECSTATE WASHDC 3921

BT

UNCLAS NAIROBI 25783

AIDAC

FOR AFR/RA, VAL MAHAN

E. O. 12356: N/A

SUBJECT: FAMILY HEALTH INITIATIVES (698-0662.29) -
CAFS FAMILY PLANNING TRAINING SUPPORT PROJECT

REF: (A) STATE 307958 (B) NAIROBI 23937 (C) NAIROBI
23939 (D) STATE 229863

1. REDSO/ESA IS AWAITING AID/W ACTION AND ADVICE ON
THE FOLLOWING ITEMS SO THAT WE CAN PROCEED WITH PROJECT
AUTHORIZATION AND OBLIGATION OF FUNDS BEFORE THE
END OF FY 85.

2. (A) PER REF A, EXTENSION OF FHI PACD UNTIL 9/30/88 -
AFR/RA MUST ADVISE.

- (B) PER REF B, APPROVAL FROM AA/AFR FOR AWARDED
GRANT TO CAFS - AFR/RA MUST ADVISE.

- (C) PER REF C, REGISTRATION OF CAFS AS A PVO WITH
AID - AFR/DP OR AFR/RA MUST ADVISE.

3. PER REF D, IEE APPROVAL AND SUBPROJECT NUMBER
RECEIVED PER REFTL. APPRECIATE AFR/RA FOLLOWING
UP ON ACTIONS CITED ABOVE. THOMAS

BT

#5783

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CLASS: UNCLASSIFIED
CHRG: AID 58/01/85
APPRV: REDSO:DIR:JWACE
DRFTD: REDSO:DVOGEL:SI
CLEAR: REDSO:PKENNEL
L
DISTR: REDSO-6 CERON
ECCN