

**FAMILY PLANNING
MANAGEMENT DEVELOPMENT**

YEAR ONE WORK PLAN

Fiscal Year 1996
September 28, 1995 - November 2, 1996

Cooperative Agreement No: CCP-3055-A-00-5000-00
Office of Population, USAID
December 8, 1995

CONTENTS

Africa Unit	3
Asia/Near East Unit	8
Latin America/Caribbean Unit	19
Evaluation Unit	26
Publications and Communications Unit	29
Technical Unit	32
Project-Wide Core Activities	34

ANNEX: FPMD FY 1996 Travel Plan

Summary of Cross-Cutting Activities in FPMD Year One Work Plan

Plans for many of the following cross-cutting, project-wide activities described below began during the FPMD Launch Workshop held the week of October 23-26. Small discussion groups started the planning process for inclusion of these activities in our ongoing work. The process of developing this first year work plan has contributed to the further development of these plans for cross-cutting activities.

Collaboration with other CAs

In addition to the planned work the Technical Advisory Group (TAG) comprised of related USAID-funded CAs, several units have made plans to work with other CAs on specific activities. For instance, the Evaluation Unit will consult with other training CAs (e.g. JHPIEGO, INTRAH and CEDPA) in the development of its tracking system for individuals who have been trained under the project. Other CA projects (e.g., Pathfinder International and POPTECH) will be consulted in the development of a tool to monitor, and evaluate the technical assistance provided by the project. Both the Technical and Evaluation Units will continue to work with cross-CA taskforces in collaboration with the EVALUATION Project to develop and further refine indicators for evaluating management and sustainability. Staff of other CAs will continue to be involved with the development and review of *The Family Planning Manager* and other publications such as foreign language editions of the *The Family Planning Manager's Handbook* and other publications. These activities will include cost sharing with the other CAs to the extent possible.

In-country projects will be designed to take every opportunity to work with the other CAs working in the same country. This coordination will take place through regular meetings of the TAG and also on-site in each country. All needs assessments will include meetings with all other USAID-funded CAs to determine ways in which FPMD might collaborate with and supplement their ongoing work. Cost sharing will be an important feature of this collaboration. In Bangladesh, the ANE Unit will continue its successful collaboration with the country offices of several CAs, including Pathfinder International, AVSC and The Asia Foundation, to work on management areas needing improvement in their work with local NGOs.

South-to-South Activities

Several regional work plans include specific plans for encouraging South-to-South collaboration. For example, the Asia Near East work plan includes plans for the Nepalese MIS consultant to assist the Local Initiatives Program (LIP) in Bangladesh with an examination of their computer and database systems and staff training. The LIP will become more involved with hosting observations study tours requested by USAID/Dhaka and the Government of Bangladesh and in collaboration with the Family Planning Services and Training Center. Representatives of the Department of Health, Local Government Units and the MSH contract team from the Philippines are slated for an observational study tour to the LIP in Bangladesh.

The Publications Unit will encourage the use of foreign language editions in local and regional training activities and conferences to facilitate south-to-south exchange and to promote institutional learning. Successful experiences in this regard will be reported back to FPMD through an ongoing qualitative publications survey which will be developed and managed jointly by the Evaluation and Publications Units.

Leveraging other Donor Resources

FPMD units will work for increased cost sharing, both with other CAs and other donors, over the life of the project. Possibilities for readers of FPMD publications to pay for the cost of shipping will be explored. Other donors will also be encouraged to pay for the costs of distribution of FPMD publications to the extent possible.

All needs assessments, for both continuing and new countries, will include discussions with other donors operating in-country to determine both what they are supporting currently and what they might be able to contribute to the implementation of FPMD's planned activities.

Research Agenda

Work has begun on development of a research agenda for FPMD. A working cluster has been formed and is in the process of examining and prioritizing the development of specific tools required by the project. It is expected that a final research agenda will be available by early in 1996.

Marketing Plan

A preliminary market plan has been drafted, based on discussions held before and during the Launch Workshop. This plan is undergoing further development by a cluster of FPMD staff who expect to finalize the plan following a marketing seminar for staff led by Professor Barbara Bund of the Sloan School in late November 1995.

Project Database Development

The Project has formed a cluster to develop a project tracking database that will serve a variety of information needs, both internally and externally, over the life of the project. Plans include the field testing of data tracking for a few countries and subprojects over the next few months. The database will be revised according to the results of the field test prior to using the tool throughout the project.

Publications and Communications Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
<i>The Family Planning Manager (English)</i> Technical Leadership	Develop 4 new issues, Publish and distribute 3 issues	J Miller (lead) C Bahamon, J Wolff, Other FPMD staff: SC Huber, W Mertens, R-L Aitken MSH/POP program: S Helfenbein, A Buxbaum, P Hume, J Seltzer Int'l review board	Total PC Unit 198 days Eval Unit 24 days MSH/POP Prgrm 140 days \$324,248	1.4.a.vi 1.1.a.ii 1.1.c 1.3
<i>The Family Planning Manager (Foreign Editions)</i> Technical Leadership	Develop and distribute corresponding issues in French and Spanish	C Bahamon (lead) J Miller, Translators Language and tech reviewers	Total Unit 208 days Translators/reviewers paid on per issue basis \$185,690	1.4.a.vi 1.1.a.ii 1.1.c 1.3
<i>The FP Handbook (Foreign Editions)</i> Technical Leadership	Develop and publish Arabic edition Begin work on Portuguese edition TA to Africa unit to develop and publish Swahili edition	L Suttentfield (lead) J Wolff, J Miller, SC Huber, W Mertens, B Timmons Outside partners (IPPF, Pathfinder) L Suttentfield (lead) Other PC Unit staff LAC Unit and outside partners L Suttentfield (lead) Other PC Unit staff Africa Unit staff and outside partners	Total PC Unit 84 days 1 TDY to Egypt Eval Unit 17 days B Timmons 15 days 2 TDYs to Brazil (Necochea, Suttentfield) \$114,020	1.4.a.vi 1.1.a.ii 1.1.c 1.3

Publications and Communications Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
	Further develop MDA methodology for print publication	J Miller (lead) SC Huber, B Timmons, S Helfenbein	\$75,602	
Publications Distribution Technical Leadership (explore other donor resources)	Research and implement new database for mailings and other activities Develop in-country distribution systems Research cost recovery opportunities for FPMD publications Expand list of readers interested in electronic formats and distribute selected publications electronically	W Antebi (lead), T Nguyen PC Unit staff with regional units, and field staff J Miller, L Suttentfield, W Antebi J Wolff, W Antebi, K Austin, G Frick	Total unit 582 days \$574,712	1.1.c

Technical Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Technical Leadership	GEMS: Finalize and edit 15 tools from GEMS for the WWW; make them available through the WWW	S Vriesendorp, A Buxbaum	Total Unit: 20 days AB 10 days (\$16,110)	1.1.c.iii 1.4.a.vi
	Develop tool for "quality groups"; Mexico	M Mitchell, Lourdes de la Peza	de la Peza 5 days local travel (\$11,873)	1.1.a.ii 1.4.a.iv
	Guide Program Sustainability efforts	GRosenthal, M Hall	GR 45 days MH 20 days (\$134,595)	1.3.b.i 1.4.a.iv
	Guide project Service Delivery Management efforts	M Hall, J Littlefield, S Solter	Total Unit LOE 96 days 1 TDY (\$73,340)	1.1.a.ii 1.1.a.v 1.1.a.vi
	Guide project Financial Sustainability and management efforts	D Collins, G Rosenthal	DC 20 days; GR 15 days 2 TDYs (\$92,876)	1.3.b.ii through v
			\$328,794	
Research	Succession Management Conference (3 days) in: Bogata, Bamako, Dhaka, (Nairobi) with NGO leaders to gather information Data analysis, writing and dissemination	S Vriesendorp, Abuxbaum, Program Asst.	SV 10 field days AB 20 days Conference costs; Venue and related meeting costs for 3 days; Secretaries x 2; Rent laptops (5) and printers (2); Travel, Spanish tutoring for 1 person (\$111,712)	1.3.b.iv 1.3.c.i
	Probable: Develop approach and tools for using Fully Functioning Service Delivery Point concept to guide management decisions at all levels; collaborate closely with Eval. Unit development of FFSDP evaluation tool	S Solter, M Mitchell J Littlefield, J. Tighe	Total Unit 40 days SS 12 field days JT 20 days 1 TDY (\$41,338)	1.1.a.ii 1.1.a.v 1.1.a.vi

Technical Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Research (cont'd)	Probable: Continue study of costs of RH and FP interventions; Develop model/tool for rational and cost-effective integration of reproductive health and FP services; field test tool; document and disseminate.	J Littlefield, S Solter, M Mitchell 30 days, G Rosenthal/D Collins	Total unit 67 days GR/DC 10 days each 3 TDYs (\$71,629)	1.1.a/ii 1.4.a 1.4.a.ii
	Probable: Develop Cost Accounting methodologies; develop applicable tools	M Mitchell D Collins	DC 30 days (\$65,776)	1.3.b.ii 1.3.b.iii
	To further develop and field test the commodities logistics management software	M Watt, S Osmani, R Timmons, D Roberts	MW 33 days, SO 25 days, DR 15 days, RT 2 days (\$102,541)	\$392,996

Project-Wide Core Activities

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Project Startup	Equipment, hardware and software purchases, development of info base		\$274,376	
Satellite	Agreement for electronic communication activities		\$500,000	1.1.c.iii

Africa Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Burkina Faso Field Support	Expansion of Supervision work done during FPMD I: Build in-house training capacity in DSF Train staff in new provinces Provide in-service training of supervisors Develop, test, and revise supervision materials Integrate COPE/clinic assessment into supervision curriculum	C Madden, C Zinkone (BACOMA), M Smit, C Nagy	CM 40 days Subcontract 25 days Africa Unit total LOE 26 days Other: 3 TDYs 2 workshops Development/translation of materials Long distance calls to Burkina Faso \$93,000	1.4a* 1.1a.ii 1.1c 1.3a.vii
Kenya Field Support DFH/NIP FPAK	Follow-on Activities of FPMD I with selected NGOs and DFH: Implementation of NIP full implementation of CLM institutionalizing and capacity building in MWORA mapping finalizing/training supervision system	B Tobin A. Thairu SC Huber S Solter S Vriesendorp A Buxbaum, J Goodman A Kimunya (FINMANS) R Chege P Maina M Smit, C Nagy	BT 234 days (in Nairobi) AT 260 days (in Nairobi) SCH 15 days (1 TDY) SS 60 days (3 TDYs) SV 25 days (2 TDYs) AB 55 days (3 TDYs) JG 50 days (2 TDYs) AK Subcontract 30 days Consultant 40 days Consultant 30 days Africa Unit total LOE 172 days	NIP 1.4a 1.1a.iv 1.1c.ii 1.2a.v 1.2c.ii 1.3c

*Outcomes based on USAID PHNC draft document dated November 8, 1995

Africa Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Kenya (cont'd) Selected NGOs	Capacity building seminars; financial sustainability, etc... Institutionalizing Healthware		Other: 1 TDY M Smit NIP: - Dissemination workshop - Launch/planning workshop - 4 district-level workshops - Field visits for SDP inventories FPAK: - Grant to implement MWORA Mapping - MWORA Mapping field visits -Sustainability Seminars NIP: \$179,718 FPAK: 132,172 Country Office Support: 288,108	FPAK 1.1b.vii 1.1c 1.3a.vi, vii 1.4a.ix NGOs 1.1b.vii 1.1c
South Africa New Initiative	Bridging Activities: Transfer of management skills, refer to SOW for November 1995 TDY Further activities to be determined after TDY in November 1995	S Vriesendorp J Littlefield S Solter SC Huber B Tobin, M Smit, C Nagy	SV 60 days JL 37 days SS 20 days SCH 2 days Africa Unit total LOE 55 days Other: 6 TDYs 2 workshops 1 regional meeting 4-5 participants to MT Leadership course in Pretoria \$229,953	1.4a 1.3a.ii 1.3a.v 1.3a.vii 1.1a.iv 1.1a.vi 1.1a.vii 1.1a.ix 1.2a 1.3b 1.4a.i 1.4a.ii

Africa Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Zimbabwe New Initiative	Exploration of opportunities: Build on previous TA and FPMD/MSH contacts in Zimbabwe Contact USAID Mission/Zimbabwe - Roxanna Rogers Attend regional meetings/conferences Needs Assessment	SC Huber D Collins J Littlefield B Tobin, M Smit, C Nagy	SCH 2 days DC 17 days JL 17 days Africa Unit total LOE 55 days Other: 2 TDYs Long distance phone calls to Zimbabwe 1 week workshop with 25 participants \$77,950	1.4a 1.1a.vi 1.3a.ii, v 1.3a.v 1.3b.iii, iv, v 1.4a.ii
Africa Regional	<u>Benin</u> Exploration of opportunities: Research FPMD/MSH contacts in Benin with USAID Mission and ABPF <u>Guinea</u> Exploration of opportunities: Research FPMD/MSH contacts in Guinea with USAID Mission and, FRAC members <u>Mali</u> Exploration of opportunities: Contacts with USAID Mission/Bamako	S Vriesendorp M Smit, C Nagy S Vriesendorp M Smit, C Nagy S Vriesendorp M Smit, C Nagy	SV 3 days Africa Unit total LOE 57 days Other: 1 TDY - October 1995 Long distance calls to Benin SV 3 days Africa Unit total LOE 57 days Other: Long distance calls to Guinea SV 4 days Africa Unit total LOE 57 days Other: Long distance calls to Mali \$400,000	1.4a 1.1a.vi 1.3a.ii 1.3a.v 1.3b.iii,iv,v 1.4a.ii

Africa Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
New Initiatives	<u>Ethiopia</u> Exploration of opportunities with FGAE and BASICS: Meet with BASICS Africa Director, Ken Heise Call Dan Kraushaar to explore contacts in Ethiopia Attend regional meetings/conferences Needs Assessment	S Solter B Tobin, M Smit, C Nagy	SS 4 days total Africa Unit total LOE 55 days Other: Trips to Washinton, DC 3 TDYs from Nairobi Long distance calls to Ethiopia and Kenya 1 workshop	1.4a 1.1a.vi 1.3a.v. 1.3b.iii, iv,v 1.4a.ii
	<u>Ghana</u> Exploration of opportunities: Research FPMD/MSH contacts in Ghana	B Tobin, M Smit, C Nagy	Africa Unit total LOE 55 days Other: 1 TDY from Nairobi Long distance calls to Ghana	1.4a 1.1a.vi 1.3a.ii, v 1.3a.v 1.3b.iii, iv, v 1.4a.ii
	<u>Tanzania</u> Exploration of oportunities: Research FPMD/MSH contacts in Tanzania and with USAID Mission/Tanzania Exploration of a partnership and collaboration with IPPF/East and Southern Africa Attend regional meetings/conferences Needs Assessment	M Hall SC Huber S Solter B Tobin, M Smit, C Nagy	MH 17 days (1 TDY) SCH 10 days (1 TDY) SS 4 days Africa Unit total LOE 55 days Other: Long distance phone calls to Tanzania 1 workshop	1.4a 1.1a.vi 1.3a.ii, v 1.3a.v 1.3b.iii, iv v 1.4a.ii

Africa Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
New Initiatives (cont'd)	<u>Zambia</u> Exploration of opportunities: Research FPMD/MSH contacts in Zambia or with USAID Mission/Zambia Needs Assessment	S Solter SC Huber B Tobin, M Smit, C Nagy	SS 4 days SCH 5 days Africa Unit total LOE 55 days Other: Long distance phone calls to Zambia 1 workshop	1.4a 1.1a.vi 1.3a.ii, v 1.3a.v 1.3b.iii, iv, v 1.4.a.ii
	<u>Other</u> Exploration of opportunities and build on FPMD I activities: CERPOD, CEDPA, CAFS/FRAC, IPPF/Africa, PPFN/Nigeria Regional capacity building and South-to-South study tours and/or workshops Working with women's health and family planning NGOs within the context of the women's management initiative Adolescence Health Initiative with FPAK Complete translation of Supervision Curriculum into English Translation of the Family Planning Manager's Handbook into Swahili	S Vriesendorp M Hall S Solter S Reimann A Buxbaum C Bahamon J Forbes L Sutfenfield B Tobin, M Smit, C Nagy	SV 25 days (3 TDYs) MH 17 days(1 TDY) SS 5 days (1 TDY within Africa) SR 17 days (1 TDY Cairo-Nairobi) AB 8 days CB 5 days JF 5 days LS 18 days (1 TDY) Africa Unit total LOE 57 days	1.4a 1.1a.ii 1.1b.iv 1.4a.v 1.4a.vi 1.4b.i
			\$227,133	

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Bangladesh Field Support Local Initiatives Program	Train 12 additional thana teams via 3 Management Training Programs Develop and re-fund approximately 126 Actions Plans Phase-out assistance to 10 thana programs and scale down technical assistance to up to 20 additional thana programs Train 8 district and thana-level officials in FP program management via regional courses Convene a national workshop on performance-based supervision and monitoring for approximately 40 district- and thana-level managers Conduct a training workshop on financial management for approximately 96 Thana Family Planning Assistants Organize 20 thana-level workshops on quality of care issues and using data for decision-making	LIP Staff	TAI Contract	1.3.a 1.3.c 1.3.a 1.3.c 1.3.b 1.3.a 1.1.a.vi 1.3.a.iii 1.1.a.ii

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
<p>Bangladesh</p> <p>Local Initiatives Program (cont'd)</p>	<p>Provide basic and refresher training to approximately 150 and 330, respectively, service providers in door-step injectable service provision</p> <p>Initiate operations research in two "indicator thanas" on: the introduction of registration fees/fee-for-service; alternative approaches to door-step service delivery; strengthening Family Welfare Center management; and TA from four high-performing to four low-performing thanas in areas of using data for decision-making and quality of care issues</p> <p>Continue to analyze results of Family Welfare Assistant questionnaires and of focus group discussions with community volunteers</p> <p>Continue to analyze method mix changes in thana/union programs and provide feedback to thana and union-level managers</p> <p>Conduct six rapid assessments of service delivery performance in selected unions</p> <p>Initiate a client satisfaction survey, comparing user's satisfaction in LIP and non-LIP areas</p> <p>Conduct a study of the cost-effectiveness of LIP interventions</p>	<p>LIP Staff</p> <p>In-country TA from SC Huber</p> <p>In-country TA from SC Huber</p> <p>In-country TA from SC Huber</p> <p>In-country TA from MSH Health Financing Program</p>	<p>TAI Contract</p>	<p>1.1.a.i</p> <p>1.1.a.ii</p> <p>1.1.a.vi</p> <p>1.1.a.vii</p> <p>1.1.a.ix</p> <p>1.1.b.ii</p> <p>1.3.a</p> <p>1.3.c</p> <p>1.4.a.v</p> <p>1.1.a.iii</p> <p>1.1.a.iii</p> <p>1.1.a.iii</p> <p>1.1.a.iii</p> <p>1.1.b.v</p>
<p>Bangladesh</p> <p>Local Initiatives Program (cont'd)</p>	<p>Introduce the Management Development Assessment methodology in 2-4 thanas and assess their "maturity" levels in terms of management capacity, local resource mobilization, and capability of sustained implementation of the LIP approach</p>	<p>LIP Staff</p> <p>In-country TA from S Helfenbein</p>	<p>TAI Contract</p>	<p>1.3.a</p>

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
	<p>Initiate income-generating activities for volunteers' sustainability in up to 4 thanas, and encourage linkages by thana managers with local development projects for the benefit of female community volunteers</p> <p>Distribute the <u>Bangla FP Manager's Handbook</u>, and the LIP Management Series manuals, and publish 1-2 newsletters (in Bangla) adapted from issues of the <u>FP Manager</u></p> <p>Organize up to 16 thana-level dissemination workshops on the impact of community participation and benefits of small families</p> <p>Host observation study tours for foreign visitors, as requested by USAID/Dhaka and the Government of Bangladesh</p>	<p>Long distance TA from the Publications Unit</p> <p>In collaboration with the Futures Group</p> <p>In collaboration with the Family Planning Services and Training Centre</p>		<p>1.3.a.vii</p> <p>1.4.a.vi</p> <p>1.4.a.vi</p> <p>South -to-South</p>

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Bangladesh Local Initiatives Program (cont'd)	<u>Technical assistance from FPMD/Boston</u> Follow-up TA to LIP staff in: a) evaluation-related skills development; and b) work with LIP staff to develop methodologies and workplans for the conduct of special studies on 1) client satisfaction; 2) focus groups with female community volunteers to assess the impact of linkages with local development opportunities on their motivation to continue involvement with LIP; 3) operations research to test management innovations in two "indicator thanas", including the introduction of registration fees/fee-for service scheme, strengthening FWC management, and alternative approaches to door-step service delivery	SC Huber D Monahan	Estimated 50 days 2 2-week TDYs	1.1.a.ii 1.1.a.vi 1.1.a.vii 1.1.a.ix 1.1.b.ii 1.3.a 1.3.c
	Orientation to LIP and LIP accounting systems, and provision of assistance to strengthen LIP accounting systems and practices	N Gaul	Estimated 25 days 1 2-week TDY	1.3.a.iii
	Review of LIP computer systems (hardware, software, LAN) and database systems; make recommendations for improvements in efficiency and effectiveness of these systems; provide training to selected LIP staff in database management and use.	Hare Ram Bhattarai	Estimated 25 days 1 3-week TDY	1.3.a.v South-to-South
	Review progress in LIP implementation of annual workplan; coordinate with USAID/Dhaka; provide TA in quality of care issues; participate in development of FY97 workplan	A Ellis	Routine Boston-based technical support and 2 2-week TDYs	1.3.a 1.4

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Bangladesh Local Initiatives Program (cont'd)	Train LIP staff in the Management Development Assessment methodology; assist LIP staff to adapt the methodology for application to "mature" LIP thanas; participate in 1-2 field tests of the adapted methodology, including analysis of data collected	S Helfenbein	Estimated 30 days 1 3-week TDY	1.3.a
	Conduct a training of trainers for LIP staff; and review LIP plans to design a TOT program for personnel from "mature" thanas	S Vriesendorp	Estimated 30 days 1 2-week TDY	1.3.a
	Conduct a cost-effectiveness study of the LIP and train select LIP staff in the design and implementation of such studies	TBD, MSH Health Financing Program staff	Estimated 40 days 1 4-week TDY	1.1.b.v
	Orientation to LIP, and conduct of a training in "consultative process skills in the international setting" for select LIP staff	H Stanley	Estimated 18 days 1 2-week TDY	1.3.a
	Orientation to LIP; review of opportunities for south-to-south collaboration and LIP TA to regional/international programs; TA to LIP in cost recovery schemes	C Cuellar	Estimated 20 days 1 2-week TDY LIP: \$2,017,000	South -to-South
Cooperating Agency/Non-Governmental Organization	Initial assessment and planning: conduct needs assessment; prepare Management Development Plan and Detailed Implementation Plan; designate CA and NGO counterparts for planned activities; identify potential local technical assistance resources Technical assistance to the CAs/NGOs in improving data quality and use	P Fishstein S Helfenbein	Estimated 10 days Estimated 8 days 1 1-week TDY (2 persons)	

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Bangladesh Cooperating Agency/Non-Governmental Organization (cont'd)	<u>Illustrative activities:</u> a) review CA/NGO capabilities in data collection and use, and identify task-oriented technical assistance activities b) deliver individual assistance to NGOs in improving and monitoring data quality and in using information c) design and organize training workshop for CAs/NGOs on using data for management , analysis, and planning Technical assistance to the CAs/NGOs in developing sustainability plans	M Watt (tentative) Local consultants (TBD)	Estimated 40 days 2 2-week TDYs Estimated 40 days	1.3.a 1.3.a 1.3.a
	<u>Illustrative activities:</u> a) develop agreement among CAs on a prototype sustainability plan	P Fishstein S Sacca (tentative)	Estimated 60 days	1.3.a (i-ii) 1.3.c
	b) provide technical assistance to CA/NGO counterparts in developing individual sustainability plans using existing tools and additional information	Local consultants (TBD)	Estimated 55 days	1.3.a (i-ii) 1.3.b (ii-v) 1.4.a (i-v)
	c) provide training and guidance to CA counterparts in the delivery of technical assistance to NGOs		3 2-week TDYs (2 persons)	1.3.a 1.3.b
	d) Design/participate in CA/NGO task-oriented workshop on using existing tools for developing sustainability plans		Estimated 40 days	1.3.a 1.3.b
			CA/NGO:	\$300,000

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
<p>Nepal Field Support</p> <p>Family Planning Association of Nepal</p>	<p>Technical assistance to FPAN in upgrading of its MIS capacity</p> <p>Initial assessment and planning: conduct supplementary needs assessment, prepare Management Development Plan and Detailed Implementation Plan, identify additional potential local technical assistance resources</p> <p><u>Illustrative activities:</u></p> <p>a) assess data collection and use at the community worker level and develop technical assistance activities to improve capabilities</p> <p>b) provide activity-oriented technical assistance to program and director-level staff in the use of information for management</p> <p>c) facilitate improved financial management, including building analytical linkages between costs and services delivered</p> <p>d) provide assistance to FPAN staff in the design and organization of a staff workshop on using information</p>	<p>P Fishstein H Stanley Hare Ram Bhattarai</p> <p>Hare Ram Bhattarai H Stanley Local consultant (TBD)</p>	<p>Estimated 10 days Estimated 15 days Estimated 15 days 1 1-week TDY (1 person)</p> <p>Estimated 125 days Estimated 15 days Estimated 15 days</p>	<p>1.1.a.iii 1.3.a</p> <p>1.1.b.v 1.3.a. (iv-v)</p> <p>1.1.b.v 1.3.a. (ii-v) 1.3.b.iii</p> <p>1.3.a.(iv-v)</p>

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Philippines (cont'd)	Training of MSH contract team and personnel from 2 pilot LGUs in Word Perfect Office and Alpha4 software systems	S Osmani	Estimated 30 days 1 2-week TDY	1.3.a.v
	Design an observation study tour to LIP/Bangladesh for representatives from the Department of Health, "high performing" LGUs, and MSH contract team	A Sayeed A Ellis or TBD	Estimated 15 days 1 10-day TDY \$250,000	South-to-South
Turkey Field Support	Preparation of a Management Development Plan and Detailed Implementation Plan for FPMD Technical Assistance	A Ellis R Timmons	1 2-week TDY	
	Assessment of achievements under the MDP/DIP and development of the FY97 workplan	A Ellis	1 2-week TDY	
	Technical assistance to the Ministry of Health, MCHFP General Directorate <u>Illustrative activities:</u> a) facilitate a critical review of service data collected by the MCHFP General Directorate and recommend changes for consideration by the MOH b) development of a simple manual on use of data for management by central and provincial level MOH personnel c) review progress in replication of the services information system by the MCHFP General Directorate's Logistics/MIS Technical Team in 5 new provinces	R Timmons	Estimated 50 days 2 3-week TDYs	1.1.a.iii 1.1.a.iii 1.3.a.v

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Turkey (cont'd)	d) contribute to a mid-year meeting organized by the LMIS Technical Team with provincial MOH staff to review progress in the implementation of the services information system in five new provinces		MOH \$95,151	1.3.a.v
	Technical assistance to the Human Resource Development Foundation in institutional development			
	<u>Illustrative activities:</u> a) Technical assistance in the preparation of a strategic plan.	TBD, local consultant	Estimated 20 days	1.3.a.ii 1.3.b.v
	b) Technical assistance to conduct a feasibility study for the establishment of revenue-generation activity(ies) once identified during strategic planning.	TBD, local consultant	Estimated 30 days	1.3.b
	c) Technical assistance in practical approaches to financial sustainability.	M Hall	Estimated 30 days 2 2-week TDYs	1.3.b
	d) Technical assistance to upgrade and document central-level MIS systems.	R Timmons	See estimated and TDYs for Timmons noted above	1.3.a.v
	e) Technical assistance in human resource development and documentation of systems.	A Buxbaum	Estimated 25 days 1 3-week TDY	1.3.a.vii
	Technical assistance to the Turkish Family Health and Planning Foundation in institutional development <u>Illustrative activities:</u> a) Technical assistance in practical approaches to financial sustainability.	M Hall	See estimated s and TDYs for Hall noted above	1.3.b

Asia/Near East Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Turkey (cont'd)	b) Technical assistance to upgrade and document central-level MIS systems.	R Timmons	See estimated s and TDYs for Timmons noted above	1.3.a.v
	c) Technical assistance in human resource development and documentation of systems.	A Buxbaum	See estimated s and TDYs for Buxbaum noted above NGO: \$179,849	1.3.a.vii
New Initiatives Core Funding	Needs assessment in 1 or 2 new countries, e.g., Cambodia, Indonesia Coordination meetings with USAID/Washington country specialists, participation in AID and CA meetings	S Solter M Mitchell TBD, regionally-based consultant A Ellis P Fishstein	Estimated 30 days Estimated 30 days Estimated 30 days 1 or 2 2- or 3-week TDYs Up to 3 trips to AID/W and 2 trips to other domestic cities. (3 additional trips to AID/W are budgeted from field support funds for country programs.) \$130,730	

Latin America/Caribbean Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
<p>Bolivia (cont'd)</p> <p>PROCOSI</p> <p>Monitoring</p> <p>Evaluation</p> <p>Community and Child Health (CCH)</p> <p>(Proposal pending with USAID/Bolivia to provide non-FPMD assistance.)</p>	<p>Conduct CQI training and institutional strengthening to PROCOSI NGO members</p> <p>Observe CQI groups and coordinate FPMD activities, reviewing progress and developing future plans</p> <p>Develop integrated evaluation framework for CQI and decentralization activities</p> <p>Conduct institutional strengthening and organizational development workshops.</p> <p>Strengthen supervisory systems through technical assistance and training.</p>	<p>Lourdes de la Peza</p> <p>E Necochea P Mott</p> <p>R-L Aitken</p> <p>ME Arias/C McMillen M.C. Stern (Rolf Stern/Jaime Gallardo)</p> <p>L de la Peza P Mott M.C. Stern (Rolf Stern/Jaime Gallardo)</p>	<p>10 days MOU Workshop participant costs</p> <p>14 days in country 14 days in country</p> <p>5 days</p> <p style="text-align: right;">\$39,068</p>	<p>1.4.a.i/iv</p> <p>1.3.a 1.4</p> <p>1.1.a.ii 1.4</p>
<p>Brazil</p> <p>Field Support</p>	<p>Conduct initial coordination visit</p> <p>Conduct needs assessment in the state of Bahia to explore opportunities for conducting management training in decentralization and sustainability in both public and private sector organizations</p>	<p>E Necochea</p> <p>E Necochea K Lassner (To be confirmed) Consultant TBD</p>	<p>4 days</p> <p>17 days 17 days 17 days</p> <p style="text-align: right;">\$128,300</p>	

Latin America/Caribbean Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Guatemala Field Support APROFAM Monitoring APROFAM Cooperative Agreement with USAID/Guatemala (October 1, 1995-August 31, 1996) Complementary non-FPMD assistance.	Conduct coordination visit to define FPMD II scope of work in coordination with APROFAM and USAID; Assess progress of work to date	E Necochea P Mott	7 days 7 days	1.4 1.3.a
	Identify and develop new activities targeting programs that serve rural/Indigenous populations	P Mott D Collins	TBD	1.3.a
	Training in leadership development	TBD: L de la Peza or ME Arias	14 days	
	Review progress of new activities	E Necochea P Mott	2 days 7 days	1.3.a 1.4
	Assist APROFAM in the analysis of the market research findings and identification of strategic directions. Provide technical assistance to APROFAM to prepare operational and sustainability plans for its urban clinics. Continue technical assistance to APROFAM in quality assurance systems. Assess the adequacy of current MIS systems to support self-financing strategy.	M. Hall C Cuellar		
	M Hall D Collins			
	M Hall D Collins			
	M Hall			
			\$99,000	
APROFAM (cont'd)	Monitoring	Edgar Necochea Polly Mott Maribel Diaz		

Latin America/Caribbean Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Honduras Field Support ASHONPLAFA Monitoring	Conduct coordination visit to define FPMD II scope of work and assess progress of work to date Conduct management training in data collection and information flow. Conduct a follow-up visit to review transition to use of new information system Assess progress of data collection training and performance management workshops	E Necochea R Castro G Ojeda E Necochea	4 days 30 days 30 days 3 days \$75,000	1.3.a 1.4 1.3.a.v South-to-South 1.3.a 1.4
Jamaica Field Support	Attend CA Coordination Meeting/Review of MIS programming	E Necochea S Osmani D Collins	4 days 7 days 6 days \$25,000	1.3.a.v

Latin America/Caribbean Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Mexico (cont'd) CONAPO Monitoring Evaluation	Finalize Decentralization Plan for CONAPO and COESPOs Conduct a coordination visit to define future work with counterparts and USAID Mission. Assess progress of work to date Develop an integrated evaluation framework focusing on quality management and financial sustainability for assessing FPMD work in Mexico	E Necochea Marc Mitchell E Necochea B Bezmalinovic R-L Aitken	3 days 5 days 14 days 14 days 5 days \$18,456	1.3 1.3.a 1.4 1.1.a.ii 1.3.a
Paraguay New Initiative	Conduct a needs assessment.	E Necochea M Hall	15 days 12 days \$42,793	
Peru Field Support Ministry of Health	Provide TA/Training/TOT in CQI and clinic management to regional family planning and service delivery managers in one new and two existing priority regions. Provide training in information systems and use of information to family planning coordinators.	Lourdes de la Peza T Espejo M Hall T Espejo TBD (DGI)	30 days 65% of time 7 days MOU Workshop Participant Costs 35% of time MOU Workshop Participant Costs	1.4.a.i/iv 1.3.a.v 1.4.a

Latin America/Caribbean Unit

Country/Project	Proposed Activities	Human Resources	Budget Considerations	PHNC Outcomes
Peru (cont'd) Monitoring Evaluation	Conduct coordination visit to MOH and USAID mission and follow-up on progress of work to date. Develop an integrated evaluation framework to assess FPMD activities in quality management and information utilization.	E Necochea P Mott R-L Aitken	7 days 7 days 3 days \$250,000	1.3.a 1.4 1.1.a.ii

ANNEX

FPMD FY 1996 TRAVEL PLAN

FPMD Travel Plan - FY 1996

AFRICA UNIT

Burkina Faso

Supervision Technical Assistance

February - March 1996

Claire Madden and Corinne Nagy to travel to Burkina Faso develop management development plan with the Department of Family Health; to lay groundwork for two supervision workshops; ensure distribution of supervision protocols and materials; and contract services of facilitators and financial manager to implement two workshops.

May - June 1996

Corinne Nagy to travel to Burkina for second supervision workshop.

Ethiopia

New Initiatives

Dates to be determined

Steve Solter/ Barbara Tobin - 3 TDYs from Nairobi to explore new initiatives in Ethiopia.

Ghana

New Initiatives

Dates to be determined

Marjorie Smit/Barbara Tobin - 1 TDY from Nairobi to explore new initiatives in Ghana.

Kenya

Kenya Program

Dates to be determined

Marjorie Smit - 1 TDY
Sallie Craig Huber - 1 TDY

National Implementation Plan

Dates to be determined

Steve Solter - 3 TDYs to provide technical assistance in the implementation of the NIP.

Sylvia Vriesendorp - 2 TDYs to facilitate Launch/planning workshop and to develop district-level workshops.

Family Planning Association of Kenya

Dates to be determined

Ann Buxbaum - 3 TDYs to finalize supervision system and supervision training activities initiated under FPMD I.

Joyce Goodman - 2 TDYs to assist FPAK to fully implement CLM.

Mali*Africa Regional Activities*

January - February 1996

Sylvia Vriesendorp - in conjunction with TDY for work with USAID/Bamako, explore opportunities in Mali; meet with Minister of Health to follow-up his visit to MSH in Dec. 1995; discuss progress of FRAC activities with DFH, Groupe Pivot, and CERPOD.

South Africa*Transfer of Management Skills*

January - February 1996

Steve Solter and Joan Littlefield to conduct a workshop on project proposals and budgeting and to provide TA in designing the PHC reproductive health program.

May - June 1996:

Sylvia Vriesendorp and either Steve Solter or Joan Littlefield (TBD) to facilitate follow-up meeting to the PHC planning workshop of Nov. 1995 and to conduct a skill training workshop on designing, managing, and facilitating workshops and planning events.

Tanzania*New Initiatives*

Dates to be determined

Michael Hall - 1 TDY to explore opportunities in Tanzania.

Sallie Craig Huber - 1 TDY to conduct needs assessment in Tanzania.

Zimbabwe*New Initiatives*

Dates to be determined

David Collins and Joan Littlefield - 1 TDY to explore opportunities in Tanzania and conduct follow-on work to activities initiated under FPMD I.

Regional Projects*New Initiatives*

Dates to be determined

Sylvia Vriesendorp - 3 TDYs to work with CERPOD, CAFS, and explore opportunities.

Michael Hall - 1 TDY for exploration of activities with IPPF/Africa Region, PPFN/Nigeria.

Steve Reimann and Steve Solter- 1 TDY each with Africa for exploration of regional capacity building and South-South collaboration opportunities.

Linda Sutfenfield - 1 TDY to Nairobi to provide technical assistance in the translation of the *Family Planning Manager's Handbook* into Swahili.

ASIA/NEAR EAST UNIT**Bangladesh***Local Initiatives Program*

October-November 1995

Abu Sayeed, LIP Program Director, 2-week TDY to Boston to: a) participate in FPMDII Launch Workshop, and b) meeting with ANE Unit staff, FPMD/MSH staff to prepare a 23-month Management Development Plan and workplan for FY96.

January 1996

Sallie Craig Huber, Director, FPMD Evaluation Unit, 2-week TDY to: a) follow-up TA to LIP staff in evaluation-related skills development; and b) work with LIP staff to develop methodologies and workplans for the conduct of special studies on 1) client satisfaction; 2) focus groups with female community volunteers to assess the impact of linkages with local development opportunities on their motivation to continue involvement with LIP; 3) operations research to test management innovations in two "indicator thanas", including the introduction of registration fees/fee-for-service scheme, strengthening Family Welfare Center management, and alternative service delivery approaches to door-step delivery.

Natalie Gaul, Accounting Specialist, 2-week TDY to: a) get oriented to LIP and LIP accounting systems; b) provide assistance to strengthen LIP accounting systems and practices.

Hare Ram Bhattarai, MIS consultant, 3-week TDY to: a) review LIP computer systems (hardware, software, LAN) and database systems; b) make recommendations for improvements in efficiency and effectiveness of systems; c) provide training to selected LIP staff in database management and use.

February 1996

Alison Ellis, Regional Director, ANE Unit, 2-week TDY to: a) review progress in LIP implementation of annual workplan; b) coordinate with USAID/Dhaka; and c) provide TA in quality of care issues.

March 1996

Saul Helfenbein, Acting Director, Population Program, MSH, 2-week TDY to: a) train LIP staff in the Management Development Assessment methodology; b) assist LIP staff in adapting the methodology for application to "mature" LIP thanas; c) participate in 1-2 field tests of the adapted methodology, including analysis of data collected.

April 1996

Sylvia Vriesendorp, Organizational Development Specialist, Technical Unit, 2-week TDY to: a) conduct a training of trainers for LIP staff; b) review LIP plans to design a TOT program for personnel from "mature" LIP thanas.

TBD consultant, Health Financing Program, MSH, 4-week TDY to: a) conduct a cost-effectiveness study of the LIP; b) train selected LIP staff in the conduct of such studies.

May 1996

Harriet Stanley, Training consultant, 2-week TDY to: a) get oriented to LIP; b) conduct a training in "consultative process skills in the international setting" for selected LIP staff.

July 1996

Abu Sayeed, LIP Program Director, 2-week TDY, from Dhaka, Bangladesh to Newton, MA for annual program review and planning with FPMD/MSH senior staff.

August 1996

Alison Ellis, 2-week TDY to: a) review progress in LIP implementation of annual workplan; b) participate in the development of the FY97 workplan.

September 1996

Sallie Craig Huber, 2-week TDY: follow-up TA in implementation of special studies.

Carlos Cuellar, Director, Technical Unit, 10-day TDY to: a) orientation to LIP; b) review opportunities for south-to-south collaboration and LIP TA to regional/international programs; c) TA to LIP in cost recovery schemes.

Cooperating Agency/Non-governmental Organization Project

December 1995

Paul Fishstein, Senior Program Associate, ANE Unit, and Saul Helfenbein, Acting Director, MSH Population Program, 1-week TDY to: a) in collaboration with USAID/Dhaka and the CAs, conduct an assessment and further identify areas for technical assistance under FPMD II; b) develop specific scopes of work, mechanisms for technical assistance, and an initial workplan; and c) identify CA and NGO counterparts and, if appropriate, possible local technical assistance resources.

February 1996

TBD Consultant, 2 week TDY to: a) review CAs' and NGOs' capabilities in data collection and use, and develop and initiate activities to improve both the quality and usefulness of the data, with special reference to planning for sustainability.

Paul Fishstein and Stephen Sacca, MSH Health Finance Program, 2 week TDY to: a) develop agreement among the CAs and USAID on a prototype sustainability plan; b) assess the CAs' available tools for planning for financial sustainability; c) design or participate in a task-oriented workshop for the CAs and mature stage NGOs on using existing tools for developing

sustainability plans; d) provide guidance in the redesign of workshop materials for the planned growth stage NGO workshop; and e) review progress in subproject implementation.

May 1996

Paul Fishstein and Stephen Sacca, 2 week TDY to: a) continue work with the CAs and mature NGO counterparts on developing draft individual sustainability plans; b) provide training and technical assistance to the CA counterparts in the delivery of technical assistance to the NGOs; c) review outputs from the growth stage NGOs' workshop on developing sustainability plans and provide technical assistance and guidance in plan development; d) provide guidance in the redesign of workshop materials for the planned launch stage NGO workshop; and e) review progress in subproject implementation.

June 1996

TBD consultant, 2 week TDY to: a) continue individual activities with CAs and NGOs in improving the quality and usefulness of their data; and b) design and organize skills-building workshop on using data for management and analysis, with a special emphasis on planning for sustainability and the NGOs' draft sustainability plans.

August 1996

Paul Fishstein and Stephen Sacca, 2 week TDY to: a) work with the CA and NGO counterparts on finalizing individual sustainability plans; b) provide continued training and technical assistance to the CA counterparts in the delivery of technical assistance to the NGOs; c) review outputs from the launch stage NGOs' workshop on developing sustainability plans; and d) review progress in subproject implementation.

Nepal

October-November 1995

Harriet Stanley, Training Consultant and Hare Ram Bhattarai, MIS Consultant, 2-week TDY to Boston to: a) participate in FPMDII Launch Workshop, and b) meet with ANE Unit staff, FPMD/MSH staff to prepare a supplemental needs assessment of the Family Planning Association of Nepal.

November 1995

Paul Fishstein, 1 week TDY to: a) participate in meetings with USAID and FPAN in order to assess achievements under FPMD I and to identify technical assistance activities for FPMD II; and b) discuss with the FPMD MIS consultant activities and progress that have taken place since the completion of the Phase I workplan.

February 1996

Paul Fishstein, 1 week TDY to: a) assess progress being made under the overall workplan; and b) provide technical supervision to the FPMD MIS consultant.

May 1996

Paul Fishstein, 1 week TDY to: a) assess progress being made under the overall workplan; and b) provide technical supervision to the FPMD MIS consultant.

August 1996

Paul Fishstein, 1 week TDY to: a) assess progress being made under the overall workplan; b) provide technical supervision to the FPMD MIS consultant; and c) identify possible future strategies for FPAN's management strengthening.

Philippines

January 1996

Robert Timmons, Director, MIS Program MSH, 2-week TDY to: a) follow-up progress of the introduction and use of the Baranguay Supply Point Officer (BSPO) monitoring system in two Local Government Units (LGUs); b) develop a workplan with the local MIS consultant for the introduction/expansion of the system in additional LGUs; c) meet with DOH officials to review plans for the BSPO system.

Saeed Osmani, MIS Specialist, 2-week TDY to: a) train MSH contract team and personnel in two pilot LGUs in Word Perfect Office and Alpha 4 softwares; b) develop MSH contract team capacity to train others in these systems.

February 1996

Peg Hume or TBD training/curriculum consultant, 2-week TDY to work with MSH contract team to review/revise curricula for annual workshops with "old" LGUs to assure addressing of priority implementation issues.

May 1996

Robert Timmons, 2-week TDY to provide follow-up TA in BSPO monitoring system.

June 1996

Peg Hume or TBD training/curriculum consultant, 2-week TDY to provide follow-up TA in curricula revision.

September 1996

Abu Sayeed, 2-week TDY to: a) orientation to the LGU Performance Program (LPP); b) work with MSH contract team, DOH and selected LGU personnel to design and plan a special observation study tour to LIP/Bangladesh during FY97.

Turkey

November -December 1995

Alison Ellis and Robert Timmons, 2-week TDY to: a) negotiate/finalize TA program for FY96 and beyond with the MCHFP General Directorate, and the HRDF and TFHPF (meetings with the 2 NGOs will also include more in-depth assessments of needs in the areas of human resources management and MIS); b) to identify local technical consultants who might be contracted by FPMD II for some of the NGO, and possibly MOH, TA work.

February 1996

Robert Timmons: 3-week TDY to: a) facilitate a critical review of data collected by the MCHFP General Directorate; b) TA to LMIS Technical Team in developing a simple manual on use of data for management; c) review of LMIS team's progress in replicating MIS system in 5 new provinces; d) review progress of/provide additional TA to NGOs in upgradation and documentation of NGOs' central office MIS systems.

Michael Hall, Senior Program Associate, Technical Unit, FPMD: 2-week TDY for individualized TA to the HRDF and TFHPF on practical approaches to financial sustainability.

March 1996

Ann Buxbaum, Senior Program Associate, Population Program, MSH: 3-week TDY for TA to the HRDF and TFHPF in human resource development and documentation of these systems.

April 1996

Robert Timmons: 2-week TDY to: a) participate in a mid-year meeting with LMIS team and provincial staff to review progress in implementation of services and logistics information systems in 5 new provinces; b) in collaboration with the LMIS team, finalize the manual on use of data for management; c) follow-up TA to 2 NGOs to finalize MIS upgradation and documentation of these systems.

July 1996

Michael Hall: 2-week TDY for follow-up individualized TA to the HRDF and TFHPF on practical approaches to financial sustainability; assessment of NGO progress in implementing new/additional revenue-generation activities.

August 1996

Alison Ellis: 2-week TDY to assess progress and impact of FY96 workplan and to develop plans for FY97 workplan

LATIN AMERICA/CARIBBEAN UNIT**Bolivia**

Centro de Investigación, Educación y Servicios, (CIES)

January 1996

Michael Hall, FPMD Technical Unit, 1 week TDY in La Paz to conduct a workshop on strategic planning and operational programming with a focus on sustainability. (O/A January, 1996).

May 1996

Lourdes De la Peza, trainer, 1 week TDY to conduct a workshop in leadership and management of service delivery for regional managers.

PROCOSI

March 1996

Lourdes de la Peza, trainer, 1 week TDY to conduct a CQI training and institutional workshop for PROCOSI NGO members.

Caja Nacional de Salud (CNS)

February/March 1996

Maria Eugenia Arias, organizational development specialist/consultant, 1 week TDY, management training in the areas of Performance Management and Organizational Development to regional CNS managers.

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, to conduct a Training of Trainers workshop for regional CNS service delivery staff in one new clinic and provide follow up technical assistance to already existing groups.

May 1996

Lourdes de la Peza, Program Officer/Trainer, two week TDY, to conduct a Continuous Quality Improvement workshop to regional CNS service delivery staff in a second new clinic as well as a follow up technical assistance visit to quality groups formed at the first new clinic workshop.

July 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, to conduct a Continuous Quality Improvement workshop to regional CNS service delivery staff in a third new clinic.

Monitoring

February/March 1996

Polly Mott and Edgar Necochea, LAC staff, 1 week TDY, to assess progress of activities and develop future plans of FPMD work in Bolivia.

May 1996

Polly Mott, Program Officer, 1 week TDY, to monitor progress of activities of Quality Improvement groups.

September 1996

Edgar Necochea, Regional Director, 1 week TDY, to monitor progress of activities in Bolivia.

Brazil**January/February 1996**

Edgar Necochea, Regional Director, TBD consultant, and Karen Lassner, consultant, 2 week TDY, to conduct a needs assessment of a public sector and private sector organization.

Other TDY, To be determined.

Guatemala*Asociacion Pro-Bienestar de la Familia de Guatemala (APROFAM)***November, 1995**

Edgar Necochea and Polly Mott, FPMD staff, 1 week TDY, to define FPMD work with APROFAM.

July 1996

TBD: Lourdes de la Peza or Maria Eugenia Arias, trainers, 1 week TDY, to conduct a workshop in Leadership Development for APROFAM.

*Rural Activities/Monitoring***May 1996**

Polly Mott, Program Officer and David Collins, Technical Unit, 1 week TDY, to conduct an initial visit to program new activities targeting rural/indigenous population.

August 1996

Edgar Necochea and Polly Mott, Unit staff, 1 week TDY, to monitor the progress of activities with APROFAM as well as activities with rural programs.

Honduras*Asociacion Hondurena de Planificacion Familiar (ASHONPLAFA)*

January 1996

Gabriel Ojeda, decentralization consultant and Rodrigo Castro, financial consultant, 1 week TDY, to follow-up and review progress on ASHONPLAFA's transition to new information system.

Bea Bezmalinovic, Program Analyst, 1 week TDY, to assess progress of data collection training.

April 1996

Gabriel Ojeda, decentralization consultant, and Rodrigo Castro, financial consultant, 1 week TDY, follow-up technical assistance on ASHONPLAFA's new MIS reporting system.

June 1996

Edgar Necochea, Regional Director, 1 week TDY, to visit ASHONPLAFA to monitor the progress of FPMD's activities.

Jamaica*National Family Planning Board*

December 1995

Edgar Necochea, Regional Director, 4 day TDY, and Saeed Osmani, MIS/MSH Programmer, 10 day TDY, to attend Cooperating Agencies, program work and provide technical assistance on statistics staff use of ServStat.

April 1996

David Collins will conduct a diagnosis of the accounting and financial systems currently in place in the National Family Planning Board to provide a plan for the NFPB to pursue.

Mexico*Fundación Mexicana para la Planeación Familiar (MEXFAM)*

March 1996

Marc Mitchell, 10 day TDY, to provide technical assistance in clinic management for quality improvement to MEXFAM.

June 1996

David Collins, Technical Unit, 10 day TDY, to provide technical assistance visit to MEXFAM in financial monitoring for sustainability.

Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP)

January 1996

Nancy Murray, Program Officer, 1 week TDY, to conduct a follow-up visit to discuss analysis of market and cost studies.

March 1996

Nancy Murray, Program Officer, 1 week TDY to attend an observational exchange visit for FEMAP affiliate directors to visit successful clinics.

Consejo Nacional de Población Mexicana (CONAPO)

December 1995

Marc Mitchell, Technical Unit, and Edgar Necochea, Regional Director, 5 day TDY, to finalize decentralization plan for CONAPO and COESPO's.

Dirección General de Salud Reproductiva (DGSR)

January 1996

Lourdes de la Peza, Program Officer, 1 week TDY, to conduct a Training of Trainers workshop for DGSR personnel in the state of Zacatecas.

February 1996

Lourdes de la Peza, Program Officer, 2 week TDY, to conduct a Continuous Quality Improvement workshop in a new clinic/subregion within the state of Zacatecas as well as a follow-up visit with two quality groups formed at the September, 1995 CQI workshop.

April 1996

Lourdes de la Peza, Program Officer/Trainer, 2 week TDY, to conduct a Continuous Quality Improvement workshop with a third clinic/subregion of Zacatecas as well as conduct a follow-up visit with two quality groups formed at the February, 1996 workshop.

June 1996

Lourdes de la Peza, Program Officer/Trainer, 2 week TDY, to conduct a Continuous Quality Improvement workshop with a fourth clinic/subregion of Zacatecas as well as conduct a follow-up visit with two quality groups formed at the April, 1996 workshop.

August 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, to conduct a follow-up visit with four quality groups formed at previous CQI workshops with the DGSR in Zacatecas.

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, to conduct a follow-up visit with four remaining quality groups formed at previous CQI workshops with the DGSR in Zacatecas.

Monitoring

December 1995

Edgar Necochea, Regional Director, 1 week TDY, to conduct a coordination visit with counterparts from MEXFAM, FEMAP and the DGSR to define future work.

February 1996

Bea Bezmalinovic, Program Analyst, 1 week TDY, to conduct a monitoring visit to assess the CQI workshop in Zacatecas and follow up on Nancy Murray's Initial visit to FEMAP.

May 1996

Edgar Necochea, Regional Director, 1 week TDY, to conduct a coordination visit with MEXFAM, FEMAP and the DGSR to assess progress of work to date.

Paraguay

January 1996

Edgar Necochea, Regional Director, 3 day TDY, to coordinate needs assessment activities in Paraguay.

March 1996

Edgar Necochea, Regional Director and Michael Hall, Technical Unit, to conduct a needs assessment.

Peru

Ministerio de Salud (MOH)

January 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, follow up technical assistance to already existing Quality groups to priority regions of Peru.

March 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, to conduct a Training of Trainers workshop for MOH personnel and others (TBD).

Edgar Necochea, Regional Director, 1 week TDY, to assess progress of activities and coordinate future work with the MOH and USAID.

May 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, follow up technical assistance visit to quality groups in two priority regions.

June 1996

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, follow up technical assistance visit to quality groups in two priority regions.

Lourdes de la Peza, Program Officer/Trainer, and Michael Hall, Technical Unit, 1 week TDY, to conduct a Continuous Quality Improvement and clinic management workshop to regional MOH family planning and service delivery staff of a new region.

Lourdes de la Peza, Program Officer/Trainer, 1 week TDY, follow up technical assistance visit to previously formed quality groups.

Polly Mott, Program Officer, 1 week TDY, to assess progress of activities to date in Peru.

EVALUATION UNIT

Three TDYs have been budgeted by the Evaluation Unit as follows:

Two TDYs @ 10 days each to field test key evaluation tools (Fully Functional Service Delivery Point, Organizational Development Framework, Programmatic Development Framework).

One TDY @ 10 days to field test process tools (Management and Sustainability Indicators).

Timing and location of these TDYs have not yet been determined as they will depend on when the tools in question have been developed to an appropriate stage for testing. Every effort will be made to link the travel for these activities to other unit staff travel to save on expenses. USAID and Missions will be appropriately notified when plans for this travel are fully developed.

PUBLICATIONS AND COMMUNICATIONS UNIT**Egypt**

April 1996

Linda Suttentfield, Publications Unit, 6 day TDY to: a) meet with Regional Advisory Committee for the Arabic edition of *The Family Planning Manager's Handbook* to finalize content changes to text prior to publication; and b) to discuss marketing and distribution strategies for this edition within the region.

Brazil

Date to be determined

Linda Suttentfield, Publications Unit, 6 day TDY, and Edgar Necochea, LAC Unit, 3 day TDY to: a) meet with UNFPA, Pathfinder International, and other potential collaborators to plan for the Portuguese edition of *The Family Planning Manager's Handbook* and familiarize key personnel for each collaborating organization with the processes involved; b) determine which examples might be replaced in this edition; c) identify individuals and organizations to participate in the review process; and d) discuss marketing and distribution strategies for this edition within the region.

TECHNICAL UNIT

The Technical Unit plans travel for technical leadership and research activities as described. When possible, travel will be linked with other TDYs for efficiency and will be planned to coordinate with other appropriate efforts. Most travel will also be scheduled after the background work has been completed for the basis of research, tool design, leadership approach, etc. and therefore will primarily begin after the first quarter. The following is an illustrative list of anticipated travel:

Service Delivery Management

1 TDY for about 5 days to test and gather further information for designing approaches to service delivery level management.

Financial Sustainability and Management

2 TDYs to obtain further information and to refine approaches to providing technical leadership in financial sustainability and financial management (Collins/Rosenthal).

Succession Management

S. Vriesendorp and A. Buxbaum will conduct 4 conferences (5 day TDYs): in Bogota, Bamako, Dhaka, and Nairobi to gather information on succession management for research.
Fully Functional Service Delivery Point

1 TDY for about 5 days to refine approach to management with FFSDP orientation (Solter).

Costs of Reproductive Health and Family Planning

3 TDYs for 5 days to gather data and to test model.

Commodities Logistics Management

3 TDYs for about 5 days each to test and refine system with local counterparts.