

**FAMILY PLANNING MANAGEMENT  
DEVELOPMENT (FPMD)  
1998 WORKPLAN**

*FINAL*

**NOVEMBER 26, 1997**

Family Planning Management Development (FPMD) Project  
Program Number: 936-3055  
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Office of Population, USAID  
Management Sciences for Health  
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Newton, MA 02158

## Executive Summary

The third project year for FPMD II is characterized by the dissemination of tools that have been developed and refined during the first part of the project. The fruits of these earlier efforts are now appearing with the publication of **CQI** case studies from work in **Latin America**; a workshop module and facilitator's guide for **MOST** (formerly ODSS), a tool for assessing an organization's sustainability; a manual in English and Spanish of the **CORE** tool, used to project financial sustainability; the launch of a new series, ***Tools for Managers***; and the full availability of the **Electronic Resource Center**. These, and other tools, are the foundation of FPMD's goal to assist health and family planning organizations to achieve sustainability through better management.

### Element 1—Technical Assistance and Training

In the **Asia and Near East Region**, FPMD will use the balance of **Bangladesh** Mission funds to provide "bridge support" to the **Local Initiatives Program (LIP)**. FPMD TA activities during this fiscal year will focus on the preparation of a 5-year strategic plan to assure that the program is well prepared for the phase out of USAID-supported assistance in 1998. The same year will also see the launch of a new program in **Romania**. FPMD will provide technical assistance to strengthen SECS's organizational ability to become the leader in Romania's family planning and reproductive health sector.

FPMD will emphasize two strategic directions: the development of local leadership and the fostering of South to South communications in the **Africa Region**. At **CESAG** in **Senegal**, FPMD will complete its assistance to curriculum development and training of trainers for a master's level health management program using local consultants. FPMD's partnership with the **IPPF/Africa Regional Office** will build upon the highly successful field tests of the **Management and Organizational Sustainability Tool (MOST)**. By the end of FY98 organizations and individuals in 60% of **Forum Régional d'Analyse et de Concertation (FRAC)** member countries will have received connectivity and training in e-mail and Internet access. Ten years of MSH/FPMD's experience with the FRAC will be documented and the impact assessed.

In the **Latin America and Caribbean Region** FPMD is working in eight countries. In **Peru** FPMD will design and implement a strategy to monitor the impact of the activities conducted by other CA s working on quality of care. In **Bolivia** FPMD will conduct an organizational development diagnostic for the complete **PROCOSI** network of 24 NGOs. FPMD will also train physician/directors from CNS clinics in La Paz to assist with the institutionalization of CQI in rural polyclinics. FPMD will continue to aid **APROFAM** in **Guatemala** in collaboration with **IPPF and the Population Council** to restructure its CBD program. In **Mexico**, FPMD, working with MSH's Drug Management Program, will assist **FEMAP** in launching 5 to 10 pharmacies as an alternative income source and in centralizing its procurement function. FPMD is working with **JHPIEGO and JHU/PCS** in **Brazil** to develop indicators for the accreditation of five pilot clinics for the **PROQUALI** project. The **Jamaica National Family Planning Board** will receive TA from FPMD in the selection and installment of an appropriate computerized accounting system.

## Element 2—Tools

The **Management and Organizational Sustainability Tool (MOST)** is being prepared for dissemination, including a summary of the application of the MOST in **IPPF affiliates in Tanzania, Eritrea, Zambia and Paraguay**; a workshop module and facilitator's guide; a French translation of the training materials; and a package of materials for the application of the MOST protocol.

A manual for the use of the **Cost Recovery (CORE)** tool will be released in November 1997. **Maria Stopes/Tanzania** will continue to use and test CORE, and it will be introduced in additional field situations. FPMD will be collaborating with **AVSC** on the experimental use of CORE and COPE, possibly with the **PROQUALI** project in **Brazil**. CORE will become more accessible with its translation into Spanish and the addition of two more modules on pricing and demand determination.

FPMD's work in **decentralization** will be disseminated through development of a teaching case study, and the documentation and distribution of a monograph on the decentralization experiences of three family planning associations in collaboration with **IPPF/London**. An electronic forum will continue to provide a place for discussion on the many aspects of decentralization.

Latin America is the arena for much of FPMD's **quality and accreditation** work. A quality cluster group will be formed in Latin America to further define and develop tools being used regionally and six CQI case studies from **Peru, Bolivia and Mexico** will be developed and published with the corresponding tools and presented at a Quality Improvement meeting in Mexico.

## Element 3—South to South Partnership

Working with the Secretariat of the **Partners in Population and Development (Partners) Bangladesh** will be the first country in which FPMD will do a needs assessment so that family planning program features for South-South technical exchanges can be identified and classified; additional studies will be done in **Morocco** and **Zimbabwe**, and a system for classifying country program features will be developed by the end of 1997. To facilitate an information exchange between member countries FPMD will assist Partners in developing a electronic communications network beginning with a survey to assess **information and communication technology (ICT)** in the Partners countries and the development of a strategy for implementation for these countries.

## Element 4—Publications and Communications

In addition to publishing four new issues of *The Family Planning Manager*, FPMD will launch both the Arabic and the Portuguese editions of *The Family Planning Manager's Handbook*, and publish foreign editions of the new monograph series, *Lessons from FPMD*. Electronic communications, sustainability, clinic accreditation, and decentralization will be the focus of a new FPMD series, *Tools for Managers*.

In the area of electronic communications, FPMD will launch the **electronic resource center (ERC)** which will be fully accessible by e-mail and the Web. The **Health and Family Planning Manager's Tool Kit**, located in the ERC, will be on-line in November 1997. FPMD will collaborate with **UNICEF** to develop the electronic publication, *Managing for Quality*. Development of the PROCOSI micro network will continue.

## CONTENTS

Key to FPMD Project Elements and PHNC Results . . . . .	5
Africa Unit . . . . .	6
Asia/Near East Unit . . . . .	15
Latin America and the Caribbean Unit . . . . .	31
Technical Unit . . . . .	61
Publications and Communications Unit . . . . .	95
Office of the Project Director . . . . .	109
FPMD Travel Calendar . . . . .	111
Financial Summary . . . . .	138

**KEY TO FPMD PROJECT ELEMENTS  
and  
PHNC RESULTS**

Following is a legend to the number codes used in the FPMD Project Elements and PHNC Results columns of the workplan:

FPMD Project Elements	
1	Strengthening institutions.
2	Designing innovative management tools.
3	Developing and using local management capacity (South-to-South collaboration).
4	Using state-of-the art communication technologies to disseminate information.

PHNC Results	
1.1	New and improved technologies and approaches for contraceptive methods and family planning identified, developed, tested, evaluated, and disseminated.
1.2	Improved policy environment and increased global resources for family planning programs.
1.3	Enhanced capacity for public, private, NGO, and community-based organizations to design, implement, and evaluate sustainable family planning programs.
1.4	Demand for, access to, and quality of family planning and other selected reproductive health information and services increased.



Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
IPPF Africa Region AFRIP \$78,086	<p><b>Sub-result: At FPA level: Sustainable FPAs which have enhanced management capacity to successfully address RH priorities.</b></p> <ul style="list-style-type: none"> <li>▶ Conduct 4th management assessment of pilot project in Togo. (October 1997)</li> <li>▶ Conduct wrap up evaluation of pilot project. (January 1998)</li> <li>▶ Develop Technical Assistance plan with FPAs to be submitted for funding by IPPF/AR. (October 1997 - January 1998)</li> </ul> <p><b>Sub-result: At Regional Level: Strong technical capacity to support sustainable FPA operations.</b></p> <ul style="list-style-type: none"> <li>▶ Finalize and submit proposal for technical assistance to IPPF/AR for management capacity at the regional level to be funded by IPPF/AR. (October 1997 - January 1998)</li> <li>▶ Develop Technical Assistance activity plan for IPPF funding. (January 1998)</li> </ul>	<p>M. DiMascio</p> <p>B. Tobin</p> <p>B. Tobin</p> <p>B. Tobin</p> <p>B. Tobin</p>	<p>LOE 12 days; RT Boston-Lome; 9 days per diem</p> <p>RT Boston-Nairobi; 10 days per diem</p> <p>(part of above trip to Nairobi) 5 days per diem</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p>	<p>1.1</p> <p>1.2</p> <p>1.3</p> <p>1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
FRAC Micro-network  AFRFR \$ 159,254  FRNET \$ 81,461	<p><b>Sub-result: An interactive and functional micro network of FRAC members, that interact through affordable electronic networking and conferencing technology to address issues of family planning and reproductive health programs in between the annual FRAC meetings.</b></p> <ul style="list-style-type: none"> <li>▶ Train email connected FRAC members in Haiti in the use of conferencing and information resources through the electronic network (ERC, FRAC micro-network) and the Internet. (October 1997)</li> <li>▶ Participate in, and as appropriate, provide technical support and co-facilitation during FRAC X meeting in Haiti (November 16-28, 1997)</li> </ul>	<p>T. Thompson</p> <p>T. Thompson</p> <p>T. Thompson</p> <p>S. Vriesendorp</p> <p>C. Crone-Coburn</p>	<p>a total of 160 days LOE</p> <p>RT Boston-Haiti; 7 days per diem</p> <p>RT Boston- Haiti; 18 days per diem</p> <p>15 days LOE; RT Boston- Haiti; 15 days per diem</p> <p>15 days; RT Boston- Haiti; 15 days per diem</p>	<p>2 4</p>	<p>1.1 1.2 1.3 1.4</p>
FRAC Micro-network (cont'd)	<ul style="list-style-type: none"> <li>▶ Feasibility study to identify local Internet Service Providers, training facilities and potential trainers in some or all of the following countries: Burkina Faso, Togo, Benin and Cote d'Ivoire. (January 1998)</li> </ul>	<p>T. Thompson</p> <p>Local Fracceurs</p>	<p>RT Boston - West Africa region; 18 days per diem</p> <p>total of 12 days LOE</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Identify local Internet Service Providers, training facilities and local counterparts in the following countries where MSH has bilateral projects: Senegal, Guinea and Madagascar. (January - February 1998)</li> <li>▶ Connect and provide basic email training to 15-20 FRAC organizations through local Internet Service Providers in some or all of the following priority countries: Burkina Faso, Guinea, Benin, Madagascar, Senegal, Cote d'Ivoire, Togo, (January - May 1998)</li> <li>▶ Train connected FRAC members in the above priority countries receiving local Internet service in the use of conferencing and information resources available through the electronic network and internet. (February - May 1998)</li> </ul>	<p>T. Thompson</p> <p>P. Farese</p> <p>MSH field staff in Guinea</p> <p>R. Wilson</p> <p>Local ISPs</p> <p>Local Fracceurs</p> <p>T. Thompson</p> <p>Local ISPs</p>	<p>3 days LOE</p> <p>3 days LOE</p> <p>3 days LOE</p> <p>Connectivity for 15-20 organizations</p> <p>total of 9 days LOE</p> <p>2 RT Boston- Africa Region; 30 days per diem (2 x 15 days)</p> <p>RT Boston- Madagascar; 10 days per diem</p> <p>Training facilities</p>		
FRAC Micro-network (cont'd)	<ul style="list-style-type: none"> <li>▶ Identify and train local counterparts in West Africa in order to build local capacity to conduct ongoing advanced E-mail and Internet training. (February - May 1998)</li> </ul>	<p>T. Thompson</p> <p>Local Fracceurs</p> <p>Local ISPs</p>	<p>(Included in above trips)</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-Result: Obtain information for the French component of FPMD's Electronic Resource Center.</b></p> <ul style="list-style-type: none"> <li>▶ Update and adapt training materials used during Haiti information training for use in Francophone Africa. (January - March 1998)</li> <li>▶ In collaboration with FPMD/ERC, develop an on-line tutorial through the ERC on the use of Internet technology based on the training materials developed (above). (Summer 1998)</li> <li>▶ For the French component of the ERC, conduct research and selection of topics, development of content, and translation (Ongoing)</li> </ul> <p><b>Sub-Result: Forge partnerships to ensure the sustainability of the FRAC.</b></p> <ul style="list-style-type: none"> <li>▶ Explore partnerships with other regional stakeholder(s) (e.g. CAFS) for promoting "ownership" of the FRAC. (Ongoing)</li> </ul>	<p>T. Thompson I. Grum</p> <p>T. Thompson I. Grum</p> <p>T. Thompson I. Grum S. Vriesendorp</p> <p>B. Tobin T. Thompson</p>			
	<ul style="list-style-type: none"> <li>▶ Explore collaboration with other organizations and projects (e.g.. SFPS Project, Leland Initiative, and SARA Project) to expand electronic network. (Ongoing)</li> <li>▶ Document the development of the FRAC to add to the FPMD institutional memory and develop a FRAC member database. (Ongoing)</li> </ul>	<p>B. Tobin T. Thompson</p> <p>T. Thompson I. Grum L. Carroll M. Nevin</p>			

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Assist the FRAC XI organizing committee in contacting donors to sponsor FRAC members to attend FRAC XI in Fall 1998. (July - September 1998)</li> </ul>	T. Thompson S. Vriesendorp I. Grum			
Regional Initiatives AFRRG  \$101,802	<p><b>Sub Result: FPMD establishes collaborative activities with two regional organizations in Africa.</b></p> <ul style="list-style-type: none"> <li>▶ Exploration of opportunities for activities with REDSO/ESA, REDSO/West, the Greater Horn of Africa Initiative (GHA), CERPOD, and the Southern Africa Initiative (RCSA) to expand into countries without USAID missions. (Ongoing)</li> <li>▶ Workshop to introduce CORE tool. (Date TBD)</li> <li>▶ Workshop to introduce MOST. (Date TBD)</li> </ul>	B. Tobin  M. Smit  P. Fishstein  G. Rosenthal	RT Boston-Nairobi; 7 days per diem (May 1998)  RT Boston-Abidjan; 10 days per diem (June 1998)  14 days LOE; RT to country TBD; 10 days per diem  14 days LOE; RT to country TBD; 10 days per diem		
New Initiatives NITAF  \$81,411	<p><b>Sub Result: FPMD to expand into four more countries and/or organizations in Africa.</b></p> <ul style="list-style-type: none"> <li>▶ <b>Eastern and Southern Africa:</b> Exploration of opportunities for activities in countries with resident USAID missions such as Ethiopia, Tanzania, Zambia and South Africa. (Ongoing)</li> </ul>	B. Tobin	RT Boston-Nairobi; 7 days per diem (February 1998)	1 3	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ <b>West Africa:</b> Exploration of opportunities for activities in countries with resident USAID missions such as Benin, Mali and Ghana. (Ongoing)</li> </ul> <p><b>Sub Result: Managers in eastern and southern Africa more knowledgeable about the issues, experiences, and the tools for decentralizing provision of reproductive health services.</b></p> <ul style="list-style-type: none"> <li>▶ Provide technical and financial support to regional workshop on decentralization being planned under BASICS auspices. (February 1998)</li> </ul>	<p>M. Smit</p> <p>B. Tobin</p> <p>Resource person from the Philippines</p>	<p>RT Boston-Abidjan; 10 days per diem (January - February 1998)</p> <p>5 days per diem; RT Nairobi-Kampala or Addis Ababa (add-on to REDSO/ESA trip above)</p> <p>10 days LOE; RT Manila-Kampala or Addis Ababa 10 days per diem</p>		
New Initiatives (cont'd)		<p>Resource person from Nicaragua</p> <p>TBD</p>	<p>10 days LOE; RT Managua -Kampala or Addis Ababa 10 days per diem</p> <p>10 days LOE; RT Washington-Kampala or Addis Ababa; 10 days per diem</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
MIS/Senegal SENIS \$310,874	<p><b>Sub Result: System for collecting, analyzing, and using key SO#1 MCH/FP indicators* in place at district, regional, and national levels in the USAID-targeted regions.</b> (* Indicators = FP continuity, nutritional surveillance, availability of functional services in FP, DDC, malnutrition, STDs/AIDS, PNC, delivery and supervision</p> <ul style="list-style-type: none"> <li>▶ Systems put into place at district level to collect SO#1 indicators, to include: continuity study, annual inventory, supervisory reporting and database development. (Ongoing)</li> <li>▶ Districts enabled to calculate and analyze these MCH/FP indicators through spreadsheet tools and standard reports. (Ongoing)</li> <li>▶ Systems for aggregating and analyzing data put in place at regional and national levels. (Ongoing)</li> </ul>	P. Farese  M. Watt       M. Watt	185 days LOE  88 days total LOE; (of which 46 days are Boston based)       21 days LOE included above; RT Boston-Dakar; 21 days per diem (January 1998)	1 2 3 4	1.1
MIS/Senegal (cont'd)	<p><b>Sub Result: Technical support provided by Ministry/World Bank initiative to strengthen and computerize the HIS.</b></p> <ul style="list-style-type: none"> <li>▶ Participation in new HIS design.</li> <li>▶ Flow of information and feedback designed; data collection forms adapted for computerization. (Ongoing)</li> </ul>	M. Watt	21 days LOE included above; RT Boston-Dakar; 21 days per diem (May - June 1998)		







### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bangladesh/Local Initiatives Program (cont'd)	<p><b>Sub-result: Quality of information, services, and products improved and customer satisfaction improved:</b></p> <ul style="list-style-type: none"> <li>▶ Expand pilot test of performance-oriented supervision and monitoring system to additional 10 districts/10 thanas. (October-February)</li> </ul>	LIP staff	TAI contract	1 2	1.2 1.3
	<p><b>Sub-result: Sustainability of family health services and support systems improved:</b></p> <ul style="list-style-type: none"> <li>▶ Develop sustainability plan for community volunteers. (December-February)</li> </ul>	LIP staff	TAI contract	1	1.2 1.3
	<ul style="list-style-type: none"> <li>▶ Evaluate Contraceptive Pricing Intervention; disseminate final report. (December-February)</li> </ul>	LIP staff; A. Ellis and S.C. Huber	Boston-based technical support		
	<ul style="list-style-type: none"> <li>▶ Prepare final report and close-out activities under USAID funding. (February)</li> </ul>	LIP staff A. Ellis	TAI contract Boston-based technical support		
	<ul style="list-style-type: none"> <li>▶ Coordination meeting with AID/W Bangladesh country specialist.</li> </ul>	A. Ellis	1 trip to AID/W		

### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Morocco/Technical assistance to the National Training Center for Reproductive Health (NCRH) and to the National Institute for Health Administration (INAS)/ MORNT  \$377,724	<p><b>Sub-result: Sustainability of NTCRH as training institution increased:</b></p> <ul style="list-style-type: none"> <li>▶ Evaluate effectiveness of new IUD training model from human resource and financial perspectives. (November)</li> <li>▶ Develop an annual training schedule. (October - December)</li> <li>▶ Organize a meeting on advanced training methodologies. (November)</li> <li>▶ Review the market study on private sector physicians' willingness to pay tuition; TA to NTCRH to introduce tuition fees. (November-March)</li> <li>▶ Assess training needs of regional institutions. (November-March)</li> <li>▶ Organize a workshop on strategic management and sustainability planning. (November)</li> </ul>	<p>J. Hoey and C. Stover</p> <p>J. Hoey</p> <p>J. Hoey and S. Vriesendorp or M. DiMascio</p> <p>J. Hoey and C. Stover</p> <p>J. Hoey</p> <p>J. Hoey and C. Stover</p>	<p>Hoey: 78 LOE in total and 5 TDYs</p> <p>Stover: 48 LOE in total and 3 TDYs</p> <p>Vriesendorp or DiMascio: 12 days LOE and 1 TDY</p> <p>Workshop costs covered by JSI</p>	<p>1</p> <p>2</p> <p>4</p>	<p>1.2</p> <p>1.3</p>



### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Participate in and monitor progress of Working Group on Strategic Alliances in implementing its workplan. (October-September)</li> </ul>	J. Hoey and C. Stover			
Morocco/Technical assistance to the NTCRH and to INAS (cont'd)	<p><b>Sub-result: Strategic alliances among the NTCRH, INAS, MSH's Management Training Program and other institutions established:</b></p> <ul style="list-style-type: none"> <li>▶ Identify additional opportunities for professional exchanges among NTCRH, INAS, and MSH trainers. (October - March)</li> <li>▶ Develop a marketing plan for the INAS-MSH joint course on Managing Decentralized Health Systems. (October-December)</li> <li>▶ Participate in and monitor progress of Working Group on Administration in implementing its workplan. (October-September)</li> </ul> <p><b>Sub-result: Other new activities as defined during the November workplanning meeting with the NTCRH and INAS organized by FPMD and in cooperation with USAID/Rabat's annual workplan development process.</b></p>	<p>J. Hoey</p> <p>J. Hoey</p> <p>J. Hoey and C. Stover</p> <p>J. Hoey and C. Stover</p> <p>A. Ellis; Boston-based technical assistance</p>		<p style="text-align: center;">1 3</p> <p style="text-align: center;">1</p>	<p style="text-align: center;">1.3</p> <p style="text-align: center;">1.3</p>

**Asia/Near East Unit**

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Technical Assistance to the Society for Education in Contraception and Sexuality (SECS) & other Romanian NGOs ROMNG  \$497,066	<p><b>Sub-result: SECS is a more sustainable organization and has improved ability to fulfill its reproductive health mission:</b></p> <ul style="list-style-type: none"> <li>▶ Conduct a management development assessment, including an information communication technology skills inventory, to identify priority technical assistance areas for SECS and to develop a Management Development Plan. (October)</li> <li>▶ Based on SECS' identified needs, conduct workshops and provide on-site technical assistance in appropriate areas such as: organizational structure, human resources management, financial management, information communication technology, and monitoring and evaluation. (November - September)</li> <li>▶ Introduce newly developed FPMD tools for decentralization to SECS.</li> </ul>	<p>Michael Hall Peg Hume Paul Fishstein</p> <p>Stephen Sacca Peg Hume Paul Fishstein Michael Hall</p> <p>Local consultant</p> <p>Local information technology consultant Workshops</p>	<p>15 days 15 days 15 days One 2-week TDY for 3 persons</p> <p>20 days 67 days 42 days 57 days</p> <p>Ten 2-week TDYs</p> <p>25% time</p> <p>10 days</p> <p>In-country workshop costs</p>	<p>1 2 3 4</p>	<p>1.2 1.3 1.4</p>

### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Technical Assistance to SECS (cont'd)	<ul style="list-style-type: none"> <li>▶ Translate FPMD and other technical materials into Romanian. (November - September)</li> <li>▶ Organize a foreign study tour for SECS senior staff/volunteers to an appropriate organization. (April)</li> </ul> <p><b>Sub-result: 2-3 Romanian NGOs have improved capacity to carry out their activities and to fulfill their missions:</b></p> <ul style="list-style-type: none"> <li>▶ Conduct a management development assessment or other process to determine priority needs of 2-3 additional family planning NGOs. (January)</li> <li>▶ Develop a Management Development Plan for technical assistance to the 2-3 NGOs. (January)</li> <li>▶ Based on the NGOs' identified needs, provide technical assistance. (January - September)</li> </ul>	<p>Local translator</p> <p>Six SECS staff/volunteers</p> <p>P. Fishstein</p> <p>Local consultant workshops</p>	<p>Purchase order with local translator</p> <p>Airfare, per diems, purchase order with cooperating organization</p> <p>15 days total/Boston support</p>	<p style="text-align: center;">1 3</p>	<p style="text-align: center;">1.2 1.3 1.4</p>

### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Turkey/Technical Assistance to the MCH/FP General Directorate TURMH \$212,183	<b>Sub-result: Commodities management information system introduced and functioning in 10 Phase III provinces:</b> <ul style="list-style-type: none"> <li>▶ Develop and print (800 copies) a User's Guide on Commodities Logistics Management (in Turkish) for Provincial Health Directorates (PHD). (October-November)</li> <li>▶ Conduct regional workshops on "Contraceptive Logistics Management and Distribution". (November)</li> <li>▶ Follow-up TA to 10 Phase III provinces.</li> </ul>	Dr. Ersin Topcuoğlu  Local desk-top publisher	111 days LOE total  Purchase order with local vendor  Two 4 ½-day workshops for 60 participants in total; participant travel/per diem  Local travel and per diem for MOH personnel	1 2	1.3 1.4
	<b>Sub-result: Monitoring of FP/MCH services at central and Provincial Health Directorate levels institutionalized:</b> <ul style="list-style-type: none"> <li>▶ Conduct a meeting to design FP/MCH service delivery monitoring tools. (December)</li> <li>▶ Pilot test monitoring tools. (January-March)</li> </ul>	Dr. Ersin Topcuoğlu	3-day meeting for 16 MOH participants; participant travel/per diem	1 2	1.3 1.4



### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Turkey/Technical Assistance to the MCH/FP General Directorate (cont'd)	<ul style="list-style-type: none"> <li>▶ Conduct TOT on principles of adult learning and training skills for selected PHD managers. (September)</li> <li>▶ Review program progress/ workplanning; and coordination meetings with FPMD/MSH technical staff on Turkey. program (July)</li> <li>▶ Meet with USAID Turkey evaluation team (October); coordination with AID/W Turkey country specialist. (May)</li> </ul>	<p>S. Vriesendorp</p> <p>Dr. Ersin Topcuoğlu</p> <p>A. Ellis</p>	<p>7 days LOE and 1 TDY; 3-day TOT; participant travel/per diem</p> <p>1 TDY to Boston</p> <p>2 trips to AID/W</p>		
Turkey/Technical assistance to the NGO Network (KIDOG) TURNG  \$62,429	<p><b>Sub-result: KIDOG can design focused, engaging and productive meetings/workshops, and lead insightful and productive discussions with government officials, policy makers, community leaders, etc.:</b></p> <ul style="list-style-type: none"> <li>▶ Conduct advanced training workshop on group facilitation and management. (May)</li> </ul> <p><b>Sub-result: KIDOG has increased capacity to allocate human and financial resources for the greatest impact, and to assess and learn from activities it has conducted:</b></p> <ul style="list-style-type: none"> <li>▶ Conduct strategic planning workshop II (follow-up). (July)</li> </ul>	<p>S. Vriesendorp</p> <p>M. Hall; S. Vriesendorp or A. Ellis</p>	<p>8 days LOE; 1 TDY; 2-day workshop for 20-25 participants</p> <p>8 days LOE (Hall); 9 days LOE (Vriesendorp); 2 TDYs ; 3-day workshop for 20-25 participants</p>	<p>1</p> <p>1</p>	<p>1.2 1.3</p> <p>1.2 1.3</p>









### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Asia/Near East/Europe Unit New Initiatives (cont'd)	<ul style="list-style-type: none"> <li>▶ Opportunities for TA programs in additional Eastern European countries, NIS, and Central Asian Republics have been pursued.</li> <li>▶ Coordination with USAID/Washington country specialists, other donors, and other CAs has been undertaken.</li> </ul>	<p>A. Ellis P. Fishstein</p> <p>A. Ellis P. Fishstein</p>	<p>Travel to AID/W coordinated with other ANE business and funded with field support funds</p>		
<p>Asia/Near East Unit Technical Leadership Activities TLDAS  \$35,037</p>	<p><b>Sub-result: Lessons learned in the implementation of ANE programs and ANE experiences in the development and/or field testing of management tools have been disseminated.</b></p> <ul style="list-style-type: none"> <li>▶ Participate in AID/W seminars and presentations.</li> <li>▶ Contribute to FPMD cluster work in areas of financial management, sustainability, decentralization, supervision, and new technologies.</li> <li>▶ Present CORE and other related financial management tools to various CAs and donors.</li> <li>▶ Coordinate with the Population Council on the introduction/adaptation of LIP to India.</li> </ul>	<p>A. Ellis P. Fishstein</p>	<p>Travel to AID/W coordinated with other ANE business and funded with field support funds</p>	<p>1</p>	<p>1.2 1.3 1.4</p>

### Asia/Near East Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Asia/Near East Unit Technical Leadership Activities (cont'd)	<p><b>Sub-result: Sustainability of MIS at the Family Planning Association of Nepal (FPAN) has been evaluated.</b></p> <ul style="list-style-type: none"> <li>▶ Collaborate with the FPAN to assess the functioning of MIS structures, systems, skills, and use of information approximately 12 months following the completion of FPMD technical assistance.</li> </ul>	P. Fishstein H.R. Bhattarai	Funded under Technical Unit 8 day LOE; 1 2-week TDY for Fishstein	1	1.3



### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivia/Caja Nacional de Salud (cont'd)	<p><b>Sub-result: Process of Continuous Quality Improvement is strengthened among CNS polyclinics in La Paz area and is introduced to CNS clinics in other Bolivian cities.</b></p> <ul style="list-style-type: none"> <li>▶ Provide technical assistance to CNS Polyclinics in La Paz area, including (a) supporting polyclinic directors in strategic planning for inclusion of all CNS polyclinics in accreditation process; (b) documentation of tools and indicators for CQI process; ( c ) ongoing support and follow up to existing CQI teams. (Jan - Feb 1998)</li> <li>▶ Provide technical assistance to CNS in evaluation of polyclinics against previously established baseline. (Spring 1998)</li> <li>▶ Technical assistance in implementation of CQI process and introduction of CQI tools in CNS polyclinics in Sucre, Potosi, Tarija, Oruro. (Spring &amp; Summer 1998)</li> <li>▶ Workshop providing Training for Trainers in CQI. (Spring 1998)</li> </ul>	<p>L. de la Peza M. Diaz Dr. Hilda Reyes or Carmen Barsurto</p> <p>Dr. Natividad Hernandez</p> <p>L. de la Peza C. Barsurto</p> <p>L. de la Peza C. Barsurto</p>	<p>10 days, 1 TDY 10 days, 1 TDY 10 days, 1 TDY</p> <p>20 days, 2 TDYs</p> <p>7 days, 1 TDY 7 days, 1 TDY</p> <p>5 days, 1 TDY 5 days, 1 TDY</p>		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivia/Caja Nacional de Salud (cont'd)	<p><b>Sub-result: CNS's Reproductive Health Program is strengthened by introduction of electronic research and communication tools.</b></p> <ul style="list-style-type: none"> <li>▶ Provide financial support for CNS' initial connection to the Internet by a local provider. (October 1997)</li> <li>▶ Provide financial support for voicemail system for CNS Reproductive Health Program. (November 1997)</li> </ul> <p><b>Sub-result: Strategic planning capabilities of the CNS are enhanced, strengthening ability of CNS managers to evaluate institutional needs and to deploy resources and staff.</b></p> <ul style="list-style-type: none"> <li>▶ Conduct Workshop on Organizational Development for departmental heads, polyclinic directors, and national heads of CNS. (Summer 1998)</li> <li>▶ Provide workshop on information-based decision making. (Summer 1998)</li> </ul>	<p>P. Teichman</p> <p>P. Teichman</p> <p>J. Seltzer or TBD Local consultant, TBD</p> <p>Doris Valdez</p>	<p>\$1,500 for initial connection</p> <p>\$ 2,000 support for system</p> <p>14 days, 2 TDYs</p> <p>7 days, 1 TDY</p>		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivia/PROCOSI BOLPR  \$101,550	<p><b>Sub-result: Organizational development and managerial skills of each of the NGOs who are members of the PROCOSI network are strengthened.</b></p> <ul style="list-style-type: none"> <li>▶ Conduct Technical Assistance performing an Organizational Development diagnostic of all 24 NGOs who are members of the PROCOSI network as well as the Secretariat of the network. (October/ November 1997)</li> <li>▶ Contract locally-based consultant to provide ongoing technical assistance in organizational development to individual members of PROCOSI network. (Oct - Dec 1998)</li> </ul>	L. de la Peza P. Teichman TBD  C. Renteria F. Lavadenz W. Pacheco J. Caverio C. Grigorio F. Cornejo G. Minaya E. Roca F. Sanchez A. Bueno C. Salazar E. Anavia	21 days, 3 TDY 7 days, 1 TDY 7 days, 1 TDY  66 days 10 days 30 days 15 days 9.5 days 10 days 18 days 18.5 days 15 days 9 days 3 days 10 days		
Bolivia/PROCOSI (cont'd)	<p><b>Sub-result: Members of the PROCOSI micro-network are successfully using the electronic network to communicate and to access and share information and resources.</b></p>		<p><b>Funded under Core Funds (SatellLife)</b></p>	1 4	1.2 1.4

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Members of the PROCOSI micro-network have been trained in using e-mail and the Internet to communicate and access information. (Winter 1997/Spring 1998)</li> <li>▶ The PROCOSI electronic network is upgraded to a web server, and local staff trained in maintaining the server. The Executive Secretariat's Internet access is upgraded to WWW and e-mail services provided by a local Internet Service Provider. (Winter 1997/Spring 1998)</li> <li>▶ PROCOSI Secretariat staff are successfully distributing organizational electronic information and resources to members of the micro-network. (Spring 1998)</li> <li>▶ PROCOSI members' use of the network is monitored, and if necessary, changes in the information services are made. (Ongoing)</li> </ul>	<p>T. Espejo TBD A. Fraser(Satellife) R. Rosa (Satellife consultant)</p> <p>A. Fraser (Satellife) R. Rosa .(Satellife consultant) Exec. Sec. Staff</p> <p>TBD - EC staff Exec. Sec. Staff</p> <p>A. Fraser (Satellife) R. Rosa (Satellife consultant)</p>	<p>Pubs. Budget 10 days 5 days 15 days 2 RT Boston-Bolivia</p> <p>10 days 10 days 1 RT Boston-Bolivia</p> <p>10 days 1 TDY 1 RT Boston-Bolivia</p> <p>A. Fraser - 3 days R. Rosa - 1 day/month</p>		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivian Secretariat of Health/ USAID/BOLIVIA Health Strategic Objective Team  PATHFINDER Int'l  BOLSH \$358,333	<p><b>Sub-result: Reliability and quality of reproductive health service data statistics collection systems of both the Bolivian Secretariat of Health and Pathfinder are enhanced, thus more accurately tracking progress made in health program activities.</b></p> <ul style="list-style-type: none"> <li>▶ FPMD Bolivia Sr. Program Officer collaborates with Pathfinder and USAID Health Strategic Objective Team to monitor and evaluate new computerized service statistics data compilation system ( Pathfinder "Information Management Tool" ) (Ongoing)</li> </ul> <p><b>Sub-result: Reliability and quality of Pathfinder's computerized contraceptive management tracking system is enhanced, leading to improved control over contraceptive logistics and planning.</b></p> <ul style="list-style-type: none"> <li>▶ FPMD Bolivia Sr. Program Officer collaborates with Pathfinder and USAID Health Strategic Objective Team to monitor and evaluate new computerized contraceptive data tracking and compilation system (Pathfinder "Contraceptive Management Tool") .</li> </ul>	<p><b>Collaboration with USAID/Bolivia's Health Strategic Objective Team, Pathfinder International team, RTI team, DDM/Harvard and representatives of the Bolivian Secretariat of Health.</b></p> <p>FPMD Bolivia Sr. Program Officer</p> <p><b>Collaboration with USAID/Bolivia's Health Strategic Objective Team, and Pathfinder International.</b></p> <p>FPMD/Bolivia Sr. Program Officer</p>	<p>Full time</p>	<p>1 3</p> <p>1 3</p>	<p>1.3</p> <p>1.3</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivian Secretariat of Health/ USAID/BOLIVIA Health Strategic Objective Team (cont'd)	<p><b>Sub-result: MIS performance and quality of data entering IMT and CMT systems of Pathfinder and SNIS service data statistics system improved through interventions strengthening both MIS systems and human resources.</b></p> <ul style="list-style-type: none"> <li>▶ FPMD Bolivia Sr. Program Officer supplements Pathfinder training and technical assistance by providing training to health institutions and personnel in use of new Pathfinder computerized service statistics and contraceptive management systems, in management of clinics and health programs. (Ongoing)</li> </ul> <p><b>Sub result: FPMD Bolivia Sr. Program Officer is enabled to deliver effective, efficient technical assistance to clients in-country.</b></p> <ul style="list-style-type: none"> <li>▶ MSH/FPMD Boston provides continuous technical assistance and ongoing back up support to FPMD Bolivia Sr. Program Officer throughout the fiscal year. (Ongoing)</li> </ul>	<p><b>Collaboration with USAID/Bolivia's Health Strategic Objective Team, Pathfinder Int'l, RTI team, and representatives of the Bolivian Secretariat of Health</b></p> <p>FPMD Bolivia Sr. Program Officer</p> <p>FPMD Sr. Program Officer, P. Teichman</p>	<p>10 days, 1 TDY</p>	<p>1 3</p> <p>1 3</p>	<p>1.3</p> <p>1.3</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Ceará State Secretariat of Health RH services BRZCR  \$491,321	<p><b>Sub-result: Senior SESA/CE central- &amp; regional-level staff have an improved management skills base to manage health system decentralization, including RH services, in a changing environment.</b></p> <ul style="list-style-type: none"> <li>▶ Training of senior SESA/CE central- &amp; regional-level staff in management skills &amp; basic management concepts.</li> </ul>	Contract K. Lassner	12 days, 2 TDYs	1 3	1.3
	<p><b>Sub-result: SESA/CE regional &amp; municipal-level RH managers have an improved management skill base, enabling them to effectively plan, implement &amp; monitor expanded, client-focused RH services.</b></p> <ul style="list-style-type: none"> <li>▶ LAC consultants &amp; SESA/CE staff person participate in managing for quality training in Cuernavaca, Mexico.</li> <li>▶ Regional &amp; municipal training courses conducted on local management of RH programs &amp; services, including training of trainers.</li> <li>▶ Preparation, launching &amp; distribution of <u>FP Manager's Handbook</u> in Portuguese.</li> </ul>	L. Kropsch local participant  L. Kropsch K. Lassner A. Kaufman G. Serejo Instructors (TBD)  K. Lassner L. Kropsch A. Kaufman	20 days, 1 TDY Tuition & part. costs for LK; tuition for local part.  70 days, 7 TDYs 30 days, 3 TDYs 40 days, 4 TDYs 65 days  1 day, .5 TDY 15 days, 1 TDY 1 day, .5 TDY Publication costs	1 3	1.3

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Ceará State Secretariat of Health RH services (cont'd)	<p><b>Sub-result: The contraceptive logistics system is fully operational , integrated within the SESA/CE pharmaceutical system &amp; able to support the expansion of quality RH services in the state.</b></p> <ul style="list-style-type: none"> <li>▶ Training &amp; technical assistance to integrate the contraceptive logistics function within the SESA/CE pharmaceutical logistics system.</li> </ul>	Contract with CEPEO & BEMFAM T. Moore K. Lassner G. Serejo	20 days, 2 TDYs 20 days, 2 TDYs 75 days	1 3	1.2
	<p><b>Sub-result: Selected municipalities are able to sustain delivery of quality RH services at the local level &amp; RH providers in these municipalities are more self-reliant to organize &amp; provide client-focused, quality RH services.</b></p>			1 2 3 4	1.1 1.4 1.4
	<ul style="list-style-type: none"> <li>▶ Technical assistance to develop, evaluate &amp; document an accreditation system for municipal RH services, including development of accreditation criteria in the management area.</li> </ul>	K. Lassner L. Kropsch M. Sanchez G. Serejo	23 days, 1 TDY 6 days, 1 TDY 6 days, 1 TDY 10 days		
	<ul style="list-style-type: none"> <li>▶ Technical assistance to develop &amp; implement utilization of client exit interviews to monitor client satisfaction.</li> <li>▶ Technical assistance to monitor &amp; evaluate service delivery changes in pilot units as a result of quality-improvement interventions in management, training &amp; IEC.</li> </ul>	Contract G. Serejo  K. Lassner G. Serejo	5 days  10 days, 1 TDY 14 days		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Ceará State Secretariat of Health RH services (cont'd)	<ul style="list-style-type: none"> <li>▶ Technical assistance to conduct final COPE exercises w/ outside TA in selected pilot units.</li> <li>▶ Training of master facilitators/trainers in client-focused, continuous quality improvement using the COPE methodology, followed by replication of COPE exercises throughout the state.</li> <li>▶ Publication of the COPE manual in Portuguese.</li> <li>▶ Technical assistance provided to SESA/CE to prepare a routines &amp; procedures manual on implementation &amp; organization of RH services within the health unit (manual to be completed in FY99).</li> <li>▶ Monitor progress of FPMD interventions.</li> </ul>	<p>A. Kaufman G. Serejo</p> <p>A. Kaufman G. Serejo</p> <p>A. Kaufman</p> <p>L. Kropsch A. Kaufman G. Serejo</p> <p>TBD, Sr. Program Officer</p>	<p>13 days, 1 TDY 13 days</p> <p>13 days, 1 TDY 55 days</p> <p>2 days Editing &amp; printing costs included in "Partners for Reform" regional budget</p> <p>5 days 5 days 15 days</p> <p>12 days, 1 TDY</p>		
Brazil/Ceará State Secretariat of Health RH services (cont'd)	<p><b>Sub-result: FPMD technical assistance enhanced through in-country coordination &amp; representation.</b></p>				

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ In-country coordination of FPMD activities.</li> <li>▶ Inter-agency coordination of Proquali Project activities. (July-Sept. 1998)</li> </ul>	<p>K. Lassner L. Kropsch</p> <p>K. Lassner</p>	<p>34 days</p> <p>8 days</p>		
<p>Brazil/Bahia State Secretariat of Health RH Services BRZBA</p> <p>\$418,328</p>	<p><b>Sub-result: SESAB regional &amp; municipal-level managers have an improved management skill base, enabling them to effectively plan, implement &amp; monitor expanded client-focused RH activities.</b></p> <ul style="list-style-type: none"> <li>▶ LAC consultants &amp; SESAB staff participate in managing for quality training, Cuernavaca, Mexico.</li> <li>▶ Curriculum development (CETEAD/ISC funded under FY97 budget).</li> <li>▶ Regional &amp; municipal training courses on local management of RH programs &amp; services, including training of trainers.</li> <li>▶ Preparation, launching &amp; distribution of <u>FP Manager's Handbook</u> in Portuguese.</li> </ul>	<p>A. Kaufman 1 local participant</p> <p>Delft CETEAD/ISC L. Kropsch K. Lassner</p> <p>CETEAD/ISC L. Kropsch A. Kaufman Consultant (TBD)</p> <p>K. Lassner L. Kropsch A. Kaufman</p>	<p>20 days, 1 TDY Tuition &amp; participant costs for both</p> <p>Contract Contract 6 days, 1 TDY 6 days, 1 TDY</p> <p>Contract 46 days, 4 TDY 28 days, 2 TDY 50 days</p> <p>1 day, .5 TDY 15 days, 1 TDY 1 day, .5 TDY Publication costs</p>		<p style="text-align: center;">1 3</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Bahia State Secretariat of Health RH Services (cont'd)	<p><b>Sub-result: Selected municipalities are able to sustain delivery of quality RH services at the local level &amp; RH providers in these municipalities are more self-reliant to organize &amp; provide client-focused, quality RH services.</b></p> <ul style="list-style-type: none"> <li>▶ Technical assistance to develop, evaluate &amp; document an accreditation system for municipal RH services, including development of accreditation criteria in the management area.</li> <li>▶ Technical assistance to develop &amp; implement utilization of client exit interviews to monitor client satisfaction.</li> <li>▶ Technical assistance to monitor &amp; evaluate service delivery changes in pilot units as a result of quality-improvement interventions in management, training &amp; IEC.</li> <li>▶ Technical assistance to conduct final COPE exercises w/ outside TA in selected pilot units.</li> <li>▶ Training of master facilitators/trainers in client-focused, continuous quality improvement using the COPE methodology, followed by replication of COPE exercises throughout the state.</li> </ul>	<p>K. Lassner L. Kropsch M. Sanchez Consultant (TBD)</p> <p>Contract Consultant (TBD)</p> <p>K. Lassner Consultant (TBD)</p> <p>A. Kaufman</p> <p>A. Kaufman G. Serejo Consultant (TBD)</p>	<p>23 days, 1 TDY 6 days, 1 TDY 6 days, 1 TDY 10 days incentive/recognition awards</p> <p>5 days</p> <p>10 days, 1 TDY 5 days</p> <p>10 days, 1 TDY</p> <p>65 days, 5 TDY 8 days, 1 TDY 50 days</p>	<p>1 2 3 4</p>	<p>1.1 1.4</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Bahia State Secretariat of Health RH Services (cont'd)	<ul style="list-style-type: none"> <li>▶ Publication of the COPE manual in Portuguese.</li>   <li>▶ Technical assistance provided to SESAB to prepare a routines &amp; procedures manual on implementation &amp; organization of RH services. (Manual to be completed in FY99)</li>   <li>▶ Training workshops conducted for SESAB mgmt. to introduce performance management concepts; technical assistance provided to initiate implementation of a performance management system in 1 pilot unit.</li>   <li>▶ Feasibility assessment conducted, &amp; if feasible, provision of technical assistance to introduce utilization of electronic technology to strengthen health unit management, in-service training &amp; supervision (in conjunction with JHPIEGO &amp; PCS/JHU).</li>   <li>▶ Monitor progress of FPMD interventions.</li> </ul>	<p>A. Kaufman</p> <p>L. Kropsch A. Kaufman Consultant (TBD)</p> <p>Contract K. Lassner L. Kropsch</p> <p>TBD</p> <p>TBD</p>	<p>3 days Editing &amp; printing costs included in "Partners for Reform" regional budget</p> <p>5 days 5 days 10 days</p> <p>\$75-80,000 (????) 5 days, 1 TDY 5 days, 1 TDY</p> <p>12 days, 2 TDYs (included in Tech Unit budget) hardware/software</p> <p>12 days, 1 TDY</p>		
Brazil/Bahia State Secretariat of Health RH Services (cont'd)	<p><b>Sub-result: FPMD technical assistance enhanced through in-country coordination &amp; representation.</b></p>				

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ In-country coordination of FPMD activities.</li> <li>▶ Inter-agency coordination of Proquali Project activities.</li> </ul>	<p>K. Lassner L. Kropsch</p> <p>K. Lassner</p>	<p>34 days</p> <p>8 days</p>		
<p>Guatemala/ APROFAM GUAAP</p> <p>\$232,692</p>	<p><b>Sub-result: APROFAM's rural program has the ability to subsidize services through additional funding sources.</b></p> <ul style="list-style-type: none"> <li>▶ Workshops-Fundraising-Module I, Module II, Module III.</li> <li>▶ Follow-up technical assistance in the development of the rural program's funding diversification strategy.</li> <li>▶ Study-tour to funding institutions &amp; local NGO's.</li> </ul>	<p>TBD M. Diaz or TBD</p> <p>TBD M. Diaz or TBD</p> <p>3 APROFAM staff</p>	<p>3 workshops/TDYs, 30 days LOE Workshop costs for 7 - 10 participants</p> <p>2 TDYs, 7 days each 2 TDYs, 7 days each</p> <p>3 TDYs, Guatemala city/Boston</p>	<p>1 3</p>	<p>1.3</p>
<p>Guatemala/ APROFAM (cont'd)</p>	<p><b>Sub-result: APROFAM's human resources policy guarantees that all staff will be evaluated and awarded with the same criteria.</b></p> <ul style="list-style-type: none"> <li>▶ Evaluation of existing policy and rural program job descriptions.</li> </ul>	<p>J. Gadsen, TBD M. Diaz or TBD</p>	<p>1, 2 week TDY</p>	<p>1</p>	<p>1.4</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Revision of job descriptions.</li> <li>▶ Establish a standardized supervision system that includes: interviews, observation, analysis of results and training.</li> <li>▶ Development of manual on norms and supervision.</li> <li>▶ Development of a system of rewards.</li> <li>▶ Training of trainers on new supervision system.</li> </ul>	<p>J. Gadsen, TBD M. Diaz or TBD</p> <p>M. Diaz or TBD J. Gadsen, TBD</p> <p>J. Gadsen, TBD</p> <p>J. Gadsen, TBD</p> <p>Pilar Sebastian</p>	<p>1, 2 week TDY</p> <p>with above activity</p> <p>2 , 1 week TDYs</p> <p>2 1 week TDYs</p> <p>10 days, 1 TDY (subcontract to Prosalud)</p>		
<p>Honduras ASHONPLAFA/ HONAS</p> <p>\$58,256</p>	<p><b>Sub-result: Integrated MIS provides accurate and relevant information on costs, service statistics, and quality, which are being used for decision making.</b></p> <ul style="list-style-type: none"> <li>▶ Provide technical assistance and follow - up to the Information, Evaluation and Planning division in the integration and management of the system with respect to service statistics, costs, and quality.</li> </ul>	<p>G. Ojeda</p>	<p>7 days, 1 TDY</p>	<p>1 3</p>	<p>1.3</p>
<p>Honduras/ ASHONPLAFA (cont'd)</p>	<p><b>Sub-result: ASHONPLAFA's staff and Board of Directors are prepared to provide sustainable leadership and management.</b></p>				

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Training and technical assistance to Board of Directors in leadership performance of board duties, supervision and promotion of ASHONPLAFA's mission.</li> <li>▶ Training of staff from the division of Finance and Administration in the implementation and use of the CORE model.</li> </ul> <p><b>Sub-result: ASHONPLAFA's training program capable of generating income and contributing to financial sustainability of institution.</b></p> <ul style="list-style-type: none"> <li>▶ Provide technical assistance to client's training program to enhance opportunities to generate income through provision of training services to local Honduran organizations.</li> </ul>	<p>TBD</p> <p>K. Eckroad</p> <p>J. Seltzer</p>	<p>7 days, 1 TDY</p> <p>14 days, 2 TDYs</p> <p>7 days, 1 TDY</p>	<p>1 2</p>	<p>1.3</p>
<p>Jamaica/National Family Planning Board JAMNF \$86,371</p>	<p><b>Sub-result: In preparation for phase-out of USAID-funded "Family Planning Initiatives Project" in Jamaica, institutional financial management systems of Jamaica National Family Planning Board are strengthened.</b></p>			<p>1 3</p>	<p>1.1 1.3</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Jamaica/National Family Planning Board (cont'd)	<ul style="list-style-type: none"> <li>▶ Provide technical assistance in assessment of needs of NFPB with respect to computerized accounting, given its existing computer hardware and computerized systems, and current staff training needs.</li> </ul>	M. Powers MIS Staff TBD	10 days, 1 TDY 10 days, 1 TDY		
	<ul style="list-style-type: none"> <li>▶ Provide technical assistance in identification of a commercially available computerized accounting software product most appropriate for the accounting and financial management needs of the NFPB.</li> </ul>	M. Powers MIS Staff TBD	10 days, 1 TDY 10 days, 1 TDY		
	<ul style="list-style-type: none"> <li>▶ Provide technical assistance to NFPB in identification of locally-based consulting firm with specialization in installation, ongoing maintenance, and training in the use of computerized accounting software systems.</li> </ul>	M. Powers MIS Staff TBD	3 days		
	<ul style="list-style-type: none"> <li>▶ Provide technical assistance to NFPB in management of the installation and implementation process.</li> </ul>	MIS Staff TBD	1 TDY for MIS staff		
	<ul style="list-style-type: none"> <li>▶ Support training course to be conducted by Local Consultants, TBD, for selected NFPB accounting staff in use of computerized accounting software and its applications for financial management and accounting systems of NFPB.</li> </ul>	Local Consultants TBD			
	<ul style="list-style-type: none"> <li>▶ Follow-up review of installation, implementation, and training process.</li> </ul>	MIS Staff TBD P. Teichman	7 days 2 TDYs (MIS Staff, TBD and Teichman)		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Close-out of activities on behalf of the NFPB under the FPMD-II Project, including writing of final reports and final close-out visit to debrief the Executive Director or Deputy Executive Director of the NFPB and USAID / Jamaica.</li> </ul>	P. Teichman	2 days (Note: TDY for Teichman listed in above activity)		
Mexico/ Fundación Mexicana para la Planeación Familiar (MEXFAM) MEXME  \$85,584	<p><b>Sub-result: Managers of MEXFAM clinics will have a strengthened management capacity and are better able to focus on and implement quality improvement initiatives.</b></p> <ul style="list-style-type: none"> <li>▶ Course for clinic (CSMs) administrators and medical coordinators focusing on implementing quality for 15 Mexfam clinics. Includes 6 days (total) of group work at 2 intervals during the year, field-based inter-modular exercises, and electronic resource support. Course facilitators include 2 Mexfam central office staff.</li> </ul>	TBD Local Institution (INSP?)	1 TDY Cost Sharing with Mexfam, MOU with Local Institution  Estimate: 40K MSH : 20K  Mexfam : 20K	1 3	1.3
Mexico/ Fundación Mexicana para la Planeación Familiar (MEXFAM) (cont'd)	<ul style="list-style-type: none"> <li>▶ Direct Support implementing quality standards/ production of manuals including Mexican national norms and designing monitoring systems.</li> </ul>	Ruben Ramirez, et. al.	MOU 4 K	1 3	1.3

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: Clinics are better organized to improve quality of service delivery, solve problems and make decisions in teams. Clinics are rewarded for outstanding performance on a team basis.</b></p> <ul style="list-style-type: none"> <li>▶ Clinic assessments and field visits.</li> <li>▶ Up to 12 clinics over 4 routes.</li> <li>▶ Feed results into course.</li> <li>▶ Make RX to central office.</li> </ul>	Local institution	<p>MSH: 20K Local Institution  (Cost Sharing with Mexfam)  Estimate: Total: 35K MSH: 20K Mexfam: 15K</p>		
<p>Mexico/Federación Mexicana de Asociaciones de Salud y Desarrollo Comunitario (FEMAP) MEXFE</p> <p>\$204,896</p>	<p><b>Sub-result: Sustainability strategy is based on realistic plans and enhanced central office core capabilities in pharmacy management, procurement, information systems, and logistics.</b></p> <ul style="list-style-type: none"> <li>▶ Technical assistance in launching of 5-10 pharmacies (Pilot).</li> </ul>	Letizia Amadini	2 TDY LOE 30 days	1 3	1.3 1.4

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Technical assistance in MIS for clinics and hospitals.</li>   <li>▶ Technical assistance in centralization of the procurement function.</li> </ul>	<p>Josh Coburn</p> <p>Chris Olson</p>	<p>2 TDY LOE 30 days más MOU (1/2 persona en FEMAP)</p> <p>2 TDY LOE 20 days más MOU (1/2 persona en FEMAP)</p>		
<p>Mexico/Federación Mexicana de Asociaciones de Salud y Desarrollo Comunitario (FEMAP) (cont'd)</p>	<p><b>Sub-result: Increased capability to define, consolidate and disseminate best practices (core competencies) for external relations function, future international service portfolio, and affiliate development.</b></p> <ul style="list-style-type: none"> <li>▶ Identification and dissemination of best practices for sustainability.</li> <li>▶ Edit publication piece and co-produce with Femap -Sept 98.</li> <li>▶ Case study of decentralization of NGO.</li>   <li>▶ Assistance to the nursing school of the Hospital de la Familia. Technical assistance in curriculum and nursing standards in reproductive health.</li> </ul>	<p>D. Dobrowolski L. de la Peza TBD E. Ogren R.L. Kolehmainen-Aitken</p> <p>Deirdre Alessio Cambridge Health Somerville Hospitals, Boston</p>	<p>4 TDYs 50 days 1 TDY 30 days (2 TDYs /30 days Tech Unit)</p> <p>2 TDYs 30 days</p>	<p style="text-align: center;">4</p> <p style="text-align: center;">1 3</p>	<p style="text-align: center;">1.3</p> <p style="text-align: center;">1.4</p>

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Sustainability TA in training capacity for 3 affiliates from the NE region. Apoyo en el desarrollo de la unidad de capacitacion del afiliado Decosal en Coahuila, COFAC (Tamaulipas) y PSFN (Nuevo Leon).</li> </ul>	J. Selzer L. de la Peza E. Ogren	1 TDY/10 days 10 days 30 days	1 3	1.3 1.4
Mexico/Direccion General de Salud Reproductiva (DGSR) MEXDG  \$157,925	<p><b>Sub-result: Produce Accreditation Manual for CQI.</b></p> <p><b>Sub-result: Pilot introduction and use of Manual and CQI strategies for implementation at the state level in several priority states.</b></p> <p><b>Sub-Result: DGSR state-level health managers are able to recognize and motivate quality improvement teams through an institutional accreditation process.</b></p> <ul style="list-style-type: none"> <li>▶ Development of an accreditation manual on quality for reproductive and perinatal health based on evaluation indicators and criteria identified by the DGSR.</li> </ul> <p><b>Sub-Result: Additional state-level DGSR health facilities in Coahuila and San Luis Potosi benefit from the introduction of CQI.</b></p>	MOU Lourdes Mayorga L. de la Peza  MOU  MOU	5K 28 days  60K	1 3   1 3	1.3    1.1

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Introduction to CQI to new health facilities in Coahuila and San Luis Potosi. Use and distribution of CQI model document; CQI evaluation manual and CQI accreditation process manual developed at the central level.</li> </ul>	L. De la Peza	2, 1 week TDYs		
Paraguay PARTA  (TA costs part of PARMH and PARLN budget)	<p><b>Sub-Result: FPMD technical assistance enhanced through in-country representation and management/supervisory visits.</b></p> <ul style="list-style-type: none"> <li>▶ Placement of Resident Advisor.</li> <li>▶ FPMD/Boston coordination visits 11/97 &amp; 5/98.</li> </ul>	Resident Advisor  C. Crone-Coburn TBD D. Dobrowolski	Salary Allowances Office  5 days, 1 TDY 7 days, 1 TDY 14 days, 2 TDYs		
Paraguay/Ministry of Health PARMH	<b>Sub-Result: Successful pilot project in Quality Service Delivery sites.</b>				

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>\$344,017</p> <p>Paraguay/Ministry of Health (cont'd)</p>	<ul style="list-style-type: none"> <li>▶ Baseline conducted in 2-3 centros of MOH - Nov. 1997</li> <li>▶ COPE methodology conducted for 2-3 centros of MOH pilot project - Nov. 97</li> <li>▶ Documentation and evaluation of COPE impact for Quality Service Delivery Sites ( Feb/ March 1998)</li> </ul> <p><b>Sub-Result: Support, develop and replicate QSD quality improvement model to establish 3 to 5 health centers as QSD sites in MOH.</b></p> <ul style="list-style-type: none"> <li>▶ Replication of pilot project to other health posts in MOH via workshop in 4 priority regions to share lessons learned with MOH officials and donors and develop plan for next phase of replication ( April - August 1998)</li> </ul> <p><b>Sub-Result: Nurses, obstetricians and midwives to become trainers for outreach and CBD for health posts in target areas surrounding selected clinics.</b></p>	<p>G. Ojeda</p> <p>J. Carlos Carazas</p> <p>Ana Vega</p> <p>G. Ojeda Ana Vega</p> <p>Resident Advisor Local Trainer, TBD</p>	<p>Travel to Paraguay 7 days, 1 TDY 21 days, 1 TDY</p> <p>Travel to Paraguay Per Diem 15 days</p> <p>Travel to Paraguay 7 days, 1TDY 15 days, 1 TDY</p> <p>facility rental 12- 15 participants</p>		



### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Paraguay/Local NGO (cont'd)	<ul style="list-style-type: none"> <li>▶ Contract with local firm to procure and install integrated data system for senior staff. (November 1997)</li> <li>▶ MIS development</li> </ul> <p><b>Sub-result: CEPEP strategy is operationalized and management capacity is strengthened through the implementation of a strategic planning process.</b></p> <ul style="list-style-type: none"> <li>▶ Development and implementation of a strategic plan, ongoing planning process (November 17-22, 1997 &amp; February/March 98) and monitoring functions.</li> </ul> <p><b>Sub-result: CEPEP uses business planning approach to analyze its portfolio of products and services.</b></p> <ul style="list-style-type: none"> <li>▶ Development and facilitation of a business planning process at CEPEP (November 17-22, 1997 and February - April 1998) linked to operational and strategic planning.</li> </ul>	<p>Local firm</p> <p>David Nelson or T. Espejo</p> <p>S. Johnson</p> <p>J. Coburn or D. Sears, TBD D. Dobrowolski</p>	<p>Contract for app. \$25,000</p> <p>(7 days, 1 TDY)</p> <p>20 days, 2 TDYs</p> <p>10 days, 1 TDY 10 days, 1 TDY 1 TDY</p>	1	1.3 1.4

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: Increased ability of CEPEP management to use information to target and market services and to manage resources.</b></p> <ul style="list-style-type: none"> <li>▶ TA in analysis and assessment of investment information. (Feb./Mar 1998)</li> <li>▶ MOU for hiring of Business Manager</li> <li>▶ Assessment and use of marketing information.(Mar/ April 1998)</li> <li>▶ Production of marketing materials (April 1998)</li> <li>▶ Proposal Writing TA and development of donor relations function (April 1998)</li> </ul>	<p>G. Rosenthal</p> <p>TBA</p> <p>Enrique Suarez, or TBD</p> <p>local service</p> <p>S. Johnson</p>	<p>20 days, (1 TDY)</p> <p>(about 9K)</p> <p>15 days, 2 wk. TDY</p> <p>(about 5K)</p> <p>20 days, 2 TDY</p>		

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Paraguay/Local NGO (cont'd)	<p><b>Sub result: CEPEP Board of Directors has enhanced ability to identify new opportunities, review and approve LT strategic plans and annual operational plans, and marshall appropriate resources.</b></p> <ul style="list-style-type: none"> <li>▶ Technical assistance in Board development. (March/ May 1998)</li> <li>▶ Trip for Executive Director &amp; board member for fundraising tour</li> </ul> <p><b>Sub-Result: CEPEP has carried out clinic assessments for “clnicas propias” and relates these assessments to central office context of new business planning model.</b></p>	<p>M. Levine</p> <p>Dra. Prieto and TBA</p> <p>Resident Advisor Local consultants</p>	<p>20 days, (1 TDY)</p> <p>(about 10 K)</p> <p>TBD 20 days</p>		<p>1.1 1.3 1.4</p>
Peru/Ministry of Health PERID  \$147,810	<p><b>Sub-result: Increased reliability of service statistics and increased use of information-based management decision making by Family Planning Statisticians and Coordinators.</b></p> <ul style="list-style-type: none"> <li>▶ Training in Information-Based Decision-Making (IBDM) for local MOH FP coordinators and statisticians in San Martin, La Libertad, Lambayeque, Piura y Junin.</li> </ul>	<p>T. Espejo D. Valdez</p>	<p>5 TDYs, 5 days each</p>		
Peru/ Ministry of Health (cont'd)	<ul style="list-style-type: none"> <li>▶ Diagnostic trips to training sites.</li> </ul>	<p>D. Valdez</p>	<p>5 TDYs, 2 days each</p>		



### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
\$120,836	<ul style="list-style-type: none"> <li>▶ Training of Trainer workshops for local MOH staff and development of an expansion plan in CQI in for provincial hospital QIT's in Puno.</li>   <li>▶ Implementation and monitoring of CQI for local QIT's in Huanta, Huamanga, Juliaca, Caraz.</li>   <li><b>Sub-result: FPMD technical assistance enhanced through in-country coordination &amp; representation.</b></li>   <li>▶ FPMD Country Office and Country Coordinator.</li> </ul>	<p>C. Barsurto</p> <p>C. Barsurto</p> <p>Country Coordinator Office administrator</p>	<p>5 workshops</p> <p>2 visits per hospital; 15 trips x 2 days x 5 sites</p> <p>100% time 100% time</p>		
Peru/Ministry of Health/Continuous Quality Improvement (cont'd)	<b>Sub-result: MOH Family Planning health care provider network are strengthened and made more sustainable through interventions provided under USAID/PASARE Project by participating CA's.</b>				

### Latin America and the Caribbean Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Replicable tool designed for evaluation of technical assistance provided by PASARE Project CA's to MOH Family Planning provider networks in support of referral, counter referral, community communications and information-based management.</li> </ul>	W. Mertens T. Espejo P. Teichman	10 days 5 days 5 days		

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
NITPP \$153,926  Partners in Population and Development	<p><b>Sub-result: Features of member country programs which have particular salience for South-South technical exchanges will be identified and classified through country assessments and country profiles will be developed.</b></p> <ul style="list-style-type: none"> <li>▶ Develop ICT component of country profile protocols. (Sept/Oct 1997)</li> <li>▶ Undertake the first country assessment, in Bangladesh; review and revise assessment protocol with PPD Secretariat and TAI (Oct 1997)</li> <li>▶ Assist in preparation of Bangladesh country profile for presentation at Nov. PPD Board meeting (Oct 1997)</li> <li>▶ Develop a system for classification of member country program features (Dec 1997)</li> <li>▶ Using these guidelines, undertake at least two other country studies (Morocco and Zimbabwe have been proposed) with in-country consultants and Secretariat staff to enable the latter to undertake studies in the remaining member countries (Jan-March 1997)</li> </ul>	<p>D. Monahan new Pubs staff - TBD</p> <p>Subcontract with TAI/Bangladesh S.C. Huber</p> <p>S.C. Huber</p> <p>S.C. Huber Abu Sayeed</p> <p>J. Wolff D. Roberts</p>	<p>2 days</p> <p>T BD 3 days</p> <p>3 days</p> <p>5 days 5 days</p> <p>10 days 10 days 1 RT Bos/Morocco; 8 days TDY 1 RT Colorado/Harare; 10 days TDY Other travel expenses</p>	<p>3</p>	<p>1.2</p>

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Partners in Population and Development (cont'd)	<p><b>Sub-result: An information exchange strategy has been developed to facilitate communications between member countries.</b></p> <ul style="list-style-type: none"> <li>▶ Undertake a mail survey to assess individual access to e-mail and/or Web among key representatives from Partners Member organizations; survey analysis (Sept- Oct 1997)</li> <li>▶ Prepare and make a presentation on ICT and the Partners Network Strategy at the Board Meeting in Dhaka, Bangladesh. (November 1997)</li> <li>▶ Undertake an in-depth ICT assessment of Bangladesh (November 1997).</li> <li>▶ Prepare and submit the ICT strategy paper to the Partners Board. (January 1998).</li> </ul>	<p>D. Monahan</p> <p>B. Bezmalinovic</p> <p>B. Bezmalinovic H.R. Bhattarai</p> <p>B. Bezmalinovic J. Wolff D. Monahan H.R. Bhattarai D. Roberts S. Helfenbein H. Goodarzy</p>	<p>10 days Postage and other communications to follow up responses</p> <p>8 days RT Bos/Dhaka, 8 days TDY and expenses</p> <p>3 days 3 days 1 RT Nepal/Bangladesh, 3 days TDY</p> <p>7 days 2 days 5 days 2 days 1 day 1 day 1 day</p>	<p>3 4</p>	<p>1.3</p>

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Partners in Population and Development (cont'd)	<ul style="list-style-type: none"> <li>▶ Hold a 3 day workshop on the Partners Information Exchange &amp; Network Strategy in which key Partners representatives will convene in Boston to brainstorm on potential uses of the Partners Network. (Fall 1998)</li>   <li>▶ Undertake in-depth ICT assessments in two additional countries (TBD).</li>   <li><b>Sub-result: Policies, procedures and practices related to personnel, finance, accounting and procurement systems will be developed and used by the Partners Secretariat.</b></li>   <li>▶ Visit UNFPA/UNDP headquarters to determine their rules, regulations and mechanisms for management of Partners Trust Fund</li> </ul>	<p>B. Bezmalinovic J. Wolff D. Monahan H.R. Bhattarai H.Goodarzy D. Roberts</p> <p>J. Wolff D. Roberts</p> <p>M. Powers N. Gaul</p>	<p>9 days 5 days 5 days 7 days 1 day 7 days 1 RT Colorado/Bos, 5 days TDY (Partners to fund workshop expenses)</p> <p>3 days 3 days Add-ons to other trips - 3 days M&amp;IE x 2 trips (Morocco and Zimbabwe)</p> <p>3 days 3 days 2 RT NYC; 1 day each M&amp;IE</p>	<p>1 2 3</p>	<p>1.3</p>
Partners in Population and Development (cont'd)	<ul style="list-style-type: none"> <li>▶ Travel to Dhaka to develop procedures and templates for internal financial and accounting systems; customize existing software or select appropriate alternative packages as needed.</li> </ul>	<p>N. Gaul</p>	<p>17 days 1 RT Dhaka; 17 days TDY plus expenses</p>		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Provide technical assistance to the Executive Director of the Secretariat in the selection of an independent local accounting firm which can aid the Secretariat with monthly analysis and reporting per UNFPA requirements.</li> <li>▶ Provide technical assistance, in conjunction with TAI, for the development of Personnel and Procedures Manuals and an employee training plan.</li> </ul>	N. Gaul  N. Gaul	12 days  13 days		
RESEV \$182,671  Evaluation	<p><b>Sub-result: A framework for evaluating the use of information and communication technologies (ICTs) within organizations is developed and disseminated. (Nov 1997)</b></p> <ul style="list-style-type: none"> <li>▶ Develop a draft framework for evaluating the use of ICTs within organizations. (February 1998)</li> </ul>	D. Monahan M. Watt W. Mertens	7 days 3 days 1 day	2 4	1.3

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Evaluation (cont'd)	<ul style="list-style-type: none"> <li>▶ Field-test the framework with FRAC, PROCOSI, and one other organization TBD and write report of results for each organization. (June 1998)</li>   <li>▶ Compile report of field test results. (July 1998)</li> <li>▶ Develop and disseminate. (August 1998)</li>   <li><b>Sub-result: FPMD and USAID are informed about the impact of FPMD electronic products. (August 1998)</b></li>   <li>▶ Work with the Publications and Communications Unit to conduct an evaluation of the ERC.</li> </ul>	<p>W. Mertens</p> <p>B. Bezmalinovic M. Watt</p> <p>D. Monahan</p> <p>D. Monahan M. Watt S. Ko</p> <p>D. Monahan PCU Staff TBD J. Miller</p>	<p>LOE covered under FRAC evaluation sub-result 6 days 6 days</p> <p>5 days TDY W. Africa (travel covered under FRAC evaluation sub-result)</p> <p>5 days TDY Bolivia (travel covered by field support)</p> <p>5 days TDY Turkey (travel covered by field support)</p> <p>2 days</p> <p>6 days 2 days 1 day</p> <p>15 days 5 days 2 days</p>	4	1.3



### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Collaborate with the FPAN to assess the functioning of MIS structures, systems, skills, and use of information approximately 12 months following the completion of FPMD technical assistance.</li> </ul>				
Strategic Planning Lessons Learned	<p><b>Sub-result: Lessons learned through FPMD/MSH experience in Strategic Planning are synthesized, disseminated, and used by managers worldwide.</b></p> <ul style="list-style-type: none"> <li>▶ Research FPMT/D/DII strategic planning interventions and extract lessons learned.</li> <li>▶ Write up findings for monograph.</li> <li>▶ Final editing/production/translation.</li> </ul>	<p>S. Vriesendorp</p> <p>S. Vriesendorp M. Hall</p> <p>see PCU workplan</p>	<p>15 days</p> <p>15 days 2 days</p>	1	1.1 1.3 2.2 4.3
RESFF \$346,589  Quality Initiative	<p><b>Sub-result: A regional quality cluster group is formed in Latin America to further develop and refine tools being used regionally and to share, support and document ongoing quality initiatives.</b></p>	<p>L .de la Peza M.P. Sanchez (Leads)</p>		1 2 3	1.1 1.3 1.4

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Develop and publish 6 CQI case studies (Peru, Bolivia, Mexico) with corresponding tools (June 1998) to be presented at regional QI conference (see below)</li>   <li>▶ One regional cluster meeting in Mexico (following the MT course in Cuernavaca) to work on case studies and plan regional QI conference (see below) (Nov 1997)</li> </ul>	<p>L. de la Peza M. Diaz C. Barsurto M.P. Sanchez</p> <p>M.P. Sanchez L. de la Peza K. Lassner M. Diaz T. Espejo A. Kaufman L. Kropsch</p>	<p>(in LAC budget) 10 days 10 days 10 days</p> <p>LAC will cover travel &amp; TDY</p> <p>Publication, translation, distribution costs</p> <p>4 days (in LAC budget)</p> <p>6 TDYs Cuernavaca x 4 days 1 RT Rio/Mex; 1 RT Lima/Mex; 1 RT Bos/Mex;</p>		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Quality Initiative (cont'd)	<ul style="list-style-type: none"> <li>▶ One regional cluster meeting in LaPaz Bolivia (following the first round of accreditation carried out by the “Caja”) to focus on accreditation processes and to start documenting regional experiences and plan regional QI conference (see below) (Feb 1998)</li>   <li>▶ Regional conference on QI in Salvador, Brazil (Aug/Sept 1998) (South to South)</li>   <li>▶ Research, review and begin drafting “Lessons Learned” monograph for CQI (Ongoing thru Sept. 1998)</li> </ul>	<p>M.P. Sanchez T. Espejo L. Kropsch L. de la Peza K. Lassner M. Diaz</p> <p>L. de la Peza M. Diaz M.P. Sanchez S. Ko</p> <p>M.P. Sanchez A. Rizzo L. de la Peza</p>	<p>4 days (in LAC budget)</p> <p>6 TDY/4days: 2 RT Rio/La Paz, 2 RT Bos/LP, 1 RT Mex/LP, 1 RT Lima/LP</p> <p>(in LAC budget)</p> <p>7 days 10 days</p> <p>3 TDY/7 days Salvador, Bahia; 3 RT Bos/Sal</p> <p>5 days 10 days (in LAC budget)</p>		
Accreditation	<p><b>Sub-result: Elements of effective accreditation programs are identified/developed, field tested/evaluated and documented with the goal of being able to disseminate the findings to senior level managers as tools to assist them in the development of their own accreditation processes</b></p>	<p>M.P. Sanchez (lead) K. Lassner L. Kropsch A. Kaufman S. Solter L. de la Peza</p>		<p style="text-align: center;">1 2</p>	<p style="text-align: center;">1.1 1.3 1.4</p>

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Collaborate with JHPIEGO and PCS in the development of appropriate indicators for the accreditation of 5 PROQUALI pilot clinics (Mar 1998)</li> <li>▶ Assist with the evaluation of the PROQUALI accreditation process (Mar 1998)</li> <li>▶ Provide TA to the MOH - Philippines for development of accreditation program for rural health units; other possible quality initiatives (ongoing)</li> <li>▶ Research and develop accreditation guidelines based on experiences from the Philippines, Bolivia, Mexico and Brazil with the expectation that in project year 4 or 5 there will be enough data and experience to produce a "Lessons Learned" monograph for accreditation of FP/Primary care clinics. (Jul 1998)</li> </ul>	<p>M.P. Sanchez K. Lassner</p> <p>M.P. Sanchez W. Mertens K. Lassner</p> <p>M.P. Sanchez S. Solter</p> <p>M.P. Sanchez K. Lassner M. Diaz</p>	<p>5 days (in LAC budget) 1 RT Bos/ Baltimore, 1 day MI&amp;E</p> <p>2 days 20 days (in LAC budget) 1 RT Bos/Sal, TDY x 14 days</p> <p>(40 days- PMTAT to fund)</p> <p>20 days (in LAC budget)  1 RT Rio/Bos for Lassner 1 TDY/10 days</p>		
Accreditation (cont'd)	<p><b>Sub-result: Experience with quality and accreditation activities is shared through various fora.</b></p> <ul style="list-style-type: none"> <li>▶ Participation in Repro-Health Working Group meetings (December 1997, February and May 1998).</li> </ul>	<p>M.P. Sanchez</p> <p>2 RT Bos/DC; 1 RT Bos/NYC; 2 days TDY each</p>	<p>14 days</p>	<p>1 4</p>	<p>1.1</p>

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Participate in International Congress on Performance Measurement and Improvement (November 1998)</li> <li>▶ NCIH (June 1998).</li> </ul>	<p>1 RT Bos/Chicago; 4 days TDY; conference registration \$900</p> <p>1 RT Bos/DC; 4 days TDY; NCIH registration</p>			
Fully Functional Service Delivery Point	<p><b>Sub-result: Tools to assist clinic managers develop fully functional service delivery points are developed, disseminated, and used.</b></p> <ul style="list-style-type: none"> <li>▶ Identify and/or develop minimum management packages (MMP) and good/best practices related to the use of information management and logistics at the health center level (October/November 1997 and February 1998).</li> </ul>	Fujita (lead)	2 RT Tokyo/MNL TDY 50 days Other expenses- Local research assistants @ \$500/mo x 3 persons x 2 months; misc. expenses (Fujita and RAs)	1 2 3	1.1 1.3
Fully Functional Service Delivery Point (cont'd)	<ul style="list-style-type: none"> <li>▶ Develop a Management and Organization Sustainability Tool (MOST)-type tool for FFSDP to couple the MOST map with the service delivery level (ongoing).</li> <li>▶ Develop and test diagnostic tool for initial FFSDP site assessment designed to lead to integrated site development plans (January 1998).</li> </ul>	M. Hall (lead) A. Buxbaum S. Solter G. Rosenthal	40 days 20 days 14 days 5 days		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Research, develop, and disseminate MMP guide for use at the clinic level (April 1998).</li> <li>▶ Develop a clinic oriented training curriculum for managing FFSDP (June 1998).</li> <li>▶ Develop a client satisfaction-based clinic development/planning tool (August 1998).</li> </ul>				
Performance Management	<p><b>Sub-result: Documentation through desk research on two FP organizations has yielded preliminary information on the impact of different personnel incentive systems and processes on the productivity of FP staff, possibly Mexico, Bolivia, or Honduras. (September 1998)</b></p> <ul style="list-style-type: none"> <li>▶ Research framework developed.</li> <li>▶ Review available reports and other information.</li> <li>▶ Interviews with staff.</li> <li>▶ Data analyzed, conclusions drawn.</li> </ul>	B. Bezmalinovic A. Buxbaum S. Johnson	15 days 4 days 15 days  Phone and communications	1	1.1 1.3
Performance Management (cont'd)	<ul style="list-style-type: none"> <li>▶ Cases written.</li> </ul>				

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: A moderated electronic forum has facilitated an international exchange of experience in supervision and performance management. (November-December 1997)</b> (Assuming moderating shared with AVSC and URC)</p> <ul style="list-style-type: none"> <li>▶ In collaboration with the Management and Supervision Working Group of the CAs' Maximizing Access and Quality Group, make decisions about the electronic conference: timing, duration, invitees, key question, moderators, etc.</li> <li>▶ Train conference moderators (from MSH and other CAs).</li> <li>▶ Moderate the conference.</li> <li>▶ Write up and distribute conference results.</li> </ul>	See PCU workplan	3 RT Bos/D.C.; 1 day TDY X 3 1 RT Bos/NYC; 1 day TDY	1 4	1.3
	<p><b>Sub-result: A pilot is designed to test a performance incentives system in the public sector.</b></p> <ul style="list-style-type: none"> <li>▶ Travel to Brazil to design the pilot test with local firm.</li> <li>▶ MOU with local firm to implement the pilot test.</li> </ul>	C. Crone Coburn	8 days  1 RT Bos/Rio; 6 days TDY	2 3	1.1

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Human Resources Development	<p><b>Sub-result: Human resources management cluster formed (expanded performance management cluster) and FPMD and MSH staff actively participate in discussions of aspects of this subject. (Ongoing)</b></p>	<p>S. Johnson (Lead) R-L. Kolehmainen-Aitken A. Buxbaum(Lead) B. Bezmalinovic C. Madden M. DiMascio J. Pollock C. Dubard J. Seltzer</p>	<p>Tech Staff-10 days</p> <p>5 days 2 days 2 days 2 days 2 days 2 days 2 days</p>	<p>1</p>	<p>1.3</p>
	<p>▶ Hold regular cluster meetings to deal with topics of interest/concern in the area of HRD</p> <p><b>Sub-result: A human resources management kit (“solution package”) is completed. This kit, containing written tools and resources, is provided to NGOs to help them address human resources management issues diagnosed through institutional assessments.</b></p> <p>▶ Desk research and field input. ▶ Draft of kit. ▶ Testing. ▶ Production in English and Spanish.</p>	<p>S. Johnson R-L. Kolehmainen-Aitken R. Laing M. O’Neil (consult.) J. Pollock J. Hoey A. Sayeed A. Buxbaum N. Gaul M. Powers B. Bezmalinovic</p>	<p>Tech Staff time-10 days</p> <p>2 days 15 days 2 days 2 days 6 days 2 days 2 days 2 days 2 days</p>	<p>1 2</p>	<p>1.1 1.3</p>

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Mentoring Local Capacity	<p><b>Sub-result: FPMD has an explicit mentoring strategy for development of local capacity.</b></p> <ul style="list-style-type: none"> <li>▶ Identify current mentoring strategies used in FPMD.</li> <li>▶ Draft a strategy for FPMD approval.</li> </ul>	A. Sayeed (lead) S. Vriesendorp M. Hall S. Downey A. Ellis M. Smit	15 days 5 days 5 days 2 days 2 days 2 days	3	1.3
TLDIF \$413,214  Electronic Forums	<p><b>Sub-result: Three electronic forums have been developed and conducted. (August 1998)</b></p> <ul style="list-style-type: none"> <li>▶ Develop and launch forum on performance management (Oct 1997) (In collaboration with USAID MAQ working group on management and supervision.)</li> <li>▶ Develop and launch two other forums, topics TBD (Aug 1998).</li> <li>▶ Provide training to forum moderators (Oct 1997).</li> </ul>	see PCU workplan  see PCU workplan  see PCU workplan		1 3 4	1.3 1.4
Information Communications. Technology (ICT)	<p><b>Sub-result: Guides for facilitating use of ICTs have been developed and distributed (August 1998)</b></p> <ul style="list-style-type: none"> <li>▶ Develop and distribute written guides for using ICTs (in conjunction with the Publications and Communications Unit)</li> </ul>	D. Monahan S. Ko	20 days 2 days	2 4	1.3





## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Work with consultant to install software, develop database and design user interface.</li> <li>▶ Systems support</li> <li>▶ Index reports and documents; data entry of bibliographic records; reformatting and filing of electronic documents</li> <li>▶ Indexer training</li> <li>▶ Software training</li> </ul> <p style="text-align: center;">* A Clark paid by Development Office.</p>	<p>L. Carroll S. Osmani Consultant Firm</p> <p>S. Osmani</p> <p>L. Carroll A. Clark S. Ko</p> <p>L. Carroll A. Clark S. Ko</p> <p>L. Carroll S. Osmani A. Clark S. Ko</p>	<p>5 days 3 days \$5000</p> <p>18 days</p> <p>60 days (30 days)* 30 days</p> <p>2 days (2 days)* 2 days</p> <p>3 days 1 day (2 days)* 2 days</p> <p>Software and technical support - \$10,000</p>		
Web Sites	<p><b>Sub-result: Web sites policies and procedures developed and published on the Intranet.</b></p> <ul style="list-style-type: none"> <li>▶ Work with the Information Technology office to develop and implement policies and procedures in areas of site administration, maintenance, security, and data recovery.</li> <li>▶ Work with Web Sites Task Force to develop policies and procedures for web page development and design.</li> </ul>	<p>L. Carroll ITO (TBD)</p> <p>L. Carroll</p>	<p>6 days 1 day</p> <p>15 days</p>	4	1.3

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: Improvement of Internet Web site content, style, and format.</b></p> <ul style="list-style-type: none"> <li>▶ Editorial review/editing of Web site content.</li> </ul>	L. Carroll S. Clark	25 days 25 days		
Growing Experience in Management Series (GEMS)	<p><b>Sub-result: Ten new GEMS and/or Fieldstones.</b></p> <ul style="list-style-type: none"> <li>▶ Collect, review, and edit GEMS.</li> <li>▶ Collect, review, and edit Fieldstones.</li> <li>▶ Monitor GEMS/FS use.</li> </ul>	S. Vriesendorp A. Buxbaum M. Hall  S. Vriesendorp  D. Monahan	5 days 5 days 5 days  5 days  2 days	2	1.3
Electronic Tool Kit	<p><b>Sub-result: Develop and post on ERC the Family Planning and Health Services Management Tool Kit, while continuing to post additional tools.</b></p> <ul style="list-style-type: none"> <li>▶ Edit, convert to HTML, and post on ERC remaining tool annotations (Oct 1997)</li> <li>▶ Plan materials and logistics for November 1997 launch</li> <li>▶ Post tools in PDF on server (Oct - Nov 1997)</li> </ul>	S Johnson L Carroll Intern (J Wolff B Bezmalinovic J Miller - included in Pubs budget)  S Johnson SC Huber S Ko  S Clark S Johnson  S Ko L Carroll	Total Tech Staff - 30 days 30 days       3 days  \$2000 for Materials		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Launch kit (Nov 1997)</li>   <li>▶ Maintain Kit site and add tools on monthly basis (Nov 1997 - Sept 1998)</li> </ul>	<p>S Johnson SC Huber</p> <p>S Johnson L Carroll</p>	<p>2 RT Bos/Indianapolis, 4 days TDY for APHA</p>		
<p>TLDFM \$324,243</p> <p>Technical Leadership: Financial Management</p>	<p><b>Sub-result: Partner organizations have increased ability to understand their current financial performance and to make decisions on pricing, marketing, and staffing in order to become more cost-effective and improve their level of financial sustainability.</b></p> <ul style="list-style-type: none"> <li>▶ Finish modifications to spreadsheet and manual based on completed field tests, and publish CORE release 1. (October 1997)</li>   <li>▶ Assess users' experience and identify needs for future modification of and addition to CORE. (Ongoing - Spring 1998)</li> </ul>	<p>S. Sacca A. Buxbaum</p> <p>S. Sacca (lead) S.C. Huber K. Eckroad P. Fishstein D. Dobrolowski M.P. Sanchez</p>	<p>5 days 5 days production and publication costs budgeted by PUBS</p> <p>5 days 2 days 2 days 2 days 2 days 2 days</p>	<p>1 2</p>	<p>1.1 1.3</p>

## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Based on assessment of users' experience, modify CORE and documentation, including possible CBD version. (APROFAM is possible test site.)(July 1998)</li> <li>▶ Continue follow-up to Marie Stopes/ Tanzania work. (October 1997)</li> </ul>	<p>S. Sacca A. Buxbaum</p> <p>S.C. Huber S. Sacca</p>	<p>10 days 10 days</p> <p>10 days 12 days 2 RT Tanzania, 10 days TDY x 2 persons</p>		
<p>Technical Leadership: Financial Management (cont'd)</p>	<ul style="list-style-type: none"> <li>▶ Introduce CORE in additional field situations (possibilities: Guatemala, Ecuador, Mexico/MEXFAM, Marie Stopes/Asia, Tanzania/public sector, Haiti, Kenya/ APHIA, Africa Region FPAs, Brazil [already using COPE], Nicaragua). (Ongoing)</li> <li>▶ Disseminate CORE tool and implementation lessons to AID/W, CAs, and other interested organizations. (DC - November 1997) (Kenya/Vietnam - March 1998)</li> <li>▶ Collaborate with AVSC on experimental field use of CORE/COPE (possible: Brazil, as already using COPE). ( October 1997)</li> </ul>	<p>TBD, depending on where applied</p> <p>S.C. Huber S. Sacca P. Fishstein</p> <p>S.C. Huber P. Fishstein</p>	<p>assume mostly field support or other donor funds, with some Tech Unit funds; LAC has budgeted 4 7-day TDYs to Brazil and Nicaragua under the PHR initiative</p> <p>1 day 9 days 11 days 1 RT Vietnam, 10 days TDY Kenya, 5 days TDY (combined with other travel) 3 RTs to DC</p> <p>2 days 2 days 2 RT NY, 1 day M&amp;IE</p>		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Translate CORE into Spanish, and print and distribute 200 copies. (December 1997)</li> </ul>	C. Bahamon  language review technical review (possible: David Dobrowolski)	2 days  3 days 3 days		
Technical Leadership: Financial Management (cont'd)	<ul style="list-style-type: none"> <li>▶ Write journal articles on CORE field experience (dissemination). (June 1998)</li> <li>▶ Develop two additional modules (i.e., pricing, demand) (Pricing module is listed under revenue generation sub-result below). (Ongoing)</li> </ul> <p><b>Sub-result: Managers and policy makers have information regarding important cost factors at SDP level related to providing a variety of reproductive health interventions.</b></p> <ul style="list-style-type: none"> <li>▶ Finalize paper submitted to International Family Planning Perspectives, if accepted/or, revise paper for submission to other journal if rejected. (November 1997)</li> </ul>	S.C. Huber (lead) S. Sacca D. Dobrowolski P. Fishstein M.P. Sanchez  G. Rosenthal S. Sacca D. Dobrowolski P. Fishstein  Barbara Timmons	6 days 1 day 1 day 1 day 1 day  15 days 3 days 3 days 8 days  2 days (if accepted) 5 days (if rejected)	1 2	1.3

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Refine a tool and manual on predicting recurrent costs/field test with ongoing projects depending on opportunities. (Ongoing)</li> </ul>	G. Rosenthal Barbara Timmons	8 days 5 days		
Technical Leadership: Financial Management (cont'd)	<p><b>Sub-result: The capability of partner organizations to choose appropriate financial software is enhanced.</b></p> <ul style="list-style-type: none"> <li>▶ Develop a short guide to choosing commercial accounting software packages (perhaps with a critical review of existing packages). (February 1998)</li> <li>▶ Field test with organization and revise based on results (possibilities: Mexico/MEXFAM, FEMAP, Paraguay/CEPEP, Jamaica/NFPB, Africa FPAs) (February-September 1998)</li> </ul>	Amos Kimunya, (Kenya) (lead) Stephen Musau, (Kenya) Dan Kraushaar Rodrigo Castro (Colombia) N. Gaul A. Buxbaum A. Joyal	15 days 3 days 5 days 3 days 3 days 5 days 2 days communications costs productions and publication costs	1 2 3	1.3
		D. Dobrowolski K. Eckroad	5 days 5 days		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Publish guide for inclusions in Tools for Manager's series (see PCU workplan).</li> </ul>				
Technical Leadership: Financial Management (cont'd)	<p><b>Sub-result: FPMD's experience in development and use of financial management tools and in technical assistance in this area is catalogued and shared. (Ongoing)</b></p>	P. Fishstein B. Newbrander	2 days each for review/comments on the tool kit  Bulk of work will be done under the Electronic Tool Kit	1	1.3
	<p><b>Sub-result: Managers have knowledge of general principles and specific approaches to making financial decisions, including setting prices and developing revenue generation schemes, in order to promote sustainable quality services and other desired programmatic and financial outcomes.</b></p>			1 2	1.3
	<ul style="list-style-type: none"> <li>▶ Develop guide that will help managers to set prices so as to maximize revenue. (June 1998)</li> </ul>	B. Newbrander P. Fishstein P. Mokaya D. Dobrowolski international review committee	15 days 15 days 2 days 2 days		
	<ul style="list-style-type: none"> <li>▶ Develop guide to diversification, revenue generation, and other strategies for supporting family planning services through multiple revenue sources. (June 1998)</li> </ul>	B. Newbrander P. Fishstein P. Mokaya D. Dobrowolski international review committee	15 days 15 days 2 days 2 days		



### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Technical Leadership: Financial Management (cont'd)	<p><b>Other possible sub-results/activities</b></p> <ul style="list-style-type: none"> <li>▶ Develop financial management curriculum for CESAG.</li> </ul>	C. Stover or TBD	paid by field support		
TLDSU \$564,465  Building Sustainable Organizations and Systems	<p><b>Sub-result: CAs and donors will have a tool (with indicators and guidelines) to conduct external assessments of the sustainability of family planning service delivery NGOs.</b></p> <ul style="list-style-type: none"> <li>▶ Prepare modified MOST using, in place of the general reference criteria, a set of indicators appropriate to multiple setting FP/RH providers such as FPAs. (November 1997)</li> <li>▶ Conduct training/informational meeting for CAs selected to pretest modified MOST with MSH (December 1997).</li> <li>▶ Field test the external tool with indicators. (January - March 1998)</li> <li>▶ Revise the tool. (April 1998)</li> </ul>	G. Rosenthal (lead) B. Tobin S. Johnson S. Sacca P. Fishstein S.C. Huber	50 days 20 days 20 days 3 days 3 days 3 days   5 RT Bos/DC; 1 day M&IE each  3 RT Bos/DC; 2 days TDY each  2 RT Bos/DC; 3 days TDY each; NCIH registration	1 2	1.1 1.3



## Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Building Sustainable Organizations and Systems (cont'd)	<ul style="list-style-type: none"> <li>▶ French translation of tool and material and facilitator's guide. (Funding by IPPF/RO TBD)</li> <li>▶ Train staff of other CAs, regional organizations, and donor agencies to use and apply the protocol. (Ongoing)</li> <li>▶ Develop formal package of materials for application of protocol. (Draft February--final July)</li> </ul> <p><b>Sub-result: The Organizational Sustainability Assessment tools and materials will be modified to be applicable to public sector health organizations.</b></p> <ul style="list-style-type: none"> <li>▶ Based on field applications to date, a set of MOST indicators applicable for use in public FP/RH settings will be designed and shared through the SUSTAIN electronic conference and directly with donors and other CAs . (through December)</li> <li>▶ Public sector MOST will be field tested by FPMD and other interested CAs. (January-September 1998)</li> </ul>	<p>G. Rosenthal (lead) S. Johnson B. Tobin S.C. Huber</p>	<p>30 days 10 days 10 days 3 days</p>	<p>1 2</p>	<p>1.1 1.3</p>

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Leadership Transitions	<p><b>Sub-result: An awareness about leadership transition planning has been created through data collection, development of case studies, and presentation of findings.</b></p> <ul style="list-style-type: none"> <li>▶ Conduct and analyze interviews at BEMFAM, write case study.</li> <li>▶ Conduct and analyze interviews at CAFS, write case study.</li> <li>▶ Conduct and analyze interviews at APROFAM, write case study.</li> </ul> <p>Edit and analyze case studies for publication.</p>	<p>A. Buxbaum S. Clark S. Vriesendorp</p> <p>Lia Kropsch S. Vriesendorp</p> <p>B. Tobin S. Vriesendorp</p> <p>M. Hall</p> <p>S. Clark</p> <p>A. Buxbaum S. Clark S. Vriesendorp</p>	<p>5 days 5 days 5 days</p> <p>30 days 5 days Subcontract Lia Kropsch, \$100 telephone</p> <p>20 days 5 days RT Nairobi, 15 days TDY</p> <p>see time under Decentralization Lessons</p> <p>1 RT Guatemala, 15 days TDY</p> <p>5 days</p> <p>5 days 5 days 5 days</p>	<p>1 3</p>	<p>1.1 1.3</p>
Leadership Transitions (cont'd)	<ul style="list-style-type: none"> <li>▶ Presentations at (inter)national meetings and conferences.</li> </ul>		<p>1 conference (Los Angeles); 5 days TDY; registration \$400 2 RT Bos/DC; 1 day TDY each</p>		

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: MSH/FPMD's activities are visible and recognized in the professional community and FPMD is informed about the latest developments in the OD/training field. (Ongoing)</b></p> <ul style="list-style-type: none"> <li>▶ Attend the FRAC.</li> <li>▶ Prepare proposals for presentation of papers at professional conferences.</li> <li>▶ Attend professional conferences.</li> <li>▶ Read publications to stay on cutting edge.</li> </ul>	S. Vriesendorp	<p>50 days</p> <p>Travel included in AFR budget</p> <p>1 RT San Francisco, 1 RT Indianapolis, 4 days TDY each; Cape Town, SA, 4 days TDY (ticket to SA from FF miles), registration about \$1000 total</p>	1	1.3
Decentralization	<b>Sub-result: Tools and guidelines for managing decentralized health and FP services are developed and applied.</b>			2	1.1 1.3

### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Develop management checklists for decentralized health and FP services. (January 1998)                             <ul style="list-style-type: none"> <li>- four checklists with overlapping components (public sector/NGOs/central level/decentralized levels)</li> </ul> </li> <li>▶ Field-test the management checklists; possibly in Romania, Philippines, Madagascar, Nicaragua. (September 1998)</li> </ul> <p><b>Sub-result: Teaching material on decentralization is prepared and disseminated.</b></p> <ul style="list-style-type: none"> <li>▶ Develop two teaching case studies:                             <ul style="list-style-type: none"> <li>- decentralization in the public sector (May 1998)</li> </ul> </li> </ul> <p>(Part of Tools for TA)</p>	RLKA B. Timmons B. Newbrander S. Solter T. Fujisaki M. Bryant M. Hall P. Fishstein  Local consultant TBD in three countries (South-to-South)	15 days 5 days 5 days 5 days 5 days 5 days 5 days 5 days  15 days each plus local travel          5 days 10 days	1 2	1.1 1.3



### Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>- USAID Conference on Economic Growth and Democratic Governance (October 9-10, 1997)</li> <li>- APHA (Indianapolis, Nov. 1997)</li> <li>- Health Sector Reform mtg. (London Sch. of Hyg. and Trop. Med., April 1998)</li> <li>- NCIH (Washington DC, June 1998)</li> <li>- REDSO/Basics: decentralization workshop in Ethiopia or Uganda in February 1998 (co-funded with AFR unit)</li> <li>- Basics: collaboration in research on decentralization</li> <li>- UNICEF/WHO: collaboration in "District Health Systems Beyond 2000" (e.g. by participating in the knowledge network, sharing best practices, information, dissemination, etc.)</li> </ul>		<ul style="list-style-type: none"> <li>1 RT DC; 2 days TDY</li> <li>1 RT Indianapolis; 4 days TDY</li> <li>1 RT London; 5 days TDY</li> <li>1 RT DC; 3 days TDY</li> <li>1 RT Ethiopia or Uganda; 7-10 days TDY</li> <li>2 RT Bos/DC; 2 days TDY each</li> <li>1 RT Bos/New York; 1 day TDY</li> </ul>		



Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
TLDHP \$157,295	<ul style="list-style-type: none"> <li>▶ Oversee review, edit, finalize, layout, print, and distribute Portuguese edition. (February 1998)</li> </ul>	L. Sutzenfield C. Reddy w/UNFPA, PF	PC staff--40 days		
TLDHS \$71,329	<ul style="list-style-type: none"> <li>▶ Oversee translation, review, and begin final edit of Swahili edition. (September 1998) (layout, print, and distribute Swahili edition in Year 4)</li> </ul>	Local consultants: Lia Kropsch Rita Brossard	Local consultants: LK--30 days RB--60 days		
		L. Sutzenfield, B. Tobin, and CA collaborators (PF?, IPPF? UNFPA, AVSC?)	PC staff--60 days BT--5 days		
The <i>Pocket Glossary</i> (foreign editions)  Budget part of <i>FPM Handbook</i> (see above)	<b>Sub-Result: Foreign editions of the <i>Pocket Glossary</i> have been published and distributed to readers in relevant regions.</b>	L. Sutzenfield (lead) J. Miller and CA collaborators as noted below	PC staff--20 days and cost-shared with CAs providing \$ and human resources	1 4	1.1 1.4
TLDHA	<ul style="list-style-type: none"> <li>▶ Publish and distribute Arabic/French/English edition of the Pocket Glossary. (November 1997)</li> </ul>	w/IPPF/AWRO			
TLDHP	<ul style="list-style-type: none"> <li>▶ Translate, publish, and distribute Portuguese/Spanish/English edition of the Pocket Glossary. (March 1998)</li> </ul>	w/UNFPA, PF	R.Brossard--10 days L. Kropsch--5 days		
TLDHS	<ul style="list-style-type: none"> <li>▶ Translate Swahili/Arabic/English edition of the Pocket Glossary (November 1998) (Publish and distribute with Swahili Handbook in Year 4)</li> </ul>	w/PF, IPPF, UNFPA??			

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p><i>Lessons from FPMD</i> monograph series TLDLL</p> <p>\$93,361</p>	<p><b>Sub-Result: Two new editions of the <i>Lessons from FPMD</i> series are edited, published, and distributed to selected readers.</b></p> <ul style="list-style-type: none"> <li>▶ Edit and produce edition on Strategic Planning. (Spring 1998)</li> <li>▶ Edit and produce <i>Lessons from FPMD</i> edition on topic TBA. (Summer 1998)</li> <li>▶ Spanish and French editions of all past and current volumes of <i>Lessons from FPMD</i> are published. (MIS and Decentralization--January 1998, Strategic Planning two months following English edition)</li> <li>▶ Edit and produce edition on <i>FPMD</i> experience in CQI in Spanish. (then in English and French)</li> <li>▶ Edit and produce edition on "Best Practices" in Spanish. (then English and French)</li> </ul>	<p>L. Lorenz J. Miller C. Reddy w/tech unit staff</p> <p>C. Reddy L. Lorenz S. Vriesendorp</p> <p>C. Reddy L. Lorenz w/tech unit staff</p> <p>C. Bahamon C. Reddy MSH staff: B. Timmons E. Cruz</p> <p>L. de la Peza Maribel Diaz L. Lorenz, C. Reddy, C. Bahamon</p> <p>D. Dobrowolski L. Lorenz, C. Reddy, C. Bahamon</p>	<p>PC staff 5 days</p> <p>PC staff-- 5 days</p> <p>PC staff--10 days Translators and native language revrs paid by PO BT--12 days EC--12 days</p> <p>PC Staff--10 days</p> <p>PC staff--10 days (in LAC budget)</p>	<p>1 4</p>	<p>1.1 1.3 1.4</p>
<p><i>Tools for Managers</i> series TLDTM</p>	<p><b>Sub-Result: <i>Tools for Managers</i> series is designed and launched and at least two volumes in the series includes initial contents.</b> (see planned volumes below)</p>	<p>J. Miller L. Lorenz</p>	<p>Non-PC staff covered by respective units</p>	<p>1 2 4</p>	<p>1.1 1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
\$60,718	<ul style="list-style-type: none"> <li>▶ Design and print covers, and purchase binders for series.</li> </ul> <p>Tools for Sustainability Binder</p> <ul style="list-style-type: none"> <li>▶ CORE User's Guide edited, finalized, and published. (November 1997)</li> <li>▶ Assist LAC Unit to translate and produce Spanish edition of CORE User's Guide and diskette. (complete by January '98)</li> </ul> <p>Tools for Electronic Communications Binder</p> <ul style="list-style-type: none"> <li>▶ Moderator's Guide Published. (October 1997)</li> <li>▶ ERC User's Guide Published. (January 1998)</li> </ul> <p>Tools for Decentralization Binder</p> <ul style="list-style-type: none"> <li>▶ Management checklists and references to decentralization management tools.</li> <li>▶ Teaching case studies.</li> <li>▶ Literature review on decentralization.</li> </ul> <p>Tools for Accreditation Binder</p> <ul style="list-style-type: none"> <li>▶ Guidelines for accreditation and incentives from PROQUALI.</li> <li>▶ Quality Standards Case Studies.</li> </ul>	<p>L. Suttentfield, Graphics Specialist (TBA)</p> <p>L. Lorenz, J. Miller A. Buxbaum C. Bahamon, M. Diaz</p> <p>(see TLDEP part of PC work plan)</p> <p>R.L. Kolehmainen- Aitken, B. Newbrander L. Lorenz, C. Reddy</p> <p>LAC staff</p>	<p>PC staff--10 days</p> <p>PC staff--15 days</p> <p>PC staff--7 days</p> <p>PC staff--15 days</p>		<p>1.1</p> <p>1.1 1.4</p> <p>1.3</p> <p>1.3</p>
Other Publications TLDOT \$69,314	<p><b>Sub-Result: New management materials have been developed and disseminated to help managers implement high-quality programs and services.</b></p> <ul style="list-style-type: none"> <li>▶ The Electronic Tool Kit (printed) index of tools is published. (January 1998)</li> </ul>	<p>C. Reddy w/tech unit</p>	<p>Non-PC staff covered by respective units</p> <p>PC staff--4 days</p>	<p>2 4</p> <p>4</p>	<p>1.1</p> <p>1.1</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Participate in cluster activities and contribute to conceptualization and development of body of knowledge in sustainability, decentralization, supervision, new technologies, leadership transition, etc., for dissemination. (Ongoing)</li> </ul>	PC Unit technical staff			
FPMD Project Informational Materials TLDMK  \$88,826	<p><b>Sub-Result: Project informational materials are developed and used by FPMD staff and/or distributed to client organizations and donors to inform them of FPMD services and activities.</b></p> <ul style="list-style-type: none"> <li>▶ Publish French and Spanish editions of new '97/'98 Publications brochure. (French and Spanish editions--October 1997)</li> <li>▶ Update FPMD briefing packet and distribute to USAID/W, missions, and other potential donors. (October 1997)</li> <li>▶ Develop, produce, and distribute flyer on CORE to launch CORE tool and User's Guide and for AID presentations.</li> </ul>	C. Bahamon C. Reddy  L. Suttentfield S. Clark Regional staff  L. Suttentfield L. Lorenz C. Reddy	PC staff--8 days  PC staff--4 days SC--15 days  PC staff-2 days	4	1.4
FPMD Project Informational Materials (cont'd)	<ul style="list-style-type: none"> <li>▶ Produce occasional flyers on FPMD work for special presentations at conferences and at USAID/W. (ongoing)</li> <li>▶ Develop, produce, and mass distribute informational piece to launch the ERC worldwide. (November 1997)</li> </ul>	L. Suttentfield S. Clark C. Reddy  J. Miller J. Wolff L. Suttentfield C. Reddy	PC staff--5 days  PC staff--4 days		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Develop electronic informational piece for launching ERC worldwide via electronic technology. (November 1997)</li> <li>▶ Analyze readers' survey and other evaluation results and publish results as an insert to the FPM.</li> </ul>	<p>J. Wolff B. Bezmalinovic J. Teig von Hoffman</p> <p>D. Monahan M. Nevin J. Miller C. Reddy</p>	<p>PC staff--2 days L. McCullough--3 days</p> <p>PC staff--10 days</p>		
<p>Publications Cost Recovery and Distribution DISOT</p> <p>(see Day-to-day shipping and fulfillment below for budget)</p>	<p><b>Sub-Result: Cost recovery activities support cost of distribution of FPMD publications.</b></p> <ul style="list-style-type: none"> <li>▶ Develop and send New Titles flyer to community health centers nationwide and PPFA affiliates to increase domestic sales. (September)</li> <li>▶ Direct mailing to targeted health and family planning organizations and universities in North America and Western Europe. (occasional)</li> </ul>	<p>J. Miller M. Nevin T. Nguyen</p> <p>J. Miller M. Nevin T. Nguyen</p>	<p>PC staff--2 days</p> <p>PC staff-- 2 days</p>	4	1.1
<p>Publications Cost Recovery and Distribution (cont'd)</p>	<ul style="list-style-type: none"> <li>▶ Implement strategy with CAs for sharing distribution costs implement corresponding mailing systems with mailhouse. (September 1997 - December 1997)</li> <li>▶ Develop concept paper for soliciting funds from private foundations to support distribution and select potential foundations. (October 1997)</li> </ul>	<p>L. Suttentfield M. Nevin</p> <p>L. Suttentfield J. Miller</p>	<p>PC staff--10 days</p> <p>PC staff--2 days</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ Increase database of paying (and non-paying) customers by acquiring mailing lists from CAs and North American and European organizations. (first increase in October 1997 and ongoing)</li> </ul>	J. Miller M. Nevin T. Nguyen	PC staff--5 days		
Publications Distribution (bulk mailings) DISMG, DISHN, DISMK, DISEP, DISLL  \$425,440	<b>Sub-Result: Bulk mailings of new editions of FPMD's core publications (the FPM, foreign editions of the Handbook and Pocket Glossary, and Lessons from FPMD) and of informational materials are disseminated to FPMD readers upon publication.</b>	M. Nevin T. Nguyen	PC staff--150 days	4	1.1
Day-to-day shipping and fulfillment DISOT  \$117,766	<p><b>Sub-Result: Day-to-day shipping and special orders are fulfilled on a timely basis and coordinated with mailhouse.</b></p> <ul style="list-style-type: none"> <li>▶ Final implementation of Goldmine database is complete and in use. (November 1997)</li> </ul>	M. Nevin T. Nguyen  M. Nevin T. Nguyen S. Osmani	PC staff--250 days	4	1.1
Interactive Electronic Publications and Communications Products TLDEP  \$802,562	<b>Sub-result: The <i>Family Planning Manager's Electronic Resource Center (ERC)</i> has been enhanced to provide ERC E-mail and Web users with easy access to information resources.</b>	J Teig von Hoffman	PC staff--143 days	1 2 4	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
a) Develop and adapt appropriate electronic communications technologies for enhancing use of the ERC.	<ul style="list-style-type: none"> <li>▶ All of the features of the ERC are fully accessible by Web and E-mail. (November 1997)</li> <li>▶ A plan for delivering the ERC in French and Spanish has been developed. (January 1998)</li> <li>▶ The <i>ERC User's Guide</i>, a user's manual for accessing family planning management materials from the ERC via HealthNet and other local service providers (for users with e-mail access only) has been produced. (January 1998)</li> <li>▶ Periodic issues of the ERC Newsletter updating ERC Members on new resources available in the ERC and providing tips on using the ERC and EC technologies effectively have been produced and distributed electronically.</li> </ul>	<p>J Teig von Hoffman, new staff (TBD) SatelLife staff</p> <p>B. Bezmalinovic, J. Teig Von Hoffman, new staff (TBD)</p> <p>J. Teig Von Hoffman, new staff (TBD) J. Wolff, outside consultant (TBD), J. Miller</p> <p>J. Teig Von Hoffman, new staff (TBD)</p>	<p>A. Fraser--15 days P. Temples - 15 days R. Nelson -8 days M. Srikantha - 12 days L. McCullough - 8</p> <p>L. McCullough - 3 days A. Fraser - 3 days outside tech. writer (TBD)--15 days</p>		
Interactive Electronic Publications and Communications Products (cont'd)	<b>Sub-result: Development of an off-line version of the ERC has begun, to enable health and family planning managers without efficient and affordable access to the Internet to access information resources in the ERC.</b>	J. Wolff, J. Teig Von Hoffman, B. Bezmalinovic, SatelLife staff, outside consultant (TBD)	PC staff--62 days	1 2	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>b) R&amp; D for off-line tool for accessing the ERC.</p> <p>c) Provide electronic information to health and family planning organizations that contributes to improving the management and sustainability of FP organizations.</p>	<ul style="list-style-type: none"> <li>▶ Research and assessment of potential technologies to be used completed and/or outside consultants to undertake development identified. (Winter 1998)</li> <li>▶ A detailed work plan for developing a prototype of an off-line version of the ERC has been developed. (Summer 1998)</li> </ul> <p><b>Sub-result: Publications on critical reproductive health and family planning management topics, specifically designed for the electronic medium, have been developed in collaboration with strategic information partners. These publications have been made available on the ERC.</b></p>	<p>J. Teig Von Hoffman, J. Wolff, new staff (TBD)</p> <p>J. Teig Von Hoffman, J. Wolff, new staff (TBD)</p> <p>B. Bezmalinovic J. Wolff</p>	<p>Satellife or outside consultants A. Fraser--10 days L. McCullough--3 day R. Nelson--11 days P. Temples --1 day M. Srikantha -- 3 days</p> <p>Tech unit staff time covered by tech unit</p>	<p>2 4</p>	<p>1.1 1.4</p>
<p>Interactive Electronic Publications and Communications Products (cont'd)</p>	<ul style="list-style-type: none"> <li>▶ <i>Managing for Quality</i>, a unique information resource (in English) focused on continuous quality improvement (CQI) and the first designed specifically for electronic publication, has been developed as part of the FPMD/UNICEF strategic partnership. (December 1997)</li> </ul>	<p>B. Bezmalinovic, J. Wolff, M. Sanchez (Tech Unit), L. de la Peza (LAC Unit), UNICEF staff</p>	<p>PC staff--45 days MP. Sanchez--5 days, L. De la Peza--5 days</p> <p>- UNICEF staff time paid by UNICEF. - PO to outside consultant</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>▶ An electronic resource (in French and English) which provides access to critical information and tools on serving underserved populations and facilitates information exchange has been developed. (Fall 1997)</li> <li>▶ Potential partnerships with outside information providers to develop additional electronic information products have been explored. (Summer 1998)</li> <li>▶ The Electronic Tool Kit, an electronic compendium of family planning management tools developed (see Tech Unit section). (November 1997)</li> </ul>	<p>B. Bezmalinovic, J. Teig von Hoffman , B. White, T. Thompson (Africa Unit), S. Vriesendorp (Tech)</p> <p>B. Bezmalinovic, J. Wolff, new staff (TBD)</p> <p>B. Bezmalinovic, new staff (TBD), J. Miller,</p>	<p>PC staff--20 days; Non-PC staff time covered by units. B. White--15 days</p> <p>PC staff--20 days</p> <p>PC staff--10 days Tech Unit staff time covered by Tech Unit.</p>		
Interactive Electronic Publications and Communications Products (cont'd)	<ul style="list-style-type: none"> <li>▶ The English, French, and Spanish versions of <i>The Family Planning Manager's Handbook</i> and the English version of <i>Beyond the Clinic Walls</i> have been converted to HTML. Sections have been incorporated into the ERC's new electronic information products and the ERC Library. (Spring 1998)</li> <li>▶ Six electronic editions of <i>The Family Planning Manager</i> (in English, French, and Spanish) have been published in the ERC Library.</li> </ul>	<p>B. Bezmalinovic, new staff (TBD),</p> <p>T. Nguyen, new staff (TBD)</p>	<p>PC staff--8 days PO to outside vendor</p> <p>PC staff--8 days</p>		
Electronic Forums TLDIF  (In collaboration with Tech. Unit)	<b>Sub-result: Moderated electronic forums have facilitated international exchange of experience in management of family planning and reproductive health services. (Aug 1998)</b>			1 3 4	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> <li>Develop and launch forum on performance management. (Oct 1997) (In collaboration with USAID MAQ working group on management and supervision.) (See also Technical Unit Workplan)</li> </ul>	B Bezmalinovic J Teig von Hoffman D Monahan S Huber (Tech. Unit staff time covered in Tech. Unit budget)	3 days 8 days 8 days 4 days		
Electronic Forums (cont'd)	<ul style="list-style-type: none"> <li>Develop and launch two other forums, topics TBD. (Aug 1998)</li> </ul>	D Monahan Sarah Johnson Sylvia Vriesendorp J Teig von Hoffman (Tech. Unit staff time covered in Tech. Budget.	16 days 15 days 15 days 10 days		
	<b>Sub-result: A plan for developing “course at a distance” using appropriate technologies to be made available via the ERC has been developed.</b> (Summer 1998)	J. Wolff, S. Wolde-Yohannes, Anne Williams (MIS Program), Ann Buxbaum (Pop Program), Jan Hoey (MT Program) B. Bezmalinovic, J. Teig Von Hoffman	A. Williams--15days A. Buxbaum--10 days J. Hoey--5 days S. Wolde Yohannes--25 days L. McCullough--4 days A. Fraser--3 days	2 4	1.1 1.4
	<b>Sub-result: Use of the ERC has been evaluated and improved based on client organization needs.</b> (See Technical Unit section.)	D. Monahan B. Bezmalinovic, new staff (TBD)	PC staff--15 days (see also Tech unit work plan)	1 2	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
d) Assist health and family planning organizations develop and use electronic communications technologies to improve the management and sustainability of their programs.	<p><b>Sub-result: The ICT Guidelines Series of <i>Tools for Managers</i> has been initiated to assist MSH consultants and staff of client organizations in understanding electronic communications technologies and how they can use them effectively to improve their programs has been conceptualized and production of Series has begun.</b></p> <ul style="list-style-type: none"> <li>▶ <i>Developing and Conducting Electronic Forums: A Moderator's Guide</i>, the first in the ICT Guidelines Series has been published. Developed in collaboration with Technical Unit. (October 1997 - See TLDTM section)</li> <li>▶ One additional module for the ICT Guidelines series has been developed. (TBD - possible topic, "Costing the Use of ICT Within Your Organization" (Winter/Spring 1997)</li> <li>▶ A draft curriculum to introduce health and family planning professionals to information and communications technologies (ICT) and to train them in how these technologies can be used to improve their programs has been developed. (Spring 1998)</li> </ul>	<p>B. Bezmalinovic J. Wolff</p> <p>Tech Unit staff time paid for by Tech unit.</p> <p>B. Bezmalinovic, J. Wolff</p>	<p>PC staff--30 days</p> <p>D. Monahan, J. Miller</p> <p>P. Fishstein - 15 days J. Wolff - 5 days</p> <p>D. Monahan--5 days A. Buxbaum--2 days A. Williams--5 days L. McCullough--7 days A. Fraser-- 1 day</p>	<p>2 4</p>	<p>1.1 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p><b>Sub-result: Members of the PROCOSI Micro-network are successfully using the network to communicate and to access and share information and resources.</b></p> <ul style="list-style-type: none"> <li>▶ Members of the PROCOSI Micro-network have been trained in using e-mail and the Internet to communicate and effectively access information. (Winter/Spring 1998).</li> <li>▶ PROCOSI Secretariat staff are successfully distributing organizational electronic information and resources to members of the micro-network.</li> </ul>	<p>B. Bezmalinovic, SatelLife staff LAC Unit staff</p>	<p>PC staff--45 days</p> <p>T. Espejo - 10 days</p> <p>T. Espejo--5 days</p> <p>1 RT Boston -La Paz, Bolivia</p>		
	<p><b>Sub-result: Local in-country technology partners and consultants to assist with conducting electronic communications technologies (ICT) and connectivity needs assessments, training, and micro-network development with client organizations have been identified.</b> (Summer 1998)</p>	<p>B. Bezmalinovic, new staff (TBD), H. Goodarzy (ITO), Hare Ram Bhattarai (MIS), Regional Unit staff (TBD)</p>	<p>PC staff--22 days</p> <p>H. Goodarzy-- 3 days</p> <p>H. Bhattarai-- 3 days</p>		
<p>Partners in Population Development Network NITPP</p> <p>(In collaboration with Tech. Unit)</p>	<p><b>Sub-result: An information exchange strategy in the use of ICT for Partners in Population Development has been developed in conjunction with key Partners members and Secretariat staff.</b> (See Technical Unit section for specific activities).</p>	<p>J. Wolff, B. Bezmalinovic</p>	<p>PC staff--45 days</p> <p>(All staff time charged to NITPP budget)</p>	<p>1</p> <p>3</p> <p>4</p>	<p>1.2</p> <p>1.3</p> <p>1.4</p>

## **FPMD Travel Calendar**

## **AFRICA UNIT**

### **Abidjan**

#### *Regional Initiatives*

##### June 1998

Marjorie Smit, 10 day RT to Abidjan to explore opportunities for activities with regional organizations in West Africa.

### **Cote d'Ivoire**

#### *New Initiatives*

##### January - February 1998

Marjorie Smit, 10 day RT to Abidjan to meet with REDSO/West to explore opportunities to expand into new countries in West Africa.

### **Haiti**

#### *FRAC Micronetwork*

##### October 1997

Thaddeus Thompson, 7 day RT to Haiti to conduct training in the use of conferencing and information resources through the electronic network and the Internet.

##### November 1997

Thaddeus Thompson, 18 day RT to Haiti; Sylvia Vriesendorp 15 day RT to Haiti; Catherine Crone-Coburn, 15 day RT to Haiti to attend and participate in the FRAC X meeting.

### **Francophone West African countries TBD**

#### *FRNET*

##### January 1998

Thaddeus Thompson, 18 day RT to Burkina Faso-Togo-Benin-Cote d'Ivoire to conduct a feasibility study to identify local Internet Service Providers, training facilities and potential trainers in some or all of these countries

##### January - June 1998

Thaddeus Thompson, 2 x 15 day RT to some or all of the following countries: Burkina Faso, Togo, Benin, Cote d'Ivoire, Senegal and Guinea to train FRAC members in the use of conferencing and information resources through the electronic resource network and the Internet.

## **Kenya**

### *IPPF Africa Region*

#### January 1998

Barbara Tobin, 15 day RT to Nairobi to wrap up evaluation of pilot study and to identify needs and priorities for increasing management capacity at IPPFAR regional office.

#### *New Initiatives*

#### February 1998

Barbara Tobin, 7 day RT to Nairobi to meet with REDSO/ESA to explore opportunities to expand into new countries in East Africa.

#### *Regional Initiatives*

#### May 1998

Barbara Tobin, 7 day RT to Nairobi to explore opportunities for activities with regional organizations in Eastern and Southern Africa.

## **Madagascar**

#### January - June

Thaddeus Thompson, 10 day RT to Tana to train FRAC members in the use of conferencing and information resources through the electronic resource network and the Internet.

## **Other Regional Initiatives**

#### Date TBD

Paul Fishstein, 10 day RT to country TBD to conduct workshop to introduce the CORE instrument.

#### Date TBD

Gerry Rosenthal, 10 day RT to country TBD to conduct workshop to introduce MOST.

## **Senegal**

### *CESAG*

February and July 1998

Roger Gosselin, 2 x 15 day RT from Montreal to Dakar to oversee the overall curriculum development and coordinate the development of course modules.

January and March 1998

MSH staff TBD, 2 x 8 day RT to Dakar to assist in the development of course modules for Hospital Management.

April and June 1998

Charlie Stover, 2 x 8 day RT to Dakar to assist in the development of course modules for Financial Management.

July and September 1998

MSH staff TBD, 2 x 8 day RT to Dakar to assist in the development of course modules for Program Management.

*MIS Senegal*

December 1997 and June 1997

Margaret Watt, 2 x 21 day RT to Dakar. The first trip is to assist Pasquale Farese to put systems into place at the district level to collect SO#1 indicators. The second trip is to provide technical support for the HIS.

June 1998

Pasquale Farese and Lydia Pitzulu (spouse), return ticket from Dakar to Rome at end of assignment.

**Togo**

*IPPF Africa Region*

October - November 1997

Marianne DiMascio, 9 day RT to Lome to conduct 4th management assessment of pilot project.

## **Uganda**

### *New Initiatives*

#### February 1998

Barbara Tobin, 5 day RT from Nairobi (above NITAF trip) to Kampala or Addis Ababa to participate in the decentralization workshop planned under BASICS auspices.

Resource person TBD, 10 day RT from Manila to Kampala or Addis Ababa to participate in the decentralization workshop.

Resource person TBD, 10 day RT from Managua to Kampala or Addis Ababa to participate in the decentralization workshop.

TBD, 10 day RT from Washington to Kampala or Addis Ababa to participate in the decentralization workshop.

## ASIA/NEAR EAST UNIT

### **Bangladesh**

#### *Local Initiatives Program*

#### December 1997

Alison Ellis, Regional Director, Asia/Near East Unit, 2-week TDY to: a) Coordinate and participate in the development of the LIP Strategic Plan, 1998-2002; b) Work with the LIP Program Director to prepare for close-out of LIP activities under USAID funding.

Sallie Craig Huber, Director, Technical Unit, FPMD, 2-week TDY to: a) Participate in the development of the LIP Strategic Plan, 1998-2002; b) Work with LIP staff to finalize LIP research/evaluation activities, including review of the final evaluation of the Contraceptive Pricing Intervention.

Saul Helfenbein, Senior Fellow, Office of the President, 1-week TDY to: a) Participate in the development of the LIP Strategic Plan, 1998-2002; b) Coordinate with the Japanese Embassy/Dhaka concerning Government of Japan funding of the LIP. (Bangkok to Dhaka travel only covered by USAID funds)

### **Morocco**

#### *Technical Assistance to the NTCRH and INAS*

#### November 1997

Jan Hoey, Director, MSH Management Training Program, and Charlie Stover, Principal Program Associate, Health Financing Program, 2-week TDY to: a) Conduct a mini-workshop on strategic management and sustainability planning for staff from the NTCRH and INAS; b) Conduct a workplanning meeting with the NTCRH and INAS to determine priority activities for FY98, in collaboration with JSI/Rabat, other CAs, and USAID/Rabat; c) Initiate development of an annual training schedule for NTCRH and INAS training courses; d) Review the market study on private sector physicians' training needs; e) Work with the local accounting firm concerning the development of a simple computerized financial management system for the NTCRH.

Marianne DiMascio, Senior Program Associate, MSH Strengthening Health Services Program or Sylvia Vriesendorp, Organizational Development Specialist, FPMD Technical Unit, 10-day TDY to: a) facilitate the mini-workshop on strategic management and sustainability planning for staff from the NTCRH and INAS; b) observe and evaluate the NTCRH IUD training course and provide recommendations to strengthen training skills and organization.

#### December 1997

Jan Hoey, 1-week TDY to: a) Attend a 3-day meeting on “Training in Health Administration and Public Health: Deficits and Developments”, organized by INAS, WHO and the University of Montreal; b) provide follow-up TA to INAS in the implementation of the FPMD workplan.

February 1998 or TBD

Jan Hoey and Charlie Stover, 2-week TDY to provide follow-up TA to the NTCRH in sustainability activities and to INAS in management training capacity building.

April/May 1998 or TBD

Jan Hoey and Charlie Stover, 2-week TDY to provide follow-up TA to the NTCRH in sustainability activities and to INAS in management training capacity building.

Alison Ellis, 1-week TDY to review progress and outcomes in implementation of FPMD workplan with the NTCRH and INAS.

July 1998 or TBD

Jan Hoey and Charlie Stover, 2-week TDY to provide follow-up TA to the NTCRH in sustainability activities and to INAS in management training capacity building.

## **Nepal**

*Technical Assistance to the FPAN*

May 1998 or TBD

Paul Fishstein, Senior Program Associate, FPMD ANE Unit, 2-week TDY to collaborate with the Family Planning Association of Nepal to assess the functioning of MIS structures, systems, skills and the use of information approximately 12 months following the completion of FPMD technical assistance.

## **Romania**

*Technical assistance to SECS and other Romanian NGOs*

October 1997

Paul Fishstein, Senior Program Associate, Asia/Near East, Michael Hall, Senior Program Associate, MSH Population Program, and Margaret Hume, Senior Program Associate, MSH Strengthening Health Services Program, 2-week TDY to: a) conduct a management development analysis of SECS, the IPPF associate affiliate in Romania; b) develop a Management Development Plan (MDP) for technical assistance to SECS in identified management development areas; c) locate potential local technical assistance and management resources; and, d) discuss with other donors, organizations, and CAs plans for FPMD assistance and

explore possible collaboration.

#### January 1998 or TBD

Paul Fishstein, Margaret Hume, and Michael Hall, 2-week TDY to: a) finalize MDP with SECS; b) provide TA to SECS in identified management development areas; and, c) meet with other Romanian FP NGOs to discuss management development needs.

#### March 1998 or TBD

Michael Hall, 2-week TDY to provide TA to SECS in board/staff relations and assist with development of appropriate management guidelines and structures.

#### April 1998 or TBD

Paul Fishstein and Margaret Hume and/or Michael Hall, 2-week TDY to: a) provide TA to SECS in identified management development areas; and b) develop MDP for technical assistance in management development to other Romanian FP NGOs.

#### April 1998 or TBD

Six SECS senior staff and volunteers, 2-week study tour to an appropriate reproductive health organization in the US.

#### June 1998 or TBD

Paul Fishstein and Margaret Hume and/or Michael Hall, 2-week TDY to: a) provide TA to SECS in identified management development areas; and, b) provide technical assistance to other Romanian FP NGOs in identified management development areas.

### **Turkey**

#### *Ministry of Health MIS Project*

#### April 1998

Alison Ellis, 2-week TDY to: a) Review progress in the implementation of the FY98 workplan with Ersin Topcuoğlu, MIS Program Associate/FPMD Turkey Country Representative, and MCHFP General Directorate staff; b) Contribute to a review of results of the pilot test of new monitoring tools; c) Contribute to the modification of the curriculum on “Use of Information for Monitoring and Evaluation” to include training for Provincial Health Directorate managers on FP/MCH service delivery monitoring tools and feedback reports.

Margaret Watt, Acting Director, MSH MIS Program, 1-week TDY to: a) Contribute to a review of results of the pilot test of new monitoring tools; b) Contribute to the modification of the curriculum on “Use of Information for Monitoring and Evaluation” to include training for Provincial Health Directorate managers on FP/MCH service delivery monitoring tools and feedback reports.

#### July 1998

Ersin Topcuoğlu, MIS Program Associate/FPMD Turkey Country Representative, 2-week TDY to Boston to: a) Review program progress with the ANE Unit Regional Director; b) Work with the ANE Unit to develop workplans for the MOH and SSK projects for FY99; c) Coordinate with other FPMD/MSH technical staff on the Turkey program.

#### *NGO Network Project (KIDOG)*

#### May 1998

Sylvia Vriesendorp, Organizational Development Specialist, 1-week TDY to facilitate a workshop on advanced skills building in group facilitation and management.

#### July 1998

Michael Hall, Senior Program Associate, Population Program and Sylvia Vriesendorp or Alison Ellis, 1-week TDY to facilitate a workshop on strategic planning, to review and revise KIDOG’s strategic and operational plan.

#### September 1998

Sylvia Vriesendorp, 1-week TDY to facilitate a workshop on other institutional or capacity development topics, as requested by the KIDOG and The Futures Group/Policy Project.

#### *Social Insurance Organization MIS Project*

#### April 1998

Alison Ellis, 2-week TDY to: a) Review progress in the implementation of the FY98 workplan with Ersin Topcuoğlu, MIS Program Associate/FPMD Turkey Country Representative, and SSK Health Services

Directorate staff; b) visit selected SSK FP clinics to evaluate functioning of the new MIS and use of monitoring tools.

July 1998

Ersin Topcuoğlu, MIS Program Associate/FPMD Turkey Country Representative, 2-week TDY to Boston to: a) Review program progress with the ANE Unit Regional Director; b) Work with the ANE Unit to develop workplans for the MOH and SSK projects for FY99; c) Coordinate with other FPMD/MSH technical staff on the Turkey program.

## LATIN AMERICA AND THE CARRIBEAN UNIT

### **Bolivia**

#### *Caja Nacional de Salud*

#### November 1997

Lourdes de la Peza, Program Officer, LAC, 1 week TDY to facilitate a 1 week training to newly appointed senior-level staff of the Reproductive Health Program of the Caja Nacional de Salud as well as directors of 7 CNS polyclinics on Continuous Quality Improvement to reinforce and continue support in the institution's initiative

Maribel Diaz, Program Coordinator or TBD, LAC, 1 week TDY to a) conduct interviews with polyclinic directors, quality improvement team members and senior level staff of the Reproductive Health Program of the CNS and b) collect any service statistics data on the progress of Quality Improvement Teams as submitted to the CNS accreditation committee and management for the development of the Bolivian case study for FPMD's documentation of its Continuous Quality Improvement efforts in the LAC region.

Dr. Natividad Hernandez, Consultant and Lourdes de la Peza, Program Officer, LAC, 1 week TDY to work with the CNS accreditation committee and Reproductive Health Program management staff including testing of the accreditation instrument and activities to support the accreditation process.

#### January/February 1998

Lourdes de la Peza, Maribel Diaz and Carmen Basurto, 1 week TDY to provide technical assistance to CNS Polyclinics in La Paz area, including (a) supporting polyclinic directors in strategic planning for inclusion of all CNS polyclinics in accreditation process; (b) documentation of tools and indicators for CQI process; (c) ongoing support and follow up to existing CQI teams.

#### April/May 1998

Dr. Natividad Hernandez, Consultant, 1 week TDY to provide technical assistance to CNS in evaluation of polyclinics against previously established baseline.

Lourdes de la Peza, 1 week TDY to provide the first of two technical assistance visits in the implementation of CQI process and the introduction of CQI tools in CNS polyclinics in Sucre, Potosi, Tarija, and Oruro.

Lourdes de la Peza, Program Officer, LAC and Carmen Basurto, Consultant, 1 week TDY to facilitate a workshop providing Training for Trainers in CQI.

#### June/July 1998

Carmen Basurto, Consultant, 1 week TDY to provide the second of two technical assistance visits in the implementation of CQI process and the introduction of CQI tools in CNS polyclinics in Sucre, Potosi, Tarija, and Oruro.

Judith Seltzer, Deputy Director, Management Training, MSH and Gerald Rosenthal, Principal Program Associate, MSH, 1 week TDY to conduct a workshop on Organizational Development for departmental heads, polyclinic directors, and national heads of CNS.

Doris Valdez, Consultant, 1 week TDY to lead a workshop on information-based decision making.

### *PROCOSI*

#### October/November 1997

Beatrice Bezmalinovic, Publications Unit/FPMD, Teobaldo Espejo, LAC/FPMD Unit, Alex Fraser, SatelLife, 2 week TDY to train members of the PROCOSI micro-network in using e-mail and the Internet to communicate and access information.

Lourdes de la Peza, Sr. Program Officer, 1 week TDY to adapt Organizational Development instrument for diagnostic of PROCOSI.

Lourdes de la Peza, Sr. Program Officer, and Pamela Teichman, Sr. Program Officer, 1 week TDY to conduct an Organizational Development Diagnostic of the PROCOSI network.

Lourdes de la Peza, 1 week TDY to follow up and conduct presentation of diagnostic report to Directors of PROCOSI.

#### January/February 1998

Alex Fraser, SatelLife, 2 week TDY to upgrade the PROCOSI electronic network to a web server, and train local staff in maintaining the server.

#### April/May 1998

TBD, Publications/ERC and Alex Fraser, SatelLife, 2 week TDY to follow-up and ensure that PROCOSI Secretariat staff are successfully distributing organizational electronic information and resources to members of the micro-network.

*Bolivian Secretariat of Health/ USAID/BOLIVIA Health Strategic Objective Team*

#### Winter 1998

TBD, FPMD/Bolivia Sr. Program Officer will relocate to La Paz, Bolivia to assume position.

Pamela Teichman, Sr. Program Officer, 1 week TDY to conduct a management visit to coordinate activities and provide support to the Bolivia country representative.

## **Brazil**

*CESA/CE*

October 1997

Tom Moore, Drug Management Program/MSH, 1 week TDY to conduct training & technical assistance to integrate the contraceptive logistics function within the SESA/CE pharmaceutical logistics system.

November 1997

Amelia Kaufman, Lia Kropsch, LAC consultants & SESA/Ce staff person, 3 week TDY to participate in MSH Managing for Quality training in Cuernavaca, Mexico.

December 1997/ January 1998

Tom Moore, Drug Management Program/MSH, 1 week TDY to conduct training & technical assistance to integrate the contraceptive logistics function within the SESA/CE pharmaceutical logistics system.

February/March 1998

TBD, Sr. Program Officer, LAC, 1 week TDY to monitor progress of FPMD interventions.

*SESAB*

February/March 1998

Maria Pia Sanchez, Technical Unit, FPMD, 1 week TDY to conduct technical assistance to develop, evaluate & document an accreditation system for municipal RH services, including development of accreditation criteria in the management area.

March/April 1998

TBD, Sr. Program Officer, LAC, 1 week TDY to Monitor progress of FPMD interventions.

## **Guatemala**

*TA to APROFAM's Rural Health Program*

### November/December 1997

TBD, Sr. Program Officer, LAC and Maribel Diaz (or TBD), Program Coordinator, LAC, 1 week/TDY to conduct workshop Module 1 on Fundraising.

Julio Gadsen, Consultant, TBD, Maribel Diaz (or TBD), Program Coordinator, LAC, 1 week TDY to a) assess current management/supervision system, and rural program roles and functions.

### January/February 1998

TBD, Sr. Program Officer, LAC and Maribel Diaz (or TBD), Program Coordinator, LAC, 1 week TDY to conduct workshop Module II on Fundraising.

### March 1998

Julio Gadsen, TBD and Maribel Diaz (or TBD), Program Coordinator, LAC, 1 week TDY to work on a) rural program norms and indicators for supervision, b) TA for the development of a new supervision system.

### April/May 1998

TBD, Sr. Program Officer, LAC and Maribel Diaz (or TBD), Program Coordinator, LAC, 1 week TDY to conduct workshop Module III on Fundraising.

Pilar Sebastian, Prosalud, 1 week TDY on training of trainers for new supervision system.

Teobaldo Espejo, LAC/Peru, 2 week TDY to a) assess current information system in APROFAM rural program, b) provide assistance in the collection, use, and data flow of information and c) coordinate future information activities.

### June 1998

Pilar Sebastian, Prosalud, 1 week TDY on implementation of supervision training by APROFAM training department.

MSH Staff TBD, 1 week TDY to a) develop and introduce three training modules for rural health volunteers, b) conduct a training of trainers on new modules.

## **Honduras**

*Technical assistance to the Asociacion Hondureña de Planificación Familiar, ASHONPLAFA*

### November 1997

Dr. Gabriel Ojeda, Consultant, 1 week TDY to provide technical assistance and follow-up to the Division of Information, Evaluation and Planning in the integration and management of the MIS system with respect to service statistics, costs, and quality.

January/February 1998

TBD, 1 week TDY for training and technical assistance to Board of Directors in leadership performance, supervision and promotion of ASHONPLAFA's mission.

February/March 1998

Kip Eckroad, Principal Associate, SHS, 1 week TDY for training of staff from the Division of Finance and Administration in the implementation and use of the CORE model.

April 1998

Kip Eckroad, Principal Associate, SHS, 1 week TDY for continuation of TA on the implementation and use of the CORE model.

**Jamaica**

*National Family Planning Board (NFPB)*

January 1998

Melanie Powers, Director of Operations and Finance, FPMD and Kip Eckroad, MIS, 1 week TDY to conduct an assessment of needs of NFPB with respect to computerized accounting, given its existing computer hardware and computerized systems, and current staff training needs.

February 1998

Kip Eckroad, MIS/MSH, 1 week TDY to provide technical assistance in identification of a commercially available computerized accounting software product most appropriate for the accounting and financial management needs of the NFPB.

**Mexico**

Lia Kropsch, Amelia Kaufman, Sandra Luna, Dirlene Silveira will travel from Brazil to Cuernavaca to attend the "CQI, Quality Course" as MSH/FPMD sponsored participants.

Oscar Borda and Jose Ignacio Carreno will travel from Bolivia to Cuernavaca, Mexico to attend the "CQI, Quality Course" as MSH/FPMD sponsored participants.

*Fundación Mexicana para la Planeacion Familiar, MEXFAM*

November/December 1998

David Dobrowolski, Senior Program Officer, 2 week TDY to finalize sub-contracting arrangement with local contractor to provide course, site assessments, and managerial tools for improving quality in 12 Mexfam clinics.

December 1997/January 1998

David Dobrowolski, 2 week TDY to provide financial analysis TA - managerial use of CORE (cost-revenue spreadsheet) tool at clinic level and CBS level for local decision-making.

July 1998

TBD, Publications/ERC, 1 week TDY to develop network for Mexfam clinics for electronic distribution of clinic management tools, especially as related to quality improvement and team problem solving.

*Federacion Mexicana de Asociaciones de Salud y Desarrollo Comunitario, FEMAP*

October/November 1997

Tom Moore, Drug Management Program/MSH, 1 week TDY to begin FPMD TA to FEMAP to develop workplan in the launching of 5-10 pharmacies.

Josh Coburn, Program Associate, Health Financing/MSH; 1 week TDY to initiate FPMD TA to FEMAP in management information systems for clinics and hospitals.

November/December 1997

Deidre Alessio, consultant and nurse practitioner, 1 week TDY to provide TA to the nursing school of Hospital de la Familia in curriculum and quality standards for nursing in reproductive health.

David Dobrowolski, Senior Program Officer, 2 week TDY to initiate projects in strengthening of training capacity for Femap affiliates in the NE region and in documenting best practices in sustainability for FEMAP.

January/February 1998

Cris Olsen, DMP/MSH, 1 week TDY to provide TA to FEMAP in the centralization of the procurement function

Judy Seltzer, Deputy Director of Management Training, 1 week TDY to assess capacity of Femap NE affiliates in management of training

February/March 1998

Tom Moore, Drug Management Program/MSH, 1 week TDY to continue TA to FEMAP in the launching of pharmacies

David Dobrowolski, Lourdes de la Peza, 2 week TDY to continue project in identification and documentation of Best Practices for Sustainability.

Josh Coburn, Program Associate, Health Financing/MSH; 1 week TDY to continue FPMD TA to FEMAP in Management Information Systems for Clinics and Hospitals

April/May 1998

Deidre Alessio, consultant, 1 week TDY to continue TA to the nursing school of Hospital de la Familia in curriculum and quality standards for nursing in reproductive health

David Dobrowolski, Sr. Program Officer, LAC/FPMD, 2 week TDY to continue identification y dissemination of Best Practices for Sustainability.

June/July 1998

Cris Olsen, DMP/MSH, 1 week TDY to provide TA to FEMAP in the centralization of the procurement function

August 1998

David Dobrowolski, Sr. Program Officer, LAC/FPMD, 2 week TDY to conclude project in dissemination of Best Practices for Sustainability.

*Direccion General de Salud Reproductiva, DGSR*

November/December 1998

Catherine Crone-Coburn, FPMD Project Director and David Dobrowolski, Sr. Program Officer, LAC/FPMD; 1 week TDY to program CQI activities with DGSR

Lourdes de la Peza, Sr. Program Officer/Trainer, 1 week TDY for continued TA and training in CQI at the state level in Coahuila and the state of Mexico.

February/March 1998

David Dobrowolski, Sr. Program Officer, LAC, Lourdes de la Peza, Sr. Program Officer/Trainer, 2 week TDY to Oaxaca and Chiapas, for CQI TA and training.

**Paraguay**

*CEPEP*

October/November, 1997

David Dobrowolski, Sr. Program Officer, LAC/FPMD, TBD, Sr. Program Officer, LAC/FPMD, FPMD Project Director; 2 week TDY to: coordinate FPMD activities and develop implementation plan with Ministry of Health counterparts and CEPEP.

Sarah Johnson, Sr. Program Associate, Technical Unit/FPMD and David Dobrowolski, 2 week TDY to a) facilitate a strategic planning workshop and b) develop a strategic planning process at CEPEP including business planning.

November/December 1997

David Nelson, 2 week TDY for MIS development for CEPEP and MOH

February/March 1998

Gerry Rosenthal and TBD, 1 week TDY to continue TA in using information for business planning and develop and implement financial MIS related to self-financing at CEPEP.

Sarah Johnson, 1 two week TDY to: Follow up on the implementation of the Strategic Planning Process at CEPEP.

March/April 1998

Sarah Johnson, Sr. Program Associate, Technical Unit, FPMD 1 week TDY in proposal writing for CEPEP

Mark Levine, one week TDY in board training and development for CEPEP

April/May 1998

Sarah Johnson, 1 week TDY to continue TA in proposal writing, strategic planning, and development of marketing materials for CEPEP

June/July 1998

David Dobrowolski and TBD, 1 week TDY to continue TA in business development function, as related to operational planning and capital investment

Enrique Suarez, 1 two week TDY to provide technical assistance in market assessments for CEPEP

July 1998

Dra. Prieto and Board member, tour to U.S. for new project development.(Dra. Prieto will already be in the U.S. - FPMD will not pay for travel).

*Ministry of Health*

October/November, 1997

Amelia Kaufman and Gabriel Ojeda, consultants; 1 week TDY to collect and review results of exit interview surveys conducted in the four priority regions of the MOH.

November/December 1997

Gabriel Ojeda, 1 week TDY for baseline evaluation as Quality Service Delivery Evaluation Specialist with MOH

Ana Vega, 2 week TDY as Quality Service Delivery facilitator to MOH

Juan Carlos Carazas, 3 week TDY as Quality Service Delivery Supervision Specialist to MOH

February/March 1998

Amelia Kaufman, 2 week TDY as Quality Service Delivery Advisor and Health Post Training of Trainers with MOH

Gabriel Ojeda, 1 week follow up TDY on Quality Service Delivery Evaluation with MOH

Ana Vega, 2 week follow up TDY on Quality Service Delivery Facilitator with MOH

Client Satisfaction Survey Team, 2 persons TBD, (1 Instrument Specialist and 1 Sample Specialist), 2

week TDY to conduct Client Satisfaction Survey with MOH

Four Regional Health Directors, Four Regional Nurse Supervisors, Two Central MOH Staff and the FPMD Resident Advisor, 1 week Study Tour to see working models of excellence of integrated MCH and family planning services in Bolivia.

David Dobrowolski, Sr. Program Officer, LAC/FPMD, 2 week TDY to conduct management visit and coordinate activities with the FPMD Regional Advisor, USAID/Paraguay, and client organizations.

#### March/April 1998

TBD; 2 week TDY to conduct a clinic management assessment - 5 day visit to each region by 2 person team for MOH

#### April/May 1998

2 person team TBD, 2 week TDY for supervision of Quality Service Delivery in MOH

FPMD Sr. Program Officer TBD, Catherine Crone Coburn and David Dobrowolski, 1 week TDY to travel to Paraguay for a coordination visit

Amelia Kaufman or TBD 1 week TDY to conduct regional workshop to review assessment results for MOH

#### June/July 1998

Amelia Kaufman or TBD, 1, two week TDY to provide follow-up technical assistance through regional site visits to the four priority regions for MOH.

#### August 1998

David Dobrowolski, Sr. Program Officer, LAC/FPMD 2, week TDY to conduct management visit and coordinate activities with the FPMD Regional Advisor, USAID/Paraguay, and client organizations.

2 person team TBD, 2 week TDY follow up for supervision of Quality Service Delivery in MOH

#### *Technical Assistance*

#### January 1998

TBD, FPMD Resident Advisor to assume position in Asuncion, Paraguay and participate in TA activities as appropriate.

Resident Advisor TBD, 1 week TDY to Boston for Field Office Management Procedures Training

Administrative Coordinator, TBD, 1 week TDY to Boston for Field Office Management Procedures Training

## **Peru**

### November 1997

Pamela Teichman, Sr. Program Officer and Diane Midura, Finance Manager, FPMD, 1 week TDY to a) conduct follow-up office management training, b) coordinate activities with USAID/Peru and other country CA's.

### January 1998

Walter Mertens, Sr. Associate, Population Program, MSH, 1 week TDY to: a) field test evaluation tool developed for PASARE Project CA's.

### March 1998

Pamela Teichman, Sr. Program Officer, 1 week TDY to conduct supervision of FPMD activities.

### July 1998

Pamela Teichman, Sr. Program Officer, 1 week TDY to conduct supervision of FPMD activities.

## **Health Reform Initiative**

*-Travel to be submitted at a later date.-*

## TECHNICAL UNIT

### **Bangladesh**

#### November 1997

Bea Bezmalinovic, 8 days TDY - To make a presentation on the Partners in Population Development Information and Communications Technology (ICT) Strategy at the Partners Annual Board Meeting and meet with various Partners Board Members and Secretariat staff to discuss Partners ICT strategy in greater detail and plan Fall 1998 workshop.

Natalie Gaul, 17 days TDY - To work with Partners on developing procedures and templates for internal financial and accounting systems and customize existing software or select appropriate alternative packages as needed.

Hare Ram Bhattarai, 3 days TDY - To undertake an in-depth ICT assessment of Bangladesh.

### **Bolivia**

#### February 1998

Maria Pia Sanchez, Teobaldo Espejo, Lia Kropsch, Lourdes de la Peza, Karen Lassner, Maribel Diaz, 4 days TDY each - To attend a regional cluster meeting (following the first round of accreditation carried out by the "Caja") to focus on accreditation processes and to start documenting regional experiences and plan for the regional QI conference.

### **Brazil**

#### February 1998

Catherine Crone Coburn, 6 days TDY - To design pilot of a performance incentives system for the public sector.

#### March 1998

Walter Mertens, 14 days TDY - To assist with the evaluation of the PROQUALI accreditation process.

#### August 1998

Maria Pia Sanchez, Maribel Diaz, Shirley Ko, 7 days TDY each - To facilitate and arrange the logistics of the regional conference on QI.

### **Brazil to Boston,MA**

### July 1998

Karen Lassner, 10 days TDY - To work with Maria Pia Sanchez on producing a “Lessons Learned” monograph for accreditation of FP/Primary care clinics.

## **England**

### April 1998

Riitta-Liisa Kolehmainen-Aitken, 5 days TDY - To share the FPMD/MSH experience with decentralization at the Health Sector Reform meeting sponsored by the London School of Hygiene and Tropical Medicine.

## **Ethiopia or Uganda**

### February 1998

Riitta-Liisa Kolehmainen-Aitken, 10 days TDY - To partner with REDSO/Basics to arrange a workshop on decentralization.

## **Guatemala**

### April 1998

Michael Hall, 15 days TDY - To conduct and analyze interviews at APROFAM for case study on leadership transitions, and to analyze its decentralization experience for a “lessons learned” publication.

## **Haiti**

### November 1997

Walter Mertens, 10 days TDY - To conduct evaluation activities at the tenth FRAC meeting.

## **Kenya**

### March 1998

Stephen Sacca, 5 days TDY - To disseminate CORE tool and implementation lessons to AID/W, CAs, and other interested organizations.

### June 1998

Barbara Tobin, 15 days TDY - To conduct and analyze interviews at CAFS for case study on leadership transitions in a FP organization.

## **Mexico**

### November 1997

Maria Pia Sanchez, Maribel Diaz, Karen Lassner, Amelia Kaufman, Teo Espejo, Lia Kropsch, 4 days TDY each - To attend a regional cluster meeting (following the Management Training course in Cuernavaca) to work on case studies and plan for the regional QI conference.

### December 1997

Riitta-Liisa Kolehmainen-Aitken, 10 days TDY - To collect data on the decentralization experience of FEMAP.

### March 1998

Riitta-Liisa Kolehmainen-Aitken, 10 days TDY - To continue decentralization experience analysis with FEMAP.

## **Morocco**

### January 1998

James Wolff, 11 days TDY - To undertake a country study of Morocco with in-country consultants and Partners Secretariat staff to enable the latter to undertake studies in the remaining member countries.

## **Philippines**

### November 1997

Masami Fujita, 25 days TDY (no salary paid) - To identify and develop minimum management packages and good/best practices related to the use of information management and logistics at the health center level.

### February 1998

Masami Fujita, 25 days TDY (no salary paid) - To identify and develop minimum management packages and good/best practices related to the use of information management and logistics at the health center level.

## **South Africa**

### December 1997

Sylvia Vriesendorp, 4 days TDY - To make a presentation at the IOBTC Conference.

## **Thailand**

### October 1997

Gerry Rosenthal, 8 days TDY - To attend the Asia State of the Art course and participate on a panel that will look at sustainability from a “macro perspective.”

## **Tanzania**

### October 1997

Sallie Craig Huber and Stephen Sacca, 10 days TDY each - To continue follow-up on CORE tool with Marie Stopes/Tanzania.

## **Vietnam**

### March 1998

Paul Fishstein, 10 days TDY - To disseminate CORE tool and implementation lessons to AID/W, CAs, and other interested organizations.

## **West Africa countries TBD**

### January 1998

Walter Mertens, 2 x 18 days TDY - To conduct evaluation in two FRAC countries.

## **Zimbabwe**

### January 1998

Dick Roberts, 13 days TDY - To undertake a country study of Zimbabwe with in-country consultants and Partners Secretariat staff to enable the latter to undertake studies in the remaining member countries.

## **PUBLICATIONS AND COMMUNICATIONS UNIT**

### **Bolivia**

#### November 1997

Teobaldo Espejo, Peru Country Coordinator, Latin America and Caribbean (LAC) Unit, 10 day TDY to Bolivia to : a) provide training in the use of e-mail and ICT to members of PROCOSI.red and b) to provide training and assistance to key PROCOSI Secretariat staff in identifying potential Information and Communications Technology (ICT) applications for use within PROCOSI.red.

#### January/February 1998

Bea Bezmalinovic, Senior Manager, Electronic Media and New Products, 15 day TDY to: a) provide training in the use of e-mail and ICT to members of PROCOSI.red and b) to provide training and assistance to key PROCOSI Secretariat staff in identifying materials for electronic publication on the network and to identify potential Information and Communications Technology (ICT) applications for use within PROCOSI.red.

#### June 1998

Bea Bezmalinovic, Senior Manager, Electronic Media and New Products, 10 day TDY to: a) provide training in the use of e-mail and ICT to members of PROCOSI.red and b) follow-up on training in WWW publishing, and c) follow-up on transition to local ISP.

### **Bolivia to Indianapolis, USA**

#### November 1997

Esteban Ugrinovic, Documentationalist, PROCOSI Secretariat to travel to APHA Conference to make a presentation in collaboration with Bea Bezmalinovic on the experiences of PROCOSI and FPMD in developing PROCOSI.red (the PROCOSI micro-network).

## **Tanzania**

### March 1998

Linda Suttentfield, Senior Publications Manager, 6-day TDY to: a) meet with collaborating organizations (i.e. UNFPA, Pathfinder International, IPPF, and other potential collaborators) to negotiate cost-sharing arrangements and plan for the development of a Swahili edition of *The Family Planning Manager's Handbook* and *The Pocket Glossary*, including familiarizing key personnel of each collaborating organization with the process involved; b) determine whether any modifications will be made to the text (if any); c) identify individuals and organizations to participate in the review process; d) develop a detailed work plan for the translation and production of the books and agree on each organization's responsibilities, and e) discuss marketing and distribution strategies for this edition within the region.

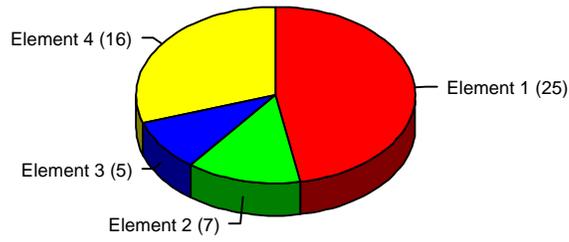
## **Financial Summary**

<b>Country/Subproject/Activity Code</b>	
<b>Africa Unit</b>	
FRAC Micro Network AFRFR	\$159,254
FRAC Micro Network FRNET	\$81,461
IPPF Africa Region AFRIP	\$78,086
Africa - Regional Activities AFRRG	\$101,802
CESAG/ Senegal SENCG	\$349,070
Senegal - Information Systems SENIS	\$310,874
New Initiatives NITAF	\$81,411
<b>Sub total Africa</b>	<b>\$1,161,958</b>
<b>Asia/Near East/Europe</b>	
Bangladesh/Local Initiatives Program (LIP) BANLP	\$735,090
Morocco/Technical assistance to the National Training Center for Reproductive Health (NCRH) and to the National Institute for Health Administration (INAS)/ MORNT	\$337,724
Romania/Technical Assistance to the SECS and other Romanian NGO's - ROMNG	\$497,066
Turkey/Technical Assistance to the Social Insurance Organization (SSK) - TURSK	\$121,319
Turkey/Technical Assistance to the MCH/FP General Directorate TURMH	\$212,183
Turkey/Technical assistance to the NGO Network (KIDOG)/ TURNG	\$62,429
Asia/Near East Unit New Initiatives NITAS	\$91,515
Asia/Near East Unit Technical Leadership Activities TLDAS	\$35,037
Sub-total Asia/Near East	<b>\$2,092,363</b>
<b>Latin America/Caribbean Unit</b>	
Bolivia Caja Nacional de Salud BOLCN	\$109,494
PROCOSI BOLPR	\$101,550
Bolvia/Secretariat of Health/Health Strategic Objective Team BOLSH	\$358,333
Brazil Reproductive Health/Family Planning Program of the State Secretariat of Health of Bahia BRZBA	\$418,328
Brazil State Secretariat of Health of Ceara's (SESA/CE) Viva Mulher Program BRZCR	\$491,321
Guatemala APROFAM GUAAP	\$232,692

<b>Country/Subproject/Activity Code</b>	
Honduras ASHONPLAFA HONAS	\$58,256
Jamaica National Family Planning Board (NFPB) JAMNF	\$86,371
Mexico Direccion General de Salud Reproductiva (DGSR) MEXDG	\$157,925
Mexico Fundacion Mexicana para la Planeacion Familiar (MEXFAM) MEXME	\$85,584
Mexico Federacion Mexicana de Asociaciones de Salud y Desarrollo Comunitario (FEMAP) MEXFE	\$204,896
Peru Ministry of Health Peru - CQI PERCQ	\$120,836
Peru Ministry of Health Peru - Information for Decision-making PERID	\$147,810
Paraguay Ministry of Health PARMH	\$344,017
Paraguay Local government and NGO Activities PARLN	\$438,610
<b>Sub-total Latin America/Caribbean</b>	<b>\$3,356,023</b>
<b>Publications</b>	
<i>The Family Planning Manager</i> (English) TLDME	\$237,816
<i>The Family Planning Manager</i> (Foreign Editions) TLDMF	\$91,356
<i>The Family Planning Manager</i> (Foreign Editions) TLDMS	\$94,566
<i>Lesson from FPMD Monograph series</i> TLDLL	\$93,361
Interactive Electronic Publications and Communications Products TLDEP	\$802,562
<i>Tools for Managers</i> Series TLDTM	\$60,718
<i>The Family Planning Manager Compendium</i> (Bound edition of reprints of Vols. I - IV) DISMG	\$229,258
<i>The FP Handbook</i> (Foreign Editions -- Arabic) TLDHA	\$79,379
<i>The FP Handbook</i> (Foreign Editions -- Portuguese) TLDHP	\$157,295
<i>The FP Handbook</i> (Foreign Editions -- Swahili) TLDHS	\$71,329
Tools Development and other Publications TLDOT	\$69,314
FPMD Project Informational Materials TLDMK	\$88,826
Publications Cost Recovery DISOT	\$117,766
Publications Distribution DISMK, DISLL, DISHN, DISEP (bulk mailings)	\$196,182
<b>Sub-total Publications</b>	<b>\$2,389,726</b>
<b>Technical Unit</b>	
Quality Initiative/Accreditation/FFSDP/Performance Management/HR Development - RESFF	\$346,589

<b>Country/Subproject/Activity Code</b>	
Evaluation RESEV	\$182,671
Partners in Population and Development NITPP	\$153,926
Financial Management TLDFM	\$324,243
Electronic Tool Kits/Elect. Forums/Info Comm. Tech/Library-Info Center/Institutional Memory TLDIF	\$413,214
Building Sustainable Organizations and Systems TLDSU	\$564,465
<b>Sub-total Technical Unit</b>	<b>\$1,985,108</b>
<b>Office of the Project Director</b>	
Equipment/Software for field office start-up NITEQ	\$94,990
World Wide Office/Electronic Communications TLDWO	\$526,521
Donor Leveraging NITDO	\$49,167
<b>Sub-total Project-wide Activities</b>	<b>\$670,678</b>
<b>Grand Total</b>	<b>\$11,655,856</b>

**Number of Subprojects by Element**  
Workplan Year 10/97-9/98



**FPMD Budget by Project Element**  
Workplan Year 10/97-9/98

