

**FAMILY PLANNING MANAGEMENT
DEVELOPMENT (FPMD)
1999 WORKPLAN**

FINAL

OCTOBER 14, 1998

Family Planning Management Development (FPMD) Project
Project Number: 936-3055
Cooperative Agreement No.: CCP-A-00-95-00000-02
Office of Population, USAID

Management Sciences for Health
891 Centre Street
Boston, MA 02130

Executive Summary

In its fourth project year, FPMD II will continue prior work aimed at reaching the FPMD Project goal of assisting health and family planning organizations to achieve sustainability through better management. Specific areas of focus will be refining, consolidating, and disseminating new tools and management processes developed during the earlier years of the project; finalizing work with several partners due to the phasing out of USAID country-level funding or transfer of activities formerly supported by USAID to other donors; broadening the reach of print and electronic information dissemination efforts; and continuing innovative efforts in institutional capacity building and individual skill building.

Summaries of each subproject and of core-funded unit activities are provided in the workplan sections which follow. As always, this year's workplan continues to emphasize activities addressing all four elements of the FPMD II Project. Highlights include:

Element 1--Strengthening Institutions

Through Field Support Unit activities in 14 countries, regional initiatives in Latin America and Africa, work with one regional and several national training institutions, and one inter-governmental organization, FPMD will continue to assist public and private, non-governmental organizations to better manage their own affairs and to move along the continuum towards sustainability. Health financing and equity studies and technical assistance provided in several African countries including **Mozambique, Tanzania, Burkina Faso and Guinea** will advance national efforts in the area of public sector planning and implementation of health care reform. The Health Management Masters Program course at the **Centre Africain d'Etudes Supérieures en Gestion (CESAG) in Senegal** will be an international accredited regional course strengthening the skills of managers from the Francophone Africa region. Initiatives to strengthen the management skills and systems of the staff of **International Planned Parenthood Federation (IPPF) affiliates in Guatemala, Honduras, Mexico, Paraguay, Romania, as well as the Africa Regional Office**, will continue to move these associates towards sustainability.

Strengthening the ability of several national and local ministries of health to collect and use data for improved management, to better manage contraceptives and other pharmaceutical commodities, to improve financial accounting systems, and to manage for better service quality is addressed in several countries including **Bolivia, Brazil, Jamaica, Mexico, Peru, and Turkey**.

Element 2--Innovative Management Tools

MSH staff will be trained to provide technical assistance in the use of the **Cost Revenue Analysis Tool (CORE)**, launched in Year 3. Development of supplementary tools which complement CORE including a market simulation tool, a tool to assist with

price setting, a revenue generation tool and collecting all these into a new “Tools for Managers” binder (see Element 4) will continue during Year 4. Focus during Year 4 will also be given to the consolidation, finalization of the documentation, translation and application of several additional tools including the **Management and Organizational Sustainability Tool (MOST)** and several related tools including the **External Sustainability Monitoring Instrument (EXSUM)**, a revenue generation assessment tool, and a financial management supplement to MOST.

Building on lessons learned to date about **decentralization of health services**, a teaching case study and solution packages are to be developed. A suite of **performance management/human resource development tools** will be collected and/or produced, translated and packaged for application in various technical assistance activities. A diagnostic tool for site assessments related to **fully functional service delivery points** will be further developed and field tested.

A module of the **Monitoring-Training-Planning (MTP) tool**, originally developed for pharmaceutical management, will be adapted for family planning and field tested in Ecuador. Improved **management for quality and accreditation of quality services techniques and tools** will be documented and disseminated widely in presentations and publications throughout the year. Spearheaded by a Kenyan consultant, FPMD will develop a simple, easy-to-use **guide to commercial accounting software**.

Element 3--Building Local Management Capacity/South to South Partnerships

Developing a greater understanding of the process of **leadership transition** in NGOs will be the focus of a workshop in Bangladesh. New initiatives are to be started in the area of understanding the issues faced by **women managers** through the development of a technical cluster to study **gender issues** in management and an electronic forum.

FPMD will continue its assistance to **Partners in Population and Development (PPD)**, the South-to-South intergovernmental organization formed at the time of the Cairo International Conference on Population and Development. Activities include technical assistance in building management systems and skills at the Partners' Secretariat and work on the development of an information network connecting the partner countries.

Element 4--Information Dissemination through State-of-the-Art Communication Technologies

FPMD will continue with its innovative print and electronic communication initiatives to disseminate timely and usable information and tools to health and family planning managers worldwide. Assistance will be provided to client organizations in the development and use of these materials. Much of this work will be done in collaboration with various partners including **UNICEF, WHO, UNFPA, URC and FHI**. New initiatives in **electronic distance learning** will begin, starting with a financial management course. Additional **electronic forums** will be initiated on women in management and

quality.

Print dissemination will include new issues of the **lessons learned monograph series**, including strategic planning and quality improvement. **Tools for Managers** binders, a new medium for collecting and sharing existing management tools will be developed for use by MSH staff and consultants in their technical assistance endeavors. **Latin American CQI case studies** will be translated to English and disseminated at the Mexican Quality Congress in November. Activities related to MSH's institutional memory and web development will continue as in previous years.

CONTENTS

FPMD Activities by Funding Source 6

Key to FPMD Project Elements and PHNC Results 10

Field Support Unit 12

Technical Unit 129

Publications Unit 168

Electronic Communications Unit 178

World Wide Initiative and Support 191

FPMD Travel Calendar 194

Financial Summary 206

Subprojects and Funding Source

Activity/Code	Page #	Funding Source			
		Core	Field Support		
			Pop ¹	CHS ²	HEA ³
AFRICA REGIONAL					
Health Finance / AFRHF	15				X
Training Institutions / AFRRG	23		X	X	X
CESAG / AFRCG	40		X	X	
FRAC / AFRFR,TLDAF	44	X	X		
IPPF / AFRIP	60		X	X	
AFRICA COUNTRIES					
Morocco (NCRH) (INAS) / MORNT	67		X		
Mozambique (MOH) / MOZMH	73				X
Senegal (MIS) / SENIS	110			X	
Tanzania (MS/T) / TANFS	112				X
Tanzania (MOH) / TANMH	114				X
LAC REGIONAL					
HRI / LACHR	56		X		
LAC COUNTRIES					
Bolivia (CNS) / BOLCN	26		X		
Bolivia (USAID) / BOLSH	29		X		
Brazil (Ceara) / BRZCR	33		X		
Brazil (Bahia) / BRZBA	37		X		
Monitoring-Training Planning (Ecuador) / TLDOD	142	X			
Guatemala (APROFAM) / GUAAP	49		X		
Honduras (ASHONPLAFA) / HONAS	54		X		
Jamaica / JAMNF	62		X		
Mexico (DGSR) / MEXDG	64		X		
Mexico (FEMAP) / MEXFE	65		X		

Activity/Code	Page #	Funding Source			
		Core	Field Support		
			Pop ¹	CHS ²	HEA ³
Mexico (MEXFAM) / MEXME	65		X		
Paraguay (CEPEP) / PARLN	78		X		
Peru (Reprosalud) / PERRE	90		X		
Peru (MOH) / PERID	93		X		
Peru (MOH) / PERCQ	96		X		
ANE COUNTRIES					
Romania (SECS) / ROMNG	99		X		
Romania (USAID) / ROMJD	107		X		
Turkey (MCH/FP) / TURMH	118		X		
Turkey (SSK) / TURSK	121		X		
Turkey (KIDOG) / TURNG	124		X		
Turkey (USAID) / TURTA	126		X		
OTHER					
Partners in Population and Development/TLDPP	83	X			
New Initiatives (FSU) / NITFL	76	X			
Technical Leadership (FSU) / TLDFL	116	X			
TECHNICAL UNIT					
Bldg Sustainable Orgs & Systems / TLDSU	130	X			
Decentralization / TLDSU	132	X			
Leadership Transition / TLDSU	135	X			
Human Resource Development / TLDOD	136	X			
Strategic Planning / TLDOD	139	X			
Organization Development / TLDOD	141	X			
Gender Cluster / TLDOD	143	X			
CQI and Accreditation / RESFF	144	X			
FFSDP / RESFF	148	X			
Quality Cluster / RESFF	149	X			
Financial Management / TLDFM	150	X			

Activity/Code	Page #	Funding Source			
		Core	Field Support		
			Pop ¹	CHS ²	HEA ³
Library/Information Center / TLDIF	157	X			
Institutional Memory / TLDIF	159	X			
Web Sites / TLDIF	160	X			
Health and FP Manager's Toolkit / TLDIF	161	X			
MSH Supply Mgmt Software / TLDIF	163	X			
Internal Evaluation / RESEV	164	X			
Dissemination of Lessons Learned / TLDDI	166	X			
New Initiatives / TLDMS	167	X			
PUBLICATIONS UNIT					
<i>The Manager</i> (English) / TLDME	170	X			
<i>The Manager</i> (Foreign editions) / TLDMF, TLDMS	170	X			
<i>FP Manager's Handbook</i> (Foreign editions) / TLDHP	171	X			
<i>Pocket Glossary</i> (Foreign editions) / TLDHP, TLDHR	171	X			
<i>The Compendium</i> (Foreign editions) / TLDHP	172	X			
<i>Lessons from FPMD</i> monograph / TLDLL	172	X			
<i>Tools for Managers</i> / TLDTM	173	X			
Other publications and tools / TLDOT	174	X			
FPMD Project Info Materials / TLDMK	175	X			
Pubs Cost Recovery and Dist / DISOT	176	X			
Pubs Dist / DISMG, DISHN, DISMK, DISLL	177	X			
Day-to-day shipping and fulfillment / DISOT	177	X			
ELECTRONIC COMMUNICATIONS UNIT					
ERC Web Site Development / TLDWW	179	X			
ERC email forums, newsletter, doc delivery system / TLDEM	183	X			
ERC Distance Edu/Multimedia Dev / TLDDE	185	X			
ERC Research Dev& Tech Support / TLDRD	188	X			

Activity/Code	Page #	Funding Source			
		Core	Field Support		
			Pop ¹	CHS ²	HEA ³
ERC Tech Assistance & Training / TLDEP	189	X			
WORLD WIDE INITIATIVES					
Project-wide / TLDWO	192	X			
Project-wide / NITEQ	193	X			
Project-wide / NITDO	193	X			

**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.
2.1	Approaches and technologies to enhance key reproductive health interventions identified, developed, evaluated and disseminated.
2.2	Improved policies and increased public and private sector resources and capacity to deliver key reproductive health services.
2.3	Access to essential obstetric services increased in selected priority countries.
2.4	Quality of essential obstetric services increased in selected countries.

PHNC Results	
3.1	New and improved cost-effective interventions developed and disseminated.
3.2	Improved policies and increased global, national and local resources for appropriate child health interventions.
3.3	Enhanced knowledge of key child health and nutrition behaviors/practices in selected countries.
3.4	Improved quality and availability of key child health/nutrition services.
4.1	Effective interventions to reduce sexual transmission of HIV/STD identified, strengthened, implemented, and evaluated in emphasis countries.
4.2	Improved methods and tools for reducing perinatal and parenteral HIV transmission available for program use in emphasis countries.
4.3	Enhanced capacity for public, private, NGO and community-based organizations to design, implement and evaluate effective HIV/STD prevention and care programs.
4.4	Knowledge, availability and quality of HIV/STD services increased in emphasis countries.

Field Support Unit

FPMD Country Profile: Africa Regional Bureau Health Finance

#1 Client:	Ministry of Health (MOH) in each of Guinea and Burkina Faso, West Africa
Number of years of FPMD activity:	New
Field presence:	No
Overall/Broad Goal:	To research, develop and field test strategies which the MOH in each of Guinea and Burkina Faso can implement to protect the access of the poor to quality health services
Strategic Importance:	Pursuant to the UNICEF-sponsored Bamako Initiative, Guinea and Burkina Faso have introduced user fees at the community health service level in an effort to strengthen cost recovery. Experience to date shows that the impact of cost recovery initiatives on equity and access of the poor to health services depends upon how the initiatives are designed and implemented. Existing research indicates that the current design and implementation of cost recovery initiatives in Guinea and Burkina Faso under the Bamako Initiative constrain access of the poor to health services, despite the use of “protection mechanisms” such as fee waivers and exemptions. Constraints on the access of the poor to health services undermine Strategic Objective 2 of USAID/REDSO/WCA and USAID/Guinea: “Increased use of essential family planning, maternal child health, and STI/AIDS-prevention services and practices.” Therefore, development of strategies and recommendations for the MOH of Guinea and Burkina Faso which improve equity and access of the poor to quality health care services, while furthering the policies of the Bamako Initiative will increase demand for, access to and use of essential FP/MCH and STI/AIDS-prevention services.
Program Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using Local Capacity
Collaboration:	FPMD is coordinating study methodology, strategy development, and pilot demonstration design with Abt Associates’ Partnership in Health Reform (“PHR”) Project, which is providing complementary technical assistance in Benin and Mali.
Other CAs:	N/A

FPMD Country Profile: Africa Regional Bureau Health Finance

#2 Client: African Development Bank (ADB)
Headquarters in Abidjan, Ivory Coast

Number of years of FPMD activity: New

Field presence: No

Overall/Broad Goal: Capacity of African Development Bank to design, implement and monitor health sector reform and health financing activities, projects, and loans is strengthened

Strategic Importance: One current focus of USAID/W's Africa Bureau is helping African policy makers to understand their options and to make programmatic decisions regarding health sector reform and finance. Technical assistance which will further this goal includes capacity building, collaboration with the private sector, equity mobilization of resources, and the development of practical tools and guidelines.

FPMD technical assistance will enhance the African Development Bank's capacity to use the skills, methodology and tools of health economists in health sector activities, and will enable the ADB to establish guidelines for design and implementation of appropriate health finance strategies, and to use monitoring and evaluation frameworks

Program Elements:

- Strengthening Institutions
- Designing Innovative Management Tools
- Developing and Using Local Capacity

Collaboration: N/A

Other CAs: N/A

FPMD Country Profile: Africa Regional Bureau Health Finance

#3 Client:	World Bank
Number of years of FPMD activity:	New
Field presence:	No
Overall/Broad Goal:	Health sector policy and programming decisions of the World Bank economists working in Africa are informed by closer collaboration with cooperative agencies funded by USAID/W's Africa Bureau, as well as with other multilateral and regional organizations working in Africa, contributing to improved health projects in the region.
Strategic Importance:	Given shrinking USAID funds, it is crucial that multilateral and regional organizations working in health sector reform and health care financing in Africa develop strategic alliances to (1) strengthen linkages; (2) exchange information; (3) collaborate on a technical basis; and (4) maximize deployment of resources within the region
Program Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using Local Capacity
Collaboration:	N/A
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance AFRHF \$ 318,364	<p>Sub-result: Terms of reference for implementation of Africa Regional USAID-UNICEF joint equity initiative through Sub-project activities in Guinea and Burkina-Faso are developed.</p> <ul style="list-style-type: none"> ▶ Coordinate preparations for workshop convened by USAID-UNICEF in Benin with partner CA s, USAID/Africa Bureau, USAID missions, and UNICEF regional and local representatives (October 1998) ▶ Represent MSH/FPMD by participating in workplanning workshop convened by USAID-UNICEF joint equity initiative in Benin (October 1998) <p>Sub-result: User fee systems in Burkina Faso and Guinea are assessed to determine constraints to equitable access of poor to quality health care services.</p>	<p>C. Stover</p> <p>R. Eichler</p> <p>B. Newbrander</p> <p>MSH Boston-Based Professional Staff, TBD (French-speaking)</p> <p>Other- translation</p> <p>C. Stover</p> <p>MSH Boston-Based Professional Staff, TBD(French-speaking)</p>	<p>5 days, 1 RT Day Trip Bos-DC-Bos</p> <p>3 days</p> <p>2 days</p> <p>2 days</p> <p>2 days</p> <p>8 days, 1 TDY to Cotonou, Benin</p> <p>8 days, 1 TDY to Cotonou, Benin</p>	<p>1</p> <p>2</p> <p>3</p> <p>1</p> <p>2</p> <p>3</p>	<p>1.2</p> <p>1.3</p> <p>1.4</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
Africa Bureau Health Finance cont'd	<ul style="list-style-type: none"> <li data-bbox="443 363 974 513">▶ Initiate assessment of user fee system in Guinea, work with local UNICEF representatives, USAID/Guinea officials, and selected MOH counterparts (October 1998) <li data-bbox="443 846 974 995">▶ Initiate assessment of user fee system in Burkina Faso, work with local UNICEF representatives, USAID/REDSO/WCA officials, and selected MOH counterparts (October 1998) 	<p data-bbox="1003 363 1121 391">C. Stover</p> <p data-bbox="1003 607 1241 727">MSH Boston-Based Professional Staff, TBD (French-speaking)</p> <p data-bbox="1003 846 1121 873">C. Stover</p> <p data-bbox="1003 1081 1213 1172">MSH Staff TBD (French speaking HRFP group)</p>	<p data-bbox="1281 363 1503 574">4 days, 1 TDY to Conakry, Guinea (to be combined with TDY to Benin, above, and TDY to Burkina Faso, below)</p> <p data-bbox="1281 607 1503 818">4 days, 1 TDY to Conakry , Guinea (to be combined with TDY to Benin, above, and TDY to Burkina Faso, below)</p> <p data-bbox="1281 846 1503 1057">4 days, 1TDY to Ougadougou, Burkina Faso (to be combined with TDY to Benin and TDY to Guinea, above)</p> <p data-bbox="1281 1081 1503 1292">4 days, 1TDY to Ougadougou, Burkina Faso (to be combined with TDY to Benin and TDY to Guinea, above)</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance cont'd	<ul style="list-style-type: none"> ▶ Represent MSH/FPMD and coordinate ongoing and future technical assistance through meetings with USAID/Africa Bureau counterparts (November 1998; May 1999) ▶ Supervise progress of assessment of Guinean user fee system, work with local UNICEF representatives, MOH counterparts and USAID/Guinea officials and monitor field work of local consultants (January 1999) ▶ Supervise progress of assessment of Burkina Faso user fee system, work with local UNICEF representatives, MOH counterparts and USAID/REDSO/WCA officials and monitor field work of local consultants (January 1999) <p>Sub-result: Case studies on user fee systems in Burkina Faso and Guinea are prepared for USAID-UNICEF joint equity initiative, with recommendations to MOH for changes in country strategies and policies.</p>	<p>P. Teichman</p> <p>C. Stover</p> <p>MSH Staff or Consultant TBD (French-speaking Health Economist)</p> <p>Local consultant(s) TBD</p> <p>C. Stover</p> <p>MSH Staff or Consultant TBD (French-speaking Health Economist)</p> <p>Local consultant(s) TBD</p>	<p>2 days, 2 RT Day trips Bos-DC-Bos</p> <p>10 days, 1 TDY to Conakry, Guinea</p> <p>10 days, 1 TDY to Conakry, Guinea</p> <p>44 days</p> <p>10 days, 1 TDY to Ouagadougou, Burkina Faso</p> <p>10 days, 1 TDY to Ouagadougou, Burkina Faso</p> <p>44 days</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance cont'd	<ul style="list-style-type: none"> ▶ Review progress of assessment activities in Guinea and summarize preliminary results, integrate experiences with outside information, review with USAID, UNICEF, MOH, and local counterparts. (April 1999) ▶ Review progress of assessment activities in Burkina Faso and summarize preliminary results, integrate experiences with outside information, review with USAID, UNICEF, MOH, and local advisors. (April-May 1999) ▶ Discuss and coordinate findings and strategic approaches with USAID/Africa Regional Bureau, UNICEF and PHR. (June-July 1999) ▶ Analyze, summarize, and integrate findings of MSH/FPMD assessment teams for Guinea and Burkina Faso with findings of PHR for Mali and Benin. Prepare draft of summary documents for Guinea and Burkina Faso. 	<p>MSH Staff TBD (French-speaking HRFP group)</p> <p>Locally-based Consultant(s) TBD</p> <p>MSH Staff or consultant TBD (French-speaking Health Economist)</p> <p>Locally-based Consultant(s) TBD</p> <p>C. Stover</p> <p>R. Eichler</p> <p>C. Stover</p> <p>MSH Staff or Consultant TBD (French-speaking Health Economist)</p>	<p>12 days, 1 TDY to Conakry, Guinea</p> <p>35 Days</p> <p>10 days, 1 TDY to Ouagadougou, Burkina Faso</p> <p>35 Days</p> <p>2 Days, 2 RT Day trips: Boston-DC- Boston</p> <p>2 Days</p> <p>5 Days</p> <p>5 Days</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance cont'd	<p>Sub-result: Demonstration projects are designed to strengthen capacity of service delivery point staff in pilot zone health facilities in Guinea and Burkina Faso for USAID-UNICEF joint equity initiative, in response to findings of case study assessments and consistent with recommendations for changes in country strategies and policies.</p> <ul style="list-style-type: none"> ▶ Design and plan demonstration project in Guinean pilot zone together with USAID, UNICEF, and MOH officials, to be implemented during FY 2000 and FY 2001. (September 1999) ▶ Design and plan demonstration project in Burkinabe pilot zone together with USAID, UNICEF, and MOH officials, to be implemented during FY 2000 and FY 2001. (September 1999) 	<p>B. Newbrander</p> <p>MSH Boston-Based Professional Staff, TBD (French-speaking)</p> <p>Translator</p> <p>C. Stover</p> <p>Locally-Based Consultant(s) TBD</p> <p>MSH Staff or Consultant TBD (French-speaking Health Economist)</p> <p>Locally-Based Consultant(s) TBD</p>	<p>2 Days</p> <p>7 Days</p> <p>5 Days</p> <p>8 Days, 1 TDY to Conakry, Guinea</p> <p>21 Days</p> <p>8 Days, 1 TDY to Ouagadougou, Burkina Faso</p> <p>21 Days</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance cont'd	<p>Sub-result: Guidelines and/or training materials on roles, responsibilities, and contributions of health economists to African Development Bank (ADB) country assessment teams, as well as for other ADB health sector activities, projects, and loans are developed and in use.</p> <ul style="list-style-type: none"> ▶ Provide technical assistance to ADB health sector country assessment team(s) in South Africa, producing recommendations, guidelines and/or training materials and practical tools for use of ADB Country Assessment teams working on health sector reform and financing (January-February 1999). ▶ Conduct training workshop for selected staff at ABD headquarters based on recommendations, guidelines and/or training materials and practical tools developed previously (May-June 1999). ▶ Conduct training workshop for selected staff at ADB headquarters to develop in-house capacity for design, implementation, and monitoring of projects in health sector finance (August-September 1999). 	<p>D. Kraushaar</p> <p>D. Kraushaar</p> <p>D. Donaldson</p>	<p>14 days, 1 TDY to Capetown, South Africa</p> <p>14 days, 1 TDY to Abidjan, Ivory Coast</p> <p>14 days, 1 TDY to Abidjan, Ivory Coast</p>	<p>1</p> <p>3</p>	<p>1.2</p> <p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Africa Bureau Health Finance cont'd	<p>Sub-result: MSH/FPMD health economists and economists of World Bank or other donor organizations working in Africa have drafted preliminary concept paper for coordination of health sector programming and maximization of resources deployed within Africa Region.</p> <p>▸ Specific technical assistance TBD</p>	TBD		1 4	1.2

FPMD Country Profile: Strengthening African Training Institutions

Client:	Up to 5 Training Institutions in Africa TBD
Number of years of FPMD activity:	New
Field office:	No
Overall/Broad goal:	To develop a partnership of training institutions in the region
Strategic Importance:	To transfer MSH/FPMD tools and expertise to training institutions in the region; to build a network of training institutions and a network of high level managers in the region
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity
Collaboration:	TBD
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>Strengthening African Training Institutions</p> <p>AFRRG \$ 158,765</p>	<p>Sub-Result: Up to 5 training institutions are identified to participate in a regional partnership.</p> <ul style="list-style-type: none"> ▶ Identify key faculty members ▶ Determine common needs and specific interests ▶ Develop a common long-term partnership plan based on these needs/interests ▶ Develop cost sharing arrangements for partnership activities <p>Sub-Result: Management capacity of these institutions is improved.</p> <ul style="list-style-type: none"> ▶ Organize a regional workshop on such topics as: MSH management tools, financial analysis and planning for sustainability, managing short courses <p>Sub-Result: Quality of the instruction at these institutions is improved.</p>	<p>J.P. Du Conge I. Grum</p> <p>J.P. Du Conge</p> <p>TBD</p>	<p>35 days total LOE</p> <p>2 x 16 days; RT Boston - West Africa; 2 x 16 days per diem</p> <p>2 x 9 days; 2 RT Boston - W. Africa; 2 x 9 days per diem</p> <p>20 x regional RT; 20 x 7 days per diem; workshop costs (expectation of cost sharing)</p>	<p>1 3 4</p>	<p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Strengthening African Training Institutions cont'd	<ul style="list-style-type: none"> ▶ Organize a regional workshop to explore ways of improving quality of training. Topics TBD (modern teaching methods, ongoing TOT, curriculum revision, evaluation tools, accreditation, electronic communication/documentation) 	TBD	2 x 9 days; 2 x RT Boston - West Africa; 2 x 9 days per diem 20 x regional RT; 20 x 7 days per diem; workshop costs		

FPMD Country Profile: BOLIVIA

#1 Client: Caja Nacional de Salud (CNS)

Number of years of FPMD activity: Seven years

Field office: No

Overall/Broad Goal: FPMD's technical assistance to the CNS seeks to improve the quality of reproductive health care service delivery provided by CNS polyclinics. By increasing access and improving the quality of reproductive health services provided by the CNS, this intervention contributes to a national reduction in maternal and child mortality and morbidity, one of the key strategic objectives of USAID/Bolivia's National Reproductive Health Program (NRHP).

Strategic Importance: In a context of increasing competitiveness among Bolivian health care providers, the health care services provided by the CNS have been perceived by Bolivian clients to be of poor quality. Technical assistance from FPMD in the methodology of Continuous Quality Improvement is enabling CNS polyclinics to improve the quality of the services they provide. FPMD is currently supporting the accreditation of six (6) CNS polyclinics serving the La Paz metropolitan area. Accreditation of these polyclinics as providers of high quality health care will enhance the Bolivian public's perception of the CNS' services.

FPMD Elements:

- Strengthening Institutions
- Developing and Using Local Capacity

Collaboration: Mexican and Bolivian consultants provide technical assistance in support of the CQI process and the accreditation of polyclinics of the Caja Nacional de Salud.

Other Cas: Pathfinder International/Bolivia

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivia / Caja Nacional de Salud ("CNS") cont'd	<p>Sub-result: La Paz CNS management and polyclinic CQI Teams are prepared technically for assumption of responsibility for further institutionalization and replication of methodology and process of CQI.</p> <ul style="list-style-type: none"> ▶ Design CQI "Training of Trainers" Course together with Chief of CNS National Reproductive Health Program and selected CNS Polyclinic Directors. (November 1998 - December 1998) ▶ Train selected La Paz-based CNS personnel as Trainers, enabling the CNS to extend CQI methodology to CNS polyclinics in other Bolivian regional cities. (January - February 1999) 	<p>L. de la Peza</p> <p>C. Renteria</p> <p>Selected CNS Personnel</p> <p>C. Renteria, Local Consultant</p>	<p>2 Days (from Duty Post in Mexico)</p> <p>5 Days</p> <p>Costs to be covered by USAID/Bolivia</p> <p>12 Days</p> <p>Workshop Participant costs to be covered by USAID/Bolivia</p>		

FPMD Country Profile: BOLIVIA

#2 Client:	USAID/Bolivia Health Strategic Objectives Team (Independent evaluation of service statistics data collection system developed by Pathfinder International for use by USAID/Bolivia and the Bolivian Ministry of Health to compile performance data of private sector NGOs, including the PROCOSI network, and Bolivian public sector (MOH and Caja Nacional de Salud). USAID/Bolivia's Health Strategic Objectives Team uses the service statistics compiled by this system to report on the "R4" to USAID/W on the Mission's progress in achieving health indicators in-country.)
Number of years of FPMD activity:	In Initiation Phase (FPMD began sub-project activities in January 1998)
Field office:	One Expatriate Resident Technical Adviser
Overall/Broad Goal:	FPMD's technical assistance supports USAID/Bolivia's strategic planning and decision-making needs. Moreover, FPMD's intervention will improve the quality, timeliness, and reliability of service statistics and contraceptives logistics data reported by all USAID service provider partners and Collaborating Agencies working in the field of health in Bolivia. Future technical assistance under this sub-project activity will strengthen the client organizations' ability make decisions based on data analysis, contributing to the improvement in the quality of the health care services they deliver.
Strategic Importance:	Technical assistance from FPMD to USAID/Bolivia's Health Strategic Objectives Team will strengthen 60 private sector NGOs, including the 25 NGOs which comprise the PROCOSI network) and two (2) Bolivian public sector institutions (the MOH and the Caja Nacional de Salud), in their efforts to improve child survival and reproductive and sexual health practices by Bolivian women, men, adolescents, and children.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using Local Capacity
Collaboration:	Pathfinder International, Harvard/Data for Decision Making, and the Bolivia-based Michigan Fellow in connection with the assistance being provided to USAID/Bolivia's Health Strategic Objectives Team
.Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Bolivia/ Support to Health Strategic Objectives Team cont'd	<ul style="list-style-type: none"> ▶ Design training strategy and curriculum in data quality control, data reporting, and use of indicator information in day-to-day operations of service delivery points and health programs. (February 1999 - June 1999) ▶ Provide technical assistance in analysis of health program indicator data submitted to USAID/Bolivia in 1997-1998. (October 1998) ▶ Provide technical assistance in refinement of indicators. (January - May 1999) <p>Sub-result: Capacity to compile high quality information on performance indicators and program progress of USAID/Bolivia health projects, using the Pathfinder International's Information Management Tool (IMT) and Contraceptives Management Tool (CMT), is enhanced.</p> <ul style="list-style-type: none"> ▶ Coordinate technical assistance with Pathfinder International and other members of USAID/Bolivia's Health Strategic Objectives Team (HSOT), provide independent assessment of the IMT and CMT systems' capacity, and make recommendations for systems improvement as appropriate. (October 1998 - September 1999) 	<p>J. Browder Locally based Consultant TBD</p> <p>J. Browder Locally based Consultant TBD</p> <p>J. Browder Locally based Consultant TBD</p> <p>J. Browder</p>		<p>1 2 3</p>	<p>1.3 1.4</p>

FPMD Country Profile: BRAZIL

#1 Client:	Secretariat of Health of the State of Ceara
Number of years of FPMD activity:	Two and a half years
Field office:	Three employees (one expatriate and two local nationals) and three local consultants.
Overall/ Broad Goal:	Improve quality and management of health centers to establish accreditation systems. Improve management capacity and systems as well as improve quality of care at selected health centers. Establish an accreditation system based on quality of care standards for reproductive health care defined by State Secretariat of Health.
Strategic Importance:	Opportunity to model CA collaboration through partnership with JHPIEGO and PCS. USAID priority country.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity
Collaboration:	UNFPA - cost share activity
Other CAs:	Proquali - Joint project with JHPIEGO and JHU/PCS

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>Sub-result: Selected municipalities are able to sustain delivery of quality Reproductive Health services at the local level and reproductive health providers in these municipalities are better able to organize and provide client-focused, quality RH services</p> <ul style="list-style-type: none"> ▶ Provide training and technical assistance for accreditation committee and central- and regional-level quality improvement teams in order to expand quality improvement activities (Proquali Project) to 10 additional municipal RH service sites (completed September 1999) ▶ Provide technical assistance to implement utilization of client exit interviews to monitor client satisfaction in Proquali Project pilot units and expansion sites (completed September 1999) ▶ Provide technical assistance to monitor & evaluate service delivery changes in Proquali Project pilot units and expansion sites as a result of quality-improvement interventions in management, training & IEC (completed September 1999) ▶ Provide training of additional facilitators/trainers in client-focused, continuous quality improvement using the COPE methodology, followed by replication of COPE exercises throughout the state (completed September 1999) 	<p>K. Lassner L. Kropsch A. Kaufman</p> <p>L. Silveira S. Downey</p> <p>L. Silveira</p> <p>K. Lassner L. Silveira</p> <p>A. Kaufman L. Silveira</p>	<p>1 modular training course to be held; 5 accreditation meetings to be held</p> <p>LOE 44 days 1 TDY, 13 days</p> <p>LOE 11 days</p> <p>LOE 11 days</p> <p>1 course to be held LOE 22 days</p>	<p>1 2 3 4</p>	<p>1.1 1.4 1.4 1.2</p>

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"> ▶ Publish COPE manual in Portuguese (December 1998) ▶ Provide technical assistance to initiate implementation of a performance management system in one (1) Proquali Project site (completed September 1999) ▶ Conduct an initial needs assessment of the possibilities for using information and communication technologies to support the development and expansion of the PROQUALI methodology to new clinics (March 1999) <p>Sub-result: FPMD technical assistance is enhanced through in-country coordination & representation</p> <ul style="list-style-type: none"> ▶ Coordinate in-country FPMD activities. (Ongoing) 	<p>A. Kaufman</p> <p>Contract K. Lassner L. Kropsch</p> <p>B. Bezmalinovic J. Wolff</p> <p>K. Lassner L. Kropsch</p>	<p>Bulk shipment only</p> <p>\$35,000 (included in LAC Health Reform budget)</p> <p>6 days each, 2 TDYs to Bahia & Ceará (included in ERC budget)</p>		

FPMD Country Profile: BRAZIL

#2 Client:	Secretariat of Health of the State of Bahia
Number of years of FPMD activity:	Two and a half years
Field office:	Three employees and three local consultants.
Overall/ Broad Goal:	Improve quality and management of health centers to establish accreditation systems. Improve management capacity and systems as well as improve quality of care at selected health centers. Establish an accreditation system based on quality of care standards for reproductive health care defined by State Secretariat of Health.
Strategic Importance:	Opportunity to model CA collaboration through partnership with JHPIEGO and PCS. USAID priority country.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity
Collaboration:	UNFPA - cost share activity
Other CAs:	Proquali-Joint project with JHPIEGO and JHU/PCS

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Brazil/Bahia State Secretariat of Health RH Services/ BRZBA \$ 420,752	<p>Sub-result: Secretariat of Health RH Services regional and municipal-level managers have an improved management skill base, enabling them to effectively plan, implement and monitor expanded client-focused Reproductive Health activities.</p> <ul style="list-style-type: none"> ▶ Strengthen management trainers' training skills during management training update (March 1999) ▶ Conduct municipal training courses by central- and regional-level trainers on local management of RH programs and services. (September 1999) <p>Sub-result: Selected municipalities are able to sustain delivery of quality RH services at the local level & RH providers in these municipalities are better able to organize and provide client-focused, quality Reproductive Health services.</p> <ul style="list-style-type: none"> ▶ Provide training and technical assistance for accreditation committee and central-, regional- and municipal-level quality improvement teams in order to expand quality improvement activities (Proquali Project) to 10 additional municipal Reproductive Health service sites. (September 1999) 	<p>L. Kropsch A. Kaufman</p> <p>L. Kropsch A. Kaufman</p> <p>F. Queiroz</p> <p>K. Lassner L. Kropsch A. Kaufman</p> <p>F. Queiroz S. Downey</p>	<p>1 update to be held</p> <p>14 courses to be held; costs shared with SESAB</p> <p>LOE 52 Days</p> <p>1 modular course to be held; 5 accreditation meetings to be held; costs shared with JHPIEGO & JHU/PCS LOE 125 days 1 TDY, 13 days</p>	<p>1 3</p> <p>1 2 3 4</p>	<p>1.3.a.i</p> <p>1.1 1.1 1.4 1.4 1.2</p>

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"> ▶ Provide technical assistance to implement client exit interviews in Proquali Project sites. (September 1999) ▶ Provide technical assistance to monitor and evaluate service delivery changes in Proquali Project pilot units and expansion sites as a result of quality-improvement interventions in management, training & IEC. (September 1999) ▶ Provide training of additional facilitators/trainers in client-focused, continuous quality improvement using the COPE methodology, followed by replication of COPE exercises throughout the state. (September 1999) ▶ Provide technical assistance to initiate implementation of a performance management system in one (1) Proquali Project site. (October 1998) ▶ Conduct an initial needs assessment of the possibilities for using information and communication technologies to support the development and expansion of the PROQUALI methodology to new clinics. (March 1999) <p>Sub-result: FPMD technical assistance enhanced through in-country coordination & representation.</p> <ul style="list-style-type: none"> ▶ Coordinate in-country FPMD activities. 	<p>F. Queiroz</p> <p>K. Lassner F. Queiroz</p> <p>A. Kaufman F. Queiroz</p> <p>Contract K. Lassner L. Kropsch</p> <p>B. Bezmalinovic J. Wolff</p> <p>K. Lassner L. Kropsch</p>	<p>LOE 11 days</p> <p>LOE 10 days</p> <p>1 TOT to be held LOE 31 days</p> <p>\$35,000 (included in LAC health Reform budget)</p> <p>6 days each, 2 TDYs to Bahia & Ceará (included in ERC budget)</p>		

FPMD Country Profile: CESAG/Senegal

Client:	Centre Africain d'Etudes Supérieures en Gestion (CESAG)
Number of years of FPMD activity:	Two years
Field office:	No
Overall/Broad goal:	To improve the quality of CESAG's Health Management Masters Program and their ability to organize short courses and undertake consulting in health management
Strategic Importance:	To build a regional management training capacity in the region; to improve the management capacity of health professionals in Francophone Africa and to build a network of high level managers in the region
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity
Collaboration:	N/A
Other CAs:	Academy for Educational Development/ SARA project; BASICS; ABT Associates/PHR

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Centre Africain d'Etudes Superieurs en Gestion (CESAG) in Senegal AFRCG \$ 316,309	<p>Sub-Result: Quality of the instruction of the Health Management Masters Program is enhanced and raised to international standards.</p> <ul style="list-style-type: none"> ▶ Implement on-going evaluation in order to achieve international accreditation <ol style="list-style-type: none"> 1. internal evaluation mid-year (April 1999) 2. external evaluation end of year (July 1999) ▶ Provide on-going training of trainers for the faculty (November 1998, February 1999 and June 1999) ▶ Follow-up training of trainers for the faculty (On-going from Jan. - June 1999) ▶ Preparation of specialized courses for practical training sites ▶ Revise and improve current curriculum (November 1998, March 1999 and April 1999) 	JP. Du Conge I. Grum R. Gosselin Consultant TBD K. Koumare S. Vriesendorp local consultant CESAG staff S. Vriesendorp	60 days total 2 x RT Bos-Dakar; 16 days per diem 9 days; RT Montreal -Dakar; 9 days per diem 9 days; RT Boston- Dakar; 9 days per diem 18 days; 2 x RT Bamako-Dakar; 18 days per diem (Feb & June 1999) 18 days; 2 x RT Bos - Dakar; 18 days per diem (November 1998 & June 1999) 2 x workshop costs 27 days Local LOE 6 days; part of above TDY(Nov); 6 days per diem	1 3 4	1.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Centre Africain d'Etudes Superieurs en Gestion cont'd	<p>Sub-Result: Use of electronic documentation (Internet and databases) by students and the faculty is developed.</p> <ul style="list-style-type: none"> ▶ Evaluate current equipment operational costs (December 1998) ▶ Equip CESAG's documentation center (June 1999) ▶ Train faculty in electronic communications (July 1999) <p>Sub-Result: CESAG's capacity to organize short courses and undertake consulting in health management is enhanced.</p> <ul style="list-style-type: none"> ▶ Evaluate CESAG's capacity to manage joint courses with MSH (November 1998) 	<p>R. Gosselin</p> <p>C. Stover</p> <p>T. Thompson JP. Du Conge I. Grum</p> <p>T. Thompson</p> <p>local consultant TBD</p> <p>S. Vriesendorp</p> <p>JP. Du Conge I. Grum</p> <p>Jan Hoey</p>	<p>6 days; part of above TDY (April); 6 days per diem</p> <p>9 days; RT Boston - Dakar; 9 days per diem (March)</p> <p>1 RT Bos- Dakar and 1 add-on to SENIS TDY; 12 days per diem</p> <p>computer equipment costs</p> <p>9 days; training costs</p> <p>12 days LOE</p> <p>Part of above TDY (June); 6 days per diem</p> <p>9 days LOE, RT Bos- Dakar; 9 days per diem</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Centre Africain d'Etudes Superieurs en Gestion cont'd	<ul style="list-style-type: none"> ▶ Develop financial analysis and plan for CESAG's health department (December 1998) ▶ CESAG hosts MSH cost analysis course (March 1999) ▶ Train CESAG staff in consulting techniques and procedures (Date TBD) 	<p>C. Stover</p> <p>C. Stover</p>	<p>9 days; RT Bos-Dakar; 9 days per diem</p> <p>18 days; part of above TDY (March); 18 days per diem</p> <p>6 days LOE; RT Europe-Dakar; 8 days per diem; workshop costs</p>		

FPMD Country Profile: FRAC

Client:	Forum Régional d'Analyse et de Concertation (FRAC). 17 member countries from francophone Africa and the Caribbean.
Number of years of FPMD activity:	2 years of support for the development of the FRAC electronic network and to assist with the institutionalization of the FRAC (1996-1998) 9 years of assistance to the FRAC for the organization of meetings, development and technical facilitation of the annual meetings. (1987-1996)
Field Office:	No
Overall/Broad goal:	To establish an active and functional network of FRAC members that interacts through affordable electronic networking and conferencing technology to address family planning and reproductive health program matters in the period between the annual meetings. To provide these professionals with easy access to current information and tools for improving the management of their programs through electronic communication media and technology.
Strategic Importance:	To promote more effective regional collaboration and providing regional professionals with access to current tools and information to improve the management and effectiveness of their reproductive health programs. To promote the sharing of experiences and best practices among regional professionals.
FPMD Elements:	<ul style="list-style-type: none">• Developing Innovative Management Tools• Strengthening Institutions• Using State-of-the Art Communications Technologies
Collaboration:	<ul style="list-style-type: none">• Senegal: Santé de la Famille (SANFAM), ENDA-Tiers Monde, Programme Nationale de Planification Familiale; Two private commercial Senegalese Internet service providers to provide Internet access to FRAC members in that country.• Mali: Groupe Pivot/Survie de l'Enfant (GP)• Haiti: Association des OuevresPrivés de Santé (AOPS)• Burkina Faso: La Direction de la Santé de la Famille (DSF), Population Santé Developpement (PSD)
Other CAs:	SFPS project; SatelLife on the FRAC network through September 1997; MSH bilateral projects in Senegal and Haiti

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Forum Regional d'Analyse et de Concertation (FRAC)	Sub-result: FRAC participants have access to high quality and up-to-date French-language resources and the means of exchanging their experiences.	S. Vriesendorp JP Du Conge	25 days total 25 days total	1 4	1.1 1.4 2.1 3.1 4.1
AFRFR \$ 105,302	<ul style="list-style-type: none"> ▶ Provide assistance to FRAC Committee members to obtain Internet and E-mail access 	FSU staff			
TLDAF \$ 99,761	<p>Sub-result: FRAC participants using e-mail, electronic conferencing and the Internet to communicate and conduct research.</p> <ul style="list-style-type: none"> ▶ Training in the professional application of information technologies conducted for Burkinabe host and participant organizations in advance of FRAC XI (October/November 1998) ▶ Capacity developed of a regionally-based organization to provide specialized trainings to reproductive health professionals in the professional application of modern information technologies <p>Sub-result: FRAC participants exchange experiences/best practices and collaborate through FRACNET.</p>	T. Thompson	RT to Burkina Faso; 10 days per diem Training facility costs		
		T. Thompson	RT to West Africa; 10 days		
				1 2 3 4	1.1 1.4 2.1 3.1 4.1

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Forum Regional d'Analyse et de Concertation (FRAC) cont'd	<ul style="list-style-type: none"> ▶ Facilitate communication exchange among FRAC members before, during and after the FRAC XI meeting to be held in Burkina Faso ▶ Train identified moderator(s) and begin transfer of skills and responsibilities for the maintenance of the FRACNET listserv to the FRAC Secretariat <p>Sub-result: More health management resources are available electronically in the French language.</p> <ul style="list-style-type: none"> ▶ Further develop the FRAC Website. (ongoing) ▶ Develop a comprehensive electronic database of reproductive health professionals in Francophone Africa and the Caribbean. (ongoing) ▶ Develop a "partners area" on the FRAC Website to allow FRAC member organizations to post information about themselves. (ongoing) <p>Sub-result: FRAC is established as an independent, sustainable institution.</p>	<p>S. Vriesendorp JP. DuConge AS. Erard</p> <p>T. Thompson</p> <p>FSU/ECU staff</p> <p>FSU/ECU staff</p>	<p>RT to Burkina Faso; 14 days per diem</p> <p>Travel costs covered under AFRCG</p> <p>LOE for ECU staff included in ECU budget</p>	<p>1.1</p>	<p>1.1 1.4 2.1 3.1 4.1</p> <p>1.1 1.4 2.1</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Forum Regional d'Analyse et de Concertation (FRAC) cont'd	<ul style="list-style-type: none"> ▶ Assist the FRAC Committee/Secretariat in its planning to establish FRAC as a sustainable and institutionalized network of Francophone reproductive health professionals. (October 1998 - July 1999) 	S. Vriesendorp JP. DuConge I. Grum	RT West Africa; 10 days per diem		3.1 4.1
	<ul style="list-style-type: none"> ▶ Train the FRAC Secretariat and future FRAC hosts in techniques of effective facilitation. (November 1998) 	S. Vriesendorp	Travel included below		
	<ul style="list-style-type: none"> ▶ Provide assistance to the FRAC organizing committee to develop program for FRAC XI. (October - November 1998) 	S. Vriesendorp			
	<ul style="list-style-type: none"> ▶ Attend FRAC XI and subsequent FRAC Committee meetings in Burkina Faso. (November 1998) 	S. Vriesendorp, TBD	2 x RT to Burkina Faso; 2 x 14 days per diem		
	<ul style="list-style-type: none"> ▶ Document the development of the FRAC electronic network and extract the lessons learned. 	T. Thompson			
	<ul style="list-style-type: none"> ▶ Further develop the FRAC institutional memory and transfer the maintenance responsibilities and skills to the FRAC Secretariat. 	FSU staff			
	<ul style="list-style-type: none"> ▶ Conduct preparatory visit to site of next FRAC. Simultaneously assist with training of participants and hosts in the professional application of information technologies. 	T. Thompson	RT to TBD; 14 days per diem		

Country Profile: GUATEMALA

Client:	Asociación Pro-Bienestar de la Familia (APROFAM) IPPF Affiliate
Number of Years of FPMD Activity:	Two years
Field Office:	No
Overall/Broad Goal:	To provide complementary institutional development assistance to the larger MSH Bilateral Cooperative Agreement activities in order to re-engineer the principal financial, administrative and personnel systems and procedures of the organization and implement an integrated software package that incorporates the new systems; to develop a Board of Directors with the appropriate skills to oversee the organization and to develop the management knowledge and skills of the program directors
Strategic Importance:	APROFAM is the largest and oldest provider of reproductive health services in Guatemala. In addition to its 28 urban clinics, APROFAM maintains over 3,700 volunteer rural health workers and in total accounts for 45% of total country contraceptive prevalence.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using Local Management Capacity
Collaboration:	Population Council - identification of software needs and the training of program directors; FPLM - definition of logistics procedures and software specifications
Other CAs:	N/A

Country Profile: GUATEMALA - BILATERAL COOPERATIVE AGREEMENT

Client:	Asociación Pro-Bienestar de la Familia (APROFAM) IPPF Affiliate
Number of years of activity:	Three and a half years
Field office:	No
Overall/Broad goal:	To Support the overall improvement in the management, quality, efficiency and effectiveness of APROFAM's rural program and to ensure self-financing, quality service provided by APROFAM's 28 urban clinics
Strategic Importance:	APROFAM is the largest and oldest provider of reproductive health services in Guatemala. In addition to its 28 urban clinics, APROFAM maintains over 3,700 volunteer rural health workers and in total accounts for 45% of total country contraceptive prevalence.
Program Elements: (specific to bilateral agreement)	<ul style="list-style-type: none">• Programmatic and management integration of the urban clinics and rural program• Systematic and measurable program planning and monitoring for the rural program• Decentralized program planning, management and supervision• Revised supervisory systems for both the urban clinics and rural the program• Revised marketing strategies, programs and activities• Commercialization of product and service sales• New management tools implementation:• Local Capacity/South-to South:
Collaboration:	Population Council - development of operations research, strategies, programs for the rural areas; PSI - commercialization of products and services
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Guatemala/ Asociación Pro- Bienestar de la Familia cont'd	<p>4. Recommend a comprehensive software package that is capable of fully integrating the new financial and administrative system and procedures (October 1998 - March 1999)</p> <p>Sub-result: Comprehensive software package that fully integrates newly developed financial, administrative and personnel policies, systems and procedures is installed and in use.</p> <ul style="list-style-type: none"> ▶ Subcontract with Guatemalan consulting firm to: <ol style="list-style-type: none"> 1. Install recommended integrated software package 2. Adapt software package to specific systems, procedures, and requirements of APROFAM 3. Train staff in its use (February 1999 - June 1999) <p>Sub-result: Board of Directors have the necessary skills and a structure is in place to enable them to oversee APROFAM's diverse program portfolio and to ensure overall organizational sustainability.</p> <ul style="list-style-type: none"> ▶ Materials Development (October 1998-September 1999) ▶ Develop Board of Directors Development Plan. (October 1998) 	<p>Local consulting firm</p> <p>M. Hall</p> <p>M. Hall</p> <p>M. Hall</p> <p>M. Hall</p>	<p>\$20,000 subcontract for 4 months beginning 2/99</p> <p>20 days</p> <p>10 days</p> <p>2 days</p>	<p>1 3</p> <p>1 2</p>	<p>1.3</p> <p>1.3 1.2</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Guatemala/ Asociación Pro- Bienestar de la Familia cont'd	2. Observational Tours (April 1999, July 1999)	M. Hall	2 APROFAM Directors will attend one, 1 week observation tour to different FP programs 5 days		

FPMD Country Profile: HONDURAS

Client:	Asociación Hondureña de Planificación de Familia (ASHONPLAFA)
Number of years of FPMD activity:	Four years
Field office:	No
Overall/Broad Goal:	FPMD's Technical support to ASHONPLAFA contributes to the client organization's ability to provide high quality reproductive health services on a sustainable basis, in accordance with the strategic objectives of the Private Sector III Project of USAID/Honduras.
Strategic Importance:	To strengthen ASHONPLAFA with effective support systems at headquarters and the regions including Human Resources Development, Effective Management, Evaluation and Statistics Systems
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using Local Capacity
Collaboration:	Locally-based Honduran consultant provides technical assistance in cost recovery and MIS through use of MSH's CORE tool. (Possible future collaboration with Population Council).
Other CAs:	IPPF/Western Hemisphere; Futures Group (SOMARC); Johns Hopkins University/Population Communications Services (JHU/PCS); Population Council

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>Honduras /Asociación Hondureña de Planificación de Familia (ASHONPLAFA)</p> <p>HONAS \$ 29,725</p>	<p>Sub-result: Cost Revenue Analysis Tool is integrated into ASHONPLAFA's financial management system, and is used to enhance financial sustainability of the client organization.</p> <ul style="list-style-type: none"> ▶ Provide technical assistance to ASHONPLAFA CORE Team and Division of Finance and Administration in integration of CORE Tool features into accounting systems at ASHONPLAFA central headquarters, as well as in each of 13 clinics nation-wide, linking planning features of the CORE tool to programmatic and cost tracking functions of ASHONPLAFA's financial management systems. (October 1998 - January 1999) <p>Sub-result: Technical assistance activities planned and implemented by MSH/FPMD on behalf of ASHONPLAFA are consistent with USAID/Honduras' results framework and are coordinated with technical assistance provided by IPPF and other USAID Cooperating Agencies.</p> <ul style="list-style-type: none"> ▶ Attend annual CAs meeting convened by client organization, USAID/Honduras, and IPPF in Tegucigalpa (October 1998) 	<p>K. Eckroad</p> <p>F. Flores, Local Consultant</p> <p>P. Teichman</p>	<p>4 Days, 1 TDY, Bos-Honduras-Bos (Travel cost shared with FPMD/FSU, HRI Subproject)</p> <p>16 Days</p> <p>4 Days, 1 TDY, RT Bos-Honduras-Bos (Travel cost shared with FPMD/Tech Unit, HRD Cluster)</p>	<p>1 2 3</p> <p>1</p>	<p>1.1 1.3</p> <p>1.3</p>

FPMD Country Profile: HEALTH REFORM INITIATIVE

Client:	NGOs in Latin American and the Caribbean (LAC) Region
Field Office:	No
Overall/Broad Goal:	To strengthen effectiveness of Health Sector Reform (HSR) in improving equity and access to services and to develop the role of NGOs's in supporting effective health sector reform in LAC Region.
Strategic Importance:	Health Reform is taking place in all LAC and is also part of the regular initiative of USAID LAC Bureau. HSR implies changes in role of public sector and presents new responses and challenges for NGOs in the region.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools
Collaboration:	PAHO, DDM, PHR under the LAC Regional Bureau
Other CAs:	DDM and PHR

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Health Reform Initiative/Latin America and the Caribbean cont'd	<ul style="list-style-type: none"> ▶ Develop checklist of critical design elements for incentive compensation systems and summary of experiences in ASHONPLAFA/Honduras and Prosalud/Bolivia. (October 1998) ▶ Implement pilot test incentives systems in public health unit in state of Bahia, Brazil (October 1998 -September 1999) <p>Sub-result: LAC Health Units are more competitive in the new market environment of health reform through increased access to information electronically.</p> <ul style="list-style-type: none"> ▶ Develop electronic publications including Managing for Sustainability to support FPMD's regional assistance to NGOs, in collaboration with other organizations, such as Pan American Health Organization's clearing house, PHR, and DDM (Fall 1998) ▶ Develop training modules to integrate electronic communications tools into LAC regional activities and workshops. (January 1999) 	<p>D. Dobrowolski P. Teichman</p> <p>Delft subcontract C. Crone Coburn</p> <p>J. Wolff B. Bezmalinovic J. Rodine TBD</p> <p>B. Bezmalinovic</p>	<p>6 days 10 days</p> <p>\$35,000 10 days, 1 week TDY to Bahia, Brazil 5 days to review</p> <p>LOE covered in ECU budget 18 days 40 days site design, material development, material translation, and implementation</p> <p>development and production of pamphlet; development of kiosk</p>	<p>4 2</p>	<p>1.3 1.2</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Health Reform Initiative/Latin America and the Caribbean cont'd	<p>Sub-Result: Policy briefs on Public/Private partnerships and quality assurance are developed and shared with LAC NGOs.</p> <ul style="list-style-type: none"> ▶ Develop policy brief, "Public/ Private Partnerships in the Context of Decentralization" to serve as input to the NGO Regional Health Reform Conference scheduled for FY 99. (February 1999) ▶ Disseminate policy brief. (June 1999) ▶ Develop policy brief, " Quality Assurance in the Context of Public/ Private Partnerships of Health Reform" via regional working group for distribution at NGO Regional Health Reform Conference scheduled for FY 99. (May 1999) ▶ Participate in NGO Regional Health Reform Conference scheduled for FY 99. (May 1999) 	<p>R.L. K. Aitken K. Lassner</p> <p>M. Diaz P. Teichman M.P. Sanchez</p> <p>G. Rosenthal S. Irwin Downey</p>	<p>8 days 3 days</p> <p>production and distribution costs 200 copies</p> <p>5 days 1 5-day TDY 5 days 5 days 4 participants traveling; 4 local participant costs; production and distribution of policy brief, 200 copies</p> <p>1 5-day TDY 1 5-day TDY</p>	<p>1 3</p>	<p>1.2 1.3</p>

FPMD Country Profile: IPPFAR

Client: International Planned Parenthood Africa Regional Office (IPPFAR)

Number of years of FPMD activity: Two years

Field Office: No

Overall/Broad Goal: To improve management capacity at regional office level to support their efforts with IPPF affiliates in Africa and sustainable FPAs with enhanced management capacities to address reproductive health priorities

Strategic Importance: Partnership with regional level organization increases the number of local organizations that can benefit from management improvement efforts of FPMD. This partnership with IPPFAR has enabled FPMD to field test the MOST management self assessment tool and has tremendous potential for designing future collaboration efforts for improving management capacity at FPAs

FPMD Elements:

- Strengthening institutions
- Designing innovative management tools
- Developing and Using Local Capacity

Collaboration: This entire activity is a collaborative effort between FPMD and IPPFAR

Other CAs: None

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
IPPF Africa Region (Nairobi)	Sub-Result: IPPF Africa Regional staff have the capacity to provide technical assistance at the country level in support of sustainable FPA operations.			1	1.1
AFRIP				2	1.2
\$ 48,498				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"> ▶ Conduct management assessment in Togo or Burkina Faso (rescheduled from FY 98) (November 1998) ▶ Conduct wrap up evaluation of collaborative activity (rescheduled from FY 98) (January 1999) ▶ Train IPPFAR staff to use FPMD “tools” (including CORE and MOST) for use with FPAs (January 1999) ▶ Introduce FPMD management tools, with IPPFAR staff, to 2 selected FPAs (March 1999) 	<p>TBD</p> <p>B. Tobin</p> <p>B. Tobin</p> <p>B. Tobin</p>	<p>RT to Togo or Burkina Faso; 10 days per diem</p> <p>RT to Nairobi; 8 days per diem</p>		

FPMD Country Profile: JAMAICA

Client:	National Family Planning Board of Jamaica (NFPB)
Number of years of FPMD activity:	Six years
Field office:	No
Overall/Broad goal:	To provide NFPB with assistance selecting an appropriate accounting and financial management system.
Strategic Importance:	This is the last year of USAID funding Jamaica
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions
Collaboration:	Academy for Educational Development provided NFPB staff with new computer hardware plus 10 weeks on site Windows and general PC skills (completed August 1998)
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Jamaica/National Family Planning Board JAMNF \$ 75,530	<p>Sub-result: Sustainability of the National Family Planning Board is enhanced through the use of appropriate accounting software.</p> <ul style="list-style-type: none"> ▶ Identify Jamaican vendor and appropriate software ▶ Oversee implementation of selected software 	Natalie Gaul Melanie Powers N. Gaul	8 days 1 TDY, 7 days 8 days 1 TDY, 7 days Purchase of software 8 days LOE 1 TDY, 7 days Purchase of implementation service	1 2	1.3 1.4

FPMD Country Profile: MEXICO

Clients:	Director General of Reproductive Health (DGSR)
Number of years of FPMD activity:	Five years
Field office:	No
Overall/Broad goal:	To improve the quality through the CQI pilot project.
Strategic Importance:	Mexico's NGOS clients, MEXFAM and FEMAP, have just completed the USAID Transition Project which ended in September of 1998. The public sector work is ending in 3/99 as USAID winds down support. Strategically, the challenge is to develop a post USAID strategy and leverage this experience with our partners in order to find new donors and funding mechanisms to sustain the most successful interventions.
FPMD Elements:	<ul style="list-style-type: none">• Designing Innovative Management Tools• Developing and Using of Local Capacity
Formal Collaboration:	Sub-contract with Instituto Nacional de Salud Pública for MEXFAM work.
Other CAs:	IPPF and Pop Council, SOMARC and a host of public sector CAS lead by Pathfinder

	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Mexico/Dirección General de Salud Reproductiva (DGSR)	<p>Sub-result: Quality Assurance Program is institutionalized and replicated in the Dirección General de Salud Reproductiva and the State Secretary of Health in Coahuila and Zacatecas</p> <ul style="list-style-type: none"> ▶ Publish DGSR quality manual following receipt of feedback from other DGSR units and MSH's technical cluster. (November 1998) ▶ Publish draft evaluation manual for field testing at selected sites. (November 1998) ▶ Document Zacatecas CQI teams progress for pilot project and to identify future challenges. (October 1998) ▶ Document Coahuila teams progress for the CQI pilot project, including transformation of the State Woman's Hospital in Saltillo, and to identify future challenges. (October 1998) <p>Sub-result: CQI pilot project results are been documented and lessons learned shared with potential users and institutions in Mexico's public and NGO sectors</p>	<p>M. Hall D. Strachan M. Diaz M. Sanchez</p> <p>L. Mayorga</p> <p>L. Mayorga</p> <p>M. Davila L. de la Peza</p>	<p>2 days 2 days 5 days 2 days</p> <p>10 days</p> <p>3 days 1 TDY (Zacatecas) 3 days p/d</p> <p>15 days 2 TDY of 3 days</p>	<p>1 2 3</p> <p>2</p>	<p>1.4</p> <p>1.4</p>
MEXDGS \$ 95,137					

	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Mexico/Dirección General de Salud Reproductiva (DGSR) cont'd	<ul style="list-style-type: none"> ▶ Feature contributions from local health workers, state and district health officials, central level officials, Mexican and international guests at CQI Congress at Saltillo, Coahuila. (November 16-17, 1998) ▶ Support activities for CQI Congress participants. (November 1998) ▶ Completed final report for project close-out. (December 1998) 	<p>L. de la Peza D. Dobrowolski H. Bargeron A. Kaufman M. Diaz and shared contributions with ERC and Tech Unit</p> <p>L. Mayorga M. Davila</p> <p>L. de la Peza D. Dobrowolski</p>	<p>1 TDY of 4 days 1 TDY of 4 days 1 TDY of 4 days 1 TDY of 4 days 1 TDY of 4 days</p> <p>1 TDY of 4 days 10 days</p> <p>5 days</p>		
Mexico/Federacion Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario (FEMAP) MEXFE \$ 0.00	<p>Sub-result: South to South NGO partnership opportunities are developed.</p> <ul style="list-style-type: none"> ▶ Document results of technical assistance 1997/ 1998 to improve sustainability of FEMAP's federation. (December 1998) 	D. Dobrowolski		3	1.3
Mexico/ Fundacion Mexicana para la Planeacion Familiar (MEXFAM) MEXME \$ 0.00	<p>Sub-result: Technical assistance provided during 1997/ 1998 to improve sustainability by medical service centers is documented.</p> <ul style="list-style-type: none"> ▶ Complete final Report (November 1998) 	D. Dobrowloski (in conjunction with counterparts)		1 3	1.3

FPMD Country Profile: MOROCCO

Client(s):	(1) National Training Center for Reproductive Health (NCRH) (2) National Institute for Health Administration (INAS)
Number of years of FPMD activity:	Two years
Field Office:	No
Overall/Broad goal:	To strengthen the capacity of the NCRH and INAS to carry out their priority training activities and to generate revenue from such activities.
Strategic Importance:	Opportunity to contribute to USAID/Rabat's "Transition Plan for Achieving Sustainability in Family Planning and Maternal and Child Health" in preparation for the phase out of bilateral support and to develop/apply practical sustainability planning approaches.
FPMD Elements:	<ul style="list-style-type: none">•Strengthening Institutions•Developing and Using of Local Capacity•Using State-of-the Art Communications Technologies
Collaboration:	Ministry of Public Health
Other CAs:	JSI, INTRAH, JHPIEGO, SOMARC

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Morocco/National Training Center for Reproductive Health and to the National Institute for Health Administration cont'd	<ul style="list-style-type: none"> ▶ Support the NTCRH to develop, design and conduct 1 or more new training courses for private sector physicians; develop financial model and charge tuition. Provide feedback on effectiveness of the course. (February 1999) ▶ Support the development by NTCRH of an annual training schedule and marketing materials for courses offered (October 1998 - January 1999) <p>Sub-result: Consulting and training capacities of the NTCRH and INAS are strengthened through a strategic alliance and partnership activities:</p> <ul style="list-style-type: none"> ▶ Assist the NTCRH and INAS to identify funding and consulting opportunities for South-South Initiatives from various international donors and organizations in the region. (Ongoing) ▶ Assess the utilization of electronic communications technology by the NTCRH and INAS. (Ongoing) 	<p>J. Hoey S. Vriesendorp</p> <p>J. Hoey</p> <p>A. Clark</p> <p>J. Hoey C. Stover M. Aramati</p> <p>J. Hoey C. Stover M. Aramati</p>	<p>21 days LOE and 1 2-week TDY</p> <p>Design and printing costs of materials covered by JSI</p> <p>6 days</p>	<p>1 3 4</p>	<p>1.3 1.4 2.1 2.3 2.4 4.1 4.3 4.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Morocco/National Training Center for Reproductive Health and to the National Institute for Health Administration cont'd	<ul style="list-style-type: none"> ▶ Support the development and submission by the NTCRH and INAS of at least one proposal for a joint training activity to an international/local funding organization. (June 1999) ▶ NTCRH/INAS conduct marketing trip in West Africa. (March-September 1999) ▶ Assist the NTCRH and INAS to develop internal management systems and policies for external consulting activities. (November 1998 -March 1999) ▶ Support the further development of the NTCRH-INAS partnership based on needs identified. (Ongoing) ▶ Monitor progress in the development/installation of a simple computerized financial management system. (October 1998 - April 1999) ▶ Design and facilitate a workshop on "Practical Skills for Consultants" for select NTCRH and INAS technical staff. (February 1999) 	<p>J. Hoey C. Stover M. Aramati</p> <p>NTCRH/INAS staff</p> <p>M. Aramati C. Stover</p> <p>J. Hoey C. Stover M. Aramati</p> <p>C. Stover</p> <p>H. Rafey</p> <p>M. Aramati S. Vriesendorp</p>	<p>2 RT travel to 2-3 W. African countries for 10 days</p> <p>Contract with local accounting firm</p> <p>9 days</p> <p>Local workshop costs to be covered by JSI</p>		
Morocco/National Training Center for Reproductive Health and to the National Institute for Health Administration cont'd	<p>Sub-result: Strategic alliances among the NTCRH, INAS, MSH's Management Training Program and other institutions are strengthened to increase training capacity and financial sustainability:</p>			<p>1</p> <p>3</p>	<p>1.3</p> <p>1.4</p> <p>2.1</p> <p>2.3</p> <p>2.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Morocco/National Training Center for Reproductive Health and to the National Institute for Health Administration cont'd	<ul style="list-style-type: none"> Identify additional opportunities for professional exchanges among NTCRH, INAS, and MSH trainers. (Ongoing) 	J. Hoey C. Stover M. Aramati			4.1 4.3 4.4
	<ul style="list-style-type: none"> Conduct the INAS-MSH joint course on "Managing Decentralized Health Systems" and evaluate the experience. (October 1998) 	J. Hoey	Course costs to be largely covered by tuition fees. FPMD to support 5 participants from MOPH regional hospitals		
	<ul style="list-style-type: none"> Organize and facilitate a workshop on strategic management and sustainability planning for NTCRH and INAS. (November 1998) <p>Sub-result: Results and impact of FPMD technical assistance to NTCRH and INAS are identified.</p>	J. Hoey C. Stover M. Aramati	Local workshop costs to be covered by JSI	1 3	1.3 1.4 2.2 4.3
	<ul style="list-style-type: none"> Evaluate progress and impact of technical assistance activities September 1996 - Sept. 1999 through meetings with counterparts at the NTCRH, INAS, MOPH, USAID, JSI, and other Cooperating Agencies. Formulate and prioritize recommendations for future activities following the termination of both FPMD technical assistance and USAID support. (June-Sept. 1999) 	J. Hoey C. Stover M. Aramati W. Mertens A. Ellis	2 days 6 days		

FPMD Country Profile: MOZAMBIQUE

Client: Ministry of Health (MOH)

Number of years of FPMD activity: New

Field Office: One expatriate resident advisor

Overall/Broad Goal: To strengthen the ability of the Ministry of Health to develop a health financing strategy

Strategic Importance: Opportunity to contribute needed information and analysis on the sources and uses of funding for the health sector, both public and private, in order for the Ministry of Health to be able to make informed decisions on strategies and financing

FPMD Elements:

- Strengthening Institutions
- Developing and Using Local Capacity

Collaboration: WHO, Danida

Other CAs: Howard/DDM

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Mozambique/ Ministry of Health cont'd	<p>Sub-result: A comprehensive analysis of public and private health service outputs is produced to strengthen policy development (Study 2):</p> <ul style="list-style-type: none"> ▶ Gather and analyze data on health sector outputs, including public and private facilities (hospitals, clinics, health centers, pharmacies, etc.) and regulatory entities involved in health production. (October - November 1998) ▶ Prepare preliminary results for National Seminar. (November 1998) ▶ Prepare and present final report on findings. (December 1998 - January 1999) ▶ Consolidate findings of all studies into unified report. (January - February 1999) 	<p>R. Yates</p> <p>J. Coburn</p>	<p>50 days</p> <p>25 days 1 10 day TDY</p>	<p>1</p> <p>2</p>	<p>1.3</p> <p>1.4</p>
	<p>Sub-result: Ministry of Health is provided with a comprehensive analysis of Mozambique laws and regulations as they affect public and private health care financing. (Study 3)</p> <ul style="list-style-type: none"> ▶ Gather and analyze data on the legal environment for health care financing (October - November 1998) ▶ Prepare final report with synopsis of key features and analysis of future impact (November 1998) 	<p>S. Barbosa</p> <p>J. Coburn</p>	<p>60 days</p> <p>20 days, 1 10 day TDY</p>	<p>1</p> <p>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
	<p>Sub-result: Ministry of Health is provided with a comprehensive analysis of the social and political context to strengthen strategic planning: external factors that influence health production, financing, and consumption; reforms that are possible, mandatory, and prohibited; factors that influence the health sector (Study 4)</p> <ul style="list-style-type: none"> ▶ Collect and analyze data on the social and legal environment. (October - November 1998) ▶ Prepare final reports on the macro factors that influence health production, financing, consumption. (November 1998) <p>Sub-result: FPMD technical assistance is enhanced through in-country coordination (October 1998 - February 1999)</p>	<p>F. Christie (Social context)</p> <p>M. de Brito or TBD (Political context)</p> <p>J. Coburn</p> <p>J. Lemieux B. Tobin</p>	<p>35 days</p> <p>35 days</p> <p>10 days</p> <p>116 days 1 10 day TDY</p>	<p>1 2</p>	<p>1.3 1.4</p> <p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>New Initiatives: Field Support Unit</p> <p>NITFL \$ 55,852</p>	<p>Sub-result: New field support funds obtained from current and new countries</p> <ul style="list-style-type: none"> ▶ Explore opportunities for activities in eastern and southern Africa with and without resident USAID missions (ongoing) ▶ Explore opportunities for activities in west Africa (ongoing) ▶ Explore opportunities to expand into more countries and/or other organizations in Latin America and the Caribbean (ongoing) ▶ Visit AID/W staff, country specialists, other donors and CAs to identify potential filed activities (ongoing) 	<p>B. Tobin/TBD</p> <p>J.P. du Conge</p> <p>D. Dobrowolski /TBD</p> <p>B. Tobin, P. Fishstein, TBD</p>	<p>7 days LOE and per diem add-on to travel in the region</p> <p>10 days LOE and per diem add-on to CESAG travel</p> <p>10 days LOE and per diem add-on to travel in the region</p> <p>10 1 day trips to Washington; 10 days per diem</p>	<p>1</p>	<p>1.3 1.4</p>

FPMD Country Profile: PARAGUAY

Clients:	Centro Paraguayo de Estudios de Poblacion (CEPEP) IPPF affiliate
Number of years of FPMD activity:	Two years
Field Office :	No
Overall/Broad Goal:	To provide management development support for CEPEP, in response to identified management needs working towards sustainability.
Strategic Importance:	Paraguay is characterized by very high maternal mortality rates, problems of access to services, low contraceptive acceptance rates especially in the rural area widespread poverty among many of its urban and rural inhabitants. CEPEP, the country's only family planning association requires essential management development technical assistance.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools
Collaboration:	With our local counterparts and the CAs listed below.
Other CAs:	PCS, FBI, AVC, JSI and Measure II/The Evaluation Project.

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Review progress of CORE implementation and follow up (June 1999) <p>Sub-result: CEPEP is using enhanced management capacity to target and market services in order to increase revenue generation and improve client services</p> <ul style="list-style-type: none"> ▶ Conduct marketing/ feasibility study of potential new users (November 1998) <p>Sub-result: CEPEP staff conduct regular supervision visits and successfully implement new performance review system to improve staff performance and the provision of client services</p> <ul style="list-style-type: none"> ▶ Review progress with the new PP&R system (December 1998) ▶ Review salary policy, the new P&R system and conduct training on participatory supervision (March 1999) 	<p>F. Flores M.P. Sanchez</p> <p>M. Melian, CEPEP</p> <p>S. Johnson S. Irwin Downey</p> <p>S. Johnson</p>	<p>1 7-day TDY as indicated above 1 7-day TDY</p> <p>MOU with CEPEP approx. \$10,000</p> <p>1 15-day TDY 1 15-day TDY</p> <p>1 15-day TDY 20 participant costs: coffee break, lunch, room rental, materials</p>	<p>1 3</p> <p>1</p>	<p>1.3 1.4</p> <p>1.3</p>
Paraguay/ Centro Paraguayo de Estudios de Poblacion (CEPEP) cont'd	<ul style="list-style-type: none"> ▶ Conduct institutional development analysis follow up from MOST assessment and continue evaluation of progress on HRD systems (July 1999) <p>Sub-result: CEPEP uses business and operational planning approach to review strategy and its portfolio of products</p>	S. Johnson	1 15 day TDY	1	1.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Paraguay/ Centro Paraguayo de Estudios de Poblacion (CEPEP) cont'd	<ul style="list-style-type: none"> ▶ Develop and facilitate operational and business planning process at CEPEP (December 1998) ▶ Review and implement new business venture (March 1999) ▶ Follow up on Business Plan and implementation of new Administrative procedures (June 1999) <p>Sub-result: CEPEP's financial and administration system is strengthened and new policies implemented</p> <ul style="list-style-type: none"> ▶ Train new Administrative Director in new policies and protocols and overall financial management (October 1998) ▶ Follow-up visit on re-engineering of administrative policies conducted in September 1998 (June 1998) <p>Sub-result: Clinic directors have enhanced management skills in order to promote greater sustainability and quality of services of each CEPEP clinic.</p> <ul style="list-style-type: none"> ▶ Provide management training to five clinic directors in directing and monitoring management systems, such as Human Resources, Financial, MIS and quality (March 1999) 	<p>S. Johnson S. Irwin Downey V. Jaramillo</p> <p>V. Jaramillo</p> <p>V. Jaramillo</p> <p>V. Jaramillo</p> <p>V. Jaramillo</p> <p>V. Jaramillo</p>	<p>same TDY as above 1 15 day TDY</p> <p>1 15 day TDY</p> <p>1 7 day TDY</p> <p>1 15 day TDY</p> <p>1 7 day TDY as above</p> <p>15 day TDY as above; 20 participants; coffee break, lunch, room rental, materials</p>	<p style="text-align: center;">1</p>	<p style="text-align: center;">1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: Enhanced quality of services are available at CEPEP in order to satisfy existing clients and attract and retain new clients.</p> <ul style="list-style-type: none"> ▸ Develop and implement technical norms and procedures for CEPEP clinic and community program to supplement COPE methodology and ongoing supervision improvements (July 1999) 	A. Kaufman	1 7 day TDY (total LOE of 15 days)	1	1.3 1.4

FPMD Country Profile: PARTNERS IN POPULATION AND DEVELOPMENT (PPD)

Client:	Partners in Population and Development (PPD) Intergovernmental worldwide agency with a Secretariat in Dhaka, Bangladesh
Number of years of FPMD activity:	One year
Field office:	No
Overall/Broad goal:	To enhance the ability of PPD to meet its goals of improved quality and accessibility of family planning/reproductive health programs through expanded south-to-south collaboration
Strategic Importance:	PPD is an inter-governmental organization of key public sector FP/RH players (with NGOS/private sector collaborators) in 12 major countries.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity• Using State-of-the Art Communications Technologies
Collaboration:	UNFPA and Rockefeller Foundation
Other CAs:	International Council on Management of Population Programmes (ICOMP) and Population Concern (UK)

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Partners in Population and Development TLDPP \$ 185,897	<p>Sub-result: The Partners Information Exchange and Network Strategy is developed, tailored to different audiences that use ICT, approved by the Board and operationalized.</p> <ul style="list-style-type: none"> ▶ Attend the Partners Board Meeting in Cairo, Egypt. (November 1998) ▶ Assist the Partners Secretariat with follow-up activities resulting from the Partners Board Meeting. (December 1998) ▶ Plan the Information Exchange and Network Strategy workshop with Partners Secretariat. (December 1998) ▶ Hold the workshop in which Partners Secretariat staff and key Partners focal persons will convene in The Hague to assess information needs and develop a strategy for the Partners Network. (February 1999). [Note: Workshop to be co-funded by FPMD, PPD, and Rockefeller] 	<p>TBD (S.C. Huber or C.C. Coburn)</p> <p>M. Aramati</p> <p>D. Monahan</p> <p>M. Aramati D. Monahan J. Wolff B. Bezmalinovic H.R. Bhattarai</p>	<p>7 days; 1 TDY Boston/Egypt</p> <p>14 days 1 14-day TDY Boston/Dhaka</p> <p>5 days (ECU)</p> <p>10 days 12 days (ECU) 12 days (ECU) 12 days (ECU) 12 days</p> <p>4 7-day TDYs Boston/The Hague 1 7-day TDY Nepal/The Hague</p> <p>Other workshop expenses: \$46,770</p>	<p>1 3 4</p>	<p>1.2 1.4 2.1</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Partners in Population and Development cont'd	<p>Sub-result: Strategies developed and implemented for documentation and dissemination of Partners' success stories and for development and dissemination of an electronic newsletter.</p> <ul style="list-style-type: none"> ▶ Discuss/develop strategy for documentation of success stories and lessons learned. (December 1998) ▶ Discuss/develop strategy for an electronic newsletter. (December 1998) 	L. Lorenz	28 days 1 14-day TDY Boston/Dhaka	1 3 4	1.3 1.4
(Requesting additional funding)	<p>Sub-result: In collaboration with the Morocco Ministry of Health, a prototype regional information exchange network is established in the North Africa/Middle East region to facilitate communications between member countries.</p> <ul style="list-style-type: none"> ▶ Assess the infrastructure, institutional and local capacity in Niger, Mauritania, and Tunisia to determine the appropriate architecture for the regional network. (October 1998) ▶ Integrate Morocco Regional Activities with Partners Communication strategy and network development. (January 1999) 	D. Monahan	18 days (ECU) 2 14-day TDY Boston/Dhaka	1 3 4	1.2 1.3 1.4 2.1
		R. Wilson	29 days 1 29-day TDY Boston/ Morocco/ Niger/Mauritania/ Tunisia		
		H.R. Bhattarai	12 days 1 14-day TDY Nepal/Morocco/ Boston		

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"> ▶ Conduct follow-up visits to needs assessments. (June-July 1998) ▶ Provide input into the prototype website design and content elements. (February 1999) ▶ Provide technical assistance to the development of any forums and institutional databases for the network and integration into the ERC that could support exchange of useful information on reproductive health. (January - May 1999) 	<p>R. Wilson S. Hajra</p> <p>J. Wolff B. Bezmalinovic J. Rodine</p> <p>D. Monahan J. Teig von Hoffman P. Pelletier</p> <p>Morocco MH</p>	<p>18 days 18 days</p> <p>1 21-day TDY Boston/ Morocco/ Niger/Mauritania/ Tunisia</p> <p>1 21-day TDY Morocco/Niger/ Mauritania</p> <p>5 days (ECU) 5 days (ECU) 5 days (ECU)</p> <p>2 5-day TDYs Boston/ Morocco</p> <p>5 days (ECU) 10 days (ECU) 10 days (ECU)</p> <p>4 5-day TDYs Boston/ Morocco</p> <p>2 8-day TDYs Morocco/ Boston</p> <p>Software purchase \$10,000</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Partners in Population and Development cont'd (Requesting additional funding)	<p>Sub-result: Participating countries of the North Africa/Middle East regional network have the local capacity to participate in and support the regional information exchange network.</p> <ul style="list-style-type: none"> ▶ Assist member countries to develop the technical skills to support the network through professional exchanges with the Moroccan Division of Informatics. (December 1999) ▶ South-to-South capacity building through local on-the-job training for regional network development. (TBD) ▶ Develop an information resource on the ERC for using information technology in health care organizations. (April 1999) 	<p>Nigerian, Mauritanian, and Tunisian Ministry staff to Morocco</p> <p>Moroccan IT staff</p> <p>J. Rodine</p>	<p>(Requesting additional funding)</p> <p>2 28-day TDYs Niger/Morocco 2 28-day TDYs Tunisia/Morocco 2 28-day TDYs Mauritania/Morocco</p> <p>2 5-day TDYs Morocco/Niger 2 5-day TDYs Morocco/Tunisia 2 5-day TDYs Morocco/Mauritania</p> <p>20 days (ECU)</p>	<p>1 3 4</p>	<p>1.3 1.4 2.1</p>

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"> ▶ Conduct a training workshop in Morocco for focal points and key country personnel to develop their capacity to manage the activities of the project. (April 1999) ▶ Local capacity building project management and planning meetings. (April 1999) 	<p>3 MSH staff TBD</p> <p>9 Regional participants TBD, including representatives from network countries, Morocco MH, and Partners</p> <p>J. Wolff B. Bezmalinovic</p> <p>3 Representatives TBD of the Moroccan Directorate of Methods and Information</p>	<p>(ECU)</p> <p>3 12-day TDY Boston/ Morocco</p> <p>2 7-day TDY Niger/Morocco</p> <p>2 7-day TDY Tunisia/Morocco</p> <p>2 7-day TDY Mauritania/ Morocco</p> <p>10 TDY Rabat- Marakesh</p> <p>Subcontract for WS logistics - \$12,000</p> <p>10 days (ECU) 10 days (ECU)</p> <p>5 8-day TDYs Morocco/Boston</p>		

FPMD Country Profile: PERU

#1 Client:	Manuela Ramos (NGO) - Reposalud Project
Number of years of FPMD activity:	One year
Field office:	Yes, two Peruvian staff members.
Overall/Broad goal:	To strengthen management systems and skills of regional offices of Proyecto Reposalud including development of central office support roles and functions
Strategic Importance:	Peru is a priority country for USAID.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration:	N/A
Other CAs:	PRISMA, JSI, Project 2000, Pathfinder, AVSC, CARE, JHPEIGO, JHU/PCS, Population Council, INTRA/PRIME, Evaluation Project

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Peru/Reprosalud PERRE \$ 185,074	Sub-result: REPROSALUD Regional Coordinators' management and administrative skills are developed to improve organizational effectiveness in eight regions	C. Basurto	30 days 4 trips of 5 days	2 3	1.3
	<ul style="list-style-type: none"> ▶ Conduct four Regional Workshops in CQI (Ayacucho, Puno, Tarapoto, La Libertad) involving eight regional CQI teams and one Reprosalud central office staff assistant per team. (December 1998) 				
	Sub-result: One of eight identified administrative procedures or systems is piloted in each region with central office support to improve organizational effectiveness	C. Basurto	10 days	1 2	1.3
	<ul style="list-style-type: none"> ▶ Conduct follow-up e-mail consultations with all eight regions. (January 1999) ▶ Conduct two follow-up visits depending on need. (January 1999) 				
Sub-result: Eight standardized administrative procedures or systems are set up in all regions with central office support to improve organizational effectiveness	C. Basurto	2 TDY of 2 days	1 2	1.3	
<ul style="list-style-type: none"> ▶ Conduct National Workshop in CQI. (January-February 1999) 					

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Peru/Reprosalud cont'd	<ul style="list-style-type: none"> ▶ Conduct follow-up visits to regions to support implementation of new systems. (August 99) ▶ Conduct follow-up visits to central office to support CQI teams. (August 99) ▶ Conduct Evaluation Workshop to review progress and document results (August 99) <p>Sub-result: New functional organizational structure is in place and key roles clarified in central office and regions</p> <ul style="list-style-type: none"> ▶ Conduct follow-up visits to CQI teams in central office. (November-December 1999) ▶ Implement technical coordination with top management of central office, including October 98 planning meeting and January 99 follow-up by Country Team Manager. 	<p>C. Basurto</p> <p>C. Basurto</p> <p>L. de la Peza C. Basurto</p> <p>C. Basurto</p> <p>L. de la Peza</p> <p>D. Dobrowolski</p>	<p>32 days 8 TDY of 4 days</p> <p>12 days</p> <p>1 TDY of 5 days 10 days</p> <p>5 days</p> <p>20 days including 1 TDY of 5 days</p> <p>1 TDY of 6 days</p>	<p style="text-align: center;">1 2</p>	<p style="text-align: center;">1.3</p>

FPMD Country Profile: PERU

#2 Client:	Ministry of Health, Programa de Apoyo a la Salud Reproductiva (PASARE), Information-based decision making
Number of years of FPMD activity:	Five years
Field office:	Yes, two Peruvian staff members.
Overall/Broad goal:	To strengthen program management by building capacity in the use of data for program and management decision-making;
Strategic Importance:	Peru is a priority country for USAID.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity
Collaboration:	Joint seminars with PRIMSA in logistics
Other CAs:	PRISMA, JSI, Project 2000, Pathfinder, AVSC, CARE, JHPEIGO, JHU/PCS, Population Council, INTRA/PRIME, Evaluation Project

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Periodically visit USAID Cooperating agencies and input data. (Ongoing) ▶ Prepare reports at request of USAID. (Ongoing) ▶ Troubleshooting with SIMPF system. (Ongoing) 	G. Huertas	18 days		

FPMD Country Profile: PERU

#2 Client:	Ministry of Health, Programa de Apoyo a la Salud Reproductiva (PASARE), Continuous Quality Improvement
Number of years of FPMD activity:	Five years
Field office:	Yes, two Peruvian staff members.
Overall/Broad goal:	To improve client satisfaction, quality and coverage of reproductive health services at selected public facilities, including hospitals and health networks.
Strategic Importance:	Peru is a priority country for USAID.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration:	Pathfinder's Proyecto 2000, involving complementary CQI and PCMI quality methodologies.
Other CAs:	PRISMA, JSI, Project 2000, Pathfinder, AVSC, CARE, JHPEIGO, JHU/PCS, Population Council, INTRA/PRIME, Evaluation Project

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Peru/Ministry of Health, Programa de Apoyo a la Salud Reproductiva cont'd	<p>Sub-result: Six self-implementation modules are developed and in use across five CQI networks</p> <p>► Introduce modules in Evaluation Workshop. (January- February 1999)</p>	<p>L. de la Peza</p> <p>C. Basurto</p> <p>E. de la Cruz</p>	<p>6 days (1 TDY covered by Technical Unit)</p> <p>10 days</p> <p>10 days</p>	2	1.4

FPMD Country Profile: ROMANIA

#1 Client:	Society for Education in Contraception and Sexuality (SECS) IPPF Affiliate
Number of years of FPMD activity:	12 months (intermittent work done since mid - 1995)
Field office:	Recruitment underway for Expatriate Resident Advisor and local national training advisor
Overall/Broad goal:	Institutional strengthening of SECS to enable it to develop and carry out programs, projects, and activities in support of its mission, to support itself financially, and to monitor and evaluate activities, outcomes, and impact.
Strategic Importance:	NGOS development and sustainability; launch stage FP/RH program and NGOS support for national program
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity• Using State-of-the Art Communications Technologies
Collaboration:	IPPF European Network
Other CAs:	POLICY; World Learning (training support for entire USAID program); JHU/PCS

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Society for Education in Contraception and Sexuality cont'd	<ul style="list-style-type: none"> ▶ Provide assistance to SECS in developing volunteer/staff position descriptions and define HQ/Branch/clinic financial management relationships. (October 1998) 	J. Paxman	Sept TDY workshop costs	1	1.3 1.4
	<p>Sub-result: SECS has a fully functioning system for managing human resources and a full complement of staff to carry out its activities.</p>	FPMD HRD TBD	2 wk TDY 1 RT Bos-Buch		
	<ul style="list-style-type: none"> ▶ Provide assistance to SECS to conduct MOST and identify steps to be taken. (January 1999) ▶ Provide assistance to SECS to implement improvements in management of human resources and publish a handbook. (January-September 1999) 	FPMD HRD TBD	2 wk TDY 1 RT Bos-Buch	1	1.3 1.4
	<p>Sub-result: SECS has a long-term financial and/or business plan/strategy, which includes financial objectives for HQ and Branches, and an improved ability to access financial resources.</p> <ul style="list-style-type: none"> ▶ Review overall financial position of the organization. (January 1999) ▶ Conduct financial strategic planning exercise to develop long-term financial objectives and strategies for achievement. (January 1999) 	R. Eichler	LOE 14 days 2 wk TDY(D) 1 RT DC-Buch workshop costs		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Society for Education in Contraception and Sexuality cont'd	<p>Sub-result: SECS has improved capacity to support its clinics' ability to delivery quality and cost-effective services to clients.</p> <ul style="list-style-type: none"> ▶ Assist Clinic Coordinator to begin inventorying existing clinic procedures for accounting, administration, procurement, logistics, project management, and financial planning. (October-November 1998) ▶ Assist Training Coordinator to upgrade GP and TOT curricula. (October-December 1998) ▶ Assist Training and Clinic Coordinators to update SECS service standards and clinic operating procedures. (October-December 1998) ▶ Introduce Fully Functional Service Delivery Point (FFSDP) tools to assist clinics to identify needed facility improvements and monitor their success. (November -June 1999) ▶ Provide assistance to SECS in carrying out feasibility study for Constanța clinic. (November 1998) ▶ Provide assistance to SECS Clinic Coordinator and Clinic Managers in development of clinic business plans. (November 1998) 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>joint activity with judet/public sector</p>	<p>workshop costs</p> <p>workshop costs</p>	<p>1</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Society for Education in Contraception and Sexuality cont'd	<p>Sub-result: SECS has increased capability to communicate and share information between HQ and Branches and between Branches.</p> <ul style="list-style-type: none"> ▶ Assist SECS in identifying information resources that could be used in a Romanian document center. (July 1998-February 1999) ▶ Assist SECS to develop a funding proposal to develop a documentation center. (February 1999) ▶ Translate FPMD Glossary of Family Planning Terms into Romanian. (January 1999) ▶ Provide information to SECS on appropriate Internet resources, including LISTSERVs and on-line forums in which SECS can participate. (Ongoing) ▶ Locate appropriate training/conference for SECS' Information Manager. (Ongoing) ▶ Conduct inventory of hardware and software currently available at Branches and clinics. (November 1998) 	<p>L. Carroll</p> <p>TBD</p> <p>FPMD staff</p> <p>L. Carroll</p> <p>P. Fishstein</p>	<p>LOE total 3 days</p> <p>Travel, per diem and registration for Conference</p> <p>Nov TDY</p>	<p>1</p>	<p>1.3 1.4</p>
	<p>Sub-result: SECS has an improved and cost-effective system for managing contraceptive commodities and other supplies.</p>			<p>1</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Society for Education in Contraception and Sexuality cont'd	<ul style="list-style-type: none"> ▶ Assess SECS' current system for forecasting, procuring, storing, tracking, and distributing contraceptive commodities. (Oct/November 1998) ▶ Develop and implement system for managing contraceptives commodities and logistics. (Nov. 1998-February 1999) 	<p>TBD joint activity with judet/public sector</p> <p>TBD</p>			

FPMD Country Profile: ROMANIA

#2 Client:	County level health departments and local service delivery points (public sector); USAID (technical assistance)
Number of years of FPMD activity:	12 months (intermittent work done since mid - 1995)
Field office:	Recruitment underway for Expatriate Resident Advisor and local national training advisor
Overall/Broad goal:	To introduce management improvements to increase the volume of clients using existing facilities for modern contraception, reproductive health, and other women's services.
Strategic Importance:	NGOS support for national program; decentralization of public sector health delivery and democratization/ civil society
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Developing and Using of Local Capacity• Using State-of-the Art Communications Technologies
Collaboration:	IPPF European Network
Other CAs:	POLICY; World Learning (training support for entire USAID program); JHU/PCS

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Technical Assistance to USAID and public sector ROMJD \$317,672	<p>Sub-result: A Maximizing Access and Quality Initiative (MAQI) for education and service improvement is in place to increase client volume using existing facilities for modern contraceptives, RH, and other women's services.</p> <ul style="list-style-type: none"> ▶ Design and implement seminars and workshops to introduce MAQ Initiatives, management strategies and the principles of Continuous Quality Improvement. (October -December 1998) ▶ Design and use a baseline survey, MIS, and follow-up survey to formulate, monitor, and evaluate outputs for the MAQ Initiatives. (October -December 1998; January-December 1999) ▶ Stabilize contraceptive logistics and expand the supply of subsidized methods at the MAQI clinics and other SDPs in the priority judets. (October-December 1998; April-October 1999) ▶ Collaborate with JHU/PCS to design and deliver a short in-service training course for GPs working in FP clinics to improve their provision of FP/RH services. (Oct-Dec. 1998) 	P. Fishstein J. Paxman MAQ Expert Local Training Mgr. Local Survey Contractor Local Training Mgr. MSH Lgstcs Expert Local contractor P. Fishstein Local Trng Mgr. FPMD Trng Expert Local Trainers	Oct TDY Oct TDY 2 wk TDY; (I) 1 RT Bos-Buch 2 wk TDY 1 RT Bos-Buch Oct TDY 2 wk TDY; 1 RT Bos-Buch	1	1.3 1.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Romania/Technical Assistance to USAID and public sector cont'd	<ul style="list-style-type: none"> ▶ Establish model FFSDPs at SECS clinics, public sector urban FP clinics, and public urban and privatized rural dispensaries. (Nov-Dec 1998; Jan-Dec 1999) 	FPMD Clinic Mgr. Expert Local Trng. Mgr. FPMD Cnslt JHU/PCS J. Paxman	 3 wk TDY 1 RT Bos-Buch		

FPMD Country Profile: SENEGAL / MIS

Clients:	Ministry of Health
Number of years of FPMD activity:	2 years; project ends October 1998
Field office:	FPMD has one expatriate MIS advisor placed within and working as a team member of the MSH bilateral project
Overall/Broad goal:	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
Strategic Importance:	To collect information indicating the level of functionality of the health service delivery points located in the four USAID-targeted regions
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration:	FPMD/MIS activity is part of MSH bilateral Senegal Child Survival/Family Planning project
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Senegal/ Management Information Systems SENIS \$ 112,520	<p>Sub-result: Senegal/MIS activities are completed and documented</p> <ul style="list-style-type: none"> ▶ Close-out and report MIS activities. (October 1998) ▶ Relocate P. Farese. (November 1998) 	P. Farese	Total LOE -30 days	1 2	1.3 1.4

FPMD Country Profile: TANZANIA

#1 Client:	Marie Stopes Tanzania (MST)
Number of years of FPMD Activity:	One Year
Field presence:	No
Overall/Broad Goal:	To increase the ability for MST staff to understand their current financial performance and to make decisions on pricing, marketing, and staffing in order to improve their level of financial sustainability using the Core Tool.
Strategic Importance:	In 1998, MST increased its number of facilities to 14 and has also decentralized its management by establishing cluster offices in Dar Es Salaam, Arusha and Iringa. The MSH Core Tool has successfully been used to plan for this rapid expansion. MST plans to use the Core Tool to expand to 35 clinics by the year 2000.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration :	N/A
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Tanzania/Marie Stopes (MS/T) TANFS \$ 52,237	<p>Sub-result: MST staff understand their current financial performance and make decisions on pricing, marketing, and staffing in order to improve their level of financial sustainability through the use of CORE.</p> <ul style="list-style-type: none"> ▶ Review the utilization of the current CORE tool by MST staff and refine data collection on unit cost (January - March 1999) ▶ Modify CORE tool to establish linkages with the MST financial systems (January - March 1999) ▶ Organize and conduct a training of trainers (TOT) for 10 head office and cluster personnel in the use of CORE (January - March 1999) ▶ Develop a training module to conduct the training (January - March 1999) ▶ Organize and conduct training, assisted by some of the identified trainers, for Clinic managers, Cluster Teams, and selected head office team members (20-25 participants) in the use of CORE. (April 1999) 	<p>P. Fishstein</p> <p>S. C. Huber</p> <p>P. Fishstein</p>	<p>10 days LOE; 1 TDY Boston/Tan; 10 days per diem.</p> <p>8 days LOE; 1 TDY Lon/Tan; 8 days per diem</p> <p>7 days LOE; 1 TDY Boston/Tan; 7 days per diem</p>	<p>1</p> <p>2</p>	<p>1.1</p> <p>1.3</p> <p>1.4</p>

FPMD Country Profile: TANZANIA

#2 Client:	Ministry of Health, National Health Insurance and Health Financing (MOH)
Number of years of FPMD Activity:	New
Field presence:	No
Overall/Broad Goal:	To improve the health status of the Tanzanian population by providing increased and sustainable financial resources including health reform, national health insurance, and cost recovery.
Strategic Importance:	The opportunity to assist the MOH with health reform initiatives and review the actuarial soundness of the national health insurance scheme as it is currently designed under pending legislation.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration :	World Bank and Ministry of Health
Other CAs:	N/A

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>Tanzania/Ministry of Health, National Health Insurance and Health Financing</p> <p>TANMH \$ 146,280</p>	<p>Sub-result: Actuarial soundness of the national health insurance scheme, as presently designed under pending legislation, is determined.</p> <ul style="list-style-type: none"> ▶ Perform an actuarial assessment of the National Health Insurance Fund (NHIF). (November-December 1998) ▶ Review NHIF assumptions concerning revenues, utilization, membership enrollment, and costs, including structure of the program, covered population, premium contributions, benefits, cost of health services, the actuarial model and assumptions, results of valuation, and other possible financial scenarios. (November-December 1998) ▶ Develop high, medium, and low projections of revenues and costs based on the assumptions. (November-December 1998) ▶ Conduct a briefing session for the MOH and the Health Insurance Implementation team on the results of the assessment, the implications of the funds projected financial viability and recommendations for actions the fund should take to assure the stability of the fund.(November-December 1998) 	<p>B. Newbrander</p> <p>O. Esguerra</p>	<p>Total LOE -10 days technical oversight</p> <p>Total LOE -35 days RT Manila/Dar Es Salaam; 35 days per diem</p>	<p>1</p>	<p>1.2</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Technical Leadership: Field Support Unit TLDFL \$ 39,099	<p>Sub-result: Lessons learned in the implementation of FPMD field subprojects and experiences in the development and/or field testing of management tools are disseminated.</p> <ul style="list-style-type: none"> ▶ Staff from SECS attend National Conference on International Health to present paper on NGO development (June 1999) ▶ Participate in USAID/W seminars and presentations (ongoing) ▶ Participate in CA seminars, meetings and/or presentations ▶ FPMD field staff attend international meetings to present implementation experiences 	<p>2 SECS staff TBD</p> <p>FSU staff TBD</p> <p>FSU staff TBD</p> <p>Field staff TBD</p>	<p>2 RT air tickets for Bucharest/Washington/Boston/Buch; per diem cost for 8 days x 2 persons; NCIH registration for 2 persons</p> <p>2 RT Boston - Washington; 4 days per diem</p> <p>2 RT Boston - NY; 4 days per diem</p> <p>2 RT Rio - Boston; 20 days per diem</p>	<p>1</p> <p>2</p>	<p>1.3</p> <p>1.4</p>

FPMD Country Profile: TURKEY

#1 Client:	Ministry of Health
Number of years of FPMD activity:	Seven years
Field office:	Two local national Technical Advisors
Overall/Broad goal:	To strengthen the MCH/FP General Directorate's management information systems and use of information to improve access and quality of services at service delivery points.
Strategic Importance:	To contribute to the MOH and USAID/Ankara's goals to strengthen management capacity within the MOH, and to contribute to the goals of the National Strategic Plan for Family Planning/Reproductive Health.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration:	MIS Unit of the MOH; World Bank Project; UNFPA; GTZ; EU; JICA
Other CAs:	AVSC International, Policy Project, JHPIEGO, JHU/PCS, SOMARC

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	<p>Sub-result: Management of the national program is strengthened through use of FP service delivery information by the MCH/FP General Directorate.</p> <ul style="list-style-type: none"> ▶ Assist the MOH to redesign daily FP register and standard reports. (October 1998 - May 1999) ▶ Conduct a workshop for Provincial Health Directorates to disseminate the new daily FP register and standard reports. (June 1999) ▶ Assist the MCH/FP General Directorate to analyze 1998 service statistics and prepare annual feedback report to Provincial Health Directorates. Finalize format and protocol for annual feedback report. (June-July 1999) 	<p>E. Topçuoğlu M. H. Uz</p> <p>M. Watt R. Wilson</p>	<p>15 days LOE total 1 2-week TDY 4 days (Boston-based TA)</p> <p>1 day workshop for 80 participants; participant travel/per diem</p>	<p>1</p>	<p>1.2 1.3</p>
	<p>Sub-result: Management of local activities is strengthened through use of FP service delivery information by Provincial Health Directorates and health centers.</p> <ul style="list-style-type: none"> ▶ Conduct regional workshops on "Use of Information for Monitoring and Evaluation" for 18 provinces. (October 1998 - February 1999) ▶ Distribute monitoring wall charts to MOH health centers in 18 project provinces. (October 1998 - March 1999) 	<p>E. Topçuoğlu M. H. Uz</p>	<p>4 4-day workshops for 120 participants; participant travel/per diem</p>	<p>1</p>	<p>1.2 1.3</p>

FPMD Country Profile: TURKEY

#2 Client:	Social Insurance Organization (SSK)
Number of years of FPMD activity:	One year
Field office:	See above
Overall/Broad goal:	To upgrade the SSK's FP Management Information System (MIS) and strengthen the knowledge and ability of SSK personnel in both its Health Services Directorate and its FP clinics to use data generated by the new MIS to improve management and decision making for FP services.
Strategic Importance:	To contribute to the SSK and USAID/Ankara's goals to strengthen management capacity within the SSK. To contribute to the goals of the National Strategic Plan for Family Planning/Reproductive Health.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions• Designing Innovative Management Tools• Developing and Using of Local Capacity
Collaboration:	AVSC International
Other CAs:	AVSC International

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Turkey/Technical assistance to the Social Insurance Organization (SSK) TURSK \$192,429	<p>Sub-result: Commodities distribution system is functioning at the Social Insurance Organization (SSK) headquarters and SSK warehouse independent of external Technical Assistance.</p> <ul style="list-style-type: none"> ▶ Conduct 2 follow-up visits to SSK warehouse. (June - September 1999) 	E. Topçuoğlu M. H. Uz	100 days LOE total 111 days LOE total Travel/per diem for FPMD and SSK staff	1	1.3 1.4
	<p>Sub-result: Management of the SSK Family Planning program is strengthened through use of FP service delivery information by the SSK headquarters.</p> <ul style="list-style-type: none"> ▶ Finalize the standardized MIS refresher training curriculum and trainer's guide. (May 1999) 	E. Topçuoğlu M. H. Uz		1	1.3 1.4
	<ul style="list-style-type: none"> ▶ Assist the SSK to develop a strategy to provide initial and refresher MIS training to SSK FP clinic managers independent of external TA and funding. (January-June 1999) ▶ Assist the SSK headquarters to analyze 1998 service statistics and prepare annual feedback reports to SSK FP clinics. Finalize format and protocol for annual feedback report. (June-July 1999) <p>Sub-result: Management at SSK clinic levels strengthened through use of FP service delivery information.</p>	A. Ellis	6 days 1 2-week TDY	1	1.2 1.3

FPMD Country Profile: TURKEY

#3 Client:	Kadın İçin Destek Oluşturma Grubu (KIDOG) A NGOS advocacy network for women
Number of years of FPMD activity:	Two years
Field Office:	See above
Overall/Broad goal:	To support KIDOG's institutional development in order to create a cohesive, sustainable network that can fulfill KIDOG'S mission and use advocacy skills effectively.
Strategic Importance:	Opportunity to address institutional development and sustainability issues within the larger NGOS sector and to support USAID/Ankara's goal of strengthening NGOs' capacity to contribute to national FP/MCH goals.
FPMD Elements:	<ul style="list-style-type: none">• Strengthening Institutions,• Developing and Using of Local Capacity
Collaboration:	The Futures Group/POLICY Project
Other CAs:	POLICY Project

FPMD Country Profile: TURKEY

#4 Client: USAID/Ankarra CAs in Turkey

Number of years of FPMD activity: 2 months

Field Office: See above

Overall/Broad Goal: To increase USAID and Cooperating Agencies' knowledge and capacity in information management, including MIS design and the design, organization, and implementation of baseline data collection for USAID/Turkey's Results Framework and analysis of findings.

Strategic Importance: Opportunity to be responsive to USAID mission and CA's technical needs.

FPMD Elements: Developing and using local capacity

Collaboration: USAID/Ankarra, MOH, SSK

Other CAs: AVC, JHPIEGO, SOMARC

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Turkey/Ankara in the implementation of Turkey Results Framework cont'd	<ul style="list-style-type: none"> ▶ Participate in training workshops for hospital managers involved in the pilot post abortion FP project; train managers in the MIS for this pilot project. (October 1998-June 1999) ▶ Participate in the expansion of the pilot project to additional facilities in Adana and Bursa provinces. (July - September 1999) <p>Sub-result: Report on baseline survey for Turkey Results Framework is finalized.</p> <ul style="list-style-type: none"> ▶ In collaboration with USAID/Ankara, Turkey Cooperating Agencies, and the Measure Project, contribute to the analysis of baseline data collected in Istanbul and to the finalization of the baseline study. (October - November 1998) <p>Sub-result: FPMD/Turkey program has received adequate technical and administrative support to manage its expanded portfolio and responsibilities.</p> <ul style="list-style-type: none"> ▶ Provide technical assistance and refresher training to FPMD/Turkey staff in MSH contracts and accounting procedures. Assist in the development and documentation of office administrative procedures. (October 1998) ▶ Provide routine technical support to FPMD/Turkey staff. (Ongoing) 	<p>Turkey country team</p> <p>N. Gaul</p> <p>A. Ellis</p>	<p>Travel and per diem for FPMD, MOH, and SSK staff</p> <p>Travel and per diem for FPMD, MOH, and SSK staff</p> <p>8 days 1 3-day TDY in conjunction with other regional travel</p> <p>60 days Boston-based TA</p>	<p>3</p> <p>3</p>	<p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Turkey/Ankara in the implementation of Turkey Results Framework cont'd	<ul style="list-style-type: none"> ▶ Coordinate with U.S.-based CAs, especially the Futures Group, and USAID/W Turkey country specialist concerning the implementation of the FPMD/Turkey program. (Ongoing) ▶ Attend annual FPMD workshop with field staff and coordination meetings with Turkey country team. (May or June 1999) 	<p>A. Ellis</p> <p>E. Topçuoğlu M. H. Uz</p>	<p>2 RT trips to D.C.</p> <p>2 2-week TDYs to Boston</p>		

Technical Unit

Goals and Strategy

The Technical Unit will continue to implement a multi-faceted global program which aims to:

- Develop practical management tools:** MSH Technical Clusters will continue to develop, field-test, and document tools for application by health and family planning organizations. Ongoing activities to be completed this fiscal year include the finalization of tools in the areas of organizational sustainability, human resource management, quality assurance, and strategic planning. New tools will be developed and tested in these areas as well as in financial management, decentralization, and leadership transition. The work of the MSH technical clusters, spearheaded by FPMD, is increasingly focusing on “solution packages” to build upon and complement assessment-type tools already developed. Emphasis is also being placed on expanding MSH technical assistance capacity in premier tools, such as CORE, as well as supporting aggressive dissemination of tools and other products through print and electronic means, including expanding materials on the Web-based “Health and Family Planning Manager’s Toolkit.” Increased attention is likewise being made on dissemination through frequent presentations at USAID/W and to CAs: the new MSH/Global Health Council technical seminar series in Washington DC; other special presentations at USAID; and the annual consultative meeting with CAs.
- Evaluate and document innovative strategies and experiences:** The Unit will continue to work with the Publications Unit to develop the *Lessons from FPMD* monograph series, which will include editions on decentralization in the NGO sector, strategic planning, continuous quality improvement, and accreditation. FPMD’s internal evaluation of select field projects and progress against our overall technical mandate will be completed in anticipation of the USAID evaluation of FPMD.
- Transfer technical skills to counterpart organizations:** The majority of Technical Unit staff will continue to work with FPMD country programs and other MSH Programs, providing technical assistance to field projects in a wide range of management areas and serving as technical resources for Boston-based activities, including technical review of work in progress.
- Support the development of MSH’s institutional capacity:** further development and expansion of MSH’s Information Center/Library, institutional memory initiative, and Intra- and Internet Web materials and information are planned. A new activity for this fiscal year is partial support to MSH’s Drug Management Program (DMP) to evaluate, redesign, and convert existing Supply Management software from DOS to Windows. Unit support of the Technical Clusters will continue to enhance cross-fertilization of ideas and technical advancements within MSH as a whole.

FPMD Project Elements

The Technical Unit’s work addresses all four elements of FPMD’s mandate.

Internal/External Collaboration

The Technical Unit collaborates with other MSH staff daily in conducting its work and particularly through the work of the clusters. It collaborates with numerous counterpart institutions in Asia, Africa, and Latin America; IPPF/London, Marie Stopes International, UNFPA, UNICEF, WHO, World Bank, as well as numerous organizations funded by the USAID Center for Population and Health and by the USAID Private Voluntary Cooperation Office.

Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>Building Sustainable Organizations and Systems</p> <p>TLDSU</p> <p>\$343,385</p>	<p>Sub-result: CAs and donors have a tool (with guidelines and indicators) to monitor the sustainability of family planning service delivery NGOs:</p> <ul style="list-style-type: none"> ▶ Prepare revised external sustainability monitoring instrument (EXSUM) and instructions based on results of the FY 1998 review. (November 1998) ▶ Apply EXSUM to MSH-supported service delivery organizations. (October 1998-January 1999) ▶ Review MSH field-testing and use results to design descriptors for summarizing organizational sustainability status. (January 1999) ▶ Present revised tool and methodology to collaborating CAs and conduct training/informational meetings for CAs interested in pretesting the package with MSH. (May-June 1999) 	<p>G. Rosenthal B. Tobin S. Johnson S.C. Huber A. Buxbaum</p>	<p>25 days 2 days</p> <p>2 days 2 days</p> <p>2-3 1-day domestic trips</p>	<p>1 2</p>	<p>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"> ▶ Design and test organizational self-assessment tools for the following management components: <ol style="list-style-type: none"> 1. Revenue generation (February 1999) 2. Financial management (April 1999) ▶ Coordinate with other technical clusters and/or MSH Programs concerning the development of assessment tools for other management components including: planning, supply management, and collection/use of information. (Ongoing) 	A. Buxbaum S. Vriesendorp INFORM DMP	To be determined		
Decentralization TLDSU	<p>Sub-result: “Solution packages” for decentralized management of health and FP programs are identified and shared:</p> <ul style="list-style-type: none"> ▶ Define the essential management functions in a decentralized health system to support fully functional service delivery points. (November 1998) ▶ Identify from MSH field projects (past and present) the best solution packages/tools to improve management in these areas. (October - December 1998) 	R-L. K-Aitken S. Solter K. Eckroad R. Wilson J. Seltzer EC Unit Intern	5 days 5 days 5 days 5 days Volunteer	1 2	1.3 1.4 2.1 3.1 4.3

Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>▶ Analyze the experience of four NGOs that have decentralized their management, and publish it as a FPMD “lessons learned” document. (September 1999)</p> <p>(SDA/ Kenya [?]; SECS/Romania; ASHONPLAFA/ Honduras; and APROFAM/ Guatemala)</p> <p>Sub-result: Experience with decentralized management is shared through various fora:</p> <p>▶ Maintain the electronic forum on decentralization. (Ongoing)</p> <p>▶ Finalize literature review on decentralization. (October 1998)</p> <p>▶ Share MSH experience with decentralization at U.S. and international fora. (Ongoing)</p> <p>- APHA</p> <p>- World Bank & USAID</p>	<p>R-L. K-Aitken</p> <p>P. Fishstein</p> <p>M. Hall</p> <p>Publications Unit</p> <p>R-L. K-Aitken J. Seltzer</p> <p>R-L. K-Aitken</p> <p>R-L. K-Aitken</p>	<p>15 days</p> <p>15 days</p> <p>Editing, printing and distributing 3,000 copies in English.</p> <p>(LOE included above)</p> <p>5-day TDY to D.C.</p> <p>2 3-day TDYs to D.C. for meetings with the World Bank & USAID</p>	<p>1</p> <p>3</p> <p>4</p>	<p>1.3</p> <p>2.2</p> <p>3.2</p> <p>4.3</p>

Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Leadership Transition TLDSU	Sub-result: Increased understanding of the factors affecting the leadership transition process is developed: <ul style="list-style-type: none"> ▶ Conduct workshops with Concerned Women for Family Planning and the Bangladesh Rural Advancement Committee (tentative). (February 1999) ▶ Purchase books and articles about Leadership Transitions 	S. Vriesendorp A. Buxbaum S. Vriesendorp A. Bermudez	15 days 2 2-week TDYs to Dhaka 2 3-day workshops with 20 participants each workshop materials Book costs (TLDIF budget)	1 2 3	1.3

Technical Unit

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: "Tools for Managers" binder on Human Resource Development is produced:</p> <ul style="list-style-type: none"> ▶ Assess and select tools, check-lists, etc. from relevant MSH resources. (November 1998) ▶ Research and create new tools where needed to complete binder. (January 1999) ▶ Work with Publications Unit to complete production of binder. (March 1999) <p>Sub-result: HRD expertise of MSH staff is broadened:</p> <ul style="list-style-type: none"> ▶ Coordinate quarterly HRD Cluster meetings and arrange for speakers on HRD issues. (Ongoing) 	<p>M. O'Neil S. Johnson Sr. Program Ass't. J. Miller</p> <p>M. O'Neil S. Johnson S. Ko Sr. Program Ass't.</p> <p>M. O'Neil S. Ko J. Miller</p> <p>S. Johnson M. O'Neil</p>	<p>Publications Unit budget</p> <p>Publications Unit budget</p>	<p>1 2</p> <p>1</p>	<p>1.3 1.4 2.2 3.3 4.3</p> <p>1.3 1.4 2.2 3.3 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Conduct telephone interviews on the status and results of performance incentive systems using a standard questionnaire. (October 1998 -April 1999) ▶ Analyze data and disseminate results. (October 1998 - April 1999) <p>Sub-result: HRD issues in decentralized NGOs and public sector health organization are documented:</p> <ul style="list-style-type: none"> ▶ Support the work of the Decentralization cluster to document effective management practices in decentralization through desk and Internet research. (October 1998 - July 1999) 	<p>P. Teichman D. Dobrowolski</p> <p>S. Johnson M. O'Neil</p> <p>M. O'Neil S. Johnson</p>	<p>5 days 12 days 1 7-day TDY to Mexico</p>	4	<p>1.3 1.4 2.2 3.3 4.3</p>
<p>Strategic Planning</p> <p>TLDOD</p>	<p>Sub-result: MSH strategic planning monograph is finalized and published in 2 languages:</p> <ul style="list-style-type: none"> ▶ Draft reviewed by internal staff. (October 1998) ▶ Draft reviewed by external reviewers. (October 1998) 	<p>S. Vriesendorp A. Buxbaum C. Madden Other cluster members</p> <p>S. Vriesendorp</p>	<p>1 day 3 days</p>	4	1.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Final editing. (January 1999) <p>Sub-result: Compilation of strategic planning tools and exercises is finalized and made available:</p> <ul style="list-style-type: none"> ▶ Review recent strategic planning experiences. (October 1998) ▶ Develop two page summaries on a selected number of country examples and on specific strategic planning exercises/ tools used in the field. (January 1999) <p>Sub-result: Results of review are shared with USAID/Washington:</p> <ul style="list-style-type: none"> ▶ Prepare and make presentation on MSH strategic planning experience and tools to USAID/W staff (June 1999) 	<p>S. Vriesendorp C. Madden Publications Unit</p> <p>C. Madden S. Vriesendorp</p> <p>C. Madden S. Vriesendorp</p> <p>S. Vriesendorp C. Madden</p>	<p>2 days Production and printing costs in Publications Unit budget</p> <p>3 days</p> <p>3 days</p> <p>1 2-day TDY to D.C.</p>	<p>2</p> <p>4</p>	<p>1.3</p> <p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Supervise local consultants in the nationwide application and documentation of the MTP FP module. (October-December 1998) ▶ Supervise provincial coordinators' application of the FP MTP module with MOH provincial Technical Committees, health area managers, and personnel from operating units. Coordinate participation of the MOH FP Program in central supervisory functions. Supervise provincial coordinators in activities to ensure that contraceptives are included in Health Area Formularies, are stocked in area warehouses, and are distributed for sale through MOH operating units. (October-December 1998) ▶ Assist MOH provincial Technical Committees, health area managers, and operating unit staff to apply MTP modules. (October-December 1998) 	<p>D. Nelson</p> <p>J. Avecillas</p> <p>C. Proaño H. Silva</p>	<p>15 days Local travel/per diem</p> <p>30 days Local travel/per diem</p> <p>25 days 25 days Local travel/per diem</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: Application of MTP implementation tool in MOH FP Program and impact of tool on capacity and quality of FP services at health district level is documented:</p> <ul style="list-style-type: none"> ▶ Assist provincial coordinators to apply modules and document implementation experience in a report. (October-December 1998) ▶ Supervise production of a documentary video on the MTP modules. (October-December 1998) ▶ Prepare a final report on the project including methodology, application, coverage, cost, and outcomes of MTP implementation tool. (December 1998) ▶ Translate MTP documentation (e.g., baseline FP study, MTP design workshop, MTP FP module, etc.) into English. (December 1998-January 1999) <p>Sub-result: MTP implementation tool is disseminated within FPMD/MSH, CA community, USAID, etc. via meetings, presentations, ERC, etc. (January-September 1999)</p>	<p>Y. Grijalva</p> <p>Y. Grijalva</p> <p>D. Nelson</p> <p>Translator TBD</p> <p>Technical Unit Electronic Communications Unit</p>	<p>10 days Local travel/per diem</p> <p>Purchase order with local video company</p> <p>Purchase order with translator</p> <p>1 1-day TDY to D.C.</p>	<p>2 4</p> <p>4</p>	<p>1.3 1.4</p> <p>1.3 1.4</p>
<p>Gender Cluster</p> <p>TLDOD</p>	<p>Sub-result: Issues faced by women managers are documented:</p>	<p>A. Buxbaum</p> <p>B. Bezmalinoc</p> <p>J. Miller</p> <p>D. Strachan</p>	<p>8 days</p> <p>2 days</p> <p>2 days</p> <p>2 days</p>	<p>3 4</p>	<p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Evaluate the Bolivian Caja Nacional de Salud accreditation process (November/December 1998) and its expansion (expansion process documentation-ongoing). ▶ Evaluate the Philippines MOH accreditation process (February 1999) and its expansion (expansion process documentation-ongoing). <p>Sub-Result: Reproductive health/primary care directors and managers are able to plan and implement the expansion of their own quality initiatives through the dissemination of preliminary lessons on the accreditation process:</p>	<p>W. Mertens</p> <p>S. Solter M.P. Sanchez</p>	<p>10-day TDY to La Paz, Bolivia 20 days for analysis & report writing</p> <p>MSH/Manila budget</p>	<p>2 4</p>	<p>1.3 1.4 2.2 3.4 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Conduct a regional meeting in Brazil to disseminate preliminary findings regarding the challenge of scaling up and sustaining an accreditation process. (May 1999) 	<p>M.P. Sanchez</p> <p>D. Strachan</p> <p>W. Mertens</p> <p>S. Ko</p> <p>Participants from quality projects in Bolivia and Peru. Participation from LAC HRI Project.</p>	<p>7-day TDY to Bahia and Ceara, Brazil</p> <p>Brazil budget</p> <p>7-day TDY</p> <p>7-day TDY, plus 12 days for planning & coordination</p> <p>Cost sharing with Field Support Unit, LAC HRI Project</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: Continuous Quality Improvement teams have monitored client satisfaction on a more continuous basis through the development and use of simplified exit and household interview tools:</p> <ul style="list-style-type: none"> ▶ Conduct desk evaluation of existing models. Develop pilot exit interview and household interview surveys to be field-tested by CQI teams for continuous monitoring of CQI. (December 1998 - May 1999) ▶ Develop guidelines for the development of exit interview and household questions. (December 1998 - May 1999) 	<p>M.P. Sanchez M. Diaz L. De la Peza</p> <p>M.P. Sanchez</p>		2	1.3 1.4
<p>Fully Functional Service Delivery Point (FFSDP) RESFF</p>	<p>Sub-result: Tools to assist clinic managers to develop a fully functional service delivery point are developed and field tested:</p> <ul style="list-style-type: none"> ▶ Field test diagnostic tool for initial FFSDP site assessments in Guatemala and Philippines. (October 1998 - March 1999) ▶ Develop and field test a clinic-oriented training curriculum for introducing the FFSDP concept. (December 1998 - April 1999) ▶ Document, field test, and disseminate Minimum Management Packages for the FFSDP. (June 1999) 	<p>M. Hall C. Lagrossa</p> <p>M. Hall A. Buxbaum</p> <p>A. Buxbaum</p>	<p>Guatemala budget MSH/Manila budget</p> <p>14 days 14 days</p> <p>21 days</p>	2 4	1.3 1.4 2.2 3.4 4.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Quality Cluster RESFF	<p>Sub-Result: Project and Program Managers at MSH have shared experiences, strategies, and challenges in the implementation of quality initiatives to improve health service delivery:</p> <ul style="list-style-type: none"> ▶ Conduct quarterly MSH-wide cluster meetings for the cross-fertilization of lessons and discussion of challenges in the implementation of quality initiatives. (Ongoing) <p>Sub-Result: Information on the most current quality practices and findings from MSH quality initiatives are disseminated at various fora:</p> <ul style="list-style-type: none"> ▶ Conduct an Electronic Forum on Quality of Care for maternal health, hosted on the ERC, and conducted in collaboration with UNICEF, WHO, UNFPA, and URC. (November 1998 - February 1999) ▶ Attend International Society on Quality Assurance conference. (October 1998) ▶ Participate in USAID Reproductive Health Working Group meetings. (October 1998-May 1999) 	<p>M.P. Sanchez M. Diaz D. Strachan S. Solter</p> <p>D. Strachan M. Diaz M.P. Sanchez S. Solter S. Huber E. Konings J-P. DuConge M. Aramati D. Monahan</p> <p>M. Diaz</p> <p>M.P. Sanchez</p>	<p>5 days 2 days</p> <p>5 days</p> <p>3 days 1 day 2 days 2 days 2 days EC Unit budget</p> <p>7-day TDY to Budapest, Hungary</p> <p>3 TDYs to D.C.</p>	<p>4</p> <p>4</p>	<p>1.3 1.4 2.2 3.4 4.3</p> <p>1.3 1.4 2.2 3.4 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Attend APHA Conference. (November 1998) ▶ Attend Facilitators' Conference. (January 1999) ▶ Present CQI work to CAs at FPMD-DMP seminar series. (January 1999) 	<p>M.P. Sanchez M. Diaz</p> <p>L. De La Peza</p> <p>M. Diaz L. De La Peza</p>	<p>5-day TDY to D.C. 5-day TDY to D.C.</p> <p>7-day TDY from Cuernavaca, Mexico to Williamsburg, VA Conference fee</p> <p>2-day TDY to D.C. 2-day TDY Mexico to D.C.</p>		
<p>Financial Management</p> <p>TLDFM</p> <p>\$502,101</p>	<p>Sub-result: Partner organizations have increased ability to understand their clinics' 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:</p> <ul style="list-style-type: none"> ▶ Complete development of a set of materials for training MSH staff and partner organizations in the use of CORE. (November 1998) 	<p>S.C. Huber S. Vriesendorp K. Eckroad P. Fishstein M.P. Sanchez</p>	<p>2 days</p> <p>2 days</p> <p>3 days</p>	<p>1</p> <p>2</p>	<p>1.1</p> <p>1.3</p> <p>2.1</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Train MSH and partner organization staff in the use of CORE (i.e., IPPF South Asia and Africa Regions, TOT for Marie Stopes/Tanzania). (Boston: November 1998, February 1999; London: December 1998; Nairobi: January 1999; Tanzania: November 1998, March 1999) ▶ Introduce CORE in additional field projects, including those in which innovative adaptations, such as CBD, are likely (possibilities: Ecuador, Mexico/MEXFAM, Tanzania/public sector, Kenya/APHIA, IPPF Africa Region FPAs, IPPF South Asia Region FPAs, Nicaragua). (Ongoing) 	<p>S.C. Huber K. Eckroad M.P. Sanchez P. Fishstein G. Rosenthal 8 MSH staff/trainees, TBD</p> <p>TBD, depending on field projects</p>	<p>28 days 21 days</p> <p>35 days 14 days 64 days</p> <p>2 7-day TDYs to London 2 14-day TDYs to Nairobi 2 10-day TDYs to Tanzania; 1 7-day TDYs to Tanzania one workshop Tanzania work will use field support funds</p> <p>assuming field support funds</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Respond to CORE users' questions about the tool via electronic communications. (Ongoing) 	G. Rosenthal P. Fishstein K. Eckroad N. Gaul M.P. Sanchez S. Osmani E. Rooney J. Cunningham	1 day 1 day 1 day 1 day 1 day 1 day 1 day 3 days		
	<ul style="list-style-type: none"> ▶ Develop and disseminate materials (i.e., in Powerpoint and print) that convey the value and use of CORE to potential users, USAID/W, CAs, and other interested organizations. (November 1998) ▶ Develop a set of distance learning materials for CORE, and provide one distance course for organizations and individuals worldwide. (June 1999) ▶ Write a journal article on CORE field experience. (February 1999) <p>Sub-result: Managers have specific tools, to be included in the Tools for Managers binder, to assist them in making decisions on marketing, pricing, and revenue generation schemes in order to promote quality, sustainable services:</p>	P. Fishstein J. Miller/L. Lorenz E. Rooney L. Suttentfield G. Rosenthal P. Fishstein R. Gordon M. Nevin L. Lorenz S.C. Huber M.P. Sanchez K. Eckroad P. Fishstein	3 days 3 days 2 days 2 days 15 days 8 days 5 days 3 days 4 days 1 day 1 day 1 day	1 2	1.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Complete market simulation tool that assists clinic managers to predict the numbers of clients that their facilities will serve. (December 1998) 	C. Stover D. Donaldson P. Fishstein G. Rosenthal R. Eichler S. Solter J. Miller/L. Lorenz E. Rooney	5 days 1 day 3 days 1 day 1 day 1 day 3 days 1 day publication costs		
	<ul style="list-style-type: none"> ▶ Develop guide to help managers set prices so as to maximize revenue. (February 1999) ▶ Complete revenue generation tool that will assist managers to analyze and make decisions on their entire range of revenue generation options. (January 1999) ▶ Include revised tool in FPMD "Tools for Managers" binder. (July 1999) ▶ Finalize paper on costing of reproductive health. (December 1998) 	R. Eichler D. Donaldson P. Fishstein D. Dobrowolski international review committee J. Miller/L. Lorenz R. Eichler P. Fishstein B. Newbrander D. Donaldson D. Dobrowolski G. Rosenthal J. Miller/L. Lorenz HFP TBD J. Miller/L. Lorenz E. Rooney P. Fishstein Barbara Timmons	10 days 5 days 5 days 1 day 3 days publication costs 7 days 5 days 1 day 1 day 1 day 1 day 3 days publication costs 3 days 5 days 2 days 1 day 2 days		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: An approach to estimating the cost of reproductive health (RH) commodities is developed in collaboration with other USAID Population Health Nutrition (PHN) Center CAs:</p> <ul style="list-style-type: none"> ▶ Follow-up to Kenya field test with a field test in Ecuador of the costing tool. (May 1999) ▶ Disseminate results of Latin America field test. (August 1999) ▶ Publish revised costing tool and manual. (September 1999) <p>Sub-result: Organizations have access to a tool that enables them to do a self-assessment of their financial management capacities and needs: (Joint activity with Sustainability Cluster)</p>	<p>M.P. Sanchez T. Fujisaki</p> <p>M.P. Sanchez T. Fujisaki</p> <p>M.P. Sanchez T. Fujisaki</p>	<p>20 days (DMP budget) 20 days (DMP budget) 15-day TDY to Ecuador (DMP budget)</p> <p>15 days (DMP budget) 15 days (DMP budget) 10-day TDY to Ecuador (DMP budget)</p> <p>5 days (DMP budget) 5 days (DMP budget) publication costs (DMP budget)</p>	<p>1 2</p> <p>1 2</p>	<p>1.1 1.3 2.1</p> <p>1.1 1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Develop and test a self-assessment tool for financial management. (April 1999) ▶ Field test financial management self-assessment tool. (June 1999) ▶ Revise financial management self-assessment tool. (September 1999) <p>Sub-result: The capability of partner organizations to choose appropriate financial software is enhanced:</p> <ul style="list-style-type: none"> ▶ Complete development of a short guide to choosing commercial software packages. (November 1998) ▶ Field test guide with organizations and revise based on results (possibilities: Mexico/ MEXFAM, FEMAP, Paraguay/CEPEP, Jamaica/NFPB, Africa FPAs). (February 1999) ▶ Publish guide for inclusion in "Tools for Managers" series and link with planned Manager on "Using Simple Accounting Systems." (See Publications Unit workplan.) (March 1999) 	<p>G. Rosenthal P. Fishstein D. Dobrowolski C. Stover P. Hume</p> <p>TBD</p> <p>G. Rosenthal P. Fishstein C. Stover R. Eichler</p> <p>A. Kimunya D. Kraushaar N. Gaul P. Fishstein J. Coburn</p> <p>TBD, depending on opportunities</p> <p>A. Buxbaum P. Fishstein</p>	<p>TLDSU budget 5 days TLDSU budget 3 days TLDSU budget</p> <p>assuming field support funds</p> <p>TLDSU budget 2 days 2 days TLDSU budget</p> <p>contract 3 days 3 days 5 days 2 days</p> <p>assuming field support funds</p> <p>5 days 2 days publication, production costs</p>	3	1.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: FPMD's experience in the development and use of financial management tools and in technical assistance in this area is catalogued and shared:</p> <ul style="list-style-type: none"> ▶ Maintain the portions of the FPMD Toolkit relating to financial management. (Ongoing) <p>Miscellaneous activities:</p> <ul style="list-style-type: none"> ▶ Hold regular meetings of the Financial Management Cluster, and involve MSH field staff in its work. (Ongoing) ▶ Monitor financial management workplan. (Ongoing) ▶ Make presentations on MSH's financial management tools and experience to USAID, World Bank, other donors, and conferences, and attend presentations/meetings by other organizations on related work. (Ongoing) ▶ Prepare distance learning curriculum on health finance and present one test course for MSH staff. (Joint activity with the Electronic Communications Unit) 	<p>P. Fishstein</p> <p>P. Fishstein D. Dobrowolski D. Donaldson</p> <p>P. Fishstein</p> <p>APHA: 1 person NCIH: 1 person</p> <p>TBD</p>	<p>2 days</p> <p>4 days 2 days 2 days</p> <p>1 day</p> <p>1 3-day TDY to D.C. conference fee 1 3-day TDY to D.C. conference fee 3 3-day TDYs to D.C. 1 1-day TDY to New York</p> <p>EC Unit budget</p>	<p>4</p>	<p>1.3 1.4 2.1</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Library/Information Center TLDIF \$278,687	Sub-result: MSH/DMP Library Union Catalog is developed: <ul style="list-style-type: none"> ▶ Catalog DMP book collection. (Ongoing) ▶ Data entry and quality control. (Ongoing) Sub-result: Access to retrospective library collections is developed:	 L. Carroll J. Cunningham A. Bermudez		 4 4	 1.1 1.4 2.1 3.1 3.3 4.2 4.3 4.4 1.1 1.4 2.1 3.1 3.3 4.2 4.3 4.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Institutional Memory TLDIF	Sub-result: Documents system on Intranet is implemented:			4	1.1 1.4 2.1 3.1 3.3 4.2 4.3 4.4
	▶ Design Web interface components: query/report screens. (Ongoing)	L. Carroll A. Bermudez			
	Sub-result: Staff proficiency in utilizing the documents system is developed:			4	1.1 1.4 2.1 3.1 3.3 4.2 4.3 4.4
	▶ Conduct training in design. (3 sessions - ongoing)	L. Carroll			
	▶ Conduct training in materials preparation. (Ongoing)	A. Bermudez			
	Sub-result: Field Office CD-ROM version of documents database is developed:			4	1.1 1.4 2.1 3.1 3.3 4.2 4.3 4.4

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Design, develop, and format Internet web site. (Ongoing) 	N. Breygin A. Bermudez	1 4-day TDY RT to Los Angeles for Internet World		
	<ul style="list-style-type: none"> ▶ Develop content of MSH Internet website. (Ongoing) ▶ Design graphics and templates. (Ongoing) <p>Sub-result: Knowledge and skills of Information Center staff are enhanced:</p> <ul style="list-style-type: none"> ▶ Attend training opportunities as needed and available. (Ongoing). 	L. Carroll Consultant (TBD) L. Carroll A. Bermudez N. Breygin	Consultant fees Training course costs		
The Health and Family Planning Manager's Toolkit TLDIF	<p>Sub-result: The content of the electronic Toolkit is regularly maintained and updated through the addition of new tools:</p> <ul style="list-style-type: none"> ▶ Refine 30 existing tools by adding supplementary materials. (Ongoing) ▶ Identify and add 10 new management tools. (Ongoing) 	S. Johnson S. Ko J. Cunningham		2 4	1.3 1.4 2.2 3.2 4.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Track the monthly use of the Toolkit website and summarize the data into periodic reports for dissemination to the Toolkit contributors, USAID and other interested individuals. (Ongoing) 				
	<p>Sub-result: CAs, PVOs, NGOs, and public sector organizations have information about the Toolkit:</p> <ul style="list-style-type: none"> ▶ Prepare inserts/flyers to different issues of <i>The Manager</i>, e.g. short brief/update and an index listing a short summary of all the tools. (June 1999) ▶ Announce the Toolkit on appropriate listservs. (Ongoing) ▶ Search for other appropriate websites to link to the Toolkit. (Ongoing) ▶ Present the Toolkit at various meetings and conferences. (Ongoing) <p>Sub-result: Spanish and French versions of the Toolkit are developed to reach a wider audience of NGOs and public sector organizations:</p> <ul style="list-style-type: none"> ▶ Translate the Toolkit into Spanish and coordinate with Electronic Communications Unit to post on the ERC. (February 1999) 	<p>S. Johnson S. Ko J. Cunningham</p> <p>Publications Unit</p> <p>S. Johnson S. Ko J. Cunningham</p> <p>Electronic Communications Unit</p>	<p>Printing covered under Publications Unit budget</p> <p>2 1-day TDYs to D.C.</p> <p>Translation costs</p>	<p>4</p> <p>4</p>	<p>1.3 1.4 2.2 3.2 4.3</p> <p>1.3 1.4 2.2 3.2 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Translate the Toolkit into French and coordinate with Electronic Communications Unit to post on the ERC. (April 1999) 	Electronic Communications Unit	Translation costs		
	<ul style="list-style-type: none"> ▶ In coordination with the LACHRI Project, disseminate information about the Spanish version of the Toolkit. (Ongoing) <p>Sub-result: Tool users provide electronic feedback on the effectiveness and use of the Toolkit and its tools:</p> <ul style="list-style-type: none"> ▶ Develop a mechanism on the Toolkit website to encourage direct feedback from tool users. (November 1998) <p>Sub-result: Lessons Learned on tool development are collected and disseminated:</p> <ul style="list-style-type: none"> ▶ Write a Lessons Learned working paper on the management of tool development. (August 1999) 	<p>S. Johnson S. Ko J. Cunningham</p> <p>S. Johnson S. Ko J. Cunningham</p>		<p>4</p> <p>4</p>	<p>1.3 1.4 2.2 3.2 4.3</p> <p>1.3 1.4 2.2 3.2 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
MSH Supply Management Software TLDIF	Sub-result: MSH Supply Management Software is converted from DOS to Windows Suite, suite tested, and ready for distribution to interested countries and donors: <ul style="list-style-type: none"> ▶ FPMD contribution to cost sharing with DMP and other donors to be determined. Project design in process. 	DMP INFORM	TBD	2 4	1.3 1.4 2.2 3.2 4.3
Internal Evaluation RESEV \$154,701	Sub-result: Internal, formative evaluation of selected FPMD field-based projects and field supported activities is completed and the results are disseminated: (FRAC, CESAG/Senegal, FPAN/Nepal, PROCOSI/Bolivia, ASHONPLAFA/Honduras, MOH/Peru) <ul style="list-style-type: none"> ▶ Complete review of project documents. (October 1998) ▶ Complete focus groups with Boston-based project managers and consultants. (October 1998) ▶ Complete meetings with selected MSH technical clusters. (October 1998) ▶ Analyze results of questionnaires administered to project directors, project managers, consultants, etc. (October 1998) 	W. Mertens D. Monahan	44 days total 15 days total	1 3 4	1.3 1.4 2.2

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> Attend 7th International Meeting on Adolescent and Young People's Comprehensive Health. (March 1999) 	L. De la Peza			
New Initiatives TLDMS \$62,012	Sub-result: Management tools and/or technical approaches to strengthening capacity of RH organizations are introduced through cost sharing arrangements with selected institutions: <ul style="list-style-type: none"> Identify and respond to ad hoc requests for TA. 	TBD	LOE covered by FPMD; travel/per diem covered by counterpart organization	1 2 3	1.3 2.2 3.1 4.3

Publications Strategy

Using the portfolio concept, the Publications Unit tailors FPMD's print publications to specific audiences and communicates their availability and usefulness to a worldwide audience using print and state-of-the-art electronic technologies. The purpose of these publications is to provide health and family planning managers working at various management levels with practical tools, techniques, and strategies for improving the management, quality, and sustainability of their programs and organizations. The publications are written in an easy-to-read, practical style so that managers may implement the management improvements on their own or with minimal assistance. In order to effectively communicate these important management techniques to as many managers as possible in major areas of the world, FPMD's publications are available in several foreign languages including, Spanish, French, Portuguese, Arabic, and Bangla.

Goals

- Provide a forum for FPMD staff and staff of other collaborating agencies to communicate management innovations and experience in applied management techniques;
- Improve collective knowledge of management strategies and share technical information that exists or is developed within and outside the FPMD project;
 - Provide practical and useful health and family planning management materials to the population and development community.

FPMD Project Elements

FPMD publications generally serve to fulfill FPMD elements # 2 and #4, the development of effective management tools and materials and the disseminations of these tools and materials.

Internal/External Collaboration

Since all new technical publications are subject to a review process, all FPMD publications are developed in collaboration with staff of other FPMD units, other MSH staff, and collaborating organizations and individuals based domestically and in the field. A standing review board comprised of professionals representing all regions of the world review every issue of *The Manager*. In addition, the Unit works with specific MSH or FPMD staff to develop and write new publications. Foreign editions of FPMD publications (whenever possible) are often translated and produced in collaboration with other collaborating agencies in a cost-sharing arrangement. During this upcoming work plan year, the Unit will collaborate with the following projects and organizations:

- UNFPA/Brazil (to print and distribute the Portuguese edition of *The Family Planning Manager's Handbook* and the *Pocket Glossary of Management Terms*);
- Health Reform Initiative (to translate and publish the CORE tool and User's Guide in Spanish. The Unit is seeking a collaborator for developing the French edition);
 - IPPF-pending (to translate and publish the *Pocket Glossary of Management Terms* in Romanian, French, English);

(The Unit is seeking collaborators for the publication of French and Spanish editions of *The Manager*, *Lessons from FPMD*, and the *Compendium*.)

Publications Portfolio —Year 4

- *The Manager* continuing management education series (4 new English editions)
 - *The Manager* (French and Spanish editions--4 each language)
 - *The Family Planning Manager's Handbook* (Portuguese)
- *Pocket Glossary of Management Terms* (Portuguese/Spanish/English and Romanian/French/English)
- *Management Strategies for Improving Family Planning Services: The Family Planning Manager's Compendium* (Portuguese--pending field support and/or CA funding)
 - *Lessons from FPMD* (3 new English and Spanish editions)
 - CORE Tool in Spanish and French
 - MOST tool in English, Spanish, French, Portuguese
 - CQI Case Studies (1 set in English, 1 set in Spanish)
 - FEMAP Successful Management Practices (1 edition in English, 1 in Spanish)
- FPMD Project and Publications Informational Materials (brochures, flyers, briefing packet, presentation materials, etc.)
 - Worldwide distribution of all print publications

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<i>The Manager</i> (English) TLDME \$346,169	Sub-result: Four new issues of <i>The Manager</i> are developed, published, and distributed: <ul style="list-style-type: none"> ▶ Integrating HIV/AIDS Services into Reproductive Health Programs (Fall '98) ▶ Developing Public and Private Sector Partnerships (Winter '98/'99) ▶ Marketing Your Program Successfully (Spring '99) [to include market stimulation tool] ▶ Using Simple Financial Management Systems (Summer '99) [to include as possible supplement, Guide to Choosing Accounting Software] 	Pubs staff: L.Lorenz J. Miller C. Bahamon C. Reddy A. Ellis S. Helfenbein D. Collins S. Johnson D. Dobrowolski M. Hall R. Eichler M. Powers D. Midura N. Gaul	 15 days 15 days 15 days 15 days 15 days 7 days 7 days 15 days 15 days 15 days	2 4	1.3 1.4 2.2 3.2 4.3
<i>The Manager</i> (foreign editions) TLDMF \$109,307 TLDMS \$113,446	Sub-result: Corresponding French and Spanish editions of <i>The Manager</i> are published and distributed to foreign language readers: <ul style="list-style-type: none"> ▶ Publish four issues/year in each language, approximately 2 months after each English edition is published. 	Pubs staff: C. Bahamon C. Reddy B. Timmons E. Cruz	 12 days 12 days	2 4	1.3 1.4 2.2 3.2 4.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p><i>The Family Planning Manager's Handbook</i> (foreign editions)</p> <p>TLDHP \$118,190</p>	<p>Sub-result: Foreign editions of <i>The Family Planning Manager's Handbook</i> are published and distributed to readers in the relevant region:</p> <p>▶ Finalize, print and distribute Portuguese edition. (December 1998)</p>	<p>Pubs staff: L. Suttentfield C. Reddy</p> <p>Partner: UNFPA L. Kropsch K. Lassner R. Badiani (consult) E. Moreiva (consult)</p>	<p>10 days 3 days 8 days 2 days</p>	<p>2 4</p>	<p>1.3 1.4 2.2 3.2 4.3</p>
<p><i>The Pocket Glossary</i> (foreign editions) Budget is part of Handbook (see above)</p> <p>TLDHP</p> <p>TLDHR \$40,105</p>	<p>Sub-result: Foreign editions of the <i>Pocket Glossary</i> are published and distributed to readers in relevant regions:</p> <p>▶ Publish and distribute Portuguese/Spanish/English edition of the <i>Pocket Glossary</i> (November 1998)</p> <p>▶ Translate, publish and distribute Romanian/French/English edition of the <i>Pocket Glossary</i> (January 1999)</p>	<p>Pubs staff: L. Suttentfield C. Reddy</p> <p>Partner: UNFPA FPMD Brazil staff L. Kropsch</p> <p>Partner: SECS P. Fishstein Local advisor TBD</p>	<p>5 days 2 days 5 days POs for translator, language reviewer, and layout.</p>	<p>4</p>	<p>1.3 1.4 2.2 3.2 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<i>The Compendium</i> (foreign editions) TLDHP	Sub-result: Foreign editions of <i>The Compendium</i> are published and distributed to readers in relevant regions: (Note: This activity is pending field support funding) ▶ Oversee translation and review of a Portuguese edition of <i>The Compendium</i> and begin final edit. (September 1999)	K. Lassner L. Kropsch Translator TBD Lang. editor TBD	If activity is funded: 15 days 25 days \$30,000 pd by PO Pd by PO	2 4	1.3 1.4 2.2 3.2 4.3
<i>Lessons from FPMD</i> monograph series TLDLL \$59,656	Sub-result: Three new editions of the <i>Lessons from FPMD</i> series are edited, published, and distributed to selected readers: ▶ Edit, layout, and publish edition on Strategic Planning (January 1999) ▶ Review, edit, layout, and publish edition on Quality/CQI (Spring/Summer 1999) ▶ Review, edit, layout, and publish edition on NGO Decentralization (September 1999) ▶ Publish Spanish editions of all new editions of <i>Lessons from FPMD</i> (French editions pending field support)	Pubs staff: J. Miller L. Lorenz C. Reddy S. Vriesendorp C. Madden M. Hall M. Diaz L. de la Peza R.L. Kolehmainen-Aitken C. Bahamon TBD (Sp. copyedit)	Tech Unit staff time covered by Tech Unit 4 days 2 days 2 days 20 days 10 days 15 days Translators, language review and copyeditors pd by PO	1 4	1.3 1.4 2.2 3.2 4.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Tools for Managers series TLDTM \$25,327	<p>Sub-result: Tools for Managers series is launched and at least three volumes in the series have contents: (see planned volumes below)</p> <ul style="list-style-type: none"> ▶ Print front and back covers, spines, and purchase binders for binder listed below. ▶ Tools for Sustainability ▶ Tools for Human Resource Development ▶ Tools for Decentralization ▶ Tools for Electronic Communications ▶ Tools for Quality 	<p>L. Sutfenfield graphic design consultant</p> <p>P. Fishstein Fin. Mgt. cluster</p> <p>S. Johnson M. O'Neil HRD cluster</p> <p>R.L. Kolehmainen- Aitken Decent cluster</p> <p>J. Wolff B. Bezmalinovic ERC group</p> <p>M.P. Sanchez M. Diaz Quality Cluster</p>	<p>Paid by PO</p> <p>Time covered by respective units and/or clusters</p>	<p>2 4</p>	<p>1.3 1.4 2.2 3.2 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Other publications and tools TLDOT \$218,731	Sub-result: New tools and management materials are developed, published, and disseminated to help managers improve management skills:			2 4	1.3 1.4 2.2 3.2 4.3
	<ul style="list-style-type: none"> ▶ Publish Spanish edition of CORE and market to LAC region (Fall 1998) 	C. Bahamon K. Eckroad M. Diaz	(\$support from HRI) 5 days 5 days		
	<ul style="list-style-type: none"> ▶ Publish French edition of CORE and market to Francophone countries 	C. Bahamon Reviewer-TBD Reviewer-TBD	(seeking \$ support from Haiti, Senegal) 5 days 5 days		
	<ul style="list-style-type: none"> ▶ Publish English edition of MOST (Jan/Feb 1999) 	Pubs staff: J. Miller L. Lorenz C. Reddy	local consultant		
	<ul style="list-style-type: none"> ▶ Publish Foreign editions of MOST (Spanish, French, Portuguese) 	C. Bahamon external translators C. Reddy	Pd by PO		
	<ul style="list-style-type: none"> ▶ Develop and print the Electronic Toolkit index (June 1999) 	S. Johnson, S. Ko J. Cunningham L. Lorenz	covered by Tech. covered by Tech.		
	<ul style="list-style-type: none"> ▶ Publish CQI Case Studies (English and Spanish) 	L. Lorenz M. Diaz L. de la Peza	covered by Tech covered by Tech		
<ul style="list-style-type: none"> ▶ Publish FEMAP Management Practices (English - February 1999 Spanish - May 1999) 	D. Dobrowolski M. Diaz J. Miller L. Sutfenfield	covered by FSU 20 days			

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Layout and print Portuguese edition of AVSC's COPE tool and distribute in Brazil 	E. Rooney C. Reddy L. Suttentfield			
FPMD Project Informational Materials TLDMK \$128,567	<p>Sub-result: Informational materials are developed and used by FPMD staff and/or distributed to client organizations and donors to inform them of FPMD tools and technical materials:</p> <ul style="list-style-type: none"> ▶ Publish English edition of 1999 Publications brochure (November 1998) ▶ Publish French and Spanish editions of '98/'99 Publications brochure (November 1998) ▶ Update FPMD briefing packet (Fall 1998 and Spring 1999) ▶ Develop informational materials for launching CORE for AID, APHA, and other presentations (Fall 1998) ▶ Design and print training support materials for field staff use for FPMD sponsored workshops (November 1998) ▶ Design and print flyer on ERC Health and Family Planning Manager's Toolkit (June 1999) 	C. Reddy L. Suttentfield C. Bahamon C. Reddy L. Suttentfield Info. Officer- TBD L. Lorenz C. Bahamon L. Suttentfield L. Suttentfield C. Reddy graphic design consultant S. Johnson, S. Ko J. Cunningham L. Suttentfield	pd by PO covered by Tech Unit	4	1.3 1.4 2.2 3.2 4.3

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Produce occasional flyers on FPMD work and/or new publications for special presentations at conferences and at USAID/W (ongoing) ▶ Analyze, write, and publish results of reader survey (November 1998) ▶ Translate, layout, and print FRAC history piece (October 1998) 	<p>L. Suttentfield Info. Officer-TBD C. Reddy</p> <p>J. Miller L. Suttentfield M. Nevin D. Monahan</p> <p>L. Suttentfield translators, graphic designer</p>	<p>2 days</p> <p>Pd by PO</p>		
<p>Publications Cost Recovery and Distribution</p> <p>DISOT \$153,934</p> <p>(see day-to-day shipping and fulfillment below for budget)</p>	<p>Sub-result: Cost recovery activities significantly contribute to the cost of distributing FPMD publications.</p> <ul style="list-style-type: none"> ▶ Distribute publications to domestic audiences through direct mailings to domestic community health and family planning centers (ongoing) ▶ Attend domestic health conferences and display/sell publications to domestic audiences (ongoing) ▶ Increase database of paying (and non-paying) customers by acquiring mailing lists from CAs and North American and European organizations. (ongoing) 	<p>M. Nevin E. Rooney T. Nguyen</p> <p>M. Nevin S. Munis</p> <p>M. Nevin</p>	<p>6 days</p>	<p>4</p>	<p>1.3 1.4 2.2 3.2 4.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▸ Refine and launch new Web-based FPMD bookstore and electronic ordering (December 1998) 	M. Nevin			
Publications Distribution (bulk mailings) DISMG \$244,566 DISHN \$82,381 DISMK \$27,047 DISLL \$22,711	Sub-result: Bulk mailings of new editions of FPMD's core publications (The Manager, foreign editions of The Handbook and Pocket Glossary, and Lessons Learned from FPMD) and of informational materials are disseminated to FPMD readers upon publication.	M. Nevin T. Nguyen		4	1.3 1.4 2.2 3.2 4.3
Day-to-day shipping and fulfillment DISOT	Sub-result: Day-to-day shipping and special orders are fulfilled on a timely basis and coordinated with mail house.	M. Nevin T. Nguyen		4	1.3 1.4 2.2 3.2 4.3

Mission:

The mission of the Electronic Communications Unit (ECU) is to make FPMD a leader in the development, promotion, and use of information and communication tools by reproductive health and family planning professionals to improve the communication, management, and sustainability of their organizations.

Goals:

- Develop or adapt appropriate electronic communications tools and technologies that can be used by FPMD and its client organizations to improve their communication, management, and sustainability
- Make available management-related information of critical importance to family planning professionals in easily accessible electronic format
- Provide support and technical assistance to family planning organizations in the development and use of electronic technologies.

Strategies:

Strategy 1: Research, identify, and develop or adapt appropriate electronic technologies and tools to support the goals and objectives and to carry out the specific activities related to the use of electronic communications within the FPMD project.

Strategy 2: Using electronic communications technologies, provide information to family planning professionals and health and family planning organizations that advances the goals of the FPMD project and contributes to improving management and sustainability of family planning organizations.

Strategy 3: Assist health and family planning organizations develop and use electronic communications technologies to improve their management and sustainability.

FPMD Project Elements:

ECU strategies respond primarily to FPMD Project Element 4--Using state-of-the-art communication tools to disseminate information.

Internal/External Collaboration:

Programs within MSH: Inform, Management Training, Health Financing, Strengthening Health Services, RPM

External Collaboration:

UNICEF - Continued development of *Managing for Quality* on the Manager's ERC;

UNICEF, WHO, UNFPA, URC and FHI for the development and hosting of an electronic conference on improving quality of reproductive health programs.

The Moroccan Ministry and Partners in Population and Development for development of a electronic regional network for Mauritania, Niger, Tunisia, and Morocco

Representatives from different organizations who will join the ERC Editorial Review Board

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>Electronic Resource Center -Web Site Development</p> <p>TLDWW \$ 448,080</p>	<p>Sub-result: An improved and expanded interactive ERC website is developed, integrating existing and new management concepts and tools, and is widely available to health professionals around the world.</p> <ul style="list-style-type: none"> ▶ Complete redesign of the ERC site and make information available in 8 basic subject modules (ex. Information systems, financial management, human resource management, quality of services, policy and reform, etc.). (September 1998) ▶ Market new site widely to target audience using a range of print and electronic means. (October-November 1998 and ongoing) ▶ Establish ERC Technical Review Board of MSH staff and external health professionals which performs functions analogous to those performed by the Manager's Editorial Board. (December 1998) 	<p>J. Wolff B. Bezmalinovic J. Rodine</p> <p>R. Gordon</p> <p>MSH staff TBD Free lance copy editor</p> <p>Technical Review Board TBD</p>	<p>LOE (12 days) Contract \$750</p> <p>Honorarium for ERC Technical Advisory Board</p>	<p>4</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Sub-result: Four expanded and interactive subject modules are added to the ERC.</p> <ul style="list-style-type: none"> ▶ Identify internal or external collaborators to assist in the development of these new modules. ▶ Identify, edit, and adapt content for these modules for the ERC. ▶ Complete website design, programming, and beta testing for these. ▶ Usability testing and technical review with representatives of the target audience is completed. ▶ Release Final content to health professionals through the ERC. ▶ Market new module widely to target audience. 	<p>J. Wolff B. Bezmalinovic J. Rodine A. Cohen-Bearak J. T.V. Hoffman P. Pelletier R. Gordon Web design/graphic specialist - TBD G. Rosenthal M.P. Sanchez MSH staff TBD</p>	<p>Copy editor (on contract)</p> <p>3 days 2 days 2 days days/reviewer</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<p>Module completion dates are:</p> <ol style="list-style-type: none"> 1. <i>Managing for Quality</i> (See note below on UNICEF-MSH collaboration) (October 1998) 2. <i>Managing to Achieve Sustainability</i> (December 1998) (As part of Health Reform Initiative) 3. <i>Managing Your Organization's Finances</i> (April 1999) 4. <i>Managing Drug Supply</i> (August, 1999) <p>Sub-result: The new module, Managing for Quality, is further developed by MSH in collaboration with UNICEF.</p> <ul style="list-style-type: none"> ▶ Complete, review and release conceptual framework, tools, exercises and case study through the ERC. (October 1998) ▶ Integrate interactive databases that allow readers to share information about their own experiences and expertise into the Managing for Quality Site. (Fall 1998) ▶ Review and test the Managing for Quality module by members of the Quality cluster and other interested MSHers and external users. (September 1998) 	<p>J. Wolff B. Bezmalinovic A. Cohen Bearak K. Vanormelingen (UNICEF counterpart)</p> <p>P. Pelletier</p> <p>FPMD Quality Cluster</p>			

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Form a Quality Advisory Council composed of MSH and external health professionals to review and contribute to the <i>Managing for Quality</i> module. (October 1998) ▶ Release the Managing for Quality module through the ERC. (October 1998) ▶ Market the Managing for Quality module widely using print and electronic media, including a presentation of the site at the UNICEF-WHO meeting on women-friendly services in Mexico (January 1999) ▶ Translate into Spanish as appropriate, the Managing for Quality site. (UNICEF is responsible for translating the site into French.) (January 1999) ▶ Add new material on management of quality issues to the module. <p>Sub-result: The necessary technology to support the ERC Web site is maintained and improved.</p> <ul style="list-style-type: none"> ▶ Select and implement a database or appropriate application to maintain current event/library links in the new ERC. (September 1998) 	<p>B. Bezmalinovic Quality Advisory Council</p> <p>J. Wolff B. Bezmalinovic</p> <p>M.P. Sanchez</p> <p>J. Wolff B. Bezmalinovic J.T.V. Hoffman P. Pelletier</p>	<p>Honorarium - QAC members (3 days each for 8 members)</p> <p>TDY 2 RT Boston-Mexico</p> <p>Translation \$2000</p> <p>10 days</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Make available new ERC search engine. (September 1998) ▶ Select site mapping software. (January 1999) ▶ Develop and make available the basic ERC member database. (October 1998) ▶ Transfer ERC entries from the SatelLife member database to the ERC-version of the member database. (October 1998) ▶ Develop requirements and research and select software to link personal profiling system to the member database. (February 1999) ▶ Develop the personal profile system and make available to ERC users. (June 1999) ▶ Define requirements, research, and identify a electronic technology in support of a multilingual options site. (October 1998) 	<p>J.T.V. Hoffman P. Pelletier</p> <p>J.T.V. Hoffman P. Pelletier</p> <p>J.T.V.Hoffman P. Pelletier J. Wolff B. Bezmalinovic</p> <p>IT Support specialist TBD SatelLife</p> <p>J.T.V.Hoffman P. Pelletier J. Wolff B. Bezmalinovic J. Rodine</p> <p>J.T.V.Hoffman P. Pelletier</p> <p>J.T.V. Hoffman P. Pelletier B. Bezmalinovic J. Rodine D. Monahan</p>	<p>Software TBD</p> <p>Software TBD</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Identify and contract a consultant to address information design and navigational issues, translation process and maintenance issues, and establishing links to cd-rom on the ERC web site. (October 1998) 	Subcontract	Budget \$35,000		
<p>Electronic Resource Center - E-mail forums, newsletter, and document delivery system</p> <p>TLDEM</p> <p>\$158,961</p>	<p>Sub-result: Three new forums related to ERC website subjects are launched and subscribers are actively participating. (August 1999)</p> <ul style="list-style-type: none"> ▶ Work with MSH and FPMD staff to determine which ERC web modules will be complemented with a forum. (ongoing) ▶ Set up forum and web-based archives. ▶ Market forums. <p>Sub-result: <i>The E-manager</i>, an e-mail newsletter for health professionals and managers, is developed and distributed to a global audience.</p>	<p>D. Monahan IT Support TBD J. Rodine A. Cohen-Bearak J.T.V. Hoffman FPMD staff - TBD MSH staff - TBD</p> <p>D. Monahan IT Support TBD J. Rodine</p> <p>D. Monahan IT Support TBD J. Rodine</p>	<p>MOEs for 4 MSH staff (LOE 3 days per person)</p>	<p>3 4</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Review existing e-mail newsletters. ▶ Complete a draft mock up of the <i>E-manager</i>. (December 1998) ▶ Institutionalize an internal process for developing and reviewing the <i>E-Manager</i>. (March 1998) ▶ Identify and develop themes and content for the <i>E-Manager</i>. ▶ Develop and release at least four additional issues of the <i>E-Manager</i>; marketing, translation, and distribution plans are in place (September 1999) 	<p>D. Monahan J.T.V. Hoffman</p> <p>D. Monahan Consultant TBD</p> <p>D. Monahan FPMD Staff TBD MSH Staff TBD</p> <p>D. Monahan J. Rodine B. Bezmalinovic J. Wolff</p> <p>D. Monahan</p>	 <p>Consultant letter for free lance journalist</p> <p>MOE for MSH staff (Est. 3 days/ 4 people)</p> <p>Translation \$2,000</p>		
	<p>Sub-result: A new type of Web to E-mail product to distribute ERC web content via e-mail is selected to replace Getweb (a SatelLife tool).</p> <ul style="list-style-type: none"> ▶ Develop requirements for Getweb replacement, including monitoring and evaluation needs, and product criteria list. (November 1998) 	<p>J.T.V. Hoffman D. Monahan P. Pelletier B. Bezmalinovic J. Wolff</p>			

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Select appropriate product based on decision to build, buy or both. (December 1998) ▶ Transition plan with SatelLife completed. (October 1998) ▶ Required database technology successfully developed (March 1999) ▶ Develop or modify and distribute user documentation via e-mail to ERC subscribers and others. Develop and distribute print materials to target audiences. ▶ Periodically monitor use of this Web-to-E-mail product. (Ongoing) 	<p>J.T.V. Hoffman D. Monahan P. Pelletier</p> <p>B. Bezmalinovic</p> <p>J.T.V Hoffman P. Pelletier</p> <p>D. Monahan J.T.V. Hoffman</p> <p>IT Support TBD</p>	<p>Software/Support \$15,000</p>		
<p>ERC - Distance Education/Multimedia Development</p> <p>TLDDE</p> <p>\$358,499</p>	<p>Sub-result: A plan for developing interactive distance education capability is developed and key elements are piloted</p> <ul style="list-style-type: none"> ▶ Conduct a strategic assessment and marketing research of internal and external factors and opportunities for computer-based training (CBT) and distance education (September-November 1998) 	<p>Multimedia Specialist TBD Business Consultant TBD R. Gordon J. Seltzer</p>	<p>Contract \$3300</p> <p>MOU 15 days</p>	<p>4</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Develop a detailed strategic plan for distance education and/or multimedia development activities (November 1998) ▶ Develop a pilot distance education course on financial management for MSH staff. 	<p>Multimedia Specialist TBD</p> <p>J. Wolff G. Rosenthal A. Buxbaum R. Gordon M. Nevin A. Williams</p>	<p>10 Days 5 Days 4 Days 4 Days</p>		
	1. Implement Lotus Learning Space (September 1998)	M. Nevin	Contract \$10,000		
	2. Train systems administrators and curriculum developers (September 1998)	J. Wolff G. Rosenthal R. Gordon M. Nevin A. Williams P. Pelletier	Training costs \$5,000 3 days 2 days		
	▶ Deliver financial management course using computer-based technologies. (October-November 1998)	J. Wolff G. Rosenthal R. Gordon M. Nevin A. Williams P. Pelletier	13 days 10 days		
	▶ Evaluate and apply experience gained driving the pilot course to develop additional distance education/CBT activities. Document process and administrative systems. (December 1998 - January 1999)	Multimedia Specialist A. Buxbaum R. Gordon A. Williams	5 days 10 days		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
<p>ERC - Research, Development and Technology Support</p> <p>TLDRD</p> <p>\$230,504</p>	<ul style="list-style-type: none"> ▶ Develop materials appropriate for distance education activities (CD-Rom, computer-based training curriculum). ▶ Design CD-Rom strategy. Potential topic for CD-Rom content could include: program management; community-based distribution, financial management/sustainability. Possible examples of uses of CD-Rom include: self training by individual users, workshop training tools, interactive exercises, support distance education, and continuing education. (January-June 1999) ▶ Identify and develop content for CD-Rom. (January 1999) ▶ Explore possibility of linking CD-Rom and WWW content. (January 1999) <p>Sub-result: The necessary technology to support the ERC Web site, list-servs, and other Internet-based information products are maintained and information is easily accessible to users at all times</p> <ul style="list-style-type: none"> ▶ Evaluate the need to upgrade to SQL database and implement as necessary. (Ongoing) 	<p>Multimedia Specialist MSH staff TBD</p> <p>Multimedia Specialist J. Seltzer</p> <p>Multimedia Specialist</p> <p>Multimedia Specialist WWW Subcontractor</p> <p>J.T.V. Hoffman P. Pelletier</p>	<p>15 days</p> <p>Contract \$200,000</p> <p>\$10,000</p>	<p>4</p>	<p>1.3</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Complete implementation of development server. (November 1998) ▶ Research and evaluate need to co-locate ERC web server with outside vendor. (October 1998) <p>Sub-result: Mechanisms are in place to monitor and evaluate the use and utility of different ERC information products</p> <ul style="list-style-type: none"> ▶ Develop or implement technology to support continued monitoring and evaluation of the web site. (Ongoing) ▶ Incorporate a web-based survey into the new ERC web site. (October, 1998) ▶ Periodically survey ERC forum subscribers for feedback on their perceptions of the ERC forums. (Ongoing) ▶ Conduct, If possible, content analysis of ongoing ERC forums. (Summer 1999) 	<p>J.T.V. Hoffman P. Pelletier</p> <p>J.T.V. Hoffman J. Wolff</p> <p>J.T.V. Hoffman P. Pelletier B. Bezmalinovic</p> <p>J. Rodine D. Monahan J.T.V. Hoffman P. Pelletier</p> <p>D. Monahan</p> <p>Simmons intern</p>	<p>\$10,000</p> <p>\$500-\$1000/month + initial fee</p>		

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
ERC Technical Assistance and Training TLDEP \$47,843	<p>Sub-result: Client organizations can use information and communication tools to improve program and service management</p> <ul style="list-style-type: none"> ▶ Participate in Partners in Population and Development activities. (For more information, please refer to Field Support Unit activities) (ongoing) ▶ Design and develop training and support materials on using ICT for use by a non-ICT trainer with a general audience of health professionals as part of the Latin American region's Health Reform Initiative. ▶ In coordination with PROCOSI, contract a communications person to support PROCOSI network activities ▶ Determine the most appropriate technology to maintain the PROCOSI network in conjunction with SatelLife and PROCOSI. ▶ Provide resources to support regional training by Executive Secretariat for PROCOSI NGO staff in the use of ICT. 	<p>J. Wolff D. Monahan B. Bezmalinovic</p> <p>B. Bezmalinovic Subcontractor</p> <p>B. Bezmalinovic</p> <p>B. Bezmalinovic</p> <p>B. Bezmalinovic</p>	<p>See FSU Budget</p> <p>See FSU Budget</p> <p>MOU PROCOSI \$17,500 1 TDY Boston-Bolivia</p>	<p>1 4</p>	<p>1.3 1.4</p>

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
	<ul style="list-style-type: none"> ▶ Assess possibilities for integrating ICT into information dissemination strategies for PROQUALI in Brazil and facilitate implementation of this plan through the ERC ▶ Develop or integrate relevant materials and tools into the ERC to support the FRAC. 	<p>B. Bezmalinovic J. Wolff</p> <p>T. Thompson</p>	<p>2 TDY Boston- Brazil</p> <p>25 days</p>		

World Wide Initiative and Support

The Office of the Project Director/Administrative and Finance Office utilize three core-funded activity codes to support activities affecting the smooth implementation of FPMD project activities worldwide. These are as follows:

- **Ensuring appropriate information and communication technology is in place to support all project activities** is achieved through purchase and installation of appropriate hardware and software, development of systems and procedures, strengthening and expanding communication mechanisms within and outside MSH, and training and supporting staff in all the above for better overall project management.
- **Establishment and equipping of field offices/project representatives**, as required and in collaboration with USAID field missions, to meet field project goals and objectives.
- **Increasing donor leveraging and cost sharing** through seeking and establishing collaborative agreements with partner agencies.

Country/Subproject/ Activity Code	Sub-results/Activities	Human Resources	Budget Considerations	FPMD Project Element	PHNC Results
Project-wide TLDWO \$194,862	<p>Sub-result: Information and communication technologies are in place to improve the effectiveness of FPMD technical assistance, and to make tools available to FPMD clients and collaborators</p> <ul style="list-style-type: none"> ▶ Work with AT&T and other service providers to continue to improve state-of-the-art remote access to FPMD resources for employees, consultants, and clients ▶ Develop web technology to make FPMD's web site a tool for health and family planning professionals through electronic conferences, and the Electronic Resource Center (hardware/infrastructure - computing architecture and platform - intellectual property legal issues) ▶ Improve e-mail and file access for more efficient and flexible communication and accessibility to information worldwide ▶ Review and test software to upgrade current MSH-wide software, and research software to meet new needs ▶ Research, select, pilot-test and implement integrated financial and management information systems in conjunction with the Financial Management Cluster to improve corporate performance and ability to provide technical assistance in this area. ▶ Strengthen and expand intranet services 	<p>H. Goodarzy Consultants</p> <p>J. Teig von Hoffman New staff TBD Consultants</p> <p>H. Goodarzy</p> <p>H. Goodarzy ECU</p> <p>M. Powers W. Purinton R. Losch</p> <p>L. Carroll</p>		<p>2</p> <p>3</p> <p>4</p>	<p>1.1</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
Project-wide NITEQ \$60,840	<p>Sub-result: Worldwide: New field offices are established to support FPMD activities</p> <p>Illustratively:</p> <ul style="list-style-type: none"> ▶ New field operations in Romania ▶ New field office in Mozambique ▶ Expanded field office in Brazil with new activities and staff ▶ Expanded field office in Turkey with new activities and staff <p>Sub-result: Well-equipped field offices to better support work of field staff</p> <ul style="list-style-type: none"> ▶ Purchase equipment and furnishings for field offices 			1 3	1.2 1.3
Project-wide NITDO \$43,995	<p>Sub-result: Donor leveraging and project cost sharing through collaborative agreements are increased.</p> <ul style="list-style-type: none"> ▶ Undertake trips to Washington, D.C. or elsewhere and meetings with donors and Cas and conferences or meetings as appropriate 	S.C. Huber C. Crone Coburn Other TBD	30 days	1 3	1.2 1.3 1.4

FPMD Travel Calendar

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>September thru December 1998</u>				
	Burns, Robert	Romania	SECS	ROMJD
	FPMD Trainer TBD	Romania	SECS	ROMJD
<u>October/November</u>				
	Mertens, Walter	West Africa	Internal Evaluation	RESEV
	Mertens, Walter	Peru	Internal Evaluation	RESEV
	Gaul, Natalie	Turkey	FPMD/Turkey	TURMH/TURSK (SPLIT)
<u>October</u>				
	Stover, Charles & Staff TBD	Guinea and Burkina Faso	Africa Health Finance	AFRHF
	Teichman, Pamela	Bolivia	Caja Nacional de Salud	BOLCN
	Thompson, Thaddeus	Burkina Faso	FRAC	AFRFR
	Hall, Michael	Guatemala	APROFAM	GUAAP
	Eckroad, James	Managua, Nicaragua	LAC HRI	LACHR
	Sanchez, Maria Pia	Managua, Nicaragua	LAC HRI	LACHR
	3 participants, TBD	Managua, Nicaragua	LAC HRI	LACHR
	Crone Coburn, Catherine	Brazil	LAC HRI	LACHR
	Eckroad, James	Honduras	ASHONPLAFA	HONAS
	Teichman, Pamela	Honduras	ASHONPLAFA	HONAS

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>October</u>				
	Gaul, Natalie	Jamaica	National Family Planning Board	JAMNF
	Powers, Melanie	Jamaica	National Family Planning Board	JAMNF
	Coburn, Josh	Maputo, Mozambique	Maputo MOH	MOZMH
	Jaramillo, Victor	Paraguay	CEPEP	PARLN
	Flores, Freddy	Paraguay	CEPEP	PARLN
	Bhattarai, Hare Ram	Dhaka, Bangladesh	Partners	TLDPP
	De La Peza, Lourdes	Peru	ReproSalud	PERRE
	Fishstein, Paul	Romania	SECS	ROMJD/ROMNG (split)
	Paxman, John	Romania	SECS	ROMJD/ROMNG (split)
	Gaul, Natalie	Romania	SECS	ROMNG
	Diaz, Maribel	Hungary	Conference	RESFF
	Bezmalinovic, Beatrice	Bolivia	PROCOSI	TLDEP
	Wolff, James	Brazil	PROQUALI	TLDEP
	Bezmalinovic, Beatrice	Brazil	PROQUALI	TLDEP
<u>November</u>				
	Du Conge, Jean Patrick	West Africa	Africa Training Institutions	AFRRG

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>November</u>	De La Peza, Lourdes	La Paz, Bolivia	Caja Nacional de Salud	BOLCN
	Irwin Downey, Stacey	Ceara, Brazil	SESA/Ce	BRZCR
	Irwin Downey, Stacey	Bahia, Brazil	SESAB	BRZCR
	Hoey, Jan	Dakar, Senegal	CESAG	AFRCG
	Thompson, Thaddeus	West Africa	FRAC	TLDAF
	Erard, Amy-Simone	Burkina Faso	FRAC	TLDAF
	TBD	Prague, Czech Republic	APROFAM	GUAAP
	TBD	Togo or Burkina Faso	IPPF Africa	AFRIP
	Hoey, Jan	Morocco	NTCRH	MORNT
	Stover, Charles	Morocco	NTCRH	MORNT
	Aramati, Mirelle	Morocco	NTCRH	MORNT
	Coburn, Josh	Mozambique	MOH	MOZMH
	Coburn, Josh	Mozambique	MOH	MOZMH
	Huber, Sallie Craig	Cairo	Partners	TLDPP
	Fishstein, Paul	Romania	SECS	ROMNG
	TBD from INFORM	Romania	SECS	ROMNG
	TBD, MAQ expert	Romania	SECS	ROMJD
<u>November</u>	Farese, Pasquale	Italy or Madagascar	Relocation to Boston	SENIS
	Esguerra, Octavio	Tanzania	MOH	TANMH

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
	Huber, Sallie Craig	Tanzania	Marie Stopes	TANMH
	Fishstein, Paul	Tanzania	Marie Stopes	TANMH
	Watt, Margaret	Turkey	MOH	TURMH/TURSK (split)
	Bezmalinovic, Beatrice	Mexico	MOH	TLDEP
	Wolff, James	Mexico	MOH	TLDEP
	Dobrowolski, David	Mexico	Direccion General de Salud Reproductiva	MEXDG
	Diaz, Maribel	Mexico	Direccion General de Salud Reproductiva	MEXDG
	Bargeron, Heather	Mexico	Direccion General de Salud Reproductiva	MEXDG
	Kaufman, Amelia	Mexico	Direccion General de Salud Reproductiva	MEXDG
<u>December</u>	Koumare, Karim	Dakar, Senegal	CESAG	AFRCG
	Stover, Charles	Dakar, Senegal	CESAG	AFRCG
	Thompson, Thaddeus	Dakar, Senegal	CESAG	AFRCG
	Du Conge, Jean-Patrick	Burkina Faso	FRAC	AFRFR
	Vriesendorp, Sylvia	Senegal	CESAG	AFRCG
	Hoey, Jan	Morocco	INAS	MORNT
	Tobin, Barbara	Maputo, Mozambique	MOH	MOZMH
	Johnson, Sarah	Paraguay	CEPEP	PARLN
	Irwin Downey, Stacey	Paraguay	CEPEP	PARLN
	Jaramillo, Victor	Paraguay	CEPEP	PARLN
<u>December</u>	Flores, Freddy	Paraguay	CEPEP	PARLN
	Monahan, Donna	Dhaka, Bangladesh	Partners	TLDPP

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
	Lorenz, Laura	Dhaka, Bangladesh	Partners	TLDPP
	Vriesendorp, Sylvia	Turkey	TA to KIDOG	TURNG
	Mertens, Walter	Bolivia	Caja Nacional de Salud	RESEV
	Dobrowolski, David	Mexico	Human Resource Development	TLDOD
	Fishstein, Paul	United Kingdom	IPPF	TLDFM
	Huber, Sallie Craig	United Kingdom	IPPF	TLDFM
<u>January thru April, 1999</u>				
	Vriesendorp, Sylvia, or DuConge, Jean Patrick	Burkino Faso	FRAC	AFRFR
	Grum, Ida	West Africa	FRAC	AFRFR
	Thompson, Thaddeus	West Africa	FRAC	TLDAF
<u>January</u>				
	Stover, Charles and TBD	Guinea and Burkina Faso	Africa Health Finance	AFRHF
	TBD	Cape Town, South Africa	Africa Health Finance	AFRHF
	Hall, Michael	Guatemala	APROFAM	GUAAP
	Eichler, Rena	Romania	SECS	ROMNG
	Fishstein, Paul	Romania	SECS	ROMNG
	TBD	Romania	SECS	ROMNG
<u>January</u>				
	Hall, Michael	Guatemala	APROFAM	GUAAP
	Paxman, John	Romania	SECS	ROMNG
	Newbrander, William	Tanzania	MOH	TANMH

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
	Rosenthal, Gerald	Kenya	CORE Training	TLDFM
	Sanchez, Maria Pia	Kenya	CORE Training	TLDFM
	De La Peza, Lourdes	Peru	CQI Workshop	RESFF
	De La Peza, Lourdes	Washington, D.C.	CQI Workshop	RESFF
	Bezmalinovic, Beatrice	Mexico	MOH	TLDEP
	Wolff, James	Mexico	MOH	TLDEP
<u>February</u>	De La Peza, Lourdes	Bolivia	Caja Nacional de Salud	BOLCN
	De La Peza, Lourdes	Peru	ReproSalud	PERRE
	Dobrowolski, David	Peru	ReproSalud	PERRE
	Koumare, Karim	Senegal	CESAG	AFRCG
	Hoey, Jan	Morocco	NTCRH	MORNT
	Vriesendorp, Sylvia	Morocco	NTCRH	MORNT
	Aramati, Mirelle	Morocco	NTCRH	MORNT
	Aramati, Mirelle	Netherlands	Partners	TLDPP
	Monahan, Donna	Netherlands	Partners	TLDPP
	Wolff, James	Netherlands	Partners	TLDPP
	Bezmalinovic, Beatrice	Netherlands	Partners	TLDPP
	Bhattarai, Hare Ram	Netherlands	Partners	TLDPP
<u>February</u>	TBD Trainer	Romania	SECS	
	Buxbaum, Ann	Bangladesh	Concerned Women for Family Planning	TLDSU
	Vriesendorp, Sylvia	Bangladesh	Concerned Women for Family Planning	TLDSU
	Mertens, Walter	Brazil	PROQUALI	RESEV
<u>March thru September 1999</u>				

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
	Staff from INAS and NTCRH	2 -3 West African Countries	INAS/NTCRH	MORNT
<u>March</u>	Fishstein, Paul	Tanzania	Marie Stopes	TANFS
	Huber, Sallie Craig	Tanzania	Marie Stopes	TANFS
	Stover, Charles	Senegal	CESAG	AFRCG
	Thompson, Thaddeus	West Africa	FRAC	AFRFR
	2 TBD APROFAM	TBD	APROFAM	GUAAP
	Flores, Freddy Sanchez, Maria Pia	Paraguay Paraguay	CEPEP CEPEP	PARLN PARLN
	Johnson, Sarah	Paraguay	CEPEP	PARLN
	Jaramillo, Victor	Paraguay	CEPEP	PARLN
	Kraushaar, Dan	Tanzania	MOH	TANMH
	Vriesendorp, Sylvia or Hall, Michael	Turkey	KIDOG	TURNG

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>March</u>				
	Ellis, Alison	Turkey	USAID/Ankara	TURTA
	Wolff, James	Brazil	State Secretariat	TLDEP
	Bezmalinovic, Beatrice	Brazil	State Secretariat	TLDEP
<u>April thru October</u>				
	TBD Consultant	Romania	SECS	ROMNG
	TBD	Burkina Faso	Africa Health Finance	AHRHF
<u>April</u>				
	Gosselin, Roger	Senegal	CESAG	AFRCG
	2 from APROFAM	TBD	APROFAM	GUAAP
	Rosenthal, Gerald	TBD	LAC HRI	LACHR
	Irwin Downey, Stacey	TBD	LAC HRI	LACHR
	Johnson, Sarah	TBD	LAC HRI	LACHR
	Tobin, Barbara	Kenya	IPPF AR	AFRIP
	TBD	Romania	SECS	ROMNG
	Huber, Sallie Craig	Tanzania	Marie Stopes	TANFS
	Fishstein, Paul	Tanzania	Marie Stopes	TANFS

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>May</u>				
	TBD	Abidjan	Africa Health Finance	AFRHF
	Thompson, Thaddeus	Madagascar	FRAC	TLDAF
	Rosenthal, Gerald	TBD	LAC HRI	LACHR
	Diaz, Maribel	TBD	LAC HRI	LACHR
	4 TBD	TBD	LAC HRI	LACHR
	Fishstein, Paul	Romania	SECS	ROMNG
	TBD	Romania	SECS	ROMNG
	Topcuoglu, Ersin	Boston	FPMD	TURTA
	Uz, Mehmet	Boston	FPMD	TURTA
	Ko, Shirley	Brazil	LAC HRI	RESFF
	Strachan, Deirdre	Brazil	LAC HRI	RESFF
	Mertens, Walter	Brazil	LAC HRI	RESFF
	Sanchez, Maria Pia	Brazil	LAC HRI	RESFF
	Sanchez, Maria Pia	Ecuador	Introduce CORE	TLDFM

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>June</u>	Browder, Jamie	Boston	FPMD	BOLSH
	Lassner, Karen J.	Boston	FPMD	BRZCR
	Kropsch, Lia	Boston	FPMD	BRZCR
	Kaufman, Amelia	Boston	FPMD	BRZCR
	Vriesendorp, Sylvia	Senegal	CESAG	AFRCG
	Thompson, Thaddeus	West Africa	FRAC	AFRFR
	Stover, Charles	Morocco	NTCRH/INAS	MORNT
	Hoey, Jan	Morocco	NTCRH/INAS	MORNT
	Aramati, Mirelle	Morocco	NTCRH/INAS	MORNT
	Flores, Freddy	Paraguay	CEPEP	PARLN
	Espejo, Teobaldo	Paraguay	CEPEP	PARLN
	Jaramillo, Victor	Paraguay	CEPEP	PARLN
	Sanchez, Maria Pia	Paraguay	CEPEP	PARLN
	Kaufman, Amelia	Paraguay	CEPEP	PARLN
	Espejo, Teobaldo	Boston	FPMD	PERRE
	Pardo, Rocio	Boston	FPMD	PERRE
	Eichler, Rena	Romania	SECS	ROMNG
<u>June</u>	Gaul, Natalie	Romania	SECS	ROMNG
	SECS Staff (Romania)	Washington, D.C.	SECS	TLDLFL

<u>ESTIMATED MONTH OF TRAVEL</u>	<u>ANTICIPATED HUMAN RESOURCES</u>	<u>DESTINATION</u>	<u>COUNTERPART / CLIENT ORGANIZATION</u>	<u>ACTIVITY CODE</u>
<u>July</u>	TBD MSH staff	Burkina Faso	Africa Health Finance	AFRHF
	Consultant TBD	Senegal	CESAG	AFRCG
	Johnson, Sarah	Paraguay	CEPEP	PARLN
<u>August</u>	MSH staff TBD	Abidjan	Africa Health Finance	AFRHF
	Sanchez, Maria Pia	Ecuador	Introduce CORE	TLDFM
	De La Peza, Lourdes	Peru	ReproSalud	PERRE
<u>September</u>	Stover, Charles	Guinea and Burkina Faso	Africa Health Finance	AFRHF
	TBD	Guinea and Burkina Faso	Africa Health Finance	AFRHF
	Irwin Downey, Stacey	Paraguay	CEPEP	PARLN
	Johnson, Sarah	Paraguay	CEPEP	PARLN
<u>Date TBD</u>	2 Staff TBD	West Africa	Africa Training Institutions	AFRRG
	2 Staff TBD	West Africa	Africa Training Institutions	AFRRG
	Consultant TBD	Senegal	CESAG	AFRCG
	DuConge, Jean-Patrick	Senegal	CESAG	AFRCG
	TBD consultant	Senegal	CESAG	AFRCG
<u>Date TBD</u>	Gaul, Natalie	Jamaica	National Family Planning Board	JAMNF
	FPMD Staff TBD	Boston	FPMD week	TLDFL

**ESTIMATED
MONTH OF
TRAVEL**

**ANTICIPATED HUMAN
RESOURCES**

DESTINATION

**COUNTERPART / CLIENT
ORGANIZATION**

ACTIVITY CODE

Ongoing Activities

Tobin, Barbara
DuConge, Jean-Patrick
Dobrowolski, David

African Country
West Africa
Latin America and Carribean

New Initiatives
New Initiatives
New Initiatives

NITFS
NITFS
NITFS