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Annual Report on the USAID Morocco Program:
Description of FPMD Activities: January-September 1997

Family Planning Management Development (FPMD)

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Office of Population, USAID

Management Sciences for Health

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Background

FPMD's¹ technical assistance to the National Training Center for Reproductive Health (NTRH) and the National Institute for Health Administration (INAS) is a component of the USAID/Morocco Population/Health Transition Plan, specifically Intermediate Result III which calls for "Reinforced capacity to manage family planning/maternal-child health (FP/MCH) programs in a decentralized demand-driven mode".² FPMD's focus is on technical assistance (TA) activities with the NTRH in preparing for sustainability with a related focus on capacity building activities with INAS, specifically, the development of management training capacity to strengthen INAS' capabilities in its role in improving management within the MOPH. This overall scope of work is consistent with the terms of the "add-on" scope of work received by FPMD from USAID/Rabat in mid-1996. FPMD's TA activities are funded by USAID/Rabat under this add-on as well as two subsequent "field support earmarks" received by FPMD in FY96 and FY97.

Objectives

The goal of FPMD TA is to contribute to the programmatic, financial and organizational sustainability of the NTRH and INAS in support of the FP/MCH goals of the Moroccan national program. The three objectives of TA activities are to:

- ▶ Develop the capacity of the NTRH as a sustainable organization which supports the Moroccan National program.
- ▶ Support the development of a partnership between the NTRH and INAS to strengthen their capacities.
- ▶ Develop strategic linkages among the NTRH, INAS, MSH's Management Training Program and other regional institutions.

Activities and Results: January-September 1997

MSH technical consultants (Jan Hoey and Charlie Stover) have undertaken two international consultancies during this reporting period, February and July 1997. Communication between TDYs among FPMD/MSH, Moroccan counterparts, USAID/Rabat, and JSI/Rabat has been ongoing via electronic communications, fax, and telephone. The following activities were

¹ FPMD, Family Planning Management Development, is a project of Management Sciences for Health of Boston, Massachusetts, funded under Cooperative Agreement No. CCP-A-0095-00000-02 from the U.S. Agency for International Development.

² "Implementation Priorities for USAID/Morocco's Population/Health Transition Plan", January 1997, pp. 1-2.

accomplished during this reporting period:

- ▶ A Sustainability Plan for the NTCRH was prepared. Development of the Plan was initiated in September 1996 when Prof. Alaoui visited Boston for two days of intensive discussions with MSH technical consultants. A draft Plan was prepared by MSH technical consultants in November 1996 in consultation with Moroccan counterparts and was submitted for review and feedback to the NTCRH, MOPH, USAID, and INAS. Feedback on the Plan was obtained from all parties in February 1997 and the Sustainability Plan was finalized in March 1997. The NTCRH Sustainability Plan is included in the Final Report on “Strategic Directions for Building the Institutional Capacity of the National Training Center for Reproductive Health and the National Institute of Health Administration”, prepared by J. Hoey, C. Stover, and J. Wolff, M.D. dated March 10, 1997. The document is comprehensive, describing the roles, responsibilities, and activities of all institutions which are contributing to the sustainability of the NTCRH and INAS, e.g., MSH, USAID, JSI, other Cas, MOPH, etc.
- ▶ The FPMD/MSH workplan for CY 1997 was prepared, submitted, and approved by USAID/Rabat. A final copy of this activity plan is included in the trip report prepared by Hoey and Stover dated 12 August 1997 entitled “Trip Notes on the Short-Term Consultancy in Morocco, July 14-29, 1997”. MSH also contributed to the development of the local cost budget for the JSI contract, to assure that Moroccan counterparts have access to sufficient resources to support the in-country costs of MSH TA activities. The local cost budget has been approved by USAID/Rabat.
- ▶ Through a purchase order issued by FPMD/MSH in April with a local vendor (MTDS), two computers, three modems, and Internet access were installed at the NTCRH and INAS. Key staff at these institutions were trained in Internet technology and electronic communications. The availability of electronic communications has greatly enhanced communications between FPMD/MSH and Moroccan counterparts between TDYs as well as among Moroccan counterparts; Internet access provides the institutions with access to innumerable international resources. MSH technical consultants prepared a protocol for electronic communications among FPMD/MSH, NTCRH and INAS in July 1997 to facilitate communications and clarify expectations.
- ▶ To encourage coordination/communication among key Moroccan counterparts in the implementation of the Sustainability Plan, Working Groups on the Private Sector, NTRCH/INAS Partnership and South-South, and Administrative Systems were organized, and protocols and a detailed 1997-98 workplan for the Working Groups were developed and accepted by the counterparts. These protocols include documentation of meeting minutes which will be shared with FPMD/MSH technical consultants electronically to facilitate communication between TDYs.
- ▶ MSH technical consultants developed a framework for the NTCRH to examine the costs and potential revenues from two alternative training models for private sector IUD training. The NTCRH’s greater understanding of the costs involved in offering training courses will facilitate consideration of alternative “decentralized” training models as well as whether to charge and how much to charge for tuition. This latter issue will be fully considered once a market study undertaken by the NTCRH, INAS, and JSI is completed

in the fall 1997.

- ▶ MSH technical consultants reviewed the NTCRH and INAS accounting systems in order to recommend any changes to accommodate increased/diversified revenues from donors and other sources. On the basis of this assessment, a technical scope of work for contracting with local accounting services was developed; an agreement for local technical assistance will be issued by MSH in the fall 1997 once competitive bids have been received.
- ▶ MSH technical consultants initiated discussions with the NTCRH and INAS concerning the development of annual training plans and training schedules for both institutions.
- ▶ MSH, NTCRH, and INAS have developed a formal agreement for cooperation and collaboration.
- ▶ MSH provided the NTCRH and INAS with contact information at the Partners in Population and Development (PPD) Secretariat in Dhaka so that they may pursue opportunities for participation in PPD South-South initiatives in Morocco or with PPD's ten member countries, including development of proposals for funding consideration by the PPD Secretariat and/or technical consultancies in PPD's member countries.
- ▶ MSH supported the participation of one INAS trainer (Dr. Zayyoun) at its regional course on "Management of Decentralized Health Systems" in Pretoria in September 1997. This course will be adapted by INAS to the Moroccan environment and offered jointly under an agreement between MSH and INAS in October 1998. The course description has been prepared and course directors have been named.
- ▶ MSH supported the participation of two INAS trainers (Dr. Jbara and Dr. Lardi) at its Boston course on "Nouveaux Concepts et Techniques pour un Leadership Efficient" in September/October 1997. INAS staff served as lead trainers in a number of the course sessions, thereby having the opportunity to practice new participatory training techniques and apply their knowledge of adult learning. They were otherwise exposed to MSH's approach to the design/organization, implementation and monitoring of management training courses for international participants. Dr. Jbara and Dr. Lardi also met with MSH Development Office staff and learned how to access information (via print and electronic mechanisms) on international foundations, how to track requests for proposals being bid or offered by international donors, and how to respond to such bids.

Successes, Problems, and Actions Recommended

FPMD/MSH TA activities are on track and have been completed largely according to agreed-upon timeframes defined in the 1997 activity plan. The only exceptions are: 1) MSH was unable to field a training expert to observe and participate in an INAS training course in April since the course was canceled. 2) The NTCRH and INAS have requested MSH to field a training expert to conduct discussions with these institutions' trainers concerning adult education issues, participatory training techniques, and the "case approach" to training. MSH has identified the technical consultant who is acceptable to the NTCRH and INAS but who is regrettably unavailable prior to the end of 1997. Rescheduling of this assignment for early 1998 and development of a detailed scope of work for the assignment are under discussion with the

NTCRH and INAS.

FPMD/MSH has developed strong, collegial and positive working relationships with the NTCRH, INAS, JSI and USAID/Rabat which are contributing significantly to progress in the implementation of the workplan and the Sustainability Plan. No specific actions are recommended at this juncture. In November, Mr. Hoey and Mr. Stover will work with the NTCRH and INAS to review progress to date, revisit the strategic directions and strategies agreed upon to re-assess their appropriateness in light of any changing local conditions, and to develop a detailed workplan for CY1998.

Financial Information

The following are expenses incurred by FPMD/MSH during the period January 1- September 30, 1997 as recorded and reported by MSH's accounting system. The figures include MSH benefits and overhead on direct labor charges:

Technical assistance	\$ 50,332.31
Travel/per diem	17,056.89
Participant training	19,153.50
Subcontracts	0.00
Equipment	0.00
Other direct costs	16,532.48
Regional support	22,566.90
Allocable cost factor @16.4%	20,661.54
Total	\$146,303.62

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