

CNFRH/INAS/MSH PARTNERSHIP

ACTION PLAN 1/98 - 6/99

USAID/MOROCCO

**FAMILY PLANNING / MATERNAL AND CHILD
HEALTH (PF/SMI) PROJECT PHASE V**

Strategic Objective 1

Intermediate Result III

*Strengthened capacity to
manage FP/SMI in a
decentralized manner
responding to demand*

Training and Continuing Education

Morocco Country Team

CNFRH/INAS/MSH PARTNERSHIP
ACTION PLAN 1/98 - 6/99

Family Planning Management Development (FPMD)

Project Number: 936-3055

Agreement Number: CCP-A-00-95-00000-02

Office of Population, USAID

Management Sciences for Health

165 Allandale Road

Boston, MA 02130

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1. Review

Given the progressive elimination of direct USAID support to CNFRH, USAID asked the Family Planning Management Development Project (FPMD) to help CNFRH develop a sustainability plan in order to allow CNFRH to continue providing high quality training and support to the national family planning program. Also, USAID asked FPMD to collaborate with INAS to implement management training programs between INAS and MSH in order to strengthen INAS' capacity to improve management. During this endeavor, CNFRH and INAS decided to develop a strategic link between the two institutions to strengthen their capacities. Since September 1996, CNFRH, INAS, and FPMD have accomplished several key achievements. A CNFRH sustainability plan was finalized. CNFRH strengthened the capacity of other CHUs to provide IUD insertion training to private sector doctors. Three working groups (Private Sector, CNFRH/INAS Partnership, and Administrative/Financial) were organized and are implementing the Project's 1997 Action Plan. CNFRH et INAS were linked via e-mail and the Internet, allowing decentralized communication and collaborative work to continue at a distance. CNFRH and INAS developed a formal collaboration agreement. Three INAS trainers attended MSH Management Training courses (2 in Boston, 1 in Pretoria) and led several course sessions. A collaborative MSH/INAS course for Francophone countries is scheduled and the marketing materials have been printed.

This document was developed at the request of USAID in consultation with CNFRH, INAS, and JSI. The changes recommended by CNFRH, INAS, and JSI will be included in the next draft

2. & 3. Objectives and Indicators

Objective I

I. CNFRH sustainable as an organization offering training services

Indicators I

- IA. CNFRH will conduct IUD insertion training courses for the private sector during 1998 and the first half of 1999, at the same level or at a higher level than 1997. The management and marketing capacity necessary to achieve this is in place and functioning well, including the capacity to respond to requests for proposals with a successful proposal.
- IB. CNFRH plans, develops the financing for, coordinates administration and logistics for, develops the curriculum for, conducts, and evaluates a course in another reproductive health subject in response to the needs identified in the private sector physicians market.
- IC. The revenue generated by CNFRH covers CNFRH's course and general fees. CNFRH accounts for funds using the new accounting system.

Objective II

II. Strengthened CNFRH/INAS capacity through activities in partnership

Indicators II

- IIA. CNFRH and INAS, in collaboration, plan, develop the financing for, coordinate the administration and logistics for, develop the curriculum for, conduct, and evaluate a course in Morocco during 1998.
- IIB. A proposal is submitted, is accepted by a sponsor, and the funds are provided for a joint project.
- IIC. CNFRH et INAS, in collaboration, plan, develop the financing for, coordinate the administration and logistics for, develop the curriculum for, conduct, and evaluate a course for Francophone countries during 1999.

Objective III

III. Strategic links between INAS, CNFRH, MSH's Management Training Program, and other institutions.

Indicators III

- IIIA. INAS and MSH, in collaboration, plan, market, coordinate the administration and logistics for, develop the curriculum for, conduct, and evaluate a course in Morocco for Francophone countries.
- IIIB. MSH collaborates with CNFRH and INAS, at the institutional level, to obtain and conduct, with each institution, a consulting or training assignment in a Francophone or Arab country. CNFRH and INAS have the capacity and implement management systems to provide consultants, develop and negotiate contracts, and manage and distribute the assignment's revenue.

4. Partners

CNFRH/INAS/MSH

DP (Ministry of Public Health)

Information and Methods Division (Ministry of Public Health)

Training Division (Ministry of Public Health)

CHUs (Souissi et Lalamyriem)

Local medical societies

SMSM

JSI

SOMARC

JHPIEGO

INTRAH

5. Activities

The following table shows the nine activities to be pursued. The three working groups (Marketing, Management, Training) collaborate to implement the three projects (Private Sector, Francophone Countries, Increasing Capacity). The codes of the nine activities (MA, GA, etc.) are used in section 6, Budget, and section 7, Timetable.

ACTION PLAN SUMMARY		Working g	
		Marketing (M)	Managemer
Projects	Private Sector (A)	MA) Ensure Financing and Conduct Marketing of Training Courses for Private Sector Physicians in Morocco	GA) Plan and Man Training Courses for Sector Physicians Morocco
	Francophone Countries (B)	MB) Conduct Marketing and Ensure Availability of Funds to Support Consulting and Training in Francophone Countries	GB) Plan and Man Consulting and Tra Francophone Cour
	Increase Capacity ©	MC) Increase Capacity to Conduct Marketing and Ensure that Funds Required for Projects are Provided	GC) Increase Capa Managing Diverse Financial Planning Operational Manag Finances

6. Budget

Activity Code	MA.	
Activity Title	Ensure Financing and Conduct Marketing of Training Courses for Private Sector Physicians in Morocco	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
MA2a2	5000	Per diem, travel, photocopying, miscellaneous costs
MA2a4	50,000	Contract with local firm
Training/Seminars		
Other		
MA1b	500	Photocopying
MA2b	10,000	Postage, telephone, photocopying
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		
Total Budget	65,500	

Activity Code	MB.	
Activity Title	Conduct Marketing and Ensure Availability of Funds to Support Consulting and Training in Francophone Countries	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
Training/Seminars		
Other		
MB3	10,000	Transportation, telephone, postage, photocopying
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		
Total Budget	10,000	

Activity Code	MC.	
Activity Title	Increase Capacity to Conduct Marketing and Ensure that Funds Required for Projects are Provided	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
Training/Seminars		
MC1c1	10,000	2 people; travel, per diem, registration
MC1C3	30,000	1 person; travel, per diem, registration
Other		
MC1b	30,000	Postage, telephone
MC2a	30,000	Design 10,000; printing 20,000
MC2b	30,000	Design 10,000; printing 20,000
MC2c	10,000	Software, training
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		
Total Budget	140,000	

Activity Code	GA.	
Activity Title	Plan and Manage of Training Courses for Private Sector Physicians in Morocco	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
GA2a	2,000	Transportation, photocopying
GA2c	10,000	Transportation, per diem, photocopying
Training/Seminars		
Other		
GA1a	1,000	Photocopying
GA2e	10,000	Transportation, per diem
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		

Total Budget

320,000

Activity Code	FA.	
Activity Title	Develop, Conduct, and Evaluate Training Courses for Private Sector Physicians in Morocco	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
Training/Seminars FA2a	30,000	Intensive workshop; room, per diem, training materials, photocopying, miscellaneous
Other		
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		
Total Budget	30,000	

Activity Code	FC.	
Activity Title	Conduct Training Using Latest Andragogical Techniques	
Categories	Budget DH	Description
TECHNICAL ASSISTANCE		
Consultants		
LOCAL COSTS		
Studies/Research		
Training/Seminars FC1a3 FC1b	50,000 50,000	3-day workshop; room, materials, per diem, miscellaneous 3-day workshop; room, materials, per diem, miscellaneous
Other		
PURCHASES		
Local Purchases		
US Purchases		
TRAINING ABROAD		
Total Budget	100,000	

Total 598,500 Dh

7. Timetable Summary 1998-99 (By Project)

CNFRH/INAS/MSH PARTNERSHIP

PROJECTS, ACTIVITIES, WORKING GROUPS GROUPS: M=Marketing; G=Management; F=Training PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity ACTIVITIES: By the number assigned to the following Action Plans	TRIM 1			TRIM 2		
	J	F	M	A	M	J
	A) TRAINING COURSES FOR PRIVATE SECTOR PHYSICIANS IN MOROCCO					
A1. IUD Insertion Training:						
M1a, M1b	Contract with JSI, Marketing and training checklist					
M1c; G1b; F1a, F1b	Conduct marketing, management, and training outside of JSI					
M1d	Analyze other marketing methods					
M1e	"Developing Successful Proposals" workshop (by MSH)					
A2. Training in Other Reproductive Health Subjects in Response to Market Needs						
M2a	Conduct market study					
M2b	Conduct marketing to launch a course					
G	Develop the financial model, manage the course					
F	Design and conduct the course					
B) CONSULTING AND TRAINING FOR FRANCOPHONE COUNTRIES						
M1, M2	Collect market and donor information					
M4, G1	Begin with one project					
M5	Collaborate with MSH on consulting or training project					
G	Manage contract, consultants, and finances					
F1	Respond to opportunities with quality work					
C) INCREASE CAPACITY TO CONDUCT MARKETING, MANAGEMENT, AND TRAINING USING LATEST ANDRAGOGICAL TECHNIQUES						
M1a; G1a, G1b, G2a, G2b Marketing plan, Partnership, Contract, Financial system						
M1b	Disseminate marketing materials					
M1c	1c2		1c3	1c3	1c1	
M2a, M2b	Marketing brochures for Morocco and region					
M3; G8; F2	Communicate, coordinate, and collaborate with other teams					
G2c	Install financial system CNFRH (INAS?)					
G2d	Train for and utilize financial system, CNFRH (INAS?)					
G3a, G3b, G3c, G3d	Prepare CNFRH (INAS?) Financial overview					
G4a, G4b, G4c	Continue to update communication systems					
G6	Strategic Workshop 98					
G7	Conduct "Managing Decentralized Health Systems"					
F1a1, F1a2, F1a3	"Andragogical Methods" workshop					
F1b	"Practical Aptitudes for Consultants" workshop					
F1c	Participants at MSH course "Leadership Stratégique" in Boston					
F1d	Participants at course "Gestion Décentralisée des Systèmes de Santé"					
F1e; G5	Additional exchanges of trainers; trainer availability					

7. Detailed Timetable (By Working Group) CNFRH/INAS/MSH PARTNERSHIP

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
M. MARKETING WORK GROUP						
A. Ensure Financing and Conduct Marketing for Private Sector Courses in Morocco						
1. IUD Insertion Training						
a. Develop contract with JSI for 1998 (submit successful proposal in response to Request for Proposal, or other method). No participation by MSH.						
b. Develop marketing checklist	H					
c. Outside of JSI, conduct marketing, ensure that courses are scheduled and completely full, and the goal of trained doctors is met						
d. Analyze other methods to market this training (“packaging” 3 courses together, etc.)						
e. Conduct workshop, “Developing Successful Proposals”, for all interested organizations. MSH only.			H			
2. Training in Other Reproductive Health Subjects in Response to Market Needs						
a. Conduct market study to assess needs						
1. Develop plan for initial study (information needed, methodologies, market segmentation, etc.)	H					
2. Conduct study	H					
3. Assess study and choose one or two subjects from which to develop new training			H			
4. Develop contract for more extensive market study, if necessary						
b. Conduct marketing; launch first course						H
MB. Conduct Marketing and Ensure Availability of Support Funds for Consulting and Training in Francophone Countries						
1. Collect regional market and competitor information	H					
2. Develop means to identify sponsor projects	H					

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
3. Develop, submit to non-USAID donors(e.g. South-South, etc.),and follow up 2 proposals		H				
4. Start with one project only						
5. Collaborate with MSH at institutional level to obtain a consulting or training assignment for CNFRH and for INAS in a Francophone or Arab country				H		
MC. Increase Capacity to Conduct Marketing and Ensure that Funds Required for Projects are Provided						
1. Develop Annual Marketing Plan						
a. Design activities, responsibilities, timetable, etc.	H					
b. Disseminate marketing materials						
c. Attend events in Morocco and region						
1. SMSM in FP in Marrakesh					H	
2. Conduct marketing at every occasion						
3. Research, choose, and attend an event in the region		H				
2. Develop marketing materials and tools						
a. Develop brochure for Morocco	H					
b. Develop brochure for Francophone countries	H					
c. Develop contacts database			H			
3. Communicate, coordinate, and collaborate with Management Working Group and Training Working Group						

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
G. MANAGEMENT WORKING GROUP						
A. Plan and Manage Training Courses for Private Sector Physicians in Morocco						
1. IUD Insertion Training						
a. Develop a checklist of planning, administrative, and logistical tasks						
b. Outside of JSI, conduct planning, administration, and logistics to ensure that the courses run smoothly						
2. Training in Other Reproductive Health Areas in Response to Market Needs						
a. Analyze and determine course financing method for the course subject chosen above (M.A.2.a.3 - course costs, donor, pharmaceutical company, insurance companies, etc.)				H		
b. Develop cost-effective training model which maintains quality of training						H
c. Prepare and conduct pilot test of course (especially in regard to tuition), and assess						
d. Prepare plan						
e. Launch course						
GB. Plan and Manage Consulting and Training for Francophone Countries						
1. Begin with one project only						
2. Develop and negotiate a contract					H	
3. Provide and manage consultants						
4. Manage expenses, and manage and distribute contract revenues						
GC. Increase Capacity for Managing Various Projects, Financial Planning, and Operational Management of Finances						
1. Create Permanent Secretariat between CNFRH and INAS						

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
a. Sign Agreement						
b. Create protocol for delegating responsibility, work and follow-up mechanisms, communication protocols, etc.						
2. Develop financial system: financial management software for training programs						
a. Assess proposals	H					
b. Negotiate contract	H					
c. Set Up (Initial set up)						
d. Install and Train (Use)						
3. Prepare the CNFRH financial overview (INAS??)						
a. Assess needs	H					
b. Determine provisional burn rate for general costs						
c. Estimate the necessary resources to conduct marketing, management, and training		H				
d. Develop financial models and a provisional budget allocation plan						
4. Continue to update communication systems						
a. Link CNFRH and INAS to MPH network	H					
b. Develop INAS Documentation Center's capacity to have all its management resources available on the MPH network	H					
c. Increase e-mail and Internet sites for decentralized communication and research	H					
5. Maintain trainer availability calendar for the future						
6. Organize and conduct Strategic Workshop 98						
7. INAS and MSH, in collaboration, plan, market, coordinate administration and logistics of, develop the curriculum of, conduct, and evaluate the course "Gestion Décentralisée des Systèmes de Santé"	H					

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
8. Communicate, coordinate, and collaborate with Marketing Working Group and Training WorkingGroup						

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
F. TRAINING WORKING GROUP						
A. Develop, Conduct, and Evaluate Training Courses for Private Sector Physicians in Morocco						
1. IUD Insertion Training						
a. Designate Course Director and Assistant Trainer for each course						
b. Conduct courses according to scheduled program						
2. Training in Other Reproductive Health Subjects in Response to Market Needs						
a. Develop a course in response to needs defined by Marketing Working Group						H
b. Conduct course according to scheduled program						
FB. Develop, Conduct, and Evaluate Consulting and Training in Francophone Countries						
1. Respond to Opportunities with quality Work				H		
FC. Conduct Training Using Latest Andragogical Techniques						
1. Continue Trainer Exchange Program to Strengthen Capacity for Moroccan, Regional, and American Training Courses						
a. Strengthen adult learning techniques						
1. Develop Scope of Work for MSH Training Expert's and Moroccan co-trainers' assignment	H					
2. Determine dates, objectives, program, trainers, and participants for workshop	H					
3. Conduct workshop	H					
b. Develop and conduct workshop on practical skills for consultants						
c. Attend MSH course "Leadership Stratégique" in Boston (two CNFRH/INAS trainers/leaders)						

ACTIVITIES (By Working Group) PROJECTS: A=Private Sector; B=Francophone Countries; C=Increase Capacity GROUPS: M=Marketing; G=Management; F=Training Activities in which MSH Could Participate (H)	7					
	TRIM 1			TRIM 2		
	J	F	M	A	M	J
d. Attend MSH/INAS course "Gestion Décentralisée des Systèmes de Santé" (4 Moroccans)						
e. Seek opportunities for further trainer exchanges with other institutions	H					
2. Communicate, coordinate, and collaborate with Marketing Work Group and Management Work Group						