



**USAID** | GLOBAL HEALTH  
FROM THE AMERICAN PEOPLE FELLOWS



## Global Health Fellows Program (GHFP)

### Results Review

July 3, 2006 to June 30, 2007

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The Public Health Institute implements the USAID Global Health Fellows Program in partnership with Harvard School of Public Health, Management Systems International and Tulane University School of Public Health and Tropical Medicine.

## Executive Summary

In Year One, the Global Health Fellows Program (GHFP) hit the ground running, transitioning fellows from other programs and recruiting new fellows while building staff/partner teams and the Professional Development and Management Support (PDMS)/GHFP partnership. In addition, systems to respond to a significantly expanded portfolio were put in place. Year One included several changes in GHFP – some activities were rethought such as internships and the diversity initiative and new senior staff came on board. Subcontractor-partnerships were revised reflecting USAID realities, resulting in the loss of United Negro College Fund Special Programs (UNCFSP) and the University of Washington (UW). The Results Framework was designed and implemented. Systems and tools were developed including communication outputs, a full-service website, expanded on-line recruitment, and the virtual workspace for the use of multiple groups including fellows, GHFP staff and partners, and USAID.

To recruit, develop and support health professionals, GHFP expanded awareness of fellowship opportunities through more than 18 outreach events to schools of public health, professional conferences and employment fairs, with a particular focus on outreach to minorities. GHFP responded to the challenges of contradictory expectations among the transitioned fellows by working with USAID and PHI to make revisions to the fellowship package that were acceptable to both USAID and the Public Health Institute, illustrating PHI's flexibility and the GHFP value of responsiveness to USAID's needs. Sixty-one fellows were transferred from previous programs and an additional 13 new fellows were recruited during this period.

GHFP implemented an extensive support system for fellows including individual orientations, dedicated contact persons for each fellow, university-based mentors, support to the fellow-OSM relationship and a full-service website including information on GHFP, training opportunities, professional development resources and networking tools.

Preliminary data indicates that 75% of fellows agree or strongly agree that GHFP support services are satisfactory.

Of the GHFP year one fellows, 84% extended their fellowships while 73% of those who completed their fellowships continue to focus their careers on global health.

In the Year One Workplan, the focus was on planning internship and diversity initiatives to be implemented in Year Two. However, GHFP did take over the Washington, DC summer internship program with 6 interns subsequently completing their internships in a successful manner. Analysis regarding the diversity initiative resulted in a revised vision and establishment of the Diversity Initiative Working Group.

To support individual performance and organizational capacity, GHFP organized and implemented over 5 major workshop events, rated 4.3/5 for relevance and usefulness. The coaching system was created and the individual professional development plan was moved forward. To help develop institutional capacity, GHFP also conducted a highly rated workforce analysis of the bureau, two office-wide retreats and multiple unit retreats.

### **Year One Program Systems Development**

- Under the leadership of Dominique Meekers/Tulane, GHFP developed a Performance Management Plan including indicators highlighting the contribution of GHFP to the objectives of USAID PDMS and the Foreign Assistance Framework (F). Monitoring and evaluation systems were designed and implemented.
- Prime and Partner roles were defined and a communication and working system was developed, including bi-monthly teleconferences, videoconference meetings and two annual in-person meetings. Analyzing cost/benefit ratios and based on a strong USAID perspective and implementation needs, two partners left GHFP in Year One – UNCFSP and UW.
- GHFP developed service delivery and financial management systems to support management of and accurate accounting for professional and organizational development activities and set up. Regular GHFP/PDMS POD planning meetings were instituted.
- GHFP's expanded web-based outreach has recorded over 773,000 hits during this period. Planning and partial implementation of the GHFP virtual workspace occurred during this period.
- GHFP developed and implemented a strategic communications plan, established a consistent brand image and developed promotional materials including at least one dozen separate outputs such as brochures and other outreach materials, GHFP Fellows and OSM Express (e-newsletters), targeted presentation packages, new business cards and other program material.

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## Introduction

The Global Health Fellows Program (GHFP) aims to develop a sustainable and diverse pool of technical experts who are committed to strengthening USAID's health leadership and to support effective systems that enable professional development and organizational performance. To that end, GHFP recruits, places, and supports fellows and interns. GHFP Fellows are typically recruited for specific positions, with an average initial duration of two years. Fellowships enable public health professionals at all levels to gain experience and expertise by pairing them with an Onsite Manager (OSM). Those professionals at the beginning through middle stages of their careers benefit from pairing with a faculty mentor from a GHFP university partner. GHFP also conducts a range of activities to promote individual learning and to improve the organizational performance of Population Health and Nutrition (PHN) units. Such activities include, among others, developing performance-based, outcome-oriented professional development (PD) plans, developing a coaching and mentoring system, management training, organizational consulting and the facilitation of large technical meetings.

GHFP project activities are designed to contribute directly to the objectives of the USAID Office of Professional Development and Management Support (PDMS). The overall objective of PDMS is to improve the quality and sustainability of health sector activities through program support and professional development. To achieve this important objective, PDMS seeks to enhance the health sector cadre worldwide (PDMS IR1), to improve management and programmatic support (PDMS IR2), and to strengthen the capacity to lead and manage (PDMS IR3). GHFP activities also contribute to the objectives of U.S. Foreign Assistance ("F") to invest in people, particularly with reference to health, education, social services, and protection of vulnerable populations.<sup>1</sup>

The relationship between the GHFP objectives and the USAID PDMS Performance Management Plan is shown in the Results Framework presented in Figure 1. The Results Framework focuses on two main strategic objectives, which are to enhance the health sector cadre worldwide, and to strengthen staff capacity to lead and manage. To achieve the first objective, GHFP will recruit, develop, and support health professionals, implement internships, and diversify the workforce. To achieve the second objective, GHFP will implement activities aimed at developing and improving essential PHN skills and knowledge and developing institutional capacity.

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<sup>1</sup> Source: U.S. Foreign Assistance Framework, January 29, 2007.

Figure 1: Global Health Fellows Program Results Framework



## Health Sector Cadre Enhanced Worldwide

### ***IR 1.1 Health professionals recruited, developed, supported***

#### SR 1.1.1 Expanded awareness of GHFP and its opportunities

To increase awareness of GHFP, program staff engaged in a wide range of outreach activities. Outreach activities focused on the following targeted areas: 1) Schools of Public Health and other feeder schools,<sup>2</sup> 2) professional conferences and employment fairs, 3) outreach targeting minorities, 4) other targeted outreach, and 5) web-based outreach.

#### ***Results***

A listing of selected outreach events conducted during Year One is shown in Table 1. Key results include:

- **Schools of Public Health and Other Feeder Schools:** To increase awareness of the GHFP program, GHFP staff conducted outreach presentations at several schools of public health and other potential feeder schools for the program. Presentations were followed by question-and-answer sessions, as well as by individual meetings with interested participants. Targeted outreach schools included, among others, the Boston University School of Public Health, the Columbia University Mailman School of Public Health, the Johns Hopkins Bloomberg School of Public Health, the Morehouse College of Medicine in Atlanta, the Rollins School of Public Health at Emory University, the University of Washington School of Public Health and Community Medicine, and the Tulane School of Public Health and Tropical Medicine in New Orleans.
- **Professional Conferences and Employment Fairs:** To maximize outreach among public health professionals, GHFP had an exhibit booth at the annual meeting of the American Public Health Association, held in Boston, November 4-8, 2006, and the annual meeting of the Global Health Council, held in Washington DC, May 29-June 1, 2007. GHFP held receptions at both meetings, which enabled prospective applicants to meet with current and former fellows, share their experiences and expertise. In addition, GHFP Project Director Sharon Rudy gave a presentation on the Global Health Fellows Program in a session on “Exploring Careers in Global Health” at the Annual Meeting of the American Public Health Association. GHFP was also represented at the International AIDS Conference in Toronto, August 13-18, 2006, and at the Unite for Sight Fourth International Health Conference, held at the Stanford University School of Medicine, Palo Alto, on April 14-17, 2007. On March 14, 2007, the Deputy Director for Global Health Careers Susan Masse gave a

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<sup>2</sup> The terms feeder schools refers to colleges and universities that typically provide a large number of graduates that enter the GHFP program.

presentation on the Global Health Fellows Program at USAID for visiting students from Emory University's Rollins School of Public Health. She was invited to speak by Angela Weaver, a current GHFP Fellow and Emory alumna. Other presenters included the Assistant Administrator for Global Health, Dr. Kent Hill, Karen Cavanaugh, Senior Technical Advisor for Health Systems, and Murray Trostle, Senior Avian Influenza Technical Advisor.

- **Outreach Targeting Minorities:** To increase awareness of GHFP among minority groups, the program is holding informational presentations at designated minority-serving institutions (MSI). To that effect, GHFP staff gave a presentation at the Morehouse College of Medicine in Atlanta, GA, on March 19, 2007. The presentation was followed by individual meetings with the students. Fifteen people attended the event and signed up for the GHFP listserv. GHFP also had a booth at the March 27, 2007 Texas Job Fair organized by the Houston Area Consortium of Career Centers that included two Historically Black Colleges and Universities (Texas Southern University and Prairie View A&M University) and two primarily Hispanic-serving Universities (University of St. Thomas and University of Houston-Downtown). Approximately 50 people signed up for the GHFP listserv.
- **Other Targeted Outreach:** To increase awareness of GHFP internship opportunities among undergraduate students, the program made a presentation to prospective public health students at the open house that was held at the Tulane School of Public Health and Tropical Medicine on March 10, 2007. Approximately 65 prospective public health students attended. To increase awareness of GHFP among non-USAID organizations abroad, GHFP staff presented on the program at the Hubert H. Humphrey Fellows Enhancement workshop, held in Atlanta, GA, March 19-21, 2007. Because Humphrey Fellows are mid-career professionals who are expected to return to their home country upon completion of their fellowship, outreach among this group will trickle down to potential placements for non-USAID organizations. The event was attended by 35 Humphrey Fellows.

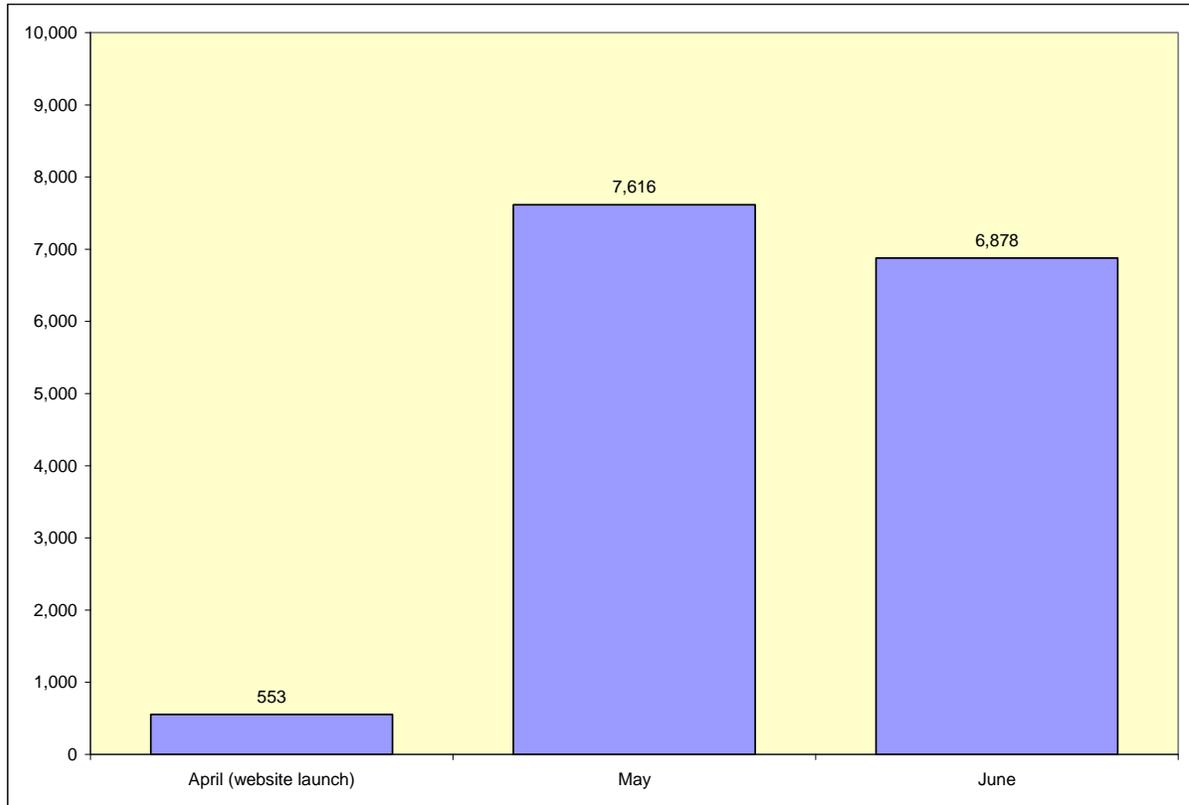
Table 1: List of Selected GHFP Outreach Events

Date	Location/Event	Estimated number of participants
8/13/2006-8/18/2006	GHFP booth at International AIDS Conference, Toronto Canada	400
10/01/2006	Student Orientation, Tulane School of Public Health and Tropical Medicine	100
10/26/2006	Office of International Educations Resource Fair, University of Washington	50
11/04/2006-11/08/2006	GHFP booth at the Annual Meeting of the American Public Health Association	400
01/23/2007	Tulane School of Public Health and Tropical Medicine	55
02/01/2007	Harvard Business School Global Health Networking Forum	50
02/16/2007-02/18/2007	5 <sup>th</sup> Annual Western Regional International Health Conference	300
02/26/2007	Global Health Resource Council Advisory Board Meetings, University of Washington	50
03/05/2007	Harvard School of Public Health Career Fair	50
03/09/2007	Johns Hopkins Bloomberg School of Public Health	200
03/10/2007	Open House, Tulane School of Public Health and Tropical Medicine	65
03/19/2007	Morehouse College of Medicine, Atlanta	15
03/20/2007	Emory University, Rollins School of Public Health, Atlanta	30
03/27/2007	Texas Job Fair, Houston Area Consortium of Career Centers	50
03/19/2007-03/21/2007	Hubert H. Humphrey Fellows Enhancement Workshop, Atlanta	35
03/30/2007	Columbia University Mailman School of Public Health	100
04/09/2007	Boston University School of Public Health Career Fair	40
04/14/2007-04/17/2007	Unite for Sight Fourth Annual International Health Conference, Stanford University School of Medicine, Palo Alto, April 14-17, 2007	50
05/29/2007-06/01/2007	GHFP Booth at the Annual Meeting of the Global Health Council	300

- Web-based Outreach:** GHFP designed a full-featured website to increase program awareness and to facilitate the fellowship application process. The new GHFP website has proven to be a very effective virtual presence and outreach tool. The website was launched in early May 2007. The total number of website visitors – many of which are potential applicants – rapidly increased from 553 in April 2007 to over 6,000 per month (7,616 in May and 6,878 in June 2007). Website statistics show that website visitors extensively navigate the site, averaging over 40 hits per visit. By

the end of the fiscal year, the website had recorded over 773,000 hits, with the recruitment page being the most popular.

Figure 2: Number of Website Visitors (April – June 2007)



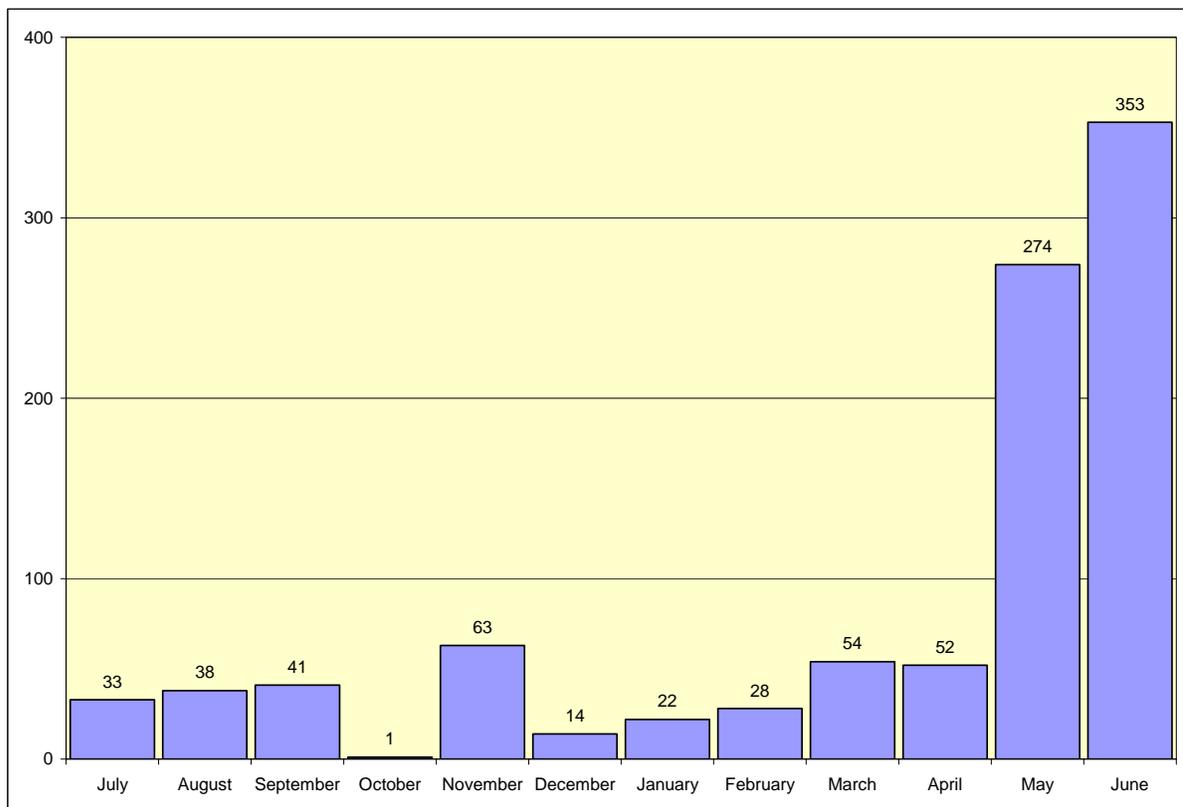
- To facilitate strategic planning for future outreach activities, GHFP established an Outreach Working Group. The working group is led by Robert Leone, GHFP's Communications Manager. The purpose of this group is to map out and implement the outreach strategies for GHFP in order to make the program known to a diverse group of highly qualified potential fellows and interns and attract the most viable candidates for our open positions. Outreach sites include a variety of regional, national, and international conferences and career events focusing on global health. Each requires, in addition to standard communications materials, a variety of specialized materials depending upon the level of participation (i.e. PowerPoint Presentations, fellows' bios, flyers/brochures focusing on career development, working in the USAID environment, PHI background sheet, etc.).

### SR 1.1.2 Procedure for selection and placement of fellows improved

#### *Results*

- The launch of the full-featured GFHP website, which enabled electronic application, has greatly facilitated the application process. Prior to the launch of the website in April 2007, the program typically received between 25 and 60 applications per month. However, after the launch of the website the number of applications dramatically increased to 274 in May 2007 and 353 in June 2007. In total, GHFP received 973 fellowship applications for the 36 positions being recruited during this first Program Year.

Figure 3: Number of Applications for GHFP Fellowships (July 2006- June 2007)



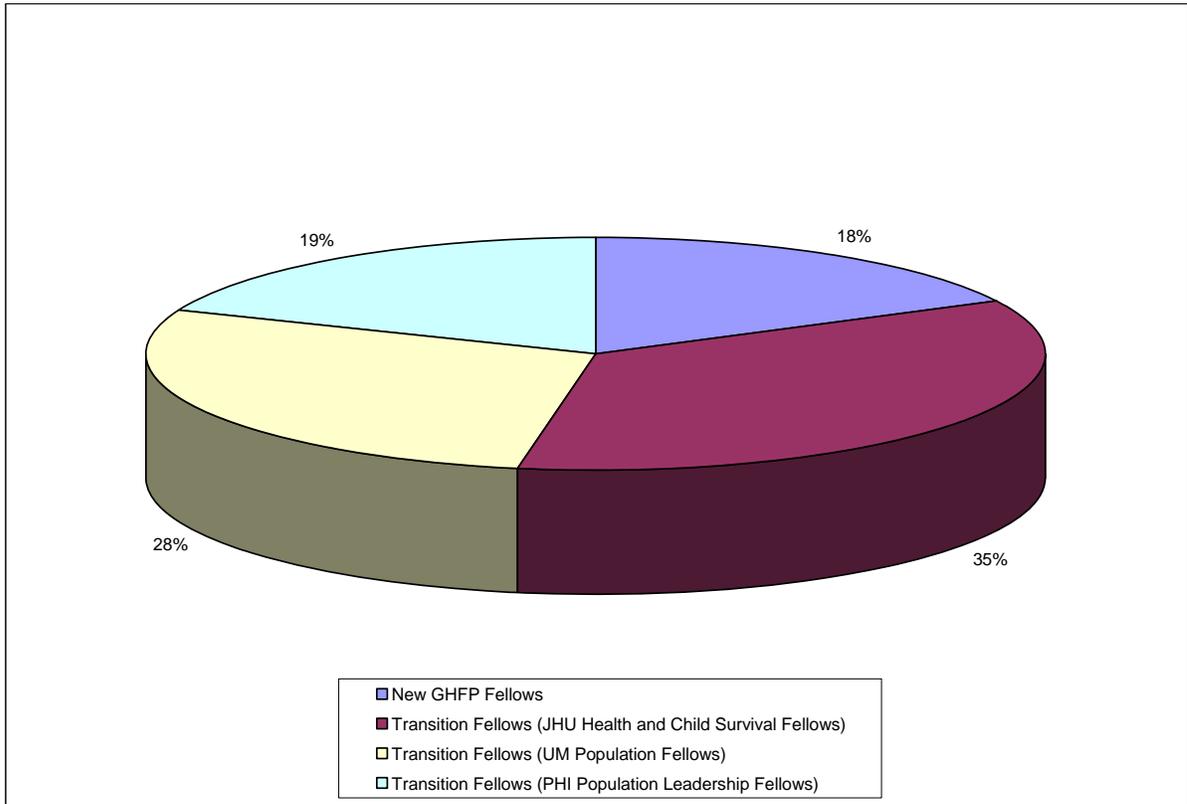
- Program M&E data shows that the procedures for selecting and recruitment are very efficient. Of the 973 applications received and screened, 132 applications from highly qualified applicants were forwarded to the Onsite Managers (OSM) for review within two weeks of the position closing date.

### SR 1.1.3 Cadre of fellows meets USAID/GH/PHN technical and workforce needs

#### *Results*

- To ensure seamless support and technical capacity on key USAID and USAID partner programs, GHFP worked closely with the former fellowship programs (the Johns Hopkins Health and Child Survival Fellows Program, the University of Michigan Population Fellows Program, and the Public Health Institute's Population Leadership Program) to transfer these programs' fellows into the new flagship fellowship program. In total, GHFP hired 61 fellows and assumed responsibility for their fellowships from the previous programs (including 26 from the Johns Hopkins Health and Child Survival Fellows Program, 21 from the University of Michigan Population Fellows and Population-Environment Programs, and 14 from the Public Health Institute's Population Leadership Program). The transitioned fellows enhanced the workforce by providing expertise in a wide range of technical areas, including child survival, maternal and child health, nutrition, HIV/AIDS, avian influenza, tuberculosis and other infectious diseases. Out of these 61 transition fellows, 27 provided technical expertise to USAID/Washington, and 20 helped enhance the workforce at USAID Missions abroad. Of the 14 non-USAID placements, two were based in Washington, DC, while 12 were stationed with USAID partner organizations abroad (international private voluntary organizations, ministries of health, and international and local nongovernmental organizations). Table 2 details the names, positions, posts, and previous mechanisms of these transitioned fellows.

Figure 4: 2006-07 GHFP Fellows



- To address the workforce needs and to increase the technical capacity of USAID/Washington, USAID Missions, and USAID-supported non-governmental organizations abroad, GHFP recruited and placed 13 new fellows between July 3, 2006 and June 30, 2007. Among the 13 new recruits, seven were placed with USAID/Washington and six at USAID Missions abroad. Table 3 lists these new fellows along with their position titles and posts.

Table 2: Transition Fellows (with position title and organization)

<b>a. Transfers from the Johns Hopkins University Health and Child Survival Fellows Program</b>	
Agravat, Namita Child Survival and Health Grants Program Manager GH/HIDN/NUT	Ahmed-Noor, Ayan Health, Disaster and Complex Emergency Advisor GH/HIDN/MCH
André, Zandra Veterinary Epidemiologist/Public Health Advisor GH/HIDN/AI	Andreini, Michael Health Advisor USAID/Sudan
Barnhart, Matthew HIV/AIDS Technical Advisor GH/OHA/TLR	Beardsley, Kipling HIV/AIDS Technical Advisor EE/DGST
Berzon, Richard HIV/AIDS Technical Advisor GH/OHA/SPER	Blanchard, Robert Disaster Logistics Support Specialist GH/HIDN/AI
Boggs, Malia Micronutrients Program Advisor GH/HIDN/NUT	Brady, Molly Avian Influenza Advisor USAID/RDM/Asia (Bangkok)
Canahuati, Judy MCH/N and HIV Technical Advisor DCHA/FFP/PTD	Dinh, Thu Van Monitoring and Evaluation Advisor GH/OHA/SPER
Freyder, Mary HIV/AIDS Technical Advisor USAID/Barbados	Gumapas, Cherry HIV Behavior Change Communication Advisor USAID/Mozambique
Haberle, Heather Health Research Advisor GH/HIDN/NUT	Hoffmann, Kamden Child Health Advisor GH/HIDN/MCH
Kramer, Lisa HIV/AIDS, TB, Infectious Diseases Technical Advisor USAID/Indonesia	Lillie, Tiffany Monitoring, Evaluation and Reporting Advisor GH/OHA/TLR
Maire, Mark Senior Technical Advisor USAID/Zambia	Paine, Patricia Senior Tuberculosis Advisor USAID/Brazil
Rainey, Rochelle Environmental Health Technical Advisor GH/HIDN/ID	Rajkotia, Yogesh Health Systems Advisor GH/HIDN/HS
Satin, Marietou Maternal and Child Health Advisor USAID/Nigeria	Surdo, Alison Voluntary Counseling and Testing Advisor GH/OHA/TLR
Texidor, Yumiko Youth Friendly Health Services Advisor Guyana Ministry of Health	Weaver, Angela Child Health/Immunization Technical Advisor GH/HIDN/MCH

Table 2 (continued)

<b>b. Transfers from the University of Michigan Population Fellows Programs</b>	
Boryc, Kathryn Strategic Information Liaison USAID/Guyana	Callahan, Rebecca Biomedical Research Advisor GH/PRH/RTU
D'Agnes, Heather Population/Environment Technical Advisor GH/PRH/PEC	Emmart, Priya Technical Advisor JSI/Deliver, Ethiopia
Fehlenberg, Stacy Public Health Advisor Jane Goodall Institute, Tanzania	Fischelis, William Population and Environment Advisor Conservation International, Philippines
Fuentes, Fernando HIV/AIDS Integration Advisor Mercy Corps, Guatemala	Hastings, Catherine HIV/AIDS Community Care Specialist USAID/Rwanda
Hurley, Laura International Development Associate Assistance Technique Nationale (ATN ), Mali	Kearl, Rachel Capacity Development Advisor GH/PDMS
Lee, Connie Youth Reproductive Health Technical Advisor Save the Children, Mozambique	Mandal, Mahua Reproductive Health Advisor GH/PRH/SDI
McKay, Mieko Public Health Advisor USAID/Mali	Menotti, Elaine Global Health Fellow Constella Group, Washington DC
Patterson, Kristen Population and Environment Program Advisor SantéNet, Madagascar	Robinson, Heather International Development Associate Population Services International, Benin
Rubin, Jennifer HIV/AIDS Advisor USAID/Rwanda	Schlecht, Jennifer Monitoring and Evaluation Coordinator EngenderHealth, Tanzania
Sharer, Melissa Capacity Building Advisor John Snow Inc., USA	Wilen, Jennifer Family Planning/Reproductive Health Advisor International Rescue Committee, Thailand
Wood, Martha Reproductive Health Advisor PLAN/Ethiopia	

Table 2 (continued)

<b>c. Transfers from the Public Health Institute Population Leadership Program</b>	
Baldwin, Lisa Reproductive Health and Communications Senior Technical Advisor USAID/Tanzania	Eyres, John Drug Rehabilitation and HIV/AIDS Prevention Senior Technical Advisor USAID/Vietnam/RDM/Asia
Feinberg, Madaline Monitoring and Evaluation Advisor USAID/Namibia	Jordan, Mary Sr. Technical Advisor, Public/Private Partnerships GH/OHA/TLR
MacDonald, Patricia Service Delivery Improvement Program Advisor GH/PRH/SDI	Pereira, Alisa Avian Influenza Advisor GH/HIDN/AI
Posner, Stephanie Senior Technical Advisor USAID/Regional HIV/AIDS Program, South Africa	Reier, Suzanne Senior Technical Advisor WHO, Geneva
Schaefer, Lois Senior Technical Advisor GH/PRH/SDI	Settimi, Stephen Sr. Tech. Advisor, ICT/Knowledge Management GH/PRH/PEC
Teichman, Pamela Senior Technical Advisor USAID/Cambodia	Teller, Charles Senior Evaluation Advisor GH/PRH/PEC
Thaddeus, Sreen Senior Technical Advisor USAID/Uganda	Whitworth, Regan Senior Technical Advisor USAID/Rwanda

- Among the 13 new hires, 6 fellows were assigned to overseas posts in Namibia, Nigeria, Rwanda, and Vietnam. All were successfully relocated to their posts. These new fellows provided technical expertise in monitoring and evaluation (4 fellows), infectious diseases (2), immunization (1), HIV/AIDS (3), international health (1), health and community development (2), and pharmaceutical management (1).

Table 3: List of New Hires in Program Year One (with position title and organization)

Arntson, Laura Strategic Information Advisor USAID/Nigeria	Boyd, Erin Program Advisor, Child Survival and Health Grants GH/HIDN/NUT
Cassell, Michael Senior Prevention Advisor USAID/Vietnam	Feyesitan, Bamikale Evaluation Technical Advisor GH/PRH/PEC
Furnivall, Mary Senior HIV/AIDS Advisor USAID/Namibia	Gachuhi, Muthoni HIV/AIDS Prevention and Care Technical Advisor USAID/Rwanda
Goel, Pradeep Senior Immunization Advisor USAID/Nigeria	Koppenhaver, Todd M&E and Strategic Information Advisor USAID/Namibia
Maniscalco, Lisa Health/Nutrition Surveys & Evaluation Advisor GH/HIDN/HS	Mohan, Carolyn Tuberculosis Advisor GH/HIDN/ID
Murphy, Jennifer Pharmaceutical Management Advisor GH/HIDN/HS	Waldman, Ronald Team Leader, Pandemic Planning/Humanitarian Response GH/HIDN/AI
Wolfe, Kelly Community and NGO Development Advisor GH/OHA/IS	

- 15 fellowships ended during the period from July 3, 2006 through June 30, 2007. Among the 15 fellows who departed during Program Year One, all but one are confirmed to be currently working in the field of global health and international development; some remained at USAID through other positions (see SR.1.1.5).
- During Program Year One, 29 fellows completed annual performance evaluations. Performance data on these 29 indicate that fellows are consistently rated as above average or outstanding in 13 skill areas, each rated on a five point scale consisting of Outstanding, Above Average, Satisfactory, Below Average, and Needs Improvement. Only one fellow was rated in one area as needing further improvement.
- Of the 13 fellows who were eligible for a promotion during Program Year One, seven (54%) were promoted within GHFP. Eligibility for promotion under GHFP is defined as having completed two years in a fellowship with an invitation to extend in that fellowship by the host organization.

### *Fellow Activities and Contributions*

During this first reporting period, 74 fellows participated in the Global Health Fellows Program and provided technical expertise to USAID and its selected cooperating partners. This section provides a brief description of the activities and accomplishments of each fellow.

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#### **Namita Agravat, MPH**

Child Survival and Health Grants Program  
Manager  
GH/HIDN/NUT

Ms. Namita Agravat transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program in October 2006. At GHFP she continued her work as Child Survival and Health Grants Program (CSHGP) Advisor to the Nutrition Division in the Bureau for Global Health. In this capacity, she has been providing managerial and technical advice on policy and program issues related to centrally funded Child Survival Grants. She also played a key role in efforts to ensure that the contributions of U.S. Private Voluntary Organizations (PVOs) and Non-Governmental Organizations (NGOs) in USAID's Child Survival and other programs are strengthened, and that their contributions are expanded. She participated in the development and monitoring of training programs for those PVOs and NGOs that are funded through CSHGP.

#### **Ayan Ahmed Noor, MD, MPH**

Health, Disaster, Complex Emergency Advisor  
GH/HIDN/MCH

Dr. Ayan Ahmed Noor served as Health, Disaster and Complex Emergency Assistance Advisor in the Global Health Bureau, Maternal and Child Health Division until May 2007. She came to GHFP after transferring from the Johns Hopkins Health and Child Survival Fellows program. This past year, Dr. Ahmed Noor was responsible for providing health expertise to participants on Disaster Assistance Relief Teams and Response Management Teams, and played a key role liaising with the Office of Foreign Disaster Assistance of the Bureau of Democracy, Conflict and Humanitarian Assistance. In addition, she played a key role providing technical support and oversight to the development and implementation of health related policy, research, and project activities in foreign disasters and fragile and transitional states.

#### **Zandra André, DVM, MPH**

Veterinary Epidemiologist / Public Health Advisor  
GH/HIDN/AI

Dr. Zandra André served as veterinary epidemiologist and public health advisor to the Avian and Pandemic Influenza Preparedness and Response Unit, in the Bureau for Global Health. She came to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She provided expert advice on matters related to the management of outbreaks of highly pathogenic avian influenza and post-outbreak recovery. She also provided guidance and recommendations for restructuring the poultry sector. In her capacity as avian influenza expert, she was responsible for liaising with infectious disease experts in other units, including USG agencies, state agriculture offices, universities and infectious disease research centers, and UN livestock production and health agencies.

#### **Michael Andreini, MPH**

Health Advisor  
USAID/Sudan

Mr. Michael Andreini joins GHFP through the Johns Hopkins University Health and Child Survival Fellows program. He was based in Nairobi, Kenya, where he served as a Health Advisor for the Sudan Field Office. In this capacity, he was responsible for providing both managerial and technical assistance to the Sudan Field Office and its health, nutrition, population, water and sanitation activities. Specifically, he played a key role in providing technical advice and support to the Sudan Health Transformation program, which is implemented through John Snow Inc., WHO, and UNICEF, and which aims to improve child survival, health, and nutrition.

#### **Laura Arntson, PhD, MPH**

Strategic Information Advisor  
USAID/Nigeria

Dr. Laura Arntson was a very recent addition to GHFP, assuming the role of Strategic Information

Advisor for the President's Emergency Plan for AIDS Relief (PEPFAR) with the USAID Mission in Nigeria in June 2007. In this capacity, Dr. Arntson provided support for the tracking and monitoring of quality of data management and program reporting for the Mission's PEPFAR programs. She oversaw and coordinated the collection and analysis of "strategic information" related to HIV/AIDS and TB flowing from the Emergency Plan agencies, other SO teams and implementing partners. She was responsible for ensuring that all USG agencies and partners were involved in data collection, analysis, and reporting, for maintaining a database that will track USG data pertaining to the Emergency Plan, and for liaising with key stakeholders on common monitoring and reporting requirements.

### **Lisa Baldwin, MPH**

Reproductive Health and Communication  
Senior Technical Advisor  
USAID/Tanzania

Lisa Baldwin joined GHFP from the Public Health Institute's Population Leadership Program. Lisa was posted with the USAID Mission in Tanzania, where she served as Senior Technical Advisor for behavior change communication programs, and participated as a member of the Mission's Health and Population Team. In this capacity, she provided technical advice to USAID and its implementing partners to enhance the behavior change communication areas of the USAID-funded programs. Her duties included providing managerial and technical support for the national social marketing program and for national behavior change communication interventions for HIV/AIDS and reproductive health. Lisa was responsible for leading the design and procurement process for the Tanzania Marketing and Communications: AIDS, Reproductive Health and Child Survival Project (TMARC), a Private Sector Program (PSP) Task Order. TMARC is a five-year, \$22 million project implemented by the Academy for Educational Development. It aims to build stronger local ownership and linkage with the private sector in Tanzania for the marketing and communication of health and HIV/AIDS products and behaviors. Lisa also supported the ISHI ("to live" in Swahili) Campaign, a national mass media HIV/AIDS prevention campaign for youth. The campaign uses top-selling Tanzanian hip-hop artists to record campaign messages to promote abstinence, faithfulness, and condom use among youth.

### **Matthew Barnhart, MD, MPH**

HIV/AIDS Technical Advisor  
GH/OHA/TLR

Dr. Matthew Barnhart transferred from the Johns Hopkins Health and Child Survival Fellows Program and served as the HIV/AIDS Senior Technical Advisor to the Technical Leadership and Research Division of the Office of HIV/AIDS, Bureau for Global Health. In this capacity, Dr. Barnhart was responsible for providing support to USAID's implementation of HIV/AIDS programs, with a particular emphasis on programs related to prevention of mother to child transmission of HIV (PMTCT) and HIV/AIDS care and treatment services. In addition, Dr. Barnhart also served as liaison to regional bureaus and USAID partners in matters pertaining to HIV care, treatment and PMTCT. He served as the co-chair of the technical working group on PMTCT and Pediatric HIV. In that capacity, he provided technical assistance to improve the overall quality and coverage of PMTCT and care and treatment programs supported by the USG. Matthew focused his efforts on revising the PEPFAR country operational plan (COP) guidance areas related to PMTCT/pediatrics. And also on providing assistance to USG country teams to strengthen their PMTCT portfolios to better support the activities and targets that are consistent with the United Nations General Assembly Special Session on HIV (UNGASS) PMTCT goals of achieving 80% coverage of services and a 50% reduction in infections by 2010.

Matthew acted as a liaison for USAID with WHO, UNICEF, and other international organizations in the area of PMTCT and pediatric HIV, contributing to the development of the new "Global Guidance for the Acceleration of PMTCT Scale-up", a document that has now been cleared by the USG and other international agencies and will be launched in November 2007. He provided support to USAID in helping to manage the Elizabeth Glaser Call to Action (EGPAF), Columbia University MTCT-Plus, Mothers-to-Mothers, and CMMB cooperative agreements. Particular focus was given to transitioning the EGPAF activities to other bilateral mechanisms in many countries, since the original cooperative agreement end date was June 2007. Matthew also focused especially on providing technical and management support to help sustain and expand USG-supported PMTCT and care and treatment activities in Lesotho and Swaziland, where Columbia and EGPAF are working, given that there were limited in-country

USG staff to oversee these activities before June 2007. In country technical assistance visits were made to Swaziland and Lesotho in 2007 as part of this support. Matthew also gave a number of high-profile presentations over the last year, including a presentation at the HIV/AIDS Implementers meeting in Kigali, a PEPFAR pep-talk on PMTCT over videoconferencing to USG country teams, and a recent plenary presentation to the NIH IMPAACT leadership team.

### **Kipling Beardsley, MPH**

HIV/AIDS Technical Advisor  
EE/DGST

Mr. Kipling (Kip) Beardsley joined GHFP from the Johns Hopkins University Health and Child Survival Fellows Program. He served as HIV/AIDS Technical Advisor in the Office of Democracy, Governance and Social Transition with the Bureau for Europe and Eurasia (E&E). He assisted E&E in strengthening evidence-based responses to the HIV/AIDS epidemic throughout the region. Mr. Beardsley provided scientific technical guidance on the prevention of HIV/AIDS, particularly among populations who engage in high-risk behavior such as injection drug use, and the treatment and/or care of those infected and affected. This includes assistance in the technical design, development of policies and programs and the evaluation and monitoring of HIV/AIDS approaches and programs. It also included mastering and presenting HIV/AIDS issues and opportunities in the E&E region to a range of senior decision-makers in USAID, the State Department, Congress, international organizations and host country governments.

Kip provided technical assistance to Missions, PVOs/NGOs, contractors, grantees and host countries in the E&E region regarding the design and implementation of drug demand reduction and HIV/AIDS prevention, treatment and care programs, and evaluation of HIV/AIDS programs. He also liaised with other donors and organizations including GF, CDC, NIH, NIDA and NGOs/PVOs to facilitate coordination of policies, approaches, and programs with respect to HIV/AIDS. He ensured that USAID's concerns regarding building local capacity were appropriately reflected in these discussions.

### **Richard Berzon, DrPH**

HIV/AIDS Technical Advisor  
GH/OHA/SPER

Dr. Richard Berzon joined GHFP from the Johns Hopkins University Health and Child Survival Fellows Program and served as HIV/AIDS Technical Advisor to the Strategic Planning, Evaluation and Reporting Division. In this capacity, he provided broad HIV/AIDS-related expertise and guidance in monitoring and evaluating programs that contributed to USAID's strategic objective to reduce HIV transmission and mitigate the impact of the disease.

Dr. Berzon is a member of two of the US President's Emergency Plan for AIDS Relief (PEPFAR) technical workgroups: Adult Treatment and Palliative Care. He contributed substantially to the recent external review in South Africa of PEPFAR-funded care and treatment programs (April 2007), and was a contributor to the final report for that activity. He was the USAID lead responsible for the implementation of the public health evaluation palliative care targeted evaluation study. He led a task force that redesigned the study that is now being conducted in Uganda and Kenya, and oversaw that study.

Dr. Berzon was also a member of the Public Health Evaluation Subcommittee (PHE SC). The PHE is an inter-agency governmental team that sets the program evaluation agenda across PEPFAR-supported HIV/AIDS prevention, care, and treatment activities. He was the USAID lead for the ARV targeted evaluation costing study, which assesses the costs of treatment across five PEPFAR focus countries (Nigeria, Uganda, Ethiopia, Botswana, and Vietnam). He served as the co-lead on an SI TA training program in Moscow that included discussion of OGAC indicators, target setting, and partner orientation. As a core team member for South Africa and Kenya, he regularly contributed to their country operational plans; and broadens in-country knowledge and effective monitoring and evaluation practice of HIV/AIDS prevention, care, and treatment programs across USG Agencies.

In December 2006, Dr. Berzon received a USAID Sustained Outstanding Performance Award in recognition of superior work of the M&E Team of the Office of HIV/AIDS to support the design and implementation of PEPFAR's SI framework.

**Robert Blanchard, MPH**

Disaster Logistics Support Specialist  
GH/HIDN/AI

Mr. Robert Blanchard served as Disaster Logistics Support Specialist to the Avian Influenza Response Unit in the Global Health Bureau. He joined GHFP from the Johns Hopkins University Health and Child Survival Fellows Program. Robert provided expertise in disaster logistics in support of disease prevention, detection, and containment activities internationally in conjunction with a wide array of US Government (USG) partners. He provided logistics support with respect to transport of humanitarian equipment. He also provided managerial support for the USAID-funded DELIVER project, which works with national and international partners to increase the availability of essential health supplies around the world. To ensure that USAID response objectives were met, he assisted with the management and coordination of preparedness and response activities by USAID, USG agency partners, implementing partners, and commercial transport managers. He also played a key role in helping USAID Missions, host governments and NGOs in developing and implementing programs to prevent and contain avian and pandemic influenza outbreaks, including support with respect to non-pharmaceutical medical countermeasures in response to avian influenza outbreaks.

**Malia Boggs, MPH**

Micronutrients Program Advisor  
GH/HIDN/NUT

Ms. Malia Boggs served as Micronutrients Program Advisor in the Global Health Bureau's Nutrition Division. She joined GHFP from the Johns Hopkins University Health and Child Survival Fellows Program. Malia was responsible for providing technical and managerial support for the implementation and monitoring of the portfolio of USAID-funded micronutrient activities. She assisted with the close-out of the MOST global nutrition project, and played a key role in planning the new A2Z nutrition project. She served as coordinator and co-manager for the USAID grant to the Global Alliance for Improved Nutrition (GAIN), which promotes use of food fortification to reduce vitamin and mineral deficiencies. She also managed a USAID's grant to UNICEF to help eliminate Iodine Deficiency Disorders (IDD). In addition, she co-managed a contract with USAID's Point-of-Use Water Disinfection and Zinc

Treatment Project (POUZN). In this role, Malia played a key coordinating function, liaising with the USAID Zinc Working Group and the Gates-funded Zinc Task Force. Malia also served as the Alternate Country Coordinator for India.

**Erin Boyd, MS**

Child Survival and Health Grants Program  
Technical Advisor  
GH/HIDN/NUT

Erin Boyd joined GHFP as Child Survival and Health Grants Program Technical Advisor in the Global Health Bureau's Nutrition Division. In this capacity, Erin helped backstop 30 grants, participated in application review and implementation plan writing, drafted the request for assistance, organized a Mini-University for new grantees, and liaised with Cooperating Agencies to help CSHGP grantees access technical assistance.

**Kathryn Boryc, MPH**

Strategic Information Liaison  
USAID/Guyana

Kathryn Boryc served as Strategic Information Liaison for USAID/Guyana. She joined GHFP from the University of Michigan Population Fellows Program. As the Strategic Information Liaison, Kathryn was responsible for overseeing the monitoring and evaluation plan for the USAID Guyana HIV/AIDS Reduction and Prevention Project, and for increasing the capacity of implementing partners to report high quality reliable data.

She provided technical assistance to the National AIDS Program Secretariat in strategic information issues. She responded to and acted on the series of recommendations listed by the 2005 Regional Inspector General Audit. More specifically, she conducted a monitoring and evaluation systems strengthening analysis for prime USAID contractors to ensure that adequate monitoring and reporting systems were in place to enable the accurate reporting by sub-recipients on specific program areas, as required by the Office of the Global AIDS Coordinator (OGAC). Kathryn coordinated the completion and national dissemination of several major surveys, including the Guyana AIDS Indicator Survey, the PMTCT Drop-out Study, and the Guyana Service Provision Assessment. She assisted in writing the FY07 Country Operational Plans, including setting targets with all USG partners. She conducted a

situation analysis of the national monitoring and evaluation systems in place for HIV/AIDS and provided a series of key recommendations to the Ministry of Health. She also reported to the Office of the Global AIDS Coordinator on PEPFAR program achievements and results on a semi-annual basis. She assisted in strategic information capacity development for key focal persons at the National AIDS Programme Secretariat. She served as an active member of the Patient Monitoring Technical Committee, which modified the generic WHO Patient Monitoring System for HIV/AIDS Care and Treatment to fit the Guyanese context and trained health care workers at all HIV/AIDS treatment sites in Guyana.

### **Molly Brady, MPH**

Avian Influenza Advisor  
USAID/RDM/Asia (Bangkok)

Ms. Molly Brady was a former Johns Hopkins Health and Child Survival Fellow posted with the Regional Development Mission (RDM/A) for Asia in Bangkok, Thailand, serving as Avian Influenza Advisor. In this capacity, she provided expertise to coordinate the AI activities and provided technical support and oversight to the development and implementation of policy, research, and project activities in the prevention, detection and containment of avian influenza. As such she coordinated and liaised with a wide array of US Government partners and international organizations. She has played a crucial role in working with USAID missions, host governments and NGOs to develop and assess program approaches for preventing, detecting, and containing outbreaks of avian or pandemic influenza. She served on the Monitoring and Evaluation Working Group and participated in the development of a monitoring and evaluation framework and guide for avian influenza activities in Asia.

### **Rebecca Callahan, MPH**

Biomedical Research Advisor  
GH/PRH/RTU

Rebecca Callahan came to GHFP from the University of Michigan's Population Fellows Program. She served as the Biomedical Research Advisor for the Research, Technology, and Utilization (RTU) Division in the Office of Population and Reproductive Health, Bureau for Global Health. In this role, she provided technical and managerial support related to contraceptive

and microbicide development and utilization, disseminated research findings and worked to ensure that family planning and delivery systems turn these research results into practice.

Since her transition to GHFP, she assumed the position of technical advisor for the Contraceptive and Reproductive Health Technologies Research and Utilization (CRTU) project for which she served as first point-of-contact for project staff. She reviewed and commented on workplan submissions, research protocols, budget documents, travel authorizations and other project documents. She worked closely with the project's cognizant technical officer during the last PRH portfolio review to collect and present project results. She was actively involved in the design of an upcoming mid-term evaluation of the CRTU and participated in the annual management review.

Rebecca took over day- to-day oversight of the new E&E Regional Family Planning Activity (EERFPA). In this role, she organized management meetings with the project implementers to develop strategic plans for the project. She also initiated contact with mission HPN officers in the E&E Region to inform them of the project and explore opportunities for the project to enhance mission FP/RH activities. She reviewed all project workplans, budgets, and other documents including regional desk reviews and case studies.

As the alternate country coordinator for Haiti she traveled to Port-au-Prince twice at the request of the mission to aid in the development of their operational plan (OP). She took the lead on drafting the health section of Haiti's OP and worked with the mission health team to gather and incorporate relevant information. She worked closely with the country coordinator to maintain regular contact with the mission health team and provide any necessary backstop assistance. In this role she also reviewed two Child Survival and Health Grants proposals for Haiti.

Rebecca was very involved in review of the microbicide budget proposals as part of the microbicides team. She specifically reviewed and presented the CRTU, PATH HealthTech, and Global Campaign for Microbicides proposals to the team, identified areas for changes in the workplans and budgets, and communicated with the three implementers to gain additional information and clarify USAID priorities. She served as point of contact for these three microbicide CAs. In November of this past year, she organized an

expert meeting on vasectomy that was implemented by FHI and EngenderHealth. The meeting fostered useful discussion around the topic of vasectomy which will be used to inform future USAID investment in vasectomy research and service delivery. As point person for emergency contraception (EC) for the PRH Office, Rebecca represented USAID at the International Consortium for Emergency Contraception (ICEC) and American Society for Emergency Contraception (ASEC) annual meetings. She participated in a donor panel and presented USAID's work on emergency contraception.

**Judy Canahuati, MPhil**

MCH/N and HIV Technical Advisor  
DCHA/FFP/PTD

Ms. Judy Canahuati came to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She served as Maternal and Child Health, Nutrition and HIV/AIDS Technical Advisor to the Office of Food for Peace in the Bureau for Democracy, Conflict and Humanitarian Assistance.

She provided programmatic and technical guidance for activities in Maternal and Child Health and Nutrition supported through Food for Peace Cooperating Sponsors and the World Food Program. Judy served as a member of the PEPFAR Technical Working Group on food and nutrition and the USAID Core Working Group on Nutrition. She presented a paper on HIV Nutrition and Infant Health at the 2006 Global Health Mini-University, held in Washington DC, October 27, 2006.

**Michael Cassell, PhD, MA, MEM**

Senior Prevention Advisor  
USAID/Vietnam

Dr. Michael Cassell was recruited to serve as Senior HIV/AIDS Prevention Advisor with the USAID Mission in Hanoi, Vietnam. In this capacity, he provided technical advice and leadership for the implementation of USAID-funded HIV/AIDS prevention activities in Vietnam, and monitors program progress. He worked with the Prevention Technical Working Group to support multi-sectoral programming, and liaised with officials of the Government of Vietnam, NGOs and other implementing agencies. He was responsible for managing the prevention activities of the implementing partners, and for ensuring they were in compliance with bilateral government agreements and relevant USAID

regulations. He also assisted the Strategic Information team with Performance Monitoring Plans and Annual Performance Reports. He worked with USAID partners to ensure dissemination of program achievements and lessons learned.

**Heather D'Agnes, MPA, MMA**

Population/Environment Technical Advisor  
GH/PRH/PEC

Heather D'Agnes came to GHFP from the University of Michigan's Population Fellows Program and served as the Population-Environment Technical Advisor with the Policy, Evaluation and Communication Division in the Global Health Bureau. In this capacity, she provided administrative oversight and technical guidance for population, health, and environment activities implemented by Conservation International, the World Wildlife Fund, and the Woodrow Wilson Center, as well as discrete activities implemented within larger GH/PRH assistance mechanisms. The latter included projects implemented by the Jane Goodall Institute, the Population Reference Bureau, and the Environmental Health IQC. In addition, Heather was the Global Leadership Priorities Champion (GLP) for population, health, and environment.

**Thu Van Dinh, MPH**

Monitoring and Evaluation Advisor  
GH/OHA/SPER

Ms. Thu Van Dinh served as Monitoring and Evaluation Advisor for the Global Health Bureau's Strategic Planning, Evaluation and Reporting Division in the Office of HIV/AIDS. Formerly a Johns Hopkins' Health and Child Survival Fellow, she provided expertise and guidance in program evaluation and monitoring and on HIV/AIDS-related issues. Her responsibilities included strengthening USAID's ability to monitor program implementation, to assess program impact, and to document results, specifically in reference to USAID's strategic objective to reduce HIV transmission and mitigate the impact of the disease on nations, communities and families. She played a vital role in USAID's efforts to design and implement Strategic Information Systems and in reporting program results in the 14 priority countries identified in the President's Emergency Plan for AIDS Relief. She provided technical assistance to USAID missions and regional bureaus with respect to the design and implementation of monitoring and evaluation systems, and provides

backstopping for M&E activities in Asia and the Near East. Ms. Dinh worked closely with the USG Strategic Information team, and serves as co-chair of the PEPFAR Strategic Information Indicators and Reporting Technical Working Group.

**Priya Emmart, MPH, MSW**

Technical Advisor  
JSI/DELIVER, Ethiopia

Priya Emmart joined GHFP from the University of Michigan Population Fellows Program. Priya was stationed with the John Snow Inc. (JSI) field office in Ethiopia, where she served as a Contraceptive Security (CS) Advisor for the USAID-funded DELIVER project. The project aims to implement a nationwide contraceptive logistics management information system, improve warehousing, and provide technical advice to the Ministry of Health on forecasting and procurement. Priya was responsible for helping to build a contraceptive security agenda for Ethiopia, by identifying opportunities, stakeholders, and issues that can help facilitate this. In this role, she facilitated linkages between key stakeholders, and worked collaboratively with the Ministry of Health to identify and address priority issues affecting contraceptive security. Priya played a major role in the efforts to consolidate the Ethiopian Contraceptive Logistics System, and assisted with routine program monitoring and evaluation.

**John Eyres, PhD**

Drug Rehabilitation and HIV/AIDS Prevention  
Senior Technical Advisor  
USAID/Vietnam

Dr. John Eyres served as the Senior Technical Advisor for Drug Rehabilitation and HIV Prevention with USAID/Vietnam. He joined GHFP from the Public Health Institute's Population Leadership Program. Over the past year, he has guided the implementation of a comprehensive HIV program for drug rehabilitation center residents. Through the program, more than 250 HIV+ former heroin injectors are on life-saving ARV drugs, and will receive continuing addiction counseling and relapse prevention support once they return to the community. John planned a 100% Condom Use Program pilot that will be implemented by Constella Futures Health Policy Initiative (HPI) in Can Tho province. HPI will work with police, health authorities, and the owners of entertainment establishments to ensure that all transactional sex requires condom use.

John has also helped to develop cross-border interventions for Vietnamese sex workers in Cambodia in conjunction with USAID/Cambodia and Family Health International. He has assisted in the procurement of over 15 million condoms for HIV prevention in Vietnam. These condoms are used for free distribution by many partners and will also be socially marketed by USAID partner Population Services International (PSI) in sex work hot spots.

**Stacy Fehlenberg, MPH, MS**

Public Health Advisor  
Jane Goodall Institute, Tanzania

Stacy Fehlenberg joined GHFP from the University of Michigan Population-Environment Fellows program. She was stationed with the Jane Goodall Institute in Tanzania, where she served as Public Health Advisor to the Lake Tanganyika Catchment Reforestation and Education (TACARE) Project. TACARE is active in five areas: health (family planning, water and sanitation, and HIV/AIDS); agriculture; forestry; roots and shoots (youth environmental education); and community development (girls' scholarships and micro-credit). As TACARE grew, it required a more comprehensive reporting system. Stacy's role was to assist TACARE with the design and implementation of a systematic and comprehensive monitoring and evaluation (M&E) process, and to train staff on these systems to ensure sustainability in the long term.

**Madaline Feinberg, MPH**

Monitoring and Evaluation Advisor  
USAID/Namibia

Madaline Feinberg served as the HIV/AIDS Monitoring and Evaluation Advisor for USAID/Namibia and came to GHFP from the Public Health Institute's Population Leadership Program. Based in Windhoek, she served as Strategic Information Liaison for activities implemented through the US President's Emergency Plan for AIDS Relief in Namibia. In this capacity she was responsible for coordinating with USG partners in Namibia to ensure M&E activities were consistent with Emergency Plan reporting requirements, for collecting program and service data, and for tracking program progress toward Emergency Plan goals. She participated in the development of a web-based database that is used by all Emergency Plan countries to collect and use data. Madaline liaised with Namibian

ministerial representatives, development partners, international agencies, CAs, and local partners on matters pertaining to program planning, coordination, troubleshooting, and information sharing.

### **Bamikale Feyesitan, PhD, MA**

Evaluation Technical Advisor  
GH/PRH/PEC

Dr. Bamikale (Kale) Feyiseta was hired as Technical Advisor for Evaluation in the Policy, Evaluation and Communication Division of the Office of Population and Reproductive Health with the Bureau for Global Health. Kale provided primary technical backstopping and management oversight on family planning and reproductive health (FP/RH) issues to the \$70 million MEASURE Phase II Monitoring and Evaluation Cooperative Agreement. He also participated in the Bureau-wide MEASURE Evaluation Management Team and monitored the MEASURE Cooperative Agreement's technical and financial performance. In addition, he provided technical backstopping and management oversight on FP/RH issues to the \$107 million MEASURE Phase II Demographic and Health Surveys contract, participated in the Bureau-wide MEASURE DHS Management Team and assisted in monitoring MEASURE DHS's technical and financial performance.

### **William Fischelis, MEd**

Population and Environment Advisor  
Conservation International, Philippines

William (Bill) Fischelis joined GHFP from the University of Michigan Population-Environment Fellows Program. Bill initially served with Save the Children in the Philippines and subsequently transferred to Conservation International/Philippines (CIP), where he served as a Population and Environment Advisor.

Bill assisted CIP's Socioeconomic Policy Unit with the development of a Human Wellbeing Strategy paper and workshop for CIP staff and partners. He participated in PHE Network information, education, and communication (IEC) committee meetings and events, and completed a partnership assessment of the Palawan Corridor program. He assisted with the BASIC demographic appraisal project in CIP's PHE site within the Sierra Madre Biodiversity Corridor, and has worked to expand CIP's relationships with new organizations relating

to PHE (e.g., USAID's PRISM and HealthGov projects).

He took a lead role in the PHE Network, and co-facilitated Network strategic planning meetings, worked with the IEC committee to develop a two year implementing plan, worked with the PHE Network to develop and adopt an organizational structure and operations manual, and coached selected PHE members to increase their effectiveness as key members of the Network.

In addition, Bill promoted the Philippines as a Center of Excellence in PHE, and has presented at a round table discussion at the Annual Meeting of the Global Health Council, and has held brown bag presentations on PHE at the Public Health Institute and at the Conservation Coalition.

### **Mary Freyder, MPH**

HIV/AIDS Technical Advisor  
USAID/Barbados

Ms. Mary Freyder transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She was stationed in Bridgetown, Barbados, where she served as Senior HIV/AIDS Technical Advisor to the Caribbean Regional Program (CRP). In this capacity, she was responsible for providing technical and programmatic leadership for the design, implementation, and evaluation of HIV/AIDS strategies and programs. She was also responsible for coordinating CRP HIV/AIDS activities with other activities, as well as with related regional and country-level strategies supported by other donors. In her role as coordinator and liaison, she served as a member of US Embassy interagency HIV committees in Barbados, Suriname, and Trinidad and Tobago.

### **Fernando Fuentes, MS**

HIV/AIDS Integration Advisor  
Mercy Corps, Guatemala

Fernando (Fred) Fuentes served as Public Health Integration and Development Advisor with Mercy Corps International in Guatemala. He came to GHFP from the University of Michigan Population Fellows Program.

Over the past year, Fred created youth peer groups and trained post conflict, indigenous youth in Reproductive Health, Sexually Transmitted Infections and HIV/AIDS basic principles. These

youth peer groups successfully integrated Family Planning and HIV/AIDS educational classes in rural settings to over 15 schools, governmental agencies and non-profit entities in Central America reaching over 1600 students. He facilitated college level discussions at a local university in the integration of Reproductive Health and HIV/AIDS education. In addition, he planned and hosted several community and family based events that provided information for family planning and HIV/AIDS to over 1500 participants. Fred also designed and implemented a quarterly information newsletter for a 30,000 inhabitant mountain community. He improved community visibility and credibility of the community health center through information and accessibility for youth patients and visitors by attaining 10,000 condom donations as a result of a family planning and HIV/AIDS proposal. Fred identified appropriate media to strengthen public health promotion and education activities using local radio, brochures, quarterly newsletters, posters, school-based functions and public marketing campaigns. He also recruited, trained and supervised 23 student-peer promotion community volunteers in public health.

### **Mary Furnivall, MPH**

Senior HIV/AIDS Advisor  
USAID/Namibia

Mary Furnivall served as Senior HIV/AIDS Advisor for USAID/Namibia. In this capacity she helped the Mission to identify gaps in the existing portfolio of HIV prevention programs in Namibia, and played a key role in the development of an overall HIV prevention strategy for activities implemented through the US President's Emergency Plan for AIDS Relief (PEPFAR) in Namibia. The USG team had the foresight to place an advisor focused solely on prevention in response to the growing global recognition to strengthen prevention programming. Mary's major accomplishments to date include facilitating the development of a national prevention assessment with the Government of Namibia that will result in a draft National HIV/AIDS Prevention Strategy by April 2008. She also worked with the government on the clinical service delivery of male circumcision and conducted costing and situation analysis surveys. She was the in-country point person for OGAC's global gender initiative, and helped implement a national Men and HIV/AIDS initiative designed to mainstream gender into community and service delivery programs. In addition, she was the chair for the USG/Namibia's interagency technical team for prevention, which

handles the annual programming for prevention and addresses issues around the quality of programming and evaluation. She supported implementing partners in country with technical assistance and a prevention email service, and facilitated networking between partners in the field. Mary was also the activity manager for two implementing partners.

### **Muthoni Gachuhi, MPH**

HIV/AIDS Prevention and Care Technical Advisor  
USAID/Rwanda

Muthoni Gachuhi served as a Prevention Advisor to USAID/Rwanda on the PEPFAR team and as the lead for the abstinence/be faithful (AB) program area. Muthoni's work primarily involved activity management for six partners, whose HIV prevention activities cover a range of activities from promotion of abstinence for youth, to behavior change communications for sex workers, to the provision of counseling and testing services for prisoners and (male) condom social marketing. As activity manager, Muthoni was responsible for technical input; workplan development in accordance with the Government of Rwanda's mandate; technical oversight and ensuring accurate and timely reporting. Muthoni was also responsible for ensuring that partners were aware of what others were doing so as to minimize any duplication of effort and maximize joint programming.

Muthoni was involved in the development of a new procurement instrument for assistance in the area of HIV prevention, social marketing and behavior change. The Country Operational Plan, which is the key budgeting and planning tool for PEPFAR, was a major part of Muthoni's work. Muthoni played a key role in the planning of a multi-million dollar budget across 15 program areas with more than 50 partners.

### **Pradeep Goel, DrPH, MPH, MSc**

Senior Immunization Advisor  
USAID/Nigeria

Dr. Pradeep Goel served as a Senior Immunization Advisor with USAID/Nigeria. Pradeep took the lead for USAID/Nigeria in the planning, implementation and evaluation of polio eradication activities including focusing on supplemental immunization activities, social mobilization, monitoring of activities and performance improvement. Pradeep also participated in micro-

planning, advocacy and preparing budget drafts for polio eradication activities. Pradeep was also responsible for the development and testing of systems in USAID intervention areas to increase the number of children receiving polio vaccinations which help interrupt wild polio virus transmission. Pradeep played a lead role in the development and implementation of a strategy to strengthen delivery of routine immunization services as an essential part of primary health care.

### **Cherry Gumapas, MPH**

HIV Behavior Change Communication Advisor  
USAID/Mozambique

Ms. Cherry Gumapas joined GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She was stationed in Maputo, Mozambique, where she served as HIV/AIDS Behavior Change Communication Advisor with the HIV/AIDS Team at USAID/Mozambique. In this capacity, Cherry provided technical leadership to assist USAID/Mozambique with specific responsibilities for planning, implementing, monitoring and overseeing activities under the President's Emergency Plan for AIDS Relief (PEPFAR) and the Country Strategic Plan (CSP). Her activities were related to HIV/AIDS awareness, condom social marketing, behavior change communications (BCC), abstinence and faithfulness behavior change, including youth, and special prevention efforts targeting high-risk groups. In June 2007, she gave a presentation on "Integrating gender with PEPFAR prevention, care and treatment programs" at the 4th PEPFAR Annual Implementer's Meeting, held in Kigali, Rwanda.

### **Heather Haberle, MS**

Health Research Advisor  
GH/HIDN/NUT

Ms. Heather Haberle transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She served as Health Research Advisor in the Global Health Bureau's Nutrition Division. Heather assisted with technical, programmatic and managerial support with the implementation of the Health Research Program (HARP) activities. HARP aims to identify, develop and refine tools, approaches, policies and interventions to improve the health status of infants, children, mothers and families in developing countries. HARP is a key component of the Office of Health, Infectious

Disease, and Nutrition's strategy for translating research into use. Heather assisted the Bureau for Global Health in maintaining its global leadership role in health research.

During the past year, Heather participated in an expert consultation on community based approaches for neonatal sepsis management. The HARP portfolio, in coordination with Saving Newborn Lives/Save the Children and the World Health Organization, Department of Child and Adolescent Health convened this consultation to review the new data contributing to the evidence base for sepsis management in the community.

The two community randomized vitamin A supplementation trials which USAID has been supporting through the Global Research Activity with Johns Hopkins University in Bangladesh for over seven years ended in February 2007. Heather attended the data safety and monitoring board meeting in Dhaka in December which determined the newborn dosing trial should end early due to the significance of the findings from a preliminary data analysis. This led to several meetings with the principal investigators of the trials, USAID funding partners (the Bill and Melinda Gates Foundation), and USAID implementation partners to consider the programmatic implications of the study findings.

Heather made a site visit to the Lufwanyama District of Zambia, where the Boston University research partners are conducting a community based neonatal resuscitation and infection management trial. Boston University works in close collaboration with the Ministry of Health in Zambia on this and other work, and has been asked to provide technical assistance to the government's effort to pilot a modified version of the SEARCH community based neonatal care package initiated by Dr. Abhay Bang in India.

She participated in the negotiation for the extension of two research agreements. The Health Research Information Tracking System (HRIT) has been through a cycle of development, and bureau wide data collection is underway. As new proposals for research are received (vaccine operations research, maternal multi-micronutrient supplementation, newborn cord care), Heather helped organize a full external review, engaging leading experts in these fields.

**Catherine Hastings, MS**

HIV/AIDS Community Care Specialist  
USAID/Rwanda

Catherine Hastings joined GHFP from the University of Michigan Population Fellows Program. Catherine was based in Kigali, Rwanda, where she served as HIV/AIDS Community Services Specialist for the President's Emergency Plan for AIDS Relief Team with the USAID Mission. In this role, Catherine assisted the USAID/Rwanda Emergency Plan team in meeting its goal of preventing 157,000 new infections, providing care and support to 250,000 people, and supplying antiretroviral therapy to 50,000 patients in Rwanda by 2008. Catherine coordinated community HIV/AIDS services that occur outside of clinical health facilities, and provided managerial and technical support for 10 cooperating agencies involved with HIV-prevention, community-based care, and support to people living with the effects of HIV/AIDS. In addition, Catherine assisted with the development of new procurement for HIV/AIDS community services, and was responsible for tracking and reporting program results to the Office of the Global AIDS Coordinator. She also served on the Orphans and Vulnerable Children Technical Working Group.

**Kamden Hoffmann, MPH, MA**

Child Health Advisor  
GH/HIDN/MCH

Ms. Kamden Hoffmann served as Child Health Advisor to the Maternal and Child Health Division in the Bureau for Global Health. She transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. Kamden provided technical and programmatic support to child survival and health programs in the HIDN Division, including the Child Survival/ BASICS III project. She also provides support for activities pertaining to Fragile States. She fulfills a key role as Alternate Country Coordinator for USAID's program activities in Mali, and in supporting USAID's global and country agendas in child health and related areas.

**Laura Hurley, MPH**

International Development Associate  
Assistance Technique Nationale (ATN), Mali

Laura Hurley transferred to GHFP from the University of Michigan Population Fellows

Program. She served as the International Development Associate for Assistance Technique Nationale (ATN) in Mali, which is a USAID-supported project aimed at increasing use of high impact health services. ATN provides technical assistance, training, and commodity support to improve delivery and use of a variety of high-impact maternal and child health services, in the areas of family planning and reproductive health, malaria, and child health. Laura played a key role in designing activities to reposition family planning in Mali through improved advocacy, policy, increased demand and service delivery. She provided technical assistance to support activities that increase contraceptive choice, increase male involvement in family planning decisions, and improve inter-personal counseling by family planning providers.

**Mary Jordan, BS**

Sr. Technical Advisor, Public/Private Partnerships  
GH/OHA/TLR

Mary Jordan came to GHFP from the Public Health Institute's Population Leadership Program, and served as Senior Technical Advisor to the HIV/AIDS Office at USAID. Mary's work focused on public-private partnerships, and she provided technical assistance in design, implementation and evaluation of partnerships that increase access to HIV/AIDS prevention, treatment and care in developing and transitional countries. She played a key role in increasing the privately supported delivery of HIV/AIDS prevention by coordinating activities among corporate pharmaceutical officials, international donors, host country officials and other relevant individuals and institutions. Mary successfully negotiated several public-private partnerships to enable HIV/AIDS prevention, care and treatment, and to mitigate the plight of orphans and other children made vulnerable by HIV/AIDS. Her success stories include partnerships with major corporations including Coca Cola, Daimler Chrysler, Exxon Mobil, Johnson & Johnson, Kodak, Levi Strauss, and Shell Oil.

**Rachel Kearl, MA**

Capacity Development Advisor  
GH/PDMS

Rachel Kearl joined GHFP from the University of Michigan Population Fellows Program, and served as a Capacity Development Advisor with the Bureau for Global Health. Her responsibilities

included developing tools and activities to enhance the technical skills of USAID employees working in global health, with specific emphasis on the Global Health Learning Center. To this end, she worked with the Global Health Learning Center, an online tool being developed in partnership with several offices in the Bureau for Global Health. The Global Health Learning Center ([www.globalhealthcenter.org](http://www.globalhealthcenter.org)) provides a variety of resources in a central location for health professionals. One important component of the Learning Center consists of the Global Health E-learning Program that provides online courses on the fundamentals of the global health field. Rachel made significant contributions to the development of a wide variety of online courses, including on topics such as Antenatal Care, Contraceptive Security, HIV/AIDS Basics, IUD Basics, Logistics for Health Commodities, Preventing Postpartum Hemorrhage, Standard Days Method, and Tuberculosis Basics.

### **Todd Koppenhaver, MHS**

M&E and Strategic Information Advisor  
USAID/Namibia

Todd Koppenhaver served as a Technical Advisor for monitoring and evaluation and strategic partnerships for USAID/Namibia. In this capacity, he fulfills a key role in developing and implementing strategic information systems to address the needs of the Mission, and the President's Emergency Plan for AIDS Relief (PEPFAR). As such, he is responsible for ensuring that the Mission's strategic information programs are consistent with the broader USG Strategic Information Strategy, and that the data generated are used for program planning and implementation. He is also responsible for working with USAID partners to build their capacity in strategic information, and to help them use M&E data for program management and decision-making. As liaison with the Government of Namibia, he has contributed to the development of the national HIV prevention plan.

### **Lisa Kramer, MPH**

HIV/AIDS, TB, Infectious Diseases Advisor  
USAID/Indonesia

Lisa Kramer is a former Johns Hopkins Health and Child Survival Fellow, and is stationed in Jakarta, Indonesia. She served as HIV and Infectious Diseases Advisor at USAID/Indonesia, and helped guide, manage, and oversee the mission's program

for HIV/AIDS prevention, malaria, TB, polio, and other communicable diseases. Lisa also served as technical lead for avian influenza. In this capacity, she was responsible for national level strategic planning and policy development for combating avian influenza in Indonesia. She provided managerial and technical support for several large avian influenza programs. Her role included providing technical guidance and monitoring of programs for animal surveillance, rapid response, and behavior change communications. She also helped coordinate interagency US Government activities for avian influenza control in Indonesia.

### **Connie Lee, MPH, MIA**

Youth Reproductive Health Technical Advisor  
Save the Children, Mozambique

Connie Lee joined GHFP from the University of Michigan Population Fellows Program. Connie was stationed in Gaza province, Mozambique, serving as Youth Reproductive Health Advisor for Save the Children (SC). In this capacity, Connie provided technical support for the design, monitoring, and evaluation of the SC adolescent program, which aims to increase healthy and safe reproductive health behaviors among youth in rural Gaza Province. She provided technical assistance in monitoring and evaluation for the program, planned and implemented M&E workshops, and conducted a qualitative and quantitative evaluation of the three-year Adolescent Reproductive and Sexual Health program. In addition, she facilitated the Program Operational Planning meeting for fiscal year 2007 as well as the Program Strategic Planning meeting which set program priorities for the Gaza SC office for 2008-2012. Connie contributed to the development of several proposals to support SC's Adolescent Sexual and Reproductive Health program. She also served as SC representative for youth programming for the Africa Region.

### **Tiffany Lillie, PhD, MHS**

Monitoring, Evaluation and Reporting Advisor  
GH/OHA/TLR

Dr. Tiffany Lillie served as a Monitoring, Evaluation and Reporting Advisor to the Global Health Bureau's Office of HIV/AIDS. She came to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. Tiffany provided overall HIV/AIDS-related expertise and helped strengthen the Bureau's ability to monitor the implementation and impact of USAID-funded

programs toward achieving the PEPFAR objective to reduce both the transmission and impact of the disease on nations, communities and families. She functioned as the SI advisor to both Haiti and the Dominican Republic. Tiffany participated in the review of the 2007 country operational plan and provided technical assistance for USAID/Haiti's Prevention and Strategic Information work. She helped review the mini-country operational plans for Dominican Republic and Lesotho, and provided technical assistance. She made technical assistance visits to Dominican Republic, Rwanda, Lesotho, and Haiti. She received the 2006 PHN Superior Service Award for her work in the Dominican Republic.

### **Patricia MacDonald, MPH**

Service Delivery Improvement Program Advisor  
GH/PRH/SDI

Patricia MacDonald transferred to GHFP from the Public Health Institute's Population Leadership Program. As Service Delivery Improvement (SDI) Program Advisor for the Global Health Bureau she provided managerial and technical support for family planning and fistula repair and prevention programs. Patricia provided support for the USAID-funded ACCESS-FP project (Access to Clinical and Community Maternal, Neonatal and Women's Health Services). ACCESS-FP aims to reduce the unmet need for family planning among post-partum women by strengthening family planning within maternal, neonatal and child health service delivery programs. She published a journal article on the USAID program for the prevention and treatment of vaginal fistula in the International Journal of Gynaecology and Obstetrics.

### **Mark Maire, DO, MPH**

Senior Technical Advisor  
USAID/Zambia

Dr. Mark Maire joined GHFP from the Johns Hopkins Health and Child Survival Fellows Program. He served as Senior Technical Advisor at USAID/Zambia. Dr. Maire actively participated in the development of the Zambia Presidential Malaria Initiative (PMI) Assessment and Report, in the Zambia PMI Planning visit, and in the Malaria Operational Plan development. He played a key role in the completion of the 2007 Operational Plan for the Population, Health, and Nutrition unit, including data management, writing the maternal and child health and family planning reproductive

health sections, editing, and entry into the Foreign Assistance Coordination and Tracking System (FACTS). He also worked with the HIV/AIDS Multi-sectoral Team to incorporate nutritional assessment of and support for HIV+ pregnant women, and Infant and Young Child Feeding support for HIV exposed infants into prevention of mother-to-child transmission programs.

### **Mahua Mandal, MPH**

Reproductive Health Advisor  
GH/PRH/SDI

Mahua Mandal joined GHFP from the University of Michigan Population Fellows Program, and served as Reproductive Health Advisor in the Office of Population and Reproductive Health (PRH). In this capacity, she led the Youth Global Leadership Priority (GLP).

As GLP lead, she conceptualized and finalized the Youth GLP Strategy, incorporating input from GH leadership from all Offices, and she coordinated with CTOs/TAs, regional and technical bureaus, and the Internal Youth Working Group to prioritize GLP technical leadership areas and funding. She developed the Youth GLP workplan and budget, and secured the requested funding.

Subsequently, she launched the implementation of the Youth GLP Strategy, raised the visibility of the Youth GLP as a new initiative, and established the Service Delivery Improvement Division's leadership role in this new effort. She also co-led (with the Office of Democracy and Governance) the design, implementation, and monitoring of USAID's first cross-sectoral youth project.

### **Lisa Maniscalco, MPH**

Health/Nutrition Surveys & Evaluation Advisor  
GH/HIDN/HS

Lisa Maniscalco joined GHFP to serve as Health & Nutrition Surveys and Evaluation Advisor to the Global Health Bureau's Health Systems Division. In this capacity, she assisted with the development and evaluation of initiatives related to improved collection, use, analysis and dissemination of data on health and nutrition in developing countries. She provided leadership and technical guidance to the USAID-funded MEASURE projects, particularly MEASURE DHS and MEASURE Evaluation, and helped increase the usefulness of MEASURE products for health policy makers and program managers. She liaised with and

coordinated MEASURE activities with relevant US Government Agencies, donors (including UNICEF, WHO, UNAIDS, the World Bank, regional development banks, private foundations, and global fund mechanisms), the USAID Offices of Population and Reproductive Health and HIV/AIDS, as well as USAID regional bureaus and missions.

### **Mieko McKay, MPH**

Public Health Advisor  
USAID/Mali

Mieko McKay served as Public Health Advisor to the USAID Mission in Bamako, Mali. She comes to GHFP from the University of Michigan Population Fellows Program. Mieko completed Cognizant Technical Officer (CTO) and Project Design and Management (PDM) training, which improved her knowledge of the duties of the CTO, the project manager and the project implementation cycle as well as how to design, procure and monitor different types of mechanisms. She conducted site visits twice yearly to assist in the oversight and management of family planning/reproductive health programs specifically to monitor contraceptive stock and logistical management, Tiahrt and other family planning regulations compliance and community based programs involving women's groups. She participated in local and international workshops, technical meetings, conferences and events concerning family planning, reproductive health, youth/adolescent reproductive health, child/maternal health, HIV/AIDS and gender. She also participated in discussions with senior level Ministry of Health officials, other donors and USAID/Washington officials concerning family planning and maternal health issues. In addition, Mieko served as the activity manager of USAID family planning/reproductive health flexible fund and child survival grants programs in coordinating project procurements, reviewing annual detailed implementation plans and facilitating other reporting requirements, conducting site visits and facilitating mission-grantee collaboration and grantee-USAID/Washington communication. She also served as the focal point for the introduction of new family planning methods and the family planning and reproductive health work group coordinated by the Division of Reproductive Health. Mieko coordinated and developed presentations for a regional conference based in Bamako on Community Based FP programs and a virtual conference on Repositioning Family

Planning. She wrote a family planning mission order and partner directive concerning monitoring Tiahrt and other family planning regulations and reporting non-compliance, and developed check list tools for monitoring compliance to FP regulations. She worked closely with other health team members to write annual reports and prepare operational plan documents including the selection of indicators, generation of targets and allocation of funding. She served as the health team representative on the Mission Gender Workgroup. In that capacity, she participated in developing the annual workplan for the group, collecting data and reviewing reports to inform the process, and was responsible for collaborating with Team Leaders to assess mission needs in gender issues.

### **Elaine Menotti, MPH**

Global Health Fellow  
Constella Group/PDI, Washington DC

Elaine Menotti transferred to GHFP from the University of Michigan Population Fellows Program. Based at the Constella Group, Elaine provided technical support for the USAID-funded POLICY Project (now PDI), which focuses on reproductive health and HIV/AIDS policy. She also worked on the Contraceptive Security Initiative for the Latin American and Caribbean Region. In that capacity, she assisted with planning and finance activities that serve to assist countries in developing strategic plans for ensuring universal, sustained availability of contraceptives in their countries and in the region as a whole. Elaine conducted trend analyses, market segmentation trends analyses, presentations, and other materials needed to develop a family planning market strategy in Peru.

### **Carolyn Mohan, DrPh, MPH, MIA**

Tuberculosis Advisor  
GH/HIDN/ID

Dr. Carolyn Mohan was recruited to serve as Tuberculosis Advisor for the Global Health Bureau's Infectious Diseases Division, with particular attention focused on USAID-funded regional and country programs in the Europe and Eurasia (E&E) Region. In this capacity, she provides technical assistance to the E&E Bureau and Missions in the design, implementation, and evaluation of bilateral and regional TB programs, and served in a liaison role between the Bureaus for Global Health and Europe and Eurasia. Dr. Mohan also provided technical guidance to

selected USAID core-funded TB activities and to USAID-funded TB programs in other regions. Her responsibilities included overseeing the development of strategies and plans for TB programs funded by the E&E Missions, assisting the E&E Regional Bureau with the development of the TB component of regional strategies and program plans, and serving as a liaison to other organizations working on TB in the region.

### **Jennifer Murphy, PharmD**

Pharmaceutical Management Advisor  
GH/HIDN/HS

Jennifer Murphy was hired to serve as Pharmaceutical Management Advisor to the Global Health Bureau's Health Systems Division. In this capacity, she provided the Health Systems (HS) Division with technical and managerial assistance in the implementation of the Rational Pharmaceutical (RPM) Plus Program and the United States Pharmacopeia Drug Quality and Information (USPDQI) Program. She contributed to enhancing health system performance in the delivery of PHN priority interventions in reproductive, maternal, neonatal and child health, HIV/AIDS and infectious diseases by improving overall pharmaceutical management, product quality assurance and pharmacovigilance, and pharmaceutical information activities. She also provided technical guidance to the antimicrobial resistance (AMR) component of the USAID Infectious Disease Strategy by supporting technical efforts and interventions to combat the development of resistance. Her duties included identifying research needs related to pharmaceutical management systems strengthening and infectious disease control programs; developing appropriate mechanisms for assuring drug quality; and disseminating best practices. She was also responsible for liaising with other stakeholders, including the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative, the maternal, neonatal, child health and infectious disease teams, field missions, regional bureaus, contractors, multilateral and bilateral donor organizations, foundations, global initiatives providing medicines and other health commodities, the pharmaceutical industry, and USG agencies. She coordinated RPM Plus and USPDQI field support to selected USAID geographic regions and oversaw the implementation of selected research activities being undertaken by the cooperating agencies.

### **Patricia Paine, DLitt & Phil, MSc**

Senior Tuberculosis Advisor  
USAID/Brazil

Dr. Patricia Paine transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. She was based in Brasilia, Brazil, where she serves as Senior Tuberculosis Advisor to Mission/Brazil. Her responsibilities included assisting the Mission and its external partners to achieve the Mission's programmatic objectives to increase sustainable and effective programs to prevent the sexual transmission of HIV among target groups and to control tuberculosis in target geographic areas. As such, she provided technical and managerial support for USAID/Brazil's TB prevention and control programs. She liaised and collaborated with the Ministry of Health's National Tuberculosis Program, the National Tuberculosis Reference Laboratory, as well as with state and municipal TB programs.

### **Kristen Patterson, MS**

Population and Environment Program Advisor  
SantéNet, Madagascar

Kristen Patterson served as the Population and Environment Program Advisor for SantéNet in Madagascar, and came to GHFP from the University of Michigan Population-Environment Fellows Program. Kristen was based in the Fianarantsoa regional office for the USAID funded SantéNet health project.

In her capacity of Population and Environment Program Advisor, Kristen helped launch Kominina Mendrika (KM), a community level approach for achieving key objectives in health, environment, economic development, and good governance. She played a key role in the organizational development of three local KM implementing partners. Kristen collaborated with these NGOs on the Ecoregional Initiatives project, in order to develop complementary environment activities in six communities where the health component of KM is already being implemented.

During her GHFP fellowship with SantéNet, she submitted and won a grant proposal to the Beahrs Environmental Leadership Program at the University of California in Berkeley. The winning proposal will enable the Association Ainga, a local NGO in Madagascar, and collaborators from UC Berkeley to provide safe water, latrines and hand-

washing stations at 10 elementary schools in a commune outside of Fianar.

### **Alisa Pereira, MA**

Avian Influenza Advisor  
GH/HIDN/AI

Alisa Pereira came to GHFP from the Public Health Institute's Population Leadership Program, and served as Technical Advisor to the Avian Influenza Response Unit. As the Bureau for Europe and Eurasia's (E&E) voice in the Avian Influenza Unit of the Bureau for Global Health, Alisa helped design, coordinate, manage and evaluate AI activities in the E&E region. She provided technical support and oversight to the development and implementation of policy, research, and program activities in the prevention, detection and containment of AI in the E&E region. Alisa coordinated closely with a wide array of US Government and host country partners and international organizations in her work.

### **Stephanie Posner, PhD, MPH**

Senior Technical Advisor  
USAID/RHAP, South Africa

Dr. Stephanie Posner transferred to GHFP from the Public Health Institute's Population Leadership Program. Stephanie was based in South Africa, where she served as Senior Technical Advisor for the Regional HIV/AIDS Program (RHAP) in southern Africa. In this role, she was responsible for providing support in the design, implementation, and evaluation of HIV/AIDS programs throughout the region. She helped develop and improve HIV/AIDS policies throughout the region, and facilitated the collection and dissemination of information about the epidemic. She helped scale up existing partnerships and to create effective new linkages to USAID regional initiatives in various sectors. To achieve a combined USG approach, she liaised with the Ambassadors, their staff, USG implementing agencies, partners, and other donors. She contributed to unifying and harmonizing the USG HIV/AIDS programming, and led the development of a USG HIV/AIDS Task Force in each country in the southern Africa region.

### **Rochelle Rainey, PhD**

Environmental Health Technical Advisor  
GH/HIDN/ID

Dr. Rochelle Rainey served as Water Supply, Sanitation and Environmental Health Technical Advisor to the Office of Health, Infectious Diseases and Nutrition in the Bureau for Global Health. She joined GHFP from the Johns Hopkins University Health and Child Survival Fellows Program. Rochelle provided USAID with programmatic and technical expertise in water supply and sanitation, particularly point-of-use water treatment, as these relate to public health, and she served as the lead USAID technical resource on these issues.

In November 2006, Dr. Rainey traveled to Kenya to serve on a technical review panel, and to develop a workplan with Population Services International (PSI) for point-of-use water treatment activities. In January 2007, she was back in Kenya to attend a national meeting to promote household water treatment, and then went on to Sudan to assist the Mission there in programming funds for urban water supply, onsite sanitation and hygiene promotion. She attended the headquarters meeting for the West Africa Water Initiative (WAWI) in Seattle in April, and then visited the three WAWI countries of Ghana, Niger, and Mali. On the same trip, she worked with USAID/Rwanda on an assessment of the community health insurance schemes for distribution and promotion of household water treatment, and looked at ways to better integrate water, sanitation and hygiene into the broader mission portfolio, particularly the ecotourism activities. In June, Dr. Rainey was back in Sudan to follow up on the mission plans for urban water supply, and spoke at a workshop on sanitation infrastructure. She finished the month with a 10-day training in the UK on water supply, sanitation and hygiene promotion in emergencies.

### **Yogesh Rajkotia, MSc**

Health Systems Advisor  
GH/HIDN/HS

Mr. Yogesh Rajkotia transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program, where he served as Health Systems Advisor in the Bureau for Global Health's Health Systems Division. In this capacity, he assisted with the development and oversight of a new health financing, policy, and management strengthening project with worldwide scope. He provided

technical assistance in health financing, policy and management, and the identification and response to new opportunities to improve the health impact of USAID's work by strengthening health systems.

**Suzanne Reier, MPH**

Senior Technical Advisor  
WHO, Geneva

Suzanne Reier joined GHFP from the Public Health Institute's Population Leadership Program. She was stationed with the World Health Organization in Geneva, where she served as Senior Technical Advisor for Reproductive Health Best Practices. In this role, she provided support to the Implementing Best Practices (IBP) Consortium. She was tasked with promoting knowledge sharing of best practices with consortium members and other organizations. She was also responsible for assisting with the development of tools that facilitate the application of best practices in family planning and reproductive health care programs, and for supporting their implementation in country level programs.

**Heather Robinson, MPH**

International Development Associate  
Population Services International, Benin

Ms. Heather Robinson joined GHFP from the University of Michigan Population Fellows Program, and worked with Population Services International (PSI) in Benin. At PSI, she served as reproductive health advisor to the ProFAM social franchise network of private health clinics. The ProFAM network consists of 23 private sector clinics in and around Cotonou that offer quality family planning services to low-income communities. Heather was responsible for providing technical support to help expand the network, to help improve the quality of the services, and to increase demand for ProFam services. Heather has been playing a key role in supervising monitoring and evaluation of ProFam activities and in collaborating with PSI's communication department as well as member clinics to improve and expand the network. As part of the efforts to help ProFam expand their portfolio of products, she contributed to the plans that led them to introduce zinc packaged with oral rehydration salts and tablets for water treatment. She served as a liaison with the Director of the Ministry of Health's Department of Family Health.

**Jennifer Rubin, MPH**

HIV/AIDS Advisor  
USAID/Rwanda

Jennifer Rubin came to GHFP from the University of Michigan's Population Fellows Program, and served as HIV/AIDS Advisor to USAID/Rwanda. At the Mission, she functioned as the resident HIV/AIDS Clinical Health Specialist for the President's Emergency Plan for AIDS Relief. Her duties included providing technical assistance to cooperating agencies to ensure their services are implemented in accordance with the vision of both the Rwandan and U.S. governments. Jennifer fulfilled a key function as the technical lead for all activities related to prevention of mother-to-child transmission (PMTCT), counseling and testing, and commodity management. In addition, she was the lead clinical-community care liaison, and worked closely with the community services specialists on the Rwanda Emergency Plan Team. Jennifer was a member of the National PMTCT/VCT Technical Working Group, as well as a member of the U.S. Government Strategic Information Team.

**Ndeye (Marietou) Satin, MPH**

Maternal and Child Health Advisor  
USAID/Nigeria

Ms. Ndeye (Marietou) Satin came to GHFP from the Johns Hopkins University Health and Child Survival Fellows Program. She served as Maternal and Child Health (MCH) Technical Advisor at USAID/Nigeria. She was a member of a team responsible for USAID/Nigeria's Reproductive Health and Child Survival strategic objective, and was responsible for managing the monitoring and evaluation system and for reporting of progress and impact. As the point person for reproductive health and child survival, she was responsible for promoting close coordination of key activities, for enhancing Mission results by integrated programming, and for coordinating with officials from the Government of Nigeria, donor partners, and other stakeholders.

**Lois Schaefer, MPH**

Senior Technical Advisor  
GH/PRH/SDI

Lois Schaefer transferred to GHFP from the Public Health Institute's Population Leadership Program, and served as Senior Technical Advisor to the Global Health Bureau's Service Delivery Improvement Division. Within the SDI Division,

Lois plays a key role in providing leadership and guidance in the areas of human capacity development, training, management and evaluation. Lois was responsible for managing and evaluating selected SDI projects and for providing human capacity development expertise. In addition, Lois participated in management reviews, helped review annual work plans and budgets, and helped monitor results. Lois was also responsible for providing technical assistance to the field missions, and for overseeing participation of cooperating agencies in the Human Capacity Development Task Force.

### **Jennifer Schlecht, MPH, MSW**

Monitoring and Evaluation Coordinator  
EngenderHealth, Tanzania

Jennifer Schlecht came to GHFP as a former University of Michigan Population Fellow. She was stationed in Tanzania, where she worked as part of the Monitoring and Evaluation (M&E) Team at the EngenderHealth field office. Jennifer was tasked with developing monitoring and evaluation systems for the EngenderHealth's USAID-funded ACQUIRE (Access, Quality, and Use in Reproductive Health) project. ACQUIRE aims to improve access, quality, and use of family planning and reproductive health services in Tanzania, with a focus on facility-based services and comprehensive post-abortion care. Jennifer also assisted with M&E for other EngenderHealth reproductive health projects in Tanzania, including programs that aim to prevent mother-to-child transmission and promote men as partners.

### **Stephen Settmi, MA**

Sr. Tech. Advisor, ICT/Knowledge Management  
GH/PRH/PEC

Stephen Settmi transferred to GHFP from the Public Health Institute's Population Leadership Program, and served as Senior Technical Advisor to the Global Health Bureau's Policy, Evaluation and Communication Division. He provided technical and managerial support for the Johns Hopkins INFO Project and the IntraHealth Human Capacity Project. Stephen provided technical support to guide effective management processes and organizational methods that lead to better exchange of information and improved knowledge transfer. He also served as the Global Health ad hoc member of the Knowledge for Development Subcommittee.

### **Melissa Sharer, MPH, MSW**

Capacity Building Advisor  
John Snow Inc., USA

Melissa Sharer came to GHFP from the University of Michigan's Population Fellows Program. Melissa was based at the John Snow Research and Training Institute, where she worked with the Reproductive Health Response in Conflict Consortium's Small Grant Program. In this role, she was responsible for identifying and providing technical support in capacity-building to national nongovernmental organizations working on reproductive health issues in conflict areas. Melissa worked with local organizations serving conflict-affected groups in Sierra Leone and Uganda, and supported them to build their capacity to design, implement, monitor, and evaluate quality reproductive health programs. She also worked to build 'south-to-south' linkages among African NGOs, which will enable them to build their capacity by sharing information about their successes and challenges.

### **Alison Surdo, MPH**

Voluntary Counseling and Testing Advisor  
GH/OHA/TLR

Ms. Alison Surdo came to GHFP from the Johns Hopkins University Health and Child Survival Fellows Program, and served as Advisor for HIV Voluntary Counseling and Testing in the Global Health Bureau's Office of HIV/AIDS, Division of Technical Leadership and Research. Ms. Surdo provided support to USAID's programs in prevention and mitigation of infection with the human immunodeficiency virus. She provided USAID with both technical and programmatic advice on the implementation of HIV/AIDS programs, particularly those involving voluntary counseling and testing (VCT); palliative care; treatment of opportunistic infections; treatment of persons using antiretroviral drugs, as well as other biomedical aspects of prevention such as measures to ensure blood safety.

In her capacity as VCT Advisor, Ms. Surdo coordinated the annual Country Operational Plan review process for counseling and testing, and co-chaired the HIV Counseling and Testing interagency working group for PEPFAR. In addition, she served as a PEPFAR "core team" member for Kenya, providing country support and facilitating two large new procurement awards key

to USAID/Kenya's portfolio of HIV/AIDS activities. She has also facilitated the approval of a UN General Assembly Decision to support International HIV Testing Day, and facilitated the creation of a large collaboration project between PEPFAR and WHO for HIV Counseling and Testing. She created a multi-country Public Health Evaluation study to analyze risk behavior in repeat clients at HIV Counseling and Testing Centers, and provided technical assistance in counseling and testing to South Africa, Lesotho, Vietnam, Malawi, Nigeria, and Ethiopia.

She was very active disseminating results and best practices, which has led to the publication of a paper on "Testing the Limits of Case Finding for HIV Prevention" in *The Lancet Infectious Diseases* (online, May 29, 2007, co-authored with Michael Cassell). She is also the co-author of a presentation on "Clinicians or Counselors? Challenges to the Scale-up of HIV Testing and Counseling in Health Facilities," which was presented at the 4th PEPFAR Annual Implementer's Meeting, held in Kigali, Rwanda, June 16-19, 2007.

In December 2006, Alison was awarded the USAID "Above and Beyond" award for non-direct hires for "sustained and outstanding work as voluntary counseling and testing advisor for the Office of HIV/AIDS."

### **Pamela Teichman, MA**

Senior Technical Advisor  
USAID/Cambodia

Pamela Teichman was stationed with the USAID Mission in Phnom Penh, Cambodia, where she served as Senior Technical Advisor. She transferred to GHFP from the Public Health Institute's Population Leadership Program. At USAID/Cambodia, Pamela was responsible for assisting in the full range of technical and managerial activities including: consulting, advising, monitoring, collecting and analyzing data, and managing and evaluating health programs. She acted as liaison to USAID/Washington Global Health and Asia Near East Bureaus and collaborated with a variety of governmental and nongovernmental agencies.

### **Charles Teller, PhD, MA**

Senior Evaluation Advisor  
GH/PRH/PEC

Dr. Charles Teller joined GHFP from the Population Leadership Program with the Public Health Institute. He served as Senior Technical Advisor for the evaluation of population programs in the Division of Policy, Evaluation and Communication. In this capacity, he provided technical and managerial support for the Global Health Bureau's MEASURE/Evaluation Project. MEASURE/Evaluation aims to provide assistance in data collection, monitoring and evaluation, and data dissemination and use in the areas of family planning, reproductive health, maternal and child health, nutrition and HIV/AIDS. Dr. Teller provided leadership and direction in the design, implementation and evaluation of improved monitoring. In addition, he provided technical assistance to the Office of Population and Reproductive Health, the Global Health Bureau, regional bureaus and missions related to program monitoring and evaluation.

### **Yumiko Texidor, MPH**

Youth Friendly Health Services Advisor  
USAID/Guyana

Ms. Yumiko Texidor transferred to GHFP from the Johns Hopkins Health and Child Survival Fellows Program, and served as a Technical Advisor for Youth Friendly Health Services for the Ministry of Health of the Government of Guyana. Yumiko played a key role in minimizing youth's risk of contracting HIV/AIDS. In her role as the technical counterpart to the Director of the Ministry of Health's "Child, Adolescent and Young Adult Health and Wellness Unit" (CAYAHWU), she contributed to the Unit's workplan and oversaw all programs implemented by the Unit. She also works to ensure that the Unit effectively coordinated with partners, stakeholders and resources. She worked closely with staff from the Youth Friendly Services (YFS), as well as with the National Youth Health Organization Coordinator, and the Director of the Adolescent Health Unit at the Ministry of Health.

Ms. Texidor assisted with the national rollout of YFS and coordinated all activities by YFS centers, which included education on reproductive health, sexuality, sexually transmitted infections treatment, and voluntary counseling and testing (VCT) services. Yumiko worked with other government counterparts to ensure an efficient rollout of the YFS centers, and prepared the launch of new YFS centers in three regions. She coordinated training in VCT by the National AIDS Programme Secretariat for new YFS staff. She also coordinated refresher trainings for YFS staff and peer educators in the

Berbice region, and helped revise the present peer education program to enable more monitoring and structuring of the program.

Yumiko secured UNFPA funding to provide YFS staff with training in contraceptives, and gender and value issues related to the provision of contraceptives to youth. She planned the implementation of this training program in collaboration with the UNFPA country liaison and faculty from the University of Guyana's Department of Social Work.

### **Sreen Thaddeus, MPH**

Senior Technical Advisor  
USAID/Uganda

Sreen Thaddeus came to GHFP from the Public Health Institute's Population Leadership Program. Sreen was stationed in Kampala, Uganda, serving as Senior Technical Advisor to the USAID Mission. She provided technical and managerial expertise in behavior change communication for reproductive health, and was instrumental in increasing commitment and resources for family planning, including advocacy, communication, and service delivery. She contributed to the development of a family planning advocacy strategy, and worked with the ACQUIRE project to help ensure improvements in service delivery for long term and permanent methods. In addition, she worked with Population Services International, the UPHOLD project, and the Health Communication Partnership to increase IEC and communication efforts. As the mission's Behavior Change Communication advisor, Sreen worked with the Health Communication Partnership to design an innovative youth centered campaign, called Young, Empowered and Healthy (YEAH). Sreen also played a key role ensuring that PEPFAR-funded programs promoting abstinence and faithfulness were fully coordinated. Sreen gave a presentation on USG Uganda's approach to comprehensive prevention programming at the 4th PEPFAR Annual Implementer's Meeting, held in Kigali, Rwanda, June 16-19, 2007, to serve as a model for other countries.

### **Ronald Waldman, MD, MPH**

Team Leader, Pandemic Planning/Humanitarian Response  
GH/HIDN/AI

Dr. Ronald Waldman was recruited to serve as Senior International Health Advisor to USAID's

Avian and Pandemic Influenza Preparedness and Response Unit. He was responsible for providing program and management support to the Unit's technical and program activities related to avian influenza. His major duties focused on USAID's objective to begin preparing for a possible human influenza pandemic, with particular focus on special needs of the most vulnerable populations, including populations displaced by war and civil disorder. Dr. Waldman had primary responsibility for leading the Agency's efforts to prepare for an outbreak of pandemic influenza and, if required, initiate a coordinated humanitarian response. He led an intra-agency dialogue between the AI Unit, OFDA, regional bureaus, technical bureaus and field missions to identify the full range of resources and capabilities that can be accessed by USAID in the event of a pandemic. Dr. Waldman was also tasked with initiating an USG inter-agency dialogue to formulate a cross-USG international plan for pandemic response with particular focus on addressing the needs of the most vulnerable populations; with working with the UN system to develop standard operating procedures and guidelines to be used for both the health and non-health aspects of a pandemic response; and with working with the NGO community to develop response guidelines and procedures that can help them to improve their pandemic response capacity. He assisted the governments of developing countries and international relief agencies in improving their response capacity in the event of a pandemic.

### **Angela Weaver, MPH**

Child Health/Immunization Technical Advisor  
GH/HIDN/MCH

Ms. Angela Weaver served as Child Health and Immunization Technical Advisor in the Global Health Bureau. She came to GHFP from the Johns Hopkins Health and Child Survival Fellows Program. In her capacity as child health and immunization advisor, Angela provided programmatic and technical support to immunization programs and activities implemented by the Maternal and Child Health Division. She also helped provide technical oversight of HIDN's portfolio of Routine Immunization activities, and served as activity manager and focal point for the HIDN's Immunization Basics Project and for infectious diseases surveillance.

Angela was the activity manager for the immunization grants program and was responsible for managing the USAID-funded African Field

Epidemiology Network (AFENET). As such, she also served as the lead for the technical review committee for AFENET's immunization grants program.

**Jennifer Wilen, MS**

Family Planning/Reproductive Health Advisor  
International Rescue Committee, Thailand

Jennifer Wilen joined GHFP from the University of Michigan Population Fellows Program, and was stationed with the International Rescue Committee (IRC) field office in Thailand. Jennifer worked in two Karenni refugee camps in the province of Mae Hong Son, near the Thai-Burmese border. She provided technical expertise in adolescent reproductive health, male involvement, and voluntary counseling and testing (VCT) and worked to help address the reproductive health needs of youth in the camps. Using focus groups and key informant interviews, she developed needs assessments, and then worked with both youth and community leaders to design and implement programs that address those needs. Jennifer was also responsible for integrating a VCT program into existing IRC reproductive health programs in the two camps.

**Regan Whitworth, PhD, MA**

Senior Technical Advisor  
USAID/Rwanda

Dr. Regan Whitworth came to GHFP from the Public Health Institute's Population Leadership Program. Based at USAID/Rwanda, Regan served as Senior Technical Advisor and played a key role in coordinating development and implementation of Rwanda's interagency Country Operational Plan (COP) for PEPFAR. Regan coordinated the interagency PEPFAR budget and was a principal interlocutor with the Office of the Global AIDS Coordinator (OGAC) for PEPFAR Rwanda. He co-chaired (with a Government of Rwanda official) a coordinating group for HIV/AIDS donors. In 2006, he participated in the mid-term review of the World Bank Multisectoral AIDS Program in Rwanda. PEPFAR Rwanda has received team awards from OGAC and USAID. In 2007, USAID/Rwanda awarded Regan a Certificate of Appreciation for "his significant and enduring contribution to the United States Government PEPFAR Team and HIV/AIDS Programs in Rwanda."

**Kelly Wolfe, MPH, MA**

Senior Technical Advisor  
Latin America and the Caribbean  
and  
Senior Technical Advisor  
Community and NGO Development  
GH/OHA/ISD

Ms. Kelly Wolfe transferred to GHFP from the Public Health Institute's Population Leadership Program. Until June 2007, she served as Senior Technical Advisor for Latin America and the Caribbean in the Office of Regional and Country Support (RCS). In this capacity, she was responsible for coordination with the LAC Regional Bureau, and served as the backstop for all avian influenza work in the region. Ms. Wolfe served as the Health Lead for the Dominican Republic, El Salvador and Mexico, as the Alternate Health Lead for the Central American and Caribbean Regional Programs, and as a member of the Guyana Core Team.

She participated in several technical working groups, including the Poverty and Equity Working Group, the Youth GLP, and the Graduation Working Group. As part of the latter, she conducted an assessment in the Dominican Republic, to help prepare for the family planning phase-out strategy in that country. Because of her exceptional support, she was awarded the "2006 PHN Superior Service to the Field Award."

Upon the completion of her fellowship in June 2007, Ms. Wolfe accepted another GHFP fellowship as Senior Technical Advisor for Community and NGO Development in the Office of HIV/AIDS. Her primary areas of responsibility include: 1) Fostering increased engagement of community-based organizations, especially indigenous organizations, in the delivery of HIV/AIDS related services; 2) Designing, implementing and technically guiding HIV/AIDS projects, including those involved in strengthening the technical and managerial capacity of community-based organizations; and 3) Providing technical support to field programs and other HIV/AIDS technical working groups.

**Martha Wood, MPH**

Reproductive Health Advisor  
PLAN/Ethiopia

Martha Wood transferred to GHFP from the University of Michigan Population Fellows

Program. She served as a Reproductive Health Technical Advisor for Plan International (PI) in Ethiopia. In her capacity as Reproductive Health Advisor, Martha provided technical support to reproductive health and family planning activities, including strengthening study designs and methodologies, mobilizing resources, and collecting best practices. During the first year of her Fellowship, Martha conducted a situational assessment of the current family planning and reproductive health climate in Lalibela, Shebedino and Addis Ababa. This past year, she finalized the study report and held data dissemination workshops for stakeholders. Martha developed

community-based reproductive health guidelines, and conducted trainings for PLAN Ethiopia and other stakeholders on issues pertaining to reproductive health and family planning. In addition, she provided technical support for the expansion of reproductive health and family planning activities to program units in Addis Ababa, Shebedino, and Jimma.

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#### SR 1.1.4 Maintain/strengthen strategies and systems for fellows' support

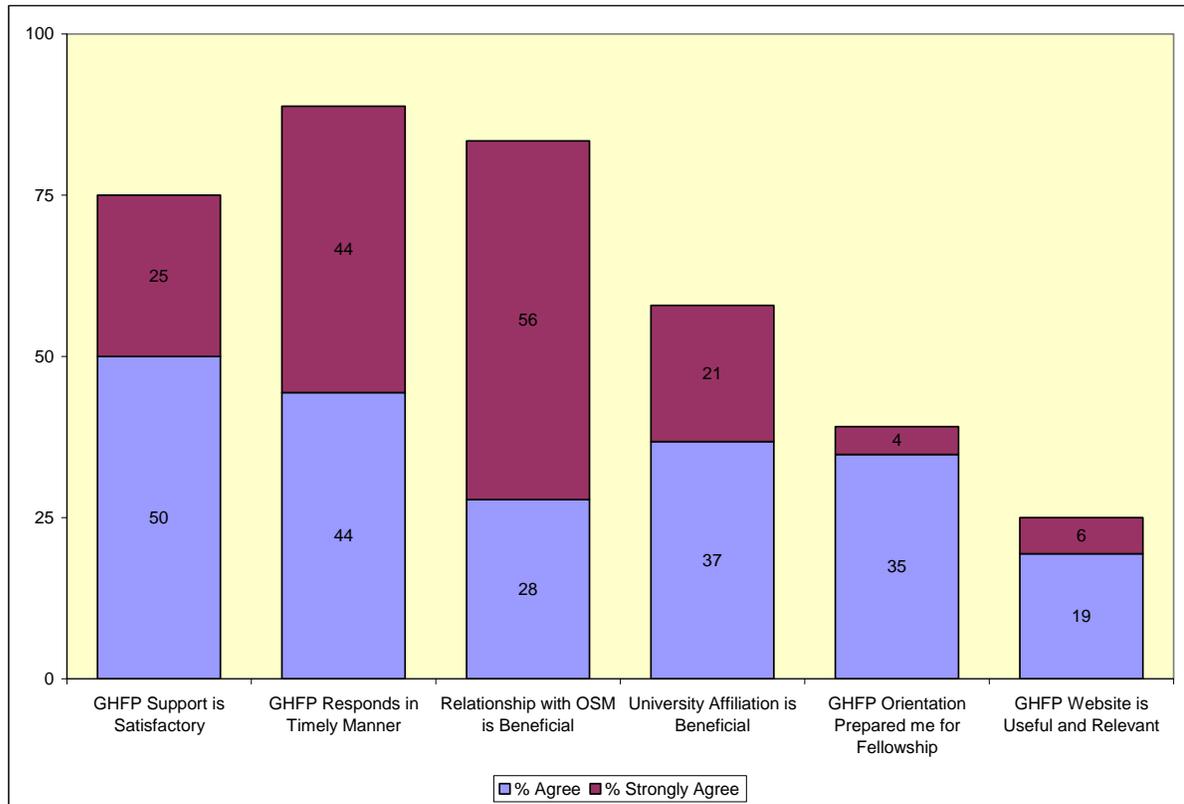
##### *Results*

- GHFP has implemented an extensive support system for fellows. For example, GHFP provides fellows with individual orientations and assigns each fellow a dedicated staff member to provide administrative support. It is GHFP's goal that queries should receive a reply within 24 hours, and the program strives to meet this customer service objective. Additionally, early through mid-career fellows (Levels I and II) are teamed with a mentor based at one of the program's two partner universities in order to provide the fellows with access to technical expertise, library resources, technical mentoring, and career guidance. GHFP has developed a comprehensive website that provides fellows and onsite managers with information about GHFP, performance management/evaluation materials, training opportunities, professional development resources, and networking tools.
- Preliminary data from a survey of Year One fellows shows that 75% agree or strongly agree that GHFP support services are satisfactory. Consistent with GHFP's aim to respond to fellow queries within 24 hours, nine out of ten fellows (88%) report that GHFP responds to their requests and inquiries in a timely manner. The large majority (84%) of fellows report that their relationship with their Onsite Manager is beneficial. Although the university affiliation program was only launched in March 2007, 58% of fellows who were assigned a university mentor already reported this relationship as beneficial. About four in ten of the fellows who reported participating in the GHFP orientation report that this prepared them for their fellowship.<sup>3</sup> Roughly one in four fellows reported the website to be useful.

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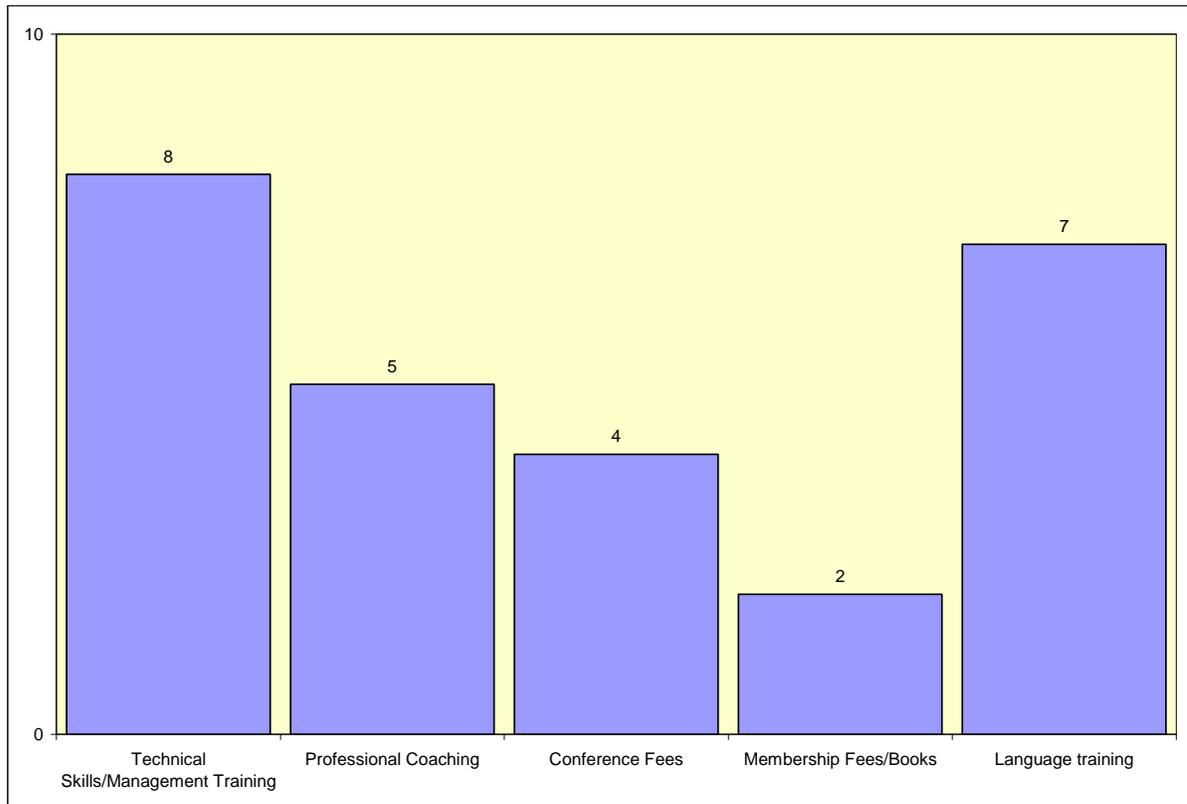
<sup>3</sup> Note that transition fellows did not participate in the GHFP orientation.

Figure 5: Fellows' Opinions about GHFP Support Services (Fellows Survey, September-October 2007)



- By the end of the first fiscal year, 26 GHFP Fellows had applied for and used individual PD funds. In terms of actual expenditures, the largest percentage went to improving technical skills or management training. Eight fellows took workshops that ranged from leadership training to a short course on Control of Influenza to completion of a professional Certification in Humanitarian Logistics. Seven fellows pursued foreign language studies to enhance their communication effectiveness with and in the field. Five fellows used their PD funds to start coaching (see below), four fellows used these funds to pay for conference fees, and two to join professional associations or purchase professional books.

Figure 6: Number of GHFP Fellows Using PD Funds, by Purpose (July 2006 – June 2007)



- During Year One, GHFP Fellows attended the following conferences (including no-fee conferences):
  - Conference of the Society of Tropical Veterinary Medicine
  - PEPFAR Implementers Conference
  - Population, Environment and Development in the South Conference
  - Global Health Conference
  - International Micronutrient Forum
- GHFP Fellows participated in the following training courses during Year One:
  - Options for the control of influenza
  - Epidemiology course at JHU School of Public Health
  - CDC monitoring and evaluation course
  - Population Council training
  - The Landmark Forum
  - CTO training course
  - Certification course in humanitarian logistics
- During Program Year One, GHFP established guidelines and procedures for coaching, which are summarized in the GHFP Coaching Policy document. This document details the types of coaching offered, the procedures for matching coaches

with clients, how coaching is delivered, the fee structure, and the guidelines for selecting coaches for GHFP.

- The GHFP coaching program was launched during the second half of Year One, and has grown gradually. Since its inception, five fellows have started coaching using their PD funds.
- GHFP implements a formal mentoring program for fellows affiliated with one of two partner public health schools. A mentor is a seasoned professional who provides guidance, advice, and the voice of experience to a protégé. GHFP mentors are selected as specialists in international public health topics based on their ability to meet the professional development needs of specific fellows. The fellows' university affiliations were formally launched on March 1, 2007. By June 30, thirty fellows had been affiliated with the Harvard School of Public Health and the Tulane School of Public Health and Tropical Medicine.<sup>4</sup>

#### SR 1.1.5 More GHFP alumni engaged in global public health education or employment

##### *Results*

- GHFP is developing systems for enhancing communications with alumni, and for tracking them as they progress in their global health careers. In Program Year 2, an Alumni Working Group will develop an alumni database, and will develop and Alumni Connections Newsletter.
- Data on the fellows who finished their fellowship during Program Year One shows that all but one of these 15 GHFP alumni continue to be involved in global public health (see Table 4). Five of these alumni are currently living abroad, including two who are working at USAID Missions. Box 1 provides illustrative examples of the types of activities that some of the former GHFP Fellows are currently involved in.

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<sup>4</sup> Fellows that were initially affiliated with the University of Washington were redistributed to the Harvard School of Public Health and the Tulane School of Public Health and Tropical Medicine.

Table 4: Fellows Who Left GHFP During Year One (with their subsequent affiliations)

Ahmed Noor, Ayan Private medical practice	Baldwin, Lisa USAID/Indonesia
Emmart, Priya Supply Chain Management System Consortium (SCMS), Crown Agents	Feinberg, Madaline Joined her fiancé in Capetown, South Africa
Fehlenberg, Stacy Women's Global Health Imperative, UCSF Independent Consultant (to present)	Hastings, Catherine USAID/Ethiopia
Kearl, Rachel Booz Allen Hamilton	Menotti, Elaine Constella Futures (thru 8/2007) Global Health Fellows Program (to present)
Paterson, Kristen Independent Consultant	Posner, Stephanie PACT/Namibia
Rajkotia, Yogesh Foreign Service Limited (FSL)	Rubin, Jennifer International Center for AIDS Care and Treatment Programs (ICAP), Rwanda
Schlecht, Jennifer RAISE Initiative Columbia Mailman School of Public Health	Sharer, Melissa American Refugee Committee International
Teller, Charles USAID, Washington DC (thru 7/31/07) Population Reference Bureau (to present)	

Box 1: Illustrative Highlights of Current Activities by GHFP Alumni

**Fehlenberg, Stacy**

Upon completion of her GHFP Fellowship, Stacy worked as Program Development Director for UCSF's Women's Global Health Imperative in San Francisco. For UCSF, she worked with 11 Principle Investigators whose work focused on reproductive health issues in resource-poor settings (mainly Africa and India), and facilitated strategic planning for the group, identified funding agencies, participated in proposal writing, and acted as internal liaison to other UCSF research groups and foundation representatives. She has since become an independent consultant, focusing on monitoring and evaluation, and has developed an M&E Strategic Plan for a new youth and conflict-mitigation program implemented by USAID-funded International Research and Exchanges Board (IREX) in the North Caucasus, Russia.

**Emmart, Priya**

Priya was recruited by Crown Agents/UK in January 2007, and has been seconded to the USAID-funded Supply Chain Management Systems (SCMS) project. SCMS works in all 15 countries of the President's Emergency Plan for AIDS Relief (PEPFAR), and aims to provide health care services, supplies and delivery infrastructure to combat HIV/AIDS in those countries. This involves the procurement of HIV-AIDS related commodities and stimulating the demand for those products in order to both help the target population and to drive prices down. Priya was hired to provide monitoring and evaluation support for the SCMS country projects. To that effect, she has been developing monitoring and evaluation plans and performance monitoring plans for nearly a dozen country offices. She is also

responsible for providing training to help build the M&E capacity of the country offices, and for identifying training resources. She also wrote a paper entitled "Options for grant making for PHE in Ethiopia," which has been accepted for presentation at the Population, Health, and Environment workshop of the Population Reference Bureau, which will be held in Addis Ababa, Ethiopia, in November 2007.

### **Rajkotia, Yogesh**

After completing his GHFP fellowship, Yogesh joined the USAID Bureau for Global Health as a Senior Health Systems Advisor through Foreign Service Limited appointment (FSL). In this role, Yogesh serves as a key technical resource to USAID field missions and the Global Health Bureau to design, evaluate, and manage health systems strengthening initiatives. Additionally, Yogesh advises USAID and host-country governments on health systems strengthening issues including health insurance, governance, health sector reform, decentralization, and the transition from relief to development in post-conflict countries. Yogesh also oversees two major initiatives of the Global Health Bureau -- Health Systems 20/20, USAID's \$125 million health finance and governance program, and TASC3, the Global Health Bureau's largest health program (\$1.2 billion). Since completing his fellowship, Yogesh has worked extensively in Southern Sudan, Ethiopia, Peru, India, Ghana, Yemen, and Angola.

### **Teller, Charles**

Since leaving GHFP in May, 2007, Charles Teller continued his Population and Global Health leadership activities, in two capacities: From May-

August, 2007, he was a consultant in Data Analysis and Evaluation for the Global Health Bureau. He wrote a paper testing a new model on the Demographic and Health Transitions, and conducted a meta-analysis of Global Health project and sub-project evaluations. Both reports are contributing to the new Evaluation Agenda at GH, and to the new Health Strategy.

Since August, Charles has held a prestigious Bixby Visiting Scholar position at the Population Reference Bureau. He is writing a book on the Demography of Hunger research in Ethiopia and publishing a paper on Rigorous Evaluation for the World Bank. He is scheduled to present population-health-nutrition-related papers at the APHA meeting in Washington, DC; at the East Africa Population-Health-Environment workshop in Ethiopia, at the Union of African Population Scientists in Arusha, Tanzania, and at the World Bank Workshop on Evaluation in Washington, DC. Soon after, he will lead a discussion of the Demographic Transition in Ethiopia for the PRB e-seminar series, write an article on Evaluation for the PRB web-site, present a paper at the 2008 PAA meetings in New Orleans, and moderate a panel on Community-based Program Evaluation at the 2008 Global Health Council Meetings. He is a member of the international Malaria M&E Reference Group (MERG), and continues to give guest lectures at GWU, Columbia University, Johns Hopkins University and Addis Ababa University.

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## SR 1.1.6 Maintain high retention of fellows

### **Results**

- The retention rate for fellows is high. During Program Year One, 25 fellows were eligible for an extension of their fellowship beyond the previously agreed to end date. Among the 25 eligible fellows, 23 were invited by USAID and GHFP to extend their fellowships (92%) and of these 23, 21 agreed to extend their fellowship (91%). The

two fellows who did not accept the extension invitations elected to take direct-hire positions within USAID (an FSL in Washington and PSC with USAID/Ethiopia).

- Among those 15 fellows that left GHFP during Program Year One, the average fellowship duration was 2.3 years. Eleven of these 15 fellows (73%) completed at least 21 months of service.

## ***IR 1.2 GHFP Internships Implemented***

SR 1.2.1 Expand awareness of GHFP internship opportunities

SR 1.2.2 Procedure for selection and placement of interns improved

SR 1.2.3 Maintain and strengthen strategies and systems for interns' support

### ***Highlights***

- GHFP worked with the Office of Professional Development and Management Support to bring six interns to work in the Bureau for Global Health for Summer 2007. Each intern had a specific scope of work developed by their host division within the Bureau, which will be implemented during Program Year 2. Each intern had an Onsite Manager who provided day-to-day guidance for the interns. The names of the interns and the offices to which they were assigned are listed in Table 5.

Table 5: List of Interns Recruited for Summer 2007

Paina, Ligia HIDN/HS	Folkerts, Jessica HIDN/NUT
Poonawala, Fazleabbas PRH/CSL	Rose-Wood, Alyson HIDN/PMI
Kung, Yung-Ting PRH/PEC	Sheldon, Amanda OHA/SPER

- To provide further strategic guidance for the implementation of GHFP internships, the program established an Internship Working Group. The Working Group will explore linkages with existing summer programs in the Washington, DC area, as well as other opportunities such as linkages with feeder schools that are known to supply students to schools providing graduate training in international public health. The working group is led by GHFP Recruitment and Internship Manager, Steve Owens.

## ***IR 1.3 Diversified workforce improved***

SR 1.3.1 Increased diversity among GHFP interns

SR 1.3.2 Increased diversity among GHFP applicants and fellows

### SR 1.3.3 Minority GHFP alumni engaged in global public health education or employment

#### *Highlights*

- GHFP retained a retired USAID Mission Director, Mr. Paul White, to help identify an appropriate strategy for increasing diversity among applicants to the program's internship and fellowship opportunities. Meetings and discussions with key stakeholders at USAID helped lead to a consensus that GHFP's diversity efforts should focus on women, African-Americans, Latinos, and people with disabilities.
- GHFP application data for the period from July 2006 through June 2007 indicate that about two thirds of applicants were female. Specifically, among those 841 applicants whose gender could be determined based on their first name, 69% were female.
- Data on diversity show that there was good representation of women and minority groups among transition fellows and new hires. Among the transition fellows, 48 were women and 16 were minority. Among the 13 new hires, eight are women, and four belong to a minority group.

Figure 7: Gender and Ethnic Composition of Transition Fellows (July 2006 – June 2007)

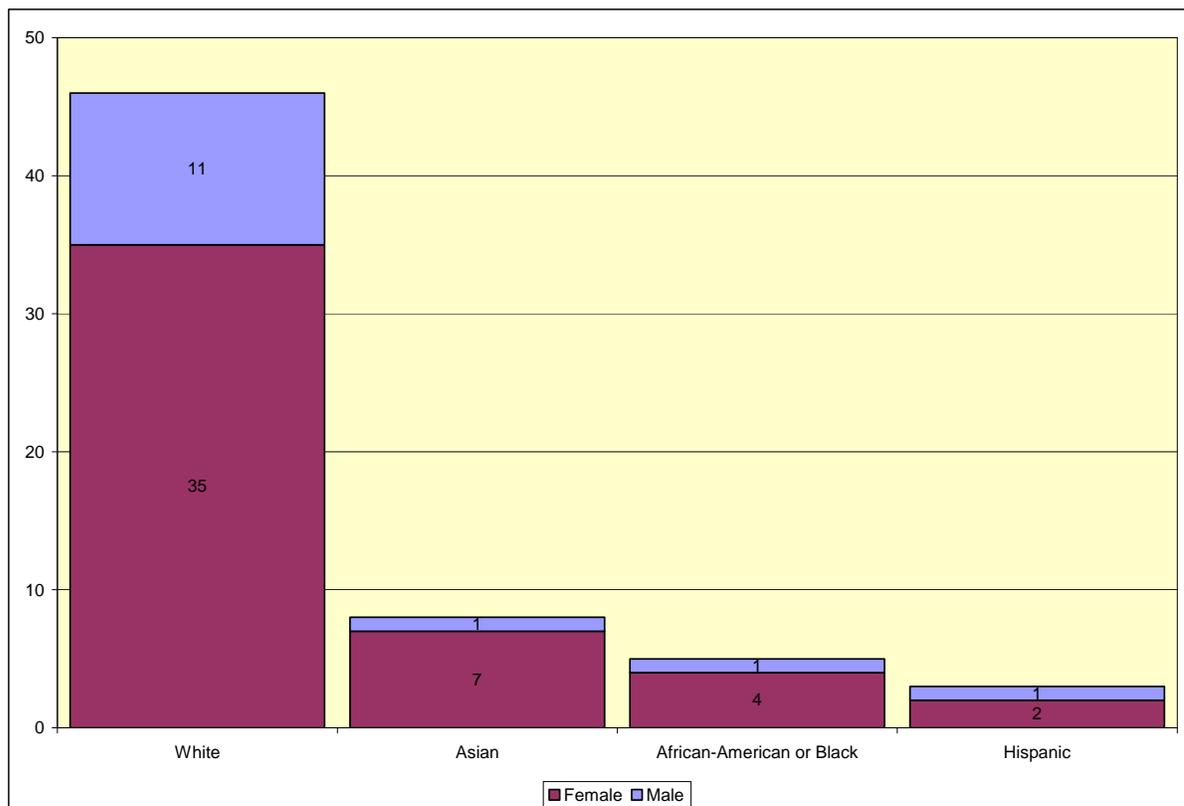
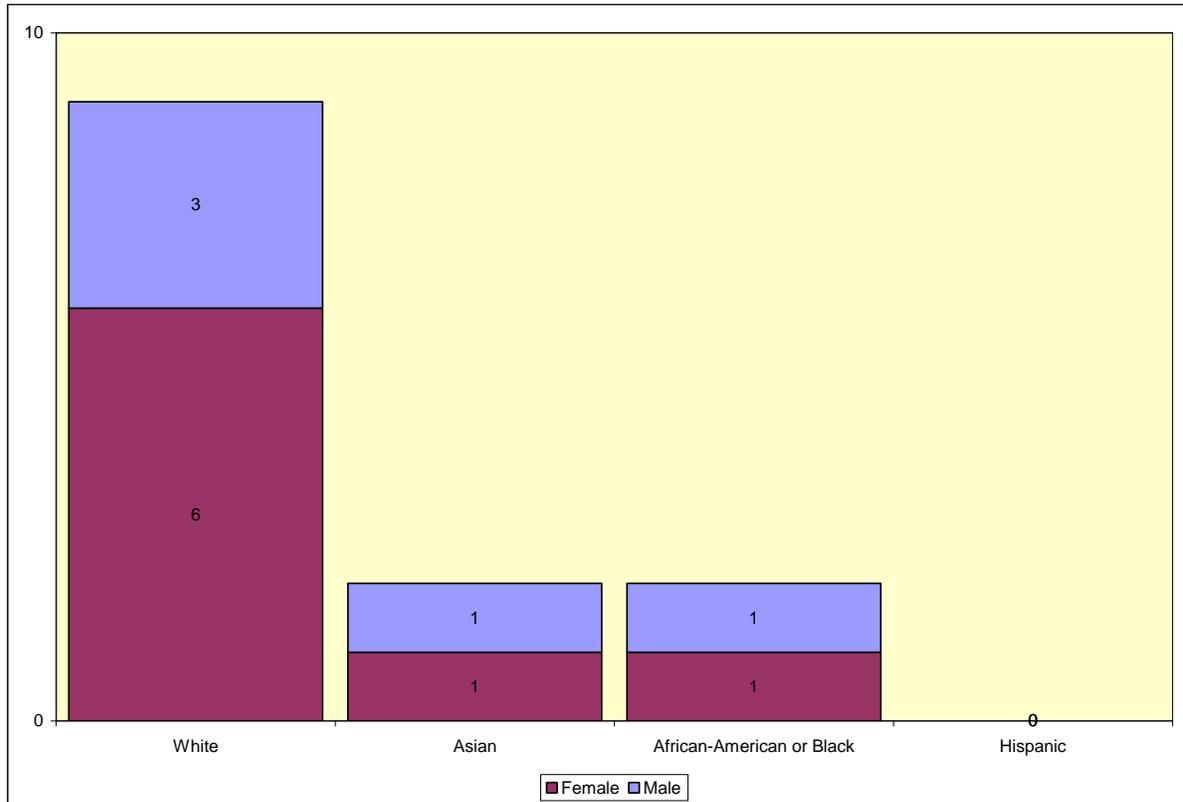


Figure 8: Gender and Ethnic Composition of New Hires (July 2006 – June 2007)



- GHFP established a Diversity Initiative Working Group that will help identify strategies and opportunities for increasing diversity among interns and fellows. The Working Group is led by Steve Owens.

## Staff Capacity to Lead and Manage Strengthened

### ***IR 2.1 Essential PHN skills and knowledge developed and improved***

SR 2.1.1 Professional Development training provided

#### ***Results***

- GHFP developed service delivery and financial management systems to support effective management of professional and organizational activities.
- In Year One, the Professional and Organizational Development (POD) unit worked with project financial staff and the Cognizant Technical Officer (CTO) to develop accurate budgeting systems that would reflect true activity costs and facilitate the accurate accounting of expenditures, disaggregated by office and major funding

sources. The objectives of having more accurate activity cost projections and reporting were to:

- Decrease subsidy of POD activities with project allocable costs which put inflationary pressure on the cost of fellowships
  - Facilitate cost-effective practices for activity planning with senior managers in the GH offices
  - Set more accurate expectations of actual costs of POD events among GH and PHN client groups
  - Increase the percentage of financial obligations made specifically for POD activities in order to decrease unnecessary forward funding with or reallocation of financial obligations intended for fellowships
- GHFP POD initiated and maintained monthly POD coordination meetings with the training team at PDMS. Meetings served to harmonize the GH/PDMS training calendar and GHFP calendar of events. During meetings PD activity plans and evaluation data were discussed and efforts coordinated to ensure proper publication of events. The Deputy Director for POD also serves on the GH Training Advisory Group which meets quarterly.
  - GHFP organized and implemented several PD events, including:
    - “PHuNdamentals for Success: A USAID Orientation at Global Health”, held April 30 - May 4, 2007
    - “Negotiation and Conflict Resolution Training,” led by Harvard University on February 5-8, 2008, and again on April 10-11, 2007
    - Workshop on “Leading with Emotional Intelligence”, led by the American Management Association (AMA) on June 21, 2007
    - On June 13, 2007, John Haecker of Management Systems International led a seminar on “The Art and Skill of Influence: Getting Things Done When You Are Not the Boss.” The seminar educated participants about the preconditions to exercising influence (relationships built on trust; extensive professional and social networks; aligning with organizational goals) and presented strategies and approaches for effectively influencing others to achieve positive change.

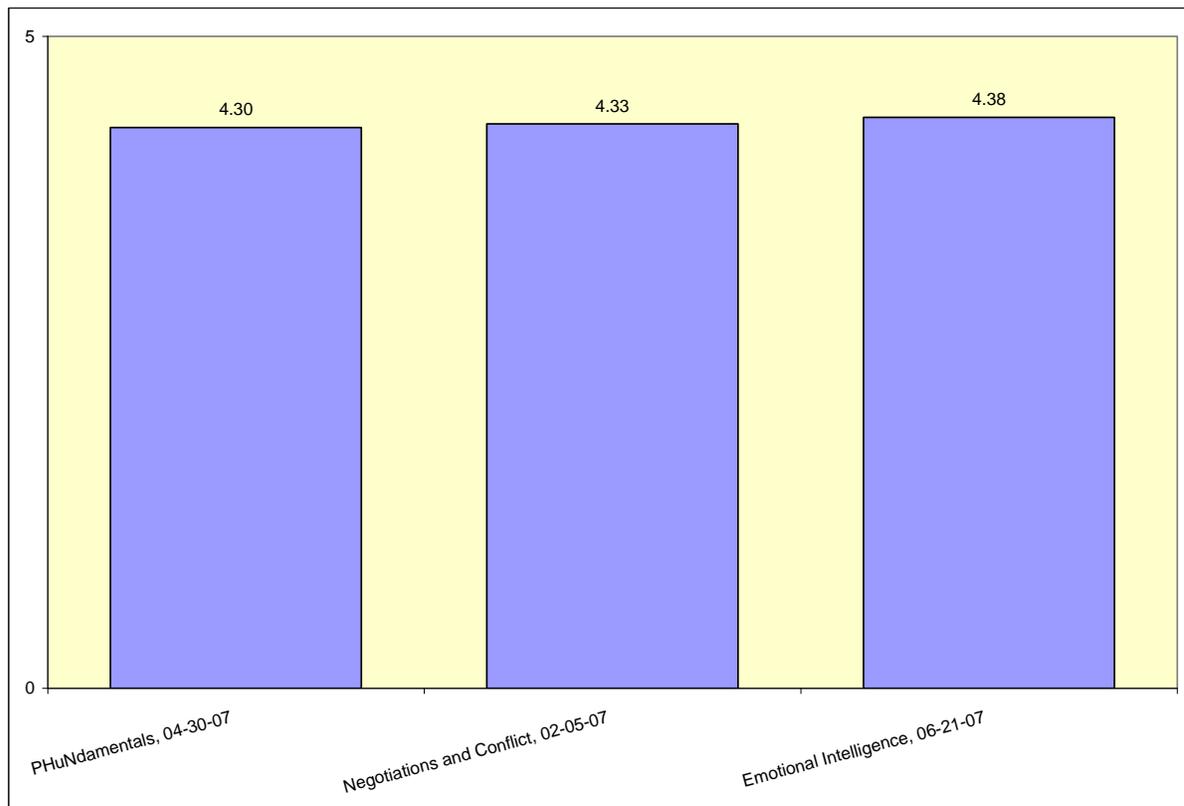
SR 2.1.2 Professional Development programs address needs of training attendees

### ***Results***

- Participants in the April 30 – May 4, 2007 “PHuNdamentals for Success” course, which provides an orientation to USAID Global Health, indicated that the course was very useful in preparing for the work they would be doing or were already doing. Participants gave the training course an average score of 4.3 out of 5, with 13 out of 15 participants giving it the highest or second-highest rating. One participant commented “So helpful! Everyone should have this [course] during their first week.”

- Participants at the February 5-8, 2007 “Negotiations and Conflict Training Workshop” led by the Harvard School of Public Health rated the workshop as very good (with an overall score of 4.4 out of 5). They also reported that the workshop was relevant to their jobs (4.3 out of 5), that it was very applicable to what they do and “very relevant to real situations. For example, one participant commented that “Sometimes Barry [of the Harvard presenters] spoke as if he works in our office.”
- The evaluations of the June 21, 2007, AMA workshop on leading with emotional intelligence shows that the workshop was very well received. Among the 8 participants who completed the workshop evaluation, 7 reported that the workshop was excellent, and 6 said that the workshop met their expectations. All but one respondent agreed or strongly agreed that the seminar was relevant to their needs. Six of the 8 respondents reported that they felt they could apply the information and skills learned in the workshop. One respondent commented that “this seminar was great. I feel I can apply the concepts to both my personal and professional life.”

Figure 9: Rating of the Usefulness of GHFP Professional Development Trainings (5-point scale)



### SR 2.1.3 Access to state-of-the-art technical information provided

#### ***Results***

- GHFP successfully negotiated for GHFP Fellows to receive a free membership with the American Management Association (AMA), which provides access to AMA expertise and products. The official launch of the AMA program took place at the GHFP offices in Washington, DC on May 16, 2007.
- GHFP regularly posts technical information on the fellows' portal of GHFP.net. Through this means, the full content of the "PHuNdamentals for Success" course was made available to fellows. The POD unit has also made course material from various professional development and management training sessions available through the Web Site.
- Several GHFP Fellows used their professional development funds to participate in training courses or to attend professional conferences, which enable them to enhance their skills and be up-to-date to the latest developments in the field (see SR 1.1.4).

### ***IR 2.2 Institutional capacity developed***

#### SR 2.2.1 Organizational development interventions provided

#### ***Results***

- GHFP conducted a workforce analysis of the USAID Global Health Bureau. The workforce analysis was implemented by a five-member team from November 2006 through February 2007. The objectives were to determine if the Bureau is adequately and appropriately staffed to respond to the new demands of the Department of State's Bureau for Foreign Assistance (State/F) and to examine current workforce levels, identify staffing gaps and duplicative staff efforts. The report concluded that overall staff levels were appropriate, but that some areas may be understaffed given their workload. A web-based survey revealed that most employees perform multiple functions, with technical support to the field and overseeing centrally funded programs being the most common ones. The team found little evidence of duplicative efforts. The report makes recommendations for reorganizing the Strategic Planning and Budgeting Office (GH/SPBO) and the Regional and Country Support Office (GH/RCS) into a single office with three distinct divisions.
- In February 2007, the GHFP POD team prepared, planned, and implemented a staff retreat for the Contraceptive Security and Logistics (CSL) unit. The retreat produced a SWOT analysis, stimulated a discussion of core values and helped established a draft vision statement, and clarified the roles and functions of the unit.
- In April 2007, the GHFP POD team prepared and planned three work/learning sessions to increase team-building and operational effectiveness of the Avian Influenza unit. The sessions aim was to increase staff members' understanding and

effectiveness as program managers, and to develop consensus about the standard operating procedures for achieving excellence in working with other US Government organizations as well as implementing organizations. The sessions cover a wide range of topics, including USAID's programming roadmap, money flows and budgets, and program design.

- In April-May 2007, GHFP prepared, planned and conducted an office-wide retreat for the Global Health Bureau's Office of Professional Development and Management Support (PDMS). The retreat was held May 16 and 23, 2007, with the objective of strengthening collaboration, communication, and information sharing within PDMS, establishing a vision, and understanding the impact of the reorganization, the earlier workforce analysis, and portfolio review. The retreat resulted in the PDMS adopting the following vision statement "The Office of Professional Development and Management Support is committed to sustaining global health leadership, now and in the future, by proactively recruiting, developing and supporting high performing and diverse employees in an effective, efficient and positive manner. The retreat also clarified PDMS staff roles and responsibilities.
- GHFP prepared, planned, and conducted an office-wide visioning retreat for the Global Health Bureau's Office of Population and Reproductive Health. The retreat was held in Washington, DC, on May 22 and 24, 2007. The objectives of the retreat were to review the Office's current vision, and to articulate group visions to support the creation of an updated Population and Reproductive Health vision. The retreat resulted in the development of the following draft vision statement "A sustainable and healthy planet where people choose freely the number and spacing of their children through universal access to quality voluntary family planning programs." The participants identified issues important to the future success of the Office and developed a prioritized list of actions to move forward. It was agreed that there is a need to create a strategy and implementation plan, and it was recommended to create three working groups (focusing on country priorities, technical priorities, and strategic planning) to develop this plan.

## **Cross-Cutting Issues**

### ***Learning and Evaluation***

#### ***Results***

- GHFP developed a Performance Monitoring Plan (PMP) that describes the performance monitoring indicators that will be used to assess the progress of the GHFP and to measure its impact. Performance monitoring indicators were developed for the main program objectives, as well as for the intermediate results that will contribute to the achievement of those objectives. The PMP focuses on those indicators that are within GHFP's manageable interest, and that are objective, easy to measure and communicate, and credible. These indicators also highlight the contribution of the GHFP to the objectives of USAID Office of Professional

Development and Management Support (PDMS) and of the Foreign Assistance Framework (F).

- In addition to the PMP, GHFP developed an internal monitoring plan that clarifies the overall strategy to monitor and evaluate the Global Health Fellows Program. The program's progress will be tracked and documented using both quantitative and qualitative data. A comprehensive set of quantitative indicators will be obtained from a variety of sources, including the program's recruitment data, a fellows' survey, an alumni survey, and post-event evaluation surveys of professional and organizational development activities. These quantitative data will be supplemented with qualitative data that will be obtained from in-depth written reports from fellows about their experiences as a fellow, and ad hoc in-depth interviews with fellows and staff who participated in professional development and organizational development activities.
- In preparation for the data collection activities needed for the PMP, GHFP developed the questionnaires for the scheduled bi-annual fellows' survey and annual alumni survey. These survey instruments have been reviewed and approved by the Tulane Institutional Review Board (IRB).
- A Monitoring and Evaluation Working Group was established that will regularly review GHFP M&E activities. The group will help ensure that there is no duplication of effort in data collection, that GHFP partner organizations collect data in a consistent manner, and that data are sent to a central focal person. The group is led by Dr. Dominique Meekers.

## ***Administration, Communication, and Special Initiatives***

### ***Results***

#### Public Website and Private Portals

- Launched new GHFP public website and private portals end of April 2007. The site is now in use. Features to share and publish content among the portals include:
  - On page editing. Communications Manager has control over the content and can edit the sites without the need to know any programming languages.
  - Some staff has limited access to add and edit content to the site.
  - Dynamic publishing. Content can be published and updated from one source and be updated in all other places.
  - Targeted content. Content (news, events, documents, forms, and images) can be targeted to any or all portals. For example, content can be made available only to fellows or to everyone.

- Reports. A secured reporting system allows the finance team to upload reports (Excel, PDF or Word) to the site and make them accessible to certain groups or individuals.
- Internal messaging system. Internal messages (alerts) can be sent to all users of the site. This message is the first thing that a user sees after login.
- Dynamic FAQ. Staff can generate and edit FAQs on the site with ease. Also, this content can be published on one or all portals but managed from one location.
- GHFP Express archiving system.
- Dynamic staff directory. The directory gets populated automatically when we create a new staff user.

### Online Recruitment System

- Launched in mid May 2007 with over 600 applicants registered in the first 3 weeks. By the end of September, approximately 2500 users had created online profiles and many have applied for GHFP jobs. Some features of this system are:
  - Dynamic content publishing. Recruitment Manager and staff can add jobs on the fly from this system. The posting can be published instantly to the website or can be saved to be published later.
  - Recruitment Manager can screen applicants and track the application process online.
  - USAID can view qualified applicants online without the need to view emails with large attachments.
  - Managers can search for candidates with certain qualifications.
  - Managers can run reports online.
  - Applicants can create and edit their profiles online.

### Fellows' Management System

- This system will enable GHFP staff and partners to manage the fellows' information online and will allow us to share fellows' information with our partners, USAID and PHI. A security system will insure that only users with certain rights are able to view the information. A reporting system will allow for quicker access to fellows' information.

### Communications

- The GHFP communications team developed and implemented a strategic communications/marketing plan for the project. The plan covers message development and a broad spectrum of internal and external marketing and communications initiatives in the areas of recruitment, professional and organizational development, fellowships/internships and the diversity initiative.

- The team established and maintained a consistent brand image throughout all materials with the development of a branding strategy and marking plan (a recent USAID requirement for Cooperative Agreements such as GHFP and one of the first to be approved) for GHFP. The plan and strategy are permanent and binding parts of PHI's Cooperative Agreement.
- GHFP planned and oversaw the execution of promotional activities such as print brochures, flyers, PowerPoint presentations, website projects, print and web advertising and other electronic media, conference exhibits and signage, including:
  - General program brochure
  - Recruitment brochure
  - Large conference exhibit
  - Pull-up display for smaller venues
  - Design/editing/writing for web site
  - Various handouts and presentations for outreach purposes
  - Twice monthly electronic newsletter for GHFP Fellows
  - 3-4 times per year electronic newsletter for USAID Onsite Managers
  - Print and electronic advertising (conference programs, outreach events)
  - Collaboration with PHI Communications on a variety of projects including weekly electronic newsletter, quarterly print newsletter, annual report and web pieces
  - Development of interview material to showcase fellows/interns work to be used in a variety of outlets (web and print)
  - Design and roll out of new business cards and program stationery

## GHFP Partnership

Start-up activities included developing working relationships with GHFP subcontractors. Using partnership and small working group models, regular communication and face-to-face meetings occurred to involve the partners in strategic planning and implementation. Results of this investment include expanded fellowship outreach and support and partners leading a variety of implementation activities.

As Year One of the Global Health Fellows Program came to an end, USAID discussed with PHI the level of effort necessary to implement the program efficiently and in the most cost-effective manner, including addressing the current partner configuration. Subsequently, the partnership was reconfigured to include The Public Health Institute, Harvard School of Public Health, Management Systems International and Tulane University School of Public Health and Tropical Medicine and exclude University of Washington School of Public Health and Community Medicine and United Negro College Fund Special Programs. Decreasing the number of key subcontractors to the minimum necessary maximized program efficiency and alignment with USAID objectives, minimized duplication of effort, while ensuring that the necessary expertise was available to USAID.