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**TRIP REPORT FOR NFPB - JAMAICA  
INSTALLATION OF SERVSTAT**

**JUNE 28 - JULY 7, 1993**

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**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

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## CONTENTS

<b>I.</b>	<b>EXECUTIVE SUMMARY</b> .....	<b>i</b>
<b>II.</b>	<b>BACKGROUND</b> .....	<b>1</b>
<b>III.</b>	<b>PURPOSE/SCOPE OF WORK</b> .....	<b>1</b>
<b>IV.</b>	<b>ACTIVITIES</b> .....	<b>2</b>
	<b>A. Initial Briefing.</b> .....	<b>2</b>
	<b>B. Data Linkage from MOH.</b> .....	<b>2</b>
	<b>C. Installation of ServStat.</b> .....	<b>3</b>
	<b>D. Training in the Use of ServStat.</b> .....	<b>3</b>
	<b>E. Preparation for the MIS Workshop.</b> .....	<b>3</b>
	<b>F. Other Activities/Collaboration with other Organizations.</b> .....	<b>4</b>
	<b>G. Final Debriefing.</b> .....	<b>4</b>
<b>V.</b>	<b>FUTURE ACTIVITIES</b> .....	<b>5</b>
	<b>A. Implementation and Use of ServStat.</b> .....	<b>5</b>
	<b>B. MIS Workshop.</b> .....	<b>6</b>
	<b>C. Phase 2 Activities.</b> .....	<b>6</b>
<b>APPENDIX I:</b>	<b>SAMPLE REPORTS</b>	
<b>APPENDIX II:</b>	<b>DRAFT OPERATING MANUAL</b>	
<b>APPENDIX III:</b>	<b>TENTATIVE WORKSHOP PARTICIPANTS</b>	

## **I. EXECUTIVE SUMMARY**

June 28 to July 7, 1993 James Eckroad, Senior Management Advisor for MSH's MIS Program, carried out a consultancy in Jamaica for the Family Planning Management Development Project (FPMD). The purpose of this trip was to provide ongoing technical assistance in MIS to the National Family Planning Board (NFPB) as part of a larger family planning initiative supported by USAID.

The specific purpose of the trip was to install a computerized service statistics information system (ServStat) which had been developed as a response to priority component identified in the needs assessment of the NFPB's management systems which FPMD carried out in January/February 1993. An additional purpose was to gather additional information in preparation for the implementation of an MIS workshop which was also identified as a priority in the needs assessment.

ServStat was initially designed to provide a mechanism to facilitate data entry of all health and family planning services which are processed by the MOH's Health Information Unit (HIU). However, in the period since FPMD's January visit the HIU had gone ahead with development of their own computerized data entry program and is currently entering the service statistics data into that program. In response, ServStat was modified to import data directly from the HIU program, but the ServStat data entry module will serve the function of reviewing and editing or correcting imported data plus the addition of data from other clinics.

In addition to the data entry module and other maintenance and utility functions, the principal function which ServStat provides is a mechanism for accessing or reporting the data in formats which contain the information required by the NFPB managers. To this end, a report generation utility was included which contains some initial report designs which can be run from the menu. (Samples of the pre-designed reports are included in Appendix I.) Additional report formats will be designed as report needs are further identified, and eventually NFPB staff will be trained to develop and program their own reports.

ServStat, including data imported from HIU for January to March 1993, was installed on two computers at the NFPB offices. Although there are some additional modules or functions to be added later, the version installed is fully operational and contains the basic functions necessary for NFPB staff to begin to familiarize themselves with its use. Demonstrations were provided to staff persons but formal training was not provided and only a preliminary operations manual has been prepared. (The preliminary manual was not left at the end of the visit but is included in this report as Appendix II.) It is expected that additional modules (such as one for ad-hoc queries and additional utility functions) will be completed for the next trip and formal training sessions will be provided at that time.

Several meetings were held to discuss purpose, content and format of the proposed MIS workshop. It is agreed that it will contain a mix of theory and practice with the intent of developing a common MIS language and understanding of basic concepts, as well as result in the definition of functions and identification of information needs of the middle and senior level managers at the NFPB. (Appendix III contains a tentative list of the NFPB managers who will attend the workshop.) Discussions about the workshop format revolved around the constraint that it would be difficult for these managers to all be absent from the office for the full week that the workshop will require. While a final decision has not been made, it appears that the best solution will be to hold the workshop over a period of two weeks with two groups attending on separate days and coming together for the final day or two to integrate findings. The scheduling for the workshop was tentatively set for the end of September, but final decision on dates and format will be made once FPMD has presented the NFPB with the proposed course design and session descriptions.

In addition to the installation of ServStat and discussions on the workshop there were a few other activities in the category of general technical assistance and coordination of MIS work. A meeting was held at the offices of Pannell Kerr Forster (a local consulting firm with responsibility for improvements to the NFPB's accounting system) to discuss their work on the NFPB accounting procedures, and on plans for how the computerization of NFPB financial management might be carried out. Also, discussions were held with Susan Smith of the Futures Group concerning the work being carried out on the Mapping/Physician study and how that information can be integrated with other NFPB information.

## **II. BACKGROUND**

The Family Planning Management Development (FPMD) project of Management Sciences for Health (MSH), at the request of USAID/Jamaica under the Family Planning Initiatives Project, has taken on responsibility for technical assistance in management information systems (MIS) to the Jamaican National Family Planning Board (NFPB). The first concentrated effort in MIS by FPMD was a needs assessment carried out in January/February of 1993. The needs assessment led to the identification of MIS related activities to be carried out in two phases.

The first phase activities are to be carried out under the initial buy-in during the rest of 1993 and the early part of 1994. This phase calls for activities focused on two specific outputs: the development and implementation of a computerized service statistics system, and the implementation of an MIS Workshop with NFPB upper and middle level managers. Following the needs assessment visit, and based on specifications which were developed at that time, a computerized system for data entry, processing and maintenance, and reporting was developed in Boston using the FoxPro database package. The system was given the name "ServStat" and is part of MSH's HealthWare Series which is developed with support of FPMD. The Workshop is currently in the planning stage and is scheduled for early fall. In addition, Phase One will include general technical assistance and coordination for MIS including carrying out the ground work for phase two.

Phase Two activities include several additional areas of systems development. FPMD will assist in the development of a computerized accounting and financial management system, once the basic parameters and procedures have been specified in the work being carried out by Pannell Kerr Forster. Work will continue on additions and refinements to the ServStat system and integration of supplementary service information from other sources. Efforts will be made to construct an executive information system (EIS), integrating key variables from different sources and different functional areas into a single, user friendly interface for decision-making by senior NFPB officials. Phase Two will also include ongoing MIS technical assistance and training, with the possibility of a second workshop which focuses on the use of information from the systems which have been implemented.

## **III. PURPOSE/SCOPE OF WORK**

The primary purpose of this visit was to install the computerized service statistics system at the NFPB and, if appropriate, at the HIU at the MOH. Part of the installation process was to include minor modifications and adjustments to the system that could only be done in communication with the NFPB concerning their special analysis and reporting needs, or with on-sight knowledge of the situation with respect to data entry at the HIU. While formal training in the system's use was not contemplated for this visit, sufficient demonstration was required in order to leave an operational system.

A secondary purpose of the trip was to advance and clarify plans for the MIS Workshop in terms of objectives, content, format and schedule. Also, basic MIS technical assistance and coordination was to be carried out as appropriate.

#### **IV. ACTIVITIES**

##### **A. Initial Briefing.**

The first step upon arrival was to contact U.S.A.I.D. and have a briefing meeting with the NFPB to discuss the consultancy. Betsy Brown, the Director of HPN was contacted by phone Monday morning and she was informed of the consultant's arrival and plans for first steps. A briefing was held at the NFPB Monday at 9:00 am with the following persons present: Mrs. Chevannes, Mr. Deane, Ms. Kenneally, Mrs. McFarquhar, Mrs. Radlin, Mrs. Stamp, Mrs. Donaldson and Mr. Josephs. During the meeting the principal activities for the visit were agreed upon and initial meetings and tasks were scheduled. It was decided that the decision on whether to extend the consultancy beyond the initial week would be made based on progress during these first steps; later it was agreed that it should extend through Wednesday of the second week.

##### **B. Data Linkage from MOH.**

The Ministry's Health Information Unit is responsible for data collection of most public sector family planning services and they had expressed, during the FPMD needs assessment visit, interest in receiving assistance in their development of a computerized data entry program. One of the first steps, then, was to assess the status of service statistics data entry at the HIU. Following the Monday briefing at the Board, the consultant and Mr. Josephs visited the HIU and met with Mrs. Weber, Acting Director. (HIU's actual Director, Kristin Fox, was on leave and was not be available during the consultant's trip.)

It was originally anticipated that the service statistics program being developed by FPMD (ServStat) would be used by the HIU for their data entry and reporting needs, but delays in its implementation resulted in the HIU moving ahead with the development of their own system. A cursory review revealed that the HIU has, in fact, implemented a computerized data entry system and has entered service statistics from health clinics for the first three months of 1993. Copies of the files for these months were obtained for importation to the ServStat system.

From the standpoint of the NFPB, the HIU's new system meets their basic need of providing computerized family planning data to be imported into the ServStat system. The principal concern which remains to be evaluated has to do with data integrity; for example, the data from the first three months contains at least some cases of duplicate records. The new HIU system does not appear to have the user-friendly error trapping of ServStat which prevents entry of a duplicate record for a given year, month and centre or a record for a

non-existent centre. The issue of data integrity needs to be evaluated at a later time when there are more data entered.

On the last day of the consultancy a visit to the HIU resulted in a brief meeting with Mrs. Fox. Although she was quite busy and didn't have time for a demonstration of ServStat, she was more than willing to have a demo copy installed on one of their machines. While the HIU is understandably reluctant to abandon their recently installed new system in favor of ServStat, it is possible that, with time, the advantages of the latter will be recognized.

### **C. Installation of ServStat.**

The two new computers which had been recommended by FPMD in the February visit were not yet available and, while they have apparently been ordered, their delivery date was unknown. By Wednesday, however, Mr. Deane had arranged for two computers (a desktop computer from the warehouse and a notebook borrowed from Mrs. Kenneally) to be installed in the Board's computer center for temporary use by the Statistics staff. An initial version of ServStat (with the first three months of data from HIU) was installed on the two machines and Mr. Deane was given a brief demonstration.

A significant portion of the consultancy was spent making additions and modifications to ServStat which led to reinstallation of newer versions several times during the consultancy. Additions consisted primarily of the design and inclusion of sample reports (see Appendix I) and the development of a routine for importing data from diskettes to be brought from the HIU as data entry is completed.

### **D. Training in the Use of ServStat.**

There were several initial demonstrations provided for Mr. Deane and Mr. Josephs but instruction for other Statistics Unit personnel did not occur until the second week. This was due in part to a couple of abortive attempts to schedule training, but was also due to concern that changes in the versions might have created confusion. Training consisted of a single session in which the entire program was demonstrated to Mr. Josephs and two of his staff. This should be sufficient for them to begin to explore the program's functions in more detail and, more specifically, to begin to examine the data and identify potential data entry problems which may exist at the HIU. Additional follow up training will be needed later.

### **E. Preparation for the MIS Workshop.**

Several meetings were held with groups representing the Board's senior managers who will be participating in the MIS Workshop which had been recommended in the needs assessment. The purpose of these meetings was to further explain the workshop's objectives and to explore formats for accomplishing the objectives and resolving potential scheduling problems. There are two primary objectives for the workshop: 1) to expose the Board's

managers to basic MIS concepts and to provide them with a common understanding and language, and 2) to use this common understanding of MIS concepts to specify the information needs and flows within the organization and among its various departments, ultimately achieving consensus on basic performance indicators.

It is estimated that a minimum of five full days will be needed to fulfill these objectives, and it is recognized that it is not practical to have all of the Board's senior managers absent from the office at the same time for five continuous days. As such, several scheduling formats were discussed, including splitting into two groups with participation on alternating days. Since several key participants will likely be away until early September and there are other activities which will be starting up at that time, it was felt that the workshop could not be held any earlier than the latter part of September.

#### **F. Other Activities/Collaboration with other Organizations.**

Mr. Deane informed FPMD that the contract with Pannell Kerr Forster for the development of accounting procedures and manuals was in place and work was about to begin. In keeping with the identified need to integrate MIS with this work, Elizabeth Hartley was contacted and a meeting was scheduled at the Pannell Kerr Forster offices. Present at the meeting was the consultant, Ms. Hartley (PKF Manager of the NFPB work), Ainsley Mitchell (Director of PKF), Clifton Reid (PKF Manager of Information Systems), and Basil Clarke (PKF accounting specialist). During the meeting the work plans of PKF and FPMD were discussed and computerization of an accounting and financial management system was identified as a crucial area in which the work of the two organizations would need to coordinate activities. While it is too soon to begin to discuss specific roles, it was agreed the two organizations should continue to communicate frequently and work together. In this spirit it was decided that Ms. Hartley should participate in the upcoming MIS workshop and take responsibility for one of the sessions.

Present in Jamaica at the time of the consultancy was Susan Smith from the Futures Group, on a TDY related to the Mapping/Physician Study and the Focus Group Study. The opportunity was taken to meet with her to discuss issues for the integration of data from the Mapping/Physician study into the eventual design of an Executive Information System which will provide the Board with rapid and flexible access to a broad range of information. The key will be to identify and use consistent definitions for political and health sector divisions and codes.

#### **G. Final Debriefing.**

A joint debriefing with Ms. Smith was held at the Board at 9:00 Wednesday, July 7th, 1993. A brief discussion was presented on the installation and training for the ServStat program. Follow-up work was identified (see Section V, Future Activities) and programmed to be completed by the next visit in the fall.

The plans for the MIS workshop were discussed in some detail during the debriefing and a tentative list of fourteen participants was identified (see Appendix III). While the workshop is tentatively scheduled for the latter part of September, it was agreed that final scheduling and format issues would be decided once FPMD presents the detailed workshop design with specific sessions identified. Mrs. Radlin was identified as the key person for coordination on scheduling and logistics issues.

## **V. FUTURE ACTIVITIES**

### **A. Implementation and Use of ServStat.**

There are several FPMD tasks remaining before the ServStat program can be considered fully implemented. These include:

- \* refinement of an operating manual describing the use of each module and function (See Appendix II for draft);
- \* Inclusion of the module which integrates the logistics information system (dependent on completion of CDC logistics module).
- \* inclusion of a context sensitive help and/or prompting capability for on-line instruction of functions;
- \* additions to the utilities module to include backup and other necessary functions;
- \* inclusion of a ad hoc query module which facilitates the presentation of responses to specific questions; and
- \* inclusion of the capability to create graphics (within the system or by exporting to Quattro Pro).

In addition, there are some issues related to the effective use of ServStat which must be addressed over the next six months. These issues include the following:

- \* the need for some type of follow up training or assistance to assure that NFPB staff have mastered the operation of the software;
- \* the need for definition of additional report formats to meet the information needs of the various Board personnel; and
- \* the need to develop the Board's skills in using the information from reports and queries to improve their planning and management decisions.

In general, all of these issues will be addressed jointly by FPMD and the NFPB as part of the technical assistance plan, but the second two will also be specific focus of the MIS workshop.

### **B. MIS Workshop.**

Pending activities related to the MIS Workshop can be broken into three areas: planning and preparation, implementation, and follow up. FPMD has already begun the process of identifying topics and material and developing specific session guides for the Workshop. Once this is complete, a proposal for the course design, together with suggestions for schedule and format, will be sent to the Board. Upon approval the plan will be implemented and the workshop will be carried out.

It is expected that one important outcome of the Workshop, in addition to the knowledge acquired by the participants, will be clarification concerning the roles of the individual managers and their specific information requirements to effectively fulfill those roles. After the Workshop this information will be synthesized and developed into a more complete plan for the Board's MIS. This plan will be used to guide the technical assistance plan and, more specifically, to develop the work plan for Phase Two activities.

### **C. Phase 2 Activities.**

The Needs Assessment described in the previous Trip Report identified several activities which are not included in the current buy-in and hence would be left for a second phase. These activities included: 1) development of a Finance and Administration MIS, 2) identification of critical information not currently available and recommendations for special methods for meeting these needs, and 3) the development of an Executive Information System (EIS) which will integrate key information from a variety of sources and improve its accessibility.

Since the second buy-in is currently being processed, it will be necessary to carry out a more complete systems analysis for each of these areas in order to develop more complete work plans for Phase 2. These analyses can be more fully developed once the results from the MIS workshop are available and once the initial PKF work is complete. The analyses, therefore, should be carried out toward the end of this year or the beginning of next year.

## **APPENDIX I: SAMPLE REPORTS**

<b>CENLISTF - List of Centres with Filters</b>	<b>Page 1</b>
<b>DISLISTF - List of Districts with Filters</b>	<b>Page 1</b>
<b>PARLIST - List of Parishes</b>	<b>Page 1</b>
<b>QRPT01 - Attendance by Program Outlet</b>	<b>Page 1</b>
<b>QRPT04 - New Acceptors by Program, Method</b>	<b>Page 1</b>
<b>STATS01 - F.P. Services for Month by Centre</b>	<b>Page 1</b>
<b>STATS01C - F.P. Services Summary by Centre</b>	<b>Pages 1-3</b>
<b>STATS01F - F.P. Services by Centre, Month</b>	<b>Pages 1-2</b>
<b>STATS01P - F.P. Services Summary by Parish</b>	<b>Page 1</b>
<b>STATS02 - New Acceptors by Method, Centre</b>	<b>Pages 1-2</b>
<b>STATS02C - New Acceptors Summary by Centre</b>	<b>Pages 1-3</b>
<b>STATS02F - New Acceptors by Method, Month</b>	<b>Page 1</b>
<b>STATS02P - New Acceptors Summary by Parish</b>	<b>Page 1</b>
<b>STATS03 - Supplies for Month by Centre</b>	<b>Page 1</b>
<b>STATS03C - Supplies Summary by Centre</b>	<b>Pages 1-3</b>
<b>STATS03F - Supplies by Centre, Month</b>	<b>Pages 1-2</b>
<b>STATS03P - Supplies Summary by Parish</b>	<b>Page 1</b>

## **APPENDIX II: DRAFT OPERATING MANUAL**

## **SERVSTAT OPERATING MANUAL (Preliminary Draft)**

### **A. ServStat**

The program may be started by moving to the directory where it is located (e.g. c:\servstat) and entering the command "SERVSTAT". An initial information screen is presented which can be removed by striking any key. Next the main menu is presented with the following modules.

#### **1. Service Stats**

This is the main module for entering, viewing, modifying and deleting service statistics records corresponding to a particular month/year and health centre. When this module is selected a screen is presented with 5 components.

##### **a) PERIOD**

The first component presented is a section labeled "PERIOD" where the month and year is entered for the period for the data to be accessed. If month is left as zero then all records will be available.

##### **b) HEALTH CENTRE**

Next to the period section will appear a section labeled "HEALTH CENTRE" where the province and health centre are identified corresponding to the statistics being presented.

##### **c) SERVICE DATA**

In the center of the screen is a large section which corresponds to the service statistics data. There are actually eight separate screens which can be viewed sequentially and which represent different sections of the MoH MCSRS form.

##### **d) SCREEN MANIPULATION**

In the lower right column is a section which instructs how to "page" through each of the eight data screens.

- 1) PgDn = Next Screen: By striking the <PgDn> key the next data screen will become active. Repeating <PgDn> will activate subsequent data screens until the final section is reached and the initial section is again activated.

- 2) PgUp = Prior Screen: By striking the <PgDn> key the above process can be produced in reverse order, moving toward previous sections.

e) **OPTIONS**

Across the bottom row of the screen are presented the various options which are available to the user. An option can be selected using the arrow keys and <Enter> or by striking the highlighted letter of the desired option.

- 1) < Next >: This option will move to the next record (the next health centre for the selected period) in the data set.
- 2) <Prior >: This option will move to the previous record (the previous health centre for the selected period) in the data set.
- 3) <Search>: This option will present another screen where a record can be selected from all health centres with an existing record for the selected period.
- 4) <Create>: This option allows the user to create a new record for the selected period and enter data for the new record. The user will not be permitted to enter a health centre for which a record already exists for the period.
- 5) <Modify>: This option allows the user to modify the record which is currently displayed on the screen.
- 6) <Delete>: This option allows the user to "mark" the currently displayed record for deletion. Records marked for deletion are not actually removed until the database is "packed" - see Utilities. The option also allows the user to "un-mark" a record which is currently marked for deletion.
- 7) < Quit >: Selecting this option will return the user to the main menu.

2. **Logistics**

This is where the contraceptive logistics module will be integrated once installed at the warehouse.

3. **Reports**

This module calls a report utility (FoxFire) which presents a list of existing reports which can be selected by highlighting using the arrow keys. Once a particular report

is highlighted, striking the <Enter> key will cause the report to be "run." The report utility may be canceled or exited by striking the <Esc> key.

Some reports will present the option of selecting a sub set of the records for which an optional report heading can be entered describing the selection. Selection criteria will call for a single value or a range consisting of two numbers separated by a comma. Selection criteria are numeric consisting of the number of the month or the code for a parish or centre. Once the selection conditions are complete, selection of <Ok> will produce the report.

The first several lines of the report appear on the screen and the following options are presented at the bottom.

- a) <50 Lines>: This option will change the screen to condensed print allowing more information to be displayed.
- b) < Print >: This option will allow the report to be sent to the printer after specifying the type of printer and other print options.
- c) < Scroll >: This option will allow the user to move around in the report using <PgDn>, <PgUp> and arrow keys.
- d) <Copy to Disk>: This option will allow the report to be copied to an ASCII text file on disk where it can later be used by a word processor.
- e) <Mod Rpt Form>: This option requires knowledge of the FoxPro report writer and should not be selected.
- f) < Done >: This option cancels the report and returns to the FoxFire list of reports.

#### 4. Utilities

This module presents several "housekeeping" functions which are necessary for the effective operation of the system. The following two functions are currently included. (Striking the <Esc> will return the user to the main menu.

##### a) Pack Databases

This allows the user to permanently remove records which are currently "marked" for deletion (see above). The user may select a specific database to pack or may select to pack all of the databases.

##### b) Import MCSRS Files

This function provides for the importation of data from the HIU. It assumes the data will be on a floppy disk in a file called MCSRSxxx.DBF where "xxx" are the first three letters of month for which the data corresponds. This is the format in which HIU currently stores its data. The user will be asked to select the year and month of data to import and to indicate from which drive (a: or b:) the data will be read.

## 5. Maintenance

This module provides a mechanism to make additions or modification to the "reference" databases which are used by the system. Separate files are used to maintain information on the following components or characteristics of the health delivery system. (Striking the <Esc> will return the user to the main menu.

### a) Health Centre

This file contains the following basic information on each health centre or family planning clinic.

- 1) Parish code: Identifies the parish in which the centre is located.
- 2) Centre code: A unique number which identifies the health centre.
- 3) Centre name: The name of the health centre.
- 4) District code: Identifies the district in which the centre is located.
- 5) Type code: Identifies the type of health centre or clinic.

### b) Parish

This file contains the following basic information on each parish.

- 1) Parish code: A unique number which identifies the parish.
- 2) Parish name: The name of the parish.

### c) District

This file contains the following basic information on each district by parish.

- 1) Parish code: Identifies the parish in which the district is located.

- 2) District code: A unique number which identifies the district.
- 3) District name: The name of the district.

d) Centre Type

This file contains the following basic information on each different type of health centre or family planning clinic.

- 1) Type code: A unique number which identifies the type and program.
- 2) Type name: The name type (e.g. level of service) of centre.
- 3) Program: The name of program or institution (e.g. MoH, NFPB).

6. Quit

This selection will end the ServStat session and return the user to the DOS prompt.

**APPENDIX III: TENTATIVE WORKSHOP PARTICIPANTS**

**MIS WORKSHOP  
TENTATIVE LIST OF PARTICIPANTS**

DEPARTMENT or SECTION	PARTICIPANTS and FUNCTION
NFPB Director Dep. Director	Mrs. Chevannes Mr. Deane
Service Delivery	Dr. McDonald
IE&C Training Communication Outreach	Mrs. Davis Mr. McFarquhar Mrs. Stamp Mrs. Mullings
Special Projects	Mrs. Radlein
Statistics	Mr. Josephs
Finance	Mr. B. Gordon
Administration	Mrs. Miller
Warehouse	Mr. Davidson Mr. W. Gordon
MOH Coordinator	Mrs. McFarquhar
Advocacy Specialist	Ms. McKenneally



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## MEMORANDUM

DATE: September 1, 1993

TO:

Maria Busquets-Moura  
John Coury  
Betsy Brown  
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Beryl Chevannes  
Ellen Radlein  
Marion Kennecally  
Maurcen E. Clyde  
Don Levy  
Mary Schauer  
Jack Graves  
Sara Warren  
Cassandra Robinson  
Elizabeth Spitzer  
Katherine Brokenshire  
Bill Schellstede  
Nancy Williamson  
Marcia Townsend  
Julia Becker  
Florencia Roitstein  
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R&D/POP/IT  
R&D/POP/RCD  
USAID/Kingston  
USAID/Kingston  
NFPB  
NFPB  
NFPB  
OPTIONS II  
OPTIONS II  
FPLM/CDC  
FPLM/CDC  
AVSC  
PROFIT  
The Population Council  
AIDSCAP/FHI  
AIDSCAP/FHI  
FHI  
IPPF  
IPPF  
IPPF  
World Bank  
PATH  
CEDPA  
LAC/DR/HPN  
POL/CDIE/DI

FROM:

Nancy Murray, Regional Director, Latin America and the Caribbean, FPMD

NOTE:

Enclosed for your information and review is a copy of Kip Eckroad's, "Installation of Servstat" trip report covering his visit to the National Family Planning Board of Jamaica, June 28 - July 7, 1993. Your comments and feedback on this report are welcome. Please do not hesitate to contact me if you have any questions.