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PROCOSI Network Technical Assistance Project
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Table of Contents

Acronyms	3
Program Description.....	4
Project Year 2 in Context	5
Project Staff.....	6
Progress and Achievements by Objective/Result.....	6
Objective 1. Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions.	7
Result 1.1. Strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards.	7
Table 1.1: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Result 1.1	11
Result 1.2. Development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network.	11
Table 1.2: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Result 1.2	14
Objective 2: Strengthen management capacity within the PROCOSI network to improve health program administration and institutional sustainability.	14
Result 2.1: Development and implementation of an institutionalized approach for assessing and strengthening health program management capacity among NGO members of the PROCOSI network.....	14
Table 2.1: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Objective 2.....	19
Performance Monitoring Plan (PMP) Progress	20
Financial Analysis.....	22
Lessons Learned from Year 2 with Suggestions for Year 3	24
Annexes	i
Annex A: Technical Assistance team and Support staff	ii
Annex B: Achievements Against the Year 2 Workplan.....	iii
Annex C: PMP Year 2 Milestones and Status	27
Annex D: Financial Summary Sept 1, 2005 – Sept 30, 2007	xxx

Acronyms

AIN-C	<i>Atención Integral a la Niñez – Comunitario/</i> Integrated Care of the Child in the Community
CBGP	Community-based Growth Promotion
CHP	Community Health Project/ <i>Proyecto de Salud Comunitario</i> (PSC)
CHW	Community Health Worker / <i>Agente Comunitario de Salud</i> (ACS)
CQI	Continuous Quality Improvement
CY	Calendar year
FY	Fiscal year
IMCI	Integrated Management of Childhood Illness
LOW	Line of Work
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MH&S	Ministry of Health and Sport / <i>Ministerio de Salud y Deporte</i>
NGO	Non-governmental Organization
PMP	Performance Monitoring Plan
PROCOSI	<i>Programa de Coordinación en Salud Integral/</i> Coordinating Program in Integrated Health (An NGO serving 34 member NGOs in Bolivia)
PY	Project year
RFA	Request for Agreements
RIG	Regional Inspector General
SIGPRO	PROCOSI's management information system
TOR	Terms of Reference

Program Description

USAID/Bolivia has developed a strategy and program portfolio to strengthen the Government of Bolivia's decentralized public health system and provide critical technical and managerial capacity-building support to major partners. The strategy, objectives, and desired results are aimed at expanding, integrating, and improving the quality of health services in targeted geographic areas in order to reach USAID Bolivia's Strategic Objective 3: To improve the health of the Bolivian population and thus contribute to an improved quality of life. A high priority under the USAID strategy is to strengthen the coverage and quality of community-based health services offered through the Bolivian and international NGO members of the PROCOSI (*Programa de Coordinación en Salud Integral--Coordinating Program in Integrated Health*) network.

On August 27, 2005, USAID/Bolivia awarded a three-year contract for the PROCOSI Network Technical Assistance Project to The Manoff Group. This contract provides assistance to strengthen the technical and managerial capacity of both the PROCOSI team and member NGOs to carry out health programming more effectively and in a manner that bolsters their own sustainability as health development partners. The project has two distinct objectives and three related results.

- Objective 1 seeks to strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions. This objective focuses technical assistance on the USAID-supported PROCOSI Community Health Project (CHP). Under Objective 1, there are two anticipated results: Result 1.1 will be strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards. Result 1.2 will be the development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network.
- Objective 2 focuses on strengthening management capacity within PROCOSI and the network to improve health program administration and institutional sustainability. Under Objective 2, Result 2.1 will be development and implementation of an institutionalized approach for assessing and strengthening health program management capacity among NGO members of the PROCOSI network.

What follows is a summary of progress and achievements during the second project year (October 1, 2006–September 30, 2007). The annexes to this report contain a detailed workplan and performance monitoring information, as well as a summary of project expenditures. A CD accompanies this report containing key documents produced during the year.

Project Year 2 in Context

During the second project year, The Manoff Group made significant progress in achieving the contract's goals and several major milestones were reached. Prior to describing the activities and accomplishments, it is important to note several contextual changes that affected the work during the year.

New Geographic Focus: In June 2006—just prior to the beginning of PY 2—political considerations compelled USAID/Bolivia to alter its Health Strategy. Changes to the strategy, including a significant shift in geographic focus, resulted in the new USAID/Bolivia Rural Health Strategy. All scheduled activities were curtailed in the old areas and the program recommenced, virtually from scratch, in the newly selected municipalities. Technical assistance to the CHP had to be recreated in the new areas, including overseeing a new baseline survey and a revamped Request for Agreements (RFA) in order to select NGO associations with program experience in the new areas. In addition, the more tropical climate of the new areas (compared to the environment of the Altiplano) required a different treatment of certain topics in the Basic Package of community-based health interventions. The Basic Package was changed accordingly.

USAID Audit Recommendations: PROCOSI received a program audit in May 2007 from the office of the USAID Regional Inspector General (RIG) in El Salvador. As a part of this audit, The Manoff Group's technical assistance to PROCOSI was reviewed. There were three key recommendations made in an effort to improve coordination between PROCOSI and The Manoff Group and to strengthen PROCOSI's ability to report relevant and specific accomplishments through a robust Monitoring and Evaluation (M&E) system: 1) change the Chief-of-Party (COP); 2) put more emphasis on assisting and building the capacity of PROCOSI and the member NGOs in the area of M&E; and 3) improve the coordination among The Manoff Group technical assistance team, PROCOSI, and USAID through frequent meetings (i.e., every other week).

Changes in Response to the Audit: Manoff Group headquarters staff worked quickly to incorporate the recommendations of the audit into the project. Arrangements were made with the COP to step down from his position immediately. In addition, The Manoff Group submitted a proposal in late May for a contract modification that would cover the following: 1) a change in key personnel, affecting the COP as well as the title and job description for the Community Health and Nutrition Advisor; 2) an extension of the end date of the contract; and 3) a modification in the Performance Monitoring Plan (PMP) for the project. A contract modification was issued on June 14, 2007, covering each of these points. The new contract completion date is December 30, 2008.

Ministry of Health and Sport Policy Guidance: About midway through the year the change in staff in the Ministry of Health and Sport (MH&S) began to affect the finalization of the materials for each of the technical modules of the Basic Package of community-based health interventions. With the new team at the MH&S have come new policies and guidelines in a number of program areas. For the past several months, MH&S staff have asked to review and approve all of the materials that the CHP intends

to use for program implementation. The review process has created delays in finalizing the technical modules. Furthermore, the MH&S has urged a rewrite of the entire child health and nutrition module, which had been constructed on a platform of promoting healthy growth (adequate weight gain) in young children. The module supports achieving adequate weight gain primarily through young child feeding practices and prevention and treatment of prevalent childhood illnesses. The MH&S, however, does not support the use of adequate child weight gain by community health workers (CHWs) as a guide to determine the type of care a child under age two might require. This component, therefore, will need an entire redesign.

Project Staff

During the majority of year two, the PROCOSI Network Technical Assistance team was comprised of the following members:

<i>Title</i>	<i>Status</i>
Chief of Party	full-time, Bolivia-based
Community Health and Nutrition Advisor	full-time, Bolivia-based
Administrative Assistant	full-time, Bolivia-based
Quality Program Advisor	part-time, Bolivia-based consultant
Monitoring and Evaluation Advisor	part-time, US-based consultant
Household Hygiene and Behavior-change Technical Advisor	part-time, US-based Manoff Group staff
Organizational Development Advisor	part-time, US-based consultant

A variety of changes were made to the team toward the end of project year two (PY 2) as a result of the USAID program audit conducted in the second quarter of 2007. The Chief of Party was removed in May 2007 and officially replaced in August 2007 by the former Quality Program Advisor (who currently fills both positions). The role and title of the Community Health and Nutrition Advisor was expanded to Deputy Chief of Party and includes responsibility for all health programming under the contract. Annex A lists the names and positions of the Technical Assistance team at the end of PY 2, all consultants involved during the year, and Manoff Group headquarters staff responsible for project activities.

Progress and Achievements by Objective/Result

As summarized above, the PROCOSI Network Technical Assistance Project has two objectives and three related results. In addition, under each objective/result, the workplan contains lines of work (LOW). These lines of work were established as a way to group activities in order to keep a focus on the expected results. Not all lines of work had activities in PY 2 and not all planned activities under the lines of work were carried out. Therefore, the report below includes only those lines of work with activity in PY 2.

Objective 1. Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions.

Result 1.1. Strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards.

LOW 1: Support the definition of the community health Basic Package, implementation methodology, and supporting materials.

ACHIEVEMENTS

1. Completed four out of six modules for the Basic Package: all maternal-newborn health, family planning, sexually transmitted infections, and tuberculosis materials.
2. CHP team trained on best practices in community maternal-newborn health and nutrition service provision.

Manoff Group staff and consultants worked with the CHP to define and elaborate the components of the community health Basic Package. The first component to be completed, in May, was the Child Health and Nutrition Module. However, during the MH&S review of the module in June several major activities in the module were questioned, related primarily to the use of adequate weight gain as an indicator for healthy child growth in children less than 24 months. CHP leadership was told that they needed to revise the program in agreement with MH&S policy. Due to the extensive revisions that would be needed and the lack of MH&S clarity on the guidelines, both the CHP and The Manoff Group technical assistance team moved quickly to finalize other components for implementation.

The first component to be finalized after the MH&S review was the Maternal and Newborn Health module. This module was already under development and had been discussed and worked on extensively since January, when Judith Standley shared her experience with SEARCH and the Regional Initiative for Maternal and Newborn Health with CHP. In April, Ms Standley continued her assistance to CHP developing a description of the responsibilities of the CHW in terms of maternal and newborn health and then working with the team to translate and adapt the SEARCH materials and the existing Bolivian Neonatal Integrated Management of Childhood Illness (IMCI) materials. The final package, which was approved by the MH&S, is being used in communities by the different NGO associations. It is comprised of a training module, a CHW reference guide, and counseling/orientation cards for the family along with a birth planning tool. The implementation of this package

Linking PROCOSI/CHP with best practices in community Maternal-Newborn Health

Because newborn deaths represent a disproportionately high number of all child deaths, international attention recently has focused intensely on how to improve birthing conditions and newborn care. A highly successful research program (SEARCH) in Ghachiroli, India pioneered a package of actions proven to reduce maternal and neonatal death in the community. As part of The Manoff Group technical assistance team, Judith Standley, SEARCH training consultant, was able to bring her wealth of experience to PROCOSI. Under her guidance—and in collaboration with the MH&S, UNICEF and Save the Children—CHP has completed a comprehensive set of materials for training and for use by the CHWs. The CHP of PROCOSI is in a position to be a leader in Bolivia on operationalizing newborn care in the community.

will serve as pilot for the rest of Bolivia (see box).

During the final quarter of 2007, Manoff Group staff and consultants provided intense technical assistance in an attempt to help the CHP team finalize materials for printing and subsequent utilization in the communities. Through consultancy visits by Elizabeth Younger and Marco Polo Torres, the family planning, sexually transmitted infections, and tuberculosis modules were completed. Each of these modules includes a manual or reference guide for the CHW, a training guide for the NGO facilitator, and a variety of communication tools for the CHW to use in the community. At the end of 2007 the only tasks remaining are the drafting of the module on infectious diseases and the modification of the child health and nutrition module. The status of the hygiene module is unclear. PROCOSI is in the process of making an agreement with the SODIS Foundation for support with hygiene. If this agreement is completed, SODIS will be supplying the CHP with hygiene materials.

LOW 2: Sub-agreements, training, and NGO technical capacity building process.

ACHIEVEMENTS

1. Seven NGO associations signed sub-agreements with PROCOSI
2. Six CHP start-up workshops were held for the NGO implementing groups
3. Training methodology and structure were developed and refined
4. The first NGO association was trained in Maternal and Newborn Health

In January 2007, the resident Manoff Group team evaluated proposals from NGOs seeking sub-agreements under the CHP. They selected 14 proposals covering the 8 focus geographic areas. The scores given by the Manoff Group for the technical aspects of the proposals were compared with those given by PROCOSI/CHP and USAID and were found to be in agreement. This process was repeated for the administrative and financial sections of the proposals. For one geographic area the process had to be repeated as the proposals were of insufficient quality. The seven winning NGO associations met with the CHP and USAID to discuss modifications to the proposals and operating guidelines for the implementing teams prior to finalizing the project assignments.

Twelve NGOs grouped into seven associations signed contracts with PROCOSI in March 2007. The ceremony took place at PROCOSI with several dignitaries and journalists in attendance, including the US Ambassador to Bolivia, Philip Goldberg; Dr. Alberto de la Gálvez representing the MH&S; the director of USAID/Bolivia, Michael Yates; and Wendy McFarren, Executive Director of PROCOSI. The ceremony marked the second phase of the CHP: implementation in the field. (The first phase is the design of the project, Baseline Survey, and development of materials and instruments.) During the ceremony the audience was reminded that the project will serve 717,000 people in rural areas in 40 municipalities, in the departments of Beni, Santa Cruz, Chuquisaca

and Tarija, at a cost of \$17 million, \$13m donated by USAID and \$4m provided by PROCOSI and its members.

Once the NGO associations had an opportunity to get set up in their respective areas, Vicky Alvarado of The Manoff Group and the CHP team planned the six start-up workshops that took place in March and April, producing an agenda and materials. Ms Alvarado worked to create a model for these sessions that minimized theoretical presentations and increased the time spent on discussing best practices. The goal was to produce a group of trainers with equivalent skills and training across the various implementing organizations. Because one of the first activities for each NGO association was conducting community baselines in all participating communities, Ms Alvarado trained individuals from the NGOs as well as the entire CHP team on anthropometric assessment techniques, specifically on how to best weigh children and measure their height. Ms Alvarado organized tests of these skills to ensure a standardized process for taking the measurements. She also participated in certain sessions on community diagnosis.

Technical assistance during summer 2007 focused on the outline of training sessions and fine-tuning training methodology for the facilitator and CHW training for each health module. The flow of training starts with the CHP technical staff, then extends to the NGO technical staff, and finally the CHWs. The methodology is designed to ensure continued quality of training.



Several NGO associations were visited on a monitoring tour by Ms Alvarado and Elsa Sánchez at the end of July to review their start-up and training activities. Areas for improvement were identified and Ms Alvarado proposed regular meetings between the associations and the CHP teams to go over the status of activities, share lessons learned, discuss problems and stay up-to-date on CHP progress. Selected recommendations to improve quality included forming groups of trainers, to take advantage of collective skill sets; using technical staff not selected as trainers to be co-trainers of CHWs in their communities; and inviting nursing assistants from project communities to participate in the training.

The fourth quarter of PY 2 was planned for beginning training of the NGO technical staff on the first health module, maternal-newborn health. The printing of training materials and subsequent training sessions were scheduled to occur in September, but due to disagreements between the MH&S and USAID over branding, this activity was

postponed until October. However, to avoid extended delays materials were photocopied and at the end of September, the first NGO association was trained in Maternal and Newborn Health. The proposed methodology of *socio dramas* and supervised repeat practice of basic skills worked well, even with the NGO facilitators.

LOW 3: Formation, support and supervision of community agents.

This activity is postponed until 2008 when the training of the CHWs will begin in each municipality.

LOW 4: Contributions to particular aspects of CHP implementation.

This activity is postponed until 2008 when implementation can be reviewed and plan made to strengthen implementation where gaps or weaknesses exist.

LOW 5: Support for special initiatives.

ACHIEVEMENTS

1. Innovative proposal on the use of radio for distance learning submitted to PROCOSI/CHP
2. Operational guidance developed on monitoring maternal weight gain during pregnancy to improve birth weights

During 2007 the technical assistance team planned several special initiatives with the CHP team. Only two were implemented because of the focus that needed to remain on the development and implementation of the standard community health Basic Package. Following is a review of the status of the two special initiatives that were developed.

In the 2007 Workplan, a proposed special initiative was to use radio as a distance training and reminder mechanism for the CHWs. The former COP, Stas Czaplicki, used his experience with managing a successful radio distance learning project to develop and present a proposal to PROCOSI/CHP in fall 2006 that supported using radio for distance training for CHWs as well as for health education directly to the families in the CHP communities. Mr Czaplicki's proposal included work with ERBOL and plan to share costs. After the presentation of the proposal there was not further discussion of the idea or action taken on it by the CHP. As radio has been used as an education tool successfully in the past in Bolivia, and is cost-effective, it should be considered for inclusion in the next Workplan.

In April, Irma Yolanda Nuñez, a maternal nutrition specialist, worked with the CHP team on weight monitoring of pregnant women to ensure maternal and infant health. Maternal weight monitoring during pregnancy in the community is an important practice that is gaining popularity as the public health community struggles to improve birth weights. Ms

Nunez offered a seminar on the work that she has been doing with the Ministry of Health of El Salvador. She developed a section of the CHW manual with CHP members and made operational recommendations for CHP implementation. Despite the well-received work of Ms. Nuñez regarding the importance of weighing the pregnant woman, this topic was not included in the Maternal and Newborn Health module. The exclusion was due to fears among CHP staff that the MH&S may object to this weight monitoring (as the Ministry has declared that they do not support weight-for-age as a child growth measurement) and their objection would delay the implementation of the module.

Table 1.1: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Result 1.1

Month/Year	Activity	Participants
October 2006	Training on scientific basis and operational aspects of Community-based Growth Promotion	PSC Team (5)
October 2006	Presentation to MOH on the initial baseline survey.	MOH members (4)
January 2007	Training on anthropometric measures	Baseline Survey team (25)
January 2007	Training on the technical content of the growth promotion materials and registration forms	PSC Team (6)
January 2007	Orientation on technical issues related to the preparation of a project proposal	NGO members (40)
February 2007	Content definition of the start-up workshop	PSC Team (6)
March 2007	Facilitated start-up workshop pre-test, and gave orientation on best practices / experiences in community engagement	PSC Team (6)
April 2007	Training on SEARCH maternal-neonatal care project & materials	PSC Team (5) with Save (1)
April 2007	Training on anthropometric measures for pregnant women. (Body mass vs. body weight) and programmatic implications	PSC Team (6)
April 2007	Round table discussion on growth promotion/child health and nutrition	Inter-institutional meeting – rep. of 15 NGOs (20 people)
May 2007	Presentation to NGO Nutrition Group on growth charts, the new WHO growth standards and innovative growth registration forms	Representatives of 6 NGOs and PROCOSI

Result 1.2. Development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network.

LOW 1: Completion of a baseline study to measure impact of the CHP.

ACHIEVEMENTS

1. Second Baseline Study Completed
2. Final report presented to CHP team and NGOs
3. CHP program indicators reduced in number and refined.

Despite significant political and weather-related challenges, the baseline study was completed. Due to an external decision to change the geographic focus of the project, the initial baseline study executed in the first half of 2006 had to be repeated. The M&E Advisor, Kjell Enge, worked with the CHP M&E team to put out another RFP and participated in the evaluation of proposals. The winning group, directed by Wilma Velasquez, for the new health area, Diagnosis, received training from Dr. Enge and Ms Alvarado and adjusted study methodology accordingly. Fieldwork commenced in January 2007, but progress was impeded by the flooding that affected the departments of Beni and Santa Cruz, where fifty-seven percent of the current CHP beneficiary population reside. The floods delayed data collection and subsequent analysis and reporting. Once data collection was complete, the Dr. Enge worked with the CHP team to analyze data and prepare a final report, which was presented to the CHP team and member NGOs in July/August.

During the PROCOSI program audit performed by the auditor from the RIG office, the list of program indicators for the CHP was discussed extensively. The auditor recommended revamping the list and reducing it to fewer key indicators and ensuring that these indicators carefully correspond to results that the Mission must report. As Dr. Enge had done previously, revisions to the list were suggested and he worked closely with the M & E unit to revamp the list in accord with the auditor's suggestions. While many of his recommendations were captured in the final list, not all suggestions were accepted particularly for intermediate progress indicators linked to changes in key behaviors. Therefore, in 2008 we propose trying to capture the information in monitoring studies.

LOW 2: Support the NGOs in their baseline study to measure the results at the community level of their work on the CHP.

ACHIEVEMENTS

1. Forms developed to be used by NGOs at the community level
2. Selected NGOs completed community baseline and submitted data to update the baseline for M& E's yr term

In addition to the large program baseline survey that will be repeated at the end of the CHP to detect changes in public health outcomes , each participating NGO group is doing a baseline in CHP communities to look at both outcome and a few intermediate indicators that will be helpful in CHP monitoring. During this year significant progress was made in developing and perfecting the web-based information system. Throughout 2007, Dr. Enge continued to work with Adiba Fernandez, a computer program specialist who consults for PROCOSI and who worked briefly under the TA contract when PROCOSI could not hire her in the design of a web-based information/monitoring system. Data entry screens were developed for use by NGOs. During CHP implementation data will be collected by the NGOs to show progress in relation to the baseline on a selected number of indicators. At the end of PY 2007, Dr. Enge was preparing to train the NGOs to increase their capacity for data entry, management, quality assurance and generation of reports.

LOW 3: Develop and support a system for monitoring and quality control.

ACHIEVEMENTS

1. CHP staff trained in SPSS 15 and Anthro 2005 software
2. Proposal submitted to PROCOSI Executive Director to establish a formal M&E unit within PROCOSI

Dr Enge held a training session in May 2007 on SPSS version 15 for the CHP M&E unit using initial data collected by Diagnosis for the baseline study. Staff also received training in the use of Anthro 2005 software to conduct anthropometric analyses of weight-for-height, height-for-age, and weight-for-age ratios. This training included migrating data from SPSS to Anthro 2005 and then returning the results to SPSS to conduct comparative analyses. More in-depth training sessions on these topics occurred in August 2007.

Discussions were held in July 2007 with Dr. Ignacio Carreño, program director of PROCOSI and acting director of CHP, regarding the establishment of a formal M&E unit within PROCOSI, and a proposal was submitted to PROCOSI Executive director Wendy McFarren. Mr Enge urges that a decision be made soon, as the unit and accompanying system will require investments of time, training and equipment and are essential to technical assistance that he and others would provide in 2008 in order to comply with the RIG's program audit.

LOW 4: Develop and support a system for monitoring the financial and administrative capacity of the NGOs in the PROCOSI network.

Work under this line of work was proposed to complement assistance that The Manoff Group would provide under LOW 1 under Objective 2. That is, we would assist PROCOSI to monitor the financial and administrative capacity of member NGOs

strengthened under Objective 2. During the 2007 workplanning process PROCOSI chose not to use Manoff Group technical assistance resources for administrative and financial strengthening of NGOs, thus canceling LOW 1 under Objective 2 (instead we are supporting PROCOSI to establish quality standards for their operation, for their interaction with their members.) As a consequence of canceling LOW 1 work under LOW 4 Result 2.1 has also been cancelled. Given the strong recommendations in the RIG auditor's report calling for intense work on developing PROCOSI's M & E abilities in the area of health program M&E we have focused all our technical assistance resources for M & E on developing those systems and capacities first for the CHP and in the future for the NGO programs more generally.

Table 1.2: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Result 1.2

Month/Year	Activity	Participants
October 2006	Training in qualitative data analysis using MAXqda	PROCOSI Staff (10)
October 2006	Presentation of definitions and analysis of nutritional data	PSC staff (4)
May 2007	Training in quantitative data analysis using SPSS	PROCOSI Monitoring and Evaluation and PSC personnel (3)
May 2007	Training in the analysis of anthropometric data using WHO Anthro 2005	PROCOSI Monitoring and Evaluation and PSC personnel (3)
August 2007	Data Quality Workshop	USAID Health Personnel (6)
August 2007	Follow-on training in quantitative data analysis using SPSS	PROCOSI Monitoring and Evaluation and PSC personnel (2)
August 2007	Follow-on training in the analysis of anthropometric data using WHO Anthro 2005	PROCOSI Monitoring and Evaluation personnel (2)

Objective 2: Strengthen management capacity within the PROCOSI network to improve health program administration and institutional sustainability.

Result 2.1: Development and implementation of an institutionalized approach for assessing and strengthening health program management capacity among NGO members of the PROCOSI network.

LOW 2: Support PROCOSI's institutional sustainability.

ACHIEVEMENTS

1. Completed the first two phases of the Quality Program, including:
 - Investigation of quality management system models and best practices
 - Design of the Quality Program for PROCOSI
2. Presented “Quality Management System Orientation” to the PROCOSI Board, PROCOSI Management, and the Membership Committee comprised of 6 NGO members
3. Completed a draft of the first seven chapters of the Quality Manual
4. Developed and presented a proposal for the “Systemization of Best Practices”

The Quality Program Advisor began work with PROCOSI and its NGO members on the design, development and implementation of a Quality Program in March 2007. A proposal that laid out the phases of the project was presented and approved by PROCOSI’s Institutional Strengthening Unit. The Quality Program has five phases: 1) Investigation of quality management system models and best practices, 2) Design of the Quality Program, 3) Development of the Quality Manual, 4) Publication of the Quality Manual, and 5) Training for PROCOSI and NGO members. By the end of September 2007, the first two phases of the Quality Program were complete and the third phase was well underway.

The primary focus of the first two months of the Quality Program involved providing technical assistance on quality management systems to the PROCOSI Board, PROCOSI Management and the Membership Committee comprised of 6 NGO members. A “Quality Management System Orientation” was given to the aforementioned parties that covered key topics such as:

- Definition of a Quality Management System
- Eight principles of quality management
- Different methods of development of Quality Management Systems
- Examples of organizations worldwide that have a Quality Management System
- Definition, principal elements and benefits of ISO 9000

This orientation provided PROCOSI with the necessary information to make decisions about the development of its own Quality Management System. It was decided to develop a system with a view toward ISO 9000 certification in the future. The Quality Program Advisor worked closely with the Institutional Strengthening Unit during the second phase of this program: the design of the quality program for PROCOSI.

The essentials of the quality program were finalized by July 2007 and the scope of the project was presented again to the

WHAT IS ISO 9000?

ISO 9000 is an internationally recognized standard for quality management that has been developed by the International Standards. ISO 9000 describes quality management standards that an organization should follow for all of the processes involved in the delivery of products and services. Organizations that achieve ISO 9000 certification have an internationally recognized seal of excellence in quality.

PROCOSI Board, PROCOSI Management and the Membership Committee. The Quality Program Advisor and the Institutional Strengthening Unit then began the development of the Quality Manual, the third phase of the project.

By September 2007, the format, scope, table of contents, and the first seven chapters of the Quality Manual were complete. The seven chapters include key requirements for ISO 9000 compliance, including Process Mapping, a Responsibility Matrix, Resource Management, and Documentation of the Quality Management System.

In addition, The Manoff Group provided a senior staff member, Michael Favin, to work with PROCOSI's communication team and the former COP regarding the documentation of best practices/lessons learned. This sort of documentation is useful for PROCOSI and its network members involved in project management. A final proposal on this topic was presented to the Institutional Strengthening Unit, which informed The Manoff Group that it was satisfied with the proposal, but did not require further assistance with project documentation. The unit decided to implement the work in-house, as experienced personnel had been hired to carry out the "Systemization of Best Practices" project within PROCOSI.

LOW 3: Support PROCOSI's financial sustainability.

ACHIEVEMENTS

1. Developed a *Friends of PROCOSI* Board Manual and Compliance Manual, providing guidance on structure, operations and registration requirements
2. Organized key meetings for the PROCOSI Board Chair, Executive Director, and Department Manager during their visit to the United States
3. Inducted the *Friends of PROCOSI* Board
4. Launched *Friends of PROCOSI* as a 501(c)(3) organization in the United States
5. Produced a comprehensive "Stakeholder Analysis and 2007-2009 Workplan" for *Friends of PROCOSI*
6. Hosted an information session/workshop on "Models of Social Enterprise and Public-Private Alliances" to 40 members of PROCOSI's NGO network

During the last year, the technical assistance provided by The Manoff Group was highly successful in supporting PROCOSI in their desire to become more financially sustainable. Two key activities produced significant achievements under this line of work:

- Design, development and launch of *Friends of PROCOSI*
- Investigation and presentation of models of social enterprise and public-private alliances to NGO members of the PROCOSI network

Friends of PROCOSI

The Organizational Development Advisor, Kelley Coyner, began working in the US to support the PROCOSI Board in their desire to set up a tax-exempt charitable organization to raise money for PROCOSI in the US. During the first few months of PY

2, Ms Coyner worked with legal advisors in the US to submit relevant documentation for the legal incorporation of *Friends of PROCOSI* as a 501(c)(3) organization in the state of Virginia. In August of 2007, *Friends of PROCOSI* was approved by the IRS as a 501(c)(3) organization.

By the second quarter of PY 2, Ms Coyner delivered a draft Board Manual for *Friends of PROCOSI* and provided guidance on the structure, operations and primary functions of the new organization. In July she completed a comprehensive Compliance Manual outlining for PROCOSI all of the reporting and registration requirements that would need to be met each year for *Friends of PROCOSI* to remain in compliance with state and federal law.

In addition, The Manoff Group made introductions and organized key meetings for the PROCOSI Board Chair, Executive Director and the manager of PROCOSI's New Economic Initiatives Department during their visits to the United States in May and June. These meetings included the Inter-American Development Bank, Calvert Foundation, Foundation Center, Council on Foundations, Hispanic press and members of the Bolivian community based in Washington DC, as well as potential Board members for *Friends of PROCOSI*. This US visit was an invaluable opportunity for PROCOSI to meet with the principal financial institutions and thought leaders in the area of financial sustainability in the NGO sector.

Ms Coyner spearheaded the search, selection and induction of the *Friends of PROCOSI* Board members in 2007. This activity involved an extensive coordination and communication process with PROCOSI in Bolivia and compliance with IRS 501(c)(3) procedures. The *Friends of PROCOSI* Board was successfully inducted and has "met" via telephone. The first official Board meeting is currently in the planning stages.

The final deliverable related to *Friends of PROCOSI* that was completed and presented to PROCOSI in September 2007 was the "Stakeholder Analysis and 2007-2009 Workplan for *Friends of PROCOSI*." The purpose of the Stakeholder Analysis was to identify the trends in financing and key success factors in obtaining funds from foundations, individuals, corporate sources, and the US government. The Stakeholder Analysis provides *Friends of PROCOSI* with an initial perspective on opportunities for financing in the United States.

Social enterprise and Public-Private Alliances

In May 2007, the work on models of social enterprise and public-private alliances began. A proposal was prepared, presented and accepted by PROCOSI which included the following four phases:

- 1) Investigate models of social enterprise and public-private alliances (completed July 2007)
- 2) Develop a presentation on this topic (completed August 2007)

What is a Social Enterprise?

A social enterprise is an organization that applies innovative market-based solutions in order to further its social mission, generate income, and meet the needs of the community. The term can apply to for-profit and non-profit organizations.

- 3) Organize and conduct an Information Session for NGO members of the PROCOSI network (completed September 2007)
- 4) Organize and conduct implementation workshops on this topic

The first three phases of this project are complete. An information session was successfully carried out in September of 2007 with approximately 40 persons representing approximately 20 NGOs in the PROCOSI network. There was a very high level of interest and enthusiasm on this topic, and 100 percent of the NGOs in attendance expressed the desire to attend implementation workshops on social enterprise. Discussions are underway regarding the design, planning, and implementation of a series of three workshops for NGO members to take place in the next fiscal year.

A summary of the orientation sessions/presentations/workshops provided by The Manoff Group under Objective 2 of the project in PY 2 are listed in the table below. The participants in these sessions included:

- PROCOSI Board, which is comprised of NGO members of the network
- PROCOSI Management
- PROCOSI National Committees, which are comprised of 4-6 NGO members of the network
- NGO members of the network
- *Friends of PROCOSI* Board in the United States

Table 2.1: Orientation Sessions, Presentations, and Workshops Conducted by The Manoff Group under Objective 2

<i>Month/Year</i>	<i>Activity</i>	<i>Participants</i>
<i>Line of Work 2: Support PROCOSI's Institutional Sustainability</i>		
Jan-07	Introduction to Quality Programs/Phases of Work	PROCOSI Management (3 people)
Feb-07	Presentation on models of organizing, tracking and documenting program processes and outcomes	PROCOSI Institutional Strengthening Team (5) and Selected NGOs (10)
Apr-07	Quality Management System Orientation	PROCOSI Board (including 5 NGO members)
Apr-07	Quality Management System Orientation	Membership Committee (including 4 NGO members)
Jul-07	Quality Program Advancements	PROCOSI Board (including 5 NGO members)
Jul-07	Information System Orientation for Quality Program	PROCOSI Management (5 people)
<i>Line of Work 3: Support PROCOSI's Financial Sustainability</i>		
Apr-07	Orientation on Friends of PROCOSI reporting requirements	PROCOSI Board and Management (3 people) Friends of PROCOSI Board (4 people)
May-07	US Study Trip involving briefings on Communication and Nonprofit networks, training session with Calvert Foundation, training session on Foundation Center online directory, etc.	PROCOSI Management (1-2 people)

Performance Monitoring Plan (PMP) Progress

The Manoff Group submitted a modified Performance Monitoring Plan (PMP) in May 2007 that was accepted as part of the contract modification approved by USAID/Bolivia June 14, 2007. The modifications were made to the PMP to reflect the following changes:

- Time delays in the CHP-related milestones as a result of the change in USAID/Bolivia's geographic focus and other unforeseen challenges.
- Refinement of the institutional sustainability products and milestones as a result of the Institutional Strengthening Unit's refinement of its own plans and associated projects.

The PMP includes performance indicators, milestones, data sources, frequency of data collection, and performance targets for the duration of the contract. Annex C shows the products and milestones planned for project year 2, and the status of these plans. Overall progress against milestones in 2007 was good. Following is a summary of the status of completion of the milestones.

Objective/Result	# Milestones in FY 2007	# Completed	# In progress	# Unmet
1.1 Tech capacity of PROCOSI & CHP NGOs & implementation of CHP	7	4	2 (delay of 2-3 months)	1 (Postponed until more training is completed)
1.2 CQI and M&E	7	5	2 (delay pending approvals)	0
2.1 PROCOSI Institutional and Financial Strengthening and sustainability	10	10		

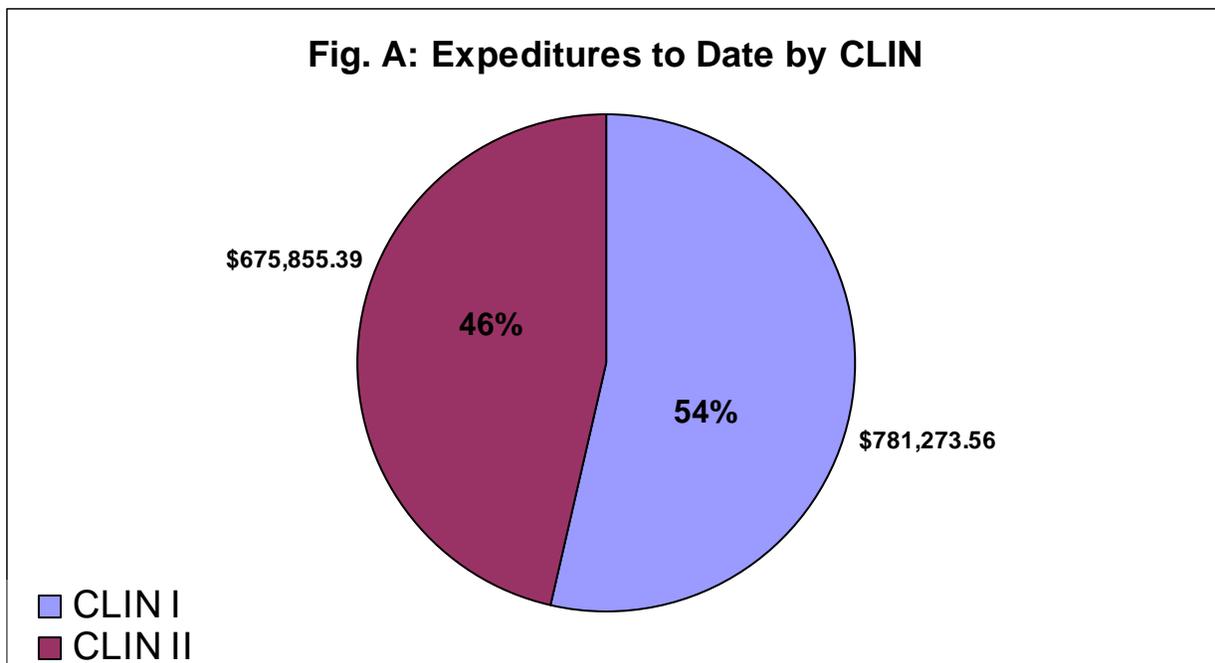
While the technical assistance team was productive (together with the CHP team and the PROCOSI management team) during 2007 as indicated by the high number of milestones reached, a qualitative appraisal of what these numbers mean in terms of expected progress on reaching the CHP and PROCOSI targets is found in the following table. This assessment will help align expectations and see where performance needs strengthening.

Objective / Result	Assessment
1.1 Technical Capacity of PSC and NGOs, and	Although product 1 , a completed Basic Package, had no milestone for year 2, progress has been slow on completing the materials. The LOE for the TA team was high in '07

level of implementation	<p>assisting and doing the work to complete the BP materials. At the end of FY '07 the package is behind schedule. This remains an area where performance needs to be improved in terms of decision making on the part of the PSC and prioritizing finalizing the materials.</p> <p>Product 2, which is the NGOs offering BP services is well on its way in terms of implementing the start-up activities and soon the services under the first module. It will be difficult to ensure that the services are making a difference by the end of the TA contract because the roll-out of the BP will just be finalized a few months before the TA contract ends.</p> <p>Product 3 is the ability of the NGOs to carry out qualitative and monitoring studies to improve implementation. This result is on target since during '07 we were able to plan for the workshop in '08 and to get buy-in from the NGO group for this work and to identify possible topics for the initial monitoring.</p> <p>Product 4 is a network of community workers with improved performance. Since overall implementation is behind schedule this product is also delayed compared to what we expected to accomplish. We were only able to work with the ACSs on maternal-neonatal health and the basics of their record keeping. Two of the 2007 milestones were reprogrammed for 2008.</p>
1.2 CQI and M&E	<p>Work under this result is going well. The baseline for the new areas has been completed and the PROCOSI staffed trained in data analysis that will be needed at the time of the final evaluation. Assistance to the NGOs in terms of setting up community information systems and managing their data locally is also on-track. Following the RIG auditor's recommendations regarding the M&E unit at PROCOSI we have been active in helping them with their plans.</p>
2.1 PROCOSI institutional and financial strengthening and sustainability	<p>Since PROCOSI is now clear about what kind of assistance they need related to their institutional and financial strengthening, we have been able to move forward rapidly and we are on target for all parts of this result. The challenge for 2008 will be making sure that some of the assistance offered in quality improvement is received by the PROCOSI member NGOs.</p>

Financial Analysis

The financial summary for FY 2007 is found in Annex D. The summary is presented in three parts: overall expenditures by line item, followed by expenditures under each CLIN by line item. In the contract, the budget is divided in a 60/40 ratio between CLIN 1 and CLIN 2, respectively—the assumption at the outset being that there would be more activity and thus expenditure under CLIN 1. What these financial summary sheets show is that as of September 30, 2007, CLIN 1 represents 54% of expenditures and CLIN 2 46% of expenditures (see Fig. A). Of the funds remaining in the contract, 63% are under CLIN 1 and 37% under CLIN 2 (Fig B). The more rapid rate of expenditure of the CLIN 2 budget is because: 1) PROCOSI has been clear on its technical assistance needs as its institutional development plans are maturing, and 2) the implementation of many of the activities in the workplan under CLIN 2 are within the manageable interest of The Manoff Group. Low expenditure is seen in CLIN 1 due to delayed implementation of the CHP.



Another way to look at the pattern is by CLIN. As of September 30, 2007, with 60% of the project time elapsed, CLIN 1 was 51% expended (see Fig. C) while expenditures under CLIN 2 were on target with 60% of the budget being spent (Fig. D).

Fig. C: CLIN I Budgeted vs. Expended

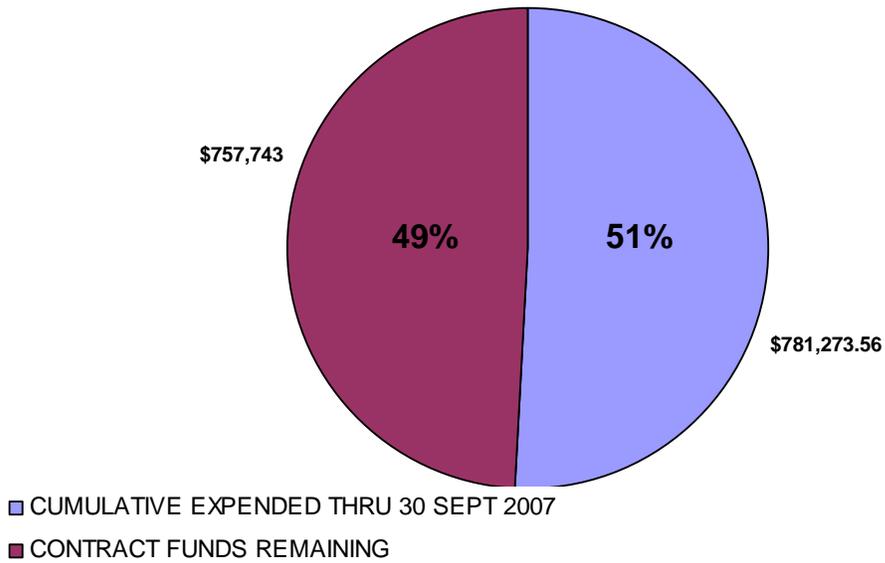
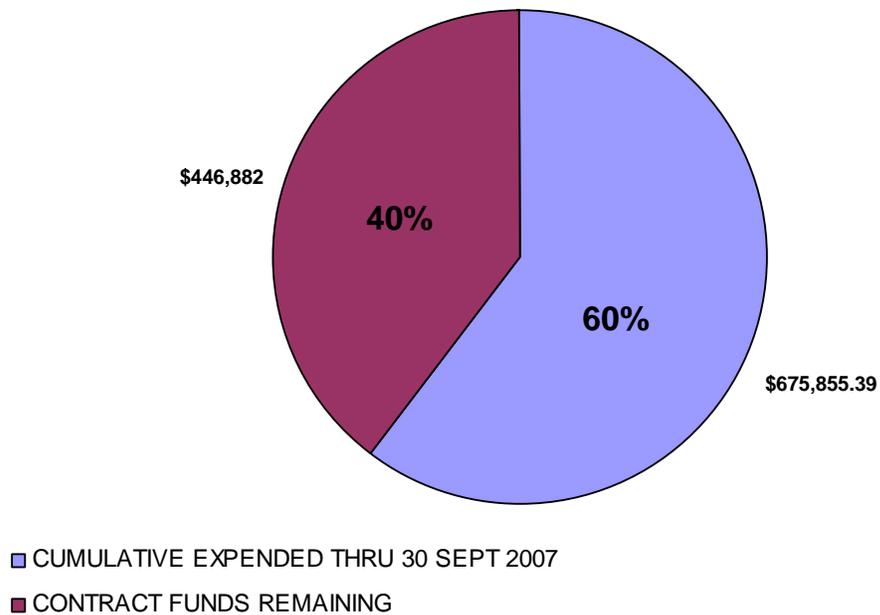


Fig. D: CLIN II Budgeted vs. Expended



Cost Efficiencies

The Manoff Group continued its efforts of the previous year to provide cost savings to USAID. Measures taken in 2007 include the following:

- The project Deputy Director generously opened her home to several short-term consultants, thereby reducing per diem costs.
- An intern has been hired at Manoff headquarters to work on the social enterprise activity under Objective 2. This individual has experience in social enterprise and is working without cost to the contract.
- The project has accessed highly qualified technical assistance resources already residing in Bolivia, such as Judith Standley and Neha Shah, thus avoiding international travel costs.
- The Manoff Group's G&A costs in 2006 were 7% less than budgeted. Savings are expected in this line item in 2007 as well.

Lessons Learned from Year 2 with Suggestions for Year 3

Implementing the PROCOSI Network Technical Assistance Project has required close collaboration between two USAID collaborating agencies: The Manoff Group and PROCOSI. Each agency has a distinct set of deliverables and different contract demands. Although collaboration between agencies is often required, in the case of the provision of technical assistance there is a unity of purpose and a critical melding of local and external expertise that must be achieved for success. In addition, beyond The Manoff Group–PROCOSI collaboration, there must be tight cooperation with the other partners working under USAID's rural Health Strategy and with the MH&S of the government. While many tasks were successfully completed during PY 2, there were several activities that were not realized and some that could have been done better. As we review the year, there are several lessons learned that will inform our work in project year 3. Below is a list of selected challenges faced by the project, each followed by a description of the lessons learned from that challenge.

1. Providing technical assistance in a dynamic external environment

During this PY the government of Bolivia has gone through a change of administration and policies that began to be articulated and enforced about midway through the year. The change in policies dramatically affected project plans, particularly those in the area of child health and nutrition. The platform upon which the entire child health and nutrition module was built was community-based growth promotion. This approach was rejected by the Ministry as being against its policies. The need to change the orientation of this module—scheduled to be the first module implemented by the NGOs—created considerable delays because other modules were not ready for implementation. Similarly, there have been delays in implementation because various departmental health officials have their respective priorities. Some have rejected certain components of the program, such as family planning. Negotiating these differences in policy has taken time and delayed full-scale implementation.

The ever-changing external environment and the high levels of commitment and travel needed by CHP staff at PROCOSI—especially as the first modules of the CHP are implemented—have meant that everyone is working to full capacity. Therefore the time available for any additional orientations, trainings, or technical assistance is extremely limited. During the year we have reprogrammed technical assistance visits up to five

times to accommodate the schedule of the CHP team. Often even when the visit has started the CHP team has almost no time to spend with the consultant.

While we anticipate that the external environment will continue to be challenging, we believe that it will become more of a known factor and therefore easier to accommodate as CHP plans are implemented.

To further optimize the technical assistance to CHP in the last year of the contract, it will be extremely helpful to hold regular meetings with USAID, The Manoff Group team, and the CHP/PROCOSI team, per the RIG auditor's recommendation. Planning remains fluid and makes even the most accommodating technical assistance difficult and less than optimal. As The Manoff Group approaches its planning for 2008, it may send another advisor to Bolivia for an intermediate timeframe in order to ease the issues that surround scheduling consultancies for relatively short periods of time.

2. Providing technical assistance to an evolving organization

During the first year and a half of the contract, PROCOSI was an evolving organization that was in the process of defining its key areas of institutional focus. Objective 2 of The Manoff Group contract involved providing technical assistance on institutional and financial sustainability at a time when PROCOSI was not prepared or had not yet defined its own plans in this area. Toward the end of the second year of the contract, The Manoff Group has witnessed a change in the stability of PROCOSI as an organization, particularly within the Institutional Strengthening Unit. PROCOSI has become more stable, with well-defined ideas and goals, and is close to completing its first medium-term strategic plan. In addition, the Institutional Strengthening Unit is now fully staffed with personnel to carry out its programs. The Manoff Group expects the final year of the contract, particularly related to Objective 2, to be much smoother given the stability and coherence of PROCOSI at an institutional level.

3. Planning and budgeting in an uncertain environment

During PY 2007, The Manoff Group has made every attempt to gain ground lost to the delay due to the change in the Rural Health Strategy. However, with so many events outside Manoff's manageable interest, attention has focused on those plans and activities that can be developed somewhat independently. Therefore, the rate of expenditure under CLIN 2 is higher than under CLIN 1. Although it will depend on the workplan exercise with PROCOSI during the month of November, it may be appropriate to request a contract modification to shift resources from CLIN 1 to CLIN 2.

Annexes

- A. Technical Assistance team and Support staff
- B. Workplan Activity Timeline for Year 2
- C. PMP Year 2 Milestones and Status
- D. Financial Summary September 1, 2005–September 30, 2007

Annex A: Technical Assistance team and Support staff

In-Country Team and Long-Term Consultants

(as of September 30, 2007)

Neha Shah
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Kelley Coyner
Organizational Development Advisor
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The Manoff Group Headquarters Support Team

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Senior Technical Officer
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Mickey Vanden Bossche
Director, Finance and Administration
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Amy Pearson
Program Coordinator
(to be replaced in FY2008)

Short-Term Technical Assistance during FY 2007

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Knowledge Management and Best
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Adiba Fernandez
M&E Specialist
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Annex B: Achievements Against the Year 2 Workplan

During the last quarter of 2006, the technical assistance team held a three-day offsite Annual Planning Session to finalize the technical assistance workplan for 2007. The technical assistance team worked closely with PROCOSI leadership to ensure consistency and continuity with the PROCOSI institutional workplan and the CHP workplan. The resulting 2007 workplan differs somewhat from 2006, as the Manoff team made adjustments to meet the needs of PROCOSI and the CHP as well as the revised USAID Rural Health Strategy.

This annex contains two sets of workplans, as the annual reporting period (October 1, 2006–September 30, 2007) covers a different time period than the project year (January 1, 2007–December 31, 2007). The two workplans included in this annex cover the following time periods:

1. January 1, 2007–September 30, 2007
2. October 1, 2006–December 31, 2006

It is important to note that ***the first workplan included is the most current.*** Progress made against the workplans is noted by quarter. The status of each activity is noted, along with comments on accomplishments, delays, or reprogramming.

Workplan January 1, 2007-September 30, 2007

Objective 1: Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions

Result 1.1: Strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards

Products from POA CHP	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Line of Work 1: Support the development of the definition of the basic package of community health services, the methodology for its implementation, and supporting materials													
Implementing NGO technical teams trained in the Basic Package modules	Validate the module and training guide for Children under 5 years and Tuberculosis	X	X	X	X	X	X				Partially accomplished	Module and guide developed and validated	Both modules are complete but changes in MHD policy means that child health module must be redone
	Support the development of the module and training guide for Maternal Health and Neonatal			X	X	X	X	X			Accomplished	Module and guide developed	
	Support the development of the module and training guide for Vector Transmitted Diseases						X	X	X	X	Partially accomplished	Module and guide developed	Draft guide
	Support the development of the module and training guide for Sexually Transmitted Diseases and Contraception					X	X	X	X	X	Accomplished	Module and guide developed	
	Support the development of the module and training guide for Hygiene and its instruments		X	X	X					X	Partially accomplished	Module and guide developed	CHP has chosen to work with SOMS foundation - status not clear

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities										Status	Products	Comments
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
	Participate in the validation of the instruments, manuals and guides for Vector Transmitted Diseases, Maternal Health, Neonatal, Hygiene, Sexually Transmitted Diseases and Contraception						X	X	X	X	In progress	Instruments, manuals and guides validated	Maternal - Neonatal Health and TB completed.
	Organize international and national Study Tours on essential topics of the Basic Package							X			Postponed	CHP technical teams participate and are strengthened	CHP has had too much to do to launch program
Line of Work 2: Sub-agreements process, training and NGO technical capacity building													
Implementing NGO technical teams trained in the Basic Package modules	Support the training of implementing NGO technical teams in the Kickoff Workshops (conceptual basis, community census and basic information for the community)				X	X	X				Accomplished	Workshops developed	
	Participate in the review of proposals	X	X								Accomplished for 2nd time	Implementing NGOs selected	
	Training Workshop on Growth Promotion for CHP technicians and principal technical personnel from the NGOs				X	X					Accomplished	CHP technical teams and NGOs trained	CHP Team & some NGO's trained

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities										Status	Products	Comments
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
	Support the training of NGO technicians on Growth Promotion			X	X						Postponed	CHP technical teams and NGOs trained	Child Health module must be redone - eliminating Growth Promotion due to MH & S policy
	Support the Training Workshop of ACSs on Growth Promotion for Children under 2 years and Tuberculosis									X	Partially accomplished	Official ACSs trained	Support for TB only
	Support the Training Workshop for NGOs on Maternal Health and Neonatal and Contraception								X	X	Accomplished	NGO technicians trained	
	Support in training the ACSs on Maternal Health, Neonatal and Family Planning										Postponed	ACSs trained	ACS training will begin in Nov. 07
	Support in training the NGOs on Hygiene and Vector Transmitted Diseases										Postponed	NGO technicians trained	NGO facilitator training for these modules scheduled for '08
	Support in training the ACSs on Hygiene and Vector Transmitted Diseases											Official ACSs trained	
Line of Work 3: Training and support to community health workers													
Measurement, monitoring and evaluation system designed, implemented and	Support the continuation of quality indicators for implementation						X	X	X	X	In progress	Results analyzed	Instruments developed

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
functioning	Supervise the initial implementation and make recommendations about changes to improve quality with a view toward standarization of the measurement training process								X	X	In progress	Report on the training process; measurement of quality	Supervision of launch phase only; Initial trainings begun in Sept. no follow-up possible
Line of Work 4: Contributions to particular aspects of implementation													
Special initiatives incorporated into the Basic Package of the CHP	Strengthen the programmatic orientations/actions on the alimentation of pregnant women and children 6-24 months, focusing especially on the use of local ailments										Postponed	Validation methodology developed and implemented, NGOs trained	Impementation delayed - NGO's cannot take on these "extra" activities
	Training workshop for the CHP team with implementing NGOs on the elaboration of scientific articles and others										Postponed	Training workshop prepared and implemented	(see above)
Line of Work 5: Special initiatives support													
Special initiatives incorporated into the Basic Package of the CHP	Develop a proposal for the use of radio as a mechanism for continual or refreshment distance training			X	X	X					Accomplished	Detailed proposal	Detailed proposal prepared, discussed and delivered to CHP director - no action taken

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities										Status	Products	Comments
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
	Develop a proposal to strengthen the neonatal care in communities far from medical attention			X	X	X	X				Accomplished	Action proposal developed, materials designed	Proposal developed but will not be implemented until MH & S issues guidelines
	Incorporate an initiative to weigh pregnant women into the Maternal Health module		X	X							Accomplished	Manual developed	Manual chapter developed, but not used due to lack of MH & S concurrence
	Support the educative and participative methodology of reproductive health for men										Postponed	Educative module ready for 2008	Activity postponed by CHP
	Support the educative and participative methodology of reproductive health for men										Postponed	Educative module ready for 2008	Activity postponed by CHP

Workplan January 1, 2007-September 30, 2007

Objective 1: Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions

Result 1.2: Development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network

Products from POA CHP	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Line of Work 1: Complete base line in order to measure the impact of the CHP													
Measurement, monitoring and evaluation system designed, implemented and functioning	Recollection of data for base line	X	X	X	X						Accomplished for 2nd baseline	Instruments revised and finalized	
	Review of base line II results and submission of report	X	x	X	X	X	X	X			Accomplished for 2nd baseline	Final report circulated within the CHP	
Line of Work 2: Support NGOs in their base lines in order to measure results at the community level for their work on the CHP													
Measurement, monitoring and evaluation system designed, implemented and functioning	Support the training of the technicians on results analysis and use of the information							X		X	In progress	NGO technicians trained, implementation of the CHP on time and with quality	Baseline begun but data not submitted by NGO's
	Support in doing investigations and qualitative analysis										Postponed	NGO technicians and ACSs trained in qualitative investigations	Implementation of CHP delayed
	Dissemination of the results to the CHP											Postponed	CHP results disseminated nationally and internationally

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Line of Work 3: Development and support of monitoring and quality control system (this system uses data and is linked to lines of work 1 & 2)													
Measurement, monitoring and evaluation system designed, implemented and functioning	Training Workshop on implementation of statistical packages to the CHP		X								Accomplished	CHP team trained	
	Training Workshop on implementation of statistical packages to the NGOs			X	X						Partially accomplished	NGO technicians trained	only some of CHP implementary NGO's trained
	Support the launch of the monitoring system										Postponed	Set of reports defined for distinct audiences	will take place early FY '08
	Control the growth data				X	X	X				Postponed	Evaluation of the impact of the interventions on the growth of children	Maybe dropped pending MH & S guidelines on nutrition
	Ensure the functioning of the monitoring system			X	X			X		X	In progress	M&E system strengthened and integrated with PROCOSI's SIG	
	Provide M&E methodology for projects and programs to members of the network; respond to requirements from the financiers	X	X	X							In progress	Financial data integrated into PROCOSI's information system	

Workplan January 1, 2007-September 30, 2007

Products from POA CHP	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Line of Work 4: Development and support of the monitoring system for financial and administrative capacity of PROCOSI network NGOs													
Measurement, monitoring and evaluation system designed, implemented and functioning	Develop a proposal							X	X		Accomplished	Proposal developed	Contributed to proposal - focus in '08 will shift from management tracking to health outcome tracking per RIG auditor's report

Workplan January 1, 2007-September 30, 2007

Objective 2: Strengthen the management capacity within the PROCOSI network to improve health program administration and institutional sustainability

Result 2.1: Development and implementation of an institutionalized approach for assessing and strengthening the health program management capacity of PROCOSI and its members

Products from POA PROCOSI	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Line of Work 1: Improve the management capacity of the NGOs in the PROCOSI network													
Organizational development network	Develop a proposal for training of the NGO members in the network										Reprogrammed	Proposal developed and implemented	The NGO Diagnostic results were not made available
Line of Work 2: Support for development of PROCOSI's institutional sustainability													
Knowledge network	NGOs in the network develop the capacity to identify, systemitize and diffuse their best practices	X	X	X	X	X					Accomplished	Proposal developed	Proposal developed and presented to PROCOSI. Institutional Strengthening Unit moved this activity in-house
Organizational development network	Develop a proposal to operationalize the concept of a "learning organization" throughout the network				X					X	Postponed	Proposal developed and implemented	No SOW for appropriate consultant finalized by PROCOSI

Workplan January 1, 2007-September 30, 2007

Products from POA PROCOSI	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
	Develop a proposal on quality standards and how to monitor them in the network	X	X	X	X	X	X	X	X	X	In Process	Proposal developed, Quality Program designed, developed and implemented	Proposal developed and approved, conceptual presentation on quality completed, quality program designed and developed, 7 chapters of PROCOSI's Quality Management System completed
Line of Work 3: Plan for PROCOSI's financial sustainability													
Financially consolidated network	Train NGO members on the design of project proposals for donors										Postponed	Workshop on project proposals developed and implemented	Not in PROCOSI POA at this time
	Launch of the organization <i>Friends of PROCOSI</i> in the United States	X	X	X	X	X	X	X	X	X	Accomplished	<i>Friends of PROCOSI</i> registered as 501(c)(3), Board formed and trained	
	Develop a strategy for the launch of <i>Friends of PROCOSI</i>		X		X	X						Accomplished	Procedure guide, organizational structure, and description of functions developed and presented

Workplan January 1, 2007-September 30, 2007

Products from POA PROCOSI	Activities	Status									Products	Comments	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
	Develop a strategy that describes how PROCOSI can use <i>Friends of PROCOSI</i> to discover new opportunities				X	X	X		X	X	Accomplished	Stakeholder Analysis report, communication strategy and workplan for <i>Friends of PROCOSI</i> developed	

Workplan October 1, 2006-December 31, 2006

Objective 1: Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions

Result 1.1: Strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
Line of Work 1: Support the development of the definition of the basic package of community health services, the methodology for its implementation, and supporting materials							
Model and community services of Basic Package defined	Technical Assistance for defining the strategy for implementation of basic package				Accomplished - '06	Implementation strategy defined	Definition of technical contents per type of agent (CHW) methodology, timeline and materials to be used
Implementation strategy	Development of the operation manual for community basic package				Accomplished - '06	Links with health services from PSC 42 municipalities established	Draft operation manual was submitted to CHP Director for approval, some adjustments in progress
	Support definition of community actions and use of routine information				Accomplished - '06	Presentation and samples of materials	Presentation from Guatemala Neonatal care workshop to CHP team. All information obtained, shared and reviewed with the team and adopted for operation manual and CHW manual
	Support for definition of CHW manual				Accomplished - '06	Instruments and manuals defined	All materials available in the country were reviewed as input for the CHW manual
	Second Study Tour to observe integrated community health programs				Postponed until 2008 - depending on CHP POA	Findings about management of community health programs and models of instruments used	Postponed by USAID with the change of strategy

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
	Support of website development for dissemination of CHP materials				Postponed until 2008	CHP website	Postponed until the definition of the PROCOSI website and products available for posting
Package of educational materials produced and/or reproduced (in support of the basic package)	Support in definition of communicational contents of basic package				Accomplished - '06	Overall design of strategy and key materials for behavior change	Communication contents responds to technical contents. Final list of behaviors agreed was shortened due to insufficient funds for an adequate communication strategy
	Participate in the review of existing materials (in Bolivia and in the region), which will be used for implementation of basic package				Accomplished - '06	Recommendations about basic package of materials in order to reinforce behavior change practices	Materials were reviewed and are in the process of standarization for about 40%. Other existing packages like IMCI were integrated in the new proposals and a large part of its graphics and messages are being used
Material prepared for public-private alliances	Support in the search for opportunities for collaboration with the private sector				Postponed	Recommendations to implementing NGOs on alliance opportunities	Activity pending sub-agreement process progress and CHP's programming in this area
Line of Work 2: Sub-agreements process, training and NGO technical capacity building							
Sub-agreement to NGOs	Support of the sub-agreement process to NGOs for implementation of basic package	X			Accomplished	RFA ready for second round of NGO proposals	

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Status	Products	Comments
		Oct	Nov	Dec			
NGO teams trained in the prevention module, interpersonal communication and community participation	Training of NGO technicians and MoH technicians in basic package management and in training of CHWs	X	X	X	Postponed	Technicians trained and with uniform understanding of community basic package services and with capabilities required for the starting level	Postponed due to delay in sub-agreement process because of USAID rural Health strategy adjustments
	Training for NGO facilitators on information system, monitoring and supervision	X	X	X	In progress	Some NGO facilitators trained in information system	Monitoring system 50% complete
	Work in coordination with JSI in developing its child health training course				Canceled	Training plan agreed and relevant parts identified	Canceled by JSI - - no longer an activity under their contract
NGOs receive supervision in implementation of community participation methodology	Participation in bi-monthly meetings with NGO technicians in order to support the analysis of information, discuss adjustments and receive monitoring data	X		X	Postponed	Guides and instruments designed to produce useful data for improvements	Delay in the sub-agreement process

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
Line of Work 3: Training and support to community health workers							
CHWs improvement and standarization plan defined and agreed	Proposal that includes increase and diversification of CHWs and plans for standarization and training agreed with coordinators				Partially accomplished - '06	Integrated plan including profiles, training, CHWs diversity, description of roles and performance expectations	Training guides have been initiated in agreement with job descriptions of CHWs
CHWs training package support	Support of the training system and adoption of best practices	X	X	X	Partially accomplished	Best practices and recommendations for training and refresher training presented	Pending final definitions on training modules and materials, a proposal for the trainer guide will be issued
	Prepare training plans in order to train the CHWs at the basic standarized level	X	X	X	Partially accomplished	The package includes: guide for the facilitators, guide for the CHWs, guides for development of interpersonal communication, negotiating skills, use of materials, monitoring of print and audiovisuals.	The CHP team continues to work on development of the materials
	Technical assistance in definition of curricula and methodology of training for facilitators (NGO technicians) and CHWs in	X	X	X	Partially accomplished	Curricula for training of facilitators and CHWs finalized	Available curricula were reviewed and format agreed to, but development continues

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments
		Oct	Nov	Dec		
	community participation					
Rapid monitoring assessment of CHWs performance	Support monitoring system processes	X			Postponed	Improving corrections and NGO interest Development implementation has not begun
Line of Work 4: Contributions to particular aspects of implementation						
Local Base Line report with findings and recommendations to be applied to NGO projects	Orientation on issues to research and methodologies in order to fill in gap in knowledge about aspects in the areas of projects				Postponed	Special studies completed with recommendations for the CHP team on implementation of community basic package Implementation has not begun
Interinstitutional Committee on Communication organized and working	Participation in the Committee				Postponed	Best use of communication support To be organized when the sub-agreement process is concluded
Rapid assessments of communication and educational impacts	Support of definition of rapid surveys on audiences of basic package materials				Postponed	Adjustment of materials and/or production of new education communication materials Pending implementation

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
Line of Work 5: Special initiatives support							
Proposal for delivery and neonatal care at community level - special proposal	Support of integration of delivery care and neonatal care to the basic package program and development of "pilot" experiences for learning				Partially accomplished '06	Content defined using lessons learned in other countries	Discussion started, materials ordered related to SEARCH project
Training alternative methodologies (self training modules)	Provide examples of alternative methodologies of training (use of radio)				Postponed until 2007	Short term design piloted and extended	At this time there are no funds to use radio for distance training
Support EPI promotion in USAID selected municipalities	Provide support with experiences from other countries to promote routine immunization				Postponed	Campaigns to boost coverage with private sector support	Delay in sub-agreement process
Support Chispitas promotion in basic package	Work on the design of a test at the community level				Postponed	Sprinkles will be part of the basic package	Government policy was changed

Objective 1: Strengthen the technical capacity of PROCOSI and its members to deliver a standardized package of community-based health interventions

Result 1.2: Development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network

Products from POA CHP	Activities	Status			Products	Comments
		Oct	Nov	Dec		
Line of Work 1: Complete base line in order to measure the impact of the CHP						
Selection of NGOs to implement base line	Review of proposals and documentation and support of the final selection process			X	Accomplished	Best candidate recommended Ranking based on experience, capabilities, skills and analytical capacity. Diagnosis selected for baseline 2
Base line completed in 40 municipalities	Preparing selected NGO			X	Accomplished (base line no. 1) '06 Partially accomplished baseline no. 2	Research protocol and instruments for data collection were reviewed
	Support training of investigators and follow up their field work				Accomplished (base line no. 1) '06 Baseline no. 2 - continuing in '07	Baseline no. 2 just beginning
	Follow up to the data processing and analysis				Accomplished (base line no. 1) Postponed (baseline no. 2)	Preliminary data analysis due to delay in final data delivery
	Review of final report				Accomplished (base line no. 1) '06	
	Presentations of data according to audiences				Accomplished (base line no. 1) '06	Presentations of results ready

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
Line of Work 2: Support NGOs in their base lines in order to measure results at the community level							
Base line, diagnosis of area completed by NGOs	Work with NGO M&E persons in order to use best practices for base lines, formative research and community diagnosis				Accomplished	Simple base line to be used by community to measure changes	NGOs not selected yet
	Transfer the methodology and instruments for diagnosis and base line at community level to implementing NGOs in order to ensure quality of results				Postponed	Community baseline completed	NGOs not selected yet
	Strengthen efforts by CHP to have local information for improving programming				Postponed	Selected NGOs with capacity and CHP with in-depth studies on operational aspects of basic package	

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments	
		Oct	Nov	Dec			
Line of Work 3: Development and support of monitoring and quality control system (this system uses data and is linked to lines of work 1 & 2)							
Monitoring and evaluation system implemented with NGOs. The system integrates all components	Support development of integrated Monitoring and Evaluation Plan (all components), including design of instruments	X	X		Partially accomplished	Proposal on Monitoring and Evaluation plan	Work in progress to be finished with consultant in 2007
Development of epidemiological surveillance system at community level	Train NGOs in collection and data management while implementing monitoring system				Postponed	Guide developed	Pending final selection of NGOs
	Process information sent by NGOs				Postponed	CHP reports done and recommendations supported	Pending final selection of NGOs
	Surveillance and data quality control of NGOs in order to ensure that information is useful and used				Postponed	Monitoring system refined	Pending final selection of NGOs

Workplan October 1, 2006-December 31, 2006

Products from POA CHP	Activities	Status			Products	Comments
		Oct	Nov	Dec		
Line of Work 4: Development and support of the monitoring system for financial and administrative capacity of PROCOSI network NGOs						
Collect base information from NGOs in the PROCOSI network	Support instrument development and data collection				Partially accomplished '06	Recommendations on questionnaires made
	Support PROCOSI in data entry and data analysis from NGOs				Postponed	Qualitative and quantitative data entered and analyzed
	Report review				Postponed	Report from NGOs with recommendations for action for PROCOSI
	Use information to develop a training plan				Postponed	Strengthening plan with responsibilities for Manoff Group
	Follow up plan - data base on NGOs				Accomplished '06	Data base on NGO capacities
						Assistance provided to SIGPRO

Workplan October 1, 2006-December 31, 2006

Objective 2: Strengthen the management capacity within the PROCOSI network to improve health program administration and institutional sustainability

Result 2.1: Development and implementation of an institutionalized approach for assessing and strengthening the health program management capacity of PROCOSI and its members

Products from POA PROCOSI	Activities	Status			Products	Comments
		Oct	Nov	Dec		
Line of Work 1: Management capacity building of NGOs in the PROCOSI network						
Management capabilities diagnosis of PROCOSI network NGOs	Identify needs for strengthening in administration and define indicators				Reprogrammed	Human resources identified Responsibilities assumed by PROCOSI. Institutional Strengthening Unit activity to be reprogrammed
Implementing NGOs trained in management skills, leadership, administration and finance	Support PROCOSI/CHP committee in development of training plan for NGOs				Reprogrammed	Strengthening plan agreed and Manoff Group responsibilities identified Responsibilities assumed by PROCOSI. Institutional Strengthening Unit activity to be reprogrammed
	Support implementation of training plan for NGOs and initiatives of transfer and development of capabilities				Reprogrammed	Human resources identified Responsibilities assumed by PROCOSI. Institutional Strengthening Unit activity to be reprogrammed
Line of Work 2: Support for development of PROCOSI's institutional sustainability						
	Assessment of the institutional development needs of PROCOSI and the Board				Partially accomplished '06	Assessment memo First round of consultations with Board and Executive Director completed
	Facilitate exploration of options for governability				Accomplished '06	Consensus on the plan of governability Presentation on alternative models

Workplan October 1, 2006-December 31, 2006

Products from POA PROCOSI	Activities	Status			Status	Products	Comments
		Oct	Nov	Dec			
	Contribute to the design of PROCOSI's Strategic Plan and the strategic planning process				Reprogrammed	PROCOSI Strategic Plan approved	After discussions, PROCOSI determined that assistance was not needed from Manoff - PROCOSI has other mechanisms
	Support Board development	X	X	X	Accomplished	Board structured and with procedures	Opportunities for Board strengthening memo. Board Manual outlined. Recommend upgrading Board member orientation
	Development of a marketing/positioning plan for PROCOSI	X	X	X	Accomplished	Assistance in conceptualizing and working documents	Communication Strategy for PROCOSI complete; draft of Stakeholders Analysis complete
Line of Work 3: Plan for PROCOSI's financial sustainability							
	Support in developing a funding plan, including new funding sources				Accomplished '06	Strategy and Action Plan for fundraising	

Annex C: PMP Year 2 Milestones and Status

RESULT 1.1. Strengthened technical capacity within PROCOSI to design and implement community-based health activities using the best national and international practices and quality standards

General Products	Milestones/Performance Targets	Status	Comments
<i>Product 1: PROCOSI (CHP) has a basic package (BP) of community-based health activities including guides and materials, that allows for quality implementation</i>	No milestones in Project Year 2	In progress – on target for yr. 3 milestone	
<i>Product 2: NGOs from PROCOSI Network are capable of implementing a community-based program offering quality BP services, showing improvement in basic health indicators within their areas of influence, and linking with health services</i>	March 2007 Competitive NGO grant procurement process complete	Complete	
	April 2007 100% of CHP NGOs receive orientation to the program	Complete	
	May 2007 100% of NGOs have launched implementation of CHP in the designated communities	Complete	CHP start up activities begun by all CAP NGOs in June/July 2007
<i>Product 3: CHP and PROCOSI have information available from operational, qualitative studies (and the capacity to carry out the studies) in order to improve program implementation</i>	Sept 2007 Group of representatives of NGOs from CHP sub-grantees formed to serve as CHP implementation group to be trained in qualitative operational study designated. Studies identified	Partially completed	Inter-institutional workgroup formed in August; studies not identified
<i>Product 4: Network of community health workers in the CHP priority areas with improved performance</i>	June 2007 Training modules for the first components of CHP finalized with a focus on key skills and their practice and standardization during training of CHWs	Complete	Maternal – neonatal health and TB modules complete – July 2007
	Aug 2007 Workshop to review successful methodologies for training and providing follow-up training at scale with a plan for improving overall training and follow-up training program	Postponed to Feb. 2008	
	Sept 2007 Agreement reached on a rapid supervision tool to support CHWs on first module	In progress	

Result 1.2: Development and implementation of an institutional approach for continuous quality improvement (CQI) monitoring and evaluation within the PROCOSI network

General Products	Milestones/Performance Targets	Status	Comments
<i>Product 1: Tools and a baseline completed/agreed to, to measure the impact of CHP, and for PROCOSI to use as a model for program evaluation with PROCOSI staff trained in analysis and reporting</i>	Feb 2007 Protocol for implementing baseline with objectives, instruments and procedures finalized	Complete	
	May 2007 Unit responsible for M&E for CHP trained in data analysis using updated software	Complete	
	July 2007 Final Baseline Report for communities under new Rural Health Strategy	Complete	
	Aug 2007 NGOs trained to interpret baseline results (sub-grantees for CHP) for use in program monitoring and for planning the final evaluation	Complete	
	Sept 2007 PROCOSI has a plan for the M&E Unit	In progress	Plan is in draft form awaiting PROCOSI Exec. Dir approval
<i>Product 2: NGOs (CHP sub-grantees) and PROCOSI have protocols and instruments for measuring the quality of implementation of community health programs</i>	Oct 2007 No milestone in PY 2007	In progress – on target for PY '08 milestones	
<i>Product 3: Communities equipped with tools to measure their own progress in community health</i>	Sept – Oct 2007 Presentation of options for community information systems	Complete	
	Sept – Oct 2007 NGOs (CHP sub-grantees) support communities to establish their information systems	In progress	
<i>Product 4: PROCOSI/CHP has a monitoring system to track NGOs health program management systems (see Product 1, Obj. 2.1)</i>	No milestone in Project Year 2	This activity is cancelled for TA	

Result 2.1. Development and implementation of an institutionalized approach for assessing and strengthening health program management capacity among NGOs members of the PROCOSI network

General Products	Milestones/Performance Targets	Status	Comments
<i>Product 1: PROCOSI has a system for managing quality of key operations of NGO members with a plan to improve NGO capacity related to standards</i>	Apr 2007 "NGO Diagnosis" conducted by PROCOSI analyzed to establish quality standards	Complete	
	May 2007 Decisions made on overall design of a quality management system	Complete	
	Sept 2007 Standards developed on two components of the quality program	Complete	
<i>Product 2: PROCOSI's Board has clear operating procedures and a manual for guidance on key issues</i>	Product delivered in 2006.	Complete	
<i>Product 3: PROCOSI has a plan and products for dissemination related to Best Practices of PROCOSI and its members</i>	July 2007 PROCOSI has a Plan of Action for Systematization of Best Practices focused on two key PROCOSI programs involving member NGOs	Completed to extent desired by PROCOSI	PROCOSI moved this activity in-house
<i>Product 4: PROCOSI has a set of activities underway to enhance its financial self-sustainability</i>	Jan 2007 Organization <i>Friends of PROCOSI</i> launched in the US	Complete	
	June 2007 Papers filed for tax-exempt status of <i>Friends of PROCOSI</i> and Board established and procedures set forth for its operations	Complete	
	Sept 2007 Models of self-sustainability involving partnerships with the private sector presented and decision made about how to proceed	Complete	
	Oct 2007 Stakeholder Analysis complete for <i>Friends of PROCOSI</i>	Complete	
	Oct 2007 <i>Friends of PROCOSI</i> has an approved workplan for 18 months of operation	Complete	