

**Report of the Sante Familiale et Prevention du SIDA  
Unified Management Team  
Second Strategic Planning and Team Building Workshop**

**Abidjan, Ivory Coast  
December 5 -7, 1996**

**Submitted by:**

**Dick Wall, Facilitator**

## **Acknowledgments**

A number of people contributed to the success of this meeting. In Baltimore, Susy Wyss, Project Development Officer and Everett Boyd, Assistant, JHPIEGO West African Office, by phone and by fax managed to get me to Abidjan. In Abidjan, Jean-Claude Crinot, Project Administrator, with calmness and flexibility, assured that our working conditions were as comfortable as possible. Thank you also to Beatrice Assoumou, recording secretary, who assured that our thoughts got recorded accurately both on paper and on diskette. Finally, again a note of thanks to all the participants for their patience and good humor as we worked to meld the talent of the four cooperative agreements, the sub-contractors and all the partners into a unified team.

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## Abbreviations Used in this Report

ABMS	Association beninoise de marketing sociale
ABPF	Association beninoise de planning familiale
ABSF	Association burkinabe des sage-femmes
AED	Academy for Educational Development
AFAFSI	Femme Face au SIDA
AIBEF	Association ivoirienne bien-etre familiale
ABBEF	Association burkinabe bien-etre familiale
ATB	Atelier Theatre Burkinabe
AJK	Auguste J. Kpognon, PSI/SFPS-Abidjan
BTO	Basile Tambashe Oleko, Tulane University/SFPS-Abidjan
CA	Organization with a Cooperative Agreement with USAID
CAV	Claudia Ann Vondrasek, JHU/CCP/SFPS-Abidjan
CAFS	Center for African Family Studies
CERCOM	Centre d'enseignement et de recherche sur la communication
CNLS	Comite nationale de la lutte contre le SIDA
DAM	Alain Damiba, JHPIEGO/SFPS-Abidjan
DIT	Ismail Thioye Diene, JSI/RCT-Abidjan
DNA	David Awasum
DSF	Direction de la sante de la famille
EKM	Eddy Kyumgu Momat, AED/SFPS-Abidjan
FENEC	Federation des eglises et missions evangeliques au Cameroun
FESADE	Femme Sante et Developpement
GIS	Geographic Information Systems
IRESO	Institute de recherche et des etudes de compartements
J-CC	Jean-Claude Crinot, UMT Project Administrator
JSI/R&T	John Snow, Inc/Research and Training
JHU/CCP	Johns Hopkins University/Center for Communication Programs
JHPIEGO	Johns Hopkins Program for International Training and Education in Reproductive Health
KPAKA	Togolese daily newspaper
LFB	Lisanne Brown, Tulane University/SFPS
LH	Laura Hass, Consultant
MWP	Martha White Priedeman, Tulane University/SFPS-Abidjan
MMU	Mabiala Ma'Umba, Consultant CAFS
MSP	Ministere de la sante publique
OR	Operations Research
ORS	Oral Rehydration Solution
PSI	Population Service International
REDSO	Regional Economic and Development Support Office (USAID)
RETRO-CI	Projet de recherche sur les retrovirus (MSP/CDC)
RTI	Research Triangle Institute

SB Sue Brechin, JHPIEGO  
SFPS Sante Famiale et Prevention Sida  
TMK Thierno Mohamed Kane, JHPIEGO-Abidjan  
TPM Team Planning Meeting  
UMT Unified Management Team  
USAID United States Agency for International Development

## **1. Background**

The SFPS project is funded for a five year period by USAID through cooperative agreements (CA) with John Snow, Inc Research and Training Institute (JSI/R&T), Johns Hopkins Program for International Education and Training in Reproductive Health (JHPIEGO), John Hopkins University Center for Communication Programs, (JHU/CCP) and Tulane University School of Public Health and Tropical Medicine. REDSO created a unified management team to guide and coordinate the activities of the project. This workshop was the second in a series of workshops designed to help the UMT strengthen its ability to work as a team.

## **2. The Task**

The task was to facilitate a second team building and strategic planning meeting for the unified management team (UMT) of the Sante Familiale et Prevention du Sida (SFPS) project in Abidjan, Ivory Coast from December 5 to December 7, 1996.

## **3. Overview**

From December 5 to December 7 the nine members of the unified management team as well as the US based backstop officers from JSI, JHPIEGO and Tulane University attended a three day team planning activity during which, working as team, they provided a comprehensive briefing of the project to REDSO and its USAID/Washington visitors, and developed an integrated action plan for January through March including an integrated travel schedule. Following a team building exercise the UMT also reviewed the outstanding issues remaining from the October workshop particularly those concerning coordination of national and regional activities, coordination of technical field support, and working with the African partners. In addition, they resolved a number of outstanding operational issues including clarifying how costs are shared, improving the insurance coverage of the support staff and establishing the parameters for the computer network and the new E-mail system. Moreover, Noel Macintosh, President, JHPIEGO, was able to attend a number of sessions of the workshop. (See Attachment 1: Participant List.)

## **4. Preparation**

### **Interviews**

The facilitator interviewed Susy Wyss, Program Development Officer, JHPIEGO and Lianne Brown, Research Associate Professor/Tulane University before arriving in Abidjan. In Abidjan, he interviewed those participants whose schedule permitted it including Alain Damiba, M.D., Chief of Party for JHPIEGO, Ismail Thoiye Diene, M.D, Chief of Party for JSI (and coordinator of the UMT),

Basile Tambashe Oleko, Ph.D., Chief of Party, Tulane, Jean-Claude Crinot, Project Administrator and Cassandra Cisse, the JSI/SFPS project administrator. The remaining participants then reviewed the facilitator's findings and added their issues. These findings combined gave the facilitator a broad view of the issues that participants wanted to discuss. (See Attachment 2: Facilitator's Findings.)

## **5. Methodology**

The workshop was designed to increase the teams ability to work together as well as to deal with a number of technical and operational issues. Each session was both participative and interactive. The technical issues centered on decisions about coordinating the work of the components with the technical field support and the African partners and decisions about dealing with the multiple levels of communications required in such a complex project. In addition time was made available for Jim Fennessey, Information Systems Manager, JHPIEGO, who is installing the computer network and establishing SFPS E-mail capability made a presentation to the group. (See Attachment 3: Objectives, Attachment 4: Schedule, Attachment 5: Integrated Workplan, and Attachment 6: Integrated Travel Schedule.)

## **6. Issues and Outcomes**

### **6.1 Teamwork**

As teamwork is both a process and a personal commitment, each participant was asked at the beginning of the workshop, to record in an accessible place one thing they could do over the next three days to ensure that the team functioned effectively. They were asked to revisit that statement periodically during the workshop and see if they were adhering to their commitment. In addition the team played a game called "Blind Pentagon" in which participants were blindfolded and aligned along a piece of rope. They were given 20 minutes to form a perfect pentagon without leaving go of the rope. 3 non-blindfolded participants worked as observers recording the reactions of the players. For some teams this can be a difficult task, and it has happened that participants simply get all wound together in the rope. This group not only performed the task, but did it in about fifteen minutes; not a record but certainly fast.

In the subsequent processing of the activity the observers and the participants agreed that the game was enjoyable and the members did it quickly. They thought it helped people to take responsibility, to not waste time and to rely on each other. They said the game also showed that all of them were ready to go far in this project.

## 6.2 Communication

### 6.2.1 Issue: How to ensure routine effective communication with donor partners.

**Outcome:** The UMT will use its monthly AID memo and the new newsletter to keep donors and other interested parties informed of its activities. To this end, Jean-Claude Crinot will set up a box for report and newsletter items. The UMT also decided for the time being to leave the newsletter as designed and to beef up the executive summary of the quarterly report to appeal to a wider audience.

### 6.2.2 Issue: How to report in a timely fashion?

**Outcome:**

-Decided that a synthesis in text form saying how milestones relate to results would be the reporting format used. (Per telephone conversation Martha Friedman had with Lynn Kees, REDSO)

-Every UMT component must submit a list of achievements including milestones.

-To set an internal production deadline 10 days before the due date. The next date is January 17. J-C will put out a memo on reporting dates for whole year.

## 6.3 Project Coordination

### 6.3.1 Issue: How to coordinate working with the different partners?

**Outcomes:**

#### 1.) Field Support

##### a.) Status

GROUP	TYPE	ISSUE
FUTURE	POLICY	NEGOCIATION
FOCUS	ADOLESCENCE	DRAFTMOU
AIDSCAP	STD/AIDS	DRAFTMOU
MACRO	DHS	SOW
ORTA	OR	DRAFTMOU
BASICS	CS	SIGNED\MOU
INTRAH	CBD	SOW PROPOSITION
FPLM	LOGISTICS MGT	DRAFTMOU.

The following tasks remain:

1. Finalise all outstanding MOU and SOW
2. Decide how to manage coordination after all MOUs are signed.

3. Revise SOW for FOCUS
4. Develop SOW including research issues for FUTURES
5. Get feedback from UMT on proposal for INTRAH.
6. Develop a conceptual strategy for using field support applicable to each project as well as a strategy for each individual support agency.

#### **b.) Strategy Model**

The UMT developed a strategy and activities for FOCUS-AFRICARE-CAFS as a model.

**Strategy:** Identify, strengthen, and replicate the best practice in adolescences health through ABBEF.

#### **Activities:**

- Do a baseline assessment
- Develop outreach and clinical standards
- TOT
- Standardize the training curriculum
- Expand project activities both nationally and regionally (JSI)
- Provide technical support in developing IEC materials
- Organize a regional workshop to disseminate best practices
- Train JAs in integrated counselling (peer education)
- Study Youth to Youth program in Cameroon.

#### **Follow-up:**

Lisanne Brown to write memo to CAFS-FOCUS-UMT-AFRICARE summarising today's discussion by 12/15. Lisanne will also ask Mariame Sangare to send a memo to ABBEF about what SFPS and partners propose to do after she clears the SOW with SFPS.

### **6.4 Evaluation**

#### **6.4.1 Issue:** OR needs the assistance of the UMT to:

1. Develop a list of institutions to assess
2. Identify by 20/12 the technical parameters
3. Agree to help fund evaluations
4. In so far as possible participate in evaluation given importance of initial contact.

**Outcome:** The UMT agreed to provide the names of institutions as well as a contact list by 20/12. Moreover, they agreed to define the technical parameters for the evaluations. Although all agreed that it was important for the UMT to participate, time pressures

prevented them from participating for a whole assessment. All agree that it was important to help make the initial contacts, and suggested that perhaps the resident advisors, where appropriate, could represent them on the team. Lisanne will report back on ORÆvaluation Schedule distribute French copy of Memo on Evaluation. Contact persons for this task are:

LAURA HAAS, consultant (based on Uganda)  
SUSAN BRECHIN, Director, Research and Evaluation, JHPEIGO

## **6.5 Travel Issues:**

### **6.5.1 Visit to Burkina Faso**

New RA Youssef Ouedrago (office space under discussion)

MIS visit 10-16/2/97

Sahel Population meeting to define Reproduction Health for the region 20-24/1 in Ouagadougou. Alain would like to attend, but has scheduling problems.

### **6.5.2 Cameroon**

New RA is Dr. N'kodo. He will work out of the PSI office in Yaounde

MIS visit last two weeks in January

### **6.5.3 Cote d'Ivoire**

Search for a RA in progress

Meeting on Brief Review of National FP Programme will take place 19-22/12 at Yamoussoukro. Alain will try to attend.

### **6.5.4 Visit to Ghana**

Schedule early February (3-5/2)

SOW: to discuss collaboration with GTZ, GSMF and AID

DIT-AP-CAV-DIT-MWP will participate.

### **6.5.5 Visit to Niger**

Schedule needs to be sent to:

- REDSO
- URC
- BASIC
- FUTURE
- SOMARE
- JHPEIGO

(Lisanne Brown will send a list of contact people in Niger.)

## **6.5.6 Possible visit to Addis Ababa:**

Lisane Brown will contact FOCUS to see who will attend the Addis Ababa conference on adolescence in January. Will ask FOCUS to provide SFPS with reports etc from conference as SFPS cannot see way to work conference into travel schedule.

## **6.6 Workplan Issues:**

### **6.6.1 Benin**

- Waiting on response from Lois Bradshaw. REDSO not clear on how AID/B should spend its health money.
- Social marketing operation--have they developed a marketing plan, 1999 action plan, and coordinated the regional media campaign

### **6.6.2 Burkina Faso**

- Need to get NAC support for immigrant program
- PSI needs to:
  - submit to DMP the ORS/ORT program
  - get Dr. Mounio's (D/NAC) support in starting AIDS prevention activities. (Ask the RA's help?) Auguste and Alain agreed to meet about it.

### **6.6.3 Cameroon**

- CAV will do a reminder memo about the situational analysis
- IEC kits will be ready by March and at sites by April
- When will JA occur?

### **6.6.4 Cote d'Ivoire**

- Comments due to Crinot on workplan (table and text) by 15/12
- UNFPA/WB/EU involved
- SOW for needs assessment in 2 districts needed
- 17/12 Peace Corps meeting on working with SFPS
- 13/12 meeting with UNFPA/WB at 9:00

### **6.6.5 Regional Activities: up and coming workshops:**

**Issue:** How to handle number of overlapping workshops?

- |           |   |
|-----------|---|
| 31/3-11/4 | JHCCP/BF radio workshop (25 participants)   |
| 31/3-7/4  | PSI Regional CBD/JM workshop (70 participants)                                      |
| 14-16/4   | Partner's meeting to update each other (15 partners, 5 UMT, 5 persons from States.) |
| 10-12/4   | JHPEIGO/Pre-service workshop (10 people)  |

The CBD/JM workshop and the JHPIEGO pre-service training workshop have a number of the same participants. So the idea of paying twice for travel is important. The PSI workshop is too large and too complicated to move.

**Outcome:** Claudia will see if she can change the dates of the radio workshop. The UMT agreed to contract out the logistics of the others so as not to overburden the UMT support staff.

## **6.7 UMT Operations**

### **6.7.1 Issue:** How to track UMT/Home office reimbursable costs?

Each UMT bill is factored at the exchange rate set the day the money is wired from the US. JSI's computerized accounting system applies the appropriate rate, by bill against each lump sum wired. Consequently it is very difficult to identify in Abidjan the actual rate applied to each bill.

Four suggestions were made:

1. Financial backstopping at UMT level. (Field SOW to be determined.)
2. US part-time JSI-trained assistant for 1 week/month to do field accounts.
3. RA to send Qtr budget with workplan to UMT
4. RA to send expense reports to UMT for reconciliation and billing.

**Outcome:** UMT authorized JSI to hire a part-time assistant.

### **6.7.2 Issue:** Clarify how will CAs be billed for UMT offices costs?

**Outcome:** Each CA will be charged according to the following percentages:  
55% for JSI including the 15% to PSI  
15% for Tulane  
15% for CCP  
15% for JHPEIGO

Cassandra Cisse will send a memo to each CA confirming these percentages.

### **6.7.3 Issue:** Need to review the original MOU as per the agreement with REDSO.

**Outcome:** Components to give their comments to Jean-Claude as soon as possible.

### **6.7.4 Issue:** The support staff is dissatisfied with the coverage provided by UMT/ECODEV. Hospitals will not accept vouchers from the company.

**Outcome:** Crinot will circulate Memo about cost and coverage by the end of this week. UMT authorized Crinot to inform ECODEV to cancel the policy and open bids for a replacement---possibly the Union African, which is the company ECODEV itself uses.

- 6.7.5 Issue:** Does UMT want to continue with ECODEV. So far only JHPIEGO has signed a contract with it. The others are still functioning on purchase orders. ECODEV, for example cannot advance salary payments when a chief of party is traveling because it cannot without a contract. Salary payment can be delayed if no CA member is available to sign checks.

**Outcome:** UMT components will sign with ECODEV as follows:

12/17 JHU-CCP  
12/10 JSI  
TULANE as soon as possible.

- 6.7.6 Issue:** ECODEV, at the moment, must deal with each component individually on all issues.

**Outcome:** Crinot will represent all components and will do a memo to ECODEV which UMT will sign.

## **7. Other UMT Decisions**

### **7.1 Project**

1. Decided that UMT individual members will advise each other ASAP by E-mail if, during appropriate discussions, they have committed one of them to doing something.

### **7.2 Reporting**

1. Decided to use the travel base for all future travel reports. Martha Friedman will install it on all computers by 15/12.
2. Agreed AID monthly reports should contain training information, regional activities and a calendar of events.
3. Agreed that AID monthly reports should also go to everyone's home office.

### **7.3 Operations**

1. Asked Jean-Claude Crinot to:  
-develop a list of staff and E-mail addresses  
-set up a news letter box and report box.

- develop an "information routing stamp" as well as routing slips
  - create a "in/out" office white board: with a column for when expected back (same-for daily use or international travel.) Will include expected visitors, and space for their travel plans. (Due: 13/12)
  - create a stationary reading file
  - with Jim Fennessey will create an E-Mail "fact-sheet" (both in English and in French for all staff.
  - look into possibility of getting additional telephone lines. (Of 3 existing lines one needs to be dedicated to faxes, one to E-mail leaving only 1 clear line.)
  - will find out what are AID's regulations about vehicle use (especially home to office) and to what degree CA's are required to follow.
  - coordinate the UMT decision on per diem not that USAID will not require backup receipts for most expenses occurred.
2. Agreed Claudia will look into the cost of translating the newsletter into English. It is presently put together directly in French. Note: all AID reports are in English.
  3. Approved the service car use policy drafted by JC.
  4. Decided, for consistency, it will use the international date system: Day/Month/Year.
  5. Asked Alain to distribute copies of sample consultant letter and the sole source justification. Note: both documents already exist in administrative procedures memo.
  6. Decided that the reading file will contain:
    - information about other donors:
    - financial
    - meetings will be hosting
    - copies of correspondence to country institutions from other components
    - trip reports
    - information about conferences and other international meetings
    - country offices activities
  7. Agreed on the format for the Newsletter. It will contain: editorials, articles on training, regional activities, project news, a calendar of events, country specific news, highlights, announcements and articles on the African partners.
  8. Agreed that February 17 to 28 would be the next black out period. This period will be used to develop the third year workplan.

9. Agreed that the resident advisors would be invited for at least part of the next black out period to meet with both the UMT as they did the 3rd year workplan, and also to meet with the individual components.

10. OR agreed to make a technical presentation at the February meeting.

#### 7.4 Two issues remain to be resolved:

1. The issue of who should sign documents for the UMT when team coordinator is absent. Possible models including rotating on a pre-determined basis (monthly, quarterly) starting alphabetically with Alain, then Basile, then Claudia. Another possibility would be to give it to whomever is the duty officer or the length of that duty. (Duty roster would be tied to travel schedule.)
2. The issue of finishing drawing up the individual results indicators as per the MOU. REDSO agrees that under terms of the cooperative agreements, a CA can be only held responsible for its results. The monitoring and evaluation plan is under final revision.

#### 4. Lessons Learned

The UMT has arrived at a point where nearly all of its operational issues have been dealt with. This has taken an enormous amount of time, but it is now finished. Future team planning meetings should tackle more fully the vision of the future and the technical issues posed by this complex project. A project vision is an act of the imagination. Each member of the UMT ought to be able to close their eyes and visualize this project being a success as being one their responsibilities.

The team has moved from a multi-disciplinary approach to an interdisciplinary approach and is consciously dealing with the technical issues in an integrated fashion. No bad progress for a team that has only been working together a little over a year. As part of this process each UMT member, as a routine task, should do whatever it takes to understand what the other members of team are trying to achieve.

The presentation to REDSO was very successful. The audience went away with a deeper understanding of the issues the SFPS is dealing with, as well as the complexity of the task. The UMT has learned how to present a unified voice to its partners as well as to the governments with which it works.

That a large amount of time was spent in the meetings creating the work plan and travel schedule so that little time was left for critical discussion. It is a difficult situation. There is very little time available for reading the necessary documents and then sitting down and thinking about the future.

## **5. Recommendations**

In order to strengthen the ability of each team member to function on an inter-disciplinary team, that each UMT member, as a routine task, should do what it takes to understand what the other members of team are trying to achieve.

That future team planning meetings tackle more fully the vision of the future and technical issues posed by this complex project.

That the UMT continue to use the format they developed for the REDSO presentation to present its unified voice to its partners as well as to the governments with which it works.

In order to create time during the February workshop to adequately discuss both the 4th quarter work plan as well as to discuss the 3rd year work plan, that:

- a. for the 4th quarter work plan: that the activities list and the travel schedule be filled in the week before so during the meetings it can be reviewed and changed by the group.
- b. for the 3rd year work plan: that the objectives/results for the third year be written out and prior to the work sessions. In this way everyone will have the same information and be prepared to discuss the issues.
- c. as has been suggested by Alain Damiba, that the UMT meet for the two week blackout period from nine to one each day. This would allow the afternoon free to do other SFPS work.

## **Attachment 1**

### **Participant List**

#### **UMT Team Planning Meeting**

1. M. Dick WALL (Facilitator)
2. Dr. Alain DAMIBA (JHPIEGO / SFPS-ABJ)
3. Dr. Ismaïl THIOYE DIENE (JSI/R&T / SFPS-ABJ)
4. M. Basile Oleko TAMBASHE (TULANE UNIVERSITY / SFPS-ABJ)
5. Mme Claudia VONDRASEK (JHU/CCP / SFPS - ABJ)
6. M. Auguste KPOGNON (PSI / SFPS-ABJ)
7. M. Eddy MOMAT (AED / SFPS-ABJ)
8. M. Thierno KANE (JHPIEGO / SFPS-ABJ)
9. Mme Martha PRIEDEMAN ( TULANE UNIVERSITY/SPPS-ABJ)
10. M. Jean-Claude CRINOT (SFPS - ABJ)
11. Mme Lisanne BROWN (TULANE UNIVERSITY / SFPS)
12. Mme Cassandra CISSE (JSI/R&T / SFPS)

## **Attachment 2 Facilitator's Findings**

### **UMT**

- what is vision of UMT
- how to best "sell" the UMT
- how do we inform others of what UMT is doing?
- roles and responsibilities on UMT are not clear

### **Operations**

- how to ensure will do what set out to do?
  - what structures are needed?
- how do we coordinate funding of country activities (including RA)
  - on going issue of reimbursing JSI
- develop work plan January to April and possibly through June
- develop travel schedule for same period
- how do we the Regional Offices up and running?
- needs of support staff (support session)
- issue of insurance

### **Communications**

- only component specific stuff
- no context
- risk duplicating efforts
- need small weekly round-up of information
- communications as support
- staff meetings

### **Coordination**

- what are the specific 9 strategies decided on
- how do they fit the results framework
- how to best mesh the quarterly reports
- conference sign up

### **Reports**

- how can we make them interesting?
- what, if any, kind of review process would help?
- who are the expanded audience?
- newsletters

### **Field support**

- status of MOUs
- get people involved
- implementing decisions
- who decides for whom

### **Specific program issues**

- In building capacity:
  - need help developing the baseline

- will partners be willing to be part of it?
- what look at to be able to say they are/have built capacity
- finalize clinical model/quality service process
- finalize Don Lauro's concept paper and develop a strategy for implementation

**Attachment 3**  
**UMT STRATEGIC PLANNING WORKSHOP**

**OBJECTIVES**

1. Update project information.
2. Agree on project activities.
3. Agree on procedures/systems for managing the project.
4. Agree on procedures/systems for managing project coordination.
5. Agree on procedures/systems for managing communication.
5. Develop strategies for dealing with the outstanding issues affecting the project.
6. Develop a work plan and travel schedule for the next 3 to 6 months..

**Attachment 4**

<b>SFPS Strategic Planning Meeting</b>
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<b>Time:</b>	<b>Day 1</b>	<b>Day 2</b>	<b>Day 3</b>
09:00 - 10:45	Introduction Facilitators findings Review October Report	UMT vision Field Support Program Issues	Workplan/Travel Schedule
10:45 - 11:00	<b>Break</b>	<b>Break</b>	<b>Break</b>
11:00 - 13:00	Teamwork Game Communications Coordination	USAID Presentation	Workplan/Travel Schedule Outstanding Issues
13:00 - 14:00	<b>Lunch</b>	<b>Lunch</b>	<b>Closure</b>
14:00 - 15:30	Reports Operations	OR Presentation Workplan/Travel Schedule	
15:30 - 15:45	<b>Break</b>	<b>Break</b>	
15:45 - 17:00	Social Marketing Presentation	Workplan/Travel Schedule	

## Attachment 5 : Action Plan

<b>Action plan 1-3/97 Benin</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>January</b>	-Reproductive health program identification -IEC training needs assessment -Develop SFPS activity plan	DIT-AJK-CAV  Amadou Ronamba CAV	Cotonou Porto Novo Cotonou	mid-January end January
<b>February</b>	-Finalizing the bridging activities - Placing the implementing team.	UMT	Cotonou Cotonou	
<b>March</b>	-Workshop on Lifting Judicial Barriers to Reproductive Health -Finalize distribution plan IEC kits and deliver kits	SFPS/SD IPPF/Regional ABMS/AMPF	Cotonou and beyond	

<b>Action plan: 1-3/97 Burkina Faso</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>January</b>	-Data Analysis of FP clinics	RA + consultant	Ouagadougou	
	-Finalize selection of model clinics	RA + partners		
	- Identification of clinical equipment.	RA +partners	Ouagadougou	
<b>February</b>	- Sahel conference on Policy	RA +partners	Country wide	
	- Participate in IEC/AIDS message design and materials development	CAV, EKM	Ouagadougou	
	- Finalize IEC kit distribution plan	CAV, CNLS, DSF, NGOs	Abidjan	
<b>February</b>	- Ordering clinical equipment	RA and partners	Ouagadougou	
	- Training in VSC and Norplant	RA and JHPIEGO	Ouagadougou/	
	- Preparation of workshop on Lifting Juridical Barriers	RA and participants	Bobo-	
	- Supervision of past trainees	RA and consultants	Dioulasso	
<b>March</b>	- Gender and AIDS workshop planning meeting	CAV, AFAFSI, AIDSCAP	Country wide	
	-Finalize IEC piece of BF country plan	CAV, EKM, Yaya Ouedraogo	Abidjan/Ouagadougou	
<b>March</b>	- Dispatching Equipment	RA + consultants	Country wide	
	- Supervision of past trainees	RA + trainees	Country wide	

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<b>Action plan: 1-3/97 Cameroon</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>January</b>	<ul style="list-style-type: none"> <li>- Clinical sites fact findings</li> <li>- Partners meeting</li> <li>- Programming meeting FEREC</li> <li>- FP refresher course</li> <li>- Selection of 10 model clinics</li>   <li>- Selection/ordering equipment</li> <li>- Community mobilization (CM) steering committee meeting</li> <li>-CM leader curriculum development</li> <li>-CM baseline research</li>   <li>-Finalize IEC/CIT distribution plan</li> </ul>	<ul style="list-style-type: none"> <li>RA + provincial officers</li> <li>RA</li> <li>RA and FEREC</li> <li>RA + consultants</li> <li>RA + partners</li> <li>RA + consultant</li> <li>FESADE</li>   <li>FESADE, Mabilia Ma'Umba</li> <li>FESADE, IRESCO</li>   <li>CAV</li> </ul>	<ul style="list-style-type: none"> <li>Country Wide</li> <li>Yaounde</li> <li>Limbe</li> <li>Yaounde</li> <li>Yaounde</li> <li>Yaounde</li> <li>Yaounde</li>   <li>Yaounde,</li> <li>Yaounde,</li> <li>Mbouda, Tiko</li> <li>Abidjan</li> </ul>	until February
<b>February</b>	<ul style="list-style-type: none"> <li>- Negotiating midwives's participation in regional workshop with others donors</li> <li>- Training in counseling</li> <li>- Clinical training in FP</li> <li>- Data collection</li> <li>- Finalize IEC country plan</li> </ul>	<ul style="list-style-type: none"> <li>RA + consultant</li>   <li>consultants</li> <li>consultants</li> <li>RA + AFA</li> <li>EKM, CAV, RA</li> </ul>	<ul style="list-style-type: none"> <li>Yaounde</li>   <li>Barmeda</li> <li>Yaounde</li> <li>country-wide</li> <li>Abidjan</li> </ul>	

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<b>March</b>	- Supervision of past trainees - Training of FP clinical - Equipment clinical enters	consultants RA + AFA consultant	Country wide  Litual Country wide	
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<b>Action plan 1-3/97 Ivory Coast</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>January</b>	- Country plan acceptance	DIT RA + MSP	Abidjan	
	- Partners meeting	RA + AIBF	Abidjan	
	- Setting up Office Select clinical sites	DIT + MSP		
	- Donors collaboration for midwives's workshop	RA + AIBF RA + donors	Country wide Abidjan	
	-STD training program to be developed	DAM		
	- Finalize distribution plan for IEC kits	El Hadj Diouf	Abidjan	
	-CERCOM institutional capacity assessment	CAV, Laura Hass	Abidjan	
<b>February</b>	- Preparation for workshop on Lifting Juridical Barriers	RA + participants	Abidjan Abidjan	Feb. 1-3
	- Training in FP			
	- Training counseling	consultants	Abidjan	
	- Training Norplant	consultants	Abidjan	
	- Equipment needs identification	consultants	country-wide	
	- Meet to plan gender and AIDS workshop	CAV, AIDSCAP	Abidjan	
	- Launch regional radio series	EKM, RTI	Abidjan	through March
	- Review integrated curriculum IEC/SR/PF/STD-ANDS/CS	CAFS, AIBEF, CAV, EKM	Abidjan	
	-Reproduce integrated curriculum PF/STD-AIDS/CS	CAV, EKM, ATDEF	Abidjan	

<b>March</b>	- Finalizing workshop on Lifting Juridical Barriers	RA + participants	Abidjan	
	- Placing equipment - Training	RA + participants	Abidjan	

<b>Action plan 1-3/97 Togo</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>January</b>	<ul style="list-style-type: none"> <li>- FP curriculum development</li> <li>- Selection of 10 models clinics</li> <li>- Identification of clinic equipment needs</li> <li>- Donors negotiation</li> <li>- Finalize IEF kit distribution plan</li> <li>- IEC training needs assessment and inventory of CAFS's IEC program</li> <li>- Develop radio and TV spots</li> <li>- Develop 6 radio/TV shows PF/STD-AIDS/CS</li> <li>- Development of integrated BD</li> <li>- Development of plan with ARC-en-CIEL</li> </ul>	<p>CHF's = consultants</p> <p>RA + consultants</p> <p>RA + consultants CAV, Paul Sossa Amadou Rouamba</p> <p>Koffi-Hantz, Lawson, B. Senedo, K. Hante, EKM Paul Sossa, Lawson, B. Penebo, K. Hante, EKM Paul Sossa, KPAKPA, EKM ARC-en-CIEL, Paul Sossa</p>	<p>Lome Lome country-wide</p> <p>Lome Abidjan Lome</p> <p>Lome</p> <p>Lome</p> <p>Lome Lome</p>	<p>continuation from December through March</p>
<b>February</b>	<ul style="list-style-type: none"> <li>- Supervision of past trainees</li> <li>- data collection</li> <li>- Placing order for clinic equipment</li> <li>- Finalize curriculum for IEC/PF/MST/AIDS in-service training</li> <li>- Conduct in-service training IEC/PF/STD/AIDS</li> <li>- Launch broadcast of radio series</li> </ul>	<p>consultants + trainers</p> <p>RA</p> <p>RA Mabiala Ma'Umba (CAFS), MMU MMU, CAFS</p> <p>EKM, Paul Sossa, Lawson E.</p>	<p>country-wide</p> <p>Lome Lome Lome</p> <p>Lome</p> <p>Lome</p>	

<b>March</b>	-Supervision of past trainees - Preparing the workshop on Lifting Juridical Barriers	RA RA + participants	country-wide Lome	
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<b>Action plan 1-3/97 REGIONAL</b>				
<b>DATE</b>	<b>ACTIVITY</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>LOCATION</b>	<b>OBSERVATION</b>
<b>December - January</b>	<ul style="list-style-type: none"> <li>- Institutional assessment design</li> <li>- Meta-analysis on maternal mortality to determine 4-5 major causes</li> <li>- Literature review and questionnaire development for IEC training needs assessment</li> <li>- institutional interviews CERPOD, ESSIC, CSTI, Project Sante Familiale</li> <li>- Resolve funding issues for CM activities in Cameroon</li> </ul>	SB\LFB DAM  Diouf, Rouamba  Diouf, Rouomba  CAV, DNA, FESADE	Abidjan  Dakar, Bamako  Dakar, Bamako Baltimore, Abidjan, Yaounde	

<b>January</b>	<ul style="list-style-type: none"> <li>- Select participants to be sent to RETRO-CI course on Epidemiology/AIDS Research Management</li> <li>- Production of advanced training curriculum</li> <li>- ENSEA Training</li> <li>- Ditot Test ENSEA</li> <li>- IEC kit reproduction</li> <li>- Regional radio series production episodes 1-5.</li> <li>- In-country visits for IEC training needs assessment</li> <li>- Radio/TV regional situational analysis</li> </ul>	<p>DAM</p> <p>DAM</p> <p>BTO SBLH CERCOM ATB</p> <p>Diouf, Rouamba</p> <p>EKM,CAV</p>	<p>Abidjan</p> <p>Abidjan Ouagadougou</p> <p>Cameroon, Benin, Togo, R.I. Abidjan</p>	<p>through February through February</p>
<b>February</b>	<ul style="list-style-type: none"> <li>- S.D. Needs Assessment</li> <li>- Coordinate IC assessment results</li> <li>- Preliminary report on assessment funding</li> <li>- Plan for IC training coordination meeting</li> <li>- Plan for gender and AIDS workshop</li> <li>- Launch regional radio series</li> <li>- Develop SOW for development of integrated counseling curriculum</li> <li>- Finalize a proposal for development of integrated TV series</li> </ul>	<p>DAM</p> <p>Diouf, Rouamba Diouf, Rouamba</p> <p>Yaya Drabo (BASICS)d</p> <p>Dr. Ankrah (AIDSCAP)</p> <p>EKM CAF, MMU, CAFS</p> <p>EKM, CAV, PSI</p>	<p>Abidjan Abidjan</p> <p>Dakar</p> <p>Abidjan Ouagadougou Gabon et al. Lome, Abidjan Abidjan</p>	<p>early February</p>

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March	-RETRO-CI Course -Regional management training coordination meeting -IC coordinators meeting	DAM DAM Yaya Drabo, CAV	Dakar	mid-March
TBA	- Secondary analysis of the data on condom use -CERPOD /GIS	Stan Becher Becher-MWP		Mali

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**Attachment 6**

**Integrated Travel Schedule December 97 to April 97**

<b>TRAVELERS</b>	<b>DESTINATION</b>	<b>DATES</b>	<b>SOW</b>
Alex Brown	Abidjan\Cotonou	December 9-14	USAID/Benin meeting issue REDSO meeting.
Auguste Kpognon	Cotonou (Benin)	December 9-13	Donor collaboration MK/Plan development Local NGO administration issue USAID meeting.
Auguste Kpognon	Ouagadougou (BF)	December 16 - 20	Donor collaboration Local NGO identification PSI/BF registration CNLS meeting DEP meeting Unicef meeting.
Martha Priedeman	Mali	December 21-5 Jan	Vacation
Basile Tambashe	Yaounde (Cameroon)	December 15-21	Preparation work for situational analysis
Basile Tambashe	Kinshasa (Zaire)	December 25-3 January 1997	Vacation

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<b>TRAVELERS</b>	<b>DESTINATION</b>	<b>DATES</b>	<b>SOW</b>
Claudia Ann Vondrasek	Dakar (Senegal)	December 7-9	Define SOW for IEC training need assessment and hire consultant for DO training need assessment
Auguste Kpognon	Douala/Yaounde (Cameroon)	Jan 15-20	ORT\ORS SMP development Migrant Project Donor coordination (UNICEF, KFW, CFDT)
Auguste Kpognon	Cotonou (Benin)	January 27 - 30	SFPS Country development Program
Auguste Kpognon	Accra (Ghana)		Regional partners discussion for collaboration.
Basile Tambashe	Charlotte, NC, USA	January 26-1st February	Vacation
Fara Mbodji	Abidjan (cote-d'Ivoire)	January 5-12	Carry out OR, training at ENSEA
Laura Haas	Baltimore, MA	January 6-12	Briefing for institutional assessment
Laura Hass et al.	Abidjan (cote-d'Ivoire)	January 12-26	Institutional assessment (ENSEA and CERCOM)
Alain Doumbia	Burkina-Faso	January 20-24	Participate in CERPOD conference
Alain Doumbia	Senegal	January 26-31	Le Dantec

<b>TRAVELERS</b>	<b>DESTINATION</b>	<b>DATES</b>	<b>SOW</b>
Kane Thierno	Benin	January 27-29	Need assessment
Kane Thierno	Togo	January 29-31	Monitoring
Martha Priedeman, Peter Wondergem RA from Cameroon	Cameroon	January 19-31	MIS
Peter Wondergem Martha Priedeman Eddy Momat.	Cameroon	January 1997	MIS installation
Peter Wondgnem Martha Priedman Eddy Momat	Burkina Faso	January 1997	MIS installation
Binyange	Cameroon	January 1997	Refresher course Refresher course
ACNM	Burkina Faso Abidjan	January 1997	Projector Conference
Dr Thioye Diene	Benin	January 27- 1997	
Dr Thioye Diene	Cameroon	January 1997	
Dr Thioye Diene	Cote-d'Ivoire	January 1997	
Dr Thioye Diene	Togo	January 1997	

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TRAVELERS	DESTINATION	DATES	SOW
Luida Dom	Abidjan	January 1997	
ACM	Burkina Faso Abidjan	January 1997	Projector Conference
Jeff Barnes	Abidjan	January 1997	Field Office Visit
P.P.	Abidjan	January 11-13	Field Office
Jeff Barnes-Claudia Vondrasek	Paris	January 17-18	Vacation
Eddy Momat	Cameroon	January 20-30	Radio series pretest and task PF company Plan
Claudia Vondrasek	Baltimore	January 3-15	Meeting with contact curriculum assessment and training of CM Leaders
Ma' Umba	Cameroon	January 6-19	Contact curriculum subcontracts
Eddy Momat	Washington Bruxelles	January 7-16 January 16-18	Visit project partners and develop FESADE subcontract Vacation.
Claudia Vondrasek	Benin	January 27-30	Develop country plan with PSI and TATO SM /IEC plan
Eddy Momat	Gabon	January 24-26	Radio series launch with Africa No 1
Eddy Momat	Ouagadougou	February 3-7	Preparation meeting with BASICS for Radio Workshop

TRAVELERS	DESTINATION	DATES	SOW
Diouf	Dakar, Abidjan, Lome	January, February	Inventory of regional IEC
Rouamba	Abidjan, Lome, Cotonou, Yaounde	January, February	IEC training need assessments
Claudia Vondrasek Eddy Momat	Abidjan	February 17-18	Black out for work plan 3
Claudia Vondrasek	Niamey		Develop SFPS
Peter Wondergem Martha Friedman Eddy Momat	Cote-d'Ivoire	February 1997	MIS installation
Binyange	Togo	February 1997	Function NP
Binyange	Cote-d'Ivoire	February 1997	Projector
Binyange	Burkina-Faso	February 1997	Refresher course
Thioye Diene	Burkina-Faso	February 1997	
Alain Damiba	Ghana	February 3-5	GTZ
Alain Damiba	Cameroon	February 5-8	Training plan
Basile Tambashe	New Orleans, LA USA	February 3-8	Attend OR sub-meeting consult with PI & Headquarters staff
Basile Tambashe	Washington DC USA	February 9-12	Attend joint PAD/TAG meeting (evaluation project)

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TRAVELERS	DESTINATION	DATES	SOW
Basile Tambashe	New York, NY USA	February 13-14	Vacation
Alpha	Cameroon	February 1997	Projector Conference
ACM	Burkina-Faso	February 1997	
Auguste Kpognon	Lome (Togo)	February 5-10	ORS/SMP launch preparation
Martha, Peter Wondergem, RA, from B.F	Burkina-Faso	February 10-15	MIS
Martha Priedeman (add to group)	Ghana	February 3-5	Donor collaboration
Lisanne Brown	Cote-d'Ivoire & Togo or BF	February 17 & Mach 7	Participate in partners's meeting
Dr Thioye Diene	Burkina-Faso	February 17-18	
Dr Thioye Diene	Ghana	February 3-5	Meeting with GTZ
Eddy Momat	Ouagadougou	February 3-7	Prep meeting with BASIC for Radio Workshop
Jeff Barnes Lise Mac Cabe	Abidjan Abidjan	March-1	Regional SM Workshop
Martha Priedeman	Cote-d'Ivoire	March 2-7	Vacation
Eddy Momat-Claudia Vondrasek Ma 'umba-Yaya H-Kone-S. Some	Dakar	March 2-8	Collaborators meeting to discuss regional IEC training

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<b>TRAVELERS</b>	<b>DESTINATION</b>	<b>DATES</b>	<b>SOW</b>
Basile Tambashe	Lome (Togo)	March 1st week	Follow up OR activities
Basile Tombashe	Yaounde (Cameroon)	2nd half of March	Follow up OR situational analysis
Alpha D.	Cote-d'Ivoire Cameroon	March 1997 March 1997	Feasibility Study Feasibility Study
Laura Haas et al.	Dakar.Senegal	February 23-02 of March	Institutional assessment (Le Dantec, ISED, SANFAM)
Binyange	Togo	April 1997	MPT Training
Lisanne Brown	Cote-d'Ivoire	April 1-15	Participation in partners's meeting
Thioye Diene	Paris	April 24-27	Quarterly project conference
Binyange	Togo Cameroon	May 1997 May 1997	NP Function ML Training.

## Attachment 7

Reminders: (Team Meeting December 5-7, 1996)

### Cassandra will:

- do a memo on cost assisted by Therino and Jean-Claude on matching the billing system in US with billing system in Abidjan.

### Jim Fennessey will:

- talk to whole group and possibly the support staff on E-mail and using the network.

### Jean Claude will:

- develop a list of staff and E-mail addresses
- set up a news letter box and report box.
- develop an "information routing stamp" as well as routing slips
- create a "in/out" office white board: with a column for when expected back (same for daily use or international travel.) Will include expected visitors, and space for their travel plans. (Due: 13/12)
- create a stationary reading file
- with Jim Fennessey will create an E-Mail "fact-sheet" (both in English and in French for all staff.
- look into possibility of getting additional telephone lines. (Of 3 existing lines one needs to be dedicated to faxes, one to E-mail leaving only 1 clear line.)
- will put into a memo dates for the whole year when reports are due.
- will find out what are AID's regulations about vehicle use (especially home to office) and to what degree CA's are required to follow.
- will synthesize the comments on the MOU from the individual CA and coordinate the appropriate adjustments.
- circulate a memo on insurance costs and coverage to help make the decision about the replacement policy.
- coordinate the UMT decision on per diem not that USAID will not require backup receipts for most expenses occurred.
- prepare a memo to be signed by the chiefs of party authorizing J-C to be their representative to ECODEV. J-C, after consulting with the UMT, will negotiate all matters as a single representative even if it is a case of replacing ECODEV.

### Claudia will:

- look into the cost of translating the newsletter into English. It is presently put together directly in French. AID reports are already in English.

### Lisanne Brown will:

- will write a memo to FOCUS with copies to UMT, KAFS and AFRICARE summarizing the discussion about the strategy and activities of FOCUS and SFPS.
- will report back on OR Evaluation schedule
- will provide a copy in French of memo on evaluation.
- will send a list of contact people in Niger
- will contact FOCUS to see who will attend the Addis Ababa conference on adolescence in January. Will ask FOCUS to provide SFPP with reports etc from conference as SFPP cannot see way to work conference into travel schedule.