

CLASSIFICATION  
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control  
Symbol U-447

<b>1. PROJECT TITLE</b>  EXPANSION OF FAMILY PLANNING SERVICES	<b>2. PROJECT NUMBER</b> 520-0288	<b>3. MISSION/AID/W OFFICE</b> OPHP
<b>4. EVALUATION NUMBER</b> (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <span style="float: right;">85-02</span>		
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
<b>5. KEY PROJECT IMPLEMENTATION DATES</b> A. First PRO-AG or Equivalent FY <u>83</u> B. Final Obligation Expected FY <u>87</u> C. Final Input Delivery FY <u>87</u>	<b>6. ESTIMATED PROJECT FUNDING</b> A. Total \$ <u>5,000,00</u> B. U.S. \$ <u>3,600,000</u>	<b>7. PERIOD COVERED BY EVALUATION</b> From (month/yr.) <u>3/83</u> To (month/yr.) <u>8/84</u> Date of Evaluation Review

**B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR**

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. <u>Coordinate International Funding</u> USAID/Guatemala does not agree with this recommendation for AID to coordinate international funding for APROFAM's programs. Part of USAID's country development strategy calls for encouraging the GOG to establish a National Population Council that would coordinate inputs, assign program areas and set population policy. Dialogue on this issue will be initiated with the new democratic government during CY1986.	C. Costello P. Kolar C. Belcher	Dec. 1987
2. <u>Improvement of IEC Function</u> a. Contract for IEC specialist to provide T.A. in this area b. Follow-up T.A. to assess progress.	C. Belcher C. Belcher	Mar. 1985 Mar. 1985
3. <u>Improve Quality/Quantity of Training Functions</u> Follow-up recommendations for internal APROFAM reorganization of administrative functions in this activity.	C. Belcher	Sept. 1986

<b>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</b> <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C    N.A. <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	<b>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</b> A. <input checked="" type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
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<b>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)</b>  Clifford Belcher, Population Advisor Dr. Roberto Santiso, General Manager, APROFAM	<b>12. Mission/AID/W Office Director Approval</b> Signature _____ Typed Name Peter Kolar, Acting Director Date _____
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13. SUMMARY

To date the AID funded elements of APROFAM are progressing satisfactorily. The most recent Contraceptive Prevalence Survey has shown an overall increase in the use of family planning methods and services in Guatemala.

APROFAM has begun an expansion of their clinical program into the rural areas of the country. The major provider of family planning services in Guatemala is APROFAM through its programs of information and education, clinical service and community-based distribution of contraceptives. In view of the fact that substantial expansion of the overall program was being undertaken, it was deemed desirable to evaluate the existing administrative and managerial structure and functions in carrying out this expansion. Based on the findings of the evaluation, recommendations for the improvement of APROFAM's internal structure were requested.

The evaluation team found that APROFAM had developed a talented staff, devoted to its programs and increasingly more effective as in-service and external training opportunities have been made available. To assist the organization with its expansion of activities to rural areas, the team recommended administratively strengthening some of the support units, reorganizing other units to provide more specific technical services, developing planning skills, and broadening public representation on the Board of Directors.

14. EVALUATION METHODOLOGY

In September of 1984, Development Associates, Inc. completed an evaluation of the AID funded elements of APROFAM, the IPPF affiliate in Guatemala. The scope of work asked that the evaluation make recommendations for improving administrative management and programmatic procedures. Certain areas where APROFAM's performance was generally perceived as requiring up-grading and reorganization were singled out for special attention, e.g. training, I.E.C. (Information, Education and Communication), long range planning, cost/benefit analysis.

The evaluation team consisted of a Chief of Party with wide general experience in FP programs, an administrative/financial expert, a specialist in FP training programs and a specialist in Information, Education and Communications.

The assessment of the administrative structure of APROFAM. included a review of accounting procedures, long range planning and fund raising activities. Managers were interviewed to determine their abilities in planning, supervision, problem

identification, problem solving, efficient use of personnel and their understanding of cost/benefit analysis.

The training unit of APROFAM was evaluated in order to determine the type and quality of training offered and to determine if the training offered matched the training needs of the institution and the country. The staffing and organization of the unit were also investigated.

The I.E.C. department was evaluated to determine how the department was managed and how effective their programs and activities were. Message content, message impact and message evaluation techniques were reviewed.

Information for the evaluation was gathered by examining: AID and APROFAM project documentation and letters of implementation; APROFAM annual reports, personnel manuals, administrative manuals, and special studies. IE&C material reviewed included radio spots, TV spots, training curriculum and course outlines. Curriculum vitae for key APROFAM staff were also looked at to match job description and responsibilities to qualifications.

In-depth interviews were carried out at APROFAM's central clinics and offices as well as in the field. Personnel from other agencies were also contacted in order to assess the effectiveness of APROFAM training and IE&C programs. In addition, site visits were carried out throughout the APROFAM system. Audit documents and evaluations were studied as well as news clips and television footage of APROFAM publicity and media coverage.

15. EXTERNAL FACTORS

Not pertinent at this time.

16. INPUTS

The evaluation team found that major program activities would be severely curtailed without the continued support of AID during the current period of growth in service delivery within APROFAM. The major thrust of AID's population project is assistance to APROFAM for expanding its CBD contraceptive program; increased supplies of donated contraceptives; an IEC campaign using mass media; special attention to indigenous populations; and support of clinical services to promote IUD's and sterilizations. Until APROFAM is able to assume a coordination role, AID should take the initiative in coordinating and integrating the participation of the various

international funding sources for APROFAM activities. (N.B. The Mission is not in agreement with this recommendation).

The evaluation team suggested several organizational changes which would assist APROFAM managerial staff to devote their attention to long-term planning and increasing support for family planning. A Finance Unit should be established to have a focal point for achievement for cost awareness and refine financial systems and reporting. Physical space usage should be analyzed to make available space more effective in carrying out the diverse program activities. Given the scope and growth of the diverse types of training being provided, the feasibility of establishing a separate Training Unit should be explored. If the Training Unit is established, the IEC Unit would direct its attention to the design of mass media campaigns, educational materials, and communications with the public.

#### 17. OUTPUTS

Although the outputs per se were not measured, several recommendations by the evaluation team would impact on the quality of the programmed outputs. The team found that training at APROFAM was generally of high quality but there is a need to establish a balance between quantity and quality. Personnel from the training program should participate with clinical services personnel in reviewing the current status of family planning technologies to determine the most appropriate informational content for each level of trainers. Additional training should be provided for IEC staff in the design of mass media campaigns.

The team found that the variety and quantity of IEC materials being produced by APROFAM were not keeping pace with projected needs. Various approaches were suggested which would assign some of the material preparation to outside agencies while the IEC staff concentrated on the evaluation and acceptability of the materials used.

#### 18. PURPOSE:

The purpose of the evaluation was to make recommendations to improve the administration and management of the AID funded elements of APROFAM. This evaluation did not nor was designed to address the project purpose or measure project progress. The evaluation was used as a tool to help APROFAM improve their overall performance.

19. GOALS/SUBGOAL

Not pertinent at this time.

20. BENEFICIARIES

The main beneficiary of this evaluation is APROFAM. However by having a more efficient and better managed institution, an estimated 150,000 actual and potential family planning users would also benefit.

21. UNPLANNED EFFECTS

Not pertinent at this time.

22. LESSONS LEARNED

Not pertinent at this time.

23. SPECIAL COMMENTS OR REMARKS

The evaluation report made clear that APROFAM has serious problems in using long range planning as a management tool. This is one area in which the AID Mission desires to see improvement. The report also pointed out APROFAM's weakness in generating income and the need to reorganize the administrative structure of the institution with the accompanying personnel adjustments. It was also recommended that the IEC function be reorganized and improved.