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INTRAH

Trip Report

0-359

Travelers: Mr. Ray Baker, INTRAH Associate
Director for Administration
Ms. Lynn Knauff, INTRAH Deputy
Director

Country Visited: PHILIPPINES

Date of Trip: March 25 - April 3, 1987

Purpose: To conduct final financial and
program review of IMCH contract,
prepare for audit, and conduct
project development with IMCCSDI.

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LIST OF ABBREVIATIONS

AIM	Asian Institute of Management
GOPI	Government of Philippines
IMCCSDI	Integrated Maternal Child Care Services Development, Inc.
IMCH	Institute of Maternal and Child Health
NGO	Non-Government Organization
PCF	Population Centre Foundation
POPCOM	The Commission on Population
TOT	Training of Trainers

EXECUTIVE SUMMARY

A final financial review of the IMCH contract and preparation for an audit were made during the period March 25-April 3, 1987, by Mr. Ray Baker, INTRAH Associate Director for Administration, and Ms. Lynn Knauff, INTRAH Deputy Director, who was en route from the Asia Technical Advisory Committee meeting in Bangkok. Discussions about contract activities were held with USAID's Population Office staff, Dr. Fé del Mundo and Dr. Flora Bayan of IMCH, Dr. Perla Sanchez, formerly the Executive Director of IMCH, and Ms. Ester Sy-Quimsiam, Executive Director of POPCOM.

In preparation for the audit, the IMCH fiscal records were randomly reviewed and inventoried. Arrangements were made with Carlos Valdez and Company (Coopers and Lybrand Affiliate, Manila) to take custody of the nine volumes of fiscal records and to accomplish the audit when authorized by INTRAH. IMCH refunded US \$16,774.40, the outstanding balance of cash advanced.

Ms. Knauff and Mr. Baker held project development discussions with Dr. Sanchez and staff of the Integrated Maternal Child Care Services and Development, Inc. (IMCCSDI), in anticipation of a contract with IMCCSDI for trans-regional training and a limited scope of in-country training. Three proposals and budgets were prepared.

Discussions were also held with the Population Centre Foundation on continuing education in family planning for nurses through audio cassettes, with Ms. Helen Chavez (by telephone) of the Family Planning Organization of the Philippines regarding USAID's request for AID support of her training in Santa Cruz, September 14-November 6, and with Professor M. Lopez of the Asian Institute of Management concerning development of a management component for the Interregional Clinical Skills training course.

A briefing, several meetings and a debriefing were held at USAID/Philippines.

Mr. Baker departed for Sri Lanka on April 4; Ms. Knauff left for the U.S. on April 3.

SCHEDULE OF ACTIVITIES

Monday
March 23 Ms. Knauff arrived from Bangkok at 2 p.m.

Tuesday
March 24 Mr. Baker arrived from the U.S. at 10 p.m.

Wednesday
March 25 Briefed at USAID/Philippines with Mr. Ed Muniak, Ms. A. de los Santos and Ms. Enrica Aquino.

Met at IMCCSDI with Dr. Perla Sanchez.

Thursday
March 26 Met at IMCH with Dr. del Mundo, Dr. Flora B. Bayan, and Mr. Muniak.

Met at USAID/Philippines with Mr. Ed Muniak.

Friday
March 27 Met at USAID/Philippines with Mr. Ed Muniak.

Met at Coopers and Lybrand with Ms. Erlinda Abrigo.

Monday
March 30 Met at IMCCSDI with Dr. Perla Sanchez and IMCCSDI staff.

Telecon with Ms. Helen Chavez of Family Planning Office Organization of the Philippines. (Knauff)

Telecon with Miss Muhuhu in Papua New Guinea. (Knauff)

Tuesday
March 31 Met at IMCCSDI with Dr. Perla Sanchez.

Wednesday
April 1 Met at POPCOM with Ms. Ester Sy-Quimsiam, Executive Director.

Met at USAID/Philippines with Mr. Ed Muniak and staff members.

Met at IMCCSDI with Dr. Sanchez.

Thursday
April 2 Met at Carlos Valdez, Auditors. (Baker)

Met at Population Centre Foundation with Ms. de Guzman and Ms. Go. (Knauff)

Met at IMCCSDI with Ms. Feliciano Eraldo. (Baker)

SCHEDULE (cont.)

Met at Asian Institute of Management with Professor Lopez and Dr. Sanchez. (Knauff)

**Friday
April 3**

Debriefed at USAID/Philippines with Mr. Ed Muniak and staff.

Met at IMCH with Ms. Eraldo. (Baker)

Met at IMCCSDI with Dr. Sanchez. (Baker)

Ms. Knauff departed for U.S. at 4 p.m.

**Saturday
April 4**

Mr. Baker departed for Colombo, Sri Lanka.

I. PURPOSE OF TRIP

The purpose of the visit was to conduct a final financial review of the IMCH contract, and to prepare for an audit of the contract, which is to terminate on April 30, 1987.

II. ACCOMPLISHMENTS

- A. The IMCH financial records were reviewed on a sample basis and were subsequently delivered into custody of the accounting firm of Carlos Valdez and Company.
- B. Arrangements were made for INTRAH to send additional material and authorization for Carlos Valdez and Company to conduct an audit of the fiscal records.
- C. The outstanding cash balance of US \$16,774.40 was refunded to UNC/CH.
- D. Discussions about IMCH's current program status and program plans were held with Dr. del Mundo and Dr. Flora Bayan.
- E. Discussions about the national program and potential contributions of IMCH and IMCCSDI were held with Ms. Ester Sy-Quimsiam, POPCOM Executive Director, and with USAID's Population staff.
- F. Discussions were held with the Population Centre Foundation regarding possible INTRAH collaboration in development of audio cassettes for continuing education in family planning for occupational health nurses working in factories and industries.

A discussion was held with Ms. Helen Chavez, Program Officer, Family Planning Organization of the Philippines, regarding her objectives related to a U.S.-based management course.

7. Discussions were held with staff of the IMCCSDI on the following subjects:
 - a. inter-regional training
 - b. staff development
 - c. in-country training for pharmacists, self-employed midwives, and clinical preceptorsBudgets were developed for (a), (b), and (c), and proposals were developed for (c).

8. A discussion was held with Professor M. Lopez, Asian Institute of Management (AIM), concerning AIM-assistance to strengthen the management component of clinical team training.

III. BACKGROUND

INTRAH has provided financial and technical support to the IMCH since January 1985, through a contact which is to terminate on April 30, 1987.

Details of visits and technical assistance will be found in the following trip reports:

#0-05	Knauff	November 12-16, 1984
#0-43	Muhuhu	February 9-12, 1985
#0-100	Brancich	June 1-14, 1985
#0-149	Murphy, et al.	August 5-22, 1985
#0-101	Lea, Knauff	Sept. 28-Oct. 4, 1985
#0-102	Brancich, et al.	November 1-30, 1985
#0-156	Walter	January 3-30, 1986
#0-99	Veney, et al.	May 9-24, 1986
#0-218	Murphy, et al.	May 11-June 10, 1986
#0-378	Lea, Dennis	September 9-14, 1986
#0-286	Knauff, Brown	November 8-14, 1986
#0-357	Veney	Nov. 18-Dec. 5, 1986

IMCH staff development has been supported by INTRAH as follows:

U.S.-based Advanced TOT, January 22-February 8, 1985
In-country TOT for field preceptors, April 8-17, 1985
U.S.-based course sequence in evaluation and management, May 20 to July 24, 1985
Africa-based observation of Regional Visual Communications Workshop, August 5-22, 1985
Regional TOT for field preceptors, January 6-24, 1986
In-country field preceptors' basic course, March 10-21, 1986
In-country integrated visual and group communications workshop, May 19-June 6, 1986
Evaluation workshop, November 17-December 5, 1986

INTRAH has also supported regional and inter-regional training conducted by IMCH:

- ° Inter-regional Clinical team training April 29-June 7, 1985
- ° Inter-regional NFP/TOT, November 11-29, 1985
- ° Inter-regional Clinical team training, July 14-August 23, 1986
- ° In-country orientation seminars (2) for pharmacists, September 1986

In order to extend the technical capability of IMCH, Somalia, Nigeria and Papua New Guinea obtained technical assistance from IMCH staff, as follows:

Somalia: Ms. A. Eduarte for training update

Nigeria (Benue State): Dr. P. Sanchez for co-training during 5-day Contraception/ORT Update Workshops

Papua New Guinea: Ms. A. Eduarte and Dr. C. Qiutevis for needs assessment

Papua New Guinea: Ms. A. Eduarte for participant follow-up and project development

In January 1987, the training staff and other personnel from IMCH terminated their employment and joined Integrated Maternal and Child Care and Social Development, Inc. (IMCCSDI). In view of this change and the impending termination date of the IMCH/INTRAH contract, this visit was scheduled.

IV. DESCRIPTION OF ACTIVITIES

USAID/Manila

Several discussions were held with Mr. Muniak, Ms. Aquino and Ms. de los Santos as a result of the confusing and rumor-laden aspects of national family planning policy, program and operations, generally, and more particularly with those which had impact on and concerned IMCH and IMCCSDI.

There had been little progress in development of a USAID-assisted program since the visit of Ms. Knauff and INTRAH Program Officer Ms. Maureen Brown in November 1986 (Trip Report #286), and it is not anticipated that USAID will play as major a role in family planning as it has in the past. There is no 1987 implementation plan; the current bilateral project has been extended to December 31, 1987. USAID's thinking is currently directed towards support of NGOs, as directly as can be managed. In this regard INTRAH was requested to discuss possible projects with IMCH and IMCCSDI.

The team was told that no population policy had been formulated by the Aquino government, but POPCOM continued to be the coordinating body for POP/FP and was still attached to the Department of Social Welfare and Development. Ms. Ester Sy-Quimsiam had been appointed Executive Director.

With regard to the situation of IMCH and IMCCSDI, the INTRAH team was told that relationships were acrimonious and worsening: legal procedures were to be instituted against Dr. Perla Sanchez, equipment and supplies were taken by IMCH from three clinics that had joined IMCCSDI, and there were anecdotal reports of

salaries being withheld from and coercion used with former IMCH employees who had joined IMCCSDI.

USAID's central interest was in maintenance of clinical services and supplies through IMCH and IMCCSDI, yet there was great difficulty in verifying the number and location of clinics which were in the IMCH and IMCCSDI service networks.

At the time of the debriefing, rumors were rife and ripe, contributing to an already intricate web of insider information and innuendo.

Institute of Maternal and Child Health (IMCH)

Two meetings were held at IMCH. The first was attended by the INTRAH team, Mr. Muniak, Dr. del Mundo, founder of IMCH, and Dr. Flora Bayan, Executive Director. The INTRAH team explained the purpose of the meeting as related to financial documentation.

The team was told that no financial records relating to the INTRAH contract were available at IMCH. In fact, IMCH was "bereft of manpower, the supply room was empty, and more than 50% of the papers were gone," according to Dr. del Mundo.

With regard to training capacity, there were no former IMCH trainers on staff; however, IMCH was reportedly still accredited as a clinical training organization by POPCOM (this was later confirmed by Ms. Sy-Quimsiam). Dr. Bayan stated that it would be "easy to reconstitute a training team," recruiting through the Ministry of Health and to-be-retrenched POPCOM employees. She had obtained the consultancy services of Mrs. Leonore Samora and Ms. V. Reyes (Chief of

Health Manpower at the MOH) to reconstitute a training unit.

Dr. del Mundo reflected on her reasons for wanting to keep IMCH "alive": "either out of sentiment or need." She claimed that Dr. Sanchez's resignation as Executive Director had not been accepted, pending the settlement of financial and logistical matters, but that Dr. Bayan was attempting to establish a clinical service network and training capability. IMCH had submitted a carry-over proposal to POPCOM, which if accepted would support clinical services and training. Dr. del Mundo disavowed any but recent knowledge of and any support for the three training proposals (pharmacists, clinical preceptors and self-employed midwives) developed by the former training staff and submitted by IMCCSDI.

The second meeting was between Mr. Baker and IMCH staff members Dr. Cecelia Mina, Medical Coordinator, Ms. Tomasa B. Lazam, Administrative Services Chief and Ms. Norma Calimquim, Secretary. Copies of all eleven financial reports from IMCH, prepared from UNC/CH records and covering the period April 8, 1985-January 31, 1987 were delivered. In addition, Mr. Baker provided a copy of Dr. Sanchez's April 2, 1987 letter to INTRAH which refunded US \$16,774.40. The IMCH staff was informed that this payment fully completed the accounting for the US \$234,060 that had been advanced to IMCH. They were also informed that INTRAH intended to have all the fiscal records delivered to the firm of Carlos Valdez, where the records would be available to the appropriate staff of either IMCH or IMCCSDI.

The Commission on Population (POPCOM)

The INTRAH team experienced difficulty in obtaining an appointment with Ms. Ester Sy-Quimsiam, but was able, after one week of attempts, to meet with her for two hours.

The purpose of the meeting was to learn the status of three proposals that had been submitted by IMCCSDI. (Without POPCOM endorsement of the proposals, INTRAH, under POPCOM guidelines, could not fund them.) Among disclosures made by Dr. Sy-Quimsiam were the following:

1. IMCCSDI was not endorsed as a POPCOM participating agency because several "papers" had not yet been submitted.
2. In view of (1), the three proposals submitted by IMCCSDI had no standing.
3. IMCH continued to be accredited as a training organization despite the lack of a training team because "the mother organization--the children's Medical Center" had training personnel who could "easily" be seconded to INTRAH.
4. POPCOM continues to be empowered with coordinating responsibilities which include:
 - a. the processing and endorsement of proposals, whether for in-country, regional or inter-regional training and whether they are for governmental or non-governmental implementation.
 - b. concurrence with nominees/candidates for short and long-term training outside of the Philippines: this applies to governmental and non-governmental personnel.
 - c. POPCOM will be involved in the regional and inter-regional training funded by external agencies.

It should be noted that (a), (b) and (c) above are additive of earlier statements made by POPCOM and represent a change in policy with which USAID/Philippines did not agree.

5. The POPCOM will put heavy emphasis on the MCH-related content of family planning as it applies to training curricula, IE&C, and service delivery.

The INTRAH team was directed to work with IMCH-- "they are the ones who are comfortable with [POPCOM]"-- we should "sit down with a legitimate organization."

Ms. Knauff gave Ms. Sy-Quimsia a letter and proposal, sent to INTRAH Director Dr. James Lea from the Apayo Community Learning Center, which she photocopied and promised to bring to the attention of the POPCOM Region II Officer, Mrs. Mia Ventura.

Integrated Maternal Child Care Services Development, Inc. (IMCCSDI)

The INTRAH/IMCH contract's financial records were housed at IMCCSDI, a sensitive point with IMCH and of concern to INTRAH. As quickly as possible, Mr. Baker and Mr. Generosos Naguit, IMCCSDI accountant, reviewed, inventoried and organized all the fiscal records. Mr. Baker made a sampling check of the vouchers and supporting documents to assess their condition for audit. After this, arrangements were made with Ms. Erlinda Abrigo, Partner, Carlos Valdez and Company, to take custody of the nine volumes of records and, upon receipt of written authorization from INTRAH, to conduct an audit and report the findings to IMCH and UNC/CH.

Three proposals and budgets were prepared during the INTRAH team's visit, and will be formally submitted by IMCCSDI to INTRAH after endorsement from a GOP entity. They will also be circulated to USAID/Philippines. The proposals call for

1. orientation of 100 pharmacists
2. training of 36 clinical preceptors
3. training of 16 self-employed midwives

A proposal for inter-regional clinical team training will be prepared as a means to continue offering this course under the direction of the experienced trainers now at IMCCSDI.

Because of uncertainty regarding actual policy about the extent of POPCOM's authority in approving proposals submitted by NGOs to Cooperating Agencies, whether and how these proposals will be implemented are not entirely clear. It is hoped that USAID/Philippines will provide guidance on this matter to IMCCSDI and INTRAH.

Population Centre Foundation (PCF)

Ms. Knauff met with Ms. Aurora Sileyán-Go, Ms. Nora de Guzman and other staff of PCF in response to their request for a discussion of a preliminary proposal to use the medium of audio cassettes to provide continuing education in family planning to nurses working in factories and industries.

Several years ago INTRAH (Ms. Knauff and Ms. Emily Lewis) had worked up an idea for use of audio cassettes for contraceptive updates and a newsletter, and had discussed possibilities with Dr. Yolande Mousseau-Gershman. However, INTRAH has not pursued implementation. Thus, the interest of PCF has raised the possibility once again of moving this idea a step forward.

As much as could be recalled of the information obtained during the Knauff/Lewis exploration was shared

with PCF. However, PCF must determine whether they can absorb the developmental costs for a pilot study. Ms. Knauff offered INTRAH technical assistance through Dr. Yolande Mousseau-Gershman should PCF decide to undertake a study, and requested that PCF contact INTRAH should technical assistance be required.

Asian Institute of Management (AIM)

Ms. Knauff, Dr. Sanchez and Professor Lopez (formerly of POPCOM) met to discuss how AIM might assist in strengthening the management component of the clinical teams' training to be conducted by IMCCSDI. Currently, management is a very minor theme of this training, and it has been recommended that it be a more prominent aspect. No one on the IMCCSDI training staff is able to design and conduct management training; thus, AIM seemed a likely prospect because of Professor Lopez's previous employment at POPCOM and AIM's reputation in short and long-term training in management.

Professor Lopez agreed to help IMCCSDI and requested from Dr. Sanchez an inventory of common management problems experienced by past clinical team participants. He also agreed to discuss financial management training possibilities with IMCCSDI, a potential regional or inter-regional course for the deputies to senior accountants.

A point to keep in mind is that unless Dr. Lopez can reduce AIM's fees, neither INTPAH nor IMCCSDI can afford AIM.

V. RECOMMENDATIONS

1. After processing the cash refund, INTRAH should advise IMCH that this action closes the cash account.
2. Carlos Valdez and Company should be authorized to audit those IMCH records pertaining to the UNC/CH subcontract and furnish copies of findings to IMCH and UNC/CH.
3. INTRAH should keep apprised of POPCOM policy and other changes through Mr. Muniak at USAID/Philippines, so that future INTRAH assistance can be properly guided.
4. INTRAH will await proposals from IMCCSDI and PCF. IMCH also indicated that a proposal would be submitted.
5. Although it is possible that IMCH will submit a proposal to INTRAH, until there is observed, demonstrable and effective training capacity and capability, INTRAH should defer favorable action on an IMCH proposal.

APPENDIX A

PERSONS CONTACTED/MET

USAID/Philippines

Mr. Ed MUNIAK, Population Officer
Ms. Arlene DE LOS SANTOS, Population Program Officer
Ms. Enrica AQUINO, Population Program Officer

Population Commission

Ms. Ester SY-QUIMSIAM, Executive Director

Institute of Maternal and Child Health (IMCH)

Ms. Asuncion EDUARTE
Ms. Feli ERALDO
Dr. Chita QUITEVIS
Dr. Aida SEGARRA
Ms. Tonnnette TEJANO
Mr. Generoso NAGUIT, Accountant

Population Centre Foundation

Ms. Aurora SILEYAN-GO, Director, Program Division
Ms. Nora DE GUZMAN, Training Director

Family Planning Organization of the Philippines

Ms. Helen CHAVEZ, Program Officer

Carlos J. Valdez and Company (auditors)

Ms. Erlinda A. ABRIGO, Partner

Other

Dr Perla SANCHEZ, Integrated Maternal Child Care Services
Development, Inc. (IMCCSDI)
Ms. Shirley GIDEON, Family Planning Training Coordinator,
Department of Health, Papua New Guinea
Miss Pauline MUHUHU, INTRAH/ESA Director
Mrs. Grace MTAWALI, INTRAH/ESA Regional Training Officer
Mr. P.E. BALAKRISTINAN, Association for Voluntary
Surgical Contraception (AVSC), Dhaka, Bangladesh
Ms. Nancy KISH, AVSC, Dhaka, Bangladesh
Dr. M. LOPEZ, Professor, Asian Institute of Management