

**PROJECT ASSISTANCE COMPLETION REPORT**

<b>Project Title:</b>	Family Health Center
<b>Project Number:</b>	693-0212
<b>Total Obligations:</b>	\$1,277,999
<b>First Obligation:</b>	1977
<b>Final Obligation:</b>	unknown
<b>Country:</b>	Togo
<b>Final Evaluation:</b>	none
<b>PACD:</b>	December 31, 1985

**I. Introduction**

The Togo Family Health Center (TFHC) project began in September, 1977 and ran through December 1985. The project was implemented by USAID, the GOT and several Togolese construction contractors.

The purpose of the project was to provide improved delivery of family planning and health services in Togo. The TFHC project covered the cost of construction of the Togo Family Health Center, provided its basic equipment, limited technical assistance, secretarial services and commodities in support of project activities.

**II. Contributions of the Parties**

The total cost of the project was \$1,021,069 furnished by USAID. This cost represents final total expenditures. The difference between final expenditures and the total obligated amount noted above was de-obligated following the end of the project.

**III. Implementation**

The construction of the Family Health Center was delayed by more than two years due to several factors including: difficulties in finding an appropriate contractor, the decision to build the center in the World Health Organization Regional Training Center compound (a different location than was originally planned), and the long negotiations with the Ministry of Health over the structure and function of the project. Construction of the Center was finally completed in July 1982. Minor changes were made and construction deficiencies were corrected during the next two years. Final payment was made to the construction contractors in March 1984.

By July 1983, the Center was fully equipped, and training courses began in October 1983. Funding for training courses at the center was provided through a separate USAID grant awarded to Family Planning International Assistance (FPIA). This grant, which was associated with the TFHC project, provided for the development of a basic training curriculum to be used by the Center.

#### IV. Accomplishment of Project Objectives

The project successfully achieved its primary purpose of building the Togo Family Health Center, albeit two years later than planned. In his Final Inspection of the Health Center the REDSO/WA Chief Engineer described the Center as "attractive, well coordinated to the existing buildings and entirely appropriate in design. It will serve the purpose for which it was intended."

The Center was fully staffed with qualified training and administrative personnel. The personnel included three educational facilitators, (a nutritionist, a midwife, and a nurse), an administrative coordinator, and a technical coordinator.

#### V. Lessons Learned

- The project design and proposed inputs were not clearly understood by both parties to the agreement at the beginning of the project. Issues pertaining to the use of the new facility were not clearly resolved before the project began, resulting in some confusion surrounding the Center's purpose. Construction plans were drafted before the facility's activities were theoretically designed. Agreements on the use of the physical facilities between USAID, the GOT, and WHO should have been more clearly shared between all parties. Disagreements on use and design factors significantly delayed construction.

- Inadequate time was allowed for discussion between USAID and the host country on the project purpose and goals. A substantial length of time was necessary even after the project agreement had been signed to reach consensus on a number of important issues, resulting in prolonged delays in project start-up.

#### VI. Financial Close-out

Project Authorized Amount (LOP)	\$1,278,000
Total Obligations	1,277,999
Total Expenditures	1,021,069
Total De-obligations	<u>256,930</u>
Project pipeline	0

A. M. Clark  
Sarah C. Clark  
A.I.D. Representative

2/17/93  
Date

Clearance:

Paul Ehmer, HPDO

Paul M. Ehmer

Date 2/19/93

John Grant, PROG

John Grant (B)

Date 2/18/93

2