

IDA: 2-513  
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# The Enterprise Program

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## TRIP REPORT: BOLIVIA (#5)

OCTOBER 15-24, 1989

CONTRACT No. AID/DPE-3034-C-50572



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## FOREWORD

Approximately one-third of all couples in the developing world are unprotected from unplanned pregnancies. Governments and donors alone cannot possibly meet the vast demand for family planning services. The private sector, particularly the for-profit sector, must be encouraged to participate more fully in the provision of family planning. In many countries, the potential of the private sector in this area remains virtually untapped.

The Enterprise Program was established in late 1985 to respond directly to this challenge. The Program's resources assist private sector profit-making entities, and to a limited extent, non-profit organizations in developing countries, to initiate or augment their own high quality, voluntary family planning services. Strong emphasis is placed on encouraging the private sector to assume the recurrent costs of providing family planning services.

The primary focus of Enterprise work is implementing collaborative private sector family planning programs in AID-assisted countries on a subcontract basis. Subprojects cover a range of activities from feasibility studies for new business ventures to start-up support for actual delivery of in-plant or community-based family planning services. Enterprise-funded subprojects basically offer three, often overlapping approaches to family planning: 1) collaborative "employee-based programs" with for-profit groups; 2) collaborative work with NGO/PVOs to improve their self-sustainability and 3) support for new business ventures in family planning. Enterprise has established over 75 subprojects in Africa, Asia and Latin America.

In addition to subproject activities described above, Enterprise staff and consultants have provided technical assistance to numerous organizations and USAID Missions in the area of developing and improving private sector family planning efforts.

Training and human resource development is also an Enterprise priority. To this end, Enterprise has developed three training modules -- "Developing Company-based Family Planning Services", "Assessing Your Organizational Assets: A Manual for Managers of Private Voluntary Organizations Involved in Family Planning" and "Achieving Financial Self-reliance" -- and has conducted numerous country and/or regional training workshops.

Funded by the United States Agency for International Development (Contract Number AID-DPE-3034-C-00-5072), The Enterprise Program is managed by John Snow, Inc. of Boston, Massachusetts, an international health consulting firm, in collaboration with Birch and Davis Associates, The Coverdale Organization and John Short and Associates.

**THE ENTERPRISE PROGRAM**  
**Contract No. AID/DPE-3034-C-50572**  
**Trip Report: Bolivia (#5)**

**Traveler:**  
Maria Busquets-Moura

**Dates of Trip:**  
October 15-24, 1989

**Project CTO:**  
Jennifer Adams

**Places Visited:**  
La Paz  
Cochabamba  
Oruro

**I. EXECUTIVE SUMMARY**

During October 15 through 24, Ms. Busquets-Moura, Bolivia country monitor, and Ms. Lisa Howard-Grabman, JSI representative in Bolivia, met with representatives of two Enterprise subprojects, Centro de Investigaciones Sociales (CIS) and Empresa Nacional de Ferrocarriles (ENFE). They also conducted site visits to Cochabamba and Oruro to visit CIS associated family planning clinics.

The ENFE/Enterprise account with Coopers & Lybrand was closed and the balance was returned to JSI. Several meetings were held with representatives of Berthin Amengual and Associates to discuss the ENFE audit performed in June, 1989 and the CIS audit currently underway.

The objectives of the trip were to: a) update the status of the ENFE subproject; b) close out the CIS subproject; c) introduce Lisa Howard-Grabman to Enterprise subprojects and activities in Bolivia; and d) participate in the USAID sponsored family planning workshop.

Enterprise activities with ENFE had been suspended in July as a result of an audit which reflected irregularities in the use of Enterprise funds. As a result of the trip ENFE, USAID, and Enterprise identified steps to be taken in an effort to comply with regulations that would permit continuation of the project.

Meetings with the CIS Executive Director and staff members allowed Enterprise to analyze the three-year project, collect statistical information, and discuss lessons learned.

Ms. Busquets-Moura participated the first day of a three-day workshop sponsored by USAID. It provided an opportunity to meet other contractors and Bolivian PVOs in addition to discussing USAID's overall strategic plan for Bolivia.

## II. OBJECTIVES

The objectives of this trip were to:

- (1) Meet USAID/Bolivia personnel and update them on Enterprise activities.
- (2) Finalize close-out procedures for the CIS project.
- (3) Discuss the current status of the ENFE project and follow up on the results of an internal investigation.
- (4) Participate in a USAID sponsored family planning workshop.
- (5) Close out Enterprise/ENFE account with Coopers & Lybrand.

## III. ACTIVITIES AND FINDINGS

### 1. ENFE

#### A. BACKGROUND

The Empresa Nacional de Ferrocarriles (ENFE) Project in Bolivia is a 27-month project which started on January 10, 1988, and is scheduled to end on March 31, 1990. The purpose of the project is to improve the health and welfare of the 24,000 ENFE employees and dependents, and the approximately 150,000 community members in rural communities along the western railroad line. The initial ENFE staff members responsible for overseeing the project were Mr. Abraham Monasterios, the Project's Director, and Mr. Jimmy Sadud, the Project's Coordinator.

On February 10, 1989, there was a major shake up within ENFE unrelated to Enterprise Project activities. Mr. Monasterios and Mr. Sadud were among a number of senior managers fired, including the Director General of the entire railroad, due to the breakdown of a pact between two major political parties, the ADN, which controlled ENFE, and the MNR. These key staff members were replaced by MNR party members Mr. Guillermo Vega Duran, who became the new Project Director, and Dr. Rosario Campero, the new Project Coordinator.

In March 1989, when we were informed of the ENFE change in personnel, we commissioned an external audit as part of normal procedures. The audit, which was carried out by Berthin, Amengual and Associates, an affiliate of Ernest & Young, examined all financial transactions through March 31, 1989. The summary audit report indicated that some irregularities had taken place under ENFE's former management and that approximately \$14,058 were unaccounted for. At the same time, ENFE's new administration began to uncover certain

irregularities, including payment of materials that were never delivered by the vendors and the disappearance of most of the JSI/ENFE files.

Based on the results of the audit and the irregularities uncovered by the new administration, Mr. Vega established an ENFE legal commission to investigate the sequence of events and the severity of the project's alleged embezzlement of Enterprise funds. The purpose of the commission was to determine how ENFE's former management was able to defraud the project so that such an occurrence could be prevented in the future. Mr. Vega also assigned a staff member to follow up on the missing materials.

USAID/La Paz immediately requested an investigation by the Inspector General and AID/Washington asked Enterprise to temporarily suspend all activities with ENFE until an acceptable solution could be found.

On July 18, 1989, JSI President Mr. Joel Lamstein sent a letter to Mr. Vega informing him of the results of the audit and requesting he prepare a plan of action outlining ways in which ENFE could repay the loss through a combination of in-kind and monetary contributions. Mr. Vega confirmed receipt of the letter and promised to follow-up with recommendations.

In September, a new pact between the ADN and the MIR helped re-establish the ADN's presence and power within ENFE. All MNR affiliated senior staff were fired and Mr. Monasterios and Mr. Sadud were re-hired by ENFE and appointed to new positions. Mr. Monasterios is now the Deputy Director General (the number two man at ENFE) and Mr. Sadud is the Director of the ENFE Training Institute.

## B. ON-SITE ACTIVITIES AND FINDINGS

Before meeting with ENFE representatives, Ms. Maria Busquets-Moura, Bolivia Project Monitor, spoke with Dr. Ramon Morales Fernandez, the attorney who headed the ENFE commission established by Mr. Vega. According to Dr. Morales, the commission had ended the investigation due to lack of proper documentation, in-house personnel resources, and technical skills needed to conduct an audit of the project.

Ms. Busquets-Moura and Ms. Lisa Howard-Grabman, the in-country JSI representative, visited ENFE headquarters six times during this two-week period. The first and most important meeting was held on October 17th. The three ENFE staff members present were: Abraham Monasterios, Jimmy Sadud, and Freddy Arespi. Mr. Arespi, who was the former assistant to Jimmy Sadud, is currently assistant to Mr. Carlos Gutierrez, ENFE Industrial Relations Director and one of the new staff members responsible for the Enfe-Enterprise subproject.

After initial introductions and a general discussion of the sensitive issues at hand, Enterprise requested two specific items: 1) a written document with the results and recommendations of the ENFE commission that investigated the irregularities uncovered by the audit; and 2) a plan of action aimed at

correcting these irregularities. Several letters were presented by ENFE at a subsequent meeting indicating the results of the investigation. (See Appendix I) These document Mr. Morales' conclusions. In terms of a plan of action, they did not admit irregularities took place and argued that the negative results of the audit were due to:

1. The auditors never requested any documentation or help while conducting the audit, therefore a lack of documentation led to incorrect conclusions.

2. It was not in the MNR's best interest to cooperate with the auditors. A guilty verdict of misuse of funds under the ADN administration would have been politically desirable for the MNR.

3. The audit firm results were politically motivated. ENFE, however, was unable to substantiate this statement.

The ENFE staff members assured us that the alleged irregularities had never taken place and offered to go out into the field to prove the "missing" materials had been used for the remodeling of the car. Enterprise arranged a meeting with USAID, La Paz, to discuss ENFE's offer and determine what steps could be taken to solve the current impasse while still complying with AID and Enterprise regulations.

Towards the end of the meeting, Mr. Monasterios assured us of his interest in the project, pledged his whole-hearted support, and asked Mr. Sadud and Mr. Arespi to resolve any discrepancies so that we could continue with the project.

At the Enterprise representative's request, ENFE agreed to follow-up on the whereabouts of the personnel trained in December of 1988 for service delivery in the mobile unit to ascertain their interest and availability to work.

#### C. ENFE/USAID/ENTERPRISE MEETING

This initial meeting, scheduled for October 18, with Mr. Paul Hartenberger at USAID, was not held until October 19. (The ENFE representatives arrived without the proper identification and were therefore denied admission to USAID offices).

During the October 19 meeting the following persons were present: Mr. Paul Hartenberger, Ms. Elba Calero Mercado, Mr. Fred Janssens, Ms. Denise C. de Fernandez, Mr. Abraham Monasterios, Mr. Jimmy Sadud, Mr. Carlos Gutierrez, Mr. Freddie Arespi, Mr. Eduardo Barea, Ms. Lisa Howard-Grabman and Ms. Maria Busquets-Moura.

During the 90 minute meeting, the following stages were identified and agreed to by all parties:

1. The audit firm of Berthin, Amengual & Associates would be contacted and requested to return to the field. The auditors, in collaboration with an ENFE staff member, would identify the whereabouts of the missing materials, which total approximately \$9,500.
2. Unauthorized salaries and per diem totalling approximately \$4500 would be investigated by Enterprise and a decision would be made as to the validity of the disbursements made by Coopers & Lybrand.
3. Upon completion of steps 1 & 2, Enterprise would restructure the project contract to reflect a modified scope of work, a new budget, and a change in delivery service responsibility.

At Ms. Busquets-Moura's written request, Mr. Monasterios authorized Berthin, Amengual & Associates to return to the ENFE railroad station and verify the initial results of their audit.

#### D. ON-SITE INSPECTION OF THE MOBILE UNIT

Two site inspections took place on October 18th and 19th, 1989. A roll of film was shot during the second visit but due to an unfortunate oversight, the camera was inadvertently left in a taxi cab. The last available photographs taken by Enterprise staff accurately reflect the status of the railroad car. Some minor modifications, noted below, have taken place.

The railroad car is 95 percent complete. Kitchen equipment and installation make up the bulk of the material needed.

Since the last on-site inspection in June, performed by our former in-country consultant, electrical wiring has been completed, and a shower head and finishing strips have been installed throughout the car. Both generators, which are usually kept locked, were displayed. We were assured they were both in working condition. They looked new and unused.

The following materials need to be bought and/or installed before service delivery may begin:

- \* Kitchen: two refrigerators, one to store medications; the other for staff use, stove
- \* medicine chest
- \* curtain to divide examining room
- \* mattresses for two bunk beds and crib
- \* installation of sink in bathroom

Boxes of UNICEF donated first aid kits and approximately 1000 oral rehydration salts, syringes, and gauze are also stored in the car.

An inventory list voluntarily supplied by Mr. Carlos Gutierrez is attached for your information. A quick but careful check showed the list to be accurate.

#### E. STATUS OF COMMODITY SHIPMENTS HELD AT CUSTOMS

The boxes from the first shipment, which contained latex gloves, are stored inside the railroad car and kept locked. We were able to verify the contents of the boxes. The second shipment, which contained contraceptives, was also released from customs, but is stored in a warehouse which is under the jurisdiction of Mr. Guillermo Vega. A letter to Mr. Vega requesting the commodities be returned to ENFE together with any other ENFE files was sent on October 17th. A copy is enclosed for your information.

#### F. MEETING WITH COOPERS & LYBRAND

Two meetings were held with Mr. Francisco Meave, his assistant, and the Coopers & Lybrand representatives responsible for disbursing money to ENFE under the ENFE/Enterprise account.

The account was closed and the balance deposited into the Enterprise account. All the original documentation in their possession was collected and handed over to Mr. Fred Janssens, USAID. Mr. Janssens will keep the documentation until a decision is made regarding the ENFE project.

#### G. CONCLUSIONS AND RECOMMENDATIONS

The negotiations that took place with ENFE during this period were productive and seemed sincere. Enterprise believes this is a very innovative and important project and would be willing to continue with it if the following prerequisites are met: 1) ENFE can prove that the results of the external audit were incorrect or is willing to repay the loss through in-kind and monetary contributions; 2) an acceptable solution can be reached regarding payment of unbudgeted salaries and per diem; 3) Enterprise's recommended more stringent internal financial controls are implemented to ensure this does not happen again; 4) the project is restructured to incorporate changes to the scope of work, budget, and responsibility for service delivery; and 5) USAID/La Paz recommends continuation of the subproject.

In addition, Enterprise must be assured that the persons under whose administration the irregularities took place will no longer be personally involved with the subproject. During our meetings with ENFE staff we were assured there would be three new ENFE staff members responsible for the project: Mr. Carlos Gutierrez, the new head of Industrial Security, an ENFE supervising physician who will be hired when the project begins, and Mr. Alfredo Gomez Garcia, the new Administrator for Industrial Relations. Enterprise representatives met with Mr. Gutierrez twice and were impressed with his professionalism and interest.



## 2. CIS

### A. BACKGROUND

The original Centro de Investigaciones Sociales (CIS) contract was signed on August 1, 1986, for \$112,070. It covered the period August 1, 1986, through February 28, 1988. An amendment extended the project an additional 18 months, through August 31, 1989, and increased the budget by \$105,468. The Enterprise Program's total contribution to CIS was \$217,538.

The objective of the original contract was to educate, motivate, and provide special family planning counseling to working women in the private, commercial and banking sectors in the four most important cities of Bolivia: La Paz, Santa Cruz, Cochabamba and Oruro. CIS was to provide an integrated model that would permit these activities and also permit a cost/benefits analysis of pregnancies among the labor force that would demonstrate to companies the possible savings of a family planning program.

The purpose of the contract amendment was to strengthen CIS involvement in advocacy and information dissemination of family planning in the private sector; determine the demand for family planning services; develop strategies for meeting the needs of potential consumers for services offered by CIS; develop CIS capacity to start up and maintain a leading role in the development and promotion of five self-sustainable family planning activities in the private sector (which would involve conducting an assessment of its organization with assistance from the Enterprise Program); and develop and implement five revenue-generating and/or cost-containment opportunities by the provision of five fee-for-service programs.

CIS headquarters are located in La Paz, Bolivia. The Project Director is Dr. Antonio Cisneros.

### B. ON-SITE ACTIVITIES AND FINDINGS

#### 1. Meetings at CIS headquarters in La Paz

The four meetings held at CIS headquarters covered the following issues: close-out procedures; the recuperation of any bank statements, reports, or general information missing from our files; overview of lessons learned; discussion and presentation of statistical information by Dr. Cisneros, and finally an overall analysis of the three-year project. Please see letter D for an overall assessment of the project.

During our meetings, in addition to acquiring the above mentioned documents, Dr. Cisneros and the Enterprise team discussed each other's concerns during the project. Dr. Cisneros was critical of Enterprise bureaucracy and complained that the late arrival of the first shipment of commodities as well as the audio-visual equipment affected the overall performance of the three regional clinics outside of La Paz. He also complained of incomplete instructions and delayed responses from JSI headquarters as well as a delay between the end of the original contract and

the approval of the extension. Enterprise expressed frustration at CIS' refusal to delegate technical responsibilities to persons trained in those fields and at CIS' refusal to follow-up on recommendations.

## 2. Verification of property log equipment

Ms. Busquets-Moura verified the whereabouts of the equipment listed on the property log and inspected it. Three out of the four TVs and two out of the three VCRs are not being used. It was suggested to the Mission that they consider trading this equipment for slide projectors and donating the TVs and VCRs to a group that could put them to use. Before this decision is made though, I suggest speaking to Dr. Cisneros to verify that they will not be used in a future project.

## 3. Site visit to Cochabamba clinic

Ms. Lisa Howard-Grabman spent a day in Cochabamba speaking with Dr. Orlando Torrico and Ms. Amalia Cardenas. Dr. Torrico seemed happy with the project and would be interested in participating in future projects with CIS and Enterprise. He will continue to provide family planning services in his clinic. A detailed report on this visit is included under Appendix IV.

## 4. Site visit to Oruro clinic

Ms. Busquets-Moura spent a day with Dr. Fernando Ayala in Oruro. He was very supportive of family planning services and is very active in his community. He felt that had Oruro been given a larger budget to work with more seminars and services could have been provided. Dr. Ayala will continue to provide family planning services in his clinic. A detailed report on this visit is included under Appendix IV.

## 5. Meeting with La Paz clinic physician

The Enterprise team met with Dr. Javier Quintanilla in La Paz. He provided medical services during the first period of the project and became the medical coordinator during the second period. In spite of some drawbacks during his time with the project, he would be interested in participating in similar activities in the future. He will also continue to provide family planning services at his clinic. A detailed report of the meeting is included under Appendix IV.

## C. MEETINGS WITH BERTHIN AMENGUAL & ASSOCIATES

Ms. Busquets-Moura and Ms. Howard-Grabman met several times with Mr. Hugo Berthin and Mr. Rene Fernandez to discuss the ongoing CIS audit. Mr. Fernandez encountered major problems in carrying out the audit due to: a) Dr. Cisneros' refusal to begin the audit until Enterprise disbursed all monies under the contract (Dr. Cisneros was eventually assured by Enterprise staff that the audit could and should take place as scheduled and that future disbursements and a request for future payables would not be affected by the audit); b) Dr. Cisneros' refusal to hand over documentation for the extended

portion of the project (Dr. Cisneros turned over the documentation after Enterprise spoke with him); c) lack of general ledgers and therefore the time and expense associated with the creation of ledgers; and d) tension created due to a lack of communication between the auditors and CIS (Enterprise arranged several meetings to assure messages were getting across and to accelerate the audit process).

Even though CIS began in August, 1986, the audit start date is December 1st, 1987. According to Mr. Fernandez, another accounting firm performed an audit from August, 1986, through November, 1987, and professional etiquette precluded them from reviewing this period.

#### D. CONCLUSIONS

CIS succeeded in carrying out the original scope of work of the first contract during the life of the project. In summary, the CIS subproject increased family planning awareness through 269 seminars held with private sector employees in Bolivia's four major cities. They reached an audience of 7,640, counseled 62% of those attending the seminars and provided family planning services to 2,688 new users or 57% of those counseled. All four clinics will continue to provide family planning counseling and services.

During the extended portion of the project, CIS tried to change its overall strategy and began charging for seminars and services rendered at the clinics. Unfortunately, only 3-4 companies requested the seminars and patients refused to pay for services at the clinics arguing that the same services were offered free of charge in government clinics. The clinics also tried to sell health "packages" to companies but again were unsuccessful. The companies refused to pay up front and CIS did not have the funds to deliver the services and wait for reimbursement. According to Dr. Cisneros, the general state of the economy precluded this new strategy from succeeding.

The latter 18 months were successful in helping CIS create a new base from which a new strategy and business mentality could be developed, but the actual reorganization of CIS and the creation of income generating projects were over and above the capabilities of the organization. Enterprise overestimated CIS' capacity to assume broader responsibilities and more financial independence. The consultant time provided and the in-house financial manager position funded by Enterprise were not filled with the original purpose in mind. The consultant, who was to help CIS develop five Proposals averaging \$16,000 each, initially worked on five proposals totalling \$500,000. The financial manager, albeit hired, was used as a technical writer. Dr. Cisneros did not feel comfortable delegating and preferred to be his own accountant, a decision which led to the absence of a general ledger, improper accounting procedures and late disbursements from Enterprise.

The CIS project is currently undergoing a routine end-of-project audit by Berthin Amengual and Associates. The audit will also include recommendations aimed at alleviating problems that stem from incorrect record keeping and the lack of an accountant.

## CONTACT LIST

### **USAID/Bolivia**

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Ms. Elba Calero  
Mr. Fred Janssens  
Ms. Denise C. de Fernandez

### **Centro de Investigaciones Sociales (CIS)**

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Ms. Carmen Cisneros  
Dr. Javier Quintanilla - La Paz  
Lic. Amalia Cardenas de Cordero - Cochabamba  
Dr. Orlando Torrico - Cochabamba  
Dr. Fernando Ayala - Oruro

### **Empresa Nacional de Ferrocarriles (ENFE)**

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Mr. Carlos Gutierrez  
Mr. Eduardo Barea

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Mr. Hugo Bertin  
Mr. Rene Fernandez

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Mr. Francisco Meave

**JSI Representative**

Ms. Lisa Howard-Grabman

## APPENDIX

1. Official report from ENFE legal commission.
2. Enterprise letter requesting authorization for audit company to return to the field and reassess original ENFE audit.
3. ENFE letter authorizing audit company to return to field.
4. ENFE letter to Mr. Guillermo Vega Duran requesting return of all Enterprise/ENFE documentation and commodities.
5. Inventory list of ENFE remodelled railroad car.
6. Field notes from four interviews held with regional CIS staff.
7. Clinic medical forms collected during visits and copy of seminar participation certificate.

SECTION 1

# Empresa Nacional de Ferrocarriles

Departamento AUDITORIA INTERNA GENERAL

La Paz, 26 de junio de 1989

Sírvase citar No. AIG.4/2/095

Señor

Lic. Manuel López Pozo,  
AUDITOR INTERNO ENFE

Presente

Señor Licenciado:

Ref: Convenio Bilateral con  
The Enterprice Program

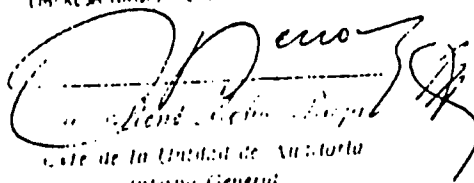
En cumplimiento a las instrucciones impartidas por Gerencia General mediante Nota Nº 13/10/636 de 11-5-89, recibida en la Unidad el 14-6-89, se servirá practicar la revisión de los documentos respaldatarios del Convenio de referencia a objeto de conocer el manejo del Programa considerando que el Proyecto "Vagón Hospital" actualmente se encuentra bajo la Dirección del señor Guillermo Vega D., Gerente de Relaciones Industriales, y la Coordinadora Dra. Rosario Campero A.

El trabajo debe ser efectuado en el tiempo mas breve posible de acuerdo a las recomendaciones del señor Gerente General, mayores referencias serán proporcionadas por la citada Coordinadora. Se adjuntan 145 fojas de las cuales 143 son fotocopias de comprobantes y algunos informes.

Esta Jefatura recomienda el estricto cumplimiento de los AG-01-89, AG-02-89 y AG-03-89 de la Contraloría a fin de evitar observaciones.

Con este motivo, saludo a usted atentamente.

EMPRESA NACIONAL DE FERROCARRILES

  
Auditor General  
Unidad de la Unidad de Auditoría  
Interna General

ADJ: Lo indicado.

RAR/rcm.



Sírvase citar Nº AIG.4/2/012/89

SEÑOR GERENTE GENERAL

INFORMA :

REF: Convenio Bilateral con  
THE ENTERPRISE PROGRAM

En cumplimiento a la Nota Nº AIG.4/2/095 de 26-6-89 y a las instrucciones impartidas por Gerencia General en Nota Nº 13/10/636 del 11-5-89, recibida en la Unidad de Auditoría Interna el 14-6-89, referente al Convenio Bilateral suscrito por la Empresa Nacional de Ferrocarriles con The Enterprise Program de EE.UU. para instalar un Vagón Hospital, se informa lo siguiente:

#### RESULTADO DEL EXAMEN

Revisado el Expediente de fojas 143 se constató que el mismo contiene únicamente fotocopias, se hizo todo lo posible para que el Ex-Coordinador del Convenio, señor Jimmy Sadud Feña, presente la documentación original y sus respectivos estados, habiéndosele concedido un tiempo prudencial. Vencido el plazo el señor Sadud presentó otras fotocopias de Documentos los que fueron devueltos por no estar de acuerdo a los Artículos números 1311 y 400 del Código y Procedimiento Civil que expresan que los documentos para descargos deben ser originales, situación que es complementada por el instructivo AG-02-89 de la Contaduría General de la República que indica "los Informes deben ser sustentados con documentos".

A fin de efectuar el trabajo en el plazo señalado, se ha entrevistado al señor Lic. Francisco Neave en las Oficinas de Cooper And Librand S.R.L. encargados del manejo en los desembolsos de fondos, el Lic. Neave indicó que los documentos originales están en poder de The Enterprise Program en EE.UU. con Auditoría Interna.

En vista de no haberse presentado documentación original o copias legalizadas que hagan fé conforme a Disposiciones en vigencia, se devuelve el Expediente del "VAGON HOSPITAL" por no proceder la Auditoría.

As cuanto se informa a su Autoridad para los fines consiguientes.

La Paz, 10 de julio de 1989

Lic. Manuel López Pozo  
AUDITOR INTERNO ENFE

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# Empresa Nacional de Ferrocarriles

Departamento: AUDITORIA INTERNA GENERAL

Lima, 11 de julio de 1989

Sírvase citar No. AIG.4/2/103

Señor

Ing. Blas Ronzón Ch.  
GERENTE GENERAL DE ENFE

Presente

Ref: Convenio con The Enterprise Program  
(Vagón Hospital)

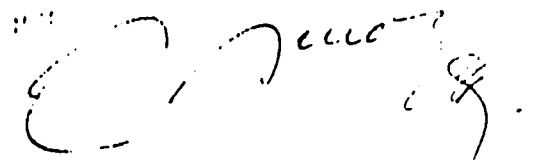
Señor Gerente:

Para conocimiento de su Autoridad, adjunto, elevo a su Despacho el Informe NO AIG.4/2/012/89 de 10-7-89 emitido por el señor Lic. Manuel López Pozo, Auditor Interno, sobre el Convenio de Referencia.

Según el Informe se indica no existir documentación -- original aspecto que no permite practicar Auditoría por cuenta el expediente que contiene 143 fotocopias no están legalizadas.

En consecuencia, no existen en la Oficina de Bienestar Social la documentación original por encontrarse éstas en poder de THE ENTERPRISE PROGRAM de E.E.U.U. con informe de Auditoría Externa conforme al Convenio.

Con este motivo, saludo al señor Gerente muy atentamente.



ADJ: Lo indicado.

R/R/rcm.

C O P I A

GERENCIA GENERAL

La Paz, 11 de mayo de 1989

Nº 13/10/636

Señor  
Lic. René Acho Rioja  
JEFE DEPARTAMENTO AUDITORIA INTERNA  
Presente

REF: AUDITORIA INTERNA

Señor Licenciado:

La Empresa Nacional de Ferrocarriles, como Entidad de Estado, ha suscrito un CONVENIO BILATERAL con THE ENTERPRISE PROGRAM, Programa de Fomento Internacional, dirigido por John Show Inc., por el que E.N.F.E. se comprometió a proporcionar UN VAGON RODANTE, equipado con material y accesorios predispuestos, para instalar "EL LLAMADO VAGON HOSPITAL", destinado a la atención primaria de salud, tanto del personal ferroviario, como de la población civil del área rural y urbana por donde circula el servicio de la Red Occidental.

Para la instalación del servicio, así como el equipamiento conforme a programa y cronograma de desarrollo, se han puñtualizado etapas a cumplir dentro de fechas tope, cuya iniciación de labores, está a cargo de la Empresa, con recursos de fomento y apoyo de Enterprise, susceptibles de rendición de cuentas promenorizada; me remito al Convenio -- suscrito.

Ahora bien, el desarrollo de la Primera Etapa, ha estado BAJO LA DIRECCION Y RESPONSABILIDAD DEL GERENTE DE RELACIONES INDUSTRIALES, Sr ABRAHAM MONASTERIOS CASTRO, BAJO LA INMEDIATA COORDINACION DEL SEÑOR JIMMY SADUD, Jefe de la División de Seguridad Industrial y Bienestar - Social, de la Administración pasada. El programa actualmente, se encuentra bajo la Dirección del actual Gerente, Sr. Guillermo Vega Durán y la Coordinadora Dra. ROSARIO CAMPERO A.

La nueva Dirección, como la misma Gerencia General, ante los insistentes pedidos, para que el Sr. Sadud devolviera la documentación, como la relación pormenorizada, así como los contratos suscritos acerca del manejo de los recursos. Remito a Ud. copias de las diferentes - cartas cursadas, que hasta el presente, no cuentan respuesta, sólo entregó parte de la documentación.

Se trata, conforme al detalle que acompaña la actual Dirección y Coordinación, del Convenio firmado y que contiene previsiones de gastos para la instalación del vagón, el costo de mano de obra, mantenimiento costo de reparaciones livianas, costo del recorrido, previsión del -- "lucro cesante", habida cuenta de ser de nuestro conocimiento, que la Dirección anterior, no habría dejado recursos, que nos permitieran -- costear siquiera los últimos detalles.

- 2 -

La Empresa, ante éstos hechos, ha resuelto iniciar todas las gestiones necesarias que permitan recuperar la documentación, como los recursos manejados; por ello encarezoo a Ud. se digne destacar a personal de su dependencia, para que en el tiempo más breve posible, se LEVANTE UN INFORME DE AUDITORIA QUE NOS PERMITA CONOCER - SOBRE EL MANEJO DEL PROGRAMA ANOTADO.

La División de Seguridad Industrial y Bienestar Social, proporcionará los datos referenciales, así como las copias y duplicados que están a su alcance, puntualizando que el sistema de emisión de fondos, fué emitido en sumas graduales por Cooper and - Librand S.R.L. según el mismo convenio.

Con este motivo, saludo a Ud. muy atentamente.

Fdo. Ing. Blas Monzón Chungara  
GERENTE GENERAL

cc: SGG. Pte.  
cc: GA. Pte.  
cc: Arch.

BMCH/

SECTION 2

Octubre 23, 1989

Señor  
Abraham Monasterios Castro  
Sub Gerente General  
Empresa Nacional de Ferrocarriles  
La Paz

Estimado señor Monasterios:

En seguimiento a la reunión llevada a cabo el viernes, octubre 20 entre ENFE/USAID / Enterprise y a fines de resolver los problemas identificados por la auditoría llevada a cabo por Berthin Amengual y Asociados, le pido autorización para que los auditores regresen al campo y traten de resolver, con la ayuda de ENFE, las discrepancias identificadas por la auditoría original.

Nos gustaria comenzar cuanto antes. Esperamos su autorización.

Atentamente

**Maria Busquets Moura**  
Administradora de  
Proyectos-Bolivia  
JSI/ENTERPRISE

**SECTION 3**

# EMPRESA NACIONAL DE FERROCARRILES

## SUB-GERENCIA GENERAL

La Paz, 24 de octubre de 1989

N / Ref. 13/8/ 1248

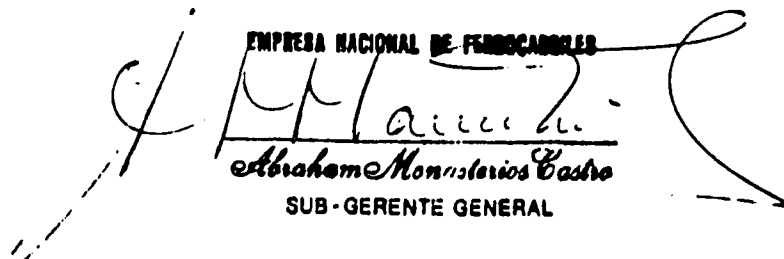
Señora  
Maria Busquets Moura,  
ADMINISTRADORA DE PROYECTOS-BOLIVIA  
JSI-ENTERPRISE  
Presente.

Señora:

Acuso respuesta a su nota fechada con 23 de octubre, mediante la cual solicita autorización para que los auditores de Berthin Amengual y Asociados regresen al campo y resuelva conjuntamente personeros de la Empresa discrepancias identificadas por la auditoría original.

A este efecto y a fin de no seguir entorpeciendo el proyecto que ya lleva suficiente retraso; la Subgerencia a mi cargo autoriza la realización de este trabajo conjunto, que servirá para darle continuidad al Proyecto ENFE-ENTERPRISE.

Con este motivo, saludo a usted muy atentamente.

  
EMPRESA NACIONAL DE FERROCARRILES  
Abraham Monasterios Castro  
SUB-GERENTE GENERAL

.../rgs.



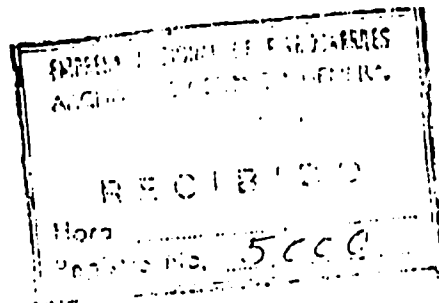
SECTION 4

GERENCIA DE RELACIONES INDUSTRIALES

La Paz, octubre 17 de

GRI 4659 / 9 4070

Señor  
GUILLERMO VEGA DURAN  
Presente.



Señor:

La Gerencia de Relaciones Industriales requiere contar con la documentación que cursa en su poder (Contratos y Sub-Contratos originales, fondos utilizados, informes de la supervisión, compras efectuadas, utilización de materiales, etc.), incluyendo el Balance Económico Financiero de la gestión que le tocó cumplir en los meses de febrero a agosto del presente año, del Proyecto ENFE-ENTERPRISE.

Me veo obligado a conminar a Ud. a efectuar la entrega inmediata de la citada documentación y del material médico donado por THE ENTERPRISE PROGRAM.

Abrigo la esperanza de que su persona dará cumplimiento al pte. requerimiento para evitar otras medidas.

Con este motivo, saludo a usted atentamente.

EMPRESA NACIONAL DE FERROCARRILES

GERENCIA DE RELACIONES INDUSTRIALES

cc. GG. SGG.  
cc. DSTIBS. ABOGADO GRI.  
Arch.

SECTION 5

10

24

DESCRIPCION	CODIGO	UNIDAD	CANTIDAD	PRECIO UNITARIO	IMPORTE TOTAL
- Hoja No 2 -					
<u>FORNITIVO No 2</u>					
Entre metálico doble tipo concreto, 2 semieros con su escalera de 1,85 x 0,80 x 1,50 mts.		Pza.	1		
Mopero metálico empotrado con 1 división, de 1 puerta		"	1		
Tubo fluorescente sencillo con sus accesorios		"	1		
<u>GRUPO ELECTROGENO</u>					
Grupo eléctrico de 2,7 Kw , 220 v. con motor a gasolina Marca SUGGE STRATT de 8 Hp. 360 RPM. (Color Verde)		Pza.	1		
Grupo eléctrico de 3,5 Kw , 220 v. con motor a gasolina Marca HOMELITE (Color rojo)		"	1		
Tanque de agua, capacidad 1.000 Litros empotrado en el techo.		Pza.	1		
<u>INSTRUMENTAL MEDICO</u>					
Espéculos Vaginales	001	Pza.	5		
Vaso de aluminio	002	"	1		
Tijera curva Marca STALEY Paquistán grande	003	"	1		
Pinza KELLEY Paquistán grande 281, recta	004	"	1		
Pinza portarectos en forma de arco	005	"	1		
Interómetro curva con sus medidas	006	"	1		
Caja metálica portamaterial con su tapa de 25 x 15 cm.	007	"	1		
Pinza porta cuello uterino con gancho	023	"	1		
Espéculos Vaginales	008	Pza.	5		
Interómetro curva	009	"	1		
Vaso de aluminio	010	"	1		
Caja metálica con tapa de 30 x 15 cm.	011	"	1		
Caja metálica portamaterial con tapa de 25 x 30 cm.	012	Pza.	1		
Vasos de aluminio	013	"	5		
Portamaterial de aluminio de 18 x 30 cm.	014	"	1		
Pinza Porta rectos en forma de arco	015	"	5		
Pinzas Interómetro curva con sus medidas	016	"	5		
Espéculos Vaginales	017	"	5		
Pinza Portacuello uterino con gancho	018	"	5		
Pinza KELLEY Curvas	019	"	5		
Tijera Curva de 20 cm.	020	"	1		
Pinza KELLEY recta	021	Pza.	1		
Pinza Microtomo (Microviscopia)	022	"	1		
Tijera Intrauterina especial larga de 28 cm.	024	"	1		
Estilote curva interno de 27 cm.		"	1		
Bandejas de aluminio de 24 x 29 cm.	025	"	4		
Espéculos Vaginales	026	"	5		
Interómetro curva	027	"	1		
	028	"	1		

2

**DESCRIPCION**

CODIGO

UNIDAD

CANTIDAD

PRECIO  
UNITARIO

IMPORTE TOTAL

SALA DE ESPERA

✓ Bancos metálicos sin espaldar, tapiz cuerina negra de 0,69 x 0,32 x 0,47 mts. c/u.

Paa. 4

SALA DE ENFERMERIA Y SERVICIO SOCIAL

✓ Escritorios metálicos con 3 cajones, tapiz cuerina negra de 0,94 x 0,62 x 0,77 mts.

Paa. 2

✓ Taburetes metálicos no giratorios, tapiz de tela color café

" 2

✓ Sillas metálicas forradas con formica, color verde

" 2

✓ Estante metálico empotrado con 4 divisiones y 7 puertas de 0,91 x 0,56 x 2,10 mts.

" 1

✓ Tubos fluorescentes sencillos con sus accesorios

" 2

CONSULTORIO

✓ Mesa para examen Médico con pierneras fijas, metálica tapiz cuerina negra de 1,75 x 0,62 x 0,88 mts.

Paa. 1

✓ Taburete giratorio metálico, tapiz de tela color café

" 1

✓ Separador Bieche metálico

" 1

✓ Silla giratorio metálico con 4 ruedas, tapiz cuerina café

" 1

✓ Escritorio metálico con 3 cajones, tapiz cuerina negra de 0,94 x 0,62 x 0,77 mts.

" 1

✓ Mesa para esterilización metálica con 4 ruedas, 1 división de 0,81 x 0,62 x 0,90 mts.

" 1

✓ Silla metálica, forrada con formica color verde

" 1

✓ Cama metálica con somier, niquelado de 1,28 x 0,60 x 0,53 mts.

" 1

✓ Estante metálico empotrado de 5 divisiones, 2 puertas y lavamanos de plasticos sin griferia de 1,42 x 0,40 x 2,28 mts.

" 1

✓ Tubos fluorescentes, 3 dobles 1 sencillo con sus accesorios

" 7

ALMACEN

✓ Estante metálico con mesa fija empotrada, 4 divisiones 3 puertas de 1,88 x 0,50 x 2,30 mts.

Paa. 1

BANO (Paredes y puerta forradas con calamina de acero inox.)

✓ Inodoro de aluminio con tapa de plasticos, color blanco

Paa. 1

✓ Ducha Marca Corona de 220 v. color café

" 1

COCINA (Paredes y puerta forradas con calamina de acero inox.)

✓ Lavaplatos de plancha inoxidable con soporte de fierro, sin griferia

Paa. 1

✓ Ventilador, extractor eléctrico, marca National de 220 v.

" 1

COMEDOR

✓ Mesa metálica fija, forrada con formica color rojo de 1,00 x 0,60 x 0,81 mts.

Paa. 1

✓ Bancos metálicos, tapiz cuerina negra de 0,90 x 0,40 x 0,85 mts.

" 2

✓ Estante metálico fijo de 2 puertas de 0,90 x 0,32 x 0,70 mts.

" 1

✓ Mesa para curaciones metálica, con 1 división de 0,70 x 0,50 x 0,78 mts.

" 1

✓ Tubos fluorescentes sencillos con sus accesorios

" 2

DORMITORIO No 1

✓ Cama metálica doble tipo camarete, 2 somieros con su escalerilla de 1,85 x 0,80 x 1,50 mts.

Paa. 1

✓ Gabinete metálico forrado con formica, 2 divisiones 1 puerta de 0,58 x 0,56 x 0,76 mts.


" 1

✓ Gabinete metálico forrado con formica de 1 puerta de 0,58 x 0,56 x 0,76 mts.

" 1

✓ Tubo fluorescente sencillo con sus accesorios

" 1

DESCRIPCION	CODIGO	UNIDAD	CANTIDAD	PRECIO UNITARIO	IMPORTE TOTAL
- Caja No 3 -					
Espéculos Vaginales	030	Paa.	5		
Vaso de aluminio	031	"	1		
Interoómetro curvo	032	"	1		
Tijeras curvas de 28 cm.	033	"	1		
Pinnas Portarrectos en forma de arco	034	"	1		
Pinnas Portacuello uterino	035	"	1		
Pinna KELLY recta	036	"	1		
Caja metálica con tapa de 30 x 15 cm.	037	"	1		
Caja metálica con tapa de 24 x 30 cm.	038	Paa.	1		
Bandejas de aluminio de 23 x 29 cm.	039	"	4		
Espéculos Vaginales	040	"	6		
Vasos de aluminio	041	"	3		
Porta material de 18 x 30 cm.	042	"	1		
Pinnas KELLY curvas	043	"	3		
Interoómetros curvos	044	"	3		
Pinnas portarrectos en forma de arco	045	"	3		
Pinnas portacuello uterino	046	"	3		
Tijeras Curvas de 28 cm.	047	"	1		
Pinna KELLY recta	048	"	1		
Pinna Microtomo (Microviscopia)	049	"	1		
Tijera especial intra uterina larga de 28 cm.	050	"	1		
Estileto intra uterino de 27 cm.		"	1		
Banco de cadena fría de 34 x 24 color plateado (Practico unidad sanitaria L.F.)	051	Paa.	1		
Cambrer coronado de esterilización de 25 1/2 x 14 cm.	052	"	1		
Mantita de primeros auxilios, color verde	053	"	1		
Mantilla de plástico transparente, para mascarilla	054	"	1		
Balatal de plástico para atención de partes	055	"	1		
Agarradores de ventana (Bronce)		Paa.	4		
Chapa en déense del vagin		"	1		
Llaves pequeñas de chaparía interna		"	24		
Llaves grandes chaparía exterior		"	3		
-0-					
 Sr. Carlos M. Torres JEFE SEGURIDAD INDUSTRIAL RECIBI CONFORME					
Sr. Ricardo Campos MEDICO DEL TRABAJO GRI. ENTREGUE CONFORME					

SECTION 6

**INTERVIEW WITH DR. FERNANDO AYALA**  
Oruro, Bolivia

This meeting was held in Dr. Ayala's office.

Q. What is your general impression of how the project went?

A. It was ok but it could have gone a lot better.

Q. Do you have any specific recommendations?

A. I wish international donors gave Oruro more importance when granting family planning projects. Oruro is Bolivia's pioneer in family planning. Family planning is not taboo here, everyone practices it. It is different in other cities where you have to go hiding it under other health services. I have been in family planning for 10 years. I know the medical school administrators, the medical community and the private sector. I am extremely active in all kinds of social events. I have access to the people.

Q. How many clients do you serve per day for family planning?  
What are the preferred methods?

A. I see about 20-25 patients per day. All family planning patients. I recommend the IUD to about 97%. I don't believe in pills. Women forget to take them, they run out of them and the altitude causes too many side effects.

Q. Do you keep an IUD register?

A. Yes. But I have too many patients now. I am going to buy a computer so that I can track them. (He showed me copies of the registry but follow-up visits were not kept updated.)

Q. Did you participate in the seminars at the factories?

A. We give 25-40 seminars a month. We give general seminars to community centers and schools. We also go to very poor areas and offer free pap smears. Why do I do this for free? People get to know me and call me back for family planning seminars. The seminars cover issues such as: family planning, AIDS, cancer screening, pap smears, etc.



Q. If you were already giving seminars, how did you benefit from the CIS program?

A. Mostly, I used it to pay faithful volunteers that do not normally get paid. They are hard working and this is an incentive. I never charged CIS for giving the seminar, only for paying the speakers.

Q. What do you think about the income generation part of the project?

A. Let me explain how we do seminars. I have access to 15 auditoriums I can use for seminars. These belong to the Chamber of Commerce, Chamber of Industries, and specific groups such as the Mining Association, the Telephone Company, and private businessmen associations. They let me use their facilities for 50 Bolivianos per session. This money is used to pay for the general maintenance of the facility and to clean up after the meeting. Anything left over will go for materials or the production of diplomas. Everyone loves to get a diploma stating they have participated in the seminar. I collect the 50 Bolivianos from the participants. It is divided equally. I cannot charge anything else for the seminars. We have groups in the area such as SOMARC, COF and World Neighbors. These programs give their services free of charge. I cannot charge.

Q. What is your typical minilap person like? Age? Number of Children?

A. Usually about 30 to 40. I never perform a minilap on a woman that is less than 30 years old. They have had 7-8 pregnancies but have only carried an average of 2 to term.

Q. How much were you getting for minilap operations? How many did you do during the entire project?

A. I performed about 40-50 minilaps during this period. I could have done more but CIS told us they couldn't pay for anymore. I only did about 1 or 2 this year. I charged US\$ 50.00 per minilap. \$20 went to a fund to subsidize those who cannot pay. Every Wednesday and Saturday I see the very poor.

Q. Did your clients experience any complications as a result of any family planning methods used?

A. No.

Q. Did you experience any other types of problems during the project?

A. Not really.

Q. From the seminars, about what percentage come to the consultorio?

A. About 90%.

Q. How were relations between the Oruro staff and the CIS staff?

A. They were ok. Carmen Cisneros came about 4 times this year.

**INTERVIEW WITH DR. JAVIER QUINTANILLA**  
La Paz, Bolivia

This meeting was not held in his office, therefore files and records were not inspected.

Q. What is your general impression of how the project went?

A. In general, it was a good program. The first phase was more productive and better administered than the second. The program helped me increase the number of patients and many of them are still with me.

Q. How many clients do you serve per day for family planning? What are the preferred methods?

A. I see about 6-8 patients per day between 5:00 and 8:00 pm. Most of my patients, approximately 79%, requested IUDs. Approximately 9% of my patients preferred minilaps, the second most popular family planning method.

Q. Do you keep an IUD register?

A. Yes. Copies of all my logs were sent to CIS.

Q. Did you participate in the seminars at the factories?

A. Yes. I was usually one of the speakers. They went well. A good percentage of the persons were interested in counselling and received referrals.

Q. What do you think about the income generation part of the project?

A. It was difficult. When we started charging for services during the last 18 months, we began to lose patients. I began charging 5 Bolivianos for any method. Minilaps were 50 Bolivianos each. It was too expensive for most people. Too many programs provide free services. Bolivia is going through difficult economic times and many persons prefer to wait in order to receive services free of charge.

Q. Did your-clients experience any complications as a result of any family planning methods used?

A. No.

Q. Did you experience any other types of problems during the project?

A. The beginning went fine. The last year and a half, everything changed. We received less visits from CIS and payments were always delayed. Sometimes we would go for months without being paid. I was never paid for the last 8-10 seminars I did. I was never paid as supervisor, a position I took after Dr. Guido Sales broke off with CIS for basically the reasons I just mentioned. The last time I was paid was December 1988.

Q. From the seminars, about what percentage come to the consultorio?

A. About 40%.

Q. How do you track your follow-up of IUD and minilap clients?

A. On the back of the forms I use. Most women with IUDs come back for follow-up exams but not as often as they should.

Q. Do you send out any kind of reminder to the women?

A. No.

Q. How were relations between your staff and CIS headquarters?

A. Everything went well except for the payment problems.

Q. Did you hand out any literature to the seminar participants?

A. No. This was a problem. But I did get some IEC material from COF and handed it out to my patients.

**INTERVIEW WITH DR. ORLANDO TORRICO**  
Cochabamba, Bolivia

- Q. What is your general impression of how the project went?
- A. I am very happy with the way the project went. We are continuing it on our own. We are still doing seminars at the factories, although less than before. The only things that were problems were that the people of this area are very poor and they often cannot pay for services, or cannot pay the full price, and that I haven't been paid for a long time (by CIS). Also, we never got a slide projector. I think Santa Cruz didn't go well. They were lazy.
- Q. How many clients do you serve per day for family planning? What are the preferred methods?
- A. I do about 5 to 6 IUD insertions per day; about 2 minilaps per month; 1 pill client per day; and I hand out some condoms, but only for women who will be using them temporarily until they can have an IUD inserted. (He pulled out Sultan condoms and Noriday pills to show me the type that he distributes.) He had run out of project condoms and he buys them at the pharmacy now for 20 Bolivianos per condom. He says lots of people come to him for them instead of the pharmacy, because they are too shy to ask the pharmacist for them and they trust him more.
- Q. Do you keep an IUD register?
- A. Yes. (In the register, he had only the last two months because he said he had sent the rest to Dr. Cisneros. The register included the date of the visit, name of client, age of client, number of children.) The register statistics corresponded to what he said, there were many more than 100 clients for IUD insertion within the not yet completed 2 month period.
- Q. Did you participate in the seminars at the factories?
- A. Yes. I usually gave the more medically based talks. Then Sra de Cordera would give the more general family health talks. Sometimes Dra. Velasquez would talk instead of me.

Q. What do you think about the income generation part of the project?

A. It was very hard. None of the factories wanted to pay us because of the hard economic situation now and because they could get people to come for nothing. A lot of the people couldn't pay the full 15 Bolivianos for IUD insertions, so they'd pay 10 or 5 Bolivianos. Some couldn't pay at all. The minilaps cost a lot more. A lot of people want them. During the first part of the project, I did a lot more, when I was getting paid by CIS, but now people can't afford it.

Q. What is your typical minilap person like? Age? Number of children?

A. Usually about 32 to 34 years old with more than 6 kids.

Q. What do you think would help to make you financially self-sufficient?

A. We submitted a proposal to CIS/La Paz for a health post. They are not expensive to finance and it would help us to receive more clients if we can go to them. They can't afford to come here often. We never heard anything about the proposal. Can you tell me something? Is this project definitely over? (Yes. CIS's contract ended on August 31, 1989.)

Q. How much were you getting for minilap operations? About how many did you do during the entire project?

A. I made between \$70 to \$80 per operation. I did about 100 minilap operations. I could be doing 15 patients a day but there is no money.

Q. Did your clients experience any complications as a result of any family planning methods used?

A. Thanks to God, no. Some IUD users experience a little pain at first.

Q. Did you experience any other type of problems during the project?

A. We didn't receive any extra materials to help in the consultorio. No sterilizer, nothing. (He did have a sterilizer, but it was an older model.) I was only paid every 6 to 8 months. I haven't been paid since March. At the beginning I was paid after 5 or 6 months.

- Q. Do you have a blank copy of your client information form?
- A. Yes. (He gave me a copy to take to you.) In his office, there was a register with all clients forms alphabetized. I skimmed through them to see whether they were correctly completed. They were filled out, but only very briefly. The back was only filled in on very few of the forms. (This relates to return visits.)
- Q. How do you track your follow-up of IUD and minilap clients?
- A. On the back of those forms. (Same form as above.)
- Q. Do you send out any kind of reminder to the women?
- A. No. That would be very difficult. A lot of them move or don't have post office addresses. I just tell them when to come back.
- Q. And they come back?
- A. Yes.
- Q. When do you tell them to return?
- A. After the insertion, they should come back after one month. Then they should come every six months.
- Q. And they don't have any trouble remembering?
- A. No. About 10% don't come back.
- Q. How were relations between the Cochabamba staff and the La Paz staff?
- A. Other than not being paid, they were good. Antonio called a lot to talk and to find out how things were going. The team worked well together.
- Q. Did you hand out any type literature to the seminar participants?
- A. No. We didn't have any educational aids other than the posters (he showed me the same posters that were in CIS/La Paz office). There used to be a secretary, but now there isn't one.

**INTERVIEW WITH SRA. CARDENAS DE CORDERO**  
October 20, 1989, Cochabamba, Bolivia

The following is a summary of the interview that was held.

Q. How do you think the project went, in general?

A. There were some problems. We went for 4 to 5 months at a time without salaries. We did not receive any audiovisual equipment and it was hard to give seminars without any, so sometimes we borrowed slide projectors from friends. But it was difficult. We used drawings/posters instead. I think that the project was a success overall. At the seminars we had from 20 to 30 people each time, and they were very interested in the information. We could get entry into the factories because I work in the Mayor's office for the social services and I know a lot of the factory managers/owners. After the first phase of the project, we continued to give seminars, but fewer. During the first part, we were giving from 3 to 4 seminars a month. Now we're doing 1 to 2 a month. We're planning a family well-being seminar now. The work was very good, it was only the administrative problems that I didn't like.

Q. When was the last time you were paid?

A. I was paid last for March, April and May. I haven't had anything since then. We should at least get 50% of the final three months by regulation.

Q. How many people were in your team?

A. There were myself, Dr. Torrico and Dra. Valenzuela.

Q. How were the seminars scheduled?

A. We did 3 to 4 seminars each month during the first year. Each seminar was 2 to 3 days for 3 to 4 hours each day. We did them on Saturdays and Sundays sometimes if people couldn't make the time during the week. On the weekends, we would sometimes go from 9 in the morning until 2 in the



afternoon. Sometimes we would do two Saturdays in a row if that's how people could attend.

- Q. What topics did you cover in the seminars?
- A. Venereal diseases, family problems at different levels, parenthood, that kind of thing. We would invite professionals to come and talk at the seminars too. For example, doctors, psychologists and other professionals. There was a lot of interest. After the seminars, lots of people would come looking for me to get more information.
- Q. How were relations between team members and between the Cochabamba office and the La Paz office?
- A. The team here got along very well. The La Paz office was supportive except for the salaries which were late or didn't come at all. Dr. Cisneros called us a lot and asked how things were going. He always made sure that we sent in our reports. We sent him all our information and I wish that he could come out here to do a final evaluation of this project, so that we would know how we did and what the results were. He says he can't come now.
- Q. Did you have any written schedule of the number of seminars that you did and where and when?
- A. Yes. We sent all of that to Dr. Cisneros. We recorded the place, date, times, number of participants... all that.
- Q. Were the seminars free or did you charge for them?
- A. At first they were free to all who came. We didn't charge the factories anything either. Then, we tried to charge for them, people couldn't pay. The factories didn't pay us. They can get their own friends who are doctors to come for free. So we didn't charge them. Here, the people are very poor. They couldn't even afford to pay for medical services. We set up a variable payment scheme where some would pay 5 Bolivianos for a visit, some would pay nothing. But this couldn't work because we couldn't charge more than 5 Bolivianos and we would lose money. What we really would need to do is to try to interest people in the upper income groups to help cover the cost of the factory workers who make only about

250 Bolivianos per month. They have 3 or 4 children and they just can't afford any extra expense.

Q. What about the services delivered by the doctor? Were the clients happy with them?

A. Yes, they were very satisfied.

Q. How does the health benefit package work for factory employees?

A. The factory management is responsible to pay an extra 60 Bolivianos during the first four months of pregnancy for prenatal care. During the next 5 months, the factory pays an extra 72 Bolivianos. Then there is a "subsidio de natalidad" of 45 Bolivianos and then for the next year the woman gets 45 Bolivianos for the lactation period plus one hour off during the day to breast feed her child. The factories cover spouses of employees too.

Q. Did you meet with the other offices of CIS during the project?

A. Yes. We had several meetings with the teams from Oruro, La Paz and Santa Cruz, although Santa Cruz wasn't always working. Our own team met every week to discuss how the project was going. We would change some things if they weren't going as well as they should have been.

Q. If you had to do over again, how would you want to run the project differently?

A. I would put in money for the tremendous amount of preparation that the seminars took. For example, to set up a seminar, we would have to travel to the factories two or three times. It's not a lot of money once or twice, but after a while it adds up. And we have trouble getting receipts for taxis here so a lot of the time we were never reimbursed for these types of expenses. Also, again, it would be better if we were paid on time. I am still waiting for June, July and August. Audiovisual materials would be very helpful. Particularly a slide projector that we could carry with us to the factories. Any kind of audiovisual aid that is easy to carry and that helps keep interest up and breaks up the lecturing. All of us have had to take second jobs so that we could afford to live while we weren't paid. This really hindered the amount of work we could do. I think that the project was successful, but it could have been much more so if we could have devoted more time to it.

SECTION 7

# Historia Clínica Proyecto Industrial

Nº 002132

Nombre \_\_\_\_\_ Edad \_\_\_\_\_ Sexo \_\_\_\_\_ Estado Civil \_\_\_\_\_  
Lugar de Trabajo \_\_\_\_\_ Ciudad \_\_\_\_\_ Fecha \_\_\_\_\_  
Razones para solicitar servicios No quiere más hijos  Médicas  Económicas

Datos que deben ser llenados por el Médico:

Antecedentes:

a) Patológicos: Diabetes  Pulmonar  Tumoral  Renal  Circulatorio

b) Quirúrgicos: \_\_\_\_\_ c) Infecciones pélvicas \_\_\_\_\_

d) Patología actual: \_\_\_\_\_

e) Nº gestaciones \_\_\_\_\_ Hijos nacidos vivos \_\_\_\_\_ Nacidos muertos \_\_\_\_\_ Nº partos \_\_\_\_\_

Abortos probocados \_\_\_\_\_ Abortos espontaneos \_\_\_\_\_ Cesáreas \_\_\_\_\_ F.U.M. \_\_\_\_\_ Fu.P.C. \_\_\_\_\_

Examen Físico:

Peso \_\_\_\_\_ Talla \_\_\_\_\_ T.A. \_\_\_\_\_ Pulso \_\_\_\_\_ Tipo de sangre \_\_\_\_\_

Cardio Pulmonar \_\_\_\_\_

Ginecológico Abdomen \_\_\_\_\_

Cuello \_\_\_\_\_ Utero \_\_\_\_\_ Anexos \_\_\_\_\_ Pap \_\_\_\_\_

Observaciones: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# FICHA CODIFICADA DE PAPANICOLAU

Médico \_\_\_\_\_  
 Fecha Consulta (Año/mes/día) :

Código Ciudad :    
 Direcc./Fon.: \_\_\_\_\_

## A DATOS PACIENTE

Apellido Paterno \_\_\_\_\_

Apellido Materno \_\_\_\_\_

Nombres \_\_\_\_\_

A  E   
 B  F   
 C  G   
 D  H

Fecha Nacimiento        
 Año Mes Día

Edad     
 Edad Menarquia

FUR PARTO ABORTO Año Mes Día

## B DATOS GINECOLOGICOS

No. Emb.   Sangre Emb. SI    
 Eut. a   A 1  NO   
 For. b   B 2  **Planifica Familia**  
 Ces. c   AB 3  NO 1  Año    
 Ect. d   O 4  DIU 2  Inicio   
 Abor. e   Rh Tcu 3  Año    
 Exp. Pro. + 0   Or. 4  Suspen.   
  - 1  Rit 5  Sigue   
 Edad   Llg 6  SI   
 Primera Var 7  NO

## C TRATAMIENTO

Diaterno   
 Crioclr.   
 Conizaci   
**Histeroctom.**  
 Subtot. 1   
 Total 2   
 Pan 3   
 Quistecto.   
 Radioterap.   
 Hormonal   
 Digital

## D DATOS CERVICO - VAGINALES

Asp. Cuello Flujo Metrorragia   
 Sano a  Mucoso 1  Sinusorrag   
 Benig b  Leuc. 2  Prurito   
 Atrof c  Grum. 3  Oloroso   
 S.Neo d  Sang. 4  Condiloma   
 Verde 5   
 Achoc 6

Toma Schiller  
 Cerv 1  +  (+ -)  -   
 Vagi 2  Leucoplasia  
 Endo 3  +  -   
 Mama 4   
 Otro 5

## E PATOLOGIAS AGREGADAS

Mioma 1   
 Quiste 2   
 Anexitis 3   
 Hirsutismo 4   
 Esterilidad 5   
 Galactorrea 6   
 Amenorrea 7   
 Obesa 8   
 Diabetica 9   
 Hipertensa A   
 Cardiopatía B   
 Congenita C   
 Polipo D

## F INFORME PAPANIC.

O 0   
 I 1   
 IJ 2   
 II 3   
 IIIA 4   
 IIIB 5   
 IV 6   
 V 7   
 EPIDER   
 ADENO   
 ENDOM   
 MIXTO   
 OTRO

Hongos 1   
 Trico 2   
 Haemo 3   
 Coco 4   
 Bacil 5   
 Neiss 6   
 Condil 7   
 Herp 8   
 Doder 9   
 Esper 0   
 Repar. A   
 Contam B   
 Postir. C

## G COLPOSCOPIA

Normal 0   
 Inflamat 1   
 Atrofico 2   
 D.leve 3   
 D.moder 4   
 Insitu 5   
 Neoplas 6   
 Erosion 7   
 Ectrop. 8   
 Reepitel  
 Tipica 1   
 Atipica 2

Mosaico   
 Base   
 Leucop   
 Shiller   
 Vascular  
 1  2  3   
 4  5   
 Endofit   
 Exofit   
 Biopsia

## H ANATOMIA PATOLOGICA

Cerv. Cron 1  Micro. 8  Hiperplasia  
 Aguda 2  Invas. 9  Simple 0   
 Condilo 3  Epiderm 10  Quist. 1   
 Herp 4  Escam. 11  Adenom. 2   
 D.Leve 5  Gland. 12  Carcin. 3   
 D. Mod. 6  Cel.Gr. 13  Endcer. 4   
 Insitu 7  Cel.Pq. 14  Cel. Clr. 5

Mixto 6   
 Metas 7   
 Mama 8   
 Otro 9





CENTRO DE INVESTIGACIONES SOCIALES

CENTRO DE ESPECIALIDADES MEDICAS

# CERTIFICADO DE ASISTENCIA

Extendido al Dr. ....  
por cuanto ha participado en el Seminario Interdisciplinario sobre Práctica Médico - Social - Ginecológica realizado en Cochabamba en fecha 24 al 26 de Febrero de 1983.

  
Dr. ANTONIO J. CISNEROS  
Director Ejecutivo CIS.

  
Dr. JOSE ORLANDO TORRICO  
Director CEM