

**Project Assistance Completion Report –PACR
Cooperative Agreement No. 520-A-00-98-00045-00**

I. PROJECT SUMMARY

Date of Authorization:	July 16, 1998
PACD:	December 31, 2001
Implementing Agency:	Management Sciences for Health
Total Amount Authorized:	US\$991,398.00
Total Amount Obligated:	US\$991,398.00
Total Amount Spent ¹ :	\$969,800.44
Counterpart Contribution:	0 (not required)

II. PROJECT DESCRIPTION

On July 16, 1998, USAID/G-CAP signed a Cooperative Agreement with Management Sciences for Health (MSH) to provide technical assistance to the Asociación Pro-Bienestar de la Familia (APROFAM) in a variety of institutional strengthening areas. The specific objectives of the Cooperative Agreement were as follows:

- **Objective 1:** *MSH will assist APROFAM in the development, promotion and implementation of strategies to increase coverage and improve the quality of its health services [clinics and health promoters] in underserved areas, especially in the highlands of Guatemala.*
- **Objective 2** *MSH will assist APROFAM in the development and implementation of integrated strategies to improve women's and children's health, especially in the rural highlands of Guatemala. The integrated strategies will include both the integration of women's and children's health care services and linkages between clinic-based and health promoter information and services.*
- **Objective 3:** *MSH will assist APROFAM in the design and implementation of culturally acceptable marketing and educational strategies to improve women's and men's knowledge of reproductive health and to ensure that increased knowledge translates into increased use of reproductive health services. Assistance will include training, supervision and motivation of health workers to participate in a wide range of outreach activities, with emphasis on regular home visits.*

¹ According to Financial Status Report submitted by MSH on January 24, 2002 for expenses through December 31, 2001 (not final).

- **Objective 4:** *MSH will assist APROFAM in the development of its strategic planning, health care management/administration [including supervision], monitoring and evaluation capabilities, and decentralization, in both the rural and clinic programs. A strong emphasis will be placed on the development of administrative and decision making capabilities of clinic managers and jefes de campo in support of decentralization and improved local supervision, monitoring and evaluation, and bottom-up planning.*
- **Objective 5:** *MSH will assist APROFAM in the development of other management and administrative skills that will directly impact program performance.*

In this context, MSH assisted APROFAM in systematically developing an entirely new management infrastructure that included:

1. Strategic and operational planning;
2. Re-engineered financial, administrative, planning and evaluation and human resources policies, systems and procedures;
3. Development of new, integrated management software;
4. Development of a Management Information System for decision-making;
5. Development of management and quality indicators;
6. Development of an employee performance evaluation system;
7. Development of supervisory systems;
8. Development of a Marketing Department to ensure client-focused services; and
9. Development of a business planning model.

The results of these interventions, tied to the objective they supported, are described in the following section.

III. RESULTS ACHIEVED

See Appendix A for a summary of results achieved under each corresponding Agreement objective.

IV. FINANCIAL REPORTS AND AUDITS

Financial monitoring of the Cooperative Agreement consisted of a review of the quarterly Financial Status Reports (Form 269A) submitted by MSH, as well as projected accrued expenditures, to assure that obligated funds did not exceed forward funding guidance. Under the Cooperative Agreement, MSH was subject to the audit requirements found in OMB Circular A-133.

V. End Use Checks

End use checks as such were not required given that MSH did not procure equipment under the Agreement. Verification of receipt of technical services was performed by the CTO in charge.

Appendix A

Planned Management Assistance Activities/Results

Objective	Activity	Results
Intermediate Result 1 <i>More Rural Families Use Quality Maternal and Child Health Services</i>		
Objective 1 <i>MSH will assist APROFAM in the development, promotion, and implementation of strategies to increase coverage and improve the quality of its health services (clinics and health promoters) in underserved areas, especially in the highlands of Guatemala.</i>	1. Development of a Quality Assurance Program for the Rural Development Program of APROFAM	1.1 Assessed status of efforts to monitor and control quality, including protocols, standards, instruments and information system.
		1.2 Supervision standards and indicators established and implemented.
		1.3 Prototype integrated Rural Health Promoter Model developed and tested.
	2. Development of an Incentive Program to Reward Employee Performance	2.1 Incentive plan finalized and applied to employee evaluation cycle.
		3. Development of Systems and Procedures Manual for Staff Training, Client Education and Service Publicity
	3.2 Systems and procedures redesigned for three areas/departments.	
Objective 2 <i>MSH will assist APROFAM in the development and implementation of integrated strategies to improve women's and children's health, especially in the rural highlands of Guatemala. The integrated strategies will include both the integration of women's and children's health care services and linkages between clinic-based and health promoter information and services.</i>	1. Assess problem of referrals/counter-referrals between clinics and rural program	1.1 Problem assessed; draft procedures and instruments developed and implemented in selected sites.

Objective	Activity	Results
Objective 3 <i>MSH will assist APROFAM in the design and implementation of culturally acceptable marketing and educational strategies to improve women's and men's knowledge of reproductive health and to ensure that increased knowledge translates into increased use of reproductive health services. Assistance will include training, supervision, and motivation of health workers to participate in a wide range of outreach activities, with emphasis on regular home visits.</i>	1. Development of a Comprehensive Marketing Program and Department	1.1 National market research completed and reviewed.
		1.2 Long-term institutional marketing plan finalized.
		1.3 Marketing department restructured.
	2. Development of a Long-term Institutional Business Plan	2.1 Business Plan developed with long-term institutional financial goals, income needs and income and expense scenarios.
Intermediate Result 2 <i>Maternal and Child Health Programs Are Better Managed</i>		
Objective 4 <i>MSH will assist APROFAM in the development of its strategic planning, health care management/administration (including supervision), monitoring and evaluation capabilities, and decentralization, in both the rural and clinic programs. A strong emphasis will be placed on the development of administrative and decision-making capabilities of clinic managers and Jefes de Campo in support of decentralization and improved local supervision, monitoring and evaluation, and bottom-up planning.</i>	1. Re-engineering of the Department of Planning, Evaluation and Statistics	1.1 New, formal procedures to guide the department, new job descriptions and new reporting formats developed.
	2. Development of Management Software Support Manuals and Additional Modules	2.1 Software support manuals for eight basic management software modules completed.

Objective	Activity	Results
	3. Management Development Program for Rural Development Program Managers	3.1 Year-long management development program completed and evaluated; additional training needs assessed and prioritized.
Objective 5 <i>MSH will assist APROFAM in the development of other management and administrative skills that will directly improve rural program performance</i>	1. Development of an Employee Evaluation System and Accompanying Support Software	1.1 Employee evaluation policies, procedures and instruments developed and field-tested.
		1.2 Employee evaluation system implemented and staff trained in use of instruments.
	2. Development of an Operations Manual for the Computer System	2.1 Operations manual completed.
	3. Development of a Human Resources Operations Manual	3.1 Operations manual completed.
	4. Final Management Assessment of APROFAM	4.1 MOST process undertaken for each major management system and results analyzed and discussed.