

PROJECT ASSISTANCE COMPLETION REPORT

Project Title: Health Planning and Management

Project Number: 645-0215      Project Amount: \$1,126,000

First Obligation: FY 81      Final Obligation: FY 85

Final Input: FY 85

Country: Swaziland

Final Project Evaluation: December 1985

A. SUMMARY OF SERVICES PERFORMED: Under this Project, USAID provided assistance to improve the Ministry of Health planning and management capability. This was accomplished by providing (a) 103 months of long-term technical assistance, (b) 11 months of short-term technical assistance, (c) participant training for two MOH officers at the Master's level, and (d) commodities, including vehicles, computer equipment and software, and office equipment and supplies. Attachment 1 provides a summary of these inputs.

B. STATUS OF COMPLETION OF PROJECT ELEMENTS: The project undertook five areas of activity to reach the project purpose:

(1) Decentralization of MOH Management System: Toward this objective, the Project developed and began the implementation of a decentralization plan. National and regional level workshops were held to address decentralization and management issues. Coordination strategies were implemented to increase coordination between government and mission health providers. A uniform fee structure between Government and mission health sectors was implemented. Integration of primary health services, including vertical programs, was implemented. A revised national MOH organizational structure was implemented.

(2) Improvement of Personnel Functions: A manpower plan was prepared and guidelines for improving the personnel system were developed. Improvements in the MOH Personnel Unit included the training of the Unit Officers and restructuring personnel functions, developing computerized manpower inventory systems, and preparing a revised scheme of service for the nursing cadre. Job descriptions for all MOH personnel were developed. A training policy was prepared and a training plan developed. The project strengthened the MOH Training and Personnel Management Committee through on-the-job support.

(3) Health Policy Development: A National Health Policy was prepared and accepted by Cabinet in 1983. The Project assisted in preparing the health sector component of the Fourth National Development Plan.

(4) Health Budgeting, Finance and Statistics: The Project provided a consultant to assess alternative financing strategies for the health sector. Policies and procedures for the budgeting process were operationalized. Computers were installed in the Health Planning and Statistics Unit.

(5) Counterpart Training: Two MOH Officials were trained at the Masters level in Health Planning.

(6) Other: The Project also assisted in several other activities. A rural/primary care facility plan was updated and accepted by the MOH Policy and Planning Committee. A long-term Plan for strengthening the RHM Program was developed. Recommendations were made to strengthen the ties between traditional and modern health services. A plan for improving the drug supply system was developed although implementation responsibility was passed to Project HOPE. The project also assisted in designing and managing the 1983 National Nutrition Survey.

C. ACCOMPLISHMENTS IN TERMS OF PROJECT PURPOSE: The purpose of the Project was "to expand the capability of the MOH to carry out effective planning, management, and policy development". As described above, five major areas were implemented toward the satisfactory achievement of the purpose and the three EOPS indicated in the logframe:

(1) Long-range strategy developed and initiated for improving the delivery of health care services throughout Swaziland. The decentralization, personnel, and policy activities described in the previous section contributed to the accomplishment of this indicator.

(2) Functional operation and related organizational structure improved at both central and district levels. The decentralization and personnel activities described above contributed to this indicator.

(3) Planning functions of the MOH being carried out effectively by Swazi nationals. The counterpart training and planning/budgeting/statistics activities described above contributed to this indicator.

D. FURTHER INPUTS EXPECTED INTO THE PROJECT: None

E. RECOMMENDATIONS FOR FURTHER MONITORING, REPORTING, AND EVALUATION:

(1) No further monitoring, evaluation, or reporting is recommended.

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5

3

ATTACHMENT 1

LIST OF TECHNICAL ASSISTANCE, TRAINING AND  
COMMODITIES PROVIDED BY THE PROJECT

A. Technical Assistance

Long Term

- ° Dr. Richard Yoder, Health Planning Advisor, (January 1982 - January 1985)
- ° Mr. Julian Fleet, Health Manpower Advisor, (January 1982 - July 1984)
- ° Mr. Kess Hottle, Health Management Advisor, (March 1984 - February 1986)
- ° Mr. David Alt, Personnel Management Advisor, (July 1984 - May 1986)

Short Term

[Note: The following is a list of the individual consultancies and the title of the reports submitted to the Ministry of Health. The dates indicated are not the consultancy dates, but date of the report submission]

- ° Stevens, Carl, Alternatives for Financing Health Services in Swaziland, November 1984.
- ° Grant, Donald, Assessment of Health Services Fee Structure, November 1985.
- ° Yoder, Richard, Fees, Travel Time and Patterns of Facility Utilization, June 1985.
- ° Yoder, Richard, Regional Budgeting Manual, April 1985.
- ° Yoder, Richard, Decentralization Survey, Phase I, December 1985.
- ° Adu-Boahene, Yaw, Health Services Fee Structure Rationalization, February 1984.
- ° Thompson, H. Daniel, Five Year Plan for Strengthening the Rural Health Motivator Program, November 1982.
- ° Hottle, Kess, Decentralization of the Management of Health Services, July 1983.
- ° Alt, David, Frank White, and Ernest Petrich, A Review of Personnel Management Policies, Procedures and Practices, April 1984 (organized but not funded under the project.)

continued

- Dougherty, Patrick, Drug and Medical Supply System Report, December 1983.
- Makhubu Lydia and Ted Green, Traditional Healers in Swaziland and the Development of Government Policies. 1983

B. Training

- Four students enrolled at the Institute for Development Management, Botswana, for 9 month certificate program in Health Care Administration (1985).
- Thenjiwe Masina, Health Planner, MOH to Tulane University, New Orleans, LA. M.A. Health Planning (July 1983 to January 1985)
- Sipho Hlope, Principal Personnel Officer, MOH to University of Hawaii for short course in Primary Health Care.
- Nester Dlamini, Nursing Council, and Jostina Mkhabela, Principal Tutor, Nursing Assistant's Training School, Good Shepherd, went to Zambia and Kenya for a study tour to examine nursing assistant programs (October - November 1985).
- Two nurses from the Swaziland Nursing Council to attend the International Congress of Nursing meeting, Tel Aviv, Israel. June 1985.
- Five members from the Ministry of Health (Principal Secretary, Deputy Director of Medical Services, Health Planner, Health Planning Advisor and Health Manpower Advisor) to Lesotho to examine decentralization system. (1 week, 1982).
- Approximately 300 persons participated in in-country, in-service training (workshops) for decentralization, planning, and budgeting.

C. Commodities

- Two Project vehicles
- One used Olivetti Typewriter
- Four Draw file Cabinets
- Storage Cabinet
- Various computer supplies
- Two Sirius personal computers \$13,420
- Mannisman Tally printer (which was later traded for an Epson FX 100 printer)
- One Omnitech 600 uninterruptible power supply
- Floppy discs
- Software (including Wordstar, dBase II, Multiplan Graphics tool kit, and an Audio tool kit) \$780

5