

AID 1330-1
(8-63)

PRO AG

PROJECT AGREEMENT
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
THE MINISTRY OF HEALTH

10 p

AN AGENCY OF THE GOVERNMENT OF GHANA

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

1. PROJECT/ACTIVITY NO.
641-11-590-068

PAGE 1 OF 1 PAGES

2. AGREEMENT NO.
068-4-5

3. ORIGINAL OR
REVISION NO. 1

PROJECT DESCRIPTION ANNEX A FOREIGN CURRENCY STANDARD PROVISIONS ANNEX

STANDARD PROVISIONS ANNEX SPECIAL LOAN PROVISIONS ANNEX

4. PROJECT/ACTIVITY TITLE
Management of Rural Health Services-Phase I

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE
June 3, 1957

5. PROJECT DESCRIPTION AND EXPLANATION
(See Annex A attached)

ECONOMIC COOPERATION AGREEMENT DATE

6. AID APPROPRIATION SYMBOL
72-1141004

7. AID ALLOTMENT SYMBOL
454-50-641-00-69-41

(other) DATE

C. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
<input type="checkbox"/> DOLLARS <input type="checkbox"/> CURRENCY				

(a) Total \$400,000 \$400,000

(b) Contract Services \$400,000 \$400,000

(c) Commodities

(d) Other Costs

9. COOPERATING AGENCY FINANCING - DOLLAR EQUIVALENT
\$4,000 = 1.15

(a) Total (See Original Pro Ag)

(b) Technical and other Services

(c) Commodities

(d) Other Costs

10. SPECIAL PROVISIONS (See Additional Conditions Sheet, if necessary)

This Pro Ag Amendment changes the effective date of obligation of the original Agreement pursuant to signature by the Director from December 28, 1973 to January 11, 1974.

11. DATE OF ORIGINAL AGREEMENT
12/28/73

12. DATE OF THIS REVISION
1/11/74

13. ESTIMATED FINAL CONTRIBUTION DATE
6/30/75

14. FOR THE COOPERATING GOVERNMENT OR AGENCY

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT

[Signature]
1/11/74
DIRECTOR

AD/A
D/DIR
I/C/O
P/P
F/P
C/O

references: STATE 251184
STATE 001373

PRO AG

PROJECT AGREEMENT
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
THE MINISTRY OF HEALTH

AN AGENCY OF THE GOVERNMENT OF GHANA

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- PROJECT DESCRIPTION ANNEX A FOREIGN CURRENCY STANDARD PROVISIONS ANNEX
 STANDARD PROVISIONS ANNEX SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

- GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE: **June 3, 1957**
 ECONOMIC COOPERATION AGREEMENT DATE:
 (other) DATE:

1. PROJECT/ACTIVITY NO. **641-11-590-068** PAGE 1 OF 2 PAGES

2. AGREEMENT NO. **068-4-5** 3. ORIGINAL OR REVISION NO.

4. PROJECT/ACTIVITY TITLE
Management of Rural Health Services Phase I

5. PROJECT DESCRIPTION AND EXPLANATION
(See Annex A attached)

6. AID APPROPRIATION SYMBOL **72-1141004** 7. AID ALLOTMENT SYMBOL **454-50-641-00-69-41**

D. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total		\$400,000		\$400,000
(b) Contract Services		\$400,000		\$400,000
(c) Commodities				
(d) Other Costs				
E. COOPERATING GOVERNMENT FINANCING - DOLLAR EQUIVALENT exchange 1.15 cedis				
(a) Total	(See text Section VI.B.)			
(b) Technical and other Services				
(c) Commodities				
(d) Other Costs				

10. SPECIAL PROVISIONS (See Annexes and Conditions Sheet B attached) This agreement embodies the understanding between the Government of Ghana and the USAID concerning the development of a management system for the delivery of health services in Ghana. It obligates USAID funds as indicated in Block 8 for the purposes specified herein and indicates those resources of the Ministry of Health and USAID to be directed toward achievement of the project purpose during the period from the date of this agreement through August 31, 1975.

11. DATE OF ORIGINAL AGREEMENT 12. DATE OF THIS REVISION 13. ESTIMATED FINAL CONTRIBUTION DATE

14. FOR THE COOPERATING GOVERNMENT OR AGENCY
Reo Basoah, Director of Planning
 Min. of Finance & Economic Planning
 28/12/73

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT
 [Signature]
 28/12/73

Deputy Director of Medical Services MOH
 Director of Medical Services MOH
 Principal Secretary, Ministry of Health

USAID Clearances
 FO/O
 P&H
 TRG

AID 1880-1A (0-02) PRDAG CONTINUATION SHEET ANNEX	PROJECT AGREEMENT BETWEEN AID AND MINISTRY OF HEALTH	1. Project/Activity No. 641-11-590-068	PAGE <u>2</u> OF <u>9</u> PAGES
		2. Agreement No. 068-4-	3. <input checked="" type="checkbox"/> Original or Revision No. _____
	AN AGENCY OF THE GOVERNMENT OF GHANA	3. Project/Activity Title Management of Rural Health Services Phase I	

I. Purpose

The purpose of this project is to develop in the Ministry of Health suitable organizational arrangements and systems for planning, management and administration directed toward the achievement of broader, low cost and more effective health services coverage in Ghana.

II. Introduction

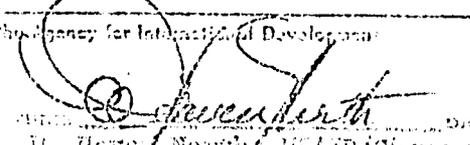
Based on the invitation and request to USAID/Ghana made by the Ministry of Health with the endorsement of the External Aid Division, Ministry of Finance and Economic Planning, the Parties to this Agreement:

- a) have jointly reviewed the present professional and administrative operations and systems for health delivery in the Ministry of Health (hereinafter referred to as the Ministry);
- b) have concluded that it is feasible through improved management and organization for planning and administration to increase the coverage and effectiveness and reduce the cost of health services delivery in Ghana, particularly in the rural areas;
- c) agree to develop jointly proposals for consideration by the Ministry for improved health delivery planning, management and administration;
- d) agree to seek to implement such proposals as are accepted by the Ministry and are directed toward the purpose of this joint project; and
- e) agree to examine jointly the future needs for planning/management systems development related to improvements in health delivery.

III. General

This agreement contemplates operations over an eighteen-month period of a collaborative effort between the Ministry, USAID/Ghana and a contractor to be selected whose services will be financed by AID. The joint effort is to be directed towards the achievement of the above stated project purpose. Activities to be carried out under this agreement will constitute Phase I of a possible longer term effort in which Phase II

For the Contracting Government or Agency
 Rex Bessah, Director of Planning
 Ministry of Finance and Economic Planning
 Accra, Ghana

For the Agency for International Development

 W. Haven North, USAID/Ghana Director
 Date: 28/12/73

AID 1350-1A (0-33) PROAG CONTINUATION SHEET ANNEX	PROJECT AGREEMENT BETWEEN AID AND MINISTRY OF HEALTH	1. Project/Activity No. 641-11-590-068	PAGE <u>3</u> OF <u>9</u> PAGES
		2. Agreement No. 068-4-	3. <input checked="" type="checkbox"/> Original or Revision No.
	AN AGENCY OF THE GOVERNMENT OF GHANA	3. Project/Activity Title Management of Rural Health Services Phase I	

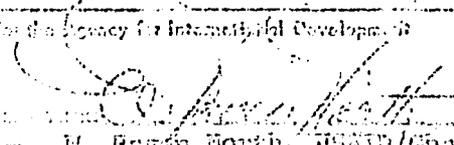
is subject to future mutual agreement between the parties. Its execution depends on the outcome of Phase I and joint judgments concerning the need, if any, for such further efforts in pursuit of the project purpose.

The Ministry agrees to establish an appropriate organizational structure under which initial efforts directed towards improved planning, management and administration of health delivery can be undertaken. These initial arrangements may be subject to further modification in the course of time in light of progress made in the analysis and development of management systems. In support of the program the Ministry agrees to use its best effort to mobilize necessary resources to achieve the project's purpose and more specifically to provide those facilities and administrative support described in Section VI.B. below.

For its part USAID agrees to enter into a contract with a highly competent American institution experienced in health planning and administration for the provision of a Senior Health Planning Advisor (SHPA) and for up to 20 months of other professional consulting services, training, and other specific contributions as described more fully in Section VI.A. below. The SHPA shall advise and assist the Ministry at all appropriate levels in pursuit of the project's objectives and in particular work closely in the development of a management and planning unit within the Ministry and/or other suitable organizational structures as may be created within the Ministry for the achievement of the project's objectives. The SHPA shall collaborate with all appropriate officials of the Ministry in the identification and selection of the best available candidates in Ghana to be trained in various disciplines related to health planning, management, and administration as may be agreed between the Ministry and the SHPA with the subsequent concurrence of USAID/Ghana.

USAID/Ghana agrees to use its best effort to assure early execution of a contract with an appropriate American institution and to facilitate the early arrival of the SHPA pursuant to that contract. The 18 months' duration of this agreement shall be deemed to commence with the arrival in Accra of the SHPA for whom the Ministry agrees to provide necessary supporting facilities and funds as specified below and to put into place initial counterpart personnel with whom he will undertake collaborative efforts upon his arrival. USAID will submit the curriculum vitae of the proposed SHPA to the Ministry for review and concurrence at the time of his nomination, and will give the Ministry maximum advance notice of the anticipated arrival date of the SHPA. In summary, the parties agree to lend full support in every practicable way to facilitate early initiation

For the Cooperating Government or Agency
 Rex Basoah, Director of Planning,
 Min. of Finance & Economic Planning

For the Agency for International Development

 James W. Hazen North, USAID/Ghana Director

25/12/73

**PROJECT AGREEMENT
BETWEEN AID AND
MINISTRY OF HEALTH**

AN AGENCY OF THE GOVERNMENT OF
GHANA

1. Project/Activity No.
641-11-590-068
2. Agreement No.
068-4

PAGE 5 OF 9 PAGES

3. Original or
Revision No. _____

3. Project/Activity Title
Management of Rural Health Services
Phase I

3. Assurance of effective communications between organizational units and among various echelons of the Ministry as well as between headquarters and field units of the Ministry;
4. The efficient delivery of health services to the widest possible segment of the population at minimum cost consistent with effectiveness;
5. The creation of an adequate management information and evaluation system;
6. Budgetary formulation procedures which take due account of the necessity to initiate the process in the field so that priority program problems can be addressed in line with suitable central guidelines;
7. Linkage of the program planning system to both the budgetary process and the Ministry's administrative/management structure.

C. Program for Management System Installation

Within 90 days after the presentation of the Management Systems Plan the appropriate unit of the Ministry with the assistance of contract personnel will prepare a report for consideration by the Ministry setting forth a long-term program for the implementation and operational installation of the management system plan consistent with the conclusions and decisions of the Ministry after appropriate review. The report will take full account of the following factors:

1. Probable trends in Ministry budgetary resources;
2. Available Ministry staff and the projected pipeline of newly trained manpower;
3. Plans for enhancing the capacity of the Ministry to develop appropriate new training systems and arrangements;
4. Geographical priorities for the installation and deployment of improved planning/management systems directed towards improved delivery of health services.

For the Cooperating Government or Agency
Reo Basohi, Director of Planning
Min. of Health & Economic Planning
Date: _____
Signature: _____

For the Agency for International Development
Date: _____
Signature: _____
Name: M. Nayer, North USAID/Ghana Director

PROJECT AGREEMENT

BETWEEN AID AND

MINISTRY OF HEALTH

AN AGENCY OF THE GOVERNMENT OF
GHANA

1. Project/Activity No.

641-11-590-068

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2. Agreement No.

068-4

3. Original or
Revision No. _____

3. Project/Activity Title

Management of Rural Health Services
Phase ID. Perspective Planning for Health Sector Development

Not later than 150 days after the presentation of the Program for Management Systems Installation, the appropriate unit of the Ministry, with the advice and assistance of contract personnel as appropriate, will present for consideration by the Ministry a long-term program for the development of health services in Ghana with emphasis on the rural sector. This program shall be based on and consistent with the management system as reviewed and approved by the Ministry. The program will seek to give a longer term perspective indication of the finances, manpower, and other resources needed to achieve delivery of effective and accessible health services to the majority of the populace of Ghana including those in rural areas within a suitable period of time (probably in the range of five to ten years from the date of submission of the report). This program would be the basis for implementation of Phase II of this project depending upon mutual agreement between the parties to undertake such a further phase of work.

E. Training Program

The Ministry and the SHPA will jointly identify and select suitable qualified persons for training in the U.S. in areas of specialization related to the achievement of the project objective. Up to ten participants will be trained during this first phase of the project. They will be trained in such fields as health planning, budget administration, manpower organization, bio-statistics, environmental sanitation, health economics or similar fields as may be agreed between the Ministry and the SHPA. Participants selected shall be subject to the final concurrence of USAID/Ghana. The SHPA in consultation with the Ministry and with assistance from AID as required will determine where training may best be obtained and make all necessary arrangements for admission to the selected training institution in the U.S. Each participant must meet the admission standards of the U.S. institution where he is to train to qualify for final selection.

V. Project Evaluation

Twelve months after the arrival of the SHPA, a joint review of project progress shall be undertaken including the Ministry, USAID/Ghana and appropriate personnel from the AID-financed contractor institution including the SHPA. A similar review will also be held just prior to the conclusion of Phase I of the project 18 months after the arrival of the SHPA. These reviews will examine progress in the execution of the specific activities described in this agreement and seek to determine what, if any, changes

For the Cooperating Government or Agency

Reo Basoah, Director of Planning
Min. of Finance & Economic Planning

SIGNATURE

TITLE

For the Agency for International Development

SIGNATURE

TITLE

DATE

W. Haven Noron, USAID/Ghana Director

**PROJECT AGREEMENT
BETWEEN AID AND
MINISTRY OF HEALTH**

AN AGENCY OF THE GOVERNMENT OF
GHANA

1. Project/Activity No.
641-11-590-068

2. Agreement No.
068-4

3. Project/Activity Title
Management of Rural Health Services
Phase I

2. Original or
Revision No. 7

modifications may be needed to best achieve the project's purpose. The review to be held after 12 months shall also be directed towards examination of the desirability of proceeding with a Phase II of the project which might begin at the conclusion of Phase I. The final review of this phase shall represent either a concluding evaluation or an opportunity for further joint planning if the review on the occasion of the first anniversary shall have concluded that a Phase II would be appropriate.

VI. Contributions of the U.S. and Ghana Governments:

A. U.S. Government Contribution

The U.S. Agency for International Development (USAID) will finance initially 18 months of technical services to this project through a contract with an institution to be selected.

1. Contract Costs - Technical Services

USAID will provide the following field staff under a contract with a qualified U.S. institution:

<u>Number</u>	<u>Position</u>	<u>Duration of Assignment</u>
1	Senior Health Planning Advisor	18 months
1	Health Planning Consultant	2 months
1	Health Budget/Administration Consultant	4 months
1	Health Organization/Manpower Planner	3 months
1	Bio-Statistics Advisor	2 months
1	Environmental Sanitation Advisor	3 months
-	Other Health Management Consultants as required	6 months

The Senior Health Planning Advisor (SHPA) will be resident in Ghana for the 18 months involved in Phase I of the project. The consultants shall be brought to Ghana in accordance with the needs for analytical and planning work as may be agreed between the Ministry and the SHPA.

In addition, the half-time services of an administrative assistant will be provided for duty at the headquarters of the contractor to facilitate backstopping and support of field contract activities.

The contract will provide funding for the costs of purchasing a project vehicle and special office machines/equipment and repairs. The

For the Dispersing Government of Agency
Red Basoth, Director of Planning
Min. of Finance & Economic Planning

For the Agency for International Development
W. Haven North, USAID/Ghana Director

AID 80-1A
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PROA
CONTINUATION
SHEET

ANNEX

**PROJECT AGREEMENT
BETWEEN AID AND
MINISTRY OF HEALTH**

AN AGENCY OF THE GOVERNMENT OF
GHANA

1. Project/Activity No. 641-11-590-068	PAGE 8 OF 9 PAGES
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3. Project/Activity Title Management of Rural Health Services Phase I	

Ghana Government will provide a portion of the funds required for the rental and maintenance of a house for the SHPA. The contract dollar funding will provide the additional amount required to finance the standard of housing permitted by A.I.D. regulations, and to purchase household appliances. The short-term consultants will receive salary, travel and per diem under the contract during their stay in Ghana.

2. Contract Costs - Participant Training

USAID will provide dollar funding through the contract to finance the training program described in Section IV.E.: fees, living allowance, travel within the United States, book allowance, and other costs as authorized by A.I.D. regulations and policy. In addition to participating in the selection of the participants and arranging admission for them at U.S. training facilities, the contractor will coordinate the processing of the participants for departure from Ghana with the assistance of the Ministry of Health and USAID.

1. Ghana Government Contribution

In addition to those direct contributions specified below, it is recognized that the Ministry will be supporting many activities which contribute to the realization of the project purpose. These include participation in the planning effort by a wide range of Ministry personnel, and facilities placed at the disposal of both Ghanaian and American project personnel, as well as support for the general health delivery system which provides actual services to the Ghanaian population. The direct contributions will include the following items:

1. Project Vehicle

The Ministry will title and register the project vehicle to be provided with dollar funds through the contract and will provide a driver and support for the full cost of maintenance and operation of the vehicle.

2. Administrative Assistant For the SHPA

The Ministry will assign one of its regular employees as an administrative assistant to the SHPA. Secretarial assistance will also be provided either by the administrative assistant or other Ministry personnel.

For the Cooperating Government or Agency Rao Basoah, Director of Planning Min. of Finance & Economic Planning SIGNATURE _____ DATE _____ TITLE _____	For the Agency for International Development SIGNATURE <i>James North</i> DATE <i>2/17/73</i> TITLE <i>W. Haven North, USAID/Ghana Director</i>
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ASD 1800-1A
(6-73)
PROAG
CONTINUATION
SHEET
ANNEX

PROJECT AGREEMENT
BETWEEN AID AND
MINISTRY OF HEALTH
AN AGENCY OF THE GOVERNMENT OF
GHANA

1. Project/Agency No.
641-11-590-068
2. Agreement No.
068-4-
3. Project/Agency Title
**Management of Rural Health Services
Phase I**

PAGE **9** OF **9** PAGES
3. Original or
Revision No.

3. Office Space and Facilities

The Ministry will provide suitably located office space for the SHPA and his administrative assistant. The Ministry will provide office space for the short-term contract consultants as well as transport, clerical and other support in furtherance of the optimal performance of their duties.

4. General Project Support

The Ministry will make a budget allocation in the amount of 20,000 as its cash contribution to the support of the project. The Ministry's payment will be made directly to USAID in a lump sum within sixty (60) days of the signature of this agreement.

5. Participants

The Ministry will pay the participants' salaries during the period of their training programs and will provide economy class air transportation from Accra to Washington, D.C. and return. The Ministry will also provide a warm clothing allowance and such other assistance as it usually grants Ministry employees on study leave. The Ministry also undertakes to employ the participants, on their return, in the positions for which they have been trained for a minimum period of one year and will take such measures as are necessary to ensure that the participant understands and honors his commitment to the project.

[Signature]
Major A. B. Selormey
Commissioner
for Health
Ministry of Health

[Signature]
W. Laven North
Director
USAID Mission to Ghana

Date **28 December 1973**

Date **28 December 1973**

For the Agency for International Development
Leo Basco, Director of Planning
and Financial Management

For the Agency for International Development
[Signature]
W. Laven North, USAID/Ghana Director
28/12/73

6410068-2
Project file
3 p.
Ghana
Rural Health
10-4-72

PD-AAB-926

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AFR/CWA, Athol H. Ellis, Director

PROBLEM: The USAID/Ghana Mission Director has requested Bureau approval in principle of the Mission proposal to provide assistance to the Ministry of Health in Ghana.

Discussion:

Background:

Annex C of the USAID/Ghana FY 1974 DAP and FBS presented the Mission's justification for providing assistance to the Ministry of Health in Ghana. The Mission cited several reasons for this proposal including:

1. Developing the supportive delivery system required for implementation of family planning programs;
2. Providing linkages with the Ministry of Health in order to assure that the MOH would be in a position to provide the support required to follow up on the recommendations of the Danfa Project which is aimed at developing a comprehensive family planning program for country-wide application in Ghana, and in which the rural health system is a major factor. The key consideration is that unless the Ministry capacity to develop a rural health system is significantly improved, it is difficult to protect our return on the substantial investment being made in Danfa;
3. Pulling together various aspects of USG assistance which are already going to the health area such as Title II funds and 104 (h) grants,

Current Status:

It was agreed during the DAP/FBS reviews that the scope and content of these proposals should be further explored. AID/Washington had intended to propose to the Mission that an in-house TDY reconnaissance team go to Ghana. In reviewing the program with the Ghana Mission Director, some of our original questions have been answered. In addition, Haven North has made the following observations:

1. The presentation represents the Mission's analysis and recommendation that a few selected inputs in the MOH could have a high payoff. It does not represent a GOG request though we understand the GOG has expressed an interest.

2. To be effective, any reconnaissance team will have to discuss these areas with the GOG, and thus raise GOG expectations of future assistance.
3. The Mission Director does not want to initiate any action until and unless we have some agreement "in principle" that assistance can be provided.

AFR/CWA Position:

In consultation with the Director, AFR/CWA has identified the following criteria against which any assistance request might be judged. These would be used as a frame of reference for the Mission Director to begin dialogue with the GOG.

1. We would not consider providing assistance to the whole health sector, but would concentrate on strengthening the delivery of rural health services.
2. Given the constraints of the GOG budget, any assistance should be focussed on improved utilization of existing resources. For this purpose the main thrust of the activity should be on improved rural health planning and management including strengthening the management of rural health training programs.
3. We would, within the above two constraints, consider financing short-term consultants and participant training. At some later date this might involve financing OPEX personnel in the MOH and/or additional direct-hire Mission staff. We would not consider any capital construction and/or budgetary support for the MOH.
4. To the greatest possible extent, any assistance we provide should be oriented toward the management capabilities of the MOH to deliver existing health services in rural areas, incorporating family planning and nutrition.

The specific parameters of any project will have to be developed with the GOG, and we could not give any assurance in advance of the general magnitude of funding available. The question of whether Title X or TC/DG funds or a combination were appropriate would be addressed at that time.

Recommendation:

As the first step, we would provide the above four criteria to the USAID/Ghana Mission, and following these discussions, the USAID would request AID/W assistance, if necessary, to further develop an appropriate course of action for U.S. assistance.

We recommend that you approve this course of action by signing this memorandum.

AFR/CWA, HJohnson:ri:10/4/72

Clearances:

DAA/AFR:DBrown
AFR/DP:EHogan draft
AFR/ODS:JPinder draft
TA/H:LHoward draft
PHA/POP/AFR:CMiracle draft
USAID/Ghana:WHNorth draft

APPROVED: James Clemons

DISAPPROVED: _____

DATE: 10 Oct 1972

Deris: 6410068-8
I need three copies of each of these items to file
-068 PROPs
PD-AAB-926
July 18, 1975
36p

CM/ROD/Afr:William Gohn
AFR/CWA:Joan Coe ✓

George Flores, HPN, USAID/Ghana

KFI Contract

Ref: State 168889

Attached is my 1975 through FY 1977 project cost summary which includes KFI projected costs. These estimates were developed during Paul Zukin's visit and also discussed with Paul by component. We agreed on components and funding requirements for FY 1976 but did not thoroughly discuss the local cost and commodity items and how they would be phased down in FY 1977.

I believe the Planning Unit must make a case for inclusion of these items in the MOH budget in FY 1977. USAID should only be responsible for residual activities that are not fully institutionalized by FY 1977, therefore the USAID commodity and local currency estimates are significantly decreased in FY 1977.

Other differences in pricing are subject to negotiation. I inadvertently left out provision for Henry Kaiser's travel (which should be discussed as an overhead item) and the RSR benefits which of course should be included.

HPN:GFlores:f:7/18/75



Department of State

TELEGRAM

SUBJECT

UNCLASSIFIED 5589

PAGE 01 ACCRA 05348 160831Z

ACTION COPY

15
ACTION AID-31

INFO UCT-01 AF-06 /038 W

089788

P 151628Z AUG 75
FM AMEMBASSY ACCRA
TO SECSTATE WASHDC PRIORITY 8804

ACTION TO: AFR/CWA

DATE DUE: 8-20

YR AA DO RE DB

UNCLAS ACCRA 5348

AIDAC

AUG 18 1975

AFR/CWA FOR COE

AM
7 8 9 10 11 12 1 2 3 4 5 6 PM

E.O. 11652: N/A
SUBJ: PROJECT 0068 - RURAL HEALTH MANAGEMENT

REF: STATE 192243

1. APPRECIATE AID/W WORKLOAD CONCERNING PID APPROVALS HOWEVER SUGGEST THAT ACTION ON PROGRAMS STILL IN FORMULATIVE STAGES SHOULD BE SECONDARY TO REVIEW AND APPROVAL OF ONGOING PROGRAM. USAID HAS COMMITMENT TO PROVIDE ASSISTANCE TO HEALTH SECTOR AND IS ALREADY DEEPLY INVOLVED IN ATTEMPTING TO REGULARIZE AND FORMALIZE PLANNING PROCESS IN MOH. FURTHER DELAYS IN DEVELOPMENT OF PLANNING UNIT AND STAFFING ON U.S. SIDE WILL HAVE DISASTROUS EFFECT ON CREDIBILITY OF PLANNING UNIT AND USAID. REQUEST AID/W PRIORITY ACTION ON REVIEW AND APPROVAL OF PROP AMENDMENT.

2. ZUKIN HAS PROVIDED MISSION WITH CV ON DR. RICHARD MORROW CURRENTLY AT HARVARD. CANDIDATE APPEARS PARTICULARLY WELL QUALIFIED FOR SHPA POSITION. REQUEST AID/W DISCUSS CANDIDATE WITH ZUKIN IN ORDER SUBMIT NOMINATION GOG FOR EARLY CLEARANCE. CLEARANCE ON NEILL EXPECTED SOON. MOH CONCURS IN NOMINATION AND NOW AWAITING MEP PRO-FORMA CLEARANCE.

3. FYI PLANNING UNIT BECOMING CENTER OF ACTION AT MOH. COMMISSIONER OF HEALTH AND MEP ALREADY MAKING DEMANDS ON UNIT FOR ADVISE AND INFORMATION. IMPORTANCE OF PLANNING UNIT TO HEALTH SECTOR REEMPHASIZED BY COMMISSIONER DURING FORMAL

UNCLASSIFIED



Department of State **TELEGRAM**

UNCLASSIFIED

PAGE 02 ACCRA 05348 160831Z

DEDICATION OF PLANNING UNIT ON AUGUST 2. COMMISSIONER POINTED OUT THAT THERE HAD BEEN PAST DISAPPOINTMENTS IN IMPLEMENTATION OF PLANNING UNIT BUT WAS HOPEFUL THAT THIS HAD BEEN RESOLVED.

4. IMPORTANT THAT PLANNING UNIT HAVE PROPER GUIDANCE ON PERMANENT BASIS BY PERSON HIGHLY QUALIFIED PROFESSIONALLY AND WITH PRIOR EXPERIENCE IN GHANA IF POSSIBLE. MORROW SEEMS FIT REQUIREMENTS ADMIRABLY. HENCE MISSION FEELS WE SHOULD ACCEPT INEVITABLE DELAY HIS ARRIVAL AT POST, ASSUMING HE ACCEPTS POSITION, BUT WE SHOULD AS INDICATED ABOVE, PROCEED WITH NOMINATION/GOG FORMAL APPROVAL ASAP.
BLACK

UNCLASSIFIED

	<u>FY 75</u>	<u>FY 76</u>	<u>I/O</u>	<u>FY 77</u>
II. <u>Direct AID.</u>				
A. Personnel	6,300	60,000	24,000	61,000
B. Participants	19,200	95,000	-	88,000
C. Other costs (Facilities)	-	100,000	-	-
	<u>25,500</u>	<u>255,000</u>	<u>24,000</u>	<u>149,000</u>
Total				453,500

GRAND TOTAL PROJECT COSTS:

Contract	175,800	473,370	64,550	415,050
Direct AID	<u>25,500</u>	<u>255,000</u>	<u>24,000</u>	<u>149,000</u>
	<u>201,300</u>	<u>728,370</u>	<u>88,550</u>	<u>564,050</u>
Total				1,582,270

Summary by Action Agent

	<u>Direct AID</u>	<u>UCLA</u>	<u>PSC</u>	<u>KFI</u>	<u>Total</u>
Personnel	151,300	19,500	18,100	439,770	628,670
Salaries	(151,300)	(18,700)	(18,100)	(305,100)	(493,200)
Benefits & allowances	-	(800)	-	(134,670)	(135,470)
Participants	202,200	-	-	-	202,200
Commodities	-	8,000	-	32,000	40,000
Other costs	<u>100,000</u>	<u>12,500</u>	<u>1,700</u>	<u>597,200</u>	<u>711,400</u>
Contract Admin.		(8,400)		(423,300)	(431,700)
Travel		(4,100)	(1,700)	(86,200)	(92,000)
Local Currency	(100,000)	-	-	(87,700)	(187,700)
Total					<u>1,582,270</u>

	<u>FY 75</u>	<u>FY 76</u>	<u>Interim Quarter</u>	<u>FY 77</u>
C. OTHER COSTS				
1. <u>Contract Administration</u>	<u>64,400</u>	<u>166,100</u>	<u>27,200</u>	<u>174,000</u>
UCLA	8,400	-	-	-
KFI:	<u>56,000</u>	<u>166,100</u>	<u>27,200</u>	<u>174,000</u>
Fringe Benefits @ 30% of salaries	(12,000)	(36,000)	(5,700)	(37,800)
Overhead @ 77% of salaries and fringe benefits	(40,000)	(120,100)	(19,000)	(126,200)
Fixed fee	<u>(4,000)</u>	<u>(10,000)</u>	<u>(2,500)</u>	<u>(10,000)</u>
2. <u>Travel (Intern.) & Per Diem</u>	<u>14,800</u>	<u>42,300</u>	<u>-</u>	<u>34,900</u>
UCLA	(4,100)	-	-	-
PSC (Torrens)	(1,700)	-	-	-
KFI:	<u>(9,000)</u>	<u>(42,300)</u>	<u>-</u>	<u>(34,900)</u>
3. <u>Local Currency Costs</u>	<u>500</u>	<u>57,000</u>	<u>11,000</u>	<u>19,200</u>
Conferences and seminars	-	(10,000)	-	(2,000)
Seminars supply/equipment	-	(2,000)	-	(1,000)
Local admin. salaries	-	(4,000)	(1,000)	(4,200)
Local consultants/contracts	-	(35,000)	(10,000)	(5,000)
Travel (Ghana)	-	(4,000)	-	(5,000)
Miscellaneous	<u>(500)</u>	<u>(2,000)</u>	<u>-</u>	<u>(2,000)</u>
Total Other Costs (1, 2 and 3)	<u>79,700</u>	<u>265,400</u>	<u>38,200</u>	<u>228,100</u>
TOTAL CONTRACT COSTS:				
A. Personnel	87,600	181,470	26,350	181,950
B. Commodities	8,500	26,500	-	5,000
C. Other Costs	<u>79,700</u>	<u>265,400</u>	<u>38,200</u>	<u>228,100</u>
	175,800	473,370	64,550	415,050
<u>Total</u>				<u>1,128,770</u>

PHASE I - ESTIMATED COST SUMMARY

**Management of Rural Health Services
641-11-590-068**

	(1)	(2)	(3)	(4)
	<u>FY 75</u>	<u>FY 76</u>	<u>Interim</u>	<u>FY 77</u>
I. <u>Contract</u>	<u>Estimate</u>	<u>(Projected)</u>	<u>Quarter</u>	<u>(Projected)</u>
A. PERSONNEL COSTS				
1. <u>Salaries</u>	<u>76,800</u>	<u>120,000</u>	<u>19,600</u>	<u>126,100</u>
UCLA	18,700	-	-	-
PSC	18,100	-	-	-
KFI:	<u>40,000</u>	<u>120,000</u>	<u>19,000</u>	<u>126,100</u>
Project Director	(6,000)	(8,000)	-	(8,400)
SHPA	(20,000)	(40,000)	(10,000)	(42,000)
MTA	-	(36,000)	(9,000)	(37,800)
Consultants	<u>(14,000)</u>	<u>(36,000)</u>	-	<u>(37,900)</u>
2. <u>Benefits and Allowances</u>	<u>10,800</u>	<u>61,470</u>	<u>7,350</u>	<u>55,850</u>
UCLA	800	-	-	-
PSC	-	-	-	-
KFI:	<u>10,000</u>	<u>61,470</u>	<u>7,350</u>	<u>55,850</u>
Post Differential	(4,000)	(19,000)	(4,000)	(20,000)
Post Allowances	(800)	(3,570)	(750)	(4,050)
Housing & Utilities (less MOH contribution)	(3,000)	(6,400)	(2,600)	(6,400)
Shipment of IHHE, Auto and storage of effects	(1,200)	(16,800)	-	(9,600)
Education Allowances	(1,000)	(15,700)	-	(15,800)
Total Contract Personnel Costs (1 & 2)	<u>87,600</u>	<u>181,470</u>	<u>26,350</u>	<u>181,950</u>
<hr/>				
B. <u>CONTRACT COMMODITIES</u>	<u>8,500</u>	<u>26,500</u>	-	<u>5,000</u>
UCLA	8,000	-	-	-
KFI:	<u>500</u>	<u>26,500</u>	-	<u>5,000</u>
Vehicles	-	(10,000)	-	-
Household equip, furniture and appliances	(500)	(5,500)	-	-
Contractor Supplies and office equipment	-	(9,000)	-	(3,000)
Misc. training equipment and supplies	-	<u>(2,000)</u>	-	<u>(2,000)</u>



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For yd. 000 -
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Cabled, 10/1/76

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ACTION TO: AFR/kwa

DATE DUE: 7-2

AA/DP RF/3/3

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JUN 30 1975

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EO 11652 NA
SUB: MANAGEMENT OF RURAL HEALTH SERVICES -068

REF: A) ACCRA 3092 B) STATE 144616

1. REFTEL A) NOTES RECENT DISCUSSION WITH MOH WICH REQUIRE ALTERATION TERMS OF PROP AMENDMENT APPROVED BY AA/AFR JUNE 19. DURING WEEK OF JUNE 16, MOH/USAID/KFI REVIEWED PROJECT WORK PLAN AGAINST AID BUDGET CYCLE, DEVELOPMENT OF HEALTH SECTOR FIVE YEAR PLAN, -AND USAID SUBMISSION OF PROJECT DOCUMENTS FOR LONGER TERM EFFORTS. IT HAS BECOME OBVIOUS THAT PLANNING UNIT WORK SCHEDULE PLUS REGIONAL TRAINING TO BE CONDUCTED MUST EXTEND AND BE ASSURED NOW (REPEAT NOW) OF CONTINUITY THROUGH FY 77. ALL AGREE THAT IN ORDER ADEQUATELY COVER PHASE I PROGRAM AND DEVELOP LONGER-TERM PROJECT DOCUMENTS IT BEST EXTEND PRESENT PROJECT LIFE AND KFI SERVICES THROUGH FY 77 (SEPTEMBER 30, 1977, CONTINUING UNDER PRESENT TERMS OF REFERENCE. SINCE INCUMBENT SHPA WILL NOT (REPEAT NOT) CONTINUE BEYOND JULY 31, 1975 (REPEAT 1975) KFI MUST RESECURITY PERSONNEL NOW FOR BOTH SHPA AND MTA POSITIONS. MISSION FEELS IT MOST IMPORTANT KFI BE ABLE TO ASSURE CANDIDATES FULL TWO-YEAR TOUR ON BASIS PRESENT (REPEAT PRESENT) CONTRACT WHICH THEREFORE NEEDS BE EXTENDED TO SEPTEMBER 30, 1977. DEVELOPMENT OF FOLLOW-ON PROGRAM REQUIRES FULL DEFINITION OF GOG HEALTH POLICY AND RESOURCE REQUIREMENTS TO BE INCLUDED IN FIVE YEAR PLAN. WE HOPE THIS WILL EMERGE FROM WORK OF MOH PLANNING UNIT BY APRIL 1976. USAID PLANS TO DEVELOP LOAN AND GRANT PP CLOSELY INTEGRATED WITH VIE YEAR PLAN AND HAVE FUNDS READY FOR INITIAL

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OBLIGATION INTERIM QUARTER AND IMPLEMENTATION EARLY FY 1977. PHASE I ACTIVITIES WILL CARRY ON IN FY 1977 BUT BLEND INTO NEW PROJECT AS NEW PROJECT DEVELOPS, I.E., NEW PROJECT WILL ACCELERATE IN FY 77 WHILE PHASE I ACTIVITIES CONTINUE. MOH HAS REVIEWED AND CONCURS THIS APPROACH. FYI SEPARATE NORTH-TO-ADAMS MESSAGE FOLLOWS EXPLAINING CIRCUMSTANCES, NEED TO EXTEND PROJECT AND NEED TO EXPEDITE CONTRACT EXTENSION THROUGH FY 77.

2. USAID WILL PREPARE FOLLOWING:

A) REVISED PROP AMENDMENT AND COST SUMMARY TO COVER EXTENSION OF PHASE I THROUGH FY 1977. REVISED COST SUMMARY WILL INCLUDE DIRECT HIRE TRANSPORTATION AND MAINTENANCE TECHNICIAN NOW TO BE INCLUDED IN PROJECT WITH ESTIMATED COSTS THROUGH FY 1977;

B) REVISED PIO/T TO INCLUDE FUNDING FOR KFI CONTRACT EXTENSION PHASE I THROUGH SEPTEMBER 30, 1977, OR 26 MONTH EXTENSION.

3. FOR PRESENT CONTRACT NEGOTIATIONS PURPOSES, PIO/T NOW (REPEAT NOW) IN AID/2 SHOULD NOW INCLUDE STATEMENT THAT QUOTE SUBJECT TO AVAILABILITY OF FUNDS IT IS AID'S INTENT (PURSUANT AGREEMENT IN PRINCIPLE WITH GHANA MOH) TO EXTEND CONTRACT SERVICES WITH KFI IN PY 1976 TO SEPTEMBER 30, 1977. SAID EXTENSION WILL PROVIDE FUNDING TO PERMIT COMPLETION OF FULL TWO-YEAR TOURS BOTH RESIDENT ADVISORS. END QUOTE. REQUEST GHANA DESK COORDINATE ARRANGEMENTS AND OBTAIN APPROVAL OF AA/AFR THIS INSERT IN PIO/T IN ORDER TO EXPEDITE CONTRACT NEGOTIATIONS TO TAKE PLACE IN JULY BETWEEN KFI AND AID.

4. FOR GHANA DESK AND CONTRACT OFFICE:

A) KFI/ZUKIN TO CONTACT AID/W BY PHONE ON JULY 1 TO SET DATE FOR CONTRACT NEGOTIATION;

B) KAISER RECOMMENDS THAT WARREN MCGILL, KFI HEALTH SERVICES ADMINISTRATOR, VISIT ACCRA AND DEVELOP ADMINISTRATIVE ARRANGEMENTS REQUIRED FOR LONGER-TERM CONTRACT AND EXPANDED STAFF. MISSION CONCURS AND URGES AID/W DO AL POSSIBLE ASSURE ARRIVAL ACCRA

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C) KFI HOPEFUL SHPA AND MTA CAN BE RECRUITED AND AVAILABLE IN GHANA BY SEPTEMBER 1975. FOR THIS PURPOSE AMENDMENT TO KFI CONTRACT TO BE NEGOTIATED NEXT MONTH INCLUDE FIRM STATEMENT OF INTENT BY AID TO CONTINUE CONTRACT TO SEPTEMBER 30, 1977. WILL SUBSEQUENTLY PROVIDE FY 76 FUNDS TO COVER SERVICES TO END OF CONTRACT.

5. REGRET ANY INCONVENIENCE AND APPRECIATE AID/W EARLY RESPONSE TO AMENDMENT AND APPROVAL OF PROJECT DOCUMENTS PER REF B.
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PREPARING FOR THE LARGER OPERATIONAL HEALTH DELIVERY PROGRAM CONTEMPLATED UNDER PHASE II AND FOR WHICH INITIAL FUNDING IS PROJECTED IN THE INTER.M QUARTER OR EARLY FY 77.

III. RECOMMENDATION

THAT YOU APPROVE AMENDMENT NO 2 TO THE SUBJECT PROJECT PAPER AUTHORIZING CONTINUING PROJECT ACTIVITY THROUGH FY 77 WITH LIFE OF PROJECT FUNDING NOT TO EXCEED \$1.6 MILLION AND WITH OBLIGATIONS TO BE EXECUTED AS SPECIFIED ON THE ATTACHED PP FACE SHEET WHICH ARE IN ACCORDANCE WITH PROJECTIONS SPECIFIED IN FY 76 CP. (ATTACHMENTS -1) PP FACE SHEET AND 2) EXPENDITURE PROJECTION AS SUBMITTED PER REF C WITH CHANGE SUGGESTED PARA 1 ABOVE). UNQUOTE.

4. MISSION HOPES THAT WITH ABOVE AID/W WILL BE ABLE COMPLETE PP AMENDMENT AND OBTAIN APPROVAL IN TIME COMPLETE CONTRACT NEGOTIATIONS PRIOR JULY 31.
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E. O. 11652: N/A
SUBJ: MANAGEMENT OF RURAL HEALTH SERVICES - 0068:
PP AMENDMENT

ACTION TO: AFR/CWA
DATE DUE: 7-29
TAL AA DP RF DS
JUL 25 1975
AM 7 8 9 10 11 12 1 2 3 4 5 6 PM

REFS: (A) STATE 170723 (B) ACCRA 4705 (C) ACCRA 4617

1. REF B ALREADY PROVIDES AID/W WITH ESTIMATED TOTAL COST LIFE OF PROJECT AND OBLIGATIONS BY FY WITHIN LIMITATIONS ESTABLISHED BY FY76 CP. THOSE OBLIGATION ESTIMATES CONSISTENT WITH EXPENDITURE DATA HANDCARRIED BY FUCHS-CARSCH PER REF C WITH EXCEPTION TRANSFER OF \$100,000 FOR FACILITIES TO BE OBLIGATED AND EXPENDED FY77 INSTEAD OF FY76. WITH THAT SHIFT, PROJECT CAN MOVE FORWARD TO COMPLETION DESPITE TIGHT PIPELINE PROBLEM DESCRIBED REF B IF ASSUMPTION CORRECT THAT BULK OF FUNDING FOR FINAL YEAR'S EXPENDITURE CAN BE OBLIGATED EARLY FY77 AND BE ACCEPTABLE UNDER CP LIMITATIONS.

2. FOLLOWING ARE MAJOR ENTRIES FOR REVISED PP FACE SHEET SHOWING PROPOSED OBLIGATIONS IN DOLS THOUSAND. SECTION II (COLUMN HEADINGS AND LINE ENTRIES SAME AS FACE SHEET).

(A)	(B)	(C-1)	(C-2)
1. THRU FY75	614	309	12
2. FY76	340	72	48
3. INT. QTR	75	46	10
4. FY77	571	241	47
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8. TOTAL	1,600	668	117

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(D-1)	(D-2)	(E)	(F)	(G-1)	(G-2)
1. 19	18	54	232	591	12
2. 92	114	--	176	178	36
3. --	--	--	29	51	7
4. 88	117	5	237	322	33
5-7 BLANK	BLANK	BLANK	BLANK	BLANK	BLANK
8. 199	249	59	674	1,142	88

CUL 4 - COOPERATING COUNTRY LIFE OF PROJECT CONTRIBUTION C\$60,000 (\$0.87 - C1.00) OR \$574,000 EQUIVALENT SUBSTANTIALLY ABOVE 25 PERCENT MINIMUM.

SECTION IV PROJECT AUTHORIZATION. 1. CONDITIONS OF APPROVAL: THE PROJECT IS AUTHORIZED TO BE FUNDED IN ACCORDANCE WITH FY 76 CP LIMITATIONS AND WITH FY 77 AS THE FINAL YEAR OF FUNDING. BY SO DOING CONTINUITY WILL BE PROVIDED IN SUPPORT FOR THE DEVELOPMENT OF THE MANAGEMENT AND PLANNING CAPABILITY OF THE MINISTRY OF HEALTH.

3. FOLLOWING IS SUGGESTED TEXT ACTION MEMORANDUM FOR AA/AFR: QUOTE SUBJECT: AMENDMENT OF PROJECT PAPER - MANAGEMENT OF RURAL HEALTH SERVICES/GHANA; PROJECT 641-0068.

I. BACKGROUND

SUBJECT PROJECT WAS APPROVED OCTOBER 15, 1973 FOR AN 18 MONTH PERIOD. PHASE I OF PROJECT UNDERTAKEN AS PLANNING EFFORT AND CONTEMPLATED PHASE II FOR IMPLEMENTATION MAJOR HEALTH DELIVERY ACTIVITY WITH POSSIBILITY BOTH GRANT AND LOAN FUNDING. SUBSEQUENTLY YOU APPROVED AN ACTION MEMORANDUM AMENDING THE ORIGINAL PROJECT PAPER WHICH TOOK ACCOUNT OF MODIFICATIONS WORKED OUT WITH MOH NOTABLY BY ELIMINATING CONTEMPLATED DEVELOPMENT OF ORGANIZATION PLAN AND SUBSTITUTING DEVELOPMENT OF INTERNAL MANAGEMENT TRAINING PROGRAM FOR MOH.

WITH THESE CHANGES PROJECT NOW HAS THREE BASIC ELEMENTS, NAMELY: (1) ESTABLISHMENT OF MOH PLANNING UNIT; (2) DEVELOPMENT OF FUNCTIONAL PLANNING AND MANAGEMENT TRAINING PROGRAM; AND, (3) SUPPORT OF DEVELOPMENT OF FIVE YEAR PLAN FOR GHANA BEALTH SECTOR.

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II. DISCUSSION

INTENSIVE DISCUSSIONS WITH MOH DURING KAISER TEAM VISIT BROUGHT CLEARLY TO LIGHT FOLLOWING FACTORS AFFECTING REMAINDER LIFE OF PROJECT IDENTIFIED AS PHASE I:

1) EFFORT TO DEVELOP MOH HEALTH SECTOR PLAN FOR GHANA UNLIKELY BE COMPLETED PRIOR APRIL 1976;

2) PHASE II ACTIVITY (NOW APPROPRIATELY IDENTIFIED AS SEPARATE NEW PROJECT ENTITLED DELIVERY OF RURAL HEALTH SERVICES) CAN ONLY BE FORMULATED IN CLOSE HARMONY WITH OVERALL HEALTH SECTOR PLAN, PHASE II PP THEREFORE WOULD NOT BE READY FOR SUBMISSION TO AID/W UNTIL LAST QUARTER FY 76;

3) AS RESULT COMBINATION FACTORS 1) AND 2) ABOVE, IT WOULD NOT BE FEASIBLE SUBMIT PHASE II PROJECT PAPER IN TIME TO MAINTAIN ESSENTIAL CONTINUITY OF EFFORT IN THE DEVELOPMENT OF THE PLANNING UNIT, AND STAFF TRAINING IN PLANNING AND MANAGEMENT, FOR THE PERIOD AUGUST 76 - SEPTEMBER 77, IF THESE ACTIVITIES DEPENDENT ON PHASE II PROJECT SINCE FUNDING FOR LATTER UNLIKELY BE AVAILABLE DUE INEVITABLE TIME CONSUMED FOR APPROVAL/OBLIGATION/CONTRACTING PROCESS;

4) IN ANY CASE SINCE BOTH SHPA AND MTA CANDIDATES MUST BE RECRUITED IN MID-CY 75 AND SERVICES REQUIRED OVER TWO YEAR PERIOD, ESSENTIAL AID BE IN POSITION AUTHORIZE CONTRACTOR (KFI) ENTER INTO COMMITMENT FOR 24 MONTHS DURATION FROM TIME OF RECRUITMENT.

WITH THE ABOVE FACTORS IN MIND, DISCUSSIONS WITH MOH RESULTED IN UNDERSTANDING BETWEEN USAID AND MOH AND REQUEST BY LATTER THAT AID PROVIDE SERVICES OF SHPA AND MTA THROUGH SEPTEMBER 30, 1977. WITH THIS ACCOMPLISHED, IT WILL BE FEASIBLE TO SUSTAIN THE EFFORT TO DEVELOP MOH PLANNING AND MANAGEMENT CAPABILITY WITH CONTINUITY DURING MOBILIZATION PERIOD FOR PHASE II PROJECT.

BY AUTHORIZING THE CONTINUATION OF THIS PHASE I PROJECT THROUGH SEPTEMBER 30, 1977 WITH TOTAL LIFE OF PROJECT FUNDING AT A LEVEL OF \$1.6 MILLION, IT WILL BE POSSIBLE TO ASSURE EFFECTIVE CONCLUSION OF THIS PHASE OF THE ACTIVITY WHILE

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FOR JUAN COE AFR/CWA

E. O. 11652: N/A
SUBJ: RURAL HEALTH MANAGEMENT. PROJECT 0068

REF: (A) STATE 170506 (B) STATE 170723 (C) ACCRA 4617

1. RECOGNIZE NEED BE COGNIZANT ISSUES RAISED PARA 4 REF B. ON ASSUMPTION THAT FY 76 CP WHICH SHOWS FUTURE YEAR OBLIGATIONS DOLS 1,456 PERMITS SUFFICIENT OBLIGATIONS IN FY 77 (WITHOUT CONGRESSIONAL NOTIFICATION) TO CARRY PROJECT THROUGH SEPTEMBER 77. MISSION AGREES TO REVISE FY 76 AND IQ REQUESTS TO DOLS 340 AND DOLS 75. THIS WILL, HOWEVER, RESULT IN CRITICALLY SMALL PIPELINE BY END OF IQ, AND FY 77 OBLIGATION OF DOLS 571 WOULD HAVE TO BE MADE NLT OCTOBER 76 TO ASSURE AVAILABILITY OF FUNDS TO CONTINUE CONTRACT.

2. PROJECT HAS PRESENT SHAPE AND TIMING BECAUSE IT WAS WORKED OUT ON LOGICAL BASIS, AND IF IT TO PROCEED THEN ALL ELEMENTS MUST BE RETAINED, INCLUDING DIRECT HIRE TECHNICIAN. IN ANY CASE, SHIFTING THAT RELATIVELY SMALL AMOUNT TO OTHER FUNDING WOULD NOT APPRECIABLY RELIEVE PRESSURE TO OBLIGATE FY 77 FUNDS SOONEST.

261 PP DF file and Friedman

3. EXPENDITURE ESTIMATES HAND-CARRIED BY MICHAEL FUCHS-CARSCH SUBSTANTIALLY CORRECT. SEPTTEL FOLLOWS WITH PP FACE SHEET ENTRIES AND PROPOSED TEXT ACTION MEMORANDUM. REQUEST AID/W AMEND PIO/T BASED ON EXPECTED APPROVAL OF PP AMENDMENT WHICH

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REFLECTS CONTINUATION OF PROJECT THROUGH FY 77 AND TOTAL PROJECT COSTS OF DOLS 1,600 OBLIGATED AS FOLLOWS: 614 THROUGH FY 75; 340 IN FY 76; 75 IN IQ; 571 IN FY 77.

4. PER REF C INCLUDED IN USAID CONTRACT BUDGET ARE MONIES FOR KFI RESIDENT ADVISORS' HOUSING UTILITIES AND MAINTENANCE LESS MOH CONTRIBUTION. AMOUNT BUDGETED IS BASED ON UCLA DANFA EXPERIENCE. KFI WARREN MCGILL NOW WORKING WITH USAID IN LOCATING HOUSING.

5. USAID HAS AGREED TO ASSIST KFI IN LOCATING AND LEASING OF HOUSING. FY 75 MOH CONTRIBUTION TOWARDS HOUSING IN TRUST FUND AND FY 76 CONTRIBUTION EXPECTED WITHIN AUGUST. USAID WILL CHARGE CONTRACT FOR BALANCE OF RENTAL ABOVE MOH CONTRIBUTION. KFI EXPECTED PROVIDE MAINTENANCE SERVICES. USAID AGREEMENT AND PROCEDURES FOR SUPPORT SERVICES CLEARLY SET OUT IN WILSON TO STUART MEMO OF APRIL 24, 1975. REST OF THIS MEMO STRESSES USAID WILLINGNESS TO PROVIDE INTERIM SUPPORT DISCUSSED DURING ZUKIN VISIT AND REDISCUSSED WITH MCGILL WHO WAS PROVIDED COPY BY ZUKIN.

6. MEMO ALSO COVERS USAID ASSISTANCE TO KFI IN SECURING HOUSEHOLD APPLIANCES AND FURNITURE. THE COST OF SUCH ITEMS SHOULD BE PROVIDED FOR IN CONTRACT AND SHOULD INCLUDE EXPENSES FOR MAINTENANCE. USAID ARRANGING PURCHASE APPLIANCES FROM W.A.L.A.S. COST WILL BE REIMBURSED FROM CONTRACT FUNDS. USAID SUGGEST KFI MCGILL ARRANGE FOR HOUSEHOLD FURNITURE FROM LOCAL MANUFACTURER. BELIEVE SUFFICIENT FUNDS ARE PROVIDED IN CONTRACT TO COVER ALL ITEMS REQUIRED FOR HOUSING COMPARABLE TO THAT PROVIDED USAID PERSONNEL. ALLOWABILITY OF COSTS WILL BE BASED THIS CONCEPT.

7. LOCAL CURRENCY COSTS INCLUDED IN FY 76 COST ESTIMATES PROVIDED FOR CONTRACTOR TO SUBCONTRACT WITH LOCAL CONSULTANTS, LOCAL INSTITUTIONS E.G. ISSER, MANAGEMENT PRODUCTIVITY INSTITUTE ETC. THESE INSTITUTIONS AND INDIVIDUALS WILL BE ABLE PROVIDE SUPPLEMENTARY PROFESSIONAL SERVICES SUCH AS (1) HEALTH SURVEYS; DATA GATHERING AND ANALYSIS; (2) COST STUDIES; FACILITIES, DRUGS; (3) TECHNICAL GUIDANCE; HOSPITAL AND CLINIC; EQUIPMENT MAINTENANCES, PORTABLE WATER PUMP DESIGN AND LOCATION; (4) MANAGEMENT; ASSIST WITH MANAGEMENT

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SEMINARS GIVING LOCAL EXPERTISE ON GHANAIAN SITUATIONS) (5)
OTHER RESEARCH ACTIVITIES AS APPROPRIATE.

8. PROVISION FOR TRAVEL IN GHANA BY MTA & SHPA PROPER
CONTRACT EXPENSE AND SHOULD BE INCLUDED IN CONTRACT BUDGET.
IT IS PLANNED TO HOLD 8 MANAGEMENT SEMINARS OUTSIDE ACCRA,
EACH LASTING MINIMUM TWO WEEKS AT PER DIEM RATES BETWEEN
CEDI 28 AND CEDI 49. THIS FIGURE DOES NOT INCLUDE AIR
TRANSPORT WHEN APPLICABLE OR OTHER TRAVEL BY SHPA. THEREFORE
DOLS 4,000 INCLUDED IN CONTRACT WILL NEED TO BE TIGHTLY
BUDGETED. MOH WILL PROVIDE TRAVEL EXPENSES FOR GHANAIAN
STAFF AND PIO/T SHOULD DIFFERENTIATE BETWEEN KFI ADVISOR
EXPENSES AND GHANAIAN STAFF EXPENSES.
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TO SECSTATE WASHDC PRIORITY 8582

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AIDAC

F.O. 11652: N/A
SUBJ: MANAGEMENT OF RURAL HEALTH SERVICES - KFI CONTRACT
NEGOTIATIONS

FOR AFR/CWA, COE, CN/ROD/AFR, SOHN

1. USAID BUDGET AND COPY OF KFI CONTRACT PROPOSAL DATED JULY 3, 1975 REVIEWED IN DETAIL WITH KFI MCGILL. AGAIN WISH TO MAKE CLEAR TO KFI THAT USAID AGREES TO PROVIDE THE CONTRACTOR WITH ASSISTANCE IN LOCATION AND RENTAL OF HOUSING PLUS MAKE ARRANGEMENTS FOR PURCHASE OF FURNITURE AND APPLIANCES. COST OF ALL PERSONAL SUPPORT INCLUDING RENTAL, UTILITIES, MAINTENANCE AND FURNISHING MUST BE INCLUDED IN CONTRACT. USAID HAS ADVISED MCGILL ON PROCEDURES REGARDING MOH CEDI CONTRIBUTION FOR RENTAL AND REFURBISHING OF HOUSING WHICH MUST BE SUPPLEMENTED BY CONTRACT DOLLARS.

2. USAID ESTIMATED COST SUMMARIES MUST BE REVISED TO REFLECT RESULTANT INCREASED PERSONNEL SUPPORT COSTS AS FOLLOWS:

(A) CONTRACT COMMODITIES - HOUSEHOLD EQUIPMENT, FURNITURE AND APPLIANCES: FY 76 NOW ESTIMATED AT DOLS 17,000; FY 77 (REPLACEMENTS) DOLS 3,000.

(B) CONTRACTOR BENEFITS AND ALLOWANCES - HOUSING (LESS MOH CONTRIBUTION): INTERIM QUARTER NOW ESTIMATED AT DOLS 4,160; FY 77 DOLS 7,800.

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(C) LOCAL CURRENCY COSTS - MISCELLANEOUS (INCLUDING HOUSING MAINTENANCE AND UTILITIES): FY 76 COSTS ESTIMATED AT DOLS 11,600; INTERIM QUARTER DOLS 2,400; FY 77 DOLS 10,000.

3. ABOVE WILL INCREASE MISSION'S ESTIMATED CONTRACT COSTS IN FY 76 BY DOLS 21,100; INTERIM QUARTER BY DOLS 3,960; FY 77 BY DOLS 12,480.

4. IN ORDER RETAIN OBLIGATION LEVELS IN CP (DOLS 340 IN 76; DOLS 75 IN IQ) MISSION SUGGESTS THAT ENTIRE AMOUNT OF INCREASE (DOLS 37,540) BE OBLIGATED IN FY 77. WHILE THIS WOULD PRECLUDE NECESSITY OF CONGRESSIONAL NOTIFICATION AT THIS TIME, IT WOULD OF COURSE INCREASE TOTAL COST OF PROJECT OVER DOLS 1.6 MILLION UNLESS OTHER ITEMS COULD BE REDUCED AT TIME OF CONTACT NEGOTIATIONS. IT WOULD ALSO DECREASE LENGTH OF TIME CONTRACT FORWARD FUNDED.

5. MCGILL PROVIDING INFORMATION ON INCREASED COST TO KFI THROUGH TELEX.

6. ADVISE IF DIFFICULTIES ARISE. REGRET ANY INCONVENIENCE.

7. FYI MISSION WILL MAKE INITIAL HOUSING RENTAL ARRANGEMENT AND ORDER FURNISHINGS IN ORDER HAVE HOUSING SET UP BY SEPT. ETA CONTRACT HOWEVER REQUIRES FUNDING TO COVER COSTS THESE ITEMS WHICH EXCEED CEDI TRUST FUND ALLOCATION FROM MOH.
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ACTION AID-31

ACTION COPY

INFO OCT-01 AF-06 /038 W

115651

P 181556Z JUL 75
FM AMEMBASSY ACCRA
TO SECSTATE WASHDC PRIORITY 8380

SUBJECT

*ACTION TO: AFR/OWA
DATE DUE: 7-23
TAC/PA/AT/OB*

UNCLAS ACCRA 4617

AIDAC

JUL 21 1975
AM
7 8 9 10 11 12 1 2 3 4 5 6 PM

E. O. 11652: N/A
SUBJ: MANAGEMENT OF RURAL HEALTH SERVICES - 068

REF: A) STATE 168889 B) ACCRA 4377

1. APPRECIATE RESPONSIVENESS AID/W AND KFI IN PREPARATION CONTRACT NEGOTIATIONS. USAID AGREES FUTURE REVISIONS/ MODIFICATIONS IN PROJECT MUST BE DOCUMENTED WITH NOTICE TO ALL CONCERNED. USAID LOOKING FORWARD TO KFI TEAM AND BELIEVE GOOD BASIS SET FOR ACCOMPLISHMENT PROJECT PURPOSE IN NEW TIME FRAME.

2. USAID HAS REVIEWED KFI COST PROPOSALS THROUGH SEPTEMBER 1977. USAID'S LATEST COST ESTIMATE TO INCLUDE FY 1977, IS BASIC ACCORD WITH KFI PROPOSAL. ONLY SIGNIFICANT DIFFERENCES ARE IN AREA OF LOCAL CURRENCY SUPPORT FY 1977. USAID PLANNED HEAVIER INPUT ON LOCAL CURRENCY DURING INITIAL PLANNING YEAR FY 1976 WITH DECREASED INPUTS IN FOLLOWING YEAR WHEN GOG EXPECTED TO PICK UP COST THROUGH OWN BUDGET MECHANISMS. MOH BUDGET SUBMISSION FOR FY 1977 WOULD BE PRODUCT OF PLANNING UNIT, THEREFORE SHOULD PROVIDE JUSTIFICATION AND PROVISION FOR CONTINUED GOG SUPPORT FOR THESE ACTIVITIES FUNDED BY CONTRACT IN FY 1976. USAID WOULD THEREFORE SUPPORT LOCAL CURRENCY SUPPORT ON DECLINING SCALE, I.E., FY 1976 DOLS 57,000; 10 DOLS 11,000; FY 1977 DOLS 19,200. ABOVE REASONING ALSO APPLIES TO COMMODITIES WHICH USAID BUDGETED AT DOLS 26,500 IN FY 1976 AND DOLS 5,000 IN FY 1977.

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3. USAID NOTES THAT KFI DOES NOT BUDGET FOR HOUSING AND UTILITIES. DURING ZUKIN VISIT USAID AGREED TO ASSIST KFI IN LOCATING AND RENTAL OF HOUSING AND PURCHASE OF BASIC APPLIANCES TO BE CHARGED TO CONTRACT. HOWEVER, KFI TO ASSUME ALL RESPONSIBILITY FOR CONTRACTOR LOGISTIC SUPPORT AS SPELLED OUT IN PIO/T DATED MAY 6, 1975.

4. MICHAEL FUCHS-CARSH WILL HAND CARRY MISSION'S REVISED BUDGET ESTIMATES DEVELOPED PRIOR TO RECEIPT REFTEL. MISSION ESTIMATES DO NOT INCLUDE RRR TRAVEL WHICH INADVERTENTLY MISSED AND PROVISION FOR KFI PRESIDENT VISITS TO ACCRA. BELIEVE YEARLY VISIT USEFUL AND REQUEST AID/W INCLUSION IN CONTRACT. HOWEVER, WOULD CONSIDER THESE VISITS AS PART OF 77 PERCENT OVERHEAD COSTS.
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ACTION AID-31

INFO OCT-01 AF-06 /038 W

016412

P 111135Z JUL 75
FM AMEMBASSY ACCRA
TO SECSTATE WASHDC PRIORITY 8250

SECRET

ACTION TO: AFR/CWA
DATE DUE: 7-16

UNCLAS ACCRA 4377

TAL AA 20 AF DB

AIDAC

JUL 14 1975

E.O. 11652: N/A
SUBJ: MANAGEMENT OF RURAL HEALTH SERVICES -068

AM 7 8 9 10 11 12 1 2 3 4 5 6 PM

FOR AFR/CWA COM AND COM/ROD/AFR GUMN

REF: A) PIO/T AND PROGAG AMENDMENTS DATED JUNE 6, 1975
B) ACTION MEMORANDUM FOR ASSISTANT ADMINISTRATOR FOR AFRICA DATED JUNE 2, 1975 C) ACCRA 4082

1. FOR PURPOSES OF CONTRACT NEGOTIATIONS CONTRACT OFFICE SHOULD NOTE THAT TERMS OF REFERENCE DESCRIBED IN PIO/T 40031 AMENDMENT FIVE (5) DATED JUNE 5, 1975, REFLECT CHANGES THAT EVOLVED OVER INITIAL CONTRACT PERIOD CULMINATING IN MOH/USAID FORMAL AMENDMENT OF SCOPE OF SERVICES TO BE PROVIDED AND EVIDENCED BY LETTER OF UNDERSTANDING DATED APRIL 12, 1975. THESE CHANGES HAVE NOT BEEN DOCUMENTED IN KFI CONTRACT COVERING PERIOD JANUARY 31, 1975 THROUGH JULY 31, 1975. IMPORTANT THAT CONTRACTOR NOT BE HELD RESPONSIBLE FOR ACCOMPLISHING TASKS WHICH USAID/MOH IN RETROSPECT CONSIDER INAPPROPRIATE. SEE REF ACTION MEMORANDUM FOR OTHER BACKGROUND INFORMATION.

2. SPECIFIC CHANGE IN PIO/T AMENDMENT 4 DATED JANUARY 1975 SCOPE OF TECHNICAL SERVICES BLOCK 19 TO BE OMITTED FROM KFI RESPONSIBILITY ARE REFERENCES TO REORGANIZATION IN ITEMS A) ORGANIZATION DEVELOPMENT PLAN AND B) MANAGEMENT SYSTEMS PLAN. REF A AND REF B PROVIDE STATEMENT OF TECHNICAL SERVICES AGREED TO AND FOLLOWED BY KFI CONTRACTOR AS OF APRIL 1975 PER USAID AGREEMENT. ACCORDINGLY KFI SHOULD NOT BE HELD RESPONSIBLE FOR

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IMPLEMENTATION OF THE ABOVE TASKS IN THE ORIGINAL SCOPE OF WORK GIVEN IN PID/T DATED JANUARY 1978.

3. MISSION HOPES THAT CONTRACTS OFFICE WILL TAKE THIS INFORMATION INTO CONSIDERATION IN NEW NEGOTIATIONS WHICH ABOUT TO TAKE PLACE AND MAKE IT A MATTER OF RECORD IN CONNECTION WITH EVALUATION OF CONTRACTOR PERFORMANCE DURING INITIAL SIX MONTHS PERIOD.

4. PLEASE NOTIFY KFI CONTENTS OF THIS MESSAGE AS DEEMED APPROPRIATE.
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ACTION AID-31

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FM AMEMBASSY ACCRA
TO SECSTATE WASHDC PRIORITY 8446

UNCLAS ACCRA 4730

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E. O. 11652: N/A
SUBJ: MANAGEMENT OF RURAL HEALTH SERVICES - 0068:
PP AMENDMENT

REFS: (A) STAFF 170723 (B) ACCRA 4705 (C) ACCRA 4617

1. REF B ALREADY PROVIDES AID/W WITH ESTIMATED TOTAL COST LIFE OF PROJECT AND OBLIGATIONS BY FY WITHIN LIMITATIONS ESTABLISHED BY FY76 CP. THOSE OBLIGATION ESTIMATES CONSISTENT WITH EXPENDITURE DATA HANDCARRIED BY FUCHS-CARSCH PER REF C WITH EXCEPTION TRANSFER OF \$100,000 FOR FACILITIES TO BE OBLIGATED AND EXPENDED FY77 INSTEAD OF FY76. WITH THAT SHIFT, PROJECT CAN MOVE FORWARD TO COMPLETION DESPITE TIGHT PIPELINE PROBLEM DESCRIBED REF B IF ASSUMPTION CORRECT THAT BULK OF FUNDING FOR FINAL YEAR'S EXPENDITURE CAN BE OBLIGATED EARLY FY77 AND BE ACCEPTABLE UNDER CP LIMITATIONS.

2. FOLLOWING ARE MAJOR ENTRIES FOR REVISED PP FACE SHEET SHOWING PROPOSED OBLIGATIONS IN DOLS THOUSAND, SECTION II (COLUMN HEADINGS AND LINE ENTRIES SAME AS FACE SHEET).

(A)	(B)	(C-1)	(C-2)
1. THRU FY75	614	309	12
2. FY76	340	72	48
3. INT, QTR	75	46	10
4. FY77	571	241	47
5-7 BLANK	BLANK	BLANK	BLANK
8. TOTAL	1,600	668	117

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(D-1)	(D-2)	(E)	(F)	(G-1)	(G-2)
1. 19	18	54	232	591	12
2. 92	114	--	176	178	36
3. --	--	--	29	51	7
4. 88	117	5	237	322	33
5-7 BLANK	BLANK	BLANK	BLANK	BLANK	BLANK
8. 199	249	59	674	1,142	88

COL 4 - COOPERATING COUNTRY LIFE OF PROJECT CONTRIBUTION C660,000 (\$0.87 - C1.00) OR \$574,000 EQUIVALENT SUBSTANTIALLY ABOVE 25 PERCENT MINIMUM.

SECTION IV PROJECT AUTHORIZATION. 1. CONDITIONS OF APPROVAL: THE PROJECT IS AUTHORIZED TO BE FUNDED IN ACCORDANCE WITH FY 76 CP LIMITATIONS AND WITH FY 77 AS THE FINAL YEAR OF FUNDING. BY SO DOING CONTINUITY WILL BE PROVIDED IN SUPPORT FOR THE DEVELOPMENT OF THE MANAGEMENT AND PLANNING CAPABILITY OF THE MINISTRY OF HEALTH.

3. FOLLOWING IS SUGGESTED TEXT ACTION MEMORANDUM FOR AA/AFR: QUOTE SUBJECT: AMENDMENT OF PROJECT PAPER - MANAGEMENT OF RURAL HEALTH SERVICES/GHANA; PROJECT 641-0068.

I. BACKGROUND

SUBJECT PROJECT WAS APPROVED OCTOBER 15, 1973 FOR AN 18 MONTH PERIOD. PHASE I OF PROJECT UNDERTAKEN AS PLANNING EFFORT AND CONTEMPLATED PHASE II FOR IMPLEMENTATION MAJOR HEALTH DELIVERY ACTIVITY WITH POSSIBILITY BOTH GRANT AND LOAN FUNDING. SUBSEQUENTLY YOU APPROVED AN ACTION MEMORANDUM AMENDING THE ORIGINAL PROJECT PAPER WHICH TOOK ACCOUNT OF MODIFICATIONS WORKED OUT WITH MOH NOTABLY BY ELIMINATING CONTEMPLATED DEVELOPMENT OF ORGANIZATION PLAN AND SUBSTITUTING DEVELOPMENT OF INTERNAL MANAGEMENT TRAINING PROGRAM FOR MOH.

WITH THESE CHANGES PROJECT NOW HAS THREE BASIC ELEMENTS, NAMELY: (1) ESTABLISHMENT OF MOH PLANNING UNIT; (2) DEVELOPMENT OF FUNCTIONAL PLANNING AND MANAGEMENT TRAINING PROGRAM; AND, (3) SUPPORT OF DEVELOPMENT OF FIVE YEAR PLAN FOR GHANA BEALTH SECTOR.

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II. DISCUSSION

INTENSIVE DISCUSSIONS WITH MOH DURING KAISER TEAM VISIT BROUGHT CLEARLY TO LIGHT FOLLOWING FACTORS AFFECTING REMAINDER LIFE OF PROJECT IDENTIFIED AS PHASE I:

1) EFFORT TO DEVELOP MOH HEALTH SECTOR PLAN FOR GHANA UNLIKELY BE COMPLETED PRIOR APRIL 1976;

2) PHASE II ACTIVITY (NOW APPROPRIATELY IDENTIFIED AS SEPARATE NEW PROJECT ENTITLED DELIVERY OF RURAL HEALTH SERVICES) CAN ONLY BE FORMULATED IN CLOSE HARMONY WITH OVERALL HEALTH SECTOR PLAN, PHASE II PP THEREFORE WOULD NOT BE READY FOR SUBMISSION TO AID/W UNTIL LAST QUARTER FY 76;

3) AS RESULT COMBINATION FACTORS 1) AND 2) ABOVE, IT WOULD NOT BE FEASIBLE SUBMIT PHASE II PROJECT PAPER IN TIME TO MAINTAIN ESSENTIAL CONTINUITY OF EFFORT IN THE DEVELOPMENT OF THE PLANNING UNIT, AND STAFF TRAINING IN PLANNING AND MANAGEMENT, FOR THE PERIOD AUGUST 76 - SEPTEMBER 77, IF THESE ACTIVITIES DEPENDENT ON PHASE II PROJECT SINCE FUNDING FOR LATTER UNLIKELY BE AVAILABLE DUE INEVITABLE TIME CONSUMED FOR APPROVAL/OBLIGATION/CONTRACTING PROCESS;

4) IN ANY CASE SINCE BOTH SHPA AND MTA CANDIDATES MUST BE RECRUITED IN MID-CY 75 AND SERVICES REQUIRED OVER TWO YEAR PERIOD, ESSENTIAL AID BE IN POSITION AUTHORIZE CONTRACTOR (KFI) ENTER INTO COMMITMENT FOR 24 MONTHS DURATION FROM TIME OF RECRUITMENT.

WITH THE ABOVE FACTORS IN MIND, DISCUSSIONS WITH MOH RESULTED IN UNDERSTANDING BETWEEN USAID AND MOH AND REQUEST BY LATTER THAT AID PROVIDE SERVICES OF SHPA AND MTA THROUGH SEPTEMBER 30, 1977. WITH THIS ACCOMPLISHED, IT WILL BE FEASIBLE TO SUSTAIN THE EFFORT TO DEVELOP MOH PLANNING AND MANAGEMENT CAPABILITY WITH CONTINUITY DURING MOBILIZATION PERIOD FOR PHASE II PROJECT.

BY AUTHORIZING THE CONTINUATION OF THIS PHASE I PROJECT THROUGH SEPTEMBER 30, 1977 WITH TOTAL LIFE OF PROJECT FUNDING AT A LEVEL OF \$1.6 MILLION, IT WILL BE POSSIBLE TO ASSURE EFFECTIVE CONCLUSION OF THIS PHASE OF THE ACTIVITY WHILE

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PREPARING FOR THE LARGER OPERATIONAL HEALTH DELIVERY PROGRAM CONTEMPLATED UNDER PHASE II AND FOR WHICH INITIAL FUNDING IS PROJECTED IN THE INTERIM QUARTER OR EARLY FY 77.

III. RECOMMENDATION

THAT YOU APPROVE AMENDMENT NO 2 TO THE SUBJECT PROJECT PAPER AUTHORIZING CONTINUING PROJECT ACTIVITY THROUGH FY 77 WITH LIFE OF PROJECT FUNDING NOT TO EXCEED \$1.6 MILLION AND WITH OBLIGATIONS TO BE EXECUTED AS SPECIFIED ON THE ATTACHED PP FACE SHEET WHICH ARE IN ACCORDANCE WITH PROJECTIONS SPECIFIED IN FY 76 CP. (ATTACHMENTS -1) PP FACE SHEET AND 2) EXPENDITURE PROJECTION AS SUBMITTED PER REF C WITH CHANGE SUGGESTED PARA 1 ABOVE). UNQUOTE.

4. MISSION HOPES THAT WITH ABOVE AID/W WILL BE ABLE COMPLETE PP AMENDMENT AND OBTAIN APPROVAL IN TIME COMPLETE CONTRACT NEGOTIATIONS PRIOR JULY 31.
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<u>II. Direct AID</u>	<u>FY 75</u>	<u>FY 76</u>	<u>Total</u>
A. Personnel	6,300	-	6,300
B. Participants	<u>19,200</u>	<u>62,200</u>	<u>81,400</u>
	<u>25,500</u>	<u>62,200</u>	<u>87,700</u>

GRAND TOTAL PROJECT COSTS:

Contract	225,970	371,130	597,100
Direct AID	<u>25,500</u>	<u>62,200</u>	<u>87,700</u>
	<u>251,470</u>	<u>433,330</u>	<u>684,800</u>

SUMMARY BY ACTION AGENT

	<u>Direct AID</u>	<u>UCLA</u>	<u>PSC</u>	<u>KFI</u>	<u>Total</u>
1. <u>Personnel</u>					
Salaries	6,300	18,700	18,100	153,000	196,100
Benefits & Allowances	-	<u>800</u>	-	<u>57,000</u>	<u>57,800</u>
Sub-total	6,300	19,500	18,100	210,000	253,900
2. <u>Participants</u>	81,400	-	-	-	81,400
3. <u>Commodities</u>	-	8,000	-	30,000	38,000
4. <u>Other Costs</u>					
Contract Admin.	-	8,400	-	199,300	207,690
Travel	-	4,100	1,700	40,000	45,810
Local Currency Costs	-	-	-	<u>58,000</u>	<u>58,000</u>
Sub-total	-	12,500	1,700	297,300	311,500
TOTAL	87,700	40,000	19,800	537,300	684,800

B. Contract Commodities (Continued)	<u>FY 75</u>	<u>FY 76</u>	<u>Total</u>
	Cont.	Cont.	Cont.
Training Equipment & Supplies	<u>-</u>	<u>6,000</u>	<u>6,000</u>
Contract Commodities	<u>13,500</u>	<u>24,500</u>	<u>38,000</u>
<hr/>			
C. Other Contract Costs			
1. <u>Contract Administration</u>			
UCLA	8,400	-	8,400
KFI:	<u>67,330</u>	<u>131,970</u>	<u>199,300</u>
Fringe Benefits @ 30% of salaries	14,400	26,350	40,750
Overhead @ 77% of Salaries and Fringe Benefits	48,050	95,620	143,670
Fixed Fee	<u>4,880</u>	<u>10,000</u>	<u>14,880</u>
(1) Contract Administration	<u>75,730</u>	<u>131,970</u>	<u>207,700</u>
2. <u>Travel (International)</u>			
UCLA	4,100	-	4,100
PSC (Torrens)	1,700	-	1,700
KFI:	<u>20,000</u>	<u>20,000</u>	<u>40,000</u>
(2) Travel	<u>25,800</u>	<u>20,000</u>	<u>45,800</u>
3. <u>Local Currency Costs</u>			
Conferences and Seminars	-	10,000	-
Seminar Supply/Equipment	-	1,000	-
Local Admin. Salaries	-	4,000	-
Local Consultants/Contracts	-	35,000	-
Travel (Ghana)	-	4,000	-
Miscellaneous	<u>2,000</u>	<u>2,000</u>	<u>-</u>
(3) Local Currency Costs	<u>2,000</u>	<u>56,000</u>	<u>58,000</u>
Total Other Contract Costs - 1, 2 and 3	<u>103,530</u>	<u>207,970</u>	<u>311,500</u>
<hr/>			
TOTAL CONTRACT COSTS:			
A. Personnel	108,940	138,660	247,600
B. Commodities	13,500	24,500	38,000
C. Other	<u>103,530</u>	<u>207,970</u>	<u>311,500</u>
	<u>225,970</u>	<u>371,130</u>	<u>597,100</u>

PHASE I - ESTIMATED COST SUMMARY

Management of Rural Health Services

641-11-590-068

I. <u>Contract</u>	<u>FY 75</u>	<u>FY 76</u>	<u>Total</u>
A. Personnel Costs			
1. <u>Salaries</u>			
UCIA	18,700	-	18,700
PSC (Zukin)	18,100	-	18,100
KFI:	<u>55,180</u>	<u>97,820</u>	<u>153,000</u>
Project Director	7,180	6,320	13,500
SHPA	36,000	36,000	72,000
MTA	-	35,000	36,000
Consultants	<u>12,000</u>	<u>19,500</u>	<u>31,500</u>
(A) Contract Salaries:	<u><u>91,980</u></u>	<u><u>97,820</u></u>	<u><u>189,800</u></u>
2. <u>Benefits and Allowances</u>			
UCIA	800	-	800
PSC	-	-	-
KFI:	<u>16,160</u>	<u>40,840</u>	<u>57,000</u>
Post Differential	7,200	8,250	15,450
Post Allowances	900	4,600	5,500
Housing & Utilities (less MOH contribution)	1,860	7,440	9,300
Shipment of IHHE, Auto and Storage of effects	5,500	5,500	11,000
Education Allowances	<u>700</u>	<u>15,050</u>	<u>15,750</u>
(B) Benefits and Allowances	<u><u>16,960</u></u>	<u><u>40,840</u></u>	<u><u>57,800</u></u>
Total Contract Personnel Costs 1 and 2	<u><u>108,940</u></u>	<u><u>138,660</u></u>	<u><u>247,600</u></u>
B. <u>Contract Commodities</u>			
UCIA	8,000	-	8,000
KFI:	<u>5,500</u>	<u>24,500</u>	<u>30,000</u>
Vehicles	-	10,000	10,000
Household Equip, Furniture and Appliances	5,500	5,500	11,000
Contractor Office Equipment and Supplies	-	3,000	3,000

I. PROJECT IDENTIFICATION

1. PROJECT TITLE Management of Rural Health Services PHASE I -		APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
3. RECIPIENT (specify) <input checked="" type="checkbox"/> COUNTRY <u>Ghana</u> <input type="checkbox"/> REGIONAL <input type="checkbox"/> INTERREGIONAL		2. PROJECT NO. (M.O. 1095.2) 641-11-590-068
4. LIFE OF PROJECT BEGINS FY <u>75</u> ENDS FY <u>76</u>		5. SUBMISSION <input type="checkbox"/> ORIGINAL _____ DATE _____ <input checked="" type="checkbox"/> REV. NO. <u>1</u> DATE _____ CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPEN FY <u>75</u>	251.5	115.2	21	19.2	24	13.5	103.5	226.0	15			660.7
3. BUDGET FY	433.3	133.7	30	62.2	84	24.5	208.0	371.1	30			
4. BUDGET +1 FY												
5. BUDGET +2 FY												
6. BUDGET +3 FY												
7. ALL SUBQ. FY												
8. GRAND TOTAL	684.8	253.9	51	81.4	108	38.0	311.5	597.1	45			660.7

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT
UNICEF	Local Currency	\$5,500

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER G. Flores/J.S. Prince	TITLE H/P N	DATE 6-4-75
2. CLEARANCE OFFICER E. Wilson W.H. North	TITLE AD/M&P; AD/P Director	DATE 6-6-75

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL This amendment modifies the terms of reference for Phase I operations aimed at developing in the MOH a system for planning low cost health service coverage for Ghana through (1) establishment of a Planning Unit, (2) functional planning and management training and (3) assistance in development of the Five Year Plan. One additional contract training associate will be provided by KFI and a series of management training seminars will be conducted to identify priority health issues and develop achievable objectives that will form the basis for the Health Plan for the country.

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF	SIGNATURE	DATE
AFR/CVA/G	<i>[Signature]</i>	6/16/75	AFR/DP	RHuesmann	6/17/75
AFR/CVA	<i>[Signature]</i>	6/16/75	DA/AFR	DBrown	
AFR/DS	<i>[Signature]</i>	6/16/75			

3. APPROVAL AAS OR OFFICE DIRECTORS

SIGNATURE <i>[Signature]</i>	DATE 6/19/75
TITLE AA/AFR	

4. APPROVAL A/AID (See N.O. 1025.1 VI C)

SIGNATURE	DATE
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT	

plans for their rural health program to be later refined and included in the overall Health Sector Plan. These seminars should assist in developing clear lines of communication between the Regions, the Planning Unit and the Central Administration of MOH, heretofore lacking. The institutional changes to be supported are specifically designed to orient MOH activities to rural service and decentralized planning management and operation as spelled out in the GOG Guidelines to the Five Year Development Plan.

The concept of internalized planning through in-service seminar programs has been developed in light of early experience in attempting to design planning and management reforms by external means rather than providing the organization with the skills, tools and processes for internal organizational and reformed decision making. Reorganization by "designing" and "installing" systems foreign to the setting is guaranteed to meet resistance. Furthermore, decisions, plans and objectives that will be developed through interaction in seminars follows the GOG policy of self reliance which USAID programs support. This approach has also been tried successfully in the agricultural sector and in a seminar, already held with the Ministry of Health Regional Engineers, which the Commissioner of Health participated in, and after which he requested that such programs should continue.

The implementation of this strategy will require the placement of one additional resident advisor (a contingency included in the approval memorandum of 1973), plus other inputs (commodities, local contracts, etc.) which will require an additional \$193,400 to cover total Phase I contract costs. This does not include other requirements for direct AID support to cover direct hire technicians and participant training, both estimated to total \$64,200 in FY 1976.

Summary funding requirements Phase I:

	<u>Contract</u>	<u>Direct AID</u>	<u>Total</u>
FY 1975	\$ 225,970	\$ 25,500	\$ 251,470
FY 1976	<u>371,120</u> 597,100	<u>62,200</u> 87,700	<u>433,330</u> 684,800
Less obligations to date	<u>403,700</u>	<u>23,500</u>	<u>427,200</u>
Additional required	193,400	64,200	257,600

Recommendation: That you approve the modifications in project strategy and the required funding.

Approved: 

Date: 19 January 1975

Attachments:

1. PP Face Sheet
2. Cost Summary

In further discussions among the Mission, Contractor representative and MOH it became apparent that these two elements of the original proposal, because of the potential political repercussions within the MOH, were considered quite sensitive and therefore inappropriate for direct concern of the Mission/Contractor.

As a consequence of the above, it was decided and agreed upon with the MOH that the project would place greater emphasis on a training component with emphasis on functional planning and management of rural health services. The revised strategy seeks to accomplish improved organizational and management reform more through an internal evolutionary process by the responsible officials themselves. The changes are embodied in the Memorandum of Agreement signed by the Commissioner of Health and USAID on April 1, 1975. Now that these matters have been clarified it is necessary to amend the project proposal. The essential elements in the amended proposal are as follows:

A. Project Purpose:

To develop in the Ministry of Health suitable organizational arrangements and a system for planning, management and administration directed toward the achievement of broad, low cost and effective health services coverage in Ghana.

B. Implementation Strategy:

The strategy for implementation of Phase I agreed to by MOH/USAID/KFI contemplates three interrelated elements which lead to achievement of the project purpose. The three elements which technical services through KFI are to focus on are 1) establishment of a Planning Unit within the Ministry of Health; 2) provision of appropriate local and overseas training with emphasis on functional planning and management of rural health services; and 3) assisting the Ministry of Health in producing the Health Sector Plan.

C. Progress to date and course of action to be pursued:

Considerable progress has been made in establishing the Planning Unit and arranging a series of in-service training seminars. Various personnel have been recruited to staff the Planning Unit and training by the KFI Senior Health Planning Associate is under way. UNICEF interest in the in-service training has led to a contribution to the Ministry of Health of Cedis 5,000 for sponsoring the first of up to nine two-week seminars. Participants in the first seminar to be conducted will include the Commissioner for Health and all Senior Medical Officers from the Central Headquarters and the nine Regions. Follow-on seminars will be conducted for Regional officials/supervisors who will, in the process of intensive planning and management training, provide the Planning Unit with the basic objectives, goals and

June 2, 1975

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

THRU: AFR/CWA:Ms. Joan Coe *Joan Coe*
AFR/CWA:Mr. Dalton A. Griffith *Dalton A. Griffith*

FROM: USAID/Accra:DIR:W. Haven North *Haven North*

SUBJ: Amendment of Project Proposal (PP) - Management of Rural Health Services (641-11-590-068) in Ghana

Background:

The subject project was approved on October 15, 1973 for an 18-month period with first phase costs estimated at \$399,000.

As you will recall, Phase I of the project is a planning period which contemplates a Phase II grant-funded follow-on project and possibly an FY 1976 health sector loan supportive of the grant. The implementation of the first phase was slowed due to delays in contracting and the inability of the initial contractor, the University of California at Los Angeles (UCLA), to recruit suitable project personnel.

As a result of these delays, the Ministry of Health became skeptical about AID's ability to respond to its request to assist Ghana in health sector planning. A period of uncertainty and delicate negotiations followed in November and December 1974. The outcome of these discussions was the request from the MOH that the project be carried out within a six-month period, through June 30, 1975, primarily for the purpose of developing portions of the Health Section of Ghana's Five Year Development Plan. By June, 1975, the MOH and AID would review the project's progress and reach agreement on its continuation.

KFI fielded the senior health planning advisor by January 31, per the MOH schedule, and MOH satisfaction with the project's progress since then has been such that on April 1, 1975 the MOH signed a letter of agreement with the USAID confirming MOH's willingness to continue the project to completion of a full Phase I (18 months) and at the same time spelling out terms of reference (strategy) for the project which were different in several respects from those originally envisioned. However, it should be noted that the project purpose remains basically unchanged from the 1973 approved PROP. The differences may be briefly described as follows:

The original proposal called for, among other things, contractor assistance to MOH in the formulation of 1) an "Organizational Development Plan," and 2) a "Management Systems Plan" which would "delineate mechanisms, processes and procedures to facilitate the achievement of MOH objectives." However,



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RECEIVED.

3. KFI PROPOSAL RECEIVED IN AID/W JULY 9. WILL SET AND ADVISE YOU OF DATE FOR NEGOTIATIONS AS SOON AS PROPOSAL REVIEWED. WILL ATTEMPT PROCEED WITH NEGOTIATIONS

CONCURENTLY AS YOU PREPARE FORMAL PROP REVISION AND COST DETAILS. IT DESIRABLE, HOWEVER, THAT REVISION BE RECEIVED, REVIEWED AND APPROVED PRIOR SIGNATURE CONTRACT. BE ASSURED EVERY EFFORT WILL BE MADE TO EXPEDITE THIS PROCESS AS IN CASE OF JUNE 1978 PROP REVISION. IN THE MEANTIME, BELIEVE APPROVAL IN PRINCIPLE CONTAINED PAR ONE ABOVE SUFFICIENT PERMIT BE PROCEED WITH SEARCH/ RECRUITMENT PROJECT PERSONNEL.

4. PROP C SHOWS \$15 THOUSAND THROUGH PROJECTED OBLIGATING THIS PROJECT THROUGH DECEMBER 31. AS YOU NOTE, FUNDING OF THIS CASE WILL REQUIRE CONGRESSIONAL APPROVAL. IT IS EXPECTED THAT THIS CASE WILL BE FUNDING COMMIT APPROXIMATELY THIS PROJECT. REPORT OF EXPLORE POSSIBILITIES OF KEEPING FUNDING WITHIN AMOUNT SHOWN IN FY 1978 OF, I.E., \$14 THOUSAND "THROUGH JUNE 30 AND 75 THOUSAND "FOR INTERIM QUANTIF. SUGGEST, FOR EXAMPLE, YOU CONSIDER FUNDING UNDER FIVE TRANSPORTATION AND MAINTENANCE TECHNICIAN UNDER PROJECT AS INDICATED PAR. 10 PAR 5.

5. KFI HAS REQUEST D AND AID/W HAS GIVEN CONCLUSION IN MOBIL TRAVEL AGRA.

6. APPRECIATE YOUR HONORARY STATEMENT OF PROBLEMS AND POINTS TO BE CONSIDERED IN THIS CASE, WITH A HIGH LEVEL OF DIFFICULTY IN COORDINATING AND ADAPTING TO CHANGING CIRCUMSTANCES WHILE EMPLOYED BY HOWEVER THE CASE WITH FUTURE DESIGN BEING MADE. CONCLUDE THAT INTO FUTURE PROGRAM DIRECTOR AND APPROPRIATE UNID CONSIDERABLE EFFORTS DEVELOP FOR HEALTH AND ENVIRONMENTAL HEALTH SECTOR PROGRAM TO BE IN CONCORDANCE WITH AND PRIORITIES AS WELL AS CONGRESSIONAL MANDATE. MISSING

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Review 068. 1/10/77

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11
ORIGIN AID-26

INFO OLI-01 AF-06 7033 R

DRAFTED BY AFR/CVA/6:JCOE:JCK

APPROVED BY AA/AFR/SG:ADAMS

AFR/CVA/DAG:GRIFFITH

AFR/DE/ED:DONOHUE (DRAFT)

AFR/AA/DR:ROSEN

AFR/DE/JP:SPINDER (DRAFT)

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FM WASHINGTON

TO ACCRA 4119

UNCLAS STATE 170723

R.O. 11052: N/A

TABS:

SUBJECT: RURAL HEALTH MANAGEMENT PROJECT 068

REF: AS ACCRA 4119 BS ACCRA 4082 C: ACCRA 4270

FOR NORTH FROM ADAMS

BASED ON CONSIDERATION CONTAINED REFEELS, AND NOTING NO CHANGE IN SCOPE OR PURPOSE OF PROJECT, AID/A APPROVES IN PRINCIPLE EXTENSION LIFE SUBJECT PROJECT THROUGH SEPTEMBER 1977. TO MAKE FINAL DECISION, HOWEVER, REQUIRE ESTIMATE TOTAL LIFE OF PROJECT COST. REALIZE YOU ARE NOW PREPARING COSTING DETAILS. REQUEST YOU CABLE BEST ESTIMATE TOTAL COST ASAP.

2. AID/A PREPARED TO AMEND PLO/T NOW IN AID/A ALONG LINES REQUESTED PARA 3 REF B AND PROCEED WITH CONTRACT NEGOTIATIONS AS SOON AS LIFE OF PROJECT COST ESTIMATE

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(c) Commodities:			
Vehicles (1)	6,000		
Off. Equip., etc.	10,000		
Household equip. & furnish.	10,000		
House rental	<u>10,500</u>		36,500

(d) Other Costs:			
Local consultants conferences, travel (invitational)			<u>5,000</u>
TOTAL			<u>398,500</u>

3. Means of Verification: (1) Project review and evaluation; (2) field observation; (3) contractor performance reports; (4) audit.

4. Assumptions for providing inputs: (1) the contract will fund all project costs of Phase I through June 30, 1975; (2) the University contractor will have close linkage with and draw fully on the resources of a state public health system.

AID 1333-1X (9.70)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country GHANA	Page 1 of 13 p.
		2. PIOT No. 641-068-3-40031	3. <input type="checkbox"/> Original or Amendment No.
PIOT	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	4. Project/Activity No. and Title 641-11-590-068 Management of Rural Health Services	13p.

DISTRIBUTION	5. Appropriation Symbol 72-11X1024	6.A. Allotment Symbol and Charge 424-50-641-00-69-41	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/>
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From 1/15/75 To 9/30/75
	9.A. Services to Start (Mo., Day, Yr.) Between <u>Immediately</u> and _____		9.B. Completion date of Services (Mo., Day, Yr.) 7/31/75
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other		
	10.B. Authorized Agent AID/W		

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to
\$1.00					
11. Maximum A.I.D. Financing	A. Dollars	\$383,000		\$83,000	\$300,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission
References

ACCRA-6589
ACCRA-7072
ACCRA-0352
ACCRA 6654

The purposes of this amendment are:

- To change Block 8 to read "1/15/75 to 9/30/75".
- To change Block 9A to read "immediately".
- To change Block 9B to read "7/31/75".
- To reduce the funds available to the University of California, Los Angeles (UCLA) from \$383,000 to \$83,000 to provide funds for the

(continued on page

14. Comments (to be filled in by the Agency for International Development)	
A. <i>See attached copy of PIOT for details of the proposed amendment.</i> AID/CWA/00015 L. Daniels	B. Funds for the services requested are available ACCRA 0332
C. See copy of PIOT for details of the existing and proposed PIOT. AID/CWA/00015 L. Daniels	D.
E.	F.

16. For the cooperating country (to be filled in and conditions set forth here will be agreed to)	17. For the Agency for International Development <i>[Signature]</i> DORIS S. GRIFFITH Director, AID/CWA	18. Date of
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AID 1350-1X (9-70) PIO/T	Cooperating Country GHANA	PIO/T No. 641-068-3-4003	Page 2 of 13 Pages
	Project/Activity No. and Title 641-11-590-068; Management and Rural Health Services		

SCOPE OF WORK

19. Scope of Technical Services

- A. Objective for which the Technical Services are to be Used:** To assist in the preparation of a plan in objectives and resource requirements for a Ministry of Health (MOH) administer program for delivering health services over the next five-year period
- B. Description** with emphasis on low cost preventive rural health. Included (cont.

1. Means of Implementation - General

The contractor shall supply a resident Senior Health Planning Advisor (SHPA) for a period of 7 months plus the services of various short-term consultants not exceeding a total of 6 man-months in specialties as described in Block 19C below similar specialties as may be agreed between the Ministry of Health (hereafter called the Ministry), the SHPA and USAID/Ghana. The contractor will submit the curriculum vitae of the SHPA to USAID/Ghana for concurrence and transmission to the Ministry for review and approval. The contractor will consult with the Ministry through the SHPA concerning the required qualifications of the consultant and obtain the concurrence of Ministry and USAID prior to their final selection. The part-time services of a Project Director at the contractor's headquarters authorized during the life of this contract. (continued on page 7)

C. Technicians

(1) (a) <u>Number</u>	(b) <u>Specialized Field</u>	(c) <u>Grade and/or Salary</u>	(d) <u>Duration of Assignment (Man-Months)</u>
1. <u>Field Staff</u>			
A. <u>Full-Time</u>			
1	Senior Health Planning Advisor (SHPA)	\$36,000/yr	6 mos
B. <u>Consultants</u>			
(2) Duty Post and Duration of Technicians' Services	1 Health Planning	\$36,000/yr	6 weeks
Accra, Ghana 6 months for SHPA; Consultants as above (approximately)			
(3) Language requirements			
None			
(4) Access to Classified Information			
No access required.			

(5) Dependents Will Will Not Be Permitted to Accompany Technicians Serving full-time
 This approval is granted on a one-time basis. It should not be construed as

D. Financing of Technical Services establishing a precedent.

(1) By AID - \$173,000

(2) By Cooperating Country -

See page 12 for (3) ...

AID 1350-1X (9-70)	Cooperating Country GHANA	PIO T No. 641-068-3-40031	Page 3 of 13 Page
PIO/T	Project/Activity No. and Title 641-11-590-068: Management and Rural Health Services		

20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supp of these services)

A. <u>(1) Quantity</u> <u>(2) Description</u>	<u>(3) Estimated Cost</u>	<u>(4) Special Instructions</u>
---	-------------------------------	---------------------------------

The SHPA will have use of the vehicle and special office machines and equipment purchased under IDA No. AID/afr-IDA-1081 at a cost of \$8,165.

B. Financing of Equipment and Supplies

(1) By AID - \$ 5,500

(2) By Cooperating Country -

(See illustrative budget for explanation).

21. Special Provisions

- A. This PIO T is subject to AID (contracting) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID W, the purchase of commodities authorized under this PIO T will be limited to the U.S. and Geographic Code 000.
- D. Other (specify): Follow AID regulations. Salary based on 40-hour work-week. Six-day work-week (48 hours) authorized if required to complete this assignment.

To the extent desired by the KFI and permitted by the cooperating country laws regulations and by policy of the U.S. Mission at post, the Mission shall use its efforts to obtain commissary facilities if available to AID employees. Emergency medical services will be provided from post State Department health facilities the same stated limitations. Duty free entry privileges for the SHPA and project commodities are provided in accord with the terms of the General Agreement for Technical Cooperation between the Government of Ghana and USAID/Ghana dated

AID 1350-1X (9-70) PIO/T	Cooperating Country GHANA	PIO/T No. 641-068-3-40031	Page 4 of 13 Pages
	Project/Activity No. and Title 641-11-590-068: Management and Rural Health Services		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

The contractor in consultation with the Ministry shall submit summary progress reports to USAID/Ghana at monthly intervals beginning one month after the arrival of the SHPA. Such reports shall emphasize the progress on scheduled outputs under the contract and the nature of relationships as they develop with the Ministry and the Ministry's substantive concerns relating to the project.

At the end of three months and at the conclusion of this contract the contractor in consultation with the Ministry shall submit full reports summarizing comprehensive progress to date as well as incorporating the monthly report information due as of those dates. Such reporting shall not only cover a full accounting of progress at the three month and six month point in contract life but also give an indicative perspective on the prospects for future progress and implementation of a suitable planning management system within the Ministry. This reporting requirement can be changed by agreement between USAID/Ghana, MOH and the contractor.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

"Report and Recommendations Regarding the Administration, Organization and Management of the Department of Health of Ghana": a report prepared for the MOH and USAID by Dr. John J. Hanlon and Mr. Alfred Davidson, June 1, 1973.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities:

Contractor will be responsible to the Mission Director or his designee.

B. Cooperating Country Liaison Official:

Director of Medical Services, Ministry of Health and other appropriate Ministry officials as designated.

C. AID Liaison Officials:

USAID/Ghana Population and Health Project Officer.

AID 1950-1X (9-70)	Cooperating Country GHANA	PIO/T No. 641-068-3-40031	Page 5 of 13 P.
PIO/T	Project Activity No. and Title 641-11-590-068: Management and Rural Health Services		

LOGISTIC SUPPORT

25. Provisions for Logistic Support	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Coop. Cou.
A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")				
(1) Office Space		X		
(2) Office Equipment 1/	X	X		
(3) Housing and Utilities 2/	X			X
(4) Furniture 3/				X
(5) Household Equipment (Stoves, Refrig., etc.) 4/	X			
(6) Transportation in Cooperating Country 5/		X		
(7) Interpreter Services				
Other: (Specify) (8) Project vehicles 5/	X			
(9) Vehicle Operation & Maintenance 5/		X		
(10) Administrative & Clerical				
(11) Assistance in Ghana		X		
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

C. Comments

- 1/ The Ministry of Health will provide standard office equipment for the SHPA and the contract consultants. The contractor is authorized to use any special equipment purchased under IDA No. AID/afr-IDA-1081 and shipped to Ghana for completion of the scope of work.
- 2/ USAID/Ghana will attempt to provide for housing requirements for the SHPA, and in the event the Mission is unable to meet the housing needs of the SHPA, the Ministry of Health will provide \$6,000 toward the cost of renting, operating and maintaining a house for the SHPA during the period covered by this PIO/T. Contract dollar funding will provide the additional amount required to finance the standard housing permitted by AID regulations. The contractor will be responsible for all administrative arrangements.

AID-1800-1X (7-69) CONTINUATION SHEET FORM SYMBOL	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT TITLE OF FORM PIO/T	<input checked="" type="checkbox"/> Worksheet <input type="checkbox"/> Issuance	PAGE <u>6</u> OF <u>13</u> PAGES
		1. Cooperating County GHANA	2.a. Code No.
		2.b. Effective Date 1/15/75	2.c. <input type="checkbox"/> Original OR Amer No:
		3. Project/Activity No. and Title 641-11-590-068 Management of Rural Health Services	

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PA/PR form.

BLOCK 14

termination of IDA No. AID/afr-IDA-1081. Implementation of this project has been delayed for several months because UCLA, with whom AID had contracted to carry out the project, has been unable to recruit a qualified Senior Health Planning Advisor (SHPA), the key technician required by the project. UCLA informed AID on January 7, 1975, that it would be unable to field an SHPA by January 15, 1975, as a result, IDA No. AID/afr-IDA-1081 with UCLA is being terminated.

5. To delete all other provisions of the PIO/T, substituting the following:

Request negotiation of a contract with Kaiser Foundation International to provide the services of a Senior Health Planning Advisor (SHPA) initially for a period of seven (7) months to assist the Ministry of Health of Ghana to develop a planning/management system for the delivery of rural and health services. Request effective as of January 15, 1975.

This project is a planning project. Successful completion of the project outlined in Block 19(b) #2 below is expected to result in a Phase II, implementation of the plans and installation of the systems developed under this contract. The Ministry of Health expects to use outputs of this project as a substantial part of the health section of the Government of Ghana Five-Year Plan, which must be completed by June 30, 1975. For this reason, the Ministry of Health requested that implementation of the project begin no later than January 31, 1975, with the arrival of the SHPA.

In seeking readily available alternative sources of expertise, AID consulted TAB Office of Health and AFR Office of Development Services health consultant, who contacted several organizations with experience and capabilities in the field of health planning. Kaiser Foundation International (KFI) is the only organization which has indicated it will be able to meet the requirements of the project and field an SHPA by January 31, 1975. According to TAB/Health and AFR/DS, Kaiser Foundation International is highly capable of providing the required advisory services. KFI has already identified a qualified nominee for the SHPA position who is prepared to arrive in Ghana by January 31, 1975.

AFR/CWA believes it is appropriate to contract with KFI for these services for the following reasons:

a. USAID/Ghana has advised that U.S. assistance to the health sector planned for FY 1975 and beyond, including both a health sector loan and technical assistance, are dependent upon implementation of this project. Both TAB/Health and the AFR/DS health consultant have advised us that KFI has the quality, well known technical capacity in this field and represents the best hope for meeting the GOG schedule. It would be virtually impossible to arrange for the required services from other sources, if they exist.

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT		<input checked="" type="checkbox"/> Worksheet <input type="checkbox"/> Issuance	PAGE <u>7</u> OF <u>13</u> PAGES
	FORM SYMBOL	TITLE OF FORM PIO/T	1. Cooperating County <u>GHANA</u>	
			2.a. Effective Date <u>1/15/75</u>	
			2.c. <input type="checkbox"/> Original OR Amendment No: <u>4</u>	
		3. Project/Activity No. and Title 641-11-590-068 Management of Rural Health Services		

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PA/PR form.

BLOCK 14 and still meet the schedule for arrival of the SHPA.

b. The Vice President for Medical Affairs, Dr. Zukin, is fully knowledgeable regarding the health situation in Ghana and MOH personnel, and thus has substantial knowledge of the various tasks to be accomplished by June 30, 1975. Dr. Zukin's services will be particularly advantageous in linking the initial project activities to the bulk of the planning work which must be done by June 30, 1975.

c. KFI is well known in Ghana through its administration of VALCO Hospital and efforts to promote a community health plan for the Tema industrial area.

d. KFI has had substantial overseas experience and is on good terms with both the Government of Ghana and the Ministry of Health.

BLOCK 19A Included would be: (1) development of an organizational structure designed to facilitate achievement of plan objectives; (2) development of an integrated planning/budgeting/management system compatible with MOH capabilities needed to increase the efficiency and effectiveness of MOH operations.

BLOCK 19B In addition, the contractor shall participate with the Ministry in the selection of suitable qualified persons for training in the U.S. in areas of speciality related to the achievement of project objectives. Not more than 10 such participants shall be selected for training during the life of the contract, but actual training will not take place until after June 30, 1975. The persons selected for training shall be in specialities as described in 2E below or similar fields as may be agreed between the Ministry of Health and the SHPA with concurrence of USAID/Ghana.

In consultation with the Ministry the contractor shall determine where training may best be obtained and shall review with the Ministry the arrangements for admission to the selected training institutions in the U.S. Each participant must meet admission standards of the selected training institutions to qualify for final selection.

The contract shall cover a period of seven (7) months concurrent with the period of duty of the SHPA but in any case shall be completed no later than July 31, 1975. The SHPA shall have a maximum of ten (10) working days at contractor headquarters for briefing prior to departure for Ghana and is allowed one month (20 work days) for final review of the project.

CONTINUATION
SHEET

FORM SYMBOL

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PIO/T

 Worksheet Issuance

PAGE 8 OF 13 PAGES

1. Cooperating Country
GHANA

2.a. Code No.

2.b. Effective Date
1/15/752.c. Original OR Amendment 43. Project/Activity No. and Title
641-11-590-068 - Management of Rural
Health ServicesIndicate block
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

This contract coinciding with Phase I is intended to be a period of planning and development which may be followed by a longer range Phase II program to install and implement planning/management systems and training if agreement to that effect between USAID/Ghana and the Ministry is reached. In such case the contractor may be invited to continue to provide similar services in execution of such a second phase. Resident personnel under this contract may at the option of AID be treated as being in continuous service in Phases I and II and shall be considered eligible for R&R leave and other privileges normally accorded personnel serving a full 2-year tour.

2. Major Tasks to be Accomplished

During the life of this contract the contractor shall seek to assist the Ministry to complete the following tasks to the best of his ability. The contractor shall use his best efforts to assist in the completion of these tasks-as a contribution to the Ministry's effort to prepare its 5 year plan-by June 30, 1975. This deadline may be adjusted by agreement in writing between the Ministry and USAID/Ghana in consultation with the SHPA when judged to be in the best interest of the achievement of the project purpose. Such adjustment, however, shall be effected only after taking full account of the need for program continuity, the fiscal cycles of AID and the Ministry of Health. Within the first two weeks after SHPA's arrival, the contractor will develop a work plan for the accomplishment of the tasks outlined below in consultation with the USAID and the Ministry. This work plan including the details of the tasks outlined below will be developed and if necessary subsequently revised, by mutual agreement to permit the accomplishment of these tasks as feasible within the time period of the contract.

a. Organizational Development Plan

An organizational Development Plan is to be prepared by the appropriate unit of the Ministry with the assistance of the contractor, designed to facilitate the development and implementation of an effective management system. The Plan shall be presented for consideration by top officials of the Ministry with the assistance as appropriate of the contractor's personnel.

Through the remaining life of the contract the contractor shall continue to work with the Ministry to implement organization arrangements based on the above submission as may be agreed by the Ministry.

b. Management Systems Plan

In accord with the provisions of the Project Agreement the contractor shall assist the appropriate unit of the Ministry to prepare a Management Systems Plan for the Ministry to be completed after submission of the Organizational Plan. The Plan shall be submitted for consideration by senior officials of the Ministry with the assistance of the contractor as appropriate.

AID-1300-1X (7-80) CONTINUATION SHEET FORM SYMBOL	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT TITLE OF FORM PIO/T	<input checked="" type="checkbox"/> Worksheet <input type="checkbox"/> Issuance	PAGE <u>9</u> OF <u>13</u> PAGES
		1. Cooperating County GHANA	2.a. Code No.
		2.b. Effective Date 1/15/75	2.c. <input type="checkbox"/> Original OR Amendment No. <u>4</u>
		3. Project/Activity No. and Title 641-11-590-068 Management of Rural Health Services	

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

BLOCK 19B

significant bearing on successful achievement of the project's purpose:

- (1) Identification of priority health problems to be addressed;
- (2) Development of a system for insuring effective concentration of human, financial and material resources on the identified priority problems;
- (3) Assurance of effective communication between organizational units and among various echelons of the Ministry as well as between headquarters and field units of the Ministry;
- (4) Efficient delivery of health services to the widest possible segment of the population at minimum cost consistent with effectiveness;
- (5) The creation of an adequate management information and evaluation system;
- (6) Budget formulation procedures which take due account of the necessity to initiate the process in the field where priority program problems can be addressed in the light of suitable central guidelines.

c. The appropriate unit of the Ministry will present for consideration by the Ministry a long-term program for the development of health services in Ghana with emphasis on the rural sector. The contractor will give full assistance to preparation of the program and its presentation by June 30, 1975. The program will seek to give a longer term perspective indication of the finances, manpower and other resources needed to achieve delivery of effective and accessible health services to the majority of the populace of Ghana including those in rural areas within a suitable period of time (probably in the range of five to ten years from the date of submission of the report). This program would be the basis for implementation of Phase II of this project depending upon mutual agreement between the Ministry and USAID/Ghana to undertake such a further phase of work.

d. The Ministry and the SHPA will jointly identify and select suitable qualified persons for training in the U.S. in areas of specialization related to the achievement of the project objective. Up to ten participants will be selected for training in such fields as health planning, budget administration, manpower organizations, bio-statistics, environmental sanitation, health economics or similar fields as may be agreed between the Ministry and the SHPA. Participants selected shall be subject to the final concurrence of USAID/Ghana. The SHPA in consultation with the Ministry will select and train personnel from AID as required will determine

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Worksheet Issuance

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2.a. Code No.

2.b. Effective Date 1/15/75

2.c. Original OR Amendment No. 4

3. Project/Activity No. and Title
641-11-590-068
Management of Rural Health Services

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

BLOCK 19B

necessary arrangements for admission to the selected training institution in the U.S. Each participant must, however, meet the admission standards of the U.S. institution where he is to train to qualify for final selection. However, actual implementation of the training program will be deferred until after June 30, 1975 (Phase II).

e. Project Evaluation

Approximately six (6) months after the arrival of the SHPA a joint review of project progress shall be undertaken by the Ministry, USAID/Ghana and appropriate contractor personnel including the SHPA. This review will examine progress in the execution of the specific activities described in the Project Agreement and seek to determine what if any changes or modifications may be needed to best achieve the project purpose. The review shall also be directed toward examination of the desirability of proceeding with a Phase II of the project which might begin at the conclusion of Phase I. The review shall represent either a concluding evaluation or an opportunity for further joint planning if decisions by AID and the Ministry shall have concluded that a Phase II would be appropriate. The contractor shall participate in the evaluation session(s) and assist the Ministry in all appropriate ways to make it an effective means of assessing progress and reaching sound decisions on future program action.

3. Program for Management Systems Installment

Preparation of a report setting forth a long-term program for the implementation and operational installment of a planning/management system contemplated under the project will be deferred to the subsequent period after June 30, 1975 (Phase II).

BLOCK 19C

Consultants	Specialized Field	Grade/Salary	Duration of Assignment (Man-Months)
1	Health Budget/Administration	up to \$200/day	2
1	Bio-Statistics	"	1
1	Environmental Sanitation	"	1
-	Other Health Management	"	2
	Fields as Required		

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BLOCK 25C

- 3/ In event the field Mission is unable to provide household furniture for the SHPA, the Ministry of Health will provide \$3,000 which will be used by the contractor to purchase household furniture which will include beds, mattresses, rugs, draperies, chairs, sofas, tables, chests of drawers (but not to include linen, cutlery, china or cooking utensils). Title to the household furniture will be with the contractor for the duration of the contract but will revert to the Ministry at the conclusion of the contract.
- 4/ Household equipment will include one each stove, refrigerator, washing machine, freezer and one air conditioner for each occupied bedroom and living area. The contractor will be responsible for maintenance of the equipment.
- 5/ The Ministry of Health will provide transport such as financing of air travel for all project personnel. Dollar funds under IDA No. AID/afr-IDA-1081 have been used to purchase a vehicle for the SHPA. Title to the vehicle will be with the Ministry which will be responsible for licensing, registering and purchasing insurance for the vehicle. The Ministry will also provide a driver and support for the full cost of maintenance and operation of the vehicle.

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Illustrative Budget

	<u>Total</u>
1. Personnel Costs (including fringe benefits) ^{1/}	
a. Project Director, 40 days @ \$179.46	\$ 7,178
b. Senior Health Planner, 42 days @ \$179.46	7,537
140 days @ \$215.35 ×	30,149
Sub-total	<u>\$44,864</u>
2. <u>Per Diem</u>	
a. Project Director, 30 days @ \$36.00	\$ 1,080
10 days travel status estimate	200
b. Senior Health Planner 10 days @ \$36.00 ^{2/}	360
5 days travel status estimate	100
Sub-total	<u>\$ 1,740</u>
3. <u>Travel</u> (Oakland-Accra-Oakland)	
a. Project Director (2 trips) @ \$1,400.00	\$ 2,800
b. Senior Health Planner Accompanied by wife and child (1 round trip each) @ \$1,400.00	4,200
Sub-total	<u>\$ 7,000</u>
4. <u>Miscellaneous</u>	
Post Allowance (3 people)	\$ 900
Education Allowance	700
Excess Baggage	350
Transportation/storage of effects	4,000
Air freight of reference material	200
Telegraph, telephone, reproduction	200
Physical exams/immunizations (3)	150
Sub-total	<u>\$ 6,500</u>
5. <u>Contingency</u>	\$ 3,000
6. <u>Rent and Utilities</u> (contract dollar portion) ^{3/}	\$ 1,500 (6mos) ^{2/}
7. <u>Commodities</u> (including transportation) ^{4/}	\$ 5,500
Household appliances (refrigerator, washing machine, freezer, stove, air conditioners, if needed)	
8. <u>Consultants</u>	

