

AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES OF AMERICA A. I. D. MISSION
TO EL SALVADOR
C/O AMERICAN EMBASSY.
SAN SALVADOR, EL SALVADOR, C. A.

PD-ABF-147
80506

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

DATE: September 2, 1992
FROM: Richard L. Thornton, DIR/HPN *RLT*
SUBJECT: Project Assistance Completion Report 519-0329

In accordance with Handbook 3, Chapter 14, and USAID/San Salvador policy, attached is the Project Assistance Completion Report (PACR) for the Health, Population and Nutrition (HPN), Project No. 519-0329 which was a Cooperative Agreement with CALMA. The Project terminated on schedule on January 31, 1990.

The PACR summarizes accomplishments of the Project, including its evaluation and orderly close out. There are no outstanding actions.

Recommendation: That you approve the attached Project Assistance Completion Report.

Approved: *[Signature]*

Disapproved: _____

Date: 9 20 92

**PROJECT ASSISTANCE COMPLETION REPORT
PROJECT 519-0329-G-00-6446-00
CENTER FOR THE SUPPORT OF MATERNAL LACTATION
(CALMA)**

I. SUMMARY OF THE PROJECT

The Project began on July 13, 1986 and ended on January 31, 1990. The Project was designed to assist CALMA in carrying out a program of Maternal and Child Health Care promotion through improved nutritional practices and to help the Center's Management Staff to identify potential funding sources, such as international organizations and revenue producing activities.

A. Purpose of the Project:

The purpose of the Project was to assist in improving Maternal and Child Health through improved nutritional practices of mothers, including, but not limited to, increases in the number of mothers who breast feed their babies. More specifically, the objective of this Project was to train over 4,700 individuals both private and public sector groups to contribute to the improvement and maintenance of adequate health and nutrition from the pregnancy of the mother throughout the growth and development of the child, especially in the first five years of life.

B. Project Components/Areas:

During the course of the Project, CALMA's efforts and objectives were to be directed to the following principal areas:

1. To reduce neonatal morbi-mortality, to reduce fertility and to improve maternal child nutrition with emphasis on young rural populations.
2. To maintain breast feeding incidence and duration in the young rural population.
3. Research as to causes of reduced breast feeding among young rural women. Develop informational materials on breast feeding and related subjects for community level use, and to train promoters, teachers, health personnel, mother support group leaders, etc. in the promotion of breast feeding.

21

C. Analysis of the Present Status of the Project:

I. The Project successfully ended. No further activities were financed beyond PACD.

II. FINANCIAL STATUS:

	<u>Obligations</u>	<u>Expenditures</u>
1. Personnel Costs	\$ 107,081	\$ 107,081
2. Administrative Expenses	48,234	48,234
3. Logistical Support	63,265	62,640
4. Contingencies	<u>1,420</u>	<u>1,420</u>
<u>Project Totals</u>	<u>\$ 220,000</u>	<u>\$ 219,375</u>

III. PROJECT ACCOMPLISHMENTS:

The most important accomplishment of CALMA was a solid institutional grounding of a PVO which has earned the respect of the health community, a record of determination and survival in difficult circumstances, sound management and accounting procedures, and fulfillment of technical goals, notability training services, for and above project targets. CALMA has satisfied and surpassed the training targets established in the Grant and carries out a program of high quality, emphasizing work in small groups, simulation, and heavily participatory techniques.

IV. EVALUATION AND AUDITS:

A. Evaluation:

An evaluation of the activities of CALMA under Cooperative Agreement No. 519-0329-G-00-6446-00, was carried out by John Snow, Inc. in April 1988 with one consultant who spent three weeks in El Salvador (April 18-May 6, 1988) to carry out an evaluation and to initiate future planning with CALMA staff. Major findings of the evaluation are that CALMA satisfied and fulfilled all Project expectations, such as: training of health community personnel, broadening the content of training modules in response to the expressed health and nutrition needs of communities, reproduction of breast feeding pamphlets, design and reproduction of the manual on mother care and attention to children and breast feeding, basic material with pictures to suit illiterate as well as literate women and families.

B. Audits:

An audit of CALMA was conducted by Esquivel & Esquivel Asociados, certified public accountants for the year ended December 31, 1987. The audit found CALMA to be in compliance with OMB circulars. No end of Project audit was conducted; Project documents have been retired and are no longer available for audit.

3'

V. SUMMARY OF LESSONS LEARNED:

A. Lessons Learned:

1. CALMA has made efforts to make itself a viable agency; it has cut expenses, perhaps at times to its detriment. Many staff members have continued working, some have necessarily had to take other better paying jobs and their skills have been lost to the organization.
2. CALMA must identify support from potential donors, especially Salvadoran entities.
3. Even though many health providers have been trained in the public and private sector, there is still a need for training in general knowledge about the health advantages of breast feeding among policy makers and health providers.
4. An Increasing number of women are working away from home. According to the 1987 audit, there is a lack of legislation to assure nurseries in work places or time out for breast feeding. There is also inadequate maternity leave to permit lactation.

VI. RECOMMENDATIONS FROM THE EVALUATION:

1. That CALMA continue to work on defining more precisely the objectives it is currently trying to attain in terms of Child Survival and those it wishes to attain in the future; that these be quantified and formulated into one or several proposals.
2. That CALMA continue to work on evaluative mechanisms that will measure impact and process, and to demonstrate further what has been achieved to date: e.g. the extent to which health personnel have been given training in breastfeeding promotion and related subjects, what is left to do, and what will be their role.
3. That CALMA with the professional skills of its Board continue to identify the role of breast feeding on the national health scene, changing trends, progress being made whether in improving hospital practices, modifying curricula or having trained half of the pediatricians role in family planning, etc., and distribute such information not only through seminars as presently done but through print (newsletter; writing articles which can be reprinted and distributed).
4. That CALMA staff give first priority to work with technical personnel having prepared itself through the current evaluation and the three preceding reinforcing steps; that the Board of Directors present their project ideas as early as possible in writing and that special meetings be held to develop the most promising among them. These include ideas for setting up a Lactation Clinic, a Documentation Center, Research and the projects outlined herein for community training and follow up.

VII. POST-PROJECT MONITORING AND FOLLOW-UP ACTIONS:

None.