



*Progress*

Projet de Gestion Régionale des Services de Santé

C/O Ministère de la Santé, km 4,5 route de Casablanca, Rabat, Maroc Tél. (212)37298423/31 Fax (212)37690664

## **Project for Decentralized Management of Primary Health Care Services**

**Quarterly Performance Report**

**July 1 to September 30, 2000**

**Report No. Q-1**

**Submitted: October 27, 2000**

Funded by USAID under  
Contract No. HRN-I-00-98-00032

A small, handwritten mark or signature in the bottom right corner of the page.

## TABLE OF CONTENTS

<i>Acronyms</i> .....	<i>a</i>
<b>I. INTRODUCING PROGRESS</b> .....	<b>1</b>
<b>II. TECHNICAL ACTIVITIES</b> .....	<b>1</b>
A. PLANNING .....	1
B. SUB-RESULT 1 – EFFECTIVE ROLES, RESPONSIBILITIES, AND CAPACITIES IDENTIFIED, DEFINED, AND DEVELOPED AMONG THE DIFFERENT MANAGEMENT LEVELS OF THE MOH .....	2
C. SUB-RESULT 2 – INNOVATIVE MODELS TO IMPROVE ACCESSIBILITY, USE, QUALITY, AND EFFICIENCY OF SERVICES DEVELOPED AND TESTED BY LOCAL TEAMS .....	3
D. SUPPORT ACTIVITY .....	4
<b>III. ADMINISTRATION</b> .....	<b>4</b>
A. PROJECT PLANNING .....	5
B. PERSONNEL .....	5
C. FINANCE .....	5
D. PROCUREMENT .....	5
E. TRAINING/TRAVEL .....	5
<b>APPENDIX 1: PROGRESS CONSULTANT LIST</b> .....	<b>7</b>
<b>APPENDIX 2: PROGRESS IN-COUNTRY TRAINING LIST</b> .....	<b>8</b>

## Acronyms

COP	Chief of Party
DHSA	Direction des Hôpitaux et des Soins Ambulatoires
DP	Direction de la Population
EOC	Emergency Obstetrical Care
FP	Family Planning
IFCS	Institut de Formation aux Carrières de Santé
IMCI	Integrated Management of Child Illnesses
JSI	John Snow Inc.
MCH	Maternal and Child Health
MOH	Ministry Of Health
NGO	Non-Governmental Organization
PROGRESS	Project for Regional Management of Health Services/ <i>PROjet de Gestion REgional des Services de Santé</i>
QA	Quality Assurance
REFIPS	Réseau Francophone International pour la Promotion de la Santé
SEIS	Service des Etudes et d'Information Sanitaire
SMD	Souss-Massa-Draâ
SMIPF	Santé Maternelle et Infantile/Planification Familiale
SPO7	Special Objective 7
TT	Tanger-Tetouan
URC	University Research Corporation
USAID	United States Agency for International Development
WHO	World Health Organization

# QUARTERLY PERFORMANCE REPORT

Contractor: John Snow, Inc.

Reporting Period: July 1 to September 30, 2000

Contract No.: HRN-I-00-98-00032

Report No.: Q-1

---

## I. Introducing PROGRESS

PROGRESS (Project for Regional Management of Health Services), the new, three-year activity is a major component of USAID's final phase of assistance to Moroccan reproductive and child health programs, under a Special Objective, "Key interventions promote sustainability of population, health and nutrition programs."

PROGRESS will support effective local management of primary health care, in two regions of Morocco Souss-Massa- Draâ (SMD) and Tanger-Tétouan (TT). PROGRESS is based on the premise that local management will contribute to more efficient use of resources, improve access to key reproductive and child health services in remote areas, and increase sustainability of program efforts. Building on a long history of USAID successes with the Ministry of Health (MOH), PROGRESS will help develop a model in these regions that the MOH can expand nationwide. To ensure that the model and approaches can be generalized, PROGRESS will facilitate the reorganization of the MOH to support deconcentration of authority and decision-making, and will ensure continuous dissemination and exchange of information and experiences among the different regions and entities.

Effective technical approaches in reproductive and child health that USAID has already piloted in Morocco will be introduced as part of locally appropriate, sustainable programs. The project activities will build on the impressive past gains of the Morocco health and population program and will work in synergy with other USAID projects (e.g., water and education.)

This first quarterly report describes the activities implemented in the context of starting up PROGRESS by the JSI team in close collaboration with the Ministry of Health (MOH) and USAID/Rabat from July to September 2000. It is based on the interim workplan for 2000, which was developed at the early phase of this period. This report presents the implementation successes and constraints. It also summarizes planned activities for the upcoming quarter October-December 2000.

## II. Technical activities

### A. Planning

Major activities planned for the period were to ensure the establishment of effective administrative and technical arrangements in Rabat and in each region to accomplish the task order. In that respect, PROGRESS planned to accomplish the following activities for a prompt start up of the project activities:

- Provide interim workplan for year 2000.
- Establish of a central level working group and regional committees for the project.

*Progress*

Contract No.: HRN-I-00-98-00032

- Obtain prompt start up of regional activities and central level actions to support decentralization process.
- Organize SMIPF application workshop to strengthen use

The interim workplan for year 2000 was prepared, reviewed and approved jointly by MOH Population Directorate and USAID/Rabat. The interim workplan was also presented to the regional MOH teams during initial start up meetings in both regions. Also, an information meeting was organized with the participation provincial health managers, JSI team and USAID, to present Spo7 and PROGRESS.

JSI team presented the framework and objective of PROGRESS in several of project provinces. Two regional offices in MOH sites were identified and upgraded for regional JSI staff.

As a result of meetings with regional managers, regional project steering committees were formed. These committees organized and supervised the implementation of workshops to improve management of routine data and use of this information for planning and monitoring program performance (i.e., SMIPF application). A joint team ensured the technical lead for both workshops from DP, SEIS and JSI. In addition, both regional committees prepared a plan to held regional strategic planning workshops to frame a strategic vision for PROGRESS and workplan for 2001. Strategic planning activities will be held within the next quarter.

The designation of a new Minister of Health delayed the formal nomination of a central level working group, composed of MOH directorate representatives. However, JSI, director of Population and USAID worked effectively to initiate the identification of key members to be part of the working group. This informal working group will participate in technical discussions and other aspects of the work plan under preparation.

In the next quarter the following activities are scheduled:

- Participation to a training workshop in Dakar of four regional technicians.
- Strategic planning activities for both regions.
- Preparation, review and approval of PROGRESS 2001 workplan by central level working group.
- Media coverage of national vaccination days.

***B. Sub-Result 1 – Effective roles, responsibilities, and capacities identified, defined, and developed among the different management levels of the MOH.***

Major activities planned for the first sub result were to initiate dialogue and build capacity to support deconcentration and decentralization. In that respect, PROGRESS planned to accomplish the following activities for a prompt start up of the project activities:

- Strengthen regional capacity to use routine data and information
- Finance and participate to a seminar on decentralization and regionalization of MOH

- Organize study tour on decentralization
- Fund invitational travel to participate to a world conference on excellence in health

Two physicians and two statisticians from both regions were sent to training on health information system for district level managers. JSI team worked closely with DHSA to prepare the seminar on regionalization of the MOH, which is an essential step of the deconcentration endeavors initiated by the Ministry since 1996. The workshop local cost will be funded by PROGRESS, while WHO will provide the moderator/resource person.

The planned study tour was delayed to the first quarter of 2001 for political changes mentioned earlier. The DHSA is expected to provide invitation for two persons, within October, who will participate to the conference on excellence.

In the next quarter the following activities are scheduled:

- Participation in regionalization seminar
- Organizing a round table on international project working in decentralized health management in Morocco
- Sending two persons for the excellence conference

***C. Sub-Result 2 – Innovative models to improve accessibility, use, quality, and efficiency of services developed and tested by local teams***

Major activities planned for the second sub result were to implement technical activities that will set the stage for a smooth start up. In that respect, PROGRESS planned to accomplish the following activities:

- Identify EOC sites, establish a procurement plan for EOC medical equipments
- Assess needs and upgrade IFCS for hosting trainees
- Modeling PHC basic services
- Present IMCI evaluation results
- Finalize qualitative study on injectables
- Send participant to a conference on civil society participation in health

Several meetings, including EOC monitoring workshop led by the MOH, were necessary to engage the regional teams in needs assessment for EOC. To date, both regional teams agreed on the distribution of the envelope allocated to the activity by site (basic or comprehensive health sites) and type of expenditure (equipment or renovation). The list of equipment will be ready, reviewed, approved by both central, regional level MOH official and USAID and sent to Boston within November.

An earlier assessment was done in the IFCS of Agadir. Local JSI team, IFCS manager and the regional coordinator will accomplish the final proposal. In the region of Tangiers Tetouan, the situation is complicated, since the IFCS located in

Tetouan does not have enough space to be allotted to host trainees. An alternative strategy in Tangiers is currently explored.

The activity to model PHC basic services, in compliance with local needs, resources and national standards was transferred as an activity to be accomplished within the 2001 workplan, upon agreement of all partners. Indeed, the exercise should be included in the overall strategy designed by regional teams.

The presentation of the IMCI evaluation study is postponed to November, since the central level team who participated to the study was not able yet to travel to Atlanta to finalize the study.

The qualitative study on injectables will be finalized with a joint team of central and regional level technicians. The leader of the team will present a strategy and a schedule to JSI early November.

A French speaking NGOs network, REFIPS, organized a conference, in Marrakech, on civil society participation in health promotion. PROGRESS sent five persons, affiliated to NGOs, from each region to attend to this five days conference. The conference also included training workshop on different themes, such as planning, advocacy.

In the next quarter the following activities are scheduled:

- Finalize and send to Boston EOC medical equipment lists.
- Identify training sites for EOC
- Assess training needs for EOC
- Describe the application of QA methods in the day to day management of the services by the regional teams
- Identify the opportunities to apply QA methods in response to the health needs of the population and according to the priority objectives of the Project

#### ***D. Support Activity***

PROGRESS is also a mechanism for USAID/Rabat to support activities that will consolidate impressive past gains of the Moroccan health and population program. The support activities are implemented on a ad hoc basis, upon the request of MOH, central level, and the approval of USAID.

During the past quarter, PROGRESS procured coelioscope light bulbs; participate in the preparation and funding of an epidemiological course to held in November, and funded inauguration ceremony of national vaccination days.

### **III. Administration**

JSI organized a retreat to present the new project to the team. PROGRESS was selected as the name of the project. The text, in French, of project brochure was prepared.

### **A. Project Planning**

Project management unit meeting held September 12. The interim workplan 2000 was reviewed and approved with counterparts.

Rabat, Agadir and Tangiers offices were upgraded and made operational early October 2000. Identified office equipments were procured to ensure effective operations.

### **B. Personnel**

JSI team:

Volkan Cakir in country August 20.

Theo Lippeveld, who was COP for phase V, is the senior technical lead of PROGRESS, provided managerial and technical assistance for a smooth transition during the interim period.

All local staff was under payroll starting August 1, 2000. The contracts with all employees were prepared. Personnel procedures manual was updated. The recruitment of administrative/accounting specialist and driver/clerk for Agadir office is in process.

Four training session were held to update all staff on technical issues pertaining to the project scope of work, that is, decentralization, emergency obstetric care, MCH/FP routine information system and integrated management of childhood illness.

### **C. Finance**

Total estimated cost:		\$7,596,370
Expenses:	\$ 83,900	(\$38,196 actually billed)
Balance:		\$7,512,570

### **D. Procurement**

EOC medical equipment procurement list and plan will be prepared and engaged by December 2000, in partnership with JSI/Boston

### **E. Training/Travel**

During the quarter, two workshops on the SMIPF application were organized in both regions. Approximately a total of 40 technicians participated in these workshop. All provinces of both regions now have a computer dedicated to the application, as well as a regional team and computer for the region of Souss-Massa-Draâ. These workshops were organized in collaboration with staff of SEIS, DP and JSI consultant. Local JSI teams facilitated the preparation of the workshops in close partnership with regional MOH teams.

**APPENDICES**

## Appendix 1: *Progress* Consultant List

July – September 2000

**CONSULTANT NAME:** Michael Edwards/JSI

**PURPOSE OF THE VISIT** To further strengthen the capacity of regional teams of the SMD and TT to use the *ystème SMIPF* for planning and management of PHC services; and To further develop the geographical analysis module of the *ystème SMIPF* in the SMD and TT regions

**WORKPLAN ACTIVITY:** Workplan Activity P3  
Operationalization of the SMIPF application in the Souss-Massa-Draa (SMD) and Tangier-Tetouan (TT) regions.

**DATES:** September 24, 2000 – October 7, 2000

**ACTIVITY MANAGERS:**

- MOH (center) :** Dr. Tyane, Mr. Azelmat, Mr. Hajra
- MOH (regions):** Dr. Bakkali (TT)  
Dr. Fasla (SMD)
- USAID:** Susan Wright
- JSI:** Volkan Cakir

Appendix 2: *Progress* In-Country Training List

July – September 2000

USAID/Morocco  
Participant Training Data (In-Country)

Fiscal year: 2000

Training for Strategic/Special Objective: SPO7

**Training Program Component**

Training Program	Activity	Field of Training	Status <sup>1</sup>	Start Date	End Date
SMIPF application	P3	Agadir	Completed	9/27/2000	9/29/2000

**Group Information**

Training Type <sup>2</sup>	Group <sup>3</sup>	Male	Female	Training Provider <sup>4</sup>
Workshop	30	20	10	Mike Edwards/JSI & MOH

**Funding Component**

Category	Source Type				Total
	USAID	Host Gov.	Private	Other	
Instruction	\$2 392,45				\$2 392,45
Trainee	\$787,30				\$787,30
Travel					
Other					

**Training Program Component**

Training Program	Activity	Field of Training	Status <sup>1</sup>	Start Date	End Date
SMIPF application	P3	Tétouan	Completed	10/02/2000	10/04/2000

**Group Information**

Training Type <sup>2</sup>	Group <sup>3</sup>	Male	Female	Training Provider <sup>4</sup>
Workshop	14	12	2	Mike Edwards/JSI & MOH

**Funding Component**

Category	Source Type				Total
	USAID	Host Gov.	Private	Other	
Instruction	\$1 915,25				\$1 915,25
Trainee	\$1 753,00				\$1 753,00
Travel					
Other					

<sup>1</sup> Planned, Cancelled, Terminated, Completed, or Active.

<sup>2</sup> Conference, Doctoral Degree, English Language Training, Masters Degree, Observational Study Tour, Seminar, Short Course, other.

<sup>3</sup> Provide number of trainees.

<sup>4</sup> Provide the name of the training provider if any, e.g. AED, JSI, Pittsburg State University etc