

Instrument N° 3

Program Description from the Implementers' Perspective

HRH Program Evaluation Core Questionnaire

PHASE 2: interview with those responsible for program DEVELOPMENT, IMPLEMENTATION, NATIONAL MANAGEMENT, LOCAL, USERS

INTRODUCTION

This questionnaire includes at least 16 key questions that should serve as the basis for the evaluation of Human Resources for Health (HRH) programs, as a complimentary process to the measurement of regional goals for HRH. The questions are focused on providing a basic review and evaluation of the development, implementation and final outcomes of each of the HRH programs in relation to the objectives and HRH priorities identified by the countries. The results of this evaluation should improve the current and future efficiency and effectiveness of the programs and, at the same time, offer an opportunity to share important experiences. This questionnaire suggests a mix of possible responses to facilitate the evaluation exercise.

In order to gain a diversity of perspectives in evaluating the selected program, the national teams should define a list of key informants to interview, considering the different stages of development, implementation, and management at the different levels (local, national and regional), beneficiaries of the program or other important considerations.

Country	Belize
Organization	HECOPAB, Ministry of Health Belize
Program Name	Community Health Workers

GENERAL PROGRAM PROFILE

DESCRIBE THE PROGRAM, USING THE 'PROGRAM DESCRIPTION' IN THE CORRESPONDING DOCUMENT

DEVELOPMENT CONTEXT

Policy, technical and financial framework in which the program was proposed (brief summary)

1. What was the process for developing the program? (Suggest developing a Consultation and Decision Tree, identifying the actors and institutional units involved and the sequence of decisions that preceded the program being evaluated.

Describe.

2. What was the involvement of other country stakeholders in the development of the program?

Indicate: Very little (VL) – At times (AT) – No involvement (NI)

Unions		PAHO	
Health Professional Associations		NGOs	
Private Sector		Donor agencies	
Healthcare Institutions		Members of the Observatories	
Health Regions / Health Units		Universities	
Other Government Departments		Community Colleges	
Public Organizations		Others (list and describe)	

3. Other questions (include here questions that relate to the specific reality of the country or program to be evaluated)

PROGRAM IMPLEMENTATION

4. What actions and activities have been implemented in this program?

- Restructuring of the CHW program
- Employment of the full complement of the HECOPAB staff
- Orientation of the full HECOPAB staff
- CHWs recognition ceremony
- Revised CHW manual(part 1), development of training curriculum
- CHWs retrained
- Establishment of M&E system

5. What are the key successes of the HRH program implementation process in relation to the overall health objectives?

Describe: A strengthened primary healthcare system through capacity building of the Community Health workers

6. What are the key lessons learned in the implementation process of this HRH program?

Indicate all that apply. Describe.

- CHWs provides critical services thus fulfilling an important role within the healthcare system
- CHW and the HECOPAB program by extension do not receive their due recognition and is currently underfunded
- A database system for the CHW is needed
- Political influence on the program plays a major role going forward.

7. What are the biggest challenges?

Indicate all that apply. Describe.

- Lack of emphasis on health promotion and education
- Financial constraints
- Inadequate skilled personnel
- Lack of opportunity for advancement of the program as well as CHWs
- Lack of desired support from the authorities

8. How could the current HRH implementation process be improved?

Describe in relation to the challenges identified above.

- Acceptance of CHWs as an integral part of the Ministry of Health Belize
- Provision of the required financial support
- Autonomy for the program
- Recognition of the CHW role by both the government and other members of the healthcare team.

9. Has the HRH program development and implementation process had any negative or unintended results? To what factors can such unintended results be attributed?

List and describe.

- The formalization of CHWs roles and responsibilities has resulted in some resentments among rural health personnel against the CHWs
- Acceptance of Project mandates has added significant pressure to the restructuring of the program

PROGRAM OUTCOMES

10. What actions have occurred as a result of the program and initiative?

List and describe.

- Improved skills of the CHWs
- Clearer M&E system envisaged

11. To what extent has the established HRH program achieved the intended results?

Compare the program outcomes with the pre-defined objectives and achievement indicators

- Still being monitored for outputs and outcomes.

12. What factors facilitated the achievement of the intended results?

List and describe. Highlighted in green below

Political support _____
Participation levels _____
Program budget _____
Program coordination _____
Program implementation _____
Clarity of goals _____
Program design _____
Lack of role clarity _____
Lack of data/information support _____
Other _____

13. What gaps still persist with respect to attaining the HRH objectives?

List and describe. Highlighted below

Political support _____
Participation levels _____
Program budget _____
Program coordination _____
Program implementation _____
Clarity of goals _____
Program design _____
Lack of role clarity _____
Lack of data/information support _____
Other _____

14. How has the HHR program contributed to strengthening the health workforce?

Describe

- Increased capacity to deliver culturally sensitive PHC in rural Belize through retraining

15. How has the program improved the provision of health service delivery?

Describe.

Mark all that apply.

Primary Health Care expanded _____

Program efficiency increased _____

Program effectiveness enhanced _____

Equity of services _____

Improved access to services _____

Comprehensiveness of care improved _____

Patient satisfaction increased _____

Patient wait-times reduced _____

Patient re-admission rates reduced _____

Percentage of services provided by qualified staff increased _____

Other _____

16. What new program or intervention is needed to advance the HRH agenda?

List and describe.

- Development of retention strategy to address rural urban disparity in HRH

BRIEFLY DESCRIBE THE ACTORS AND THE PROCEDURES FOLLOWED TO COMPLETE THIS QUESTIONNAIRE (FOR INTERNAL TECHNICAL USE)

This questionnaire was completed through a round table discussion that involved three actors. They are:

- Dr. Philip Castillo
- Ms. Arlett Sheppard (HECOPAB Technical Adviser, MOH)
- Mr. Onuora Geoffrey Onu(Health Planner/ HRH FP)

The interviewer was Dr. Philip Castillo while the interviewee was the HECOPAB T/A, who is responsible for the CHW program.