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Submitted by:

Westinghouse Health Systems  
Box 866  
Columbia, Maryland 21044

Submitted to:

Department of State  
Agency for International Development  
Regional Operations Division, Latin America  
Washington, D.C. 20523

PROJECT FOR STRENGTHENING  
HEALTH CARE IN HAITI

Reorganization and Staffing Plan for the  
Bureau of Health Planning

## PREFACE

This volume contains three documents which pertain to the organization and training of the Bureau of Health Planning and Evaluation (Contract deliverable item I.C.1.a and b, as per contract modification No. 2).

Activities concerning organization, staffing and training for The BHP/E have, necessarily and properly, been continuous throughout the life of this project and these topics have been the concern of many consultants to The Bureau whose primary focus has been in other substantive areas. Accordingly, these topics have been addressed in a number of other reports, submitted under separate covers, which include observations and recommendations related to organization, staffing and training of The BHP/E. These include The Manpower Component and The Financial Component of The Administrative Improvement Plan; The Report of the Task Force on Administrative Norms; and The Report on the Progress of the Bureau of Health Planning and Evaluation, among others.

The three documents which follow have been selected for inclusion here because they focus directly and specifically on the subject of the organization and staffing/training of The Bureau. A preface preceding each describes how the document was developed and its role in the process of furthering the organization and effective staffing of The BHP/E. Briefly, the Policy Memorandum of April 1977 builds upon pre-existing documents (laws establishing The Bureau, The 1975 National Health Plan, and The Bureau Chief's own set of objectives, written in January 1977) and specifies the goals, objectives, activities and staff skills requirements for The Bureau. The second document details specific tasks and qualifications for personnel who might suitably fill two positions vacant as of May 1977 (These were subsequently filled.). The third document, Description of Tasks, details both descriptively and prescriptively the tasks and responsibilities of all current staff as well as of the position of health economist which remains unfilled at this writing.

It should be noted that a major focus of the documents contained herein is upon efforts to identify and justify BHP/E staff additions or to specify the divisions of responsibility necessary for more efficient and effective use of existing staff. Training requirements of the BHP/E are addressed in lesser detail, due to the fact that the Bureau was not "fully" staffed until mid-1978. The size of the staff prior to that time, the Bureau's demands upon the staff, and the determination that previously-trained, qualified personnel could be found to fill vacant slots are additional factors which led to placing emphasis upon the organization and staffing of the BHP/E.

MATRIX  
OF  
CONTRACT ARTICLES  
AND  
PROJECT REPORTS

CONTRACT REF.	CONTRACT DESCRIPTION	REPORTS																
		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
1.0.	A PLAN FOR THE REORGANIZATION OF THE BUREAU OF HEALTH PLNG.	●	●															
1.1.	TRAINING REQUIREMENTS FOR PERSONNEL OF BHP																	
1.1(1)	AN EVALUATION OF THE EXISTING DATA SYSTEM																	
1.1(2)	A DETAILING OF THE REORGANIZATION OF THE HEALTH DATA COLLECTION AND ANALYSIS SYSTEM																	
1.1.	A NATIONAL HEALTH PLAN FOR HAITI																	
1.0.	A SPECIFIC PLAN FOR THE IMPROVEMENT OF THE ADMINISTRATIVE SYSTEM OF THE MINISTRY																	
1.1.	A GRADUAL INTEGRATION PLAN OF THE NATIONAL SERVICE OF MALARIA ERADICATION INTO MOH																	
1.0.1.	COMPONENT PPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: FINANCES																	
1.0.11	COMPONENT PPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: MANPOWER AND TASK ANALYSIS																	
1.0.111	COMPONENT PPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: DRUGS, INVENTORY & SUPPLY SYSTEMS.																	
1.0.1v	COMPONENT PPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: MAN. OF PHYSICAL FACILITIES																	
1.0.v.	COMPONENT PPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: TRANSPORTATION SYSTEMS																	
2.a.	A PPT. OF ACTIVITY BY EACH CONSULTANT/SPECIALIST																	

\* A CONTRACT MODIFICATION IS IN PROCESS AT THIS TIME TO CHANGE I.C.1.F. TO READ:

AN INTEGRATION PLAN FOR THE TRANSPORTATION SYSTEM OF THE NATIONAL SERVICE OF MALARIA ERADICATION INTO THE MOH.

\*\* A CONTRACT MODIFICATION IS IN PROCESS AT THIS TIME TO CHANGE I.C.1.D. TO READ:

PREPARATION OF AN OUTLINE AND PROCEDURES FOR A NATIONAL HEALTH PLAN FOR



Westinghouse Health Systems

Project: 521-11-510-070

Contract: AID/1a-C-1179

Submitted by:  
Westinghouse Health Systems  
Box 866  
Columbia, Maryland 21044

Submitted to:  
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Washington, D.C. 20523

PROJECT FOR STRENGTHENING  
HEALTH CARE IN HAITI

Reports on the Organization and  
Training of the Bureau of  
Health Planning and Evaluation

## PREFACE

This report, in the form of a memorandum, reflects the ongoing effort to develop a reorganization plan for the Bureau of Health Planning and Evaluation. This memo was presented to Dr. Midy in April 1977. (It was also translated into French).

The memorandum contains the important initial observations of Westinghouse Health Systems concerning the objectives, activities, organization and staffing of the BHP/E and represents the crucial direction setting analysis for this component area. The process by which the contents of the memorandum were developed is described under "Methodology" on page 1. During the early months of this project, the observations contained herein were the subject of a series of focussed discussions between the Bureau Staff and Westinghouse advisors. As noted later, in the Preface to Descriptions of Tasks also contained in this volume, this memorandum has continued to serve the Bureau as a benchmark and guide for organization and staffing of the BHP/E.





From : Westinghouse Health Systems Team  
WIN :  
Date : April 18, 1977  
Subject: Policy Memorandum

To : Dr. Midy

As you suggested in conversation with the team last week, we have developed for your reaction some ideas concerning the objectives, activities, necessary skills, and structure of the Bureau of Health Planning. These ideas are outlined below.

Methodology. The following steps were followed in developing the memo:

1. The laws of 1971 and 1975 concerning the Division of Public Health (DSPP) have been studied. Responsibilities and structural relationships which are, by law, specifically outside the BHP/E were excluded from the proposed objectives and activities. All points which, by law, are the responsibility of the BHP/E have been included.

The legal objectives and responsibilities of the BHP/E, together with your schematic organization of the BHP/E drafted in January 1977, a review of the current Health Plan, and the knowledge of Haiti's health planning needs gained during the past several weeks served as data sources. Objectives and activities were developed which we feel are implied in the stated responsibilities of the fully operational BHP/E.

2. A "content analysis" was performed of the skills and functions required to fulfill the objectives and activities outlined in this memo. These appear in the form of a matrix, showing skill/function vs. existing BHP/E staff. Recommendations regarding the types of personnel to be sought for the remaining positions in the BHP are then presented.

3. An organigramme was developed, showing the relationship of the BHP to other units of the DSPP, based on both membership of the

various counsels and advisory groups, as specified in your schematic, and some relationships we feel are implied in the objectives and activities.

4. Finally, action steps have been outlined which would seem to be of immediate importance to the BHP/E in building its planning and evaluation capability.

#### Objectives and Tasks for the Fully Functioning BHP/E

Overall Objective: To prepare and revise periodically a health plan detailing health problems, priorities, and the best use of available resources.

Sub Objective 1: Identify principle health problems and, through analysis, identify options for their solution.

Activities 1. 1: Maintain an ongoing analysis of information and data from the health information system. Information to be analyzed for policy implications on a regular basis should include health status indices, a physical resources inventory which indicates both quality and quantity of available resources, and cost data.

Activity 1. 2: Provide to the Secretary of State DSPP on a regular basis detailed policy analyses (e.g. cost-benefit analyses, future spending implications, resource constraints) for proposed health policy actions. Analyses should include impact of policy actions on the DSPP budget and on the health status of the population.

Activity 1. 3: Periodically initiate and conduct evaluations of multi-regional and national health policies and of special health programs.

Activity 1. 4: Prepare an annual statement of health strategy, which will include criteria for establishing priorities for the National Health Plan.

Activity 1. 5: Make specific recommendations, as required, to other DSPP divisions and sections concerning the need for alterations in the operational system in support of health planning activities.

Sub Objective 2: Integrate the needs of all elements of the health system and determine priorities to be applied in the National Health Plan.

Activity 2. 1: Establish initial guidelines for evaluation of regional health programs according to National Health Plan information needs, and periodic updating as required.

Activity 2. 2: Receive and coordinate evaluations of health programs and the functioning of health services carried out by the regional health administrations on a regular basis.

Activity 2. 3: Establish initial guidelines and a format for the regional health plans and provide technical assistance to the regions for regional plan development. These should be revised periodically.

Activity 2. 4: Receive and coordinate annual health plans from the regional health administrations.

Sub Objective 3: Specify the best use of available resources to realize the objectives and priorities of the National Health Strategy.

Activity 3. 1: Exercise an active role in the formation of the Development Budget and in the specification of guidelines for disbursement of the operating budget of the DSPP.

Activity 3. 2: Determine on a periodic basis the potential for shifting the allocation of existing physical resources within the system to meet health strategy needs, based on measures of deficit and surplus determined through analysis of the physical resources inventory and evaluations of their adequacy.

Activity 3. 3: Plan the allocation of DSPP budget growth to meet Health Strategy objectives.

Activity 3. 4: Specify in detail, in collaboration with the Section of Foreign Assistance Control, health system input requirements which could be met through coordinated donor assistance on a periodic basis.

Activity 3. 5: Determine manpower development needs in collaboration with the Department of Training, and define policies to meet them on a periodic basis.

Sub Objective 4: Develop and maintain a functioning Bureau of Health Planning and Evaluation capable of carrying out the above activities and meeting the specified objectives.

Activity 4. 1: Develop an initial workplan for the BHP/E and update on an annual basis.

Activity 4. 2: Review BHP/E activities and tasks periodically to ensure they are consistent with objectives. Review BHP activities and health planning progress and present to the Secretary of State of the DSPP.

Activity 4. 3: Develop and apply criteria for evaluating the BHP/E initially and on an annual basis. Such criteria could include: cooperative response of DSPP sections to BHP/E information needs; attainment of milestones specified in workplan; quantifiable measures of extent to which BHP/E proposed Health

Plan Budget is adopted; and degree of acceptance of BHP/E other outputs.

Activity 4. 4: Develop as required, linkages with external agencies to enhance the analytic capability of the BHP/E (e.g. social analysis-Ethnology Faculté, economic analysis-Economics Faculté).

#### Required Skills and Functions

The following matrix specifies the skills and functions which are required to meet the above objectives. These skills and functions must be exercised on both a policy and technical level. By completing the matrix for existing BHP/E staff members, it can be seen which skills and functions, at which levels, remain to be developed by additional staffing.

It is the initial impression of the Westinghouse team that the BHP/E will wish to develop its staff by the addition of persons whose principal activities are in the realm of technical analyses (as distinct from policy presentation and regular daily interaction with other DSPP sections and officials.) The team would also suggest that persons with strong capability in health economics and national budget analysis, as well as health planning techniques be sought. Finally, it may be advisable to designate one staff member from among the Policy Level group who has principal responsibility for day to day management of the technical/analytical group operations.

#### Schematic Organigramme of the BHP/E in Relation to other DSPP Sections:

(Please see the organizational diagram of BHP/E on Page 8.)

#### Future Action Steps

The following action steps are recommended:

1. Review, modify, and ratify objectives and activities of the BHP/E.
2. Assess staff resources (existing and needed) using the matrix attached here, with particular attention to level of activity. Recruit remaining additional needed staff.
3. Develop a workplan for the BHP/E which specifies milestones to be achieved, tasks to accomplish them, and allocation of responsibility among BHP/E staff members to carry out tasks.

4. Design a baseline data system. In collaboration with Westinghouse Health Systems' consultants, determine the adequacy of existing data sources to meet baseline data requirements; specify additional needed data; review survey instruments being used in North and South regions; design BHP/E baseline data collection process and instruments; execute baseline survey.

TECHNICAL SKILLS

P= POLICY LEVEL  
CAPABILITY-0

T=TECHNICAL ANALYSIS  
CAPABILITY

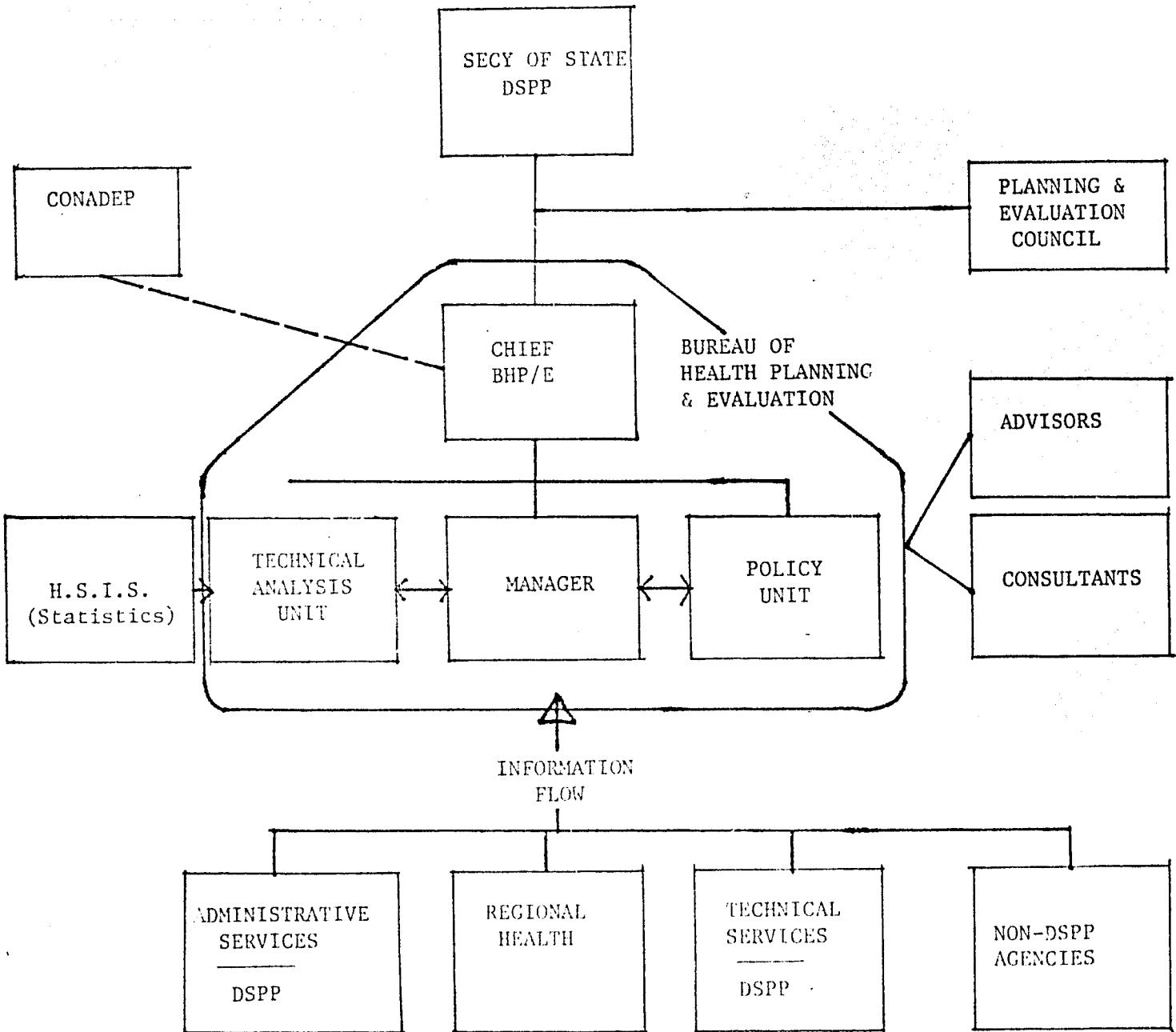
BHP/E PERSONNEL

		Administration	Budget Analysis	Cost-Benefit Anal.	Daily Mgmt. BHP/E	Data Analysis	Demography	Epidemiology	Evaluation BHP/E	Health Economics	Health Manpower Planning	Health Planning	Inter-Agency Collaboration	Organizational Analysis	Policy Analysis	Program Evaluation	Social Analysis	Statistics (Bio & Social)	Survey Research	Systems Analysis	T.A. in Planning	Technical Writing	Support Skills	Bilingual Secty.	Typing	Report Preparation	Dictation	
FUNCTIONS CHIEF OF THE BUREAU *	P																											
	T																											
	P																											
	T																											
SPECIAL ADVISOR * (FROM S.O.S./DSPP)	P																											
	T																											
	P																											
	T																											
PUBLIC HEALTH NURSE *	P																											
	T																											
	P																											
	T																											
CONSULTANT *	P																											
	T																											
	P																											
	T																											
SUPPORT PERSONS SECRETARY, BILINGUAL TYPIST	P																											
	T																											

\*Titles of individuals on staff as of April 1977

ORGANIZATIONAL DIAGRAM

BHP/E



Project: 521-11-510-0/0

Contract: AID/1a-C-1179

Submitted by:  
Westinghouse Health Systems  
Box 866  
Columbia, Maryland 21044

Submitted to:  
Department of State  
Agency for International Development  
Regional Operations Division, Latin America  
Washington, D. C. 20523

PROJECT FOR STRENGTHENING  
HEALTH CARE IN HAITI

STAFFING PLANS



## PREFACE

The following is the second in the series of memoranda which address the organization and training needs of the Bureau of Health Planning and Evaluation. Once general consensus had been reached concerning the objectives and activities of the BHP/E outlined in the previous memorandum, the Chief and the Principal Advisor of the BHP requested that the Westinghouse manpower and resource planning consultants specify in greater detail the tasks and qualifications for two additional staff positions, recruitment for which was pending at that time. The following memorandum was presented to and discussed with Dr. Midy during his visit to Washington, D. C. in May 1977. Subsequently, in 1978, a Public Health Physician (Dr. A. Hilaire) and a Demographer (Mme. M. Beaulieu) were recruited to the Bureau. Dr. Hilaire was designated for additional short-term training in Health Planning, which he completed during October - December 1978.



From: Nicholas Fusco and Sharon Russell, Westinghouse Health Systems Team - Columbia  
WIN 232-6239 or 232-6248  
Date: May 12, 1977  
Subject:

To: Dr. Midy, BHP/E

As you may recall, during one of our last meetings in Haiti, you and Dr. Nicholas requested that we provide some further details on the tasks which might be performed by the two "technical level" personnel envisioned for the BHP/E (as suggested in our memorandum of April 18.)

Accordingly, we have prepared a description of tasks, based on the objectives proposed for the BHP/E, our experience, and the skills of existing personnel. Further, we have suggested some of the general skills and specific qualifications which may be sought in candidates for these two positions.

It was our intention that the tasks be appropriate to technicians who could be found in Haiti at this moment in time (that is, without further training.) We will welcome your comments, questions or suggested revisions.

## TASKS FOR BHP/E TECHNICIANS

1. Maintain technical data or information required specifically for analysis and tasks of the BHP/E (ongoing).
  - 1.1 Participate in the design of The Baseline Survey to insure that required data for health policy analysis is included (immediately).
  - 1.2 As required, identify and maintain liaison with technical counterparts in other divisions and sections of the DSPP, in order to obtain (from sources other than Baseline Survey) those data required for technical analyses in the BHP/E. (initial and periodic)
  - 1.3 Maintain an inventory of all resources currently and potentially available as inputs to health programs. (e.g. uncommitted growth in DSPP budget; number and types of health manpower.)
2. Design and develop guidelines for both policy and program evaluation.
  - 2.1 Prepare written evaluation criteria for use by the BHP/E and by other units within the DSPP (sections, divisions, regions, etc.) Criteria should specify quantitative indices required for comparison of health programs and policy alternatives (e.g. clinic visits per person per year; cost per increment of service.) (periodic)
  - 2.2 Maintain liaison with units in the DSPP conducting evaluation studies to ensure that these studies yield data in a format consistent with planning criteria.

3. Performs technical analyses as required by the objectives and activities of the BHP/E. (e.g. problem identification, development and choice of solution alternatives, cost benefit studies, specification of goals and objectives, formulation of specific programs for funding.)
  - 3.1 Conduct multivariate analyses, using simple statistical techniques (e.g. central tendency, three-way contingency tables, percentage distribution, chi-square, t-tests.) Consult with trained statisticians when use of advanced statistical procedures is required (e.g. regression analysis.)
  - 3.2 Conduct cost-benefit analyses of existing and/or proposed health programs and policies (using data from Tasks 1 and criteria from Tasks 2 above.) Analyses should include:
    - a. Identification of all operating and capital development costs associated with required inputs and program implementation.
    - b. In the case of proposed programs or policies, compare required inputs (facilities), human resources, gourdes, etc.) with the inventory of available resources. Specify resource constraints.
    - c. Identify other quantifiable factors applicable to cost-benefit analysis calculations (e.g. inflation, discounting, opportunity costs.)
    - d. Identify political, organizational, and administrative constraints on the implementation of alternatives.
    - e. Identify benefits directly associates with the expected outputs of health programs and policies.

- f. Identify non-monetary impacts (positive and negative) of alternative programs and policies (e.g. economic, social, health, political effects.)
4. Prepare written draft materials for use by policy level staff of the BHP/E.
- 4.1 Organize, conduct required analyses, and write special reports. These may include:
- a. Summaries of technical analyses being conducted under Task 3.
  - b. Summary outlines of goals and objectives discussed in policy meetings.
  - c. Issue papers for use in problem identification and development of solution alternatives.
  - d. Memoranda for briefing health policy decision makers, including the Secretary of State of the DSPP, on positive and negative aspects of proposed courses of action.
  - e. Detailed project designs (based on general guidelines prepared by policy level staff) including specification to donor agencies.
- 4.2 In collaboration with other BHP/E staff, participate in preparation of written materials required to fulfill regular and periodic responsibilities and activities of the BHP/E. Such materials may include:
- a. Guidelines and format for national and regional health plans.
  - b. The Health Strategy portion of the national health plans.
  - c. Draft budgets for use in the formulation of the National Health Budgets (developmental and functional).

## QUALIFICATIONS OF PERSONNEL TO CARRY OUT TECHNICAL TASKS

### I. SKILLS

Individuals who are capable of conducting technical tasks within the BHP/E should possess technical skills in a number of the following general areas:

- budget analysis
- cost-benefit analysis
- data analysis
- economics (health and/or development)
- planning (health and/or national)
- report writing
- demography
- evaluation (program and policy)
- organizational analysis
- policy analysis
- social analysis
- statistics
- survey research
- systems analysis

The Westinghouse Health Systems team believes the first six skills areas are the most critical for the technicians in the BHP, particularly in light of the expertise in many of the areas which already exists and may be drawn upon if necessary (e.g. statistics, policy analysis, demography.)

## RECRUITMENT

It is understood that the addition of two technicians is currently envisioned in the BHP/E. Efforts should be made to find individuals whose skills complement rather than duplicate one another.

Appropriate individuals trained in Haiti may be found among persons who have completed studies in economics, business and/or public administration. Haitians trained abroad in the fields of sociology/demography, public health or political science may also have these skills, depending upon the institution at which they were prepared.

## SELECTION

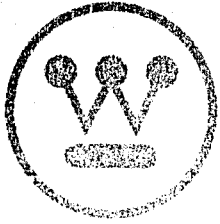
In addition to the previously outlined skills areas, during the process of interviewing, candidates may be asked about and should demonstrate capability in the following primary qualification areas:

- a) Knowledge of international health indices and standards for use in comparative analyses with Haitian health data;
- b) Understanding of the interrelationships among factors affecting health care and the health system (e.g., poverty, poor sanitation, and the causes of disease; extension of coverage requires mix of resources; trained manpower, funds and supplies.);
- c) Ability to use simple statistical tools to support policy analyses and evaluations (see Task 3.1);
- d) An ability to compose and write technical reports, briefing papers, etc.;
- e) Ability to work well with Task Force and working committees (e.g., group process skills);
- f) The ability to identify health program elements and to specify costs (operational and development) associated with those program elements.

Additional qualifications, which may be difficult to find, but which would be desirable are:

- a) Knowledge of demographic tools at a level sufficient to enable the technician to carry out such tasks as projecting effects of policy or program alternatives on future populations; measuring the extent of coverage of a target population; determining implications of population growth for resource requirements.
- b) Familiarity with the concepts of cost analysis and specific experience with some of the following techniques and concepts: maximizing benefits for a given level of resources (cost-effectiveness); pareto efficiency; benefit to cost ratios; sensitivity analysis; discounting; rate of return; uncertainty; non-monetary costs (e.g., social, health, and political factors.)
- c) Familiarity with quantitative decision analysis (e.g., Bayesian theory; decision tress.)





Westinghouse Health Systems

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PROJECT FOR STRENGTHENING  
HEALTH CARE IN HAITI

DESCRIPTION OF STAFF TASKS  
BUREAU OF HEALTH PLANNING  
AND EVALUATION

## PREFACE

By mid-summer 1978, The Bureau of Health Planning and Evaluation had become "fully staffed" -- that is, according to officially approved and budgeted positions. (Both the Chief of the Bureau and various Westinghouse consultants have continued to observe that addition of a health economist would greatly strengthen the technical capability of the Bureau; however, as of late 1978, such a position had not been approved.) The following Descriptions of Tasks (position descriptions) were prepared over several months during the late summer and fall of 1978. At the request of the Chief of the Bureau, Westinghouse Chief of Party met individually with each staff member to develop an initial description of current and envisioned tasks. As a member of the Task Force on Administrative Norms, the Chief of the Party also assured that the Task Description were congruent with the functions of the Bureau outlined in the report of that task force. Subsequently, with reference to the objectives, activities and tasks outlined in the preceding memoranda, as well as with reference to additional performance objectives desired by the Chief of the Bureau for individual staff members, Dr. Midy and the staff refined the descriptions further. These second drafts (which were now both descriptive and prescriptive) were then reviewed in November 1978 with Westinghouse manpower and resource planning consultants and additional modifications were made. The Descriptions which follow are translated from the original French.

## DESCRIPTION OF TASKS

Name : Evariste Midy, M.D.  
Title : Chief, Bureau of Health Planning and Evaluation  
Line of Authority: Under the direction of the Secretary of State for Health & Population  
Hours of Work : 8:00 A.M. - 2 P.M.; 3 P.M. - 5 P.M.

### I. Health Planning and Evaluation

1. Serves as advisor to the Secretary of State for Health on Health-related projects and programs.
2. Reviews and provides written and/or verbal consultation on the subject of all technical programs, modification or options or orientation, and administrative regulations which are under consideration by the Ministry.
3. Participates in the preparation of the DSPP annual operational budget plan and annual development budget plan. Periodically, organizes and directs revision of Haiti's National Health Plan.
4. Directs the planning of the different programs and activities of the Ministry of Health in accordance with the policies of the DSPP and prepares the corresponding plans of action.
5. Orients the planning methodology applied by the staff of the Bureau of Health Planning toward the establishment of program budgeting.
6. Directs the acquisition, analysis, interpretation and use of morbidity, mortality, demographic, and service activity data for use in planning, budgeting and preparation of policy options.

7. Submits recommendations to the Secretary of State on the development of specific programs.
8. Works with international health planning consultants in developing staff capability in planning methodology.
9. Functions as the liaison between the Ministry of Health and international and bilateral assistance agencies in planning and implementing funding and technical assistance projects related to health services development.
10. Functions, in cooperation with the Chief, Office of Foreign Assistance, to evaluate and plan for health services and facilities offered by Private Voluntary Organizations.

## II. Reports

### 1. Analysis of Reports:

- A. Reviews reports referred from the Secretary of State, from the Director General, or from the Chiefs of Divisions for analysis, information and reply, as indicated and submits the conclusions or appropriate suggestions to the attention of the Secretary of State.
- B. Analyzes reports from staff members and takes appropriate action.
- C. Studies and prepares reaction, comments or suggestions on reports of technical consultants and others; presents these at Advisory Council meetings. Prepares and submits summaries with recommendations to the Secretary of State for Health and Population.

### 2. Preparation of Original Reports

- A. Organizes and directs the preparation of annual reports on the development of the diverse projects and programmes in process and submits these reports to the Secretary of State.

B. Organizes and directs the preparation of other special reports, analyzes, policy proposals, position papers, and evaluations, as requested by the Secretary of State or the Ministry of Plan.

C. Prepares reports on significant findings of field trips.

### III. Administration and Supervision

1. Provides regular supervision and direction to the staff of the Bureau of Health Planning and Evaluation concerning their tasks and activities to ensure these are consistent with the objectives of the Bureau.
2. Conducts periodic review of work performance with each staff member.
3. With Bureau staff, develops annual and periodic workplans for the Bureau.
4. Develops and applies criteria for internal evaluation of the Bureau's functioning and performance.
5. Supervises the Section of Statistics and works closely with the technical consultant on Biostatistics and others, including Bureau staff, on preparation, analysis, interpretation and usage of health data.
6. Authorizes and approves all expenditures of allocated resources (financial and material) required for the effective functioning of the BHP/E.
7. Conducts advisory and consultative visits to health facilities and offices in Regions and Districts.

#### IV. Coordination

1. Coordinates the activities of the Bureau with those of other units in the DSPP and with related activities of international, bilateral and private voluntary organizations.
2. Coordinates, as appropriate, plans and studies with other organizations and groups outside the DSPP, including but not limited to the Department of Community Medicine; the National College of Medicine; Petit-Goâve Project Intégré.
3. Plans and directs regular meetings with the Advisory Council of the BHP/E; prepares material for presentation; submits a report of decisions reached, with recommendations to the Minister as indicated.
4. Attends regular meetings with the Minister, Director General, Division and Bureau Chiefs, District Medical Directors and others.
5. Meets with the Ministry of Plan on request.
6. Serves on commissions and committees concerning such matters as preparing norms for administrative reform, private hospital planning, OMS/OPS Project du Nord et du Sud, as requested by the Secretary of State.
7. Receives correspondence from Division Chiefs and others for information and/or action. Responds via the Director General of Public Health.

#### V. Travel

1. Attends official meetings held in Haiti and other countries related to health matters, new developments, programs, etc., as directed by the Secretary of State.

DESCRIPTION OF TASKS

Name : Georges Nicholas, M.D.  
Title : Advisor to BHP/E  
Line of Authority: Reports to the Secretary of State, DSPP

1. For the Minister of Health:

- A. Advises upon health matters, as requested, such as, rehabilitation of health facilities, distribution of material and equipment; development of health programs with assistance of international or bilateral organizations.
- B. Field visits for supervision and evaluation, as requested.

2. For the Bureau of Health Planning:

- A. Discusses and elaborates health programs and health projects, including budget implications.
- B. Advises on health matters relating to internal organizations and especially the material and equipment for the different health facilities.
- C. Discusses reports with the Chief of Health Planning.
- D. Participates in program analysis discussions with the Chief, BHP/E.
- E. Provides consultation to BHP/E as member of Advisory Council.
- F. Advises Chief of Planning Bureau on all aspects of the Chief's work upon which he is consulted.



## DESCRIPTION OF TASKS

Name : Adrien Hilaire, M.D.  
Title : Assistant Chief BHP/E - Public Health Physician  
Line of Authority : Under the direction of the Chief, BHP/E  
Hours of Work : 8:00 A.M. - 2:00 P.M.; 3:00 P.M. - 5:00 P.M.

### I. Health Planning and Evaluation

1. Designs and conducts analyses of technical data relating to existing programs and projects of the DSPP.
2. In consultation with the Chief and staff, designs and conducts evaluation of existing DSPP programs and projects, and prepares summary recommendations.
3. Works as special representative of the BHP/E in the development of the rural health project of the DSPP and USAID.

### II. Reports

1. Produces technical reports, as requested, concerning the need for and uses of resources within the DSPP; such as: drugs needed by health agents; studies of health facilities requiring renovation or replacement.
2. Assists in the preparation of the annual development plan and all reports produced by the Bureau for the Ministry.
3. Prepares and submits reports on field visits.

### III. Administration and Supervision

1. Assists the Chief in providing regular guidance to Bureau staff, to ensure the smooth progress of work.
2. Serves as Acting Chief in the absence of the Chief.

IV. Coordination

1. Meets with community leaders and officials on matters such as, sites for construction of new health facilities.
2. Visits health facilities and offices in regions and districts, as required.
3. Participates in meetings of the Bureau of Health Planning Advisory Council.
4. Meets with international, bilateral, and private organizations concerning matters of health, as requested.

V. Other

1. Participates with the Section of Statistics in training sessions for statistical staff.
2. Assists in the preparation of manuals for health service providers (e.g., for the health agent.)
3. Assists in the development of health information collection instruments related to service provision and health planning (e.g., activity report forms for the health agent.)

### DESCRIPTION OF TASKS

Name : Mme. Lamarque Douyon, I.L.  
Title : Nurse  
Line of Authority: Under the direction of the Chief, Bureau of Health Planning and Evaluation  
Hours of Work : 8:00 A.M. - 2:00 P.M., 3:00 P.M. - 5:00 P.M.

#### Responsibilities

1. Participates actively in the work and activities of the Bureau, in order to carry out her work in accordance with the objectives of the Bureau.
2. Participates in meetings of the Advisory Council to the Bureau.
3. Obtains and maintains for use by the BHP/E information related to the training, assignment, employment, and evaluation of human resources for the health system. Sources of information include, but are not limited to: educational and training institutions and programs which prepare nurses, auxiliaries, and health agents; the sections of statistics and personnel; other sections or divisions of the DSPP; and health facilities (public, mixed or private.)
4. Assists the staff of the BHP/E in development of criteria for the recruitment, selection, assignment, for positions in all categories of nursing and auxiliary personnel and health agents.
5. Assists staff of the BHP/E in the development and application of criteria related to the control, evaluation and reevaluation of services provided by nurses, auxiliaries and health agents in health facilities (public and private) and in special health programs.
6. Assists, as requested, in the development of criteria for the assignment of scholarships, promotion or other special recognition.

7. Prepares reports on specific subjects when required by the Chief.
8. Assists staff in conducting research concerning nursing personnel.
9. Serves as intermediary between the BHP/E and the Section of Nursing of the DSPP for all matters related to nursing.
10. Serves as councilor to the Chief of the BHP/E for matters pertaining to Nursing and makes appropriate suggestions and recommendations on documents sent to the Chief by the Central Bureau of Nursing.
11. Oversees the application of norms proscribed in the course of developing the work of the health agents.
12. Maintain official involvement in the application of the system of supervision envisioned for the health agents and auxiliaries in dispensaries.

## DESCRIPTION OF TASKS

Name : Mme. Maguy Beaulieu  
Title : Demographer  
Line of Authority: Under the direction of the Chief, Bureau of Health Planning and Population  
Hours of Work : 8:00 A.M. - 2:00 P.M.; 3:00 P.M. - 5:00 P.M.

### I. Technique

1. Compiles and organizes data in order to develop a card record file for the population.

Identifies and retrieves copies of all existing relevant data in the country (reports, surveys, studies); determines the accuracy of these data and their usefulness to the Bureau. The population card file will probably contain data on each of the following categories:

#### By Sanitary region or district

- Area in km<sup>2</sup>
- Total, urban and rural, population according to the census of 1950 and 1971, and current.
- Total growth rate
- Density, hab/km
- Death rate, birth rate (annual, monthly or periodic)
- Incidence of most frequent diseases (annual, monthly or periodic)
- Number of households, houses in a given locality
- Catchment area of each health facility
- Level of functioning, kinds of services offered and visits (visits per year)
- Medical and paramedical human resources (existing)

- Physical resources at each level of health facilities
2. Studies, analyzes, and interprets the delivery of existing health services, based on data of the Section of Statistics.
    - General and specific problems
    - Current projects and their impact
  3. Conducts specific demographic and social analyses of the following phenomena:
    - A. Mortality studies (level, patterns, tendencies)
      1. Mortality, by age and sex
      2. Mortality, by cause or group of ages
      3. Mortality at different ages
        - Rate, by cause or group of causes, by age and sex
        - Most frequent causes (infectuous and epidemic)
      4. Mortality quotient
        - For a specific cause
        - In the absence of a cause or a group of causes
      5. Difficulty in the determination of the level of mortality
        - Use of table-types
          - national level
          - regional level
    - B. Study of the Morbidity
 

(Infant, at different ages: rate by cause or group of causes)

      - national level
      - regional level
      - sector level
    - C. Fertility Studies
      - Analysis of trends in fertility rates
      - Determination of indicator signs
      - Evaluation of program of Family Planning

D. Characteristics of the Population: (for the Health Plan)

- Structure by sex and age
  - national
  - regional

Percent rate by sex and age (national - regional) (Population Pyramid)

4. The demographer will work in collaboration with the economic analyst in order to:

- Calculate rate of visits to health facilities:
  - by population subgroup
  - age and sex
- Calculate rate of morbidity:
  - by age and sex
- Evaluate work in process
- Justify health plan

II. Coordinates the technical points of the job and analyzes data collected by the Section of Statistics with the Bureau staff and the Section of Statistics.

III. Assists other BHP/E staff in the preparation of reports in the following areas:

- Identification and justification of research
- Evaluation of Health programs
- Presentation and justification of the need for health or epidemiologic research
- Any other report or study requested by the Chief of the Bureau

IV. Conducts observations of demographic trends to detect indicator signs

- For existing regions (infrastructure) which will serve as a model for the development of other health regions (probability).

V. Attends periodic meetings with the Chief of the Bureau of health Planning which often address the following:

DESCRIPTION OF TASKS

Name : (vacant)  
Title : Health Economist  
Line of Authority: Under the direction of the Chief, Bureau of Health Planning and Evaluation  
Hours of Work : 8:00 A.M. - 2:00 P.M.; 3:00 P.M. - 5:00 P.M.

I. Develops and maintains information base for economic analysis of health sector.

1. Specifies the data elements desired for economic analysis of the health sector and specific programs and projects.

This includes specification of quantitative and qualitative indices required for comparison and evaluation programs and policy alternatives (e.g., costs per increment of service; direct and indirect costs of specific diseases; monetary and non-monetary costs of specific programs or projects.)

2. Through appropriate coordination, ensures that data elements desired for economic analyses, which are available from external agencies or other sections within the DSPP (e.g., Ministry of Plan, Ministry of Finance, Accounting Section of DSPP) are available to and maintained within the Bureau.
3. Designs, develops and establishes those data elements for economic analysis of the health sector which are required for health planning and which are not available from external sources (e.g., costs per unit of service; current and alternative program costs; rates of return to investments, etc.)



4. Continues refinement of program budgeting methodology and its application to analyses carried out by the BHP/E. Coordinates, as necessary, with DSPP Budget Section.

## II. Economic Analysis of Haiti's Health Sector

1. At the direction of the Chief of Bureau, designs and conducts special studies pertaining to economic analysis of health sector, such as cost-benefit or cost-effectiveness analyses of alternative proposed policies and programs; evaluation of current programs and activities; and calculation of social and economic returns for costs expended in specific programs.
2. As requested by the Chief, BHP/E organizes and analyzes available material and prepares draft reports and recommendations on specific topics.

## III. Other

1. Assists in design and development of guidelines for evaluation of policies and programs.
2. Assists in development of guidelines and format for national and regional health plans.
3. Prepares the financial and economic analysis and spending strategy sections of the Revised National Health plan.
4. Drafts budgets for use in the formulation of the national health budgets (development and operational).
5. Participates in calculating and preparing proposed budgets for specific programs and projects, particularly for presentation to donor agencies.

DESCRIPTION OF TASKS

Name : Renan Cherry  
Title : Administrator and Accountant  
Line of Authority: Under the direction of the Chief, Bureau of Health Planning & Evaluation  
Hours of Work : 8:00 A.M. - 2:00 P.M.; 3:00 P.M. - 5:00 P.M.

(As of November 1978, Mr. Cherry works in the Section of Accounting. It is expected that before the end of 1978, Minister Verrier will appoint Mr. Cherry to work full-time in the BHP/E.)

I. Administration

1. Ensures that material and equipment of the BHP/E are maintained in sufficient supply and good operating condition. This includes assuring purchase of required supplies and equipment and assuring timely completion of repairs.
2. Ensures that documents and correspondence received by the Bureau are registered, distributed for information and/or action and properly filed.
3. Performs other administrative duties, as required, to ensure the smooth administrative functioning of the Bureau.

II. Accounting

1. Projects and monitors receipts and expenditures of the Bureau. Maintains the financial accounts and records of the Bureau in accordance with accepted accounting principles.
2. Obtains from section of payroll and distributes checks to personnel of the BHP/E.

3. Executes requisitions for the BHP/E.
4. Disburses petty cash of the Bureau upon authority of the signature of the Chief of the Planning Bureau or his authorized designee.
5. Assists in the preparation of the BHP/E annual budget report.

III. Other

1. Works with the economic analyst of the BHP/E in the determination of the costs and benefits of programs and of the production of DSPP personnel.
2. Participates with staff of the BHP/E and in other concerned Divisions and Sections of the DSPP in the determination of the Program budget of the DSPP.

## DESCRIPTION OF TASKS

Name: Mrs. Gela Pothel

Title: Bilingual Secretary

### A. Typing

1. Types letters and memos for the staff.
2. Types reports and minutes of conference.

### B. Dictation

1. Takes dictations in French and English for Chief of BHP/E.
2. Makes translation from English into French and vice-versa.

### C. Filing

1. Keeps the filing systems in good order.
2. Makes sure that all records are up-to-date.

### D. Telephone

1. Receives and places phone calls.
2. Takes messages for BHP/E members.

### E. Translation

1. Translates reports from English into French.
2. Translates simple letters from English into French and vice-versa.

### F. Others

1. Receives visitors.
2. Participates in annual seminars
3. Keeps the desk of the Chief in order.
4. Performs other related duties.

- Informs on technical work in process.
- Suggests solutions to the problems of the Bureau and in the technical field.
- Solicits assistance when faced with difficulty on the job.

DESCRIPTION OF TASKS

Name : Mrs. Cecile J. L. Mediné

Title: Secretary

A. Filing

1. Does all filing for BHP/E.
2. Maintains files in good order.

B. Typing

1. Types memos, letters and reports in English and in French.
2. Drafts and types simple letters.

C. Machine Operation

1. Operates mimeograph and xerox machines, only in absence of responsible person.

D. Phone Calls

1. Places and receives phone calls for staff.

E. Reception

1. Receives visitors.
2. Secures and gives information for staff and visitors.

F. Appintments

1. Makes and rechecks on appointments for staff.

G. Dictation

1. Takes dictation in speedwriting.

H. Requisition

1. Makes requisitions for BHP/E.

I. Other

1. Receives and distributes correspondence and other material.
2. Performs other tasks as requested.