

# REPORTE DE ESTADO DE PROYECTO (PSR)

07/01/2022 - 12/31/2022 - PSR-09574

## SÍNTESIS DEL PROYECTO

Número de Operación

GU-T1327

Número de suboperación

ATN/ME-18919-GU

Nombre del proyecto

ALMA: Automated Medical Logistics Assistant to improve acces to health services in Guatemala

Lider de equipo:

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Fundacion Desarrolla Guatemala Para La Educacion Y Salud

Proposito

Ampliar el acceso a y generar información epidemiológica valiosa para la toma de decisiones en salud y desarrollo nacional, a través de la creación e implementación de herramientas tecnológicas con el fin de contribuir a la reducción de ERAs, ETAs



## Ciclo del Proyecto



## PUNTAJE PSR



- 0 - 1 Bandera roja
- 1 - 2 Bandera amarilla
- 2 - 4 Bandera verde

# APRENDIZAJES

## 1. Riesgos y Lecciones

### 1.1. Riesgo

#### 1.1.1. ¿Cuál cree que es el mayor riesgo que amenaza el cumplimiento de los objetivos del proyecto?

Similar to our previous PSR, the risks that could affect the project negatively are external so the best we can do is strengthen our position against them but it may be beyond our control to prevent them as a whole. At this point, we can identify 3 main ones: (1) Electoral context: Given that national elections are called for during the early days of January 2023 and campaigning begins in March of the same year, the general population's attention will be directed towards political topics. This means media coverage, public opinion, and general concerns of everyday life will be more closely connected to electoral matters while health issues are displaced to less important levels. This phenomena translates into a risk to the project by stalling the agreement we are attempting to sign between ALMA and the Ministry of Health or potentially eliminating all progress made so far thus bringing the negotiating talks back to square one. (2) Decrease in general demand for health related issues: In addition to the previously stated risk concerning an electoral context, many reasons could contribute to a further decrease in demand for health related services. A shift in the general public and media away from health issues translates into a risk for the project by rendering our services less useful in the mind of the general population. This could be an even greater concern especially if the World Health Organization were to declare an end to the pandemic and people continue to associate ALMA with COVID-19 exclusively. The number of people positively impacted by the project could see a reduction with respect to the numbers projected in the objectives. (3) Shortage in financial support: Institutions that offer financial support to non-governmental organizations via cooperation funds redirect their resources during elections to strengthen democratic processes. This means they prioritize other types of support for citizens (election monitoring, protection for freedom of speech and press, transparency and accountability training, etc) instead of strengthening public health services. Additionally, various organizations tend to hold back their funding during electoral periods to "wait and see" for the outcome and continue their work with the newly elected government so as to guarantee their operations and not risk taking sides during elections. These cuts in funding would mean that members of the team would have to dedicate more time to fundraising and production of services that generate income, risking a significant delay on the achievement of the project objectives regarding vulnerable groups that were prioritized in the original design of the project, namely women, mayan speaking populations and people who live in territories with high migration rates.

### 1.2. Mayor Logro o Fracaso

#### 1.2.1. ¿Cuál ha sido el mayor logro o fracaso del proyecto en el último semestre?

Clinical content - We successfully implemented the first phase of Q&A sessions with clinical experts on health issues relevant to the project and the Guatemalan population. We opened spaces through our social media channels in which people can express their queries and an expert answers them through videos or chat. Therefore, we managed to generate more queries and at the same time, answer questions about specific topics in a short period of time. We are currently working on version 2.0 after an analysis of what worked and was more effective in our first phase, what did not work and the correction and implementation of new actions to continue offering this space every two weeks. Communications content - An important achievement was updating the communication strategy of the project and implementing the first phase of a campaign called "Tu salud con Alma" ("Your health with ALMA" in Spanish). The 2 main objectives proposed in the strategy were: 1) generating demand for health information through the promotion of the different communication channels of the ALMA system (call center, WhatsApp, social network, and website) and 2) promote ALMA services in the ALMA Communities (before referred to as sentinel sites) and ensure that local health personnel and

community leaders use ALMA to help people with their health related queries. - The communication campaign was successfully implemented in four municipalities (Concepción Chiquirichapa, Tecpán, Chichicastenango, and Totonicapán) with content in Spanish and Mayan languages distributed in radio spots, vinyl banners, loudspeakers, digital content and media kit for 58 days (October 18 to December 15, 2022). Its implementation contributed to the increase in the number of queries, with an increase of 137% in calls and 171% in WhatsApp messages, compared to the previous period of the same duration. Local engagement - We assembled the full team of local navigators in the 7 ALMA communities that are dedicated to promoting the project who were able to assist the communications team locally to carry out the project's campaign through radio, television and loudspeakers in four ALMA communities, which helped to generate more queries. A significant failure is the lack of openness by the local population and/or leaders to discuss health issues in depth, which makes it difficult to open spaces for ALMA to be regarded as a useful resource. Technology Development - Our biggest win during the period of June to November was the development and implementation of the operations' dashboard. The technology team developed an analytical dashboard that makes it possible to observe user query trends, consultation volumes and demographic information. The dashboard is used primarily during the weekly strategy meetings. Using the dashboard on a weekly basis has helped the team take more data-driven decisions by helping understand the fast changing landscape. - We continued development on the vaccine finder web app (our largest engagement source) by implementing the first test finder, which includes availability and pricing information of COVID-19 test centers. We're developing the infrastructure that will allow us to grow the system to include availability information for all vaccines required by the Ministry of Health (MSPAS). - We struggled with the hiring of an Engineering Lead who could help us scale our technology, due to changes in market conditions which led to a shortage of senior level engineers. Executive direction - We successfully executed more than 80% of the requested funds from all donors, enabling the project to continue receiving disbursements. - A much needed restructuring of the team was carried out in order to adapt to more current challenges in two stages. Firstly, the communications team was initially reinforced with the addition of one extra member until the team became strong enough to produce more and better content, efficiently allocating the same amount of resources available. In a later stage, one of the members from the communications team was reassigned to lead a new team oriented toward strengthening local presence in the ALMA communities while we simultaneously reassigned another member from the communications team toward fundraising efforts. - A particularly worrying phenomena that could reflect a failure in the future is that we have observed a decrease in the rate at which we have been able to attract new users. Part of the reason for this has been the persistent association of ALMA with COVID-19 related issues and our difficulty in expanding into other health-related areas. We have taken measures to counter this ranging from the way the team is structured to how we project and communicate when presenting the project to new organizations and leaders. - Finally, one of our biggest failures has been to secure further matching funds for the project in the long term. While we have been able to obtain significant support in in-kind donations, we have not performed as desired with cash donations. This limits the project's ability to respond and adapt to new challenges, but more importantly to continue with the implementation of the activities as originally planned into the future.

### 1.3. Hallazgos y Lecciones

1.3.1. ¿Cuáles son los hallazgos y lecciones más útiles de este proyecto que, cuando se toman en consideración, podrían mejorar la ejecución y los resultados de los proyectos existentes y el diseño de proyectos similares en el futuro? Un hallazgo describe una acción, circunstancia o decisión que fue crítica para determinar la evolución positiva o negativa del proyecto (por ejemplo, Cambiar del desarrollo de una plataforma blockchain a una base de datos compartida basada en la web redujo el costo y el tiempo dedicado a implementar el capacidades de trazabilidad requeridas por el proyecto). Una lección es una propuesta concreta y procesable basada en un hallazgo que, en circunstancias similares, facilitaría la resolución de problemas, la mitigación de riesgos y el logro de resultados (por ejemplo, Desarrollar pautas y criterios para identificar candidatos que podrían beneficiarse de la implementación de un plataforma

blockchain, y evaluar durante el diseño si el proyecto seleccionado cumple con los criterios antes de comprometerse a desarrollar uno).

We have identified lessons and findings corresponding to each team in the ALMA project. These are the following: - Clinical team: In the last semester, we realized that the topic of COVID-19 was gradually losing relevance within our community. Therefore, listening to the Guatemalan population and their newest needs for health related information helped guide us in the creation of new information that responded to such needs, therefore generating more queries and attracting more users. In the last six months we have been working on expanding the information on vaccination schemes in Guatemala, as well as dealing with issues such as Rabies, Smallpox, and Monkeypox, among other infectious diseases, all of which were of considerable concern in the world and in Guatemala particularly. We found that timeliness is key in public opinion and how people perceive health to be relevant is influenced by seasonality. Therefore, a calendar was created to include relevant dates with regards to health awareness worldwide as well as the temporality of the diseases that ALMA covers according to climate and the months of the year in Guatemala. This allowed us to share the required health information in a more planned manner and to work in advance. - Communications team: The communication campaign "Tu salud con Alma" provided important lessons for the project and the future execution of further communication campaigns such as the preparation of pre and post evaluation instruments in the communities, which could potentially allow a more precise measurement of the results of the campaign; the impact of local radio in the communities as an important dissemination channel; the importance of the use of mixed media to achieve a greater public; and the value of the work of the local navigation team, particularly through local alliances, for a greater dissemination of the communication and promotion materials. Likewise, we found the recognition of cultural relevance to be an essential element in the planning and execution of communication materials. - Executive direction team: We found that the team members appreciate more constant and detailed feedback from the people who supervise their deliverables. In order to understand their strengths and weaknesses, set goals, improve their performance, and increase job satisfaction, those contributing to the project must have a structured feedback setting as part of the ALMA working culture. This communication allows for two-way dialogue, and helps to build trust and open lines of communication between team members and supervisors. - Local navigation team: With the help of our new local navigation team, we confirmed that people in the communities mistrust the introduction of new information about health issues. More specifically, beliefs are passed from generation to generation, so it takes time to be able to change them and it can only be achieved by being constantly present and patiently gaining the trust of community leaders, and eventually that of the wider local population. Similarly, we have learned that to be included in activities led by the health center personnel, it is important to first generate a bond of trust with the staff and continuously nourish it. A more politically oriented lesson was that local governments are important in the execution but they also can become obstacles for the work, slowing down progress; therefore, more work should be put in with the health centers, local cooperatives and leaders, since these could more easily open important spaces. - Service team: We found there to be a significant deficiency in the information system or access to information on health issues, particularly on the initial human vaccination scheme, including polio, influenza, pneumococcal, COVID-19 among others. We also confirmed that there is a strong imbalance between rural and urban areas, as well as language barriers, widening the gap for information on health or vaccines. An important lesson was that active efforts in the dissemination of information to health personnel in rural areas, with knowledge in local languages, has a significant impact on its outreach and helps bridge the information gap.

## **2. Escalabilidad y replicabilidad**

### **2.1. Plan de Escalabilidad**

2.1.1. Ahora que el Proyecto se encuentra en la fase de ejecución, ¿ha desarrollado algún plan o acción concreta que le permita llegar a un mayor número de usuarios/clientes/beneficiarios (o impactos ambientales o de resiliencia al cambio climático y desastres naturales más amplios) en el futuro?



(1) Carried out a local communication campaign in Mayan languages Conducting a local communication campaign in multiple Mayan languages has increased the number of beneficiaries by promoting inclusiveness and cultural sensitivity. By communicating in the local languages, the campaign was able to reach and engage more effectively with the Mayan community, and get one step closer to better understand the local needs and concerns. It is the first step towards establishing a dialogue where ALMA is able to better serve populations that don't speak Spanish as a first language in Guatemala. This approach also helps to build trust and credibility within the community, and encourages more people to take advantage of the services being offered. We trust that this kind of campaign enables us to reach and positively impact a wider segment of the population, while achieving our goals more effectively with our current users by communicating that we are a project that values inclusion. (2) Whatsapp turned out to be a very popular channel WhatsApp became a popular medium for people to use the ALMA services, exceeding expectations. The instant messaging platform allowed for easy and convenient communication, leading to an increase in queries and engagement with ALMA. This unexpected shift in communication channels showed the importance of being accessible and responsive on multiple platforms. We will continue to promote this channel in future campaigns, and try to increase audience engagement through adapting our services to the platform. (3) Rebranding ALMA away from COVID-19 (expanding to complete vaccination schemes) We are in the process of reorienting efforts to the rebranding of ALMA away from the current reputation we have acquired, which is that of a COVID-19 related service only. Rebranding the ALMA project as a comprehensive service that addresses clinical and logistical questions for a wider range of diseases is important for several reasons. Firstly, it demonstrates the versatility and adaptability of the project, and its ability to meet the changing needs of users and healthcare providers. Secondly, it helps increase the visibility and credibility of the project, and position it as a trusted and reliable source of information for a wider range of health issues. Finally, it ensures that the project remains relevant and valuable to its target audience, and continues to have a positive impact on the general population. For these reasons we are expanding our information repertoire to complete vaccination schemes in Guatemala as our first step since we see it as a natural extension of the content we have covered thus far. This move could prove that the project is not permanently attached to COVID-19 and can effectively depart from the pandemic narrative to become a long-lasting service in the country.

## 2.2. Costos y Socios para Escalar

2.2.1. Ahora que el proyecto está en fase de ejecución, ¿Sabe cuánto cuesta ofrecer su producto/servicio por usuario/cliente/beneficiario? ¿Es esto un factor que pudiera afectar el llegar a un mayor número de usuarios/clientes/beneficiarios en el futuro? ¿Le ha solicitado esta información alguna institución pública o privada pensando en escalar o replicar el modelo/producto/servicio?

Calculations of our costs during the last semester can be aggregated into the following figure: the cost per query is USD 2.19. Compared to the previous semester, where the cost was USD 0.66 per query, this is a significant increase and could suggest two main things: (1) that reaching new audiences is more costly and (2) that in times when the pandemic is become a less pressing issue, the demand for health-related information tends to decrease. We carried out a local communications campaign which gave us insights into the cost of attracting new users and generating more interaction with the public. We have learned that every additional interaction costs USD 0.03 while every additional call costs USD 1.82 We are already taking actions as originally planned to develop a more sustainable model of the project and these calculations help us search for funding with a more precise description of the real costs of broadening our user base. We have not been specifically asked about these costs by any private or public institution, however we have had initial discussions with private institutions within the healthcare industry who are interested in using ALMA's technology as a channel to distribute their information.

## 2.3. Factores Facilitadores u Obstaculizadores

2.3.1. ¿Considera que algunos de estos factores ha afectado el que haya llegado a más/menos usuarios/clientes/beneficiarios (o impactos ambientales o de resiliencia al cambio climático y desastres naturales) de lo que estaba previsto originalmente en el proyecto?

[Coordinación con terceros, Complejidad de la solución (elevado número de actores involucrados/Interacción de muchas partes/componentes), Costo de la solución, Facilidad de transferir la solución a un contexto distinto (diferente ciudad/país/etc.), Cambios de comportamientos requeridos por parte de usuarios/clientes/beneficiarios, Solución propuesta responde a un problema clave/persistente/prioritario, Conocimiento de la existencia de la solución por parte de potenciales usuarios/clientes/beneficiarios, Visibilidad para usuarios/clientes/beneficiarios de las ventajas de la solución propuesta]

## 2.4. Alcance de Escalabilidad

2.4.1. ¿Qué tan factible es que la organización pueda llegar a un número de usuarios/clientes/beneficiarios que sea 5, 10, o 100 veces superior el número previsto originalmente en el diseño del proyecto (cinco años después del cierre del proyecto)?

[Podría alcanzar entre 5 veces y 10 veces el número de usuarios/clientes/beneficiarios previstos en el diseño original cinco años después del cierre del proyecto]

2.4.2. ¿Qué probabilidad hay de que la organización alcance ese número cinco años después del cierre del proyecto?

[Baja Probabilidad (menos del 50% pero más del 10% de probabilidad)]

## 2.5. Relación con Grupo BID

2.5.1. ¿Se ha creado una relación comercial con otra unidad del Grupo BID diferente a BID Lab?

No

## 2.6. Socios de Replicabilidad

2.6.1. ¿Tiene conocimiento de alguna otra entidad a nivel nacional o internacional que haya copiado/replicado completa o parcialmente el modelo de negocio del proyecto? ¿Ustedes colaboraron en el proceso con esa entidad?

[Sí]

Si la respuesta fue Si: Por favor, explicar

Nationally, there are no new projects identified that attempt to replicate our current operations. The efforts previously made by the government's website containing information about vaccination centers is still live but has become even more obsolete as it is updated even less frequently than before. Additionally, we have explored other entities at an international level that have similar operations to ours and have identified that there are some care coordination and collaboration initiatives already underway. Some of these have received capital from private funds however these serve other markets (not Guatemala) and have a clear for-profit approach. We have decided to further investigate and possibly reach out to them in order to understand their business model as well as learn from their experiences.

## 2.7. Socios de Replicabilidad

2.7.1. ¿Número de usuarios/clientes/beneficiarios alcanzado por entidades que han replicado/copiado completa o parcialmente el modelo de negocio/productos/servicios implementado con apoyo del proyecto?

[N/A]

2.7.2. ¿Ha experimentado, en el último año, una expansión significativa (50% o más) del alcance del modelo de negocios del proyecto más allá de lo esperado en el diseño original del proyecto (debido al aumento del tamaño organizacional, alcance operativo o expansión geográfica)?

[No]

2.7.3. Número de usuarios / clientes / beneficiarios alcanzados hasta el fin del año?

[Menos de 2 veces el número de usuarios/clientes/beneficiarios previstos en el diseño original del proyecto]

## 2.8. Sostenibilidad

2.8.1. ¿Cómo cree que el proyecto continuará una vez que se acabe el financiamiento de BID Lab? Ejemplos: tiene fuentes de financiamiento externo identificadas para seguir operando, ha logrado el punto de equilibrio a través de la venta de servicios y productos, ha logrado el apoyo de instituciones públicas o del sector privado, ajustará el modelo de negocio para mantenerse viable (vía franquicias, etc.)

As mentioned in our previous PSR, we will adapt the business model in order to identify a way to make the project sustainable while providing a service to the general public free of charge. We are in the process of exploring new alliances that can generate new sources of income. This may involve organizations who are focused on helping specific vulnerable groups with health related issues.

## 3. Implementación

### 3.1. Factores Facilitadores u Obstaculizadores

3.1.1. ¿Qué aspectos específicos han afectado (positiva o negativamente) la implementación del proyecto?

[Coordinación con terceros, Complejidad o amplitud de las actividades planteadas, Contratación de consultores/proveedores, Calidad de consultores/proveedores, Ventajas o desventajas de la tecnología, Recursos disponibles, Reconocimiento público/premio]

3.1.2. Explique en detalle cómo estos factores que ha identificado han hecho que la implementación del proyecto sea más fácil o más difícil.

Coordination with third parties: - As stated before, the Centers for Disease Control and Prevention (CDC) designated an implementation partner, Universidad del Valle de Guatemala (UVG), to directly execute the project funds. After a year of working with said partner, we identified that we had enough funds to continue working on the project and it was therefore extended for another 6 months, until March 2023. However, the speed in which the project continued to be implemented was still slow, mainly due to the involvement of multiple internal stakeholders and meticulous but slow internal processes within UVG. As the end of the collaboration approaches, we hope to receive a clear and precise picture regarding the financial resources the UVG has invested in the idea behind the ALMA project. - Although we did report the last time that the MSPAS has been and is still open to dialogue and has expressed interest in the collaboration of a written agreement so that the ALMA system is recognized and used by health workers, delays on any progress on the MOU are still present. Internal bureaucracies and the global context around public health are still playing a significant role, but more so now than ever, the political context around governmental institutions is increasingly affecting its efficiency. - The toll-free number provider continues to work directly with UVG with the provision of their services and will do so all throughout the new extension. Because of this, we are still left out of the conversation and are not able to interfere in any decision making. From April 2023 onwards, we will directly oversee the contracting of the call center and the toll-free provider so we should have a much clearer picture by the end of the next PSR. Complexity or breadth of the proposed activities: - As we stated in the previous PSR, the proposed activities for the ALMA project have a wide range of complexity, with many interdependent parts, making implementation more challenging. The coordination and management of these complex and multifaceted activities, combined with the complex reality of the Guatemalan context requires a high level of organization, planning, and attention to detail. Moreover, ensuring that all the parts are working seamlessly together can be difficult, and any disruptions or problems with one component can have a ripple effect on the others. This added level of complexity makes it more challenging to achieve project goals, stay within budget and timeline constraints, and deliver the desired outcomes. Contracting consultants / suppliers: - The recruitment process for our Tech team continued to be a challenge because the industry is highly competitive and our internal HHRR reach has proven to be insufficient when attracting the right candidates. Therefore, we had to hire an external recruitment agency to help recruit the Engineering Lead consultancy. As of November, we are still revising which agency is the most convenient and offers better odds in finding us a candidate. Quality of consultants / suppliers: - The quality of suppliers, specifically

the call center, has made the implementation of ALMA more challenging. From the beginning, the call center had to adapt its content and services to health-related issues, which was outside of its normal area of expertise. This presented challenges in terms of ensuring that the information being provided was accurate, consistent, and up-to-date. The call center needed to have the necessary knowledge and skills to respond effectively to health-related questions, which required time and resources to develop, and continues to be a challenge given that we continue to expand the diseases we cover. Advantages or disadvantages of technology: - The implementation of a WhatsApp channel for ALMA has had a very positive impact not only on the numbers of direct queries and reachability of the project but on users themselves because it has made communication with ALMA representatives easier and more comfortable. WhatsApp is now more popular than other social media accounts or calls. Available resources: - Limited financial resources, particularly a shortage of cash and reliance on in-kind donations, has made the implementation of the ALMA project more challenging. In-kind donations can be valuable, but they may not fully cover all the costs associated with the project, such as personnel, equipment, and other necessary resources. Additionally, these constraints can limit the project's ability to adapt to changing needs and circumstances, and may impact its ability to deliver the desired outcomes, particularly the number of queries we aim to resolve. This scarcity of resources requires careful planning and management to ensure that the project stays on track and remains sustainable in the long term. Public recognition / award: - Public recognition and high interaction through social media (Twitter, Instagram and Facebook) continue to positively impact the project, allowing us to nurture the sense of community among our regular users and, at the same time, attracting new ones. Additionally, traditional media coverage and participation in public events have also helped increase our reach, as well as strengthening our institutional reputation. Such events and media coverage include an interview in a major news channel, national and local radio coverage, award ceremonies from the National Secretariat of Science and Technology Guatemala (SENACYT), etcetera.

### 3.2. Factores de Nuevas Tecnologías

3.2.1. Si el proyecto hace uso de tecnologías o metodologías novedosas,

¿Qué factores han facilitado o dificultado la implementación de la solución tecnológica propuesta inicialmente por el proyecto?

[Reconocimiento público de lo innovador del proyecto, Interés por parte de expertos en la industria o académicos externos a la agencia ejecutora/cliente, Interés por parte de otras empresas/gobierno en la tecnología, Cobertura de redes de telecomunicaciones]

## 4. Resultados de Desarrollo (Cuantitativo)

4.0 ¿Su proyecto ha contribuido a alguno de los siguientes indicadores durante los últimos 12 meses (el año pasado)?

[4.2. Empleos Directos Generados por el proyecto o financiamiento, 4.3. Hogares/Personas con condiciones de vida mejoradas]

4.2. Empleos directos generados por el proyecto o financiamiento. ¿Cuántas personas fueron empleadas directamente como resultado del proyecto financiado por BID Lab?

Total

25

Empleos creados: número de hombres

9

Empleos creados: número de mujeres

16

4.2.2. Señale qué indicador de la matriz de resultados se relaciona con su respuesta, o cómo ha calculado este número.

Number of consultants who directly provide services for ALMA

4.3. Número de hogares/Personas con condiciones de vida mejoradas

[Personas]



#### 4.3.1. Total

1093484

Hogares dirigidos por hombres

402201

Hogares dirigidos exclusivamente por mujeres

691283

4.3.3. Señale qué indicador de la matriz de resultados se relaciona con su respuesta, o cómo ha calculado este número.

Number of queries % of calls made by women to our call center

4.3.4. Por favor, seleccione el tipo de beneficio.

[Mejor acceso a la salud]

#### 4.5. Fuente de Datos

4.5.1. ¿Qué tipo de fuentes de verificación ha utilizado para informar los datos que proporcionó en esta sección? (Por favor, seleccione todas las respuestas válidas).

[Encuestas]

### 5. Resultados de Desarrollo (Cualitativo)

#### 5.1. Población objetivo identificada en el diseño

¿Se está llegando a la población objetivo que se identificó en el diseño? Seleccione la población objetivo realmente alcanzada por el proyecto que se identificó originalmente en el diseño del proyecto.

[Población pobre/vulnerable /bajos ingresos, Mujeres, Población urbana / periurbana]

#### 5.2. Población atendida NO Identificada en el diseño

5.2.1. Seleccione si hay Grupos que NO fueron identificados originalmente en el diseño del proyecto pero que están siendo atendidos en la fase de ejecución.

[Niños y jóvenes, Adultos mayores]

#### 5.3. Factores Facilitadores u Obstaculizadores

5.3.1. ¿Qué factores han afectado (facilitado o dificultado) el alcance de estos grupos, o la resiliencia/impactos ambientales, en los números/dimensiones que el proyecto tenía previsto originalmente?

[Cambios en la implementación del diseño original, Demanda por el producto/servicio (necesidades del mercado), Calidad del producto/servicio ofrecido, Interés de clientes/usuarios/beneficiarios, Dificultades o ventajas relacionadas a la adopción de tecnología, Adaptación del producto/servicio a las necesidades de los clientes/usuarios/beneficiarios, Alcance de los canales de acceso al producto/servicio, Mejoras en las características del producto/servicio ofrecido, Comunicar a los clientes/usuarios/beneficiarios las ventajas de los productos ofrecidos, Modelo de negocio]

5.3.2. Explique en detalle ¿cómo estos factores han afectado la capacidad del proyecto para llegar a los grupos (o lograr resiliencia/impactos ambientales) en los números/dimensiones originalmente esperados?

Changes in the implementation of the original design In the previous PSR we explained the positive effect that resulted from the decision to change the focus from software as a service to directly providing assistance as our main service. During the last 6 months we observed this more closely through the WhatsApp channel. It has now become the main way of service delivery among those that require human to human interaction, surpassing social media and phone calls. Demand for the product/service (market needs): The lack of knowledge about people's willingness to pay for the services provided by the ALMA project could impact its ability to reach its target audience in the numbers originally expected. Without a clear understanding of how much people are willing to pay for the services, it is difficult to develop a sustainable business model that will allow the project to continue operating effectively without relying solely

on donations. This uncertainty could also limit the project's ability to scale up and reach more people, as there may be insufficient funds available to support growth. Understanding the willingness to pay is crucial for ensuring the long-term viability of the project and achieving its goals.

**Quality of the product/service offered** It is our perception that the quality of call center services, while improving, is still not up to the expected standards, affecting the ALMA project's ability to reach its target audience in the desired numbers. ALMA's strongest asset in the public opinion is the users' satisfaction and trust in the services provided. Since the last PSR, the team has been making progress in improving the quality of services by providing training and support to the call center agents, and implementing new processes and technologies to enhance the customer experience, however we must be able to do better so that new users come to us via word of mouth and personal accounts of how our service is high quality.

**Interest of clients/users/beneficiaries:** As the pandemic becomes less of a concern and people return to their normal activities, demand for general health services may decline, making it more challenging for the project to attract and retain users. This shift in demand could result in decreased interest and participation in the services offered by ALMA, impacting its ability to achieve its goals and reach its target audience. In ALMA we must either be able to offer services that are required by the population regardless of seasonality or we should be able to adapt to the seasonalities in order to be a constantly sought out service by the Guatemalan population.

**Difficulties or advantages related to the adoption of technology** We are still uncertain as to how the Guatemalan population or different segments of it relate to and use technology available to them. Not all populations have equal access to and are comfortable with technology, which can create barriers to using the services provided by ALMA. Addressing these disparities is crucial for ensuring that the project can reach and serve all populations effectively and we must do a better job at understanding this while simultaneously aiming to reach the goals of the project.

**Adaptation of the product/service to the needs of the clients/users/beneficiaries** Adapting services can be time-consuming and require significant resources, potentially delaying progress towards meeting the project's goals. However, it is important for the project to remain flexible and responsive to the evolving needs of the community in order to provide relevant and effective services that meet their needs. Therefore, we must do a better job at using social listening tools that can point us in the right direction while efficiently using the resources available to us.




**Scope of the access channels to the product/service** Having expanded our channels, particularly through the enabling of our services via WhatsApp, has positively impacted the project's results. Having multiple channels of access increases the visibility and reach of the project, making it easier for people to access the services provided. This expanded reach can result in a larger number of beneficiaries and an increased impact, but much attention must be paid to recognizing and adapting to the needs of each segment of our users.

**Improvements in the characteristics of the product/service offered** Adopting a user-centered approach, which prioritizes making the interface of the website more user-friendly and adapting services to meet the needs of the population, has had a positive impact. By designing the interface of our website with ease of use in mind, the project can increase engagement and participation from those users who are more independent in their search for answers, leading to greater impact and a larger number of beneficiaries.

**Communicating to customers/users/beneficiaries the advantages of the products offered** Explaining the benefits and advantages of the services provided by ALMA has been a challenge, but it has the potential to increase the number of queries attended. We have learned, through the implementation of our local communication campaign, that effective communication and education can increase understanding and acceptance of ALMA's services, leading to increased engagement and participation.

**Business model** Developing a sustainable model for the ALMA project has been a challenge, but it is crucial to achieving its goals. Various factors must be considered toward the design and implementation of a new business model including pain points, market size, defined products and clients and revenue sources but this ought to be developed in order to boost the impact of the project given the available resources. Overcoming this challenge is key to the success and long-term viability of the project in Guatemala and potentially in other countries with similar contexts.

## INDICADORES

 Superado
  Logrado
  Pendiente
  En proceso
  Atrasado




### C1: Desarrollo e implementación de la tecnología ALMA para atender más grupos de enf

**Peso:** 71.2%

**Calificación:** Altamente Satisfactorio

33%

67%



Indicadores	Planeado	Logrado	Estado
I1 # de consultas al Sistema ALMA	3000000 ( 2024-12-03)	666530 ( 2022-11-30)	
I2 # de nuevos módulos desarrollados para la plataforma	3 ( 2024-12-03)	3 ( 2022-11-30)	
I3 Ampliación multilingüe de los módulos desarrollados	3 ( 2024-12-03)	1 ( 2022-11-30)	

### C2: Creación de un modelo sostenible para la operatividad de ALMA a largo plazo

**Peso:** 8%

**Calificación:** Satisfactorio

0%



Indicadores	Planeado	Logrado	Estado
I1 # de cuentas de usuarios únicos que pueden ingresar al tablero de datos sanitarios agregados y tienen la autoridad para tomar decisiones	60 ( 2024-12-03)	14 ( 2022-11-30)	
I2 Modelo de sostenibilidad económica implementado	1 ( 2024-12-03)	0 ( 2022-11-30)	

### C3: Sistematización y documentación de lecciones aprendidas para justificar la escal

**Peso:** 7.3%

**Calificación:** Satisfactorio

0%

Indicadores	Planeado	Logrado	Estado
I1 Modelo ALMA sistematizado para su adopción y escalabilidad	1 ( 2024-12-03)	0 ( 2022-11-30)	
I2 Documentación de transferencia de conocimiento del modelo ALMA.	1 ( 2024-12-03)	0 ( 2022-11-30)	

### C4: Dirección y Coordinación Administrativa del proyecto

**Peso:** 11.34%

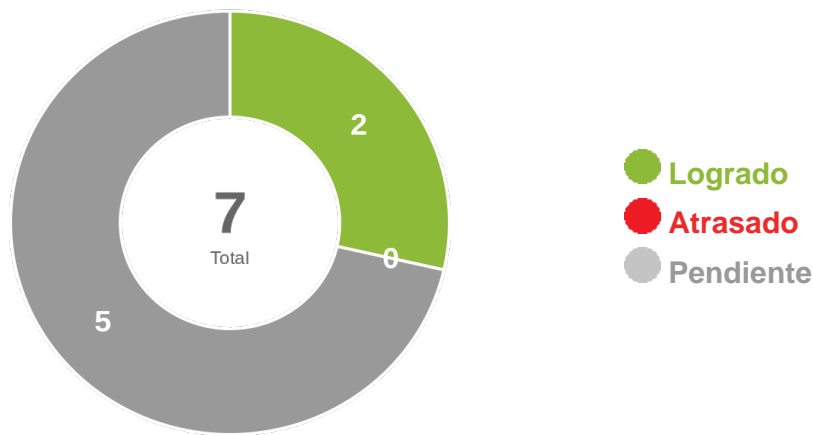
**Calificación:** Satisfactorio

### C5: Imprevistos

**Peso:** 1.7%

**Calificación:** Satisfactorio

HITOS



Hitos	Valor Logrado	Fecha Vencimiento	Fecha Lograda	Estado
*Condiciones Previas / Prior Conditions	1	2022-06-03	2021-12-11	<div>✓</div>
*Desarrollo tecnológico para la integración de plataformas (call center, tableros	1	2022-12-03	2022-11-30	<div>✓</div>
*Sistematización de procesos para la actualización de la información y el algorit	1	2023-06-03		<div>...</div>
*Estrategia de comunicación (planificada, implementada y evaluada) para la posibl	1	2023-12-03		<div>...</div>
*Creación de documento con Metodología ALMA (Planificación, Implementación, Monit	1	2024-06-03		<div>...</div>
*Integración de manuales ALMA (técnicos, comunicacionales, clínicos y operaci	1	2024-12-03		<div>...</div>
*Integración de manuales ALMA (técnicos, comunicacionales, clínicos y operaci	1	2024-12-03		<div>...</div>