

**LMG/Côte d'Ivoire: Program Year 1, Quarter 3 PEPFAR Progress  
Report  
April 1-June 30, 2013**

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November 4, 2013

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**Nom de l'Accord de Coopération :** Management Sciences for Health, Leadership, Management and Governance Project (LMG)

**Numéro de l'Accord de Coopération :** AID-OAA-A-11-00015

**Domaines programmatiques couverts par l'Accord de Coopération:**

- **Human Resources for Health**
- **Strategic Information**

**ANNEE FISCALE : 2013**

## RAPPORT D'ACTIVITES

**Début de la période : 01 avril 2013**

**Fin de la période : 30 juin 2013**

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## **I - RESUME SYNTHETIQUE DE LA PERIODE**

The following is a summary of the activities carried out April 1 through June 30, 2013, by the Leadership, Management and Governance Project (LMG), funded by USAID/Côte d'Ivoire through PEPFAR field support. The goal of LMG/Côte d'Ivoire is to provide technical assistance to the Global Fund Country Coordinating Mechanism (CCM) and Principal Recipients (PRs) to build their capacity in the areas of leadership, management, and governance; monitoring and evaluation; supervision; and resource mobilization. Technical assistance is designed to help clarify the roles and responsibilities of the CCM and the PRs, with the goal of enabling these entities to fulfill their critical functions and be effective players in rallying all sectors to combat HIV and AIDS, malaria, and TB.

The continued expected outcome of the workplan developed for October 2012 through September 2013 is that by September 2013, the Côte d'Ivoire Global Fund CCM and sub-committees have strengthened capacity in the critical functions of a CCM and are using data for decision making and oversight and the Global Fund PRs have strengthened leadership and management skills to implement, monitor, and evaluate programs.

Expected results of this year's program include:

- The CCM understands the updated Global Fund directives and is following a plan to ensure compliance with Global Fund regulations; and internal CCM governance, operational processes, and orientation standards are strengthened to ensure transparent, streamlined, and sustainable implementation of CCM activities
- Monitoring and evaluation of grant performance is strengthened by utilizing effective tools
- The CCM harmonizes activities with key stakeholders and mobilizes additional resources to carry out basic CCM functions (harmonization of activities and donor function strengthened)
- CCM and PRs' leadership, management, and financial skills are strengthened as is their capacity to implement, monitor, and evaluate programs

These four objectives and expected outcomes for this project year have remained the same; however, during this reporting period, LMG/CI submitted a revised workplan aligned with donor requests, and these revised activities for the remainder of the project year were approved on June 10, 2013.

Activities during this reporting period focused on support to the CCM as it is restructured and to the two HIV and AIDS PRs (Alliance-CI and the Programme National de la Prise en Charge [PNPEC]) as they developed and submitted a proposal to transition into phase 2. The following activities were completed during the quarter:

- Implemented the new CCM procedures manual on administrative, accounting and financial processes by training CCM members, officers and the Secretariat, and testing of the manual to ensure its feasibility and compliance, or to identify required changes
- Revised key CCM framework documents (including bylaws, governance manual and organogram) in alignment with the CCM General Assembly's decision to restructure committees by disease

- Supported the HIV PRs for the HIV Phase 2 proposal process (from development through proposal submission), including workplanning and budgeting and overall technical assistance for the development and revision of the content
- Provided financial support to the CCM and Phase 2 proposal committee to hold proposal development and revision workshops
- Conducted a programmatic and financial gap analysis for the Phase 2 proposal process
- Conducted an assessment of civil society organizations (CSOs) to identify their strengths and weaknesses and propose a strategy and an action plan to strengthen their management systems and enhance their ability to fulfill their advocacy role vis-à-vis the government and donors

Additionally, LMG/CI and USAID/PEPFAR continued discussions during this reporting period for a new activity under LMG PEPFAR-funded field support for a decentralization pilot project in two regions (to be identified). Discussions and preliminary design work are ongoing and will continue through the next quarter with a health system assessment in the two PEPFAR-selected regions scheduled for July 15-August 2, 2013. The project will ultimately furnish a customized package of support to the regional and district health teams in the two identified priority regions to improve their overall management capacity and functioning with respect to the planning, oversight, coordination, and integration of HIV and other health services (both clinical and in communities). The content of the package will span most of the building blocks of the health system, from human resources to commodities to health information. LMG/CI staff will develop a detailed project design upon completion of the initial assessment for the life of the project and draft a corresponding workplan and budget for the first project year.

## **II - NARRATIF DES RESULTATS ATTEINTS**

### **Health System Strengthening / Strategic Information**

**Support to the CCM following restructuring provided:** On April 4, 2013, the CCM General Assembly passed a vote to restructure the CCM by disease rather than by CCM oversight technical area. Following this vote, LMG/CI consultants provided the CCM with a presentation on the implications of this restructuring process and began to work with the CCM to update the necessary key documents including the bylaws, governance manual and organogram, to align with these structural changes. LMG/CI also detailed specific scopes of work, including roles and responsibilities, for each of the new newly-formed committees. While working with the CCM on these updates, the LMG/CI consultants also completed an initial evaluation and assessment of the implementation of the CCM procedures manual that was previously updated by the project. Following this initial evaluation and assessment, LMG/CI has recommended that the CCM hold a training session for the CCM Secretariat, president, and vice presidents to ensure that they understand the content of the manual, its use, and the repercussions from the Global Fund in case of non-compliance.

**Global Fund Phase 2 proposal completed for HIV and AIDS grant:** The Global Fund HIV and AIDS grant implementing PRs in Côte d'Ivoire (Alliance-CI and PNPEC) were invited to submit a proposal to launch the transition to Phase 2 of the grant by June 15, 2013. LMG/CI modified project activities to include full-time support for the entire Phase 2 proposal process and support a draft development workshop and preparation meetings with the CCM, national stakeholders, and the two PRs. In preparation for the proposal process, on April 8, 2013, LMG/CI consultants presented an

orientation to the CCM, partners, and national stakeholders on the Phase 2 proposal process and their specific roles and responsibilities throughout the process. Following the establishment of the proposal development committee, LMG/CI supported a “Draft 0” workshop from May 13-17, 2013. LMG/CI consultants developed scopes of work for all necessary support to the process, including for consultants provided by other donors, and assisted with workplanning and budgeting expertise for the detailed PR grant proposals. LMG/CI also hired an international consultant to conduct a gap analysis which helped to identify the needs of the proposal and which was included in the final proposal submission. All LMG/CI support continued through the submission of the final proposal on June 15, 2013, and consultants have been continuing work since then, assisting the CCM and PRs in responding to Global Fund questions and clarifications on the proposal.

**Initial capacity assessment of civil society organizations conducted:** In order to strengthen local CSOs and enable PEPFAR to engage and contract directly with those working in HIV and AIDS, LMG/CI conducted an assessment of CSOs to identify their strengths and weaknesses in advocacy. LMG/CI consultants developed a framework for assessing CSO capacities and worked with eight preselected organizations based on discussions with USAID/CI and knowledge of the local context and then conducted the assessment through interviews and evaluations of organizational procedures and policies from April 8-19, 2013. The following associations and networks were included in the assessment:

1. Conseil des Organisations de lutte contre le SIDA en Côte d’Ivoire (COS-CI)
2. Alliance des religieux contre le VIH/SIDA et les autres pandémies (ARSIP)
3. Association de Soutien à l’Autopromotion Sanitaire Urbaine (ASAPSU)
4. Réseau Ivoirien des jeunes contre le SIDA (RIJES)
5. Fédération des Mouvements et Associations de Jeunesse et d’Enfance de Côte d’Ivoire (FEMA-JECI)
6. Réseau Ivoirien des Organisations de Personnes Vivant avec le VIH/SIDA (RIP+)
7. Coalition des Organisations de Femmes Vivant avec le VIH en Côte d’Ivoire (COF+CI)
8. Réseau des Professionnels des Médias, des Arts et des Sports engagés dans la lutte contre le SIDA et les autres Pandémies en Côte d’Ivoire (REPMASCI)

LMG/CI is awaiting feedback from USAID/CI on the preliminary assessment results prior to moving forward with the development of action plans for strengthening selected CSOs from the assessment.

### **III - DIFFICULTES ET/OU CONTRAINTES DE LA PERIODE**

#### **III.1 : Difficultés et/ou Contraintes**

**Changes to project scope of work:** In April 2013, USAID/CI contacted the LMG/CI team to discuss changes to activities under the project’s main objectives. Modifications included the addition of support to the Global Fund Phase 2 proposal process, expansion of unit cost sheet work to include support for the training and implementation of a Global Fund costing and budgeting tool, and the removal of all support to the Ministry of Health and AIDS (MSLS) budgeting process. Activities in support of the MSLS budgeting process were deemed unnecessary as a new Minister of Health was

launching initiatives addressing key issues already. LMG/CI worked to re-prioritize activities for this project year to allow for the expansion of support to the PRs through the Phase 2 proposal process and a revised workplan for the period October 2012-September 2013 was approved on June 10, 2013.

**Restructuring of the CCM:** On April 4, 2013, the CCM General Assembly passed a vote to restructure the CCM by disease rather than by CCM oversight technical area. LMG/CI had been working closely with the previous technical committees, and a number of activities were put on hold during this restructuring period. Additionally, the CCM President informed the project staff in June 2013 that the contract for the Permanent Secretary of the CCM would not be renewed at the end of the month, and recruitment is pending for a replacement. The Permanent Secretary has been a key focal point for LMG/CI activities and project implementation, and the CCM President has thus requested that a number of activities be suspended pending recruitment of a replacement. LMG/CI staff are working with consultants and stakeholders to identify and reorganize activities to ensure that implementation continues smoothly through these shifts at the CCM.

### **III.2 : Solutions apportés aux Difficultés et/ou Contraintes**

LMG/CI staff are collaborating closely with the donor and stakeholders to maintain lines of communication as revisions to the activity implementation timeline are determined. LMG/CI Principal Technical Advisor, Dr. Antoine Ndiaye, will be traveling to Côte d'Ivoire in July 2013 to meet with USAID/PEPFAR and the CCM to discuss specific support and activities through the end of September 2013 and develop specific revised timelines for project implementation.

### **III.3 : Initial Environmental Examination (IEE)**

The Summary of Programmatic Initial Environmental Examination (PIEE) for the global Leadership, Management and Governance Project, PIEE Number 0042, recommends a “Negative Determination with Conditions” based on the premise that training activities could include “Training professional and paraprofessional health workers in methods that result in the generation and disposal of hazardous or highly hazardous medical waste...” At this time, such training has not been undertaken and is not anticipated under LMG/Côte d'Ivoire. Should such training or related activities be anticipated, LMG/Côte d'Ivoire will prepare a request for an amended environmental examination.

## **IV – BESOINS EN ASSISTANCE TECHNIQUE**

In the next reporting period, the LMG/Côte d'Ivoire team and consultants will continue work following the assessment of CSOs to identify their strengths and weaknesses and propose a strategy and action plan to strengthen their management systems and enhance their ability to fulfill their advocacy role vis-à-vis the government and donors. USAID/PEPFAR has played a key role in the present reporting period in the selection of CSOs to be assessed and in the strategic planning for the assessment methodology. Continued support and collaboration in response to the assessment results and feedback on the next steps that LMG/CI consultants proposed in a follow-up report in May 2013 will ensure the continued success of this activity.

## **V – PERSPECTIVES / Activités clés pour la prochaine période**

In the next reporting period, the LMG/CI team will continue to coordinate closely with USAID/PEPFAR and the CCM to prioritize and reschedule activities currently on hold due to CCM restructuring and pending CCM recruitments. This coordination will ensure that stakeholder needs are met in a timely fashion. The following are key activities currently planned for July 1 through September 30, 2013:

- Conduct an assessment of the health system in Côte d'Ivoire to finalize the project design for the new LMG Decentralization Pilot Project activity currently under discussion with USAID/PEPFAR.
- Conduct follow-up training on the CCM Dashboard data analysis and presentation, and Dashboard maintenance.
- Provide financial support to the CCM to (1) ensure that two site visits are conducted by the CCM Oversight Committee to monitor Principal Recipient activity implementation; and (2) cover periodic administrative and maintenance costs that are not included in the CCM GF direct budget.
- Based on feedback from USAID/PEPFAR on the CSO assessment conducted in April 2013, assist selected CSOs to develop short-term, medium-term, and long-term action plans.
- Train selected CSOs to strengthen their capacity on program management and planning, monitoring, reporting, and tracking community-level activities.
- Design and carry out a national-level workshop with governmental and other identified partners to test and validate the standard unit cost sheet and standardized Global Fund costing and budgeting tool for Global Fund proposals and CCM expanded budget.

## VI – FICHE RECAPITULATIVE DES FORMATIONS DE LA PERIODE

FICHE RECAPITULATIVE DES FORMATIONS DU TRIMESTRE : 1 <sup>er</sup> Avril 2013 – 30 Juin 2013										
N°	Titre de la formation	Domaines Programmatiques	Nombre de personnes formées sur la période			Date de début	Date de fin	Durée de la formation (en heure)	Lieu de la formation	Profession des personnes formées
			Anciens (déjà formés sur l'année fiscale)	Nouveau x (sur l'année fiscale)	Total					
1	N/A									

- Liste des domaines programmatiques par axe d'intervention

PREVENTION	SOINS et SOUTIEN	TRAITEMENT	RENFORCEMENT DES SYSTEMES

## VII - INDICATEURS A RENSEIGNER

### 2 – Health system strengthening / Human Resources for Health

Codes	Indicateurs	*Calcul	Targets	Réalizations					
2	Human Resources for Health	Add/ Cum	Fiscal Year 2013	Q1 Oct-Dec 2012	Q2 Jan-Mar 2013	Q3 Avr-Juin 2013	Q4 Juil-Sept 2013	Total	Taux de réalisation global
H2.1.D	Number of new health care workers who graduated from a <b>Pre-service training institution</b>	Add							
H2.1.D1	Doctors	Add							
H2.1.D2	Nurses	Add							
H2.1.D3	Midwives	Add							
H2.1.D4	Social Workers	Add							
H2.1.D5	Lab Technicians	Add							
H2.1.D6	Others (Autres diplômés à préciser)	Add							
H2.2.D	Number of community health and Para-social workers who successfully completed a <b>Pre-service training program</b> (concerne surtout les conseillers communautaires nouvellement recrutés formés pour la première fois sur une durée de quelques jours à au plus 6 mois pour commencer le travail)	Add							
H2.2.D1	Male	Add							
H2.2.D2	Female	Add							
H2.3.D	Number of health care workers who successfully completed an <b>in-service training program</b> (inclut toutes les formations in-service training des autres domaines techniques)	Add	TBD	37	34			71	
H2.3.D1	Pediatric Treatment (ARV) (subset of H2.3.D)	Add							
L41, L42 & L51	Number of individuals trained in <b>Prevention integrated module</b> (PTMTC, Testing & Counseling and STI) according to national in-service training program standards (subset of H2.3.D)	Add							
L43	Number of individuals trained to provide Preventive and/or Support services (including OVC) (subset of H2.3.D)	Add							
L46	Number of individuals trained to provide OVC services according to national and international	Add							

	standards (subset of L43)								
<b>L44, L45 &amp; L52</b>	Number of individuals trained in <b>Care and Treatment integrated module</b> (Clinical care, ART, PwP) according to national in-service training program standards (subset of H2.3.D)	Add							
<b>L47</b>	Number of individual trained to provide management of TB/HIV co-infection according to national and international standards (subset of H2.3.D)	Add							
<b>L48</b>	Number of individuals trained laboratory related activities ( <b>Lab technician</b> ) (subset of H2.3.D)	Add							
<b>L49</b>	Number of individual trained in Blood Safety (subset of H2.3.D)	Add							
<b>L50</b>	Number of individual trained in Injection Safety (subset of H2.3.D)	Add							
<b>L53</b>	Number of individuals trained to provide preventive interventions that are primarily focused on abstinence and/or being faithful, and are based on evidence and/or meet the minimum standards required (subset of H2.3.D)	Add							
<b>L54</b>	Number of individuals trained to provide preventive interventions that are primarily focused on Condoms and Other Methods of Prevention, and are based on evidence and/or meet the minimum standards required (subset of H2.3.D)	Add							
<b>L55</b>	Number of individuals trained in Leadership and Program Management (subset of H2.3.D)	Add	<b>TBD</b>	NA	17	NA		<b>17</b>	
<b>L58</b>	Number of individuals trained in Strategic Information (includes M&E, Surveillance including Human Ethics, and/or HMIS) (subset of H2.3.D)	Add	<b>40</b>	37	NA	NA		<b>37</b>	
<b>L59</b>	Number of individuals trained in Logistics and commodities management (subset of H2.3.D)	Add							
<b>L60</b>	Number of individuals trained in Gender (subset of H2.3.D)	Add	<b>TBD</b>	NA	17	NA		<b>17</b>	

Liste des institutions de formation initiale (Résultats du Trimestre)									
N°	List of health care workers pre-service institution	Number of new health care workers who graduated from a Pre-service training institution				Localisation (Département/Commune/Quartier)	List of community health and Para-social workers pre-service institutions/ Organizations	Number of community health and Para-social workers who successfully completed a Pre-service training program	Localisation (Département/Commune/Quartier)
		Doctors	Nurses	Midwives	Autres				
TOTAL									
1	N/A								

## 7– Health system strengthening / Strategic Information

Codes	Indicateurs	*Calcul	Targets	Réalizations					Taux de réalisation global
				Q1 Oct-Dec 2012	Q2 Jan-Mar 2013	Q3 Avr-Juin 2013	Q4 Juil-Sept 2013	Total	
<b>7</b>	<b>Strategic Information</b>	<b>Add/Cum</b>	<b>Fiscal Year 2013</b>						
<b>L58</b>	Number of individuals trained in Strategic Information (includes M&E, Surveillance, and/or HMIS)	Add	<b>40</b>	37	NA	NA		<b>37</b>	
<b>L58A</b>	1) Monitoring & Evaluation	Add	<b>40</b>	37	NA	NA		<b>37</b>	
<b>L58B</b>	2) Surveillance, Human Ethics	Add							
<b>L58C</b>	3) HMIS or Informatics or GIS	Add							
<b>L59</b>	Number of individuals trained in Logistics and commodities management	Add							

Liste des organisations ayant contribué aux résultats du Trimestre				
N°	Liste des organisations	Nombre de personnes formées par organisation	Domaine de la formation	Localisation (Département/Commune/Quartier)
TOTAL				
1	N/A			

Performance Indicators and Descriptions	Sources of Data	Data collection method	Frequency of data collection	Q1 target	Q2 target	Q3 target	Results to date	Q4 target	End of project year target
<p><b>Outcome:</b> By September 2013, the Cote d'Ivoire Global Fund Country Coordinating Mechanism (CCM) and sub-committees have strengthened capacity in the critical functions of a CCM and are using data for decision making and oversight and the Global Fund Principal Recipients (PRs) have strengthened leadership and management skills to implement, monitor, and evaluate programs</p> <p><b>Indicators:</b>  # of workshops conducted by content and type during the project period  # of scheduled, periodic, oversight visits conducted by CCM</p>									
<p><b>Objective 1: The CCM understands the updated Global Fund directives and is following a plan to ensure compliance with Global Fund regulations and internal CCM governance, operational processes, and orientation standards are strengthened to ensure transparent, streamlined, and sustainable implementation of CCM activities</b></p>									
1.1, 1.2 # of CCM elected and alternate members (including the financial oversight committee) trained in Global Fund directives and key revised documents (including the newly revised CCM governance and procedures manual), managing conflict of interest, and gender integration (disaggregated by sector <sup>1</sup> , sex, and management level)	Workshop registration roster	Document review	At the time of workshop registration	25	30		17		55
1.3 Complete CCM governance manual containing meeting protocols, communication plan, and guide on oversight monitoring and resource mobilization available to CCM members	Document	Document review	Once		1		1		1

<sup>1</sup> Sector could include public, private, civil society organization, network of people living with HIV, academic institution, multilateral organization, bilateral organization

1.4 Bylaws, operations manual, and official statute documents revised in alignment with the CCM General Assembly's decision to restructure committees by disease and made available to all CCM members	Revised documents	Document review	Once			1	1		1
<b>Objective 2 Monitoring and evaluation of grant performance is strengthened by utilizing effective tools</b>									
2.1a # of CCM members and PR liaisons trained in use of Executive Dashboard tool (disaggregated by sector, sex, and management level)	Workshop registration roster	Document review	At the time of workshop registration	7	7	6	37		20
2.1b Supervision sub-committee of CCM is reviewing the dashboard and documenting challenges and proposed actions	Sub-committee meeting minutes	Document review	Monthly	3	3	3	Follow-up training postponed per CCM request	3	12
2.1c General Assembly is reviewing the dashboard and documenting challenges and proposed actions	General Assembly meeting minutes	Document review	Quarterly	1	1	1	Follow-up training postponed per CCM request	1	4
2.3 # of sub-recipient representatives trained in the use of MESST (disaggregated by sector, sex, and management level)	Workshop registration roster	Document review	At the time of workshop registration		20		Follow-up training postponed per CCM request		20

Objective 3: The CCM harmonizes activities with key stakeholders and mobilizes additional resources to carry out basic CCM functions (harmonization of activities and donor function strengthened)									
3.1 CCM strategic and operational plans for 2013-2014 developed	Document	Document review	Ongoing		1		1		1
3.2 National workshop held to validate the standard unit cost sheet for Global Fund proposals and CCM expanded budget	Document	Agenda; Workshop report	Once		1		Activity postponed per CCM request		1
3.3 Standard unit cost sheet is completed and Global Fund costing and budgeting tool is piloted with selected PRs and the CCM for developing Global Fund budgets	Document	Document review	Once	TBD			N/A	TBD - Target to be determined following unit cost sheet workshop in collaboration with the CCM and PRs	TBD
3.4 # of Principal Recipients in HIV and malaria continuing into Phase 2 grants trained in grants management	Document	Agenda; Workshop report	At the time of workshop registration	TBD			N/A		TBD
3.5, 3.6 Phase 2 proposal for HIV Principal Recipients is developed within Global Fund guidelines and submitted to the Global Fund	Document	Document review	Once			1	1		1

3.7 Programmatic and financial gap analysis is conducted for the HIV Phase 2 proposal and the analysis report is incorporated into the national strategy	Document	Document review	Once			1	1		1
<b>Objective 4: CCM and Principal Recipients' leadership, management, and financial skills strengthened and capacity to implement, monitor, and evaluate programs strengthened</b>									
4.2 # of CSO members participating in an assessment to evaluate the institutional capacity and functions of CSOs (disaggregated by sex, sector and management level)	Workshop or meeting registration roster	Document review	At the time of registration	TBD			9		TBD
4.2b # of CSO action plans developed to address gaps identified through assessment tool	Action plans	Document review	At end assessment		6		Activity scheduled for Q4		6
4.3, 4.4 Short-term, medium-term, and long-term action plans for FYs 13/14 developed by Principal Recipients and sub-recipients	Action Plans	Document review	Ongoing		6		Activity scheduled for Q4		6
4.7 # of PRs oriented to new and revised Global Fund directives	Training report	Document review	Once		18		Activity scheduled for Q4 following revision of Global Fund funding mechanism		18