

**LMG/National Malaria Control Program Capacity Building
Project: Program Year 1, Quarter 3 Progress Report
April-June, 2014**

August 13, 2014

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Leadership, Management and Governance National Malaria Control Program Capacity Building Project (LMG/NMCP)

**Program Year I, Quarter III Progress Report
April 1 - June 30, 2014**



**Submitted to U.S. Government President's Malaria Initiative
on July 15, 2014**

This publication was produced by Management Sciences for Health for review by the U.S. Government President's Malaria Initiative (PMI).

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Cover Photo: Members of the Cameroonian NMCP and partners while attending a workshop for the development of the Global Fund concept note in Kribi, Cameroon, from May 26-June 2, 2014.

PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management and Governance National Malaria Control Program Capacity Building Project
Project Objectives: The two-year goal of the Leadership, Management and Governance National Malaria Control Program Capacity Building Project (LMG/NMCP) is to strengthen the National Malaria Control Programs' capacity as leaders to improve the coordination of national efforts in the fight against malaria. LMG/NMCP will achieve this goal through providing direct technical assistance to the National Malaria Control Programs in the following six confirmed countries identified by the U.S. Government President's Malaria Initiative (PMI): Burundi, Cameroon, Côte d'Ivoire, Guinea, Liberia, and Sierra Leone.
Implementing Partner(s): Management Sciences for Health
Agreement/Contract No: AID-OAA-A-11-00015
Life of Project (start and end dates): October 1, 2013 – September 30, 2015
Reporting Period (start and end dates): April 1-June 30, 2014
Total Estimated Contract/Agreement Amount: US\$7,354,264
Obligations to Date: US\$6,724,000
Project Expenditures through March 2014: US\$358,291
April-May 2014 Expenses: US\$190,678
Accrued Expenditures for the Reporting Period: US\$146,117
Total Expenditures for Reporting Period: US\$337,036
Total Project Expenditures to Date (as of June 30, 2014): US\$695,086
Current pipeline (as of June 30, 2014): US\$6,659,178
Estimated Expenditures for Next Reporting Period: US\$370,100
Report Submitted by: Kristin Cooney, Country Portfolio Director
Report Submission Date: July 15, 2014

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ACRONYMS

CCM	Country Coordination Mechanism
CHAI	Clinton Health Access Initiative (CHAI)
CRS	Catholic Relief Services
DIPE	Information Department of Planning and Evaluation
HR	Human Resources
LDP+	Leadership Development Program Plus
LLIN	Long-lasting Insecticide-treated net
LMG	Leadership, Management and Governance
MOHSW	Ministry of Health and Social Welfare (Liberia)
MSH	Management Sciences for Health
NFM	(Global Fund's) New Funding Model
NMCP	National Malaria Control Program
OCAT	Organizational Capacity Assessment Tool
PMI	President's Malaria Initiative
PSI	Population Services International
PUDR	Progress Update and Disbursement Request
RBHS	Rebuilding Basic Health Services (RBHS)
RBM	Roll Back Malaria
ROLPCI	Réseau des Organisations de Lutte contre le Paludisme en Côte d'Ivoire
SIAPS	Systems for Improved Access to Pharmaceuticals and Services
TRP	Technical Review Panel
TWG	Technical Working Group
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VLDP	Leadership Development Program
WHO	World Health Organization

INTRODUCTION

The Leadership, Management and Governance Project (LMG) is a global five-year Cooperative Agreement awarded by USAID/Washington, designed to strengthen and expand the people-centered capacity building strategy pioneered under the previous Leadership, Management and Sustainability Program. The LMG Project's objective is to support health systems strengthening by addressing the gap in leadership, management, and governance capacity among policy makers, health care providers, and program managers to more effectively implement quality health services at all levels of the health system.

The President's Malaria Initiative (PMI) will provide technical assistance to six National Malaria Control Programs (NMCPs) through the Leadership, Management and Governance National Malaria Control Program Capacity Building Project (LMG/NMCP). The two-year goal of the LMG/NMCP Project is to build the capacity of the local NMCPs to effectively implement the national malaria strategies. The LMG/NMCP project will provide direct technical assistance to six target countries – Burundi, Cameroon, Côte d'Ivoire, Guinea, Liberia, and Sierra Leone – with three main objectives towards this overall goal:

- **Objective 1:** National Malaria Control Program effectively manages human, financial, and material resources;
- **Objective 2:** National Malaria Control Program develops and directs policy and norms for the implementation and surveillance of the national malaria control strategy;
- **Objective 3:** National Malaria Control Program mobilizes stakeholders to participate in national malaria control coordination and implementation efforts.

The following is a summary of the activities carried out from April 1 to June 30, 2014. During this reporting period, the LMG/NMCP team continued to launch start-up activities and project implementation throughout the targeted countries on staggered timelines.

I. PROJECT PERFORMANCE

The LMG/NMCP team submitted the overall program description including the six currently confirmed countries – Burundi, Cameroon, Côte d’Ivoire, Guinea, Liberia and Sierra Leone – on February 11, 2014, and received official approval from PMI/Washington on February 25, 2014. On June 30, 2014, the LMG/NMCP team submitted a revised program description to PMI/Washington highlighting the program’s cross-cutting regional activities to further promote the harmonization of LMG/NMCP activities with regional and international donors and implementers. The revised program description provides additional information on approaches and activities related to Global Fund grant implementation as well as revised country annexes. The language changes in the revised document were approved via informal e-mail from the previous program manager at USAID and are currently pending final approval by the new program manager at PMI/Washington.

Included with the LMG/NMCP program description submission was an overall results framework featuring three overarching objectives under which outputs can be adapted to specific country needs. The three LMG/NMCP approved objectives are:

- **Objective 1:** National Malaria Control Program effectively manages human, financial, and material resources;
- **Objective 2:** National Malaria Control Program develops and directs policy and norms for the implementation and surveillance of the national malaria control strategy;
- **Objective 3:** National Malaria Control Program mobilizes stakeholders to participate in national malaria control coordination and implementation efforts.

This quarter, the project continued to plan for the current project year, assess the organizational capacities of NMCPs, and provide technical support to NMCPs. In Côte d’Ivoire and Liberia, LMG/NMCP Senior Technical Advisors completed an organizational capacity assessment of their respective partner NMCPs. The LMG/NMCP team is currently finalizing narrative reports on key findings from each analysis, which will be submitted to country missions and PMI/Washington. These analyses informed the development of country-specific workplans for LMG/NMCP in Côte d’Ivoire and Liberia.

LMG/NMCP support activities in each country included the development of Global Fund concept notes, human resources management reviews, organizational planning for long-lasting insecticide-treated net (LLIN) distribution campaigns, and coordination with key stakeholders. In Guinea and Cameroon, LMG/NMCP senior technical advisors supported the development and submission of Global Fund concept notes in early June. In Côte d’Ivoire and Liberia, senior technical advisors continued to support the development of the Global Fund concept notes, which are due for submission in August 2014 and later in 2015, respectively.

The LMG/NMCP home office team coordinated closely with PMI during this quarter, and held meetings on May 14, 2014, and June 20, 2014, to discuss the status of activity implementation and any outstanding issues encountered thus far. In the most recent meeting, both parties

agreed to meet bi-monthly in order for the team to provide updates, address any challenges, and discuss next steps.

The project continued to recruit Senior Technical Advisors for LMG/NMCP in Cameroon, Burundi, and Sierra Leone. The Senior Technical Advisor in Cameroon began working in April 2014 and immediately began assisting the NMCP with its Global Fund concept note. The LMG/NMCP team has continued to recruit for Senior Technical Advisors for Burundi and Sierra Leone. Proposed candidates for both of these positions were presented to each country mission for approval at the end of June, and the LMG/NMCP team is currently awaiting each Mission’s feedback on the proposed candidates.

In June 2014, the LMG/NMCP project hired a Principal Technical Advisor to provide programmatic and technical supervision and support to the LMG/NMCP Senior Technical Advisors and overall management support to the project.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities	Status	Comments
Recruitment of local staff	In progress	Recruitment finalized for the Senior Technical Advisor positions in Guinea, Liberia, Côte d’Ivoire, and Cameroon. Candidate CVs for Sierra Leone and Burundi were submitted to respective USAID missions on June 26, 2014, for their review and approval.
Discuss the expansion of current LMG/NMCP activities beyond the confirmed six countries with PMI/ Washington and update program documents as necessary		In the previous quarter, LMG/ NMCP received a request from PMI to discuss expanding support to Togo and Niger; however, PMI later decided to support these countries through another funding mechanism.
Conduct local organizational capacity assessments	In progress	Guinea: Completed and validated Liberia: Completed and under review Côte d’Ivoire: Completed and under review Cameroon: Launched
Finalize country workplans	In progress	Guinea: PY1 workplan approved by PMI/Washington on May 14, 2014 Liberia: PY1 workplan originally submitted to USAID/Liberia for approval on April 8, 2014. Written feedback received from USAID/Liberia on May 29, 2014; full, revised

		<p>Liberia PY1 workplan and budget package will be submitted to USAID/Liberia for approval in early July.</p> <p>Côte d'Ivoire: PY1 workplan being finalized by the project team and will be submitted for approval in the next reporting period</p> <p>Cameroon: Workplanning launched with NMCP, will be submitted for approval in the next reporting period</p>
Submit revised LMG/NMCP program description document	Completed	The revised LMG/NMCP overall program description--including updates on each of the six confirmed countries and additional information on the project's cross-cutting activities--was submitted to PMI/Washington for approval on June 30, 2014.

Table 2: Management priorities for next reporting period

Management priorities for next reporting period	Comments
Continue discussions with PMI/ Washington regarding the expansion of LMG/NMCP activities beyond the currently confirmed six countries and update program documents as necessary	The LMG/NMCP home office team and PMI will continue to discuss the potential expansion of current LMG/NMCP activities to other countries.
Complete the recruitment of remaining Senior Technical Advisor positions	Recruitment is ongoing for Burundi and Sierra Leone Senior Technical Advisors and candidates have been recommended to the respective Missions for final interviews and selection.
Finalize country workplans and budget packages for submission to PMI and USAID Missions in the six confirmed countries	LMG/NMCP staff will finalize country-specific workplan and budget packages for Côte d'Ivoire, Liberia, and Cameroon. Workplans and budgets will be developed for Sierra Leone and Burundi following placement of senior technical advisors and initial assessments.
Finalize Memoranda of Understanding (MOU) with NMCPs	<p>The LMG/NMCP team has finalized MOUs with NMCPs in Guinea, Côte d'Ivoire, and Liberia.</p> <p>LMG/NMCP will develop MOUs for Cameroon, Sierra Leone, and Burundi in the next reporting period.</p>
Complete all required reports, including the Quarterly Accruals Report and Quarterly Report	This is an ongoing requirement.

III. PROJECT ACTIVITIES

During the past quarter, the LMG/NMCP team refined specific country approaches and maintained a strong focus on building the capacities of NMCPs to develop and submit Global Fund concept notes. In order to better support NMCPs in this work, the LMG/NMCP Senior Technical Advisors in Guinea, Liberia, and Côte d'Ivoire participated in Roll Back Malaria's (RBM) training on the Global Fund's New Funding Model (NFM) and Mock Technical Review Panel (TRP) to review upcoming concept notes prior to submission to the Global Fund. In addition to this training, LMG/NMCP staff participated in international malaria control dialogue, knowledge exchange, and capacity building while engaging directly with the Global Fund and Roll Back Malaria partners.

To date, LMG/NMCP staff in Guinea, Liberia, and Côte d'Ivoire have completed participatory organizational capacity assessments with NMCP staff and local stakeholders. The LMG/NMCP Senior Technical Advisor in Cameroon is currently launching the organizational capacity assessment with the NMCP staff. The initial organizational capacity assessment is part of a long-term strategic planning process that allows the LMG Senior Technical Advisors to identify immediate priority needs for support. The initial assessment also allows LMG/NMCP staff to gain experience in the project cycle process of assessing, planning, implementing, monitoring, and re-assessing, and, through that process, begin to model positive leadership, management, and governance behaviors for NMCP counterparts. The exercise also ensures that LMG/NMCP support is strategically effective in achieving the project's capacity building goals rather than responding to ad hoc NMCP requests.

In order to harmonize project monitoring and more successfully measure LMG/NMCP impact, all countries have used the same MSH Organizational Capacity Assessment Tool (OCAT) so that baseline indicators across key health system function areas are consistent. The OCAT serves as a standardized tool to identify organizational strengths and weaknesses in the following function areas: governance, financial planning and management, grants and sub-grant making, human resource and change management, and project management. To collect data, LMG/NMCP staff conducted interviews with NMCP leadership and unit staff members as well as partners involved in national malaria control efforts. Results of these initial OCAT evaluations and other completed activities are detailed below by country.

During this quarter, after conversations with USAID/PMI, the LMG/NMCP team clarified upcoming, cross-regional activities in the revised LMG/NMCP program description. LMG/NMCP staff in all LMG/NMCP countries will attend regional workshops and trainings (such as the RBM NFM workshops), and will also attend an annual coordination and training meeting during the next quarter, where they will receive training on the roll out and support of a country-specific Leadership Development Program Plus (LDP+), as well as on the use of the Virtual Leadership Development Program (VLDP) platform. These annual meetings will allow for exchange and learning among LMG/NMCP staff, as well as promote regional coordination of malaria control efforts.

Knowledge, skills, and approaches fostered in the LDP+ will be further enhanced through the adaptation of a virtual Leadership Development Program (VLDP) platform, which will create opportunities for interaction and dialogue across each LMG/NMCP country. LMG/NMCP Advisors in each country will guide and support LDP+ participants to regularly access the adapted VLDP platform in order to share experiences and ideas, compare approaches and results, and build professional relationships among NMCP teams from each target country. The combination of country specific, face-to-face LDP+ with the adapted VLDP will strengthen both the internal leadership and governance capacities of NMCPs, as well as their capacity to lead, communicate, and plan with a regional lens. These activities are planned for the next two quarters.

LMG/NMCP – Guinea

Senior Technical Advisor Dr. Youssoufa Lo

Throughout this reporting period, the LMG/NMCP Senior Technical Advisor participated in regular meetings with USAID to discuss project activities and submitted weekly project updates throughout the quarter. It should be noted that the Ebola virus outbreak in West Africa impeded the Mission's ability to meet as regularly as usual since the health team covers Guinea and Liberia, both of which were negatively affected by the outbreak.

Organizational capacity assessment and Year 1 workplan:

As previously reported, Dr. Youssoufa Lo worked closely with the NMCP and USAID teams to conduct an organizational capacity assessment for long-term strategic planning and to identify immediate priorities for support, which helped guide the development of the Guinea workplan for the first project year (PY1). Following the validation of the organizational capacity assessment results, LMG/NMCP-Guinea continued discussions with the NMCP and national stakeholders to identify specific activities through the end of PY1 that take into consideration both direct support required to address demonstrated needs of the NMCP and strategic capacity building support to ensure sustainable improvements. The following priority activities were implemented in the current reporting period and will continue through PY1:

- Provide technical support to the NMCP in drafting and revising the organogram and job descriptions for all staff in line with the National Malaria Control Strategic Plan 2013-2017 and HR assessment results from the LMG organizational capacity assessment.
- Provide coaching support for NMCP unit leaders to institutionalize and facilitate weekly meetings with unit staff, ensuring that progress on priority activities is monitored on a regular basis
- Provide technical support to NMCP staff to finalize the 2013-2017 National Malaria Control Strategy through participatory working sessions with key stakeholders and partners
- Provide technical support to ensure that NMCP staff participate throughout the concept note development process for the Global Fund New Funding Mechanism application through strengthened communication and coordination with the Country Coordinating Mechanism.

After receiving Mission feedback on the workplan on March 28, 2014, the LMG/NMCP team submitted a revised workplan on March 30, 2014. The revised workplan was approved by USAID/Guinea and received final approval from PMI/Washington on May 14, 2014.

Global Fund concept note development:

With the support of LMG/NMCP Guinea, among other partners, the Guinea NMCP successfully submitted a final malaria concept note to the Global Fund on June 16, 2014, in accordance with the original schedule. In order to reach this milestone, the LMG/NMCP Senior Technical Advisor provided ongoing support throughout the concept note development process by organizing and participating in working sessions with technical and financial teams and facilitating coordination with partners.

The development of the concept note was led by the Global Fund Portfolio Manager and facilitated by the technical working group (TWG) that was created in December 2013. The core members of the TWG include representatives from the NMCP, the LMG/NMCP Senior Technical Advisor, Catholic Relief Services (CRS), and two consultants responsible for writing and editing the concept note under the supervision of the President of the Country Coordinating Mechanism's (CCM) malaria committee.

TWG members participated in RBM's training on the Global Fund's NFM and Mock Technical Review Panel (TRP) from April 6-13, 2014, in Dakar, Senegal. The objectives of this training were as follows:

- Inform participants about the basic principles of the NFM;
- Collaborate with peers and experts from participating countries to conduct a review of draft concept notes for submission to the Global Fund;
- Review the programmatic gaps analysis for the concept note;
- Identify countries that require additional support to finalize their concept notes;
- Identify next steps to respond to comments on each country's concept note and finalize for submission.

The simulation, or Mock TRP, presented participating countries with the opportunity to complete a self-evaluation of their concept note and then evaluate the concept notes developed by peers from other countries. The overall feedback on Guinea's concept note from the other countries in the TRP was that Guinea's concept note was successful in describing interventions in accordance with the national strategic plan but still needed improvement in several sections, including the analysis of programmatic gaps. These suggestions were taken into account throughout the development of the concept note.

During this reporting period, the technical working group held two major workshops in Kindia and more than 40 working sessions in Conakry. These meetings enabled the group to complete the concept note, detail the Guinean government's financial contribution to the fight against malaria, analyze programmatic and financial gaps, complete the modular framework, and finally submit the entire concept note using the Global Fund's recommended online platform.

All components of the concept note were shared on a regular basis with the wider technical working group, the CCM, and Guinea's Global Fund Portfolio manager and were informed by contributions from a range of experts prior to formal submission. During the next reporting period, the LMG/Guinea Senior Technical Advisor will continue to participate in technical working group sessions in order to respond to questions arising from the Global Fund's TRP review of the concept note.

Coordination of NMCP activities:

The NMCP organizational capacity assessment identified following key challenges to NMCP organizational effectiveness: the absence of updated key operational procedure documents and tools; a lack of operational plans for program implementation, including communication plans and training plans; and irregular internal coordination meetings.

Following the recommendation presented in the NMCP organizational capacity assessment, the LMG/NMCP Senior Technical Advisor continued to support weekly coordination meetings chaired by the National Coordinator (beginning in February 2014) to provide regular updates on the NMCP's current activities and plan for upcoming activities. The Monitoring and Evaluation team held working sessions with each unit head to plan monthly activities in collaboration with partners. During the week of June 23-27, 2014, the LMG/NMCP Senior Technical Advisor helped facilitate an activity planning workshop with all Guinea NMCP units and partners to plan activities for the second half of 2014.

NMCP Human Resources (HR) Strategy:

The organizational analysis of the NMCP highlighted the following key organizational challenges as priorities in the area of human resources:

- Inefficient staffing structure and human resource allocation
- Lack of accurate job descriptions

The NMCP's manual of administrative, financial and accounting operational procedures includes brief descriptions of several key positions; however, the organizational capacity assessment demonstrated that most NMCP staff are unaware of their specific role and responsibilities within the program and lack clear job descriptions. In order to directly address these HR challenges, the LMG/NMCP Senior Technical Advisor recommended that the NMCP revise the terms of reference for each NMCP working group, in collaboration with the unit leaders, in order to strengthen overall NMCP coordination. The resulting HR manual includes the terms of reference for each NMCP unit and proposes a new organizational structure for the NMCP. The next step towards finalizing the HR reference document is to submit it to the Ministry of Health for its review and validation next quarter.

Coordination with partners:

In order to continue to strengthen collaboration with partners, the LMG/NMCP Senior Technical Advisor held two coordination meetings during this quarter with Stop Palu and USAID's Systems for Improved Access to Pharmaceuticals and Services (SIAPS) project. During

these meetings, the LMG/NMCP Senior Technical Advisor shared the project's PY1 workplan so that the three projects could collectively define mechanisms for collaboration and successfully coordinate implementation of activities. In the next quarter, the LMG/NMCP project will continue coordinating with partners to harmonize efforts and activity implementation in order to ensure complementarity and avoid duplication.

LMG/NMCP – Liberia

Senior Technical Advisor Kwabena Larbi

During this reporting period, the LMG/NMCP team focused on developing the year 1 work plan and continued to collaborate with partners.

Organizational capacity assessment and Year 1 Workplan:

During this quarter, the LMG/NMCP team developed the year 1 workplan based on the following key challenges identified in the baseline organizational capacity assessment of the Liberia NMCP conducted during the previous quarter:

- Inefficient human resources management and structuring in light of a system-wide government HR reform
- Weak monitoring and evaluation systems and data collection, analysis and utilization
- Irregular stakeholder engagement and coordination with partners

The NMCP and other implementing partners are now reviewing the assessment report and its recommendations for validation. The LMG/NMCP PY1 workplan was originally submitted to USAID/Liberia for approval on April 8, 2014. The LMG/NMCP team received written feedback from USAID/Liberia on May 29, 2014. The full, revised Liberia PY1 workplan and budget package will be submitted to USAID/Liberia for approval in early July.

Coordination of NMCP Human Resources Management:

The issue of NMCP staffing (including numbers, roles, capacity, and gaps) was one of the major conditions precedent preventing the signature of the grant. In collaboration with the Technical Coordinator Rebuilding Basic Health Services (RBHS), NMCP, PMI, and Ministry of Health and Social Welfare (MOHSW) partners, the LMG/NMCP Senior Technical Advisor worked with the NMCP to revise its roles and job descriptions, organogram and staffing plans, presenting the final documents to senior Management of the Ministry of Health (MOH). After discussions and deliberations, the MOHSW senior management accepted the revised NMCP organogram and job descriptions on June 6, 2014, and they were presented to the Global Fund and Government of Liberia Civil Service Agency on June 30. Based on these discussions, the total number of NMCP staff was reduced from 64 to 43. Discussions are ongoing regarding the reassignment of current staff to central MOHSW units and counties to ensure that qualified and experienced personnel are retained within the MOHSW.

Coordination with Plan International:

Plan International is the Principal Recipient for the Round 10 Global Fund malaria grant, which has been consolidated with the second phase of the Round 7 grant previously under the United Nations Development Program (UNDP) management. While Plan International is the Principal

Recipient for the mass LLIN distribution campaign of the Global Fund grant, close collaboration with the NMCP and the MOHSW and county health teams is necessary for the success of the Global Fund grants within the national strategy. In order to reinforce the collaboration between Plan International and NMCP and key stakeholders, the LMG/NMCP project facilitated the development of time-bound road map for the LLIN mass distribution campaign. During this reporting period, LMG/NMCP staff was actively involved in planning the implementation of key activities ranging from micro-planning, specification of campaign materials, revision of communication plans and coordination between two principal implementers, NMCP and Plan International.

Malaria Program Review, Concept Note development and Malaria Operational Planning:

As part of the preparation for the concept note development under the Global Fund NFM and with technical and financial support from WHO, the NMCP conducted a review of progress towards achieving the 2010-2015 Malaria Control Strategic Plan.

The LMG/NMCP Senior Technical Advisor actively supported the NMCP and partners to work with USAID/PMI to develop the Liberia Malaria Operational Plan for 2014-2015. From June 16-18, 2014, the LMG/ NMCP Senior Technical Advisor and the United States Government (USG) PMI advisor attended a workshop in Entebbe, Uganda, where participants reviewed national strategic plans with malaria partners and their peers from other NMCPs. The Liberia malaria strategic plan was reviewed by the Sierra Leone NMCP and vice versa. The review used guidelines developed by Roll Back Malaria and the Harmonization Working Group. Feedback from the Sierra Leone NMCP and facilitators was documented and will be used to inform and improve the content of the 2015-2020 malaria strategic plans for Liberia.

In addition to the NMCP Program Manager, PMI Advisor, and Global Fund Program Support Unit Program Officer, LMG/NMCP staff participated in RBM's training on the Global Fund's NFM and the TRP in Harare, Zimbabwe from April 12-19, 2014. The principal objectives of this workshop were to learn about the new processes, requirements and timelines for the development and submission of concept notes for Global Fund as well as review upcoming concept notes prior to submission to the Global Fund. Although the Global Fund concept note for Liberia will not be submitted until next year, the RBM-sponsored workshop provided the NMCP team with valuable insights on the structuring, contents and key information required for a technically sound, feasible, cost effective, and robust country concept note. This knowledge will greatly aid the Liberia NMCP in the development of the malaria concept note.

Coordination with partners:

The LMG/NMCP Senior Technical Advisor has actively participated in the monthly teleconferences with PMI and Global Fund to streamline and coordinate support to the NMCP. LMG/NMCP staff also actively participates in weekly meetings between the NMCP and PMI to review progress and plan for the subsequent week's activities. Technical support was provided to the NMCP by the LMG/NMCP Senior Technical Advisor to prepare, submit, and validate performance updates and request for funding Progress Update and Disbursement Request (PUDR) to the Global Fund.

Throughout the past period, the LMG/NMCP team has moved forward with workplanning and activity implementation. The LMG/Senior Technical Advisor in Côte d'Ivoire provided regular updates to USAID/PEPFAR and coordinated with other partners on the development of the Global Fund concept note.

Organizational capacity assessment and Year 1 Workplan:

The LMG/NMCP Senior Technical Advisor conducted a thorough analysis of the NMCP using the OCAT and presented the principal findings to NMCP leadership in a draft organizational capacity assessment report. The report assesses the capacity of the Côte d'Ivoire NMCP in governance, organizational planning and resource mobilization, financial and administrative management, grant management and planning, human resource management, project management, advocacy and networking, communication, information, and records management and institutional strengthening. The LMG/NMCP team is currently finalizing a narrative report of the assessment results, which will be shared in the next reporting period.

The results of the organizational capacity assessment also informed the development of the LMG/NMCP workplan for Côte d'Ivoire, which is currently being finalized by the project team and will be submitted for approval in the next reporting period.

Coordination of NMCP activities:

During this quarter, the LMG/NMCP project continued to support coordination of NMCP interventions with partners including WHO, UNICEF, CARE and the CCM of Côte d'Ivoire. In a meeting, the Global Fund Portfolio Manager highlighted the following areas for LMG/NMCP support: improved performance of the current Global Fund grant, effective and efficient management of the upcoming LLIN mass distribution campaign, and technical support for the development of a high quality concept note for submission.

The LMG/NMCP Senior Technical Advisor provided technical support to the NMCP to prepare and submit both the PUDR and the completed Dashboard for period 16 to the CCM of Côte d'Ivoire as well as the Global Fund Portfolio Manager. Although Phase 2 of the Global Fund grant began on January 1, 2012, the NMCP did not receive its first direct disbursement from the Global Fund until June 4, 2014. With the support provided by LMG/NMCP, communication with the Global Fund has improved, the NMCP has satisfied 12 of the 13 conditions precedent in the grant agreement, and the NMCP received the Phase 2 disbursement. During this reporting period, the project also led the review of the NMCP annual report developed in January 2014, in order to move it towards finalization.

NMCP Mass Distribution Campaign:

The LMG/NMCP Senior Technical Advisor provided technical support to the NMCP Director and staff responsible for the coordination and planning of the upcoming mass distribution campaign of LLINs. Technical support for the campaign has focused on carefully planning the development, implementation, and monitoring of the distribution, which is scheduled for

September to December 2014. The Senior Technical Advisor specifically supported the revision of the communication plan for the mass distribution campaign, in response to feedback received from the Global Fund team. In addition, the project also assisted the NMCP in the securing the Ministry of Economy's exemption from customs duties on LLINs, conducting a management review of the first delivery of LLIN containers beginning May 22, 2014, and selecting storage containers that meet budgetary limits, in partnership with UNICEF. The support provided to the NMCP in the development of implementation strategies for the mass distribution campaign is in line with both the National Strategic Plan and PMI strategies.

Concept Note Development and Review of the National Strategic Plan:

The NMCP conducted a mid-term review of the National Strategic Plan for 2012-2014 with the assistance of a consultant provided by RBM from March 24-April 4, 2014. LMG/NMCP coordinated the revision of the National Strategic Plan for 2012-2015 using the Joint Assessment of National Health Strategies tool, which highlighted significant gaps. The revision of the National Strategic Plan for 2012-2015 was led by a team of national experts from the NMCP, Information Department of Planning and Evaluation (DIPE), Population Services International (PSI), Réseau des Organisations de Lutte contre le Paludisme en Côte d'Ivoire (ROLPCI), CARE and UNICEF and coordinated by the LMG/NMCP Senior Technical Advisor. In order to ensure that the revised PSN incorporated all stakeholder inputs, a partner harmonization workshop was held in Agboville from June 11-13, 2014.

Due to the need for on-site data collection to finalize the National Strategic Plan, the CCM decided to postpone the submission of the Global Fund concept note to August 15, 2014. The final version of the revised National Strategic Plan for 2012-2015 is currently available and will serve as the key basis for concept note development.

After a training session for CCM members and Principal Recipient members on the Global Fund's NFM in February 2014, the LMG/NMCP team worked closely with the NMCP to prepare the draft concept note, which was presented at the Mock TRP workshop led by RBM on April 7-9, 2014, in Dakar, Senegal. Each group that participated in the workshop conducted a TRP simulation of concept notes for other country teams, followed by a review of concept notes which have already been submitted.

Côte d'Ivoire was praised for developing a tool to prioritize and rank modules which was developed with the support of the LMG/Côte d'Ivoire Senior Technical Advisor, and introduced during the workshop in Agboville. The TRP process provided each country team with critical reviews and feedback, enabling the participants from Côte d'Ivoire to improve their draft concept note before submission. As of June 23, 2014, the draft concept note is being revised by the RBM consultant, two UNICEF technical advisors, two consultants financed by the CCM, and the LMG/NMCP Senior Technical Advisor.

Coordination with partners:

During this quarter, the LMG/NMCP Senior Technical Advisor continued to regularly provide updates to USAID/PEPFAR on capacity building activities with the NMCP and facilitate

monitoring of the impact of the project's technical assistance. The next quarterly meeting with USAID/PEPFAR is planned for July 10, 2014.

LMG/NMCP – Cameroon

Senior Technical Advisor Maurice N'Djore

The Senior Technical Advisor for LMG/NMCP in Cameroon began working on April 16, 2014, and immediately began supporting the Cameroon NMCP in the development, review, and submission of the Global Fund concept note.

Coordination of NMCP activities:

The LMG/NMCP Senior Technical Advisor encouraged the NMCP Permanent Secretary to begin holding weekly coordination meetings with all the NMCP staff, in order to identify challenges and bottlenecks with activity implementation and propose solutions as they arise. The project is also assisting the NMCP to strengthen coordination and monitoring of interventions with technical and financial partners to increase the visibility and efficiency of activities.

The Cameroon NMCP provided an office space to the LMG/NMCP Senior Technical Advisor at the NMCP office; however, the project team has concluded that the physical condition of the space, in addition to a lack of functioning telephone and internet service, severely inhibits the Senior Technical Advisor from efficiently and effectively carrying out his job duties. In order to ensure the productivity and success of the program, the LMG/Senior Technical Advisor will be primarily stationed at the MSH office in Cameroon, and will continue to provide regular support to the National Malaria Control Program, attend all meetings and appointments held at the NMCP office as necessary, and maintain an "open door" policy at the MSH office for NMCP colleagues, until such time as the office space conditions are improved at the NMCP

Concept Note Development:

The Global Fund concept note for the malaria component was officially submitted to the Global Fund for review on June 15, 2014. To help the NMCP achieve this milestone, the LMG/NMCP Senior Technical Advisor joined the technical working group responsible for the design and development of the Concept Note shortly after his arrival at post. The Senior Technical Advisor also provided technical support to the NMCP in the preparation and organization of the concept note development workshop held from May 26 to June 3, 2014 in Kribi, Cameroon. LMG/NMCP support was requested to strengthen advocacy and assist with resource mobilization for development of the concept note. Throughout this process, the LMG/NMCP Senior Technical Advisor emphasized the importance of synergizing partner activities in order to avoid duplication of efforts.

To strengthen the quality of the concept note, the LMG/NMCP Senior Technical Advisor participated in two meetings with the Global Fund team, the CCM of Cameroon, and the NMCP on May 11 and May 17, 2014, to discuss the Global Fund NFM, management of funds, the concept note's status, and the CCM's approval of the final concept note before submission. The project solicited RBM feedback on programmatic and financial gaps in the concept note and the counterpart financing of the Cameroonian government. As a result of these activities, the concept note was successfully submitted to the Global Fund on June 16, 2014, using the online

portal. The country team has already received positive feedback from the Global Fund on the superior quality of the concept note. During the next reporting period, the LMG/Cameroon Senior Technical Advisor will continue to participate in technical working group sessions in order to respond to questions that arise during the Global Fund's TRP review of the concept note.

Organizational capacity assessment:

In light of NMCP's priority to review, develop, and finalize the Malaria Concept Note during this quarter, the NMCP organizational capacity assessment using the OCAT tool will be conducted during the next quarter. To prepare for this activity, the LMG/NMCP Senior Technical Advisor presented the objectives of the analysis to the NMCP Permanent Secretary and began collecting the necessary documents. The country-specific workplan for the LMG/NMCP Cameroon will be developed during the next quarter to respond to the key challenges that will be highlighted in the organizational capacity assessment of the NMCP.

Coordination with partners:

The LMG/NMCP Senior Technical Advisor participated in introductory meetings with USAID/Cameroon staff on April 22 and May 8, 2014, to present the project objectives, and establish coordination. As a result, the team has established regular quarterly meetings between LMG/NMCP and USAID/Cameroon. The Senior Technical Advisor also participated in introductory meetings with the following NMCP partners: RBM, WHO, UNICEF, Clinton Health Access Initiative (CHAI), and Malaria No More, in order to better understand the local context and stakeholder landscape while identifying opportunities for collaboration with other malaria actors in Cameroon.

LMG/NMCP – Burundi and Sierra Leone

Recruitment for the Burundi and Sierra Leone Senior Technical Advisors is ongoing. For Burundi, the LMG/NMCP project re-launched the recruitment process for this position and recommended an additional candidate to the USAID mission for consideration on June 26, 2014. The LMG/NMCP team is currently awaiting feedback on this candidate. The LMG/NMCP project has completed interviews of candidates for the positions in Burundi and Sierra Leone and presented shortlisted candidates to the missions on June 26, 2014, for final interviews and feedback.

IV. QUARTERLY TRAVEL PLAN

Traveler	Itinerary	Dates	Purpose
TBD Senior Technical Advisor	TBD - Bujumbura	TBD July 2014	Travel to post to begin role as Burundi Senior Technical Advisor
TBD Senior Technical Advisor	TBD - Freetown	TBD July 2014	Travel to post to begin role as Sierra Leone Senior Technical Advisor
TBD Senior Technical Advisors	TBD – Medford	TBD August 2014	Home office orientations for Cameroon, Sierra Leone, and Burundi Senior Technical Advisors
All NMCP/LMG Senior Technical Advisors, LMG/NMCP home office staff	TBD – Abidjan	TBD September 2014	Annual project coordination meeting