

**Leadership, Management, and Governance Project- National Malaria Control Program  
Capacity Building Project- Sierra Leone**

**Medford, MA and Freetown, Sierra Leone Trip Report, May 20-26, 2015**

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Development Objective:

The goal of the LMG/NMCP Project is to build the capacity of the local NMCPs to effectively implement their national malaria strategies.

Suggested Keywords:

leadership, management, governance, NMCP, malaria, Sierra Leone

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**Emmanuel Le Perru/LMG-NMCP, Medford, MA – Sierra Leone Trip Report/May 2015**

**1. Scope of Work:**

Destination and Client(s)/ Partner(s)	Medford, MA, USA Freetown, Sierra Leone LMG/National Malaria Control Program (NMCP) USAID/Sierra Leone, U.S. Embassy in Sierra Leone
Traveler(s) Name, Role	Emmanuel Le Perru, Principal Technical Advisor
Date of travel on Trip	May 20-22, 2015, in Medford, MA, and May 23-26 in Freetown, Sierra Leone
Purpose of trip	<ul style="list-style-type: none"> <li>- In Medford MA: to facilitate in the onboarding of Israel Chauke, the newly-appointed Senior Technical Advisor (STA) for the PMI-funded LMG/NMCP project in Sierra Leone.</li> <li>- In Freetown, Sierra Leone: to introduce the LMG/NMCP project and Mr. Chauke to USAID/Sierra Leone and to key personnel at the National Malaria Control Program where Mr. Chauke will be based, to ensure a smooth transition.</li> </ul>
Objectives/Activities/Deliverables	<p>Objectives:</p> <ol style="list-style-type: none"> <li>1. Orientation of the new STA on LMG/NMCP project objectives and expected results, on MSH’s tools and approaches in capacity building, and on MSH procedures for staff in country with no MSH presence.</li> <li>2. Introduce the STA and the LMG/NMCP project to the NMCP staff members.</li> <li>3. Meet with USAID and the U.S. Ambassador in Sierra Leone</li> <li>4. Meet with local lawyer to obtain MSH’s registration documents and launch the STA work visa application.</li> </ol>
Background.	<p>The President’s Malaria Initiative (PMI) provides direct technical assistance to seven National Malaria Control Programs (NMCPs) through the Leadership, Management and Governance National Malaria Control Program Capacity Building Project (LMG/NMCP). The three-year goal (September 2013 – September 2016) 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 provides direct technical assistance to seven target countries (Burundi, Cameroon, Côte d’Ivoire, Guinea, Lao PDR, Liberia, and Sierra Leone) with three main objectives towards this overall goal:</p> <ul style="list-style-type: none"> <li>• Objective 1: National Malaria Control Program human, financial and material resources effectively managed</li> <li>• Objective 2: National Malaria Control Program develops and directs policy and norms for the implementation and surveillance of the national malaria control strategy</li> <li>• Objective 3: National Malaria Control Program mobilizes stakeholders to participate in national malaria control coordination and implementation efforts</li> </ul> <p>PMI requested LMG to recruit and place a STA in Sierra Leone, seconded to the NMCP, in September 2014. Due to the Ebola outbreak and some additional recruitment obstacles, this STA position was filled with delay and the recruitment process was finalized in May 2015.</p>

**2. Major Trip Accomplishments:**



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**1. Orientation of the new STA on LMG/NMCP project objectives and expected results, on MSH tools and approaches in capacity building, and on MSH procedures for staff in country with no MSH presence.**

I held several sessions with the STA focusing on the following topics:

- Introduction of the STA to the portfolio team during the monthly portfolio meeting held in Medford, MA.
- Overview of the LMG/NMCP projects and its objectives, result framework and funding mechanism (PMI/OHA).
- Overview and explanation of the LMG/NMCP work plan and Performance and Monitoring Plan template.
- Introduction to the Organizational Capacity Assessment Tool (OCAT) and to the Leadership Development Program (LDP).
- Overview of the LMG/NMCP budget for Sierra Leone, allowable costs, as well as explanation of the Project Financial and Budget Monitoring Reports (BMRs).

**2. Introduce the STA and the LMG/NMCP project to the NMCP staff members.**

The STA and I had our first meeting with the NMCP team (15 staff members) on Monday May 25, 2015, with the following agenda:

- 10:30am-11:30am: Background and Presentation of the LMG technical assistance, brief description of Israel Chauke's experience (Emmanuel and Israel)
- 11:30-Noon: Presentation of the NMCP team and its current programmatic and operational priorities (Dr. Smith and all staff)
- Noon- 12:20pm: NMCP expectations of LMG technical assistance (Dr. Smith)
- 12:20pm – 12:40pm: Review and revision (as needed) of Israel Chauke's job description (All)
- 12:40pm – 1pm: Next steps (LMG workplan, Memorandum of Understanding -MoU, upcoming missions, etc. (All)

The highlights of our group discussions were the following:

- The NMCP is working closely with the National Public Procurement Unit (NPPU) (established in 2014) on its Procurement and Supply Management (PSM) plan and especially on a pilot rolling out a new software (June-July). The NMCP depends on the performance of the NPPU and will have to alert them when critical issues arise and provide regular quantifications and consumption data.
- Incentive to Community Health Workers (CHWs) in charge of drug distribution and behavior change communication: CHWs work on a voluntary basis and to date do not receive financial remuneration; however, the Global Fund is considering allowing payment for services, and the NMCP has some funds earmarked for it. However, the NMCP still needs to figure out what mechanism to put in place to channel the money (no cash). They were considering using phone credits with Airtel, but it seems that this would not be the best option as it can only work at the provincial level.
- Integrated Community Case Management: this approach needs to be fully taken into account in the Malaria National Strategic Plan as well as in the implementation planning process.



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- District Health Management Information System (DHMIS): the NMCP needs to have its data (and current software) fully integrated/connected to the DHMIS. There are some obstacles and issues that the LMG/NMCP STA should help address.
- The NMCP team is looking forward to participating in the organizational assessment, and they welcome the opportunity to participate in an LDP to help define roles and responsibilities as well as to foster team work.
- The NMCP is aware that it needs to have a resource mobilization strategy, especially to be able to raise domestic funds. They would like the STA to help with the development of a business plan.
- The World Health Organization and Roll Back Malaria are supporting the development of the 2016-2020 National Strategic Plan (and its Monitoring and Evaluation plan) with a first draft due July 1, 2015. Two technical consultants are providing assistance. The next workshop is scheduled June 22-26.
- The Ebola Recovery Plan (addressing safety, health system strengthening, service delivery, and the role of health workers) is almost final. The NMCP will share it next week with the STA.
- The next Progress Update and Disbursement Request (PUDR) needs to be submitted by August 2015.
- The Global Fund team will be in country on June 1-5.

**3. Meet with USAID and the U.S. Ambassador in Sierra Leone**

I introduced myself and the STA, Israel Chauke to Ambassador John Hoover and his deputy Kathleen FitzGibbon. Ms. FitzGibbon presented to Ambassador Hoover the origin of this commitment by USAID/PMI to provide technical assistance to the NMCP. I then provided an overview of the LMG/NCMP project and a brief summary of our meeting with the NMCP the day before.

The Ambassador and his deputy appreciated that Israel had worked in complex settings such as South Sudan and gave the Ambassador confidence that Israel has strong experience and is a very good fit for this position.

Ambassador Hoover insisted that Israel should present himself as representing USAID/PMI to the NMCP and all partners, which I confirmed I had made clear when I introduced him at the NMCP. Ambassador Hoover also told Israel to inform him whenever he encounters issues so that his team can quickly assist him in addressing them through their contacts at the Ministry of Health. The political situation and internal dynamic within the MoH may sometimes be complicated, and the U.S. Embassy is available to provide insights.

**4. Meet with local lawyer to obtain MSH's registration documents and launch the STA work visa application.**

The STA and I met the law firm that MSH contracted to conduct the registration process in country and facilitate the STA work visa process.



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3. Next steps: Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
Conduct the NMCP Organizational Capacity Assessment	Israel Chauke	July 15, 2015
Meet Sara Hersey from CDC, leading the Ebola response (control and recovery) efforts to coordinate NMCP and CDC activities	Israel Chauke	June 30, 2015

**4. Contacts:**

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