

LMG Honduras Quarterly Report: July – September 2014

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HONDURAS

QUARTERLY REPORT FOR
JULY- SEPTEMBER 2014

October 10, 2014

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Abbreviations

AIDSTAR PLUS	Aids Support and Technical Assistance Resources
AJEM	Youth in Motion Association (Asociación Juventud en Moción)
ARV	Antiretroviral drugs
BCC	Behavior Change Communication
CDC	United States Centers for Disease Control and Prevention
CASM	Mennonite Social Action Committee (Comisión de Acción Social Menonita)
CGSSI	Gay Community of San Pedro for Comprehensive Health (Comunidad Gay Sampedrana para la Salud Integral, in Spanish)
CHF	Global Communities
COCSIDA	Center for Guidance and Training on AIDS (Centro de Orientación y Capacitación en SIDA, in Spanish)
CSW	Community Sex Worker
DAPS	Department for Primary Health Care (Departamento de Atención Primaria en Salud, in Spanish)
DGD	Departamento de Gestión Descentralizada
ECOSALUD	Ecology and Health (Ecología y Salud, in Spanish)
ECVC	Central-American Survey on Sexual Behavior Monitoring and Prevalence of HIV and Sexually Transmitted Infections (Encuesta Centroamericana de Vigilancia de Comportamiento Sexual y Prevalencia de VIH e Infecciones de Transmisión Sexual, in Spanish)
FSW	Female Sex Workers
GHI	Global Health Initiative
GOH	Government of Honduras
JSI	John Snow, Inc.
KAP	Knowledge, Attitudes and Practices
HIV	Human Immunodeficiency Virus
LLM	The Breastfeeding League (La Liga de la Lactancia Materna)
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
LMG	Leadership, Management, and Governance Project
MOH	Ministry of Health (also known as SESAL or Secretaría de Salud, in Spanish)
MSH	Management Sciences for Health
MSM	Men who have Sex with Men
PAHO	Pan American Health Organization
PEPFAR	United States President's Emergency Plan for AIDS Relief
PMP	Performance Monitoring Plan
PRODIM	Developmental Programs for Women and Children (Programas para el Desarrollo de la Infancia y la Mujer, in Spanish)
PY	Project Year
Redes	Directorate of Health Networks and Services (Dirección de Redes y Servicios de Salud, in Spanish)
RFP	Request for Proposals
RSD	Regional Health Offices of the MOH (Regiones Sanitarias Departamentales, in Spanish)
STI	Sexually Transmitted Infections
TW	Transgender Women
TOR	Terms of Reference

UAFCE	Unidad Administradora de Fondos de Cooperación Externa
ULAT II	Local Technical Assistance Unit for Health II Project (Unidad Local de Asistencia Técnica, in Spanish)
USAID	United States Agency for International Development
UECF	Unit for Extension of Coverage and Financing (Unidad de Extension de Cobertura y Financiamiento, in Spanish)
UGD	Unit for Decentralized Management (Unidad de Gestión Descentralizada, in Spanish)
UNAIDS	Joint United Nations Programme on HIV/AIDS
UPEG	Unit for Management Planning and Evaluation (Unidad de Planeamiento y Evaluación de la Gestión, in Spanish)
USG	United States Government

I. Executive Summary

This report describes the main achievements for the Leadership, Management & Governance (LMG) program in Honduras for the July - September 2014 period. This report serves to update the United States Agency for International Development (USAID) Mission in Honduras on project accomplishments and inform of any outstanding issues during this period.

Work during this quarter has been centered on accompaniment to the NGOs, to carry out HIV prevention and education services with key populations in Honduras based on a management for results model, providing technical assistance to facilitate the achievement of targets as established in their contracts with MOH. Furthermore, facilitation of the contracting process of services for hard to reach populations continued, specifically in the startup of Pilot Project to work with MSM and Garifuna population in Roatan and La Ceiba, as well as assistance for personnel working at the UAFCE and DGD with a direct relationship with the contracts with NGOs.

Activities reported during this period are based on the revised work plan approved by USAID in August 2014.

The major accomplishments of the LMG Honduras program from July to September 2014 are:

- Organized and carried out a capacity building workshop on Managerial Competencies. Participants from UAFCE and DGD organized three teams that identified their main challenges related to the contracts with NGOs and prepared 3 challenge models with their action plans that will be assessed in the month of December.
- Capacity building to UAFCE management team was provided through individual coaching sessions to the General Coordinator, Finance and Administration Coordinator and Technical Administrative Officer.
- LMG Honduras provided technical assistance to the UAFCE and the DGD in the startup of the pilot MSM and Garifuna pilot project in Roatan and La Ceiba, during preparation of the terms of reference, negotiation and contracting of consultants, as well as during the preparation of the formats to be utilized including: census, mapping and readjustment of the survey for MSM. The contracted consultants were trained on the Friends Educating Friends methodology and on the different formats to be utilized in the rapid testing service with pre- and post-test counseling and in the preparation of their monthly plan.
- Preparation of the draft *Manual of Technical Procedures* for management agreements, through information gathering on technical processes, consultations with the national laboratory and lessons learned.
- Advisory services were provided during the review process of the *Manual for Contracting Public and Non-public Institutions with USAID funds*.
- The UAFCE was supported with the financial review of the budget modifications requested by ECOSALUD and AJEM for their respective agreements.
- Technical assistance was provided to the DGD on the gathering of the PEPFAR indicators for the monthly and quarterly presentations. In addition, an analysis of the goals was carried out and three bases were prepared for reporting the indicators.
- Technical assistance was provided to regional Health Region technicians on the monthly closing for July and August for the Maternal Lactation League, ECOSALUD, CASM in Cortés, COCSIDA in Tela and AJEM in La Ceiba.

- Technical assistance was provided to the DGD and UAFCE with the preparation of the monthly monitoring meetings and with the quarterly partners meeting.
- Accompanied and oriented NGOs to prepare their Continuous Quality Improvement Plans as follow up to the workshop facilitated by AIDSTAR-PLUS. This accompaniment was done through on site workshops, preparation of materials, presentations, and virtual technical assistance, resulting in seven continuous quality improvement plans developed by the NGOs contracted by the MOH, as well as their plans for replicating the workshop with their own staff.
- On-site technical assistance was provided through specific workshops and meetings with the NGOs: COCSIDA Roatan, the Breastfeeding League, Mennonite Social Action Commission (CASM, in Spanish), and AJEM. Educational activities were also accompanied at the NGOs: Ecology and Health (ECOSALUD, in Spanish), Breastfeeding League, AJEM, COCSIDA and CASM in Cortes. Virtual assistance was provided based on demand and needs of each NGO.
- Technical assistance was provided to PRODIM on the preparation of formats such as census, for working with hidden populations and the female sex worker (FSW) and a survey was readapted for it to be applied.
- Follow up was provided for implementation of the referral plans for gender-based violence and the three projects that work with the FSW population (COCSIDA in Roatan, COCSIDA in Tela and PRODIM) have carried out referrals for women who are victims of violence.
- Two monthly visits were made to each NGO to provide advisory services on the presentation of the liquidations of expenses and to guarantee compliance with the administrative financial guidelines established by the UAFCE.
- A case study was developed and submitted to the USAID Global Call for Health Systems Strengthening Cases 2014 about LMG Honduras health systems strengthening activities.

II. Program Context and Expected Results

National Context:

Honduras is located in Central America and is divided into 18 administrative departments. The population of Honduras is 8,045,990 people (2010), of which 3,965,430 (49.28%) are men and 4,080,560 are women (50.71%). The population under 18 years of age represents 48.7% of the country's population.

The country continues to experience a difficult structural economic crisis that affects the national health system, particularly the MOH.

It is estimated that approximately 65% of the population lives under the poverty line, 22.1% in relative poverty and 42.4% in extreme poverty.

According to the United Nations Development's 2008/2009 Human Development Report, published on December 18, 2008, Honduras ranks fifth among the countries with the lowest Human Development Index (HDI) in the Americas. In 2007, the HDI was calculated to be 0.7, ranking 117 out of 179 globally.

Honduras' urban population is 4,128,652 (51.31%) and rural population is 3,917,338 (48.68%). Life expectancy is 73.6 years, with 77.2 years for women and 70.1 years for men.

Honduras has one of the highest population growth rates in Latin America, calculated to be 2.3% between 2005 to 2010. The department with the highest population is Cortes with 1,529,826 inhabitants or 19% of the national population, followed by Francisco Morazán with 1,406,769 or 18% of the national population. 37% of Honduras populated in is concentrated in the two most important cities in these two departments, San Pedro Sula and Tegucigalpa, respectively. The household survey held in May 2009 captured an illiteracy rate of 16.2%. The lowest illiteracy rate is for the 15 to 18 year old population with 5.1%, the national average of schooling is 7.2 years.

Project Context:

The Government of Honduras' Response to HIV/AIDS

Over the past decade, the GOH has taken various steps to respond to the HIV epidemic. The current HIV/AIDS National Strategic Plan (PENSIDA III), 2008 – 2012, prioritizes scale-up of prevention efforts for MSM, Garífuna, sex workers and pregnant women. The Sula Valley, North Coast, and the Tegucigalpa metropolitan area are identified as important geographical focus areas due to their higher prevalence rates, and special emphasis is given to HIV diagnosis and treatment and to monitoring and evaluation of PENSIDA III efforts. The GOH has started the process of drafting PENSIDA IV, and written under the umbrella of the National HIV Strategy that was completed in March 2011. The National HIV Strategy formulates a strategic vision for comprehensive HIV and AIDS promotion, prevention, care and support services within the National Health Sector Reform framework, under which the MOH has separated the stewardship and service delivery functions. Also within this framework, two new units were established to manage the decentralization of health services: the aforementioned UAFCE (formerly UECF) and DGD (formerly UGD).

The National HIV Strategy outlines 14 key activities designed to provide greater access to a basic package of HIV services at the individual, family, and community levels. The strategy includes the definition and operationalization of a basic package of services according to life cycle and type of services (promotion, prevention, treatment, care and support); reorganization of Sexually Transmitted Infections (STI) / Human Immunodeficiency Virus (HIV) / Acquired Immune Deficiency Syndrome (AIDS) (STI/HIV/AIDS) service provision structure; and the definition of a new management model for results-based service provision.

Additionally, the second Central-American Survey on Sexual Behavior Monitoring and Prevalence of HIV and Sexually Transmitted Infections (ECVC, in Spanish) in key populations in Honduras was completed in 2012. The first survey was conducted in 2006. The objectives were to determine the prevalence of HIV and STIs, the risk behaviors in female sex workers (FSWs), men who have sex with men (MSM), and transgender women (TW), the Garífuna, and risk behaviors and STIs in people with HIV, as well as to estimate the size of the population of FSWs and MSM in Tegucigalpa and San Pedro Sula. The results presented in the report will serve as an important source of information for the project and collaborating partners.

US Government Assistance in Honduras

USAID's HIV and AIDS programs in Honduras are implemented as part of PEPFAR in line with the strategic priorities outlined under the Central American Regional HIV/AIDS Partnership Framework, 2009 – 2013. Activities also directly contribute to the Honduras Global Health

Initiative (GHI) Strategy, 2011 – 2015. The over-arching GHI country goal in Honduras is to “Improve the health status of underserved and vulnerable populations”. In collaboration with the MOH, other United States Government (USG) agencies/departments and private sector partners, the HIV-related component of the GHI strategy contributes to the achievement of “Priority Area 1: Increased access to quality essential services for underserved and vulnerable populations”, and “Priority Area 2: Improved stewardship and responsiveness of the health system”.

As part of its health portfolio, USAID improves the quality of and access to HIV/AIDS care and treatment services through both civil society organizations and the MOH. In close collaboration with the GOH since 1993, USAID has supported HIV/AIDS prevention activities for key populations through financial and technical support to local NGOs. Since 2005, this support has included a range of capacity building initiatives with community health workers from promoting healthy behaviors, to rapid testing of HIV for vulnerable populations.

Expected Results

All project activities from this quarter contribute to achieve the following two Expected Results of the LMG Honduras program:

- 1) Organizational capacity developed within the MOH to establish and carry out effective funding mechanisms, management and stewardship of HIV prevention services provided by local non-governmental organizations (NGOs).; and
- 2) Organizational capacity developed within local NGOs to support the implementation of evidence-based, quality HIV prevention services for key populations in compliance with the new MOH funding mechanisms

III. Intermediate Program Results and Activities

This section of the quarterly report serves to inform USAID/Honduras of the results achieved from July to September 2014, and to report on specific activities. Results are presented in relation to activities listed according to the approved project year 2 (PY2) work plan.

Expected Result 1: Organizational capacity developed within the MOH to establish and carry out effective funding mechanisms, management and stewardship of HIV prevention services provided by local non-governmental organizations (NGOs)

Activity 1.1: Design an action plan for capacity building in Sub Secretaría de Redes including DGD and RSD, and UAFCE

Among the needs identified in the initial assessment, is the lack of processes and technical guidelines consolidated in a document. Therefore, as a first step a *Manual for Technical Procedures* was drafted with information gathered on the processes, along with interviews with the national laboratory and lessons learned during the past several years in the technical management of the projects. The next step is to share it with the DGD for them to review and validate the document.

See Annex 1 of the annual report, detailing the technical assistance and actions carried out to address each of the activities included in the intervention plans.

Activity 1.2: Implementation of the plan to strengthen the capacity of Sub Secretaría de Redes including DGD and RSD, and UAFCE toward the selection and contracting local NGOs

Advisory services were provided during the review process of the *Manual for Contracting Public and Non-public Institutions with USAID funds*, through a meeting in which the DGD technical officer, an acquisitions officer from UAFCE, and a representative from the national HIV program participated. In addition, throughout the process, the draft document was reviewed and feedback was provided. The reviewed manual will be submitted to USAID for approval.

A pilot project has been envisaged that consists of contracting consultants and opening an office in Roatan for the purpose of expanding coverage of rapid testing services and educational activities in areas that are currently not served by NGOs in Roatan and La Ceiba. LMG has provided technical assistance to start up this pilot project in Roatan and La Ceiba through the following activities:

- Orientation for the DGD on the preparation of the terms of reference for contracting consultants through the UAFCE, for working with obvious and not obvious MSM populations in Roatan and La Ceiba, and the Garifuna population in Punta Gorda (Roatan). The terms of reference were prepared for contracting rapid test technicians as well as those who will provide educational services.
- Accompaniment and advisory services for the UAFCE on negotiations and contracting of six consultants by providing orientation related to their technical responsibilities.
- Preparation of the formats to be utilized by the contracted consultants, including: the census, mapping and readjustment of the survey for MSMs.
- Orientation for the six contracted consultants on the handling of forms and formats to initiate activities and the preparation of their monthly plans.
- Five of the consultants were trained by the UAFCE for the pilot project, to capture the MSM population in La Ceiba and Roatan and the Garifuna population in the Punta Gorda community in Roatan. The training provided was based on the Friends Educating Friends methodology and on the different formats to be utilized in the rapid testing service with pre- and post-test counseling. Support was also provided for the work with the National HIV Laboratory for the three rapid test technicians to be updated on the technique to carry out the Determine and Oraquick brand tests.

Activity 1.3 Strength the capacity of Sub Secretaría de Redes including DGD and RSD, and UAFCE to monitor the contracts signed between the MOH and local NGOs.

Technical assistance was provided to the San Pedro Sula, Cortés and Atlántida Health Region technical staff, on the monthly technical closings for the Maternal Lactation League, ECOSALUD, CASM Cortés, COCSIDA Tela and AJEM La Ceiba

Advisory services were provided to the DGD on the preparation of the monthly monitoring meetings with USAID and to the Secretariat of Networks and the UAFCE, as well as for the quarterly partners' meetings.

LMG Honduras supported the UAFCE on the financial review of the budget modifications requested by ECOSALUD and AJEM for their respective agreements.

Activity 1.4 Develop the approach and framework for the implementation of results-based financing of the contracts signed between the MOH and NGOs

LMG has established coordination with AIDSTAR-Plus in order to participate in the results-based financing workshop that will be carried out, and to follow that workshop with a meeting that LMG Honduras will organize specifically with their counterpart MOH units and the implementing NGOs to review the relevant aspects of the results-based financing work in the MOH contracts with the NGOs for HIV/AIDS prevention and educational services to key populations.

During this quarter, this process began with the validation of a costing tool that is under development by AIDSTAR-Plus, LMG participated in work meetings with AIDSTAR-Plus technical staff and attended a validation workshop. Coordination with AIDSTAR-Plus is ongoing to collaborate and participate in the next events planned.

Activity 1.5 Strengthen the knowledge and understanding of the Sub Secretaría de Redes (including DGD and RSD) on the topic of prevention of gender-based violence related to HIV.

This activity was completed in the previous quarter.

Activity 1.6: Strengthen the Sub Secretaría de Redes' including DGD and RSD, and UAFCE's capacity to manage the technical and financial aspects of the USAID HIV Implementation Letters.

LMG Honduras supported the UAFCE with the preparation of the modifications to the Ministry of Health Annual Operating Plans, for submission to USAID.

Technical assistance was provided to the UAFCE for the preparation of the financial reports for the monthly monitoring meetings with USAID and for the preparation of the quarterly financial reports.

The UAFCE was also supported in the verification of the information requested by the Superior Audit Institution (Tribunal Superior de Cuentas in Spanish), related to implementation letters 7, 11, 17 and 13.

Advisory services and support were also provided to the UAFCE for the preparation of the accruals report requested by USAID.

Activity 1.7 Strengthen the management capacity of the UAFCE and the DGD.

Targeted technical assistance was provided to the UAFCE and DGD personnel through a capacity building workshop on general and leadership competencies, as well as support for the development of improvement plans. Executive and individual coaching was also provided for the General Coordinator, Financial Administrative Coordinator, and Technical Administrative Officer of the UAFCE.

During the workshop, participants recognized their competencies in basic management and leadership practices. In addition, they identified the main challenges that they are facing in the management of the agreements with the NGOs which are providing HIV prevention services to key populations. As such, the key challenges were selected and the participants utilized a systematic process of problem analysis to identify the causes and to generate alternative

solutions. At the same time, the participants utilized management and leadership practices to prepare and implement action plans to address and resolve the identified challenges. Finally, the communication processes that influence the management of agreements were analyzed and they proposed mechanisms for improvement.

Seventeen management level officials participated in the workshop, fourteen from the UAFCE and three from the DGD, including coordinators from both units.

The results achieved when the Workshop for Management Competencies finalized were:

- A shared vision was prepared
- Three challenges were identified and analyzed, and action plans prepared. The results are detailed as follows:
 - Result 1: By December 2014, 8 management agreements signed with NGOs
 - Result 2: By December 2014, NGOs currently contracted by the MOH will have met 80% of the challenges in their agreements
 - Result 3: By December 2014, each of the involved entities from the UAFCE, DGD, regions, NGOs will have met the time frames established in the processes diagram, administratively as well as technically
- Three improvement teams formed and committed to implement the actions plans

Activity 1.8: Strengthen the capacity of the Sub Secretaría de Redes and the UAFCE for evidence-based decision making

Technical assistance was provided to the DGD in the gathering of data to report on PEPFAR indicators in the monthly and quarterly presentations. In addition, an analysis of their goals was carried out.

Three databases for the indicator report were prepared, which include:

- People who complete an intervention related to gender violence;
- Population that will be reached at an individual level and/or in small groups with VIH prevention interventions based on evidence and that meet the minimum required standards;
- Population that completes a standardized prevention intervention.

Expected Result 2: Organizational capacity developed within local NGOs to support the implementation of evidence-based, quality HIV prevention services for key populations in compliance with the new MOH funding mechanisms.

Activity 2.1: Design the intervention plan for capacity building in NGOs

Each NGOs designed an intervention plan in the previous year. LMG provided continuous capacity building activities in this quarter based on these plans, focusing on strengthening the weaknesses found in the assessments carried out per each NGO as detailed in activity 2.3.

See Annex 1 of the annual report, detailing the technical assistance and actions carried out to address each of the activities included in the intervention plans.

Activity 2.2: Strengthen the capacity of the NGOs (working in collaboration with DGD and UAFCE) for the preparation and submission of project proposal for a results-based financing model Activity

Following the results-based financing workshop that is being organized by AIDSTAR-Plus, LMG will coordinate a meeting with NGOs contracted by the MOH to focus on the results-based financing aspects of their contracts with the MOH. Coordination is ongoing.

2.3: In collaboration with the Sub Secretaría de Redes including DGD and RSD, and UAFCE, strengthen the technical capacity of the NGOs based on the outcomes of the needs assessments completed in September 2013 and through the course of implementation.

The following technical assistance was provided during this period in order to follow up on the needs identified in the NGO technical teams:

- A training event was developed with the COCSIDA Roatan technical team to address the following issues:
 - Condom negotiation and the issue of STIs,
 - Methodology of the *Decisions* training tool.
 - Orientation on the technical guidelines for rapid testing services for HIV with pre- and post-test counseling.
 - Support for the preparation of the environmental mitigation plan, and the plan for promoting the rapid testing service for HIV.
- A training event was developed with the Maternal Lactation League technical team on the preparation of training plans;
- An event was carried out with the CASM Cortés technical team during which the importance of internal coordination for the effective achievement of goals was addressed;
- Technical assistance was provided to AJEM for the accommodation of the physical space for HIV rapid testing services.

Virtual technical assistance was provided to the eight projects, through responding to spontaneous consultations from them on the preparation of training plans, responding to requests for information about prevention of STIs and HIV, and rapid testing for HIV, supporting NGOs with their presentations. Technical assistance was also provided to follow up on that the NGOs are meeting technical requirements for the rapid testing service, to insure they have their environmental mitigation plan, a plan for the promotion of brigades, and temperature controls. The CASM Irióna project received the most virtual technical assistance due to the low achievement of its goals, and to support them in preparing an emergency plan to achieve them. LMG Honduras also supported them to establish coordination with the National HIV Laboratory to update the consultancy proposed by the NGO for rapid testing services for the Determine and Oraquick brand tests.

LMG Honduras advised the NGOs through review of their monthly technical progress reports and on monitoring and evaluation formats.

LMG Honduras accompanied educational activities carried out by the Maternal Lactation League, ECOSALUD, AJEM, CASM Cortes, COCSIDA TELA and Roatan, and provided feedback for identified weaknesses.

Technical assistance was provided to PRODIM on their preparation of formats such as census, for working with hidden populations and for the FSW survey to be applied.

Activity 2.4: Strengthen the capacity of the NGOs on the subject of the prevention of gender-based violence related to HIV

This activity was fulfilled in the previous quarter and follow up was provided during this quarter for the implementation of the referral plans for cases of gender-based violence in which the three projects that work with the FSW population (COCSIDA Roatan, COCSIDA Tela and PRODIM) made referrals for female victims of violence. These cases were assisted satisfactorily by institutions with which the NGOs established coordination.

Activity 2.5: In compliance with the UAFCE regulations, strengthen the financial management capacity of the NGOs

During this quarter, LMG Honduras worked with the NGOs that are currently contracted by the MOH, to strengthen and support them as follows:

- Two monthly visits were made to each NGO for the purpose of reviewing financial liquidations before they were submitted for the UAFCE to submit expenses incurred through liquidation in order to guarantee that these would be submitted with the least number of weaknesses and in the established time.
- Verified that supporting documentation for expenses sent to the UAFCE met what was established in the NGO administrative manual and the signed agreement.

This technical assistance process includes the limitation that in many occasions the NGOs do not have all the required documentation for review, indicating that the reason for this is that they have not received funds and have not been able to issue checks for activities. This will continue to be addressed in the technical assistance and feedback provided to the UAFCE and NGOs.

Activity 2.6: In compliance with MOH regulations, strengthen the NGOs' technical capacity to improve the quality of the HIV prevention services they provide for key populations

The rapid test brigades in ECOSALUD, AJEM, CASM Cortes, COCSIDA Tela, Maternal Lactation League and COCSIDA Roatan were accompanied and feedback was provided in case biosecurity standards and other requirements were not met.

During this quarter, two LMG technical staff participated in the Continuous Quality Improvement Workshop facilitated by the AIDSTAR-Plus project with the participation of coordinators from seven projects that have agreements with the MOH (PRODIM, COCSIDA Tela, COCSIDA Roatan, Maternal Lactation League, ECOSALUD, CASM Cortés and CASM Iriona). One of the commitments made during the workshop was that each NGO would replicate the workshop with their project teams and would prepare their continuous improvement plans in order for them to identify the opportunities to improve the implementation of their projects.

The seven projects carried out replications of the continuous quality improvement workshop with their teams with support from LMG, which made it necessary to adapt discussions during the replications of the workshop in order to focus on the realities of each NGO. Two of the NGOs (CASM and the Maternal Lactation League) incorporated human resources from other projects in the trainings, due to the importance of the workshop and because they want to implement them in other projects. A total of 36 people were trained through the replications, including educators and administrators.

One of the products of the replicated capacity development events for continuous improvement was that each team prepared its continuous improvement plan, by identifying the opportunities for improvement as follows:

- In the first place, the NGOs CASM Cortés, CASM Iruya, Maternal Lactation League, COCSIDA Tela, and COCSIDA Roatan visualized opportunities for improvement in the area of administration since they are not complying with the submission of administrative liquidations according to their agreements with the MOH. In the second place, they identified that they can improve the Behavior Change Communication (BCC) reports once educational activities are finalized since this has repercussions on the technical closings and therefore, creates delays in the liquidations of expenses.
- ECOSALUD discovered an opportunity to improve in the technical area in relation to the timely submission of the CCC reports
- PRODIM identified the possibility of improving in HIV positive cases that are not arriving at the integrated care services.

A replication of continuous quality improvement was not been carried out with the NGO AJEM since this NGO has prioritized recovery of the project goals because they are not complying with them. A separate workshop has been programmed for them on September 23 and 24, 2014.

IV. Monitoring and Evaluation

The Performance Monitoring Plan (PMP) for this fiscal year presents a series of indicators for the project objective and expected results 1 and 2; see Annex 1 for an updated PMP report.

According to PEPFAR's updated version of indicators from December 2013 document, disaggregation of key population type for indicator P8.3.D reported yearly was modified, therefore, indicator P8.1.D has been added to the PMP.

V. Outstanding Issues, Constraints, Delays and Actions Taken

The new Project Director, Ms. Eva Karina Mejia Saravia, joined LMG Honduras on July 21, 2014, and during the transition of leadership, a close backstopping was provided by Country Portfolio Director, Ms. Kathleen Alvarez; Senior Project Officer, Ms. Veronica Triana; and returning consultant, Ms. Susana Galdos. Although the period of transition between Project Directors posed challenges, LMG's technical assistance to the MOH and NGOs continued as planned.

LMG Honduras, as a technical assistance provider, delivers orientation, accompaniment and advice during the processes that are being executed by the units at MOH, therefore, the final results of the project are directly related to the decisions and acceptance of the technical assistance by each unit. LMG has provided the required support for the achievement of the outcome indicator 1.3 *Percent of NGOs with approved contracts that have undergone semi-*

annual results-focused technical audits by the MOH within the past 6 months, which included the development of guidelines and templates to perform technical audits and orientation of the staff on how to implement them. During this period 8 technical audits were carried out by DGD and the audit reports have been submitted to USAID, who requested a revised version. LMG has offered technical assistance to the DGD for the further revision of these reports for re-submission to USAID.

VI. Financial Report

Period July'14-September'14

Pipeline at the beginning of period	\$ 210,349.47
New funds Obligation	\$ 321,533.00
Expenses during the reported period + Accruals	\$ 216,356.79
Pipeline at the end of the period	\$ 315,525.68
Estimated expense burn rate for next period	\$ 245,370.08
Estimated quarters of pipeline	1.29

* Note that this report is a projection of the quarterly balance, as MSH has not yet closed the quarter that ends September 30, 2014.

VII. Lessons Learned

This past quarter included the transition to a new Project Director of LMG Honduras. Throughout this transition, the LMG Honduras team supported the transition and continued accomplishing the activities as planned, providing technical assistance to the NGOs and MOH.

The lessons learned include that challenging circumstances can be overcome with effective planning, teamwork, and commitment, which is evidenced in the fact that LMG's work with partners has continued without interruptions, strengthening and developing their capacities required to deliver effective services to improve the health of key populations in Honduras.

Replicas of Continuous Quality Improvement workshop delivered by AIDSTAR PLUS required some materials and facilitation methods to be adapted for NGO's needs and nature, this represented a challenge that was addressed through close coordination and communication with NGOs which lead to the finalization of their plans and replicas with their staff.

Monthly M&E reports indicated that two NGOs had been experiencing gaps in the achievement of rapid tests goals, and through work meetings, support in the preparation of Emergency Plans and coordination with MOH facilitated by LMG important progress has been achieved during this period in order to reduce the gap.

VIII. Coordination with Other Actors

In this past quarter, LMG Honduras collaborated with AIDSTAR-Plus on the following key activities:

- LMG Honduras participated in the workshop on Continuous Improvement of Quality, which was carried out in July, and agreed to provide technical support to NGOs for conducting the workshop replica and the preparation of the plans.
- AIDSTAR-Plus invited LMGs technical staff to participate in meetings to review the cost tool for HIV prevention services, additionally, validation workshops for this tool took place during the month of September and LMG participated actively.

In addition, coordination with ULAT Project was established and a meeting between both projects has been agreed to take place at the end of September, in which ULAT's staff will share with LMG the development and progress in the Organizational Development (DO) process that is taking place at the MOH, in order to learn about the restructuring and other changes within the institution. This information will help LMG determine, once discussed with USAID, if any modifications might be needed to LMG's technical assistance and work plan.

IX. Gender Component

During this quarter all NGOs implemented the training plans they had developed on gender and the three NGOs that work with FSW (PRODIM, COCSIDA Tela and COCSIDA Roatan) have made case referrals for female victims of gender-based violence. They were assisted due to the satisfactory coordination established between referral institutions.

X. Summary of Key Conclusions

During the quarter being reported on, LMG Honduras provided targeted technical assistance to management and leadership development for the MOH as it relates to management of the NGO sub-contracts. Regional health offices and NGOs have been receiving closer technical assistance, especially through the addition of two new LMG technical staff based in the northern part of the country closer to many of the NGOs and regional health offices, resulting in reductions of the delays in the submission of reports to MOH.

Targeted technical assistance has been provided to NGOs to support them in achieving their goals and to facilitate the activities required to start up the pilot project in Roatan and La Ceiba. Furthermore, LMG provided close accompaniment and orientation to NGOs to facilitate the replicas of the workshop on continuous quality improvement and the preparation of related plans.

LMG's team has demonstrated commitment and professionalism in supporting the new Project Director and ensuring continuous provision of the technical assistance required to accomplish the results established for this period.

During this quarter, at the request of USAID, LMG Honduras prepared a draft work plan for a third year of activities. That draft is currently under review with USAID.

Pending approval of the PY3 work plan, in the next quarter, LMG will focus its support and assistance on the licitation of health services providers for 2015 using a results-based financing model, and work with the MOH to ensure actions are taken into account to avoid delays in contract signature and disbursements, so that services can be delivered to key populations without interruptions.

Annex 1: Performance Monitoring Plan (PMP) Honduras LMG Project

LMG Honduras Project Goal:								
Provide technical assistance to the Ministry of Health (MOH) and local NGOs in organizational capacity building to provide HIV/AIDS education and prevention services to key populations.								
No.	Indicators	Goal Oct 1, 2013 – Sept. 30, 2014		Goal reached October 1, 2013 – Sept.30, 2014		Average reached	Source (s)	Frequency
P.11.1.D	Number of individuals who received Testing and Counseling (T&C) services for HIV and received their test results.	Male:		Male:	7,043	108%	NGO monthly reports & quarterly reports	Annual
		Female:		Female:	8,183			
		(<15 years):		(<15 years):	30			
		(15 + years):	14,141	(15 + years):	15,196			
		Positive:		Positive:	31			
		Negative:		Negative:	15,195			
		MSM:	2,789	MSM:	1,673			
		CSW:	5,024	CSW:	3,756			
		Garífunas:	6,328	Garífunas:	6,802			
		Other indirect groups:		Other indirect groups:	2,995			
		Couples:		Couples:				
TOTAL:	14,141	TOTAL:	15,226					
P.8.3.D	Number of key populations reached with individual and/or small group level HIV preventive interventions that are based on evidence and/or meet the minimum Standards required	Male:		Male:		113%	NGO monthly reports & quarterly reports	Annual
		Female:		Female:				
		MSM:		MSM:	1,631			
		CSW:		CSW:	2,785			
		TOTAL:	3,913	TOTAL:	4,416			

LMG Honduras Project Goal:

Provide technical assistance to the Ministry of Health (MOH) and local NGOs in organizational capacity building to provide HIV/AIDS education and prevention services to key populations.

No.	Indicators	Goal Oct 1, 2013 – Sept. 30, 2014		Goal reached October 1, 2013 – Sept.30, 2014		Average reached	Source (s)	Frequency
P.8.1.D	Number and percentage of each priority population who completed a standardized HIV prevention intervention including the specified minimum components during the reporting period	Male :		Male :	2,080	114%	NGO monthly reports & quarterly reports	
		Female		Female	2,996			
		(<15 years):		(<15 years):	1,654			
		(15 + years):		(15 + years):	3,422			
		Garifunas :		Garifunas :	5,006			
		Other indirect groups:		Other indirect groups:	70			
		TOTAL	4,447	TOTAL	5,076			

LMG Honduras Project Goal:

Provide technical assistance to the Ministry of Health (MOH) and local NGOs in organizational capacity building to provide HIV/AIDS education and prevention services to key populations.

Result 1: Organizational capacity developed within the MOH to establish and carry out effective funding mechanisms, management and stewardship of HIV prevention services by local non-governmental organizations (NGOs).

No.	Indicators	Baseline		Source (s)	Goal Oct 1, 2013 - Sept. 30, 2014	Frequen cy	Goal reached Oct 1, 2013 – Sept. 30, 2014
		Value	Year				
1.	Proportion of NGO contracts managed in compliance with MOH policies, protocols, and guidance for contracting, as measured through the following areas in the past 12 months:	N/A	2013	UAFCE reports DGD reports	100%	Annual	75%
	o Bidding process based on results				100%		100%
	o Monthly financial reviews based on results				100%		100%
	o Semi-annual results-focused technical audits				100%		0
	o NGO approvals for results-based reimbursements				100%		100%

LMG Honduras Project Goal:

Provide technical assistance to the Ministry of Health (MOH) and local NGOs in organizational capacity building to provide HIV/AIDS education and prevention services to key populations.

Result 1: Organizational capacity developed within the MOH to establish and carry out effective funding mechanisms, management and stewardship of HIV prevention services by local non-governmental organizations (NGOs).

No.	Indicators	Baseline		Source (s)	Goal Oct 1, 2013 - Sept. 30, 2014	Frequen cy	Goal reached Oct 1, 2013 – Sept. 30, 2014
		Value	Year				
1.1.	Proportion of technical and financial proposals based on results that have been reviewed and negotiated by the MOH in the past 6 months as part of the competitive bidding process. ¹			UAFCE reports	14	Annual	100%
1.2.	Percent of NGOs with approved contracts that have undergone monthly financial reviews by the MOH within the past 3 months. ²			UAFCE reports	9	Monthly	100%
1.3.	Percent of NGOs with approved contracts that have undergone semi-annual results-focused technical audits by the MOH within the past 6 months.			UGD reports	8	Annual	0%
1.4.	Percent of financial advance requests and liquidations received from contracted NGOs in the past three months that have been reviewed and processed by the MOH.			UAFCE Report	64	Monthly	100%

¹ This indicator will capture the entire bidding process from the design and distribution of the terms of reference per key population to having reviewed, negotiated and approved the new results-based contracts.

² This indicator will also capture the development and distribution of the NGO Administrative and Financial Procedure Manual based on the results-based model.

LMG Honduras Project Goal:

Provide technical assistance to the Ministry of Health (MOH) and local NGOs in organizational capacity building to provide HIV/AIDS education and prevention services to key populations.

Result 2: Organizational capacity developed within local NGOs to support the implementation of evidence-based, quality HIV prevention services for key populations in compliance with the new MOH funding mechanisms.

No.	Indicators	Baseline		Sources (s)	Goal March 1, 2013 - Sept. 30, 2013	Frequencies	Goal reached March 1, 2013 - Sept. 30, 2013
		Value	Year				
2.	Proportion of NGOs that comply with financial and technical regulations, measured by:	N/A	2013	NGOs' Management projects reports	100%	Annual	100%
	<ul style="list-style-type: none"> Percentage of funds executed quarterly by the NGOs (financial regulation) 				100%		100%
	<ul style="list-style-type: none"> Percentage of the NGO project targets achieved quarterly (technical regulation) 				100%		100%
2.1.	Percentage of funds executed quarterly by contracted NGOs.			UAFCE Report	8	Monthly	100%
2.2.	Percentage of the NGO project targets achieved in the past 3 months.			DGD Report	8	Monthly	100%