

LMG Honduras Quarterly Report: October – December 2013

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DRAFT QUARTERLY REPORT FOR
OCTOBER-DECEMBER 2013

Submitted

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Abbreviations

AJEM	Youth in Motion Association (Asociación Juventud en Moción)
ARV	Antiretroviral drugs
CDC	United States Centers for Disease Control and Prevention
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)
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
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	Management of Health Networks and Services (Dirección de Redes y Servicios de Salud, in Spanish)
RFP	Request for Proposals
RSD	Regional Offices of the MOH (Regiones Sanitarias Departamentales, in Spanish)
STI	Sexually Transmitted Infections
TW	Transgender Women
TOR	Terms of Reference

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 Extensión de Cobertura y Financiamiento, in Spanish)
UGD	Unit for Decentralized Administration (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 October–December 2013 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.

The major accomplishments of the LMG Honduras program from October to December 2013 are:

- Presented the synthesis of the capacity needs assessments of the Management of Health Networks and Services (Redes for short, in Spanish), the Unit for Extension of Coverage and Financing (UECF, in Spanish) and the Unit for Decentralized Administration (UGD, in Spanish) to their main authorities.
- Capacity building actions plans were designed for and discussed with the Ministry of Health (MOH) and the corresponding non-governmental organizations (NGOs).
- Provided technical assistance to UECF and UGD in their capacity building efforts to develop the approach and framework for the implementation of results-based financing of the contracts, including the process of bidding, selection and contracting of the NGOs that work with key populations.
- Prepared terms of reference for each key population involved in the bidding and procurement process.
- Provided technical assistance to UECF to complete reporting requirements established in the USAID Financial Implementation Letters.
- The work plan for the second year of LMG in Honduras was approved by USAID for the period October 2013–September 2014
- Provided technical assistance to the UGD in developing the “Proposal for Decentralized Management of the Delivery of Services in Health Promotion and Prevention of STI/HIV/AIDS to key populations through non-public providers.”
- Provided Technical Assistance to the UECF to revise the contract with the NGOs selected in the bidding process.
- Provided Technical Assistance to two previously selected NGOs: The Gay Community of San Pedro for Comprehensive Health (CGSSI) and the Youth in Motion Association (AJEM) on sexual diversity; the aim was to improve their technical and financial proposals based on the educational methodologies of Video Forum and Friends Educating Friends.
- Developed two workshops on the educational methodologies of Video Forum and Friends Educating Friends. One workshop was designed for technical staff from Redes, including UGD, and the UECF, and the other was designed for the NGOs on sexual diversity.
- Accompanied the UGD on its visits to perform technical audits of five NGOs
- Trained the UGD, regional liaisons, and NGOs on the evaluation of the Knowledge, Attitudes and Practices (KAP) assessment.

II. Program Context and Expected Results

National Context:

Honduras is a lower middle-income country that has seen improvements in certain health and economic indicators, but still suffers from serious social inequalities and low rates of several health indicators. In addition, Honduras struggles with a disproportionately high HIV prevalence rate, particularly among certain populations. The Government of Honduras (GOH) and international donors have invested funds to build capacity in the health sector in recent years, resulting in improvements in certain health indicators. However, in order for Honduras to improve further its overall health status, it must reach out to key population groups who are currently underserved, and therefore, whose health status is far worse than national averages would suggest. For improvements in health among these hard-to-reach populations to occur, quality, usage, and financing of critical health services—particularly HIV/AIDS services—must be improved.

It is important to note that Honduras had its national elections on November 24, 2013. A new Minister of Health was named, Dr. Yolani Batres, who will assume her position on January 24, 2014. The next several months will see changes in the health authorities, some of which are counterparts to the LMG Honduras project.

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 UECF and 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

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 capacity building for community health workers to perform HIV rapid testing for vulnerable populations to promote healthy behavior change. USAID continues to work with the MOH to: a) develop and prepare the implementation of the National HIV Strategy; and b) improve supplies and logistics systems for HIV commodities (antiretroviral (ARV) drugs, HIV rapid tests and condoms).

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”.

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 local non-governmental organizations (NGOs) to provide HIV prevention services; 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 October 2013 to December 2013, and to report on specific activities. The activities and results are presented in two categories: Project Management and Expected Results. Results are organized by Expected Result and Activity, listed according to the approved project year 2 (PY2) work plan.

3.1 Project Management

Activity 1 Approval of the annual work plan and teamwork with the new Interim Director. During this period much of the project's effort focused on the development and approval of the annual work plan and on the transition of the project's management.

The annual work plan was approved by USAID Honduras on November 15, 2013 (LMG was notified on December 9, 2013). One of the significant changes agreed upon with USAID was the revision of Expected Result 2 to remove the footnote that read, “*In line with country ownership priorities, capacity development of NGOs is to be supported by LMG working jointly with SESAL to take the lead where possible, and to establish priorities for capacity development.*” The reason for this change was to accelerate processes given the challenge of limited resources at the MOH.

Following the departure of the previous Project Director on October 19, 2013, the team focused on providing support to the new Interim Director, who arrived in Honduras on October 23, 2013, to bring her up to speed with an understanding of the project and the progress it has made. A new Project Director has now been appointed and will start on January 20, 2014.

It is important to note that, with the approval of the PY2 budget and work plan, USAID approved hiring two people: one to support the monitoring and the other to support financing. Both will be based outside of Tegucigalpa in regions yet to be determined, with support and coordination from the head office in Tegucigalpa.

3.2 Expected Results

Below are the activities from the program work plan that were conducted (wholly or partially) during the reporting period.

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

Activity 1.1: Design an action plan for capacity building in Sub Secretaría de Redes including UGD and the Department for Primary Health Care (DAPS), UECF and RSD

The capacity needs assessments that had been worked on the previous quarter were systematized and presented at a meeting on November 4, 2013 at the LMG office. Attendees at this meeting included Dr. Sandra Pinel, Director of Redes; Dr. Justa Urbina, Coordinator of UGD; and Dr. Mirna Moreno, Coordinator of UECF, together with other officials from those entities.

Emphasized during the meeting was the need to include other leadership and management topics which had not been identified in the assessments, and to hold a meeting in January to determine the role that each agency plays in the new results-based contracts with the NGOs. This meeting has been postponed until February to ensure the presence of the new authorities from the MOH.

Action plans based on the assessments have been developed, validated and agreed upon with the UECF, RSD and UGD respectively.

To the extent that DAPS was not considered a separate agency in the previous work plan, an assessment has not been done with DAPS to date, thus its needs were not included within the UGD plan. This task is pending for the next quarter.

To date, the UECF, RSD regions of Cortes Atlantida, Colon, Islas de la Bahia, and the metropolitan areas of Tegucigalpa and San Pedro Sula, as well as the UECF, and the UGD have developed capacity building action plans.

Activity 1.2: Implementation of the plan to strengthen the capacity of Sub Secretaría de Redes including UGD and DAPS, RSD and UECF, toward the selection and contraction NGOs

An external consultant was hired that, together with the technical and financial staff of LMG and personnel from the UECF and the UGD, revised the bid specifications, terms of reference and proposal templates for the NGO contracting process in the framework of results-based financing. The work was based on similar experiences from around the world, with the understanding that the MOH is undergoing a decentralization process.

Support was provided in developing and adapting the schedule of the process for bidding and contracting NGOs. Support was also provided to adapt the scorecard to be used to rate the proposals received.

The review of the proposals received by the UECF was performed by forming an internal evaluation committee composed of representatives of the UECF, the UGD, the National Program for HIV/STI, and technical staff from the departmental regions as observers. LMG participated actively as an observer, with a voice although without voting rights, offering the internal committee technical assistance in the revision of the proposals. LMG's experience in working with NGOs provided the internal committee with a better understanding of the deliverables, processes, and methodologies that arose in the proposals according to the TOR and the needs of the population.

LMG's technical assistance throughout the process has always been one of accompaniment of the MOH's units so that they themselves may gain experience in the developments of the processes.

Currently, the MOH has issued a second invitation for bids since the first one did not render the number of NGOs stipulated in the UGD's proposal. The review, selection and contracting process will take place in January.

Specific support has been provided to the UGD in developing a Proposal for Decentralized Management of the Delivery of Services in Health Promotion and Prevention of STIs, HIV/AIDS to Key Populations through non-Public Providers. This document outlines the procedures to be followed from the bidding stage to the completion of the approved project, and implies a Handbook of Procedures and Standards for NGO Contracting. However, since this is the first bidding experience under the framework of results-based financing, it is important to consider that the document will be improved based on this experience.

Activity 1.3 Strengthen the capacity of the Sub Secretaría de Redes, including UGD and DAPS UECF, and RSD to monitor the contracts signed between MOH and local NGOs

This activity is programmed for the second, third and fourth quarters of PY2, in accordance with the work plan. As such, there are no advances to report on this activity in this quarter.

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

Specifically, there has been direct involvement in this area with technical assistance provided to the following activities:

- Coordination for the development of the TOR and contracting model
- Revision of the new contracting model and its submission to USAID and the UECF
- Revision of the request for proposals that was published in the newspapers, and the proposed correction
- Coordination and participation in working meetings with the Coordinator of the UGD, Dr. Justa Urbina, to review the "Proposal for Decentralized Management of

the Delivery of Services in Health Promotion and Prevention of STIs, HIV, AIDS to Key Populations through Non-Public Providers”, and final revision of the document and its submission to the UGD.

- Aid to the procurement unit in opening and revising the required documentation presented in each of the proposals received.
- Provided support to the internal committee in the revision of each of the proposals received.
- Revising the final contract with the NGOs.
- Coordination on the development of TOR for contracting with NGOs for hidden populations.
- LMG participated as an observer in the selection of the two MSM NGOs that were contracted directly and in their training on the methodologies to be implemented.

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

This activity is programmed for the third quarter of PY2, in accordance with the work plan. As such, there are no advances to report on this activity in this quarter.

Activity 1.6: Strengthen the Sub Secretaría de Redes (including UGD and DAPS) and RSD on UECF capacity to manage the technical and financial aspect of the USAID HIV implementation letters.

With the UECF Accounting Officer for USAID funding, work was carried out to develop a format for budget monitoring of Letter 13. Support was provided in the budget revision for the amendment of Letter 13 requested to USAID. Support was provided to prepare financial reports to be presented to USAID (monthly report, and preparation of a fund request).

Activity 1.7 Strengthen the capacity of the Sub Secretaría de Redes including UGD and DAPS, UECF and RSD for the development of processes for continuous quality improvement for management of the HIV contracts

This activity is programmed for the second, third and fourth quarter of PY2, in accordance with the work plan. As such, there are no advances to report on this activity in this quarter.

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

This activity is programmed for the second, third and fourth quarters of PY2, in accordance with the work plan. As such, there are no advances to report on this activity in this quarter.

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

All NGOs have plans for improvement, developed in consensus with the NGOs themselves. In general, the plans for improvement were developed to meet the needs of each NGO. However, most of the NGOs face the same difficulties. They have a need to learn innovative educational methodologies; understand how to deal with gender-based violence, and how to address gender issues with target populations; deepen their understanding of accountability; and tackle their weaknesses in developing technical proposals for projects; as well as strengthen their understanding of results-based financing for HIV projects, among others.

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

The workshop scheduled by the UECF to reinforce the understanding of the results-based financing model did not take place because neither the UGD nor the UECF were able to commit to it due to time constraints. However, in coordination with the UECF and the UGD, LMG provided technical assistance to three of the seven NGOs that were selected because their proposal showed the most marked technical weaknesses. This assessment was based on the assessment made by the internal committee, and the input provided by the external committee which was formed by representatives of different agencies including the Pan American Health Organization (PAHO), Global Communities (CHF), the Unit for Management Planning and Evaluation (UPEG, in Spanish), the Joint United Nations Program on HIV/AIDS (UNAIDS) and USAID.

Similarly, LMG coordinated with the UECF to provide technical assistance to all the administrators of the selected NGOs on issues related to financing and accountability within the framework of the results-based financing model.

It is worth noting that two NGOs, contracted by direct invitation to perform specific activities with the MSM population, received technical assistance to refine and clarify their technical and financial proposals.

Activity 2.3: In collaboration with the Sub Secretaría de Redes including UGD and DAPS, UECF and RSD, 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.

NGOs plans for improvement were developed during this past quarter, and their implementation will begin next quarter.

A workshop has been prepared for technical staff from Redes, including UGD, UECF and NGOs on KAP assessment and monitoring with the NGOs in order to ensure the correct application of the tool.

Technical assistance has been provided to Developmental Programs for Women and Children (PRODIM, in Spanish) for its visit to the representatives of USAID's Department of Security. They were able to observe an educational activity with FSWs in the Seventh Avenue area, as well as visit a nightclub for sexual trade on Calle Real de Comayagüela.

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

This activity is programmed for the third quarter of PY2, in accordance with the work plan. As such, there are no advances to report on this activity in this quarter.

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

During this period, follow up support was provided on the findings yet to be resolved by the NGOs regarding their monthly financial liquidation reports.

Similarly, support has been provided in revising the budgets presented by two of the NGOs contracted by direct invitation: AJEM and CGSSI.

Support has also been provided in revising the budgets presented by the League for Breastfeeding and the Center for Guidance and Training on AIDS (COCSIDA, in Spanish) Roatán in their proposals for the new bidding process.

A capacity-building meeting was facilitated with the administrators of the pre-selected NGOs on how to complete the budget format and how to cost out each one of the processes in order to obtain deliverables based on results-based financing.

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

This activity is central to the NGOs' intervention plans as well as to the specific capacity improvement plan for each NGO.

Technical assistance has been provided to two NGOs that address the MSM population with the Video Forums and Friends Educating Friends methodologies. Technical assistance was also provided to three of the selected NGOs in the bidding process coordinated by the MOH to improve their methodologies in addressing key populations and in gaining greater access to prevention services.

IV. Monitoring and Evaluation

The Performance Monitoring Plan (PMP) for this fiscal year, which presents a series of indicators for the project's goal and expected results 1 and 2, has been approved by USAID. For each indicator, reference sheets have been prepared. (See Annex 1).

V. Outstanding Issues, Constraints, Delays and Actions Taken

One of the principal challenges of the last quarter was that too few proposals were submitted in the request for proposals to the NGOs, leading to a second round of request for proposals (RFPs), causing some delays, though this possibility had been anticipated and planned for in the reference documents for the process. In addition, December was a full month of activities at the MOH and for the project, given that the prior NGO contracts were closing and a new bidding process was underway. However, working together with the MOH and the NGOs, the project complied with its plans.

VI. Financial Report

Period October 1, 2013–December 2013

Pipeline at the beginning of period	\$ 239,199.43
New funds Obligation	\$ -
Expenses during the reported period + Accruals	\$ 300,411.24
Pipeline at the end of the period	\$ (61,211.82)
Estimated expense burn rate for next period	\$ 307,234.33
Estimated quarters of pipeline	(0.20)

VII. Lessons Learned

The process of shifting to results-based contracting has been an ongoing learning lesson on the need to follow clear steps and to have documents and tools for use throughout the process. Although the manuals and forms were not available at the anticipated time, the ongoing technical assistance that has been provided has enabled the process to conclude smoothly.

VIII. Coordination with Other Actors

In this past quarter, LMG Honduras participated in the socialization of a health services costing study conducted by John Snow, Inc. (JSI). In addition, the transfer of inventory to JSI was completed in the past quarter.

LMG Honduras also participated in a technical exchange meeting with the other two MSH projects in Honduras: Salud Mesoamerica 2015 and ULAT II in order to coordinate on areas in which the three projects are working with the MOH, such as results-based financing. LMG Honduras also coordinated on administrative matters with the MSH ULAT II Project in order to maximize resources.

LMG Honduras will increase attention to technical communication and coordination across the USAID HIV/AIDS projects and MSH projects in the next quarter.

IX. Gender Component

The review of the bidding process for the 8 new NGO contracts has shown that gender is an important and cross-cutting issue that must be carefully considered and included in the USAID/MOH approach. The approved LMG Honduras Program Description clearly defines the key populations for this program (i.e. MSM and partners, commercial sex workers (CSW) and partners, and the Garifuna population). By definition, working with these groups requires careful attention to gender issues and a strategy to be sure that gender is addressed. The Program Description also mentions that the NGOs will develop specific approaches and strategies to identify difficult-to-access populations in order to increase NGOs' coverage of services. LMG Honduras will work more intensely on the issue of gender as the new NGO contracts commence, in particular by encouraging and promoting the UGD and the Regions to ensure that the implementing NGOs include a gender approach in their strategies, particularly with hard-to-reach populations.

X. Summary of Key Conclusions

During this quarter, the Project Director resigned, and an Interim Director took charge of the LMG Honduras team until near the end of December. During this period, the team provided support to the Interim Director, enabling the project to meet the technical assistance obligations scheduled with the NGOs as well as with the MOH. A competitive recruitment process was carried out in October and November, and a new Project Director was selected with the agreement of USAID/Honduras. The new Project Director will assume her position and responsibilities in January 2014.

Upon concluding the assessment process of the NGOs, Redes, including UGD, and UECF, the results were presented to the authorities of these agencies and consensus was reached with them on plans for their improvement.

An important process that took place in this period was the bidding process within the framework of results-based financing. Special effort was made considering this the limited prior experience with this approach in the country. For this reason, ongoing technical assistance work was necessary in order to support the development of not only a framework to regulate results-based financing, but also terms of reference and

mutually agreed-to contracts. Within this same process, LMG provided technical assistance in selecting the NGOs as well as in improving their proposals, working in coordination with the UGD and the UECF, before, during, and after project selection. Capacity-building tasks were continued both at the level of Redes, including UGD and UECF and the NGOs; and accompaniment was provided to the UGD in its technical audit visits to five NGOs. Regarding the KAP assessment, special workshops were developed both for the UGD and the regional liaisons and participating NGOs.

In November, the country held its national elections. A transition phase will follow over the next several months as new authorities assume their positions which may impact the project as new counterparts are established.

The team has demonstrated professionalism in adapting to the changes in project management and has continued to provide the technical assistance required.

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 – December 30, 2013		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:			NGO monthly reports & quarterly reports	Annual
		Female:		Female:				
		(<15 years):		(<15 years):				
		(15 + years):	14,141	(15 + years):	4,403			
		Positive:		Positive:				
		Negative:		Negative:				
		MSM:	2,789	MSM:	200			
		CSW:	5,024	CSW:	1,356			
		Garifunas:	6,328	Garifunas:	1,723			
		Other indirect groups:		Other indirect groups:	1,124			
		Individuals:	14,141	Individuals:	4,403			
		Couples:		Couples:				
	TOTAL:	14,141	TOTAL:	4,403	31%			
P.8.3D	Number of the targeted population reached with individual and/or small group level HIV prevention interventions that are based on evidence and/or meet the minimum standards required.	Male:		Male:			NGO monthly reports & quarterly reports	Annual
		Female:		Female:				
		(<15 years):		(<15 years):				
		(15 + years):		(15 + years):				
		Positive:		Positive:				
		Negative:		Negative:				
		MSM:	1,515	MSM:				
		CSW:	2,398	CSW:				
		Garifunas:	3,447	Garifunas:				
		Other indirect groups:		Other indirect groups:				
		Individuals:		Individuals:				
		Couples:		Couples:				

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 – December 30, 2013		Average reached	Source (s)	Frequency
		TOTAL:	7,360	TOTAL:				
		(15 + years):		(15 + years):				
		Male:		Male:				
		Female:		Female:				
		TOTAL:	7,360	TOTAL:				

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	Frequency	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: <ul style="list-style-type: none"> ○ Bidding process based on results ○ Monthly financial reviews based on results ○ Semi-annual results-focused technical audits ○ NGO approvals for results-based reimbursements 	N/A	2013	UECF reports	100%	Annual	
1.1.	Proportion of technical and financial proposals based on results that have been reviewed and negotiated by the						

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	Frequency	Goal reached Oct 1, 2013 – Sept. 30, 2014
		Value	Year				
	MOH in the past 6 months as part of the competitive bidding process. ¹						
1.2.	Percent of NGOs with approved contracts that have undergone monthly financial reviews by the MOH within the past 3 months. ²						
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.						
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.						

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 Oct 1, 2013 – Sept. 30, 2014	Frequencies	Goal reached Oct 1, 2013 – Sept. 30, 2014
		Value	Year				
2.	Proportion of NGOs that comply with financial and technical regulations, measured by: <ul style="list-style-type: none"> • Percentage of funds executed quarterly by the NGOs (financial regulation) • Percentage of the NGO project targets achieved quarterly (technical regulation) 	N/A	2013	NGOs' Management projects reports	100%	Annual	
2.1.	Percentage of funds executed quarterly by contracted NGOs.						
2.2.	Percentage of the NGO project targets achieved in the past 3 months.						