

LMG/Haiti Program Year (, Quarter %Progress Report (C Wc VYf ' %18 YW a VYf ' ' %28\$%)

Karen Caldwell

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Keywords: LMG Haiti, quarterly report, HIV, AIDS, Leadership, Management, Governance, Center for Leadership and Management (CLM)

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Leadership, Management, and Governance/Haiti

Program Year 4, Quarter I Progress Report

October 1 – December 31, 2015



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Cover Photo: Dr. Brunel Delonnay, Executive Director, *Unité de Coordination des Programmes* (UCP), leading the HIV/TB co-infection workshop, November 24-27, 2015.

Photo Credit: LMG/Haiti

Project Name: Leadership, Management, and Governance Project, Haiti

Cooperative Agreement Number: AID-OAA-A-11-00015

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TABLE OF CONTENTS

LIST OF TABLES..... 3

ACRONYMS..... 5

EXECUTIVE SUMMARY 6

I. PROJECT PERFORMANCE..... 7

II. PROJECT MANAGEMENT 9

III. CURRENT PROJECT ACTIVITIES..... 11

IV. CHALLENGES AND LESSONS LEARNED.....27

V. ANNEXES29

ANNEX A: PMP INDICATORS.....29

ANNEX B: SUCCESS STORIES.....29

LIST OF TABLES

Table 1: Management priorities addressed during this reporting period..... 9

Table 2: Management priorities for the next reporting period..... 10

Table 3: Key project activities 11

PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management, and Governance/Haiti (LMG/Haiti)
Project Objectives: LMG/Haiti supports four objectives for this project: (1) Strengthen the capacity of the Ministry of Public Health and Population (MSPP) contracting function to manage all sources of funding (including United States Government [USG] funds) to improve the quality of and access to health services; (2) Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system and to lead the reform of the national university hospital of Port-au-Prince (HUEH); (3) Strengthen the leadership, management, and governance (L+M+G) capacity of the country coordinating mechanism (CCM) to improve financial oversight and accountability as well as improve performance and coordination; and (4) Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policymakers on key health issues for the country.
Implementing Partner(s): Management Sciences for Health
Agreement/Contract No: AID-OAA-A-11-00015 (Field Support)
Life of Project (start and end dates): August 1, 2012 – September 24, 2016
Reporting Period (start and end dates): October 1 – December 31, 2015
Total Estimated Contract/Agreement Amount: \$19,380,722.00
Obligations to Date: \$19,380,722.00
October-December 2015 Expenses: \$1,600,344.82
Accrued Expenditures for Reporting Period: \$710,819.92
Total Project Expenditures as of December 31, 2015: \$14,545,503.00
Obligated Funds Remaining: \$4,835,219.00
Estimated Expenditures for Next Reporting Period: \$1,699,441.00
Report Submitted by: Karen Caldwell, LMG/Haiti Project Director
Report Submission Date: January 31, 2016

ACRONYMS

CCM	Country Coordinating Mechanism
DDS	<i>Direction Départementale Sanitaire</i>
DG	<i>Direction Générale</i>
DOSS	<i>Direction d'Organisation des Services de Santé</i>
DPSPE	<i>Direction de la Promotion de la Santé et de la Protection de l'Environnement</i>
HIV	Human Immunodeficiency Virus
LFA	Local Fund Agent
LMG	Leadership, Management, and Governance
M&E	Monitoring and Evaluation
MSH	Management Sciences for Health
MSPP	<i>Ministère de la Santé Publique et de la Population</i>
PES	<i>Paquet Essentiel de Services</i>
PMP	Performance Monitoring Plan
PNLS	<i>Programme National de Lutte contre le SIDA</i>
PNLT	<i>Programme National de Lutte contre la Tuberculose</i>
PY	Project year
RCR	Referral and counter-referral
RBF	Results-based financing
SSQH	<i>Services de Santé de Qualité pour Haïti</i>
TB	Tuberculosis
ToR	Terms of reference
TWG	Technical working group
UC	<i>Unité de Contractualisation</i>
UCP	<i>Unité de Coordination des Programmes</i>
UEP	<i>Unité d'Etudes et de Programmation</i>
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

The United States Agency for International Development (USAID)-funded Leadership, Management, and Governance/Haiti (LMG/Haiti) field support project, implemented by Management Sciences for Health (MSH) in partnership with the World Bank and under the guidance of the *Ministère de la Santé Publique et de la Population* (MSPP), has been working in Haiti since September 2012 to generate inspired leadership, sound management, and transparent governance for stronger health teams, services, organizations, and healthier Haitians. The project's four objectives are:

1. Strengthen the capacity of the MSPP contracting function to manage all sources of funding (including United States Government [USG] funds) to improve the quality of and access to health services;
2. Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system;
3. Strengthen the leadership, management, and governance (L+M+G) capacity of the Country Coordinating Mechanism (CCM) to improve financial oversight and accountability as well as improve performance and coordination;
4. Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policy makers on key health issues for the country.

This report presents the achievements of LMG/Haiti from October to December 2015. During the first quarter of year four, LMG/Haiti worked alongside the *Unité de Contractualisation* (UC) to continue to implement the results-based financing (RBF) strategy and strengthen the capacity of the MSPP contracting function. LMG/Haiti also continued to build the L+M+G capacity of central-level MSPP staff and the CCM. The project maintained effective collaboration with MSPP staff, the World Bank, and other partners.

Some key achievements and activities completed during the quarter with support from LMG/Haiti include:

- Twenty-seven MSPP staff from the *Direction Départementale Sanitaire du Sud* completed a training on the RBF strategy.
- The UC conducted a workshop with the seven RBF pilot sites to complete the final evaluation of the operational aspects of the RBF implementation from November 24-25, 2015, in *Fort-Liberté*.
- UC staff worked with managers from 19 health facilities in the Sud department to develop their RBF business plans and sign their first RBF contracts.
- The *Unité de Coordination des Programmes* (UCP) collaborated with the national HIV and TB programs to conduct a workshop on HIV/tuberculosis (TB) co-infection for the northern departmental directorates.
- The three national programs (HIV, TB, and malaria) and their executive directorate completed their annual progress review using programmatic data presented in dashboards.
- The HIV and TB national programs conducted two joint supervisory visits in the Nord-Ouest and Centre departments.

- The UCP and national HIV and TB programs conducted the first workshop on HIV/TB co-infection for the northern department directorates (Artibonite, Nord, Nord-Est, Nord-Ouest, Centre, and Ouest).
- Two health facilities – *Hôpital Saint Antoine de Jérémie* and *Hôpital Notre Dame du Perpetuel Secours de Bon Repos* – received donated generators from LMG/Haiti.
- Eleven journalists completed a series of trainings on media coverage of the health system. Two high-performing journalists were rewarded with an iPad each, and two additional journalists with the best stories on health issues were selected to participate in a study visit with the Voice of America.

I. PROJECT PERFORMANCE

During the first quarter (Q1) of project year four (PY4), LMG/Haiti made progress toward achieving several targets in the PY4 performance monitoring plan (PMP). The PY4 PMP was re-submitted to USAID on December 11, 2015, and is pending approval. A summary of selected achievements is outlined below. The complete PMP is in Annex A.

Objective 1: Strengthen the capacity of the MSPP contracting function to manage all sources of funding (including USG) to improve the quality of and access to health services

Indicator 2: Percentage of MSPP managers trained on the implementation of the results-based financing (RBF) strategy. LMG/Haiti supported the UC to train 27 MSPP staff from the *Direction Départementale Sanitaire* (DDS) in the Sud in *Les Cayes* on the RBF strategy (PY4 target: 66 MSPP staff). In total, 211 MSPP staff have been trained on the RBF strategy (211/200, or 105.5% of the final target). LMG/Haiti will conduct another RBF training for MSPP central-level staff following the revision of the RBF manual. The project is on track to meet the PY4 target.

Indicator 6: Number of RBF monitoring visits conducted. LMG/Haiti provided technical and financial support to the UC to conduct one monitoring visit to *Les Cayes* (Sud department) from November 29 to December 3, 2015 (PY4 target: six monitoring visits). During the visit the UC and LMG/Haiti staff worked with managers from 19 health facilities to develop their RBF business plans and sign their first RBF contract. Additional monitoring visits are planned for Q2 and Q3. The project is on track to achieve the PY4 target.

Indicator 9: Percentage of health facilities that have updated data available on the RBF database each quarter. One hundred percent (7/7) of the health facilities implementing the RBF strategy have validated data available on the RBF database (PY4 target: 80%).

Objective 2: Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system

Indicator 21: Number of meetings conducted by the UCP to monitor programmatic indicators. LMG/Haiti provided financial and technical support to the UCP to conduct one meeting on December 11, 2015, to review and discuss their progress regarding their programmatic indicators (PY4 target: three meetings). The UCP scheduled the next review meetings for April and

July 2016. The project is on track to achieve a PY4 result of two meetings. All project technical activities will end in June 2016, and the July meeting will not be counted as a project result.

Indicator 22: Number of joint site visits conducted by the HIV/TB programs. LMG/Haiti provided financial and technical support to the HIV and TB programs to conduct two joint supervisory visits in the Nord-Ouest and Centre departments with departmental directorates (PY4 target: six visits). The programs visited four health institutions in the Nord-Ouest from December 6-9, 2015, and eight health institutions in the Centre from December 14-18, 2015. An additional two visits are planned for Q2 and two visits are planned for Q3. The project is on track to achieve the PY4 target.

Indicator 23: Number of coordination meetings conducted by the UCP with the three priority health programs. LMG/Haiti provided technical assistance to the UCP to conduct one coordination meeting with the national priority health programs on October 13, 2015, to establish a schedule of activities to be performed during the quarter (October-December 2015). Participants identified priority activities, including monitoring visits, monthly meetings, an HIV/TB co-infection workshop, and the UCP annual review (PY4 target: six coordination meetings). Additional coordination meetings are scheduled in Q2. The project is on track to meet the PY4 target.

Indicator 32: Number of health facilities that receive equipment donation from the USG.

Two health institutions received equipment from LMG/Haiti during this quarter. *Hôpital Saint Antoine de Jérémie* received one 350kw generator in November 2015. *Hôpital Notre Dame du Perpetuel Secours de Bon Repos* received two generators (250kw and 500kw) in December 2015 (PY4 target: 80 health facilities). The project is on track to achieve the PY4 target.

Objective 3: Strengthen the L+M+G capacity of the CCM to improve financial oversight and accountability as well as improved performance and coordination

Indicator 33: The CCM oversight plan is developed by the CCM Oversight Committee: To help the CCM prepare for the development of the 2015-2016 oversight plan, LMG/Haiti's international consultant assessed the CCM's 2014-2015 oversight activities and progress toward implementing the 2014-2015 oversight plan. As agreed with USAID, the development of the 2015-2016 oversight plan was postponed to Q2 due to the CCM's delays in establishing its Oversight Committee.

Objective 4: Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policymakers on key health issues for the country

Indicator 47: Number of stories posted to the MSPP website. The LMG/Haiti communication advisor embedded at the MSPP provided technical support to update the MSPP website by posting six new articles during the quarter (PY4 target: 60 stories). It is uncertain whether the project will meet the PY4 target. The activities related to this indicator are closely dependent on the Minister's agenda. The project will continue to develop stories for posting on the MSPP's website for all MSPP events supported by the project.

Indicator 48: Number of followers on the MSPP Facebook and Twitter accounts. The MSPP Facebook page has more than 5,160 followers, an increase from the baseline of 2,358 in August 2014 (PY4 target: 5,804 followers). The MSPP Twitter page has more than 5,164 followers, an increase from the baseline of 365 followers in August 2014 (PY4 target: 5,471 followers). During the quarter, the LMG/Haiti communication advisor created 19 posts on Facebook and 578 tweets and re-tweets on Twitter. The project is on track to meet the PY4 targets.

Indicator 51: Percentage of journalists' stories using data and statistics provided by the MSPP or USAID. In October 2015, 18 journalists participated in a training session on hygiene and sanitation and site visit on October 23, 2015, at *Laboratoire Tamarinier*. Following the training, journalists developed four health stories/broadcasts. All of these stories (100%) include data and information that was received during the training or site visit (PY4 target: 60%). Additional stories from journalists are expected following training sessions planned later in the year.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities from previous reporting period	Status of accomplishment in the reporting period	Comments
Complete all required reports, including the quarterly accrual reports, semiannual reports, and performance monitoring reports	Completed	LMG/Haiti submitted the quarterly progress report on November 2, 2015, and the quarterly accruals report on December 11, 2015.
Conduct meetings with the MSPP, World Bank, USAID, and local partners to maintain regular collaboration and track progress of project activities according to the workplan	Completed	LMG/Haiti held regular meetings with USAID, the World Bank, the MSPP, and other partners to monitor project progress and discuss issues related to implementation. Discussion topics included the RBF impact evaluation, PY4 workplanning, <i>Paquet Essentiel de Services</i> (PES) development, and CCM elections, among others.
Report all trainings on TraiNet each month	Completed	All trainings conducted during the quarter have been reported on TraiNet.

LMG global evaluation	Ongoing	USAID is conducting an evaluation of the LMG global project. The project shared requested project documents with the evaluation team and the project director presented an overview of the LMG/Haiti project to the evaluation team in November 2015. Haiti was selected as one of the countries for focused key informant interviews. Interviews with key project partners and clients will be conducted in January 2016.
Obtain approval of the PY4 workplan, PMP, and budget	Ongoing	LMG/Haiti revised the PY4 workplan, PMP, and budget following feedback from USAID, and resubmitted the documents for approval on December 11, 2015.

Table 2: Management priorities for the next reporting period

Management priorities from previous reporting period	Resources needed	Comments
Complete all required reports, including the quarterly accrual reports, semiannual reports, and PMP reports	Staff time	This is an ongoing requirement enabling LMG/Haiti and USAID to monitor progress.
Conduct meetings with the MSPP, World Bank, USAID, and local partners to maintain regular collaboration and track progress of project activities according to the workplan	Staff time	The project will continue to meet regularly with USAID, the MSPP, World Bank, and local partners to monitor progress toward achieving project objectives and to improve the effectiveness and efficiency of the planned activities.
Obtain approval of the PY4 workplan, PMP, and budget	Staff time	USAID provided additional comments on the PY4 workplan at the end of December 2015. LMG/Haiti will revise the PY4 workplan, PMP, and budget and will resubmit the final versions in mid-January 2016 (completed January 25, 2016).
Develop a project sustainability plan	Staff time	LMG/Haiti will work with MSPP and CCM staff to develop a plan for maintaining key project activities and strategies following the end of the project.

III. CURRENT PROJECT ACTIVITIES

During the quarter, LMG/Haiti continued to work closely with the MSPP at the central level, the CCM, and other partners. Table 3 summarizes activities completed during the quarter.

Table 3: Key project activities

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
<i>Objective 1: Strengthen the capacity of the MSPP contracting function to manage all sources of funding (including USG's) to improve the quality of and access to health services</i>		
1.1.1.1 Provide financial and technical assistance to the UC to edit the RBF training manual	Postponed	The UC is revising the RBF operational manual to incorporate lessons learned from pilot implementation in the Nord-Est department and recent changes in the RBF landscape. LMG/Haiti will provide technical assistance to the UC to edit the RBF training manual after revisions to the RBF operational manual are completed.
1.1.1.4 Provide financial and technical assistance to the UC to conduct a training for one DDS (Sud) on RBF implementation	Completed	LMG/Haiti provided financial and technical support to the UC to conduct a five-day training on the RBF strategy for 27 MSPP staff from the DDS in the Sud department from October 5-9, 2015, in <i>Les Cayes</i> . UC and LMG/Haiti staff co-facilitated the training. The trained staff are now capable to lead RBF implementation as the national strategy is scaled up in their health department.
1.1.1.5 Conduct an RBF briefing meeting for USAID staff and partners on RBF key concepts and implementation procedures	Completed	On November 17, 2015, LMG/Haiti conducted an RBF briefing meeting for 12 USAID and <i>Services de Santé de Qualité pour Haïti</i> (SSQH) project staff. Jean Kagubare, MSH global technical lead in health financing, facilitated this meeting, which focused on orienting staff on RBF key concepts and implementation procedures.
1.1.1.7 Provide funding for four participants (two MSPP staff and two LMG/Haiti staff) to participate in an RBF training in Benin	Completed	LMG/Haiti provided funding for two MSPP staff and two LMG/Haiti staff to attend the 50th RBF training in Cotonou, Bénin, from October 12-23, 2015. This training, conducted by SINA Health Group, reinforced participants' technical skills in RBF and strengthened their capacity to successfully lead RBF in Haiti with the most up-to-date methods and practices.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
1.1.2.1 Financially support and help facilitate one, four-day workshop with the MSPP and key stakeholders to revise the national RBF manual	Ongoing	During the quarter, LMG/Haiti worked with the UC to create four working groups to review and revise the RBF operational manual. Further details of this activity are provided in the narrative below.
1.1.3.3 Conduct the final evaluation of the operational aspects of RBF implementation with the seven RBF institutions in the Nord-Est department	Completed	LMG/Haiti provided technical and financial assistance to the UC to conduct a workshop with the seven RBF pilot sites to complete the final evaluation of the operational aspects of the RBF implementation from November 24-25, 2015, in <i>Fort-Liberté</i> . Additional details are provided in the narrative below.
1.1.3.4 Conduct monitoring and coaching visits with the UC at the department level to verify and support facilities to implement RBF according to established procedures	Completed	LMG/Haiti provided technical and financial support to UC to conduct one monitoring visit in <i>Les Cayes</i> (Sud department) from November 29 to December 3, 2015. During this visit, UC staff worked with managers from 19 health facilities to develop their RBF business plans and sign their first RBF contracts. The development of RBF business plans, which contain the RBF objectives for each health facility and plans for achieving them, is one of the preliminary steps toward scaling up RBF in the department.
1.1.3.5 Conduct quarterly meetings with the RBF steering committee to discuss RBF strategic coordination and implementation	Not completed	As a result of scheduling conflicts, MSPP staff were not able to hold the meeting during this quarter. The next meeting is scheduled for February 2016.
1.1.3.6 Maintain the RBF database and upload and analyze RBF data from health facilities each month through participation in the RBF Technical Working Group (TWG)	Ongoing	LMG/Haiti provided technical assistance to the MSPP to develop the terms of reference (ToR) for the TWG sub-committee responsible for managing the RBF database. The MSPP approved the ToR in December 2015. The sub-committee, composed of UC and <i>Unité d'Etudes et de Programmation</i> (UEP) staff as well as technical and financial partners (including LMG/Haiti), held its first meeting in December. The sub-committee will meet monthly to analyze RBF data from the RBF database and monitor the ongoing upload of new data to the database.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
1.1.4.1 Provide technical assistance to the RBF national steering committee to develop a tool for monitoring the performance of the UC	Ongoing	LMG/Haiti worked with the RBF steering committee to develop a draft tool for monitoring the performance of the UC, which was shared with the UC for feedback.
1.1.4.4 Provide resources to the UC to improve work performance, such as operational tools, office furniture, and communication materials, and provide funding to support the day-to-day operational costs of the unit	Completed for the quarter	LMG/Haiti provided funding for the internet connection at the UC throughout the quarter.
1.1.4.7 Support the UC to develop an action plan for the scale-up of RBF to four departments (Nord-Ouest, Sud, Centre, Nord-Est)	Ongoing	LMG/Haiti provided technical assistance to the UC to draft the RBF scale-up plan based on the expected RBF funding. The UC will finalize this plan during Q2.
1.2.1.1 Conduct a baseline assessment on the effect of RBF on service provision, quality of health care, and health system strengthening	Ongoing	LMG/Haiti continued data collection in all health departments except the Ouest department. Data collection is delayed due to delays in finalizing the data collection tools, the non-availability of certain services/information at health facilities when data collectors visit the sites, and security challenges, among other factors. These factors have required data collectors to complete several visits to health facilities. Data collection and analysis will be completed by the end of February 2016.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
Objective 2: Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system		
2.1.1.1 Provide funding to the <i>Direction de l'Organisation des Services de Santé</i> (DOSS) to print the validated PES manual (three modules) and develop a plan for its distribution	Ongoing	The MSPP validated the technical content of the PES manual in September 2015. During the printing phase, the DOSS' engineering department requested additional revisions to the PES module two related to the infrastructure of the health care facilities, more specifically revisions to the construction plans proposed by the consultant. LMG/Haiti recruited a local consultant to work with the DOSS to complete these revisions. The printing of the PES manual is expected in quarter two after module two is updated.
2.1.1.6 Conduct planning meetings with the central directorates to outline the roadmap for revising the health facility authorization process and developing a corresponding guide	Ongoing	LMG/Haiti provided technical assistance to the DOSS to conduct three meetings with MSPP central directorates (UEP, UC, <i>Direction de Santé Familiale, Unité juridique, Direction de la Pharmacie, du Médicament et de la Médecine Traditionnelle [DPM/MT]</i> , and <i>Direction de la Promotion de la Santé et de la Protection de l'Environnement [DPSPE]</i>) to discuss the process for revising the health facility authorization manual. Additional details of these meetings are presented in the narrative below.
2.1.1.12 Provide funding to the DOSS to print the finalized referral and counter-referral (RCR) tools and the utilization guide	Ongoing	LMG/Haiti selected a service provider to print the finalized RCR tools and the utilization guide for the DOSS. The printing and distribution of these tools are planned for quarter two.
2.1.1.15 Provide funding for internet services for the DOSS to enable them to work on these activities	Ongoing	LMG/Haiti provided funding for internet services for the DOSS to work on activities implemented with LMG/Haiti.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
2.2.1.1 Conduct technical meetings with the UCP to develop a coordination manual that defines the coordination mechanism between the UCP and national priority health programs (validation of the various components of the manual will occur during working sessions as they are developed)	Completed for the quarter	With technical support from a local consultant recruited by the project, the UCP leadership team and technical staff (executive director, administrator, program coordinator, and some technical staff) conducted several technical meetings to begin developing the UCP coordination manual. Additional details are provided the narrative below.
2.2.1.5 Train the UCP's monitoring and evaluation staff on the use of the electronic dashboards to monitor programmatic indicators of national priority health programs and provide ongoing coaching to use the dashboard	Completed for the quarter	LMG/Haiti purchased electronic dashboards for the UCP and national programs in November 2015, which will be installed in Q2. Pending the installation, the LMG/Haiti monitoring and evaluation (M&E) senior advisor provided technical guidance to M&E staff from the three priority programs on how to use their respective dashboard graphics and database. Additional details are provided in the narrative below.
2.2.1.6 Support the UCP to conduct quarterly meetings with technical staff and partners to monitor results of the national priority health programs	Completed for the quarter	The UCP held its annual review on December 11, 2015. LMG/Haiti worked with UCP staff to develop the agenda for the review meeting and prepare the presentation of results. Fifty-four staff from the HIV, TB, and malaria programs, as well as UCP staff, attended this meeting to review and discuss their programmatic performance. Additional details are provided in the narrative below.
2.2.1.7 Conduct joint site visits with the national HIV and TB programs to monitor the management of joint co-infection programming in the departments	Completed for the quarter	With the financial and technical support of LMG/Haiti, the HIV and TB programs conducted two joint supervisory visits in Nord-Ouest and Centre departments. Further details are provided in the narrative below.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
2.2.1.8 Conduct the northern regional HIV/TB co-infection workshop to develop an action plan to better manage joint HIV/TB co-infection programming	Completed	The UCP and national HIV and TB programs conducted the first workshop on HIV/TB co-infection for the northern department directorates (Artibonite, Nord, Nord-Est, Nord-Ouest, Centre, and Ouest) from November 24-27, 2015, at <i>Ennery</i> in the Artibonite department. Additional details are provided in the narrative below.
2.2.1.9 Conduct monthly meetings with <i>Programme National de Lutte contre la Tuberculose</i> (PNLT) and <i>Programme National de Lutte contre le SIDA</i> (PNLS) technical staff to follow up on the management of joint HIV and TB co-infection programming	Completed for the quarter	During the quarter, LMG/Haiti provided technical support to the PNLT and PNLS to conduct monthly meetings to discuss HIV/TB co-infection management. During the meetings, participants prepared for the northern HIV/TB co-infection workshop conducted in December.
2.2.1.10 Support the UCP to conduct monthly coordination meetings with the national priority health programs	Ongoing	LMG/Haiti supported the UCP to conduct a coordination meeting with the national priority health programs on October 13, 2015. The outcomes of this meeting were: (1) UCP staff and priority programs committed to conduct regular coordination meetings and developed a calendar of meetings; and (2) participants established a joint schedule of activities to be conducted during the October-December 2015 quarter, including the following priority activities: monitoring visits, monthly meetings, the northern regional HIV/TB co-infection workshop, and the UCP annual review.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
2.2.1.13 Conduct a workshop with MSPP central and department level staff to identify the priority indicators in the <i>Plan Directeur</i> and reporting template that will be used to monitor partners' contributions towards implementing MSPP priority programs and reforms at the department level	Postponed	This activity was originally planned for December 17-18, 2015. The MSPP postponed this activity to Q2 in order to conduct two-day working sessions with the SSQH project.
2.2.1.22 Purchase equipment for health facilities (based on list of equipment to be purchased provided by SSQH/USAID)	Ongoing	LMG/Haiti purchased three generators and installed them in two health facilities (see below, activity 2.2.1.25). The project also worked with the USG-funded projects working in the departments (BEST, Futures Group, Health through Walls, Maternal and Child Survival Program North, and SSQH) to finalize the list of equipment needed at health facilities and budget. The project initiated the procurement of items that do not require competitive procurement or a USAID/Washington approval waiver. In Q2, in accordance with USG regulations, LMG/Haiti will issue the request for quotes for all remaining equipment, select the vendors, and request approval from USAID/Washington on items exceeding \$5,000.
2.2.1.24 Develop an inventory system for the health facilities receiving equipment	Completed	LMG/Haiti developed an inventory management tool that the project will use to track the purchased items and the transfer of ownership to the health facilities. The USG-funded projects working in the departments will be responsible for overseeing inventory management of this equipment at the health facilities. LMG/Haiti will provide technical assistance as needed to help establish the inventory management system.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
2.2.1.25 Deliver equipment to the health care facilities	Completed for the quarter	Two health institutions received equipment from LMG/Haiti during this quarter. <i>Hôpital Saint Antoine de Jérémie</i> received one generator (350kw) in November 2015. <i>Hôpital Notre Dame du Perpetuel Secours de Bon Repos</i> received two generators (250 and 500 kilowatts) in December 2015.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
<i>Objective 3: Strengthen the L+M+G capacity of the CCM to improve financial oversight and accountability as well as improved performance and coordination</i>		
3.1.1.1 Conduct a training for new CCM members on their oversight role under the current funding model and provide technical assistance to develop the CCM's oversight plan for 2015-2016, and review the grant dashboard	Ongoing	<p>In October 2015, LMG/Haiti recruited an international consultant to work with the CCM to review its grant oversight function in preparation for the development of the 2015-2016 oversight plan. The consultant also conducted an orientation session for the newly-elected CCM board members on the Global Fund's new funding model and roles and responsibilities of CCM groups. Additional details related to this technical assistance are provided in the narrative below.</p> <p>The project did not conduct the formal training for CCM members, as the CCM did not meet the necessary criteria established with USAID for funding. The CCM had not completed its elections nor put into place the required committees. As a result, the CCM requested the financial support of UNICEF because it felt it was a priority to complete this activity before the end of the 2015 calendar year.</p>
3.1.1.7 Provide technical assistance to strengthen the CCM's capacity in tracking key financial indicators for the grants, including financial reporting and problem-solving	Completed for the quarter	LMG/Haiti provided funding for an accountant to work with the CCM on key finance activities. The LMG/Haiti technical advisor embedded at the CCM and the CCM accountant assisted the CCM in identifying performance indicators for the 2015-2017 CCM budget and with uploading the final budget to the Global Fund's electronic system. Additional details related to this activity and other support provided to the CCM in the area of financial management are provided below.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
3.1.1.8 Provide funding for one local consultant to be embedded at the CCM to strengthen the CCM's capacity in tracking key programmatic and management indicators for the grants	Ongoing	The CCM's grant oversight function remained idle during the quarter as the oversight committee was not established until the end of December 2015. During this time, LMG/Haiti continued to provide funding for a local embedded consultant at the CCM to assist the CCM in advancing other priorities. Additional details of this support are outlined in the narrative below.
3.1.1.9 Conduct quarterly grant oversight meetings with the CCM Oversight Committee and principal recipients to review grant performance through monitoring grant dashboard data, discussing grant performance challenges, and proposing recommendations, as well as produce quarterly oversight reports to be disseminated on the CCM website and to the Global Fund's secretariat	Postponed	Postponed to Q2. As previously noted, no CCM oversight committee meetings were conducted during the quarter as the oversight committee was not established until the end of December 2015.
<i>Objective 4: Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policymakers on key health issues for the country</i>		
4.1.1.2 Develop and print the "Guide for Internal Communication" to regulate the internal communication flow at the MSPP	Ongoing	LMG/Haiti provided technical support to the MSPP to develop the draft ToR for a consultant who will work with MSPP staff to develop the "Guide for Internal Communication." This guide will regulate the internal communication flow at the MSPP. The DPSPE will review and approve the ToR in mid-January.
4.1.1.6 Present the strategic communication plan to MSPP staff during a half-day meeting	Postponed	The project is finalizing the graphic design for the plan and will print and present the completed plan to MSPP staff in Q2.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
4.1.2.1 Update the MSPP website by regularly posting new stories	Completed for the quarter	The embedded LMG/Haiti communication advisor provided technical support to update the MSPP website by posting new articles and press releases during the quarter. Additional details are provided in the narrative below.
4.1.2.2 Post updates and regularly share information on the MSPP Facebook and Twitter sites	Completed for the quarter	The embedded LMG/Haiti communication advisor created 19 posts on Facebook and 578 tweets and re-tweets on Twitter during the quarter.
4.1.2.3 Produce monthly videos highlighting MSPP health successes and share with the population using the MSPP social media pages and during MSPP public events	Ongoing	The MSPP requested funds from LMG/Haiti to produce several communication materials highlighting the overall results from Dr. Florence Duperval Guillaume's five years as Minister of Health, such as a documentary video, articles in French and Creole, and an overview book summarizing these achievements. This documentary will replace the short video planned for January in the workplan.
4.1.2.4 Provide communication support (public relations) for MSPP events, as requested by the Minister of Health	Completed for the quarter	The embedded communication officer at the Minister of Health's office continues to provide public relations support for MSPP events (as requested by the Minister) and regularly share health information with local and regional media. Additional information is provided in the narrative below describing activities conducting during the quarter.
4.2.1.2 Recognize high-performing Haitian journalists who have participated in the training and published/broadcast the best news stories on health issues	Ongoing	The closing ceremony for the first series of journalist trainings was held on November 13, 2015. Eleven journalists received certificates of completion. Two high-performing journalists were rewarded with iPads. Additionally, the training facilitators selected the two journalists with the best stories to participate in a one-week study visit with the Voice of America in Washington, DC, in June 2016.

Key project activities planned for the reporting period	Status of accomplishment in the reporting period	Comments
4.2.1.1 Conduct a training for Haitian journalists on media coverage of the health system	Ongoing	<p>LMG/Haiti conducted a training session for journalists on October 16, 2015, on the topic of hygiene and sanitation. The project also conducted a site visit to <i>Laboratoire Tamarinier</i> on October 23, 2015. This training was originally planned for PY3 but rescheduled for Q1 of PY4. During this visit, journalists met with experts working for the Haitian government-funded laboratory, whose main task consists of monitoring the quality of foods and drinks placed in the market.</p> <p>A total of 28 journalists participated in this final training session from the program started in PY3, with on average 15 journalists participating in each of the training sessions. The second round of journalists will begin their training program in Q2.</p>
4.2.2.1 Track stories published by journalists participating in the trainings that include data provided by the MSPP or other health experts	Completed for the quarter	<p>Journalists participating in the October training and site visit developed four health stories/broadcasts. All of these stories (100%) include data and information that was received during the training or site visit. Stories covered topics such as TB and hygiene and sanitation. These stories were published in local media, including <i>Le Nouvelliste</i>, the country's largest daily newspaper.</p>

Key Achievements

Objective 1: Strengthen the capacity of the MSPP contracting function to manage all sources of funding (including USG's) to improve the quality of and access to health services

- Revisions to the national RBF manual:** LMG/Haiti provided technical assistance to the UC to create four working groups, comprised of RBF TWG members from the UC and financial and technical partners, to review the RBF operational manual. Specifically, LMG/Haiti staff worked with the UC to develop the ToRs for the revision process, identify the members of the working groups, and conduct an overview of the process for working group members.

Each group will work separately on one section of the manual. The manual will be revised based on, among other factors, lessons learned from the implementation of the RBF pilot program in the Nord-Est; adjustments to the RBF implementation process in areas where

performance was lower than expected; any changes in the health system's functioning and/or the addition of new institutions or new partners involved in RBF implementation and scale up (including verification agencies, technical assistance providers, etc.); additional funds and new donors supporting RBF; and updated tools and procedures (including data verification, for example). From December 17-18, 2015, the UC conducted a workshop to consolidate the work from the four workings groups. Following the workshop, the UC submitted the first draft of the revised manual to the review committee. Meanwhile, the working groups continue to revise the sections not yet finalized.

- **Final evaluation of the operational aspects of the RBF implementation with the seven pilot institutions in the Nord-Est:** LMG/Haiti provided technical and financial assistance to the UC to conduct a workshop from November 24-25, 2015, with the seven pilot sites to evaluate the operational aspects of the RBF implementation. The participants (including delegations from MSPP central and departmental directorates, technical and financial partners in the health sector, senior executives from various ministries, and other stakeholders involved in the RBF strategy) made recommendations for consideration during the process of reviewing the RBF operational manual.

The principal recommendations include reducing sanctions for gaps between data reported by health facilities and data verified by the verification agency; reviewing and revising health facility indicators; providing start-up funds to health institutions lacking sufficient financial resources to implement RBF; and strengthening technical assistance (coaching) provided to the health facilities. The evaluation report will be shared with all RBF stakeholders once finalized.

Objective 2: Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system

- **Meetings with central directorates of the MSPP to discuss the revision of the health facility authorization process:** The DOSS conducted three meetings in December 2015 with MSPP central directorates to discuss the revision of the health facility authorization process. During these meetings, LMG/Haiti capacity building advisors provided coaching to DOSS staff to prepare and lead the meetings with other MSPP central directorates and develop the agendas and documents for the meetings. Project staff also contributed technical inputs during the discussions. Participants created a technical committee to lead the review process, agreed on the frequency of conducting meetings, and drafted the ToR for the revision process. In the next quarter, stakeholders will continue to meet per the established calendar, and LMG/Haiti will recruit a short-term consultant to work with the technical committee to revise the facility health authorization process in a timely manner.
- **Development of the coordination manual:** With technical support from the local consultant recruited by the project, the UCP leadership team (executive director, administrator, program coordinator) and selected technical staff conducted several meetings to begin developing the UCP coordination manual. During the meetings, UCP staff and the consultant worked together to develop the human resources management chapter. The consultant submitted the first draft of these revisions to the UCP in November 2015 for

review and comments. The manual is scheduled to be finalized in February 2016, following revisions to the administrative management and financial management chapters.

- **Technical support provided to M&E staff from the three priority programs to use their dashboards:** In November 2015, LMG/Haiti purchased electronic dashboards for the UCP to use to monitor progress toward achieving prioritized programmatic indicators. Pending the installation of the electronic dashboard equipment in the next quarter, the LMG/Haiti M&E senior advisor provided technical guidance to M&E staff from the three priority programs on how to use their respective dashboard graphics and database.

As a result of this technical assistance, the national programs used the non-electronic version of their dashboards to analyze previous programmatic data during the UCP annual review meeting on December 11, 2015. Fifty-four representatives from the priority programs (33 men, 21 women) and partner staff from the Clinton Health Initiative participated in the review meeting. Participants shared programmatic results and identified interventions that should be strengthened during the upcoming year. For example, HIV program staff presented an increase in the number of people tested for HIV and aware of their status per quarter: 247,378 people were tested in March 2015; 257,164 were tested in June 2015; and 265,753 were tested in September 2015 – compared to the national target of 143,693 per quarter. The malaria program staff also used data to make decisions on future programming. Results from previous quarters indicated that the number of people receiving malaria data was lower than the national target (5,822 people from January-March 2015 and 4,887 people during the April-June 2015 period – compared to the target of treating 9,643 people for malaria per quarter). The malaria program staff decided to intensify efforts to increase the number of people treated for malaria.

The director of the HIV program reported that the presentation of programmatic data using the dashboard enabled staff to more easily identify programmatic areas that need strengthening and better focus future interventions to achieve results. The UCP's finance team also presented the financial status of each program, including a summary of each program's total expenses.

In the next quarter, LMG/Haiti will train all M&E staff from the UCP and three national programs on the use of the electronic dashboards and the presentation of data for analysis.

- **Joint site visits by the HIV and TB programs:** LMG/Haiti provided technical and financial support to the HIV and TB programs to conduct two joint supervisory visits in the Nord-Ouest and Centre departments. The programs visited four health institutions in the Nord-Ouest from December 6-9, 2015, and eight health institutions in the Centre department from December 14-18, 2015. During these supervisory visits, HIV and TB program staff and LMG/Haiti staff provided technical support to the department-level directorates to use the joint HIV/TB supervision tool to better manage HIV/TB co-infection at the health facility level. In addition, staff from the central-level HIV and TB programs presented the integrated HIV/TB service delivery model to MSPP department-level representatives in order to promote a common understanding of these national guidelines. The national programs also worked with the departmental directorates to identify their needs to ensure proper monitoring and management of the HIV/TB co-infection.

Strengthened supervision of HIV and TB service delivery enables department staff to identify challenges and solutions to improve service delivery in a timely manner.

- **Northern regional HIV/TB co-infection workshop:** LMG/Haiti provided financial and technical support to the UCP and the national HIV and TB programs to plan for and conduct the first northern regional HIV/TB co-infection workshop from November 24-27, 2015. The main objective of the workshop was to strengthen collaboration between the HIV and TB programs to promote improved management of HIV/TB co-infection. Forty participants (12 men, 28 women) attended this workshop, including MSPP representatives (HIV and TB programs, UCP), MSPP partners (United Nations Development Programme, Population Services International/*L'Organisation Haïtienne de Marketing Social pour la Santé*, World Health Organization, and International Child Care). The main outcomes of the workshop include:
 1. Stakeholders agreed on a model for HIV and TB integrated service delivery that has been prioritized by the MSPP for scale-up throughout the country.
 2. National-level HIV and TB program staff oriented participants to the HIV/TB integrated supervision tool that was developed with technical support from the LMG/Haiti project. The tool was adopted by all stakeholders in attendance for scale-up in the region.
 3. Participants developed an operational plan for HIV/TB joint activities in each department for the fiscal year October 2015-September 2016.

Objective 3: Strengthen the L+M+G capacity of the CCM to improve financial oversight and accountability as well as improved performance and coordination

- **Technical assistance provided to the CCM to develop the CCM's oversight plan for 2015-2016 and review the grant dashboard:** In October 2015, LMG/Haiti worked with the CCM to review its grant oversight function in preparation for the development of the 2015-2016 oversight plan. The oversight plan is an important grant management tool that the CCM uses to ensure that Global Fund grants, including the HIV/TB grant, achieve the intended health results. The project recruited a consultant who provided technical assistance to the CCM to collect and analyze all documents pertaining to the CCM's governance and grant management system; interviewed stakeholders including representatives from the HIV, TB, and malaria programs, CCM partners, and CCM members; and analyzed the implementation of the CCM's oversight function (based on feedback from interviews), as well as the use of the performance and eligibility evaluation tool for Global Fund CCMs.

Following this review, the consultant concluded that although oversight activities are conducted on a regular basis, the CCM's grants oversight function is not adequately functioning. The CCM General Assembly recognized that grant oversight has been weak and under-prioritized during the 2014-2015 period. The CCM Executive Secretary role has not been filled since January 2015, and the majority of the CCM's time and efforts in late 2014 and 2015 were invested in developing the HIV/TB and malaria concept notes.

LMG/Haiti's consultant also conducted an orientation session for the newly-elected CCM board members on the Global Fund's new funding model as well as roles and

responsibilities of CCM groups, including the CCM General Assembly and its various subcommittees, Principal Recipients (PRs), and the Global Fund's Local Fund Agent (LFA).

As agreed with USAID, the development of the 2015-2016 oversight plan was postponed to the second quarter of project year four due to the CCM's delays in establishing its Oversight Committee.

- **Technical assistance provided to the CCM to strengthen its capacity in tracking key financial indicators for the grants:** The CCM currently lacks adequate budget and finance staff, which limits its ability to fulfill its grant oversight role. To fill this gap, LMG/Haiti provided funding for an accountant to work with the CCM on priority finance activities. Following a request from the Global Fund LFA, LMG/Haiti's technical advisor embedded at the CCM and the CCM accountant verified all accounting documentation and reconciled all CCM accounts from April to October 2015, including clearing all expenditures from the recent CCM elections. LMG/Haiti's technical advisor embedded at the CCM also contributed to the identification of performance indicators for the 2015-2017 CCM budget. This budget was previously submitted by the CCM administrative secretary; however, the budget was incomplete and lacked the CCM performance indicators. The LMG/Haiti technical advisor worked with the LFA to finalize the last version of the budget and helped upload it to the Global Fund's electronic system for CCM budget requests.
- **Additional capacity building support to the CCM:** The CCM's primary grant oversight activities were put on hold during the quarter as the new CCM oversight committee was not elected until December 2015. During this time, LMG/Haiti's embedded technical advisor in the CCM focused on providing technical assistance to the CCM to fill other priority gaps. For example, she organized and led the process of recruiting the CCM executive secretary and administrative secretary – two key positions that support the overall functioning of the CCM. Specifically, she ensured that the positions were published, formed the selection committee (including LMG/Haiti staff), disseminated CVs and selection tools, and organized interviews for the shortlisted candidates. The recruitment for these positions was finalized in November 2015. She also provided coaching to the executive secretary and the administrative secretary during their onboarding.

Objective 4: Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policymakers on key health issues for the country

- **Technical support to update the MSPP website:** The embedded LMG/Haiti communication advisor at the MSPP provided technical assistance to update the MSPP website by posting six articles during the first quarter. These articles covered several subjects, such as the launch of several health facilities in the Nord and Nord-Est departments and the launch of the National Blood Policy, among other topics.
- **Communication support (public relations) provided to MSPP:** LMG/Haiti supported the MSPP with communication. During Q1, the embedded communication advisor supported 18 events by producing key communication materials (articles, media releases, and

advertisements). For example, the adviser produced communication materials for the launch ceremonies for several new health facilities in the Nord and Nord-Est departments, including Quartier Morin, Milot, Valières, and Ouanaminthe.

- **Closing ceremony for journalist training program:** The closing ceremony of the journalists training was held on November 20, 2015, in Port-au-Prince. Participants included the journalists participating in the program, MSPP staff, USAID representatives, and local media. All speakers underlined the major progress achieved in the domain of journalism in health made possible through the seven-month technical training. Two of the winning journalists, Claude Bernard Cérant and Cindie Régis, emphasized the need to promote health successes through media to raise awareness and reach the greatest number of people, and noted that this training expanded their knowledge of health issues to better inform the general population.

"This training is proof that there are compelling health topics out there that can also make headlines in the media. I am committed to apply knowledge gained to share health information, raise awareness amongst authorities, colleagues, and the general population"

- Cyndie Régis, Reporter at Radio Télé Caraïbes

IV. CHALLENGES AND LESSONS LEARNED

- **Delays in data collection for the RBF baseline assessment:** Data collection for the RBF baseline assessment is delayed due to factors such as bad weather, instability in the region, and performance challenges with Index Group, the organization contracted by the World Bank to program the data collection tablets and make sure that data is uploaded on a regular basis. LMG/Haiti, the World Bank, and USAID are discussing solutions to address these challenges in order to finalize data collection in a timely manner.
- **Non-availability of MSPP staff:** The frequent non-availability of MSPP staff continues to affect implementation of project activities within the initially-established timeframes. For example, the workshop planned with the *Direction Générale* (DG) to identify priority indicators in the *Plan Directeur* that will be used to monitor progress toward implementation of health reforms at the department level was postponed due to conflicting priorities.
- **PES manual:** Although the manual was validated during the previous quarter by the MSPP, the printing process is on hold following a request from the DOSS engineers to make additional revisions to the module related to the infrastructure of the health care facilities (construction plans). USAID, LMG/Haiti, and the DOSS met in December 2015 to clarify the issue and established a timeline for finalizing the necessary revisions.

- **Delays in Haiti CCM elections:** The elections for the new CCM General Assembly and CCM committees (oversight, proposal development and harmonization, and communication) were significantly delayed and were not finalized until mid-December 2015. Several of LMG/Haiti's planned activities with the Haiti CCM were placed on hold pending the election of new members, including the development of the oversight plan for 2015-2016 and the communication plan; the reactivation of the CCM website; and grant oversight and communication activities. The CCM committees are now functional, and LMG/Haiti will provide technical assistance to the CCM in grant oversight as planned in Q2 of PY4.

V. KEY PROJECT ACTIVITIES FOR THE NEXT REPORTING PERIOD

The following activities are planned for PY4, Q2, pending USAID approval of the PY4 workplan.

Objective 1: Strengthen the capacity of the MSPP contracting function to manage all sources of funding (including USG) to improve quality of and access to health services

- Conduct a training for the members of the Haiti CCM General Assembly on RBF implementation
- Provide financial and technical assistance to the UC to finalize the RBF training manual
- Finalize revisions to the RBF operational manual
- Complete the baseline assessment on the effect of RBF on service provision, quality of health care, and health system strengthening
- Conduct a team building workshop with UC staff to strengthen the capacity of team members to function as a cohesive unit

Objective 2: Strengthen the MSPP's capacity to better regulate, manage, and monitor the health system

- Print the validated PES manual (three modules) and develop a plan for its distribution with the DOSS
- Provide funding to the DOSS to print the validated RCR tools and orient MSPP staff on the use of the tools
- Conduct technical meetings to revise the health authorization and accreditation manual with the DOSS
- Finalize the UCP coordination manual and provide funding to the UCP to print the validated manual
- Provide technical assistance to the DG, UCP, and the three national priority programs to populate their dashboard for monitoring their strategic indicators
- Conduct joint HIV/TB visits with the UCP and the TB and HIV programs
- Procure equipment for health facilities
- Install the three electronic dashboards for the Minister's Cabinet, the DG, and the UEP and establish the network link to the District Health Information System 2 (DHIS2)
- Conduct a workshop with MSPP central and department level staff to identify the priority indicators in the *Plan Directeur* and reporting template that will be used to monitor partners'

- contributions to implementing MSPP priority programs and reforms at the department level
- Conduct working sessions to map partners contributions (programmatic and financial) to implementing MSPP priority programs at the department level
- Provide technical assistance to the DG to revitalize the existing *Comité Ministériel des Reformes Administratives*, the MSPP unit responsible for overseeing the implementation and scale up of major health reforms

Objective 3: Strengthen the L+M+G capacity of the CCM to improve financial oversight and accountability as well as improved performance and coordination

- Provide technical and financial support to the CCM to reactivate and maintain the CCM website
- Conduct a training for the CCM Oversight Committee and CCM civil society members on the role of the CCM civil society members in the oversight of Global Fund grants
- Conduct a workshop to train civil society organization constituencies working in the departments (non-CCM members) on grant oversight activities and develop workplans for communication and engagement between the civil society organization constituencies and CCM civil society members
- Provide technical assistance to the CCM Oversight Committee to develop the 2015-2016 oversight plan and implement grant oversight activities

Objective 4: Strengthen the strategic communication capacity of the MSPP and local Haitian journalists, and support USAID/Haiti to engage, inform, and elevate awareness of the Haitian public, diaspora, and US-based policymakers on key health issues for the country

- Conduct a training for Haitian journalists, based both in Port-au-Prince and provincial towns, on media coverage of the health system
- Finalize and print the "Guide for Internal Communication" to regulate the internal communication flow at the MSPP
- Conduct a three-day workshop with the *Réseau Haïtien des Journalistes en Santé* to develop its strategic plan and provide technical support to implement key activities in the plan

V. ANNEXES

ANNEX A: PMP INDICATORS

Annex A includes a status update for each indicator in the PY4 PMP, which is pending USAID approval.

ANNEX B: SUCCESS STORIES

Annex B contains two success stories for the quarter.



USAID
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SUCCESS STORY

Collaboration leads to increased TB screening in the Nippes department

LMG supports the national HIV and TB programs to improve the integration of HIV and TB services



Photo by LMG

Marie Carmelle Luc Aliot explaining the integrated HIV/TB model to Dr. Blema, Medical Director of Sainte Thérèse Hospital in the Nippes Department Directorate, during the joint HIV/TB supervision visit

“We were able to integrate the two programs at the site... If we can do it for one center we can make it happen at all health centers in the country.”

**-Marie Carmelle Luc Aliot,
PNLT manager**

HIV and tuberculosis (TB) pose serious threats to public health in Haiti. TB is the most common infection among people living with HIV and the leading cause of death in this population. HIV/TB coinfection is high at 2.2 percent, and 254 of every 100,000 Haitians have TB. However, according to the 2014 Global Fund HIV and TB concept note, as of 2013, only 63 percent of health facilities in Haiti offering HIV care conducted TB screening. Less than 70 percent of people with suspected HIV/TB coinfection were notified.

Marie Carmelle Luc Aliot, manager of the National Program to Fight TB (PNLT), saw the gap in care of HIV/TB co-infection firsthand; when she conducted supervision visits, she observed that hospital staff lacked education regarding HIV/TB co-infection, and there was no isolation area for collecting sputum from TB patients or a laboratory for TB testing.

Following consultations among health officials, the PNLT and National Program to Fight HIV and AIDS (PNLS) asked the Leadership, Management and Governance (LMG) project to assist the government to improve HIV/TB service integration. LMG supported the HIV and TB programs to develop a model for integrated HIV/TB management, an integrated supervision tool, and an action plan to manage and monitor HIV and TB services together.

After working with LMG on these initiatives, Aliot conducted a joint HIV/TB supervision visit at Sainte Thérèse Hospital in August 2015, and, along with the local HIV and TB team, identified ways to better coordinate between the HIV and TB services and to conduct routine TB testing. Hospital officials established a laboratory for TB testing at the facility. By September 2015, health workers tested 24 patients for TB – and 5 tested positive.

“Finally, we have overcome this challenge,” Aliot said. “We integrated the two programs at the site...something that should be replicated in other health centers using Sainte Thérèse Hospital as a model. We are on track to integrate HIV/TB services in the Nippes Department. If we can do it for one center we can make it happen at all health centers in the country and reach the goal of testing 100 percent of HIV patients for TB, in line with health ministry norms.”

LMG will continue to support HIV and TB programs to improve co-infection coordination in all 10 of the country’s departments.



SUCCESS STORY

Training Boosts Health Reporting in Haiti

LMG works with the Haitian Network of Health Journalists (RHJS) to create a pool of well-trained health reporters throughout the country



Photo by LMG

Cyndie Régis, one of the top two winners, interviewing a health worker during a visit to a USAID-funded project.

“All of the journalists who participated in this seven-month training are true winners. There is now a strong foundation to promote health topics and health successes in the media thanks to LMG and USAID.”

- Dr. Odilet Lespérance, RHJS Secretary General

As in much of the developing world, reporting on health in Haiti has not been a priority among members of the media, many of whom lack training and resources. Yet, in a country with high illiteracy where people often rely on rumors and long-held cultural beliefs and traditions to tackle health problems, it is important for journalists to be able to communicate accurate and useful health information.

This has been especially true in Haiti since the January 2010 earthquake, which laid bare many of the country’s existing health challenges and created others. With this in mind, the Leadership, Management and Governance (LMG) Project, funded by the US Agency for International Development (USAID) and led by Management Sciences for Health (MSH), teamed up with the Ministry of Public Health and Population (MSPP) and USAID to design a seven-month training program for Haitian journalists to learn about key health issues and how to report on them.

Twenty-eight members of the Haitian Network of Health Journalists (RHJS) working for the most popular media outlets in the capital, Port-au-Prince, attended six sessions from March-October 2015. MSPP representatives, USAID-funded project staff, and stakeholders covered a variety of health topics during the sessions. During site visits included as part of the program, the journalists met direct beneficiaries who recounted stories of the impact that Haitian Government and USAID-funded projects had on their lives.

As a result of the training, the number of health stories disseminated in Port-au-Prince media substantially increased. Twenty-nine stories on tuberculosis, hygiene and sanitation, HIV and AIDS, and people with disabilities were published or aired within five months. Prior to the training, typically only a few health stories per month appeared in the capital’s largest daily newspapers or were broadcast on television and radio.

The top two journalists in the program were selected to visit the Voice of America in Washington, DC, for a week of training in June 2016. Two runners-up each received an iPad for their progress during the program.

“This training is proof that there are compelling health topics out there that can also make headlines in the media,” said Cyndie Régis of Radio Télé Caraïbes, one of the top two winners.