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Leadership, Management, and Sustainability Program, Nigeria

Quarterly Progress Report

October–December 2006



January 2007

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Leadership, Management, and Sustainability, Nigeria
Quarterly Project Report

October – December 2006

Project Name: Leadership, Management, and Sustainability Project, Nigeria
Cooperative Agreement Number: GPO-A-00-05-00024-00

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

About the LMS Nigeria Project

The Leadership, Management and Sustainability (LMS) Program in Nigeria will provide comprehensive, continuous institutional capacity-buildings support to nascent Nigerian non-governmental and civil society organizations awarded funding under the United States President's Emergency Fund for HIV/AIDS Relief (PEPFAR). This support will enable these organizations to more successfully meet their proposed HIV/AIDS prevention, care and treatment targets, while acting with accountability and working to increase their organization's institutional, programmatic, and financial sustainability.

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Acronyms

CSO	civil society organization
FBO	faith-based organization
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
HMIS	health management information system
LMS	Leadership, Management, and Sustainability (Program or Project)
M&E	monitoring and evaluation
MIS	management information system
MSH	Management Sciences for Health
NGO	nongovernmental organization
OVC	orphans and vulnerable children
PEPFAR	President's Emergency Plan for AIDS Relief
USAID	United States Agency for International Development
USG	United States Government

Leadership, Management, and Sustainability Project, Nigeria Quarterly Report

October–December 2006 Quarterly Progress Report

Activity Summary
Implementing Partner: Management Sciences for Health
Activity Name: Management and Technical Assistance to Nigerian Civil Society Organizations Receiving Funding under the U.S. Government's Emergency Plan for AIDS Relief, (Leadership, Management, and Sustainability Program
Activity Objective: The Leadership, Management, and Sustainability (LMS) Program will provide ongoing technical support to 12 Nigerian civil society organizations (CSOs) offering community-based HIV/AIDS prevention, treatment, and care activities, including support for orphans and vulnerable children. LMS will focus on building financial, governance, planning, and human resources systems in these organizations, slated to receive funds under the United States Government's President's Emergency Plan for AIDS Relief (Emergency Plan/PEPFAR). With management and leadership strengthening and HIV/AIDS technical support, these CSOs will successfully achieve their PEPFAR targets and operate their programs and organizations more efficiently and effectively.
USAID/Nigeria SO: 14
Life of Activity (start and end dates): August 2006–March 2008
Total Estimated Contract/Agreement Amount: TBD (ceiling of \$3,000,000 through March 2008)
Obligations to Date:
Current Pipeline Amount:
Accrued Expenditures This Quarter: \$314,143
Activity Cumulative Accrued Expenditures to Date: \$428,418
Estimated Expenditures Next Quarter: To be discussed as part of work plan presentation
Report Submitted by: Donald Harbick, Project Director Submission Date: January 30, 2007

Background

USAID Nigeria seeks to award funding to Nigerian civil society organizations (CSOs) to support implementation of the President's Emergency Plan for AIDS Relief (Emergency Plan/PEPFAR). As stated in the Annual Program Statement (APS) No. 620-06-002 issued by USAID/Nigeria in April 2006, the Emergency Plan has given special recognition to CSOs in its global Five-Year HIV/AIDS Strategy because of their longstanding involvement in responding to the pandemic. Many CSOs in Nigeria and elsewhere are well established in communities and known for their leadership, legitimacy among community members, and community-based health care activities. The PEPFAR requirement to fund multiple organizations rather than one or more large cooperating agencies to issue and manage sub-grants compels the mission to issue direct grants to these organizations and take full responsibility for the execution of these grants. However, many CSOs are nascent organizations with limited capacity to absorb funds, manage activities well, and accurately report on finances and results.

USAID/Nigeria has requested that the Leadership, Management, and Sustainability (LMS) Program, Management Sciences for Health (MSH) provide technical support to these new implementing partners, including multiplier organizations as well as individual nongovernmental organizations (NGOs) and faith-based organizations (FBOs). Support will include overall institutional strengthening including project management, strategic planning, annual planning, financial management, monitoring and evaluation, organizational governance, coordination and facilitation of partnerships between and among other health services organizations, PEPFAR reporting, and other areas.

In order to provide ongoing technical assistance to these new United States Government (USG) partners, LMS has established a small office in Nigeria to support to NGOs and FBOs that receive funding. LMS is a five-year project funded by USAID under Cooperative Agreement No. GPO-A-00-05-00024-00, Country Operating Plan (COP) '07. USG funds in Nigeria will support LMS activities in-country from mid-August 2006 through March 2008. LMS at MSH headquarters will forward-fund the project until COP '07 funds are available.

LMS develops organizational management systems and leadership and management skills at all levels of health service organizations and programs to optimize their ability to effectively address change and improve health outcomes. LMS works with private- and public-sector organizations to develop sustainable programs and systems to assure that health investments and results are sustainable.

Progress for the Quarter

Over the past quarter, the LMS Nigeria Project focused on three primary activities:

1. establishment of a fully functional Abuja office;
2. completion of the project work plan;

3. assessment and initial assistance to CSOs/NGOs that had submitted concept papers to USAID in response to APS No. 620-06-002 and that had requested LMS help in developing their proposals and in preparing to accept PEPFAR funds.

During this period LMS had not planned and did not engage in any activities or interventions specifically related to the PEPFAR indicators or targets for '07, although all LMS activities are designed to support or lead to achievement of the '07 targets.

Facilities and Equipment

Work on establishing the LMS project office was completed during this quarter. Office space with appropriate security was leased and renovated, local office staff and two experienced local professional staff were hired, furniture was procured, a bank account was opened, and contracts for security, internet service, and other relevant services were negotiated and signed. Computers and other office equipment purchased in the United States arrived in-country and were installed. Work continued on adapting MSH procedures and guidelines to make them consistent with the Nigeria context. It is expected that all relevant procedures manuals will be in place and that staff will be proficient in their use and application early in the next quarter.

Personnel

Recruitment of a Project Director was completed, with the leading candidate spending one week in December as a consultant in Abuja working with the staff and MSH tour-of-duty personnel. An offer was made and accepted and the Project Director will arrive in Nigeria to take up his duties early in the next quarter. Interviews were conducted with local candidates for the three technical positions: monitoring and evaluation (M&E)/management information systems (MIS), finance, and prevention/orphans and vulnerable children (OVC). Two outstanding candidates, one for the M&E/MIS position and one for the financial position, were selected, and the process of checking references and all other appropriate due diligence has been started. If everything checks out and the process goes smoothly, an offer to both candidates could be made early next quarter, with the hope that both staff members could join the project sometime in February.

Assistance to NGO/CSO/FBOs

During this past quarter, assistance to CSOs/NGOs/FBOs requesting help from LMS was continued, through short-term technical assistance from an MSH expert and the newly hired Senior Technical Advisor for the project. Quick Start, an MSH tool for rapidly assessing management structure and financial accountability within an organization, was used with three of the CSO/NGO/FBO organizations that had submitted concept papers to USAID in response to the APS. The assessments, which were conducted in late November and early December 2006, allowed the LMS Nigeria Project to work with twenty one participants, thirteen males and eight females, from the three organizations. Each CSO/NGO/FBO was given a copy of its Quick Start assessment to facilitate their understanding of their organization's weaknesses and needs for improvement. These assessments will also provide the LMS Project with a baseline measurement of each organization's starting point and will guide LMS in designing individual programs with

the appropriate type, level, and intensity of the intervention needed to bring a particular CSO/NGO/FBO up to levels required by PEPFAR. It is expected that next quarter Quick Start will be used with at least one other organization and that the first capacity strengthening interventions will be planned and executed.

Work Plan

The LMS Project work plan covering the period August 2006–March 2008 was developed and has been submitted for its final MSH internal reviews during this past quarter. A final draft of the work plan is expected to be submitted to USAID/Nigeria for review and concurrence early in the next quarter. Once approved by the Nigeria mission, the work plan will be submitted to the LMS cognizant technical officer in Washington for final approval.

Problems and Opportunities

While progress on establishing the office and working with CSOs/NGOs is progressing ahead of schedule, the project is hampered by the absence of project vehicles. The project has a contract driver who also serves other projects and short-term technical activities in Abuja. MSH has followed procurement rules and identified vehicles consistent with USAID guidelines (including the mandated 000 geocode for LMS) and has submitted a request for approval to procure those vehicles. That request has been delayed in USAID/Washington, and the procurement of the needed vehicles appears to be months away. With the addition of new technical staff and the movement of the project into more intensive work with CSOs/NGOs that have requested LMS assistance, the project anticipates the lack of project vehicles will impinge on project progress.

Activity Changes

As noted in the previous section, the LMS Nigeria Project Director has been hired and will be in-country early next quarter. Office staff and local professional staff have been recruited, and the project anticipates having all project staff in place, oriented, and fully functioning in the next quarter. Substantial progress has been made this past quarter in securing and equipping the project office. Office furniture and equipment are in place, the Internet connection is functioning, and policies and procedures for conducting business as a USAID-funded project have been developed. MSH expects the LMS Nigeria office to be fully functional early in the next quarter.

Success Stories

While it is still early to talk of “success stories,” the potential is great. CSOs/NGOs/FBOs with which the project is now engaged have been very receptive and appreciative of the assistance provided and have already made efforts to correct or improve some of the issues identified during early engagement visits.

Next Quarter Results and Related Tasks

In the next quarter, we project that LMS Nigeria will be planning and conducting interventions with five CSOs/NGOs on strategic information, M&E, health management information systems (HMIS), and financial management. Short-term technical assistance to train the staff to use MSH tools related to M&E and HMIS, and to conduct workshops combined with one-on-one work with individuals in each organization, is already planned. Final plans with dates and venues for these interventions will be completed early in the next quarter. In addition, a workshop on financial systems and accountability combined with one-on-one sessions with each organization is planned for next quarter. At the end of the next quarter, the project will show progress against indicators for the number of organizations provided with technical assistance on strategic information and the number of individuals trained in strategic information. Activities related to prevention, Abstinence (A) and Abstinence-Be Faithful (AB), and other forms of prevention are not currently planned for the next quarter and will depend on the activities of the CSOs/NGOs/FBOs that LMS ends up working with during the quarter.

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PEPFAR FY '07 Indicator	LMS PEPFAR FY '07 Target	Quarterly Progress towards Target	FY '07 Cumulative Progress towards Target	Explanation for variance or why not reported during this quarter
No. of individuals trained to promote HIV/AIDS prevention through behavior change other than abstinence and/or being faithful	100	0	0	Project in start-up phase. Progress on this indicator not planned for this quarter
No. of local organizations provided with technical assistance for strategic information activities	12	0	0	Project in start-up phase. Progress on this indicator not planned for this quarter
No. of individuals trained in strategic information (includes M&E, surveillance, and/or HMIS)	100	0	0	Project in start-up phase. Progress on this indicator not planned for this quarter
Relevant Common Indicators:				

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