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FORTE Saúde

*Fostering Optimization of Resources and
Technical Excellence for Health*

ANNUAL ACTION PLAN YEAR 01 / 2006

Including Training Plan for 2006

DRAFT

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ACRONYMS

AAP	Annual Action Plan /Plano de Acção Annual (PAA)
AMD	Administration and Management Department /Direcção de Administração e Gestão (DAG)
ANC	Antenatal Care/Cuidados pré-natal (CPN)
AOP	Annual Operational Plan /Plano Operacional Anual (POA)
BNP	Basic Nutritional Package /Pacote Nutricional Básico (PNB)
BORC	Beira Operational Research Centre / Centro de Investigações Operacionais da Beira
CHW	Community Health Workers
DCH	Department of Community Health /Departamento de Saúde da Comunidade (DSC)
DHI	Department of Health Information /Departamento de Informação de Saúde (DIS)
DHR	Human Resource Department /Departamento de Recursos Humanos (DRH)
DIC	Department for International Cooperation /Departamento de Cooperação Internacional (DCI)
DPE-M&E	Department of Planning and Statistics – Monitoring and Evaluation / Departamento de Planificação e Estatística – Monitoria e Avaliação (DPE-M&A)
DPHE	Department of Public Health Education/Repartição de Educação para a Saúde Pública (RESP)
DPS	Provincial Health Directorate /Direcção Provincial de Saúde (DPS)
EED	Epidemiology and Emdemics Department /Departamento de Epidemiologia e Endemias (DEE)
EOC	Essential Obstetric Care / Cuidados Obstétricos Essenciais (COE)
ESP	Economic and Social Plan/ Plano Económico e Social (PES)
FP	Family Planning / Planeamento Familiar
FS	FORTE Saúde
HAI	Health Alliance International
HIS	Health Information Systems / Sistemas de Informação de Saúde (SIS)
HISP	Health Information Systems Program
HKI	Helen Keller International
HSSP	Health Sector Strategic Plan / Plano Estratégico do Sector Saúde (PESS)
ICT	Information and Communication Technologies /Tecnologias de Informação e Comunicação (TIC)
ICTS	Information and Communication Technologies and Systems/Sistemas e Tecnologias de Informação e Comunicação (STIC)
IMCI	Integrated Management of Childhood Illnesses / Atencão Integrada das Doenças da Infância (AIDI)
IPT	Intermitent Preventive Treatment /Tratamento Preventivo Intermitente (TPI)
IR	Intermediate Result /Resultado Intermédio (RI)
KMS	Knowledge Management System /Sistema de Gestão de Conhecimento (SGC)
LATH	Liverpool Association of Tropical Hygiene
M&E	Monitoring and Evaluation / Monitoria e Avaliação (M&A)
MAD	Department of Medical Assistance /Departamento de Assistência Médica (DAM)
MCH	Maternal and Child Health /Saúde Materno-Infantil (SMI)
MOH	Ministry of Health /Ministério da Saúde (MISAU)
MPH	Master in Public Health /Mestrado em Saúde Pública (MSP)
ND	Nutritional Department /Repartição de Nutrição (N-Rep)
NGO	Non-Governmental Organizational /Organização Não-Governamental (ONG)
NHD	National Health Directorate /Direcção Nacional de Saúde (DNS)
NHS	National Health Service /Serviço Nacional de Saúde (SNS)
NLMQC	National Laboratory for Quality Control of Drugs/Laboratório Nacional de Controlo da Qualidade de Medicamentos (LNCQM)
NPMC	National Malaria Control Program /Programa Nacional de Controlo da Malária (PNCM)
OCIP	Office for Cooperation and International Projects / Gabinete de Cooperação e Projectos Internacionais (GACOPI)
PHC	Primary Health Care/ Cuidados de Saúde Primários (CSP)
PMP	Performance Monitoring Plan / Plano de Monitoria do Desempenho (PMD)
PMTCT	Prevention of Mother to Child Transmission/ Prevenção da Transmissão Vertical (PTV)
PPC	Post-partum care / Cuidados Pós-parto (CPP)
PRSP	Poverty Reduction Strategic Plan /Plano de Acção de Redução da Pobreza Absoluta (PARPA)
RH	Reproductive Health / Saúde Reprodutiva (SR)
RHSAY	Reproductive Health Services for Adolescents and Youth /Serviços de Saúde Reprodutiva do Adolescente e Jovem (SSRAJ)
SO	Strategic Objective /Objectivo Estratégico (OE)
SWAP	Sector-Wide Approach (Abordagem Sectorial Alargada)

TA	Technical Assistance
TASC2	Technical Assistance and Support Contract
ToR	Terms of Reference /Termos de Referência (TdR)
UEM	Universidade Eduardo Mondlane/ Eduardo Mondlane University
UNFPA	United Nation Fund for Population Activities /Fundo das Nações Unidas para as Actividades da População (FNUAP)
UW	University of Washington /Universidade de Washington (UW)
WB	World Bank
WHO	World Health Organization / Organização Mundial de Saúde (OMS)
WS	Washington State/Estado de Washington (EW)

SECTION I: GENERAL OVERVIEW

INTRODUCTION

The FORTE Saúde mission is to contribute towards Strategic Objective 8 (SO8) which refers to the USAID support mechanism to the Health Sector in Mozambique: “extension of access and utilization of Maternal Child Health (MCH) and Reproductive Health (RH) services in specific areas”, specifically emphasizing Intermediate Result (IR) 3 which is the establishment of efficient policies and management systems. FORTE Saúde is the technical support contract to the Ministry of Health of Mozambique (MOH) to strengthen policies, strategies, management systems, quality, training, and monitoring and evaluation in the areas of Reproductive Health and Child Health, including the components of Nutrition, and prevention and control of malaria and epidemics. It is also the objective of this contract to support the MOH as far as strengthening Information, Communication Technology Systems, which are instrumental for the provision of various services and health programs.

The Annual Action Plan (AAP) for the year 2006 is a FORTE Saúde planning document that describes the activities and interventions to be developed by this contract in order to achieve the proposed goals for the current year. This document is being produced through an integrated working process between the FORTE Saúde team, the MOH counterparts and the USAID/Mozambique team, using the MOH Annual Operations Plan (AOP 2006), as the major reference in addition to the FORTE Saúde contract and other MOH planning documents, such as Strategic Plan for Health Sector (HSSP) and the Development Plan for Human Resources (DPHR).

The preparation of the Annual Operations Plan (AOP) was preceded by the development of the draft FORTE Saúde Five-year Strategic Plan (FYSP) 2006-2010, which reflects the priorities of the MOH expressed in the Strategic Plan for Health Sector (HSSP) and it provides a vision and guidelines for the five years of this contract. The HSSP 2006-2010 and AOP 2006 constitute the base and inspiration for the definitions in the AAP.

Aware of the challenges related to the commencement of the contract, this document seeks to translate the priorities and interests of the MOH, reflected in the reference materials and discussions held in various meetings and contacts made with the different sectors of the MOH. Therefore, with the completion and implementation of this Plan, it is expected there will be a critical contribution towards attaining the proposed goals by the MOH for the year 2006 and consequently for the promotion and preservation of the health of the Mozambican population.

The implementation of the activities described in this annual plan should be extended over a period of nine months. However, the delay in the formal approval of the plan may imply an adjustment of some activities planned for 2006.

CONTEXT

The health situation in Mozambique, characterized by high rates of maternal child and neonatal mortality and a high prevalence of nutritional disorders, malaria and other infectious injuries, requires the adoption of concrete and effective measures in order to address the identified challenges.

In order to address the existing needs, the Government of Mozambique, and specifically the health sector, has been working, with the support of International Organizations, in prioritizing the planning process, seeking to define with accuracy the priorities and develop the integration of different existing instruments.

The period covering 2005 and 2006 shows a context of significant changes, in which the majority of the strategic planning instruments are being revised, those of the government in general (Poverty Reduction Action Plan-NPRS) as well as those related to the health sector (HSSP). Tied to this, some innovations proposed by the MOH Senior Management are being introduced, as an example of the renewed emphasis on primary health care, strengthening of accountable culture and cost containment, which should be incorporated into future planning actions. (AOP, 2006, p. 5).

The AOP 2006 and the Social and Economic Plan (SEP) (which are the basis of the AAP), were restructured taking into consideration the four MOH priority strategic goals for 2006, namely, the **increase of access and equity**, the increase of **efficiency** in the utilization of resources, the enhancement of **quality** and preparation of **policies, plans and national rules** (AOP, 2006, p.5-6).

The preparation of the AOP 2006 took into consideration the results of the implementation audit, which was carried out for the first time in 2005, which showed the difficulty in implementation of the MOH Plans. This audit revealed that only 33% of the planned activities were fully realized within the period evaluated. This problem was due mainly to three factors: plans were not realistic in relation to the existing technical and human capacity in the Cost; the ongoing changes in this sector, which put emphasis on cost containment; and difficulties in the monitoring process. It was highlighted that the difficulty in analyzing the results, attributed to the poor quality of the plans, was actually a reflection of the lack of a logical relationship between planned activities and results, and proposed goals (AOP, 2006, p. 11).

FORTE Saúde, during its planning process, has been working with the MOH in order to recognize established priorities and identification of the best mechanisms and strategies aimed at supporting the implementation of the planned activities and attainment of the expected results in the areas covered by the contract

FORTE SAÚDE: Description, Organization, Integration with the MOH and Expected Results.

FORTE Saúde was conceived and projected to work with the central level of the MOH, providing support to the programs and national strategies of Reproductive Health (RH) and Child Health (CH), including the components of nutrition, and prevention and control of malaria and epidemics. Part of the work for this contract aims at strengthening the MOH and partnering NGOs with the objective of enhancing the utilization, access

and management of priority health services at provincial, district and community levels. This includes the strengthening and expansion of critical planning systems and performance monitoring.

The coordination and collaboration with other partners funded by USAID, working in the area of health, will be instrumental for strengthening local provision of services in selected districts within the four targeted provinces of the contract: Zambézia, Nampula, Gaza and Maputo. FORTE Saúde will develop alliances with other organizations and funding entities in order to build synergies and enhance the availability of resources, taking adequate steps to avoid duplication of efforts. Therefore, the MOH and its partners will be in better position to maximize the scarce resources and address health sector challenges in comprehensive and efficient manner.

In order to attain the proposed goals, a wide range of activities are planned that are expected to strengthen and expand interrelated priority systems to improve the efficacy of the MOH in the management of the scarce health resources. FORTE Saúde will provide technical assistance to the MOH in order to strengthen its capacity in policy formulation, design of communications strategies, and management at the central and provincial levels. It will also give support in the use of and exploration into information and communication technology systems, monitoring and evaluation, and also development of work instruments and strategies to ensure community participation and conducting of operational research.

GUIDING PRINCIPLES: From the formal and informal discussions and talks held with key staff members of the MOH and other partners, and from reading MOH strategic planning documents. we have identified various principles which will guide the efforts and interventions of FORTE Saúde:

- Value the past and the most successful experiences;
- Prioritize interventions of greatest impact;
- Provide technical assistance “working WITH and not working FOR or THROUGH”;
- Institutionalize the work through developing and implementing strategies/activities that can be replicated. (FS FYSP, 2006).

PRINCIPLE AREAS: The work of FORTE Saúde is reflected in six principle areas, as per the illustrative table which follows. The work to be developed in the six principle areas should be focused on the scope of this contract which is strengthening of Reproductive Health and Child Health, including the components of nutrition, and control of malaria and epidemics.

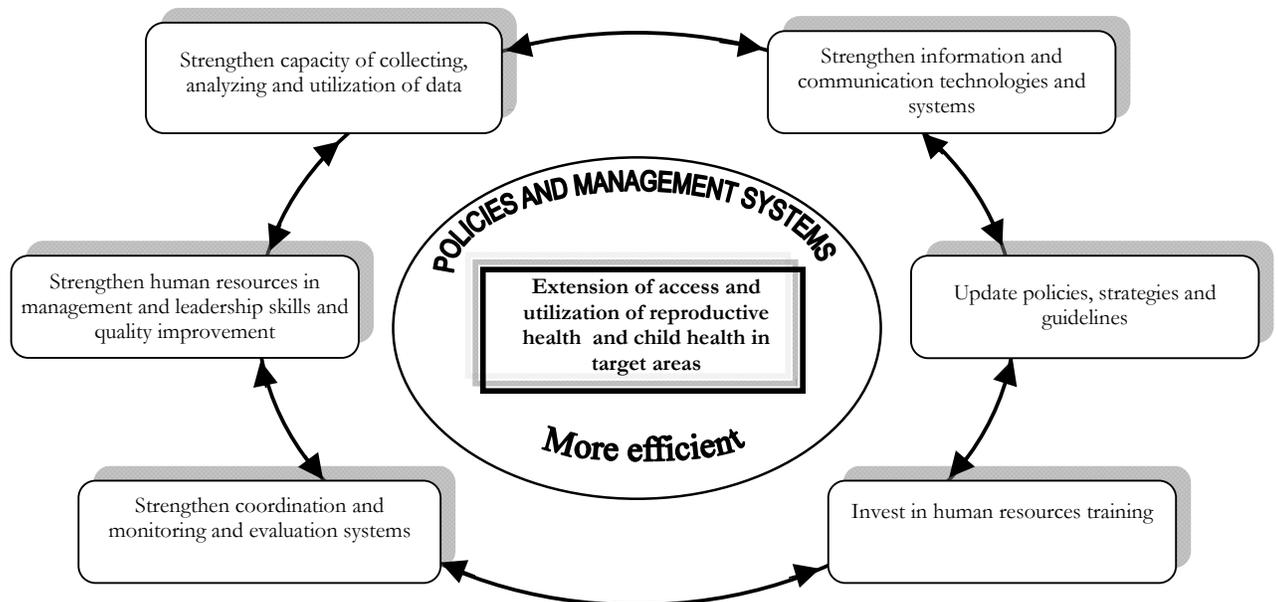


Table 1. Relationship between principle areas of the contract and expected results

CROSS-CUTTING ACTIVITIES: FORTE Saúde is also going to work with the MOH to promote the integration of relevant issues into the different areas mentioned above. Cross-cutting activities (which should be taken into consideration in the implementation of each principle area) refer to gender, HIV/AIDS related issues, development of institutional capacity, implementation of monitoring and evaluation systems, and support in the identification of needs for acquisition of equipment and materials.

FORTE Saúde CONSORTIUM: In order to develop the technical assistance work for the MOH, FORTE Saúde will have support from various organizations with long-time experience in the related areas. The potential resources of each of these organizations and the expected contributions for this contract are described below:

Chemonics International Inc: specialist (experts) in public sector reforms, health policy, strengthening of health systems, capacity building, emergency response, procurement and logistics.

JHPIEGO: organization affiliated with Johns Hopkins University, specialist in reproductive health, maternal child and neonatal health, malaria, performance improvement, curriculum development, capacity building, post-graduate studies and in-service training.

IT Shows: specialized in Information Communication Technology Systems.

Health Alliance International (HAI): specialized in evaluation/assessment of health systems, operations research, evaluation/assessment of health care delivery costs, integration of epidemiology, evaluation and planning, research and policy formulation.

Helen Keller International (HKI): specialized in nutrition aspects of maternal child health.

Austral: private Mozambican firm, specialized in capacity building, program monitoring and evaluation, implementation and management systems, strategic planning, health sector training and management and logistical support.

The table below illustrates the focus of FORTE Saúde technical assistance to the MOH:

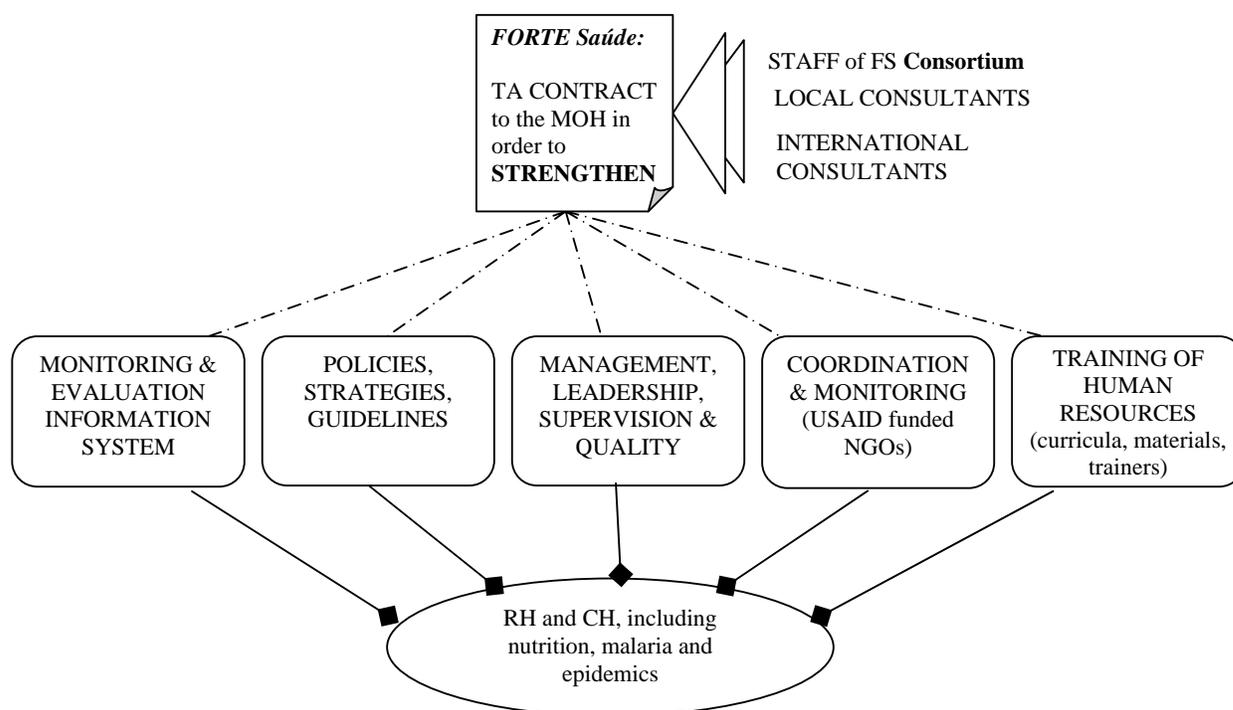


Table 2. Focus of the technical assistance of the FORTE Saúde contract

USAID RESULTS FRAMEWORK

FORTE Saúde aims to contribute to the attainment of Strategic Objective 8 (SO8) of the USAID support mechanism: “increase utilization of child survival and reproductive health services in the targeted areas through direct strengthening of health systems at central and peripheral levels”. The main focus of this contract will be on Intermediate Result 3 (IR.3) “Efficient policies and management systems”. The indicators currently defined for the IR-8.3 are going to be revised, in close coordination with the MOH and USAID, in order to define detailed indicators and to prepare a monitoring and evaluation plan. The purpose is to ensure the accomplishment of FORTE Saúde’s responsibility in strengthening the Mozambican Health System and evaluate its contribution to the USAID/Mozambique Program.

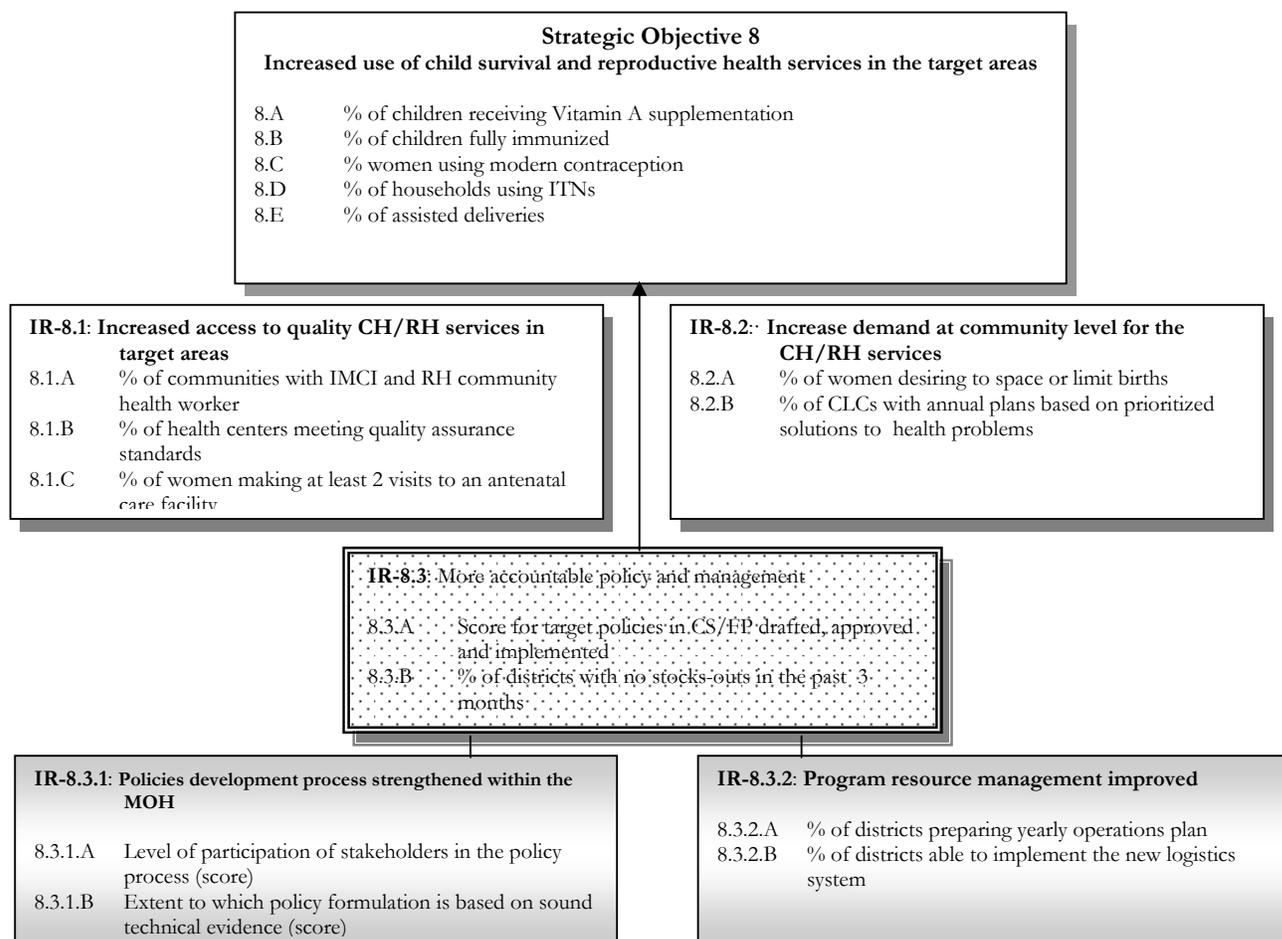


Table 3. USAID Results Framework

FORTE SAÚDE CONTRACT MAIN EXPECTED RESULTS

At the end of five years FORTE Saúde expects to achieve the following results:

The texts in *italics* shows the results which are going to be achieved or activities which are going to be implemented at the provincial level, with the support of FORTE Saúde, through a coordination work with the central level of the MOH, the provincial directorates and NGOs operating in the provinces with the USAID funding.

1. Information and communication technology systems, monitoring and evaluation in the areas of Reproductive Health, Child Health, EPI, nutrition and malaria more effective and integrated at the central level and *in the four target provinces.*
2. Policies and strategies in the RH and CH target areas, including components of nutrition, malaria and epidemics prevention and control, developed or updated, *adopted, disseminated and implemented at the central level and in the target provinces.*

3. Capacity in management, leadership and quality promotion, in the areas of Reproductive Health and Child Health strengthened at the central level *and in the target provinces.*
4. The training process for human resources strengthened in the areas of Reproductive Health and Child Health, including aspects of nutrition, malaria, prevention and control.

Following is an illustration of the relationship between FORTE Saúde’s objectives, principle areas and the expected results.

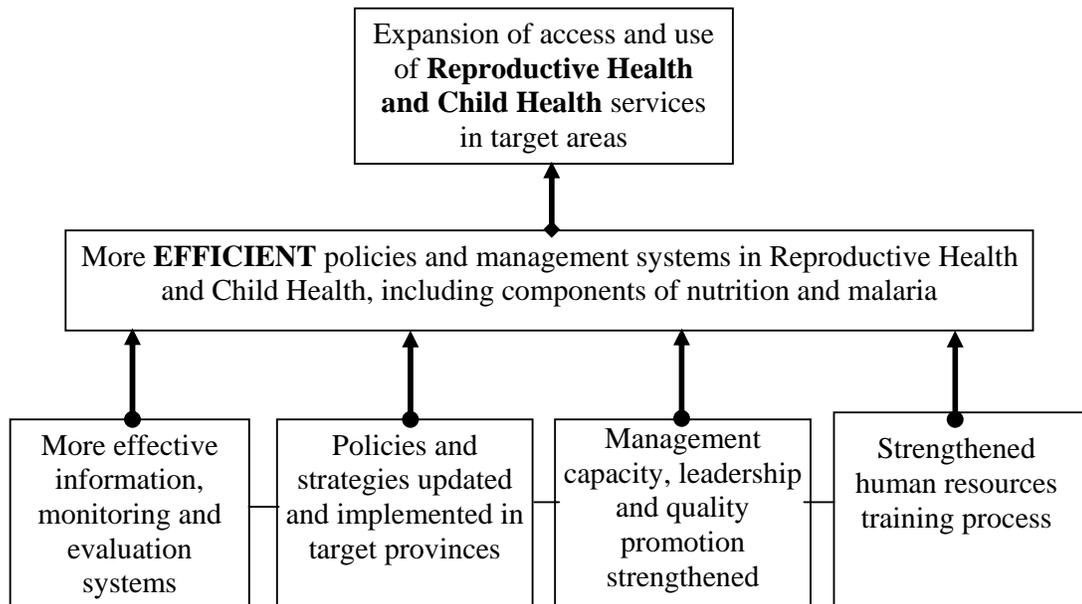


Table 4 –Relationship between the FS objectives, main areas and expected results

FORTE SAÚDE OBJECTIVES AND MAIN INTERVENTIONS FOR YEAR 2006 (to be implemented in collaboration with the MOH and other partner organizations):

GENERAL OBJECTIVE: Contribute to expanding access and utilization of Reproductive Health and Maternal Child Health services in specific areas in Mozambique, through the establishment of more efficient policies and management systems.

SPECIFIC OBJECTIVES AND MAIN INTERVENTIONS:

I. Strengthening of Information and Communication Technology Systems, monitoring and evaluation in the areas of RH, CH, EPI, Nutrition and Malaria.

Strengthen the capacity of HIS to generate and share necessary quality information in the areas of RH, CH, EPI, Nutrition e Malaria:

- Conduct an assessment of the current situation of the information and communications technology systems, monitoring and evaluation.
- Determine and prioritize the needs in terms of information to support decision-making and appropriate flow of information.
- Strengthen the procedures for collecting and validating information including revision/preparation of instruments.
- Support the preparation of an implementation plan of the instruments.

Monitor USAID funded health activities in the areas of RH, CH, Nutrition, Malaria and response to Epidemics situations, in partnership with the MOH:

- Work in close collaboration with the MOH and USAID in the selection of indicators, definition of the basic data and performance benchmarks for each indicator and finalizing the USAID Performance Monitoring Plan (PMP).
- Assist in the revision and monitoring of USAID funded health activities on a regular basis and collect and monitor data for the MOH annual report and USAID Performance Monitoring Plan.
- Organize conferences to report on and revise progress, according to the official agreement between USAID and the MOH.

II. Develop/update policies and strategies in the target areas of RH and CH, including components of nutrition and, prevention and control of malaria and epidemics.

Conduct a rapid assessment of the current situation of policies and strategies in the target areas of RH, CH, nutrition and malaria.

Develop /update and support the adoption of policies and strategies:

- Preparation of the **Reproductive Health Policy**, including components of family planning, sexuality and gender; care for women during pregnancy, birth and post-birth, home birth, care for women in the abortion process, reproductive system infections, including sexually transmitted diseases and HIV/AIDS, infertility management, uterine cancer, breast cancer and prostate; management of non infectious reproductive system illnesses and sexual and reproductive health of adolescents and youth.
- Development of the **Neonatal and Child Health Policy** and updating of **the IMCI Manuals**.
- Preparation of the **Nutrition Action Plan for 2006-2010**; development of the MINPAK facilitator's manual; of monitoring instruments for the implementation of MINPAK and the system for monitoring activities within the MOH and NGOs related to community nutrition.
- Definition of coordinating rules and mechanisms in the implementation and applications of the **community participation** strategies with the National Directorate for Health, and partners.
- Include the **National Policy for Malaria Treatment** contents in the health staff capacity building for those doing IMCI and doing Pre-Natal Medical Consultations.
- Preparation of the **Strategy to fight against epidemics and endemics**.

III. Strengthen MOH capacity in management, leadership and quality promotion, in the areas of RH and CH, at the central level *and in the target provinces*.

Support the MOH in developing the strategy to strengthen the institutional capacity in management, leadership, supervision and quality covering the areas of RH and CH, at the central level *and in the target provinces*.

- Identify the major existing difficulties in management, leadership, supervision and quality.
- Develop a practical proposal to improve management and quality for different levels of the National Health System (NHS).
- Define/update management standards and quality in RH and CH, for different levels of the National Health System (NHS).

Assist the MOH strengthen human resources skills in management, leadership, supervision and quality improvement are concerned in the areas of RH and CH, at the central level *and in the target provinces*:

- Structure a curriculum covering management, leadership, supervision and quality.
- Assist in the revision, updating and development of educational materials related to management and quality standards.
- Give technical assistance to the MOH in the revision and development of planning processes.

IV. Strengthening of training efforts in the areas of RH and CH, including aspects of nutrition and prevention and malaria treatment.

Identify and provide training at post-graduate level in Mozambique and abroad for key MOH staff:

- Support the functioning of the Pos-graduate committee.
- Identify potential MOH candidates and support in necessary provisions for them to attend national and international pos-graduate programs and other appropriate programs.
- Identify new programs and new funding sources.
- Ensure support in the application of skills acquired/learned in the MOH at Beira Operations Research Centre.

Support the training system in the areas of Reproductive Health and Child Health in Mozambique:

- Give support to the revision/updating/ Curriculum restructuring for the capacity building activities in the related areas and in the preparation of training action plan.

Give support to the nurses long-term training in selected provinces (under discussion with USAID).

- Conduct pedagogic capacity training for teachers and apprentice supervisors of MOH training institutions and management courses of the MOH training institutions.
- Support in conducting basic nurse training in selected provinces.

INTEGRATION WITH THE MOH

FORTE Saúde intends to establish a collaborative and supportive environment with the MOH, working with specific departments in the provincial directorate, as shown in Table 1 below. FORTE Saúde expects that the contact people, in the different areas of coverage will be identified by the MOH, creating partnerships for the design, planning, implementation and evaluation of the work to be developed.

Table 1. Linkage among contract domains, the areas of activity, the sectors of the MOH and the responsibilities of the consortium

Domain	Specific Objective	MOH priority sector	FORTE Saúde Consortium
Information Technologies and communication Systems, Monitoring and evaluation	1	DCH, DEE, DPC/DHI	IT Shows, Chemonics, HAI, JHPIEGO
Policies, strategies, Guidelines	2	DCH, DEE	JHPIEGO, Chemonics, HKI, HAI
Management, Leadership and quality	3	DPC, DCH, DEE	Austral, JHPIEGO, Chemonics
Human Resources Training	4	DHR, NDH	HAI, JHPIEGO, HKI

SECTION II: ANNUAL ACTION PLAN FOR 2006, BY SPECIFIC OBJECTIVES

This section constitutes the core of this document and contains the plan of activities that will be developed by FORTE Saúde, during the year 2006, in the various areas of the contract.

It is made up of four sub-sections with an introduction describing the most relevant aspects and seeking to establish the current situation from the MOH's perspective, and one table that presents the action plan for 2006, for a specific area. This table contains the operational goals, the expected results, the planned activities, the indicators of the process, the resources, people in charge, budget and implementation schedule, distributed throughout four quarters of the current year.

The operational objectives, as it may be noted in the existing references in the table, correspond to the ones defined in the FS Strategic Plan (Five year Strategic Plan), whose implementation is projected for the year 2006.

Considering that FORTE Saúde is a technical support contract, the respective financial resources are directed essentially to assure the necessary technical support, through the permanent staff of the FS Consortium or short-term consultants, preferably Mozambicans or foreigners living in Mozambique, or international consultants when absolutely necessary (the costs with permanent staff are translated in the budget column as level of effort/NDE).

Part of the resources is meant to provide post-graduate studies and short-term training in Mozambique or abroad for key MOH staff. It is important to consider that the values expressed in the budget column are illustrative and that the FS team intends to continue the discussion process with MOH Senior Management and with other partners to better define the allocation of the resources and to identify the possible sharing, mobilization and optimization of existing resources.

To comply with FORTE Saúde's purpose of working in an integrated manner with the MOH to support the implementation of its work plan, the activities included in this plan were selected taking into consideration what has already been planned in the MOH's Annual Operational Plan 2006 (AOP 2006), including, and whenever possible, the references to the activities included in that document.

SPECIFIC OBJECTIVE ONE: Strengthen information and communication technology systems, monitoring and evaluation in the areas of RH, CH, EPI, nutrition and malaria at the central level *and in the four target provinces.*

In this area, FORTE Saúde has as its goal to help the MOH strengthen the information and communication technology systems, monitoring and evaluation of the health programs and services, **including monitoring of the health activities funded by USAID and implemented by the NGOs in the target provinces.** The implementation of this goal is directly linked to the principles of access and equity, efficiency in the use of the resources, quality of the delivered services, flexibility and transparency, reflected in the Health Sector Strategic Plan (HSSP), Annual Operational Plan (AOP) and in the document that defines the priority actions of the MOH. Next we will highlight the relevant aspects related to this area.

Strengthening the Information and Communication Technologies and Systems

The information in the health sector is fragmented among different departments, sections and programs¹, in such a way that it is difficult to access relevant data about the disease and epidemiological profile, the resources and performance. The data is frequently of low quality, apart from the fact that it is not disaggregated by sex and or age, when necessary. In an attempt to improve of the information system, the MOH/DPC defined the following goals: improve the quality and the dissemination of information, through the production of a field guide, manual and handouts to collect, analyze, interpret and share information; expand the tools and in information databases and assure the availability of information (AOP, 2006).

These goals clearly indicate FORTE Saúde's aspirations, concerning the strengthening of the information and communication technology systems in the areas of RH, CH, nutrition, malaria and epidemics. Therefore, the new information and communication technologies (ICT) are seen by the MOH and FORTE Saúde as potential tools to improve the integration, the communication and the sharing of information among the various levels and spheres of service delivery (Nhampossa, 2006).

Some activities foreseen in the collaboration between the MOH and FORTE Saúde were already carried out with the approval of the people in charge of their respective areas. This is the case of the review of the data form for EPI, where the FORTE Saúde technical staff contributed to its finalization. There are other ongoing activities supported by FORTE Saúde, for example, the preparation of the HIS reorganization and reorientation schedule and the definition of minimal indicators for child health.

Strengthening the Monitoring and Evaluation Systems

The area of monitoring and evaluation is considered in the MOH strategic documents, namely HSSP and AOP, as a cross-cutting issue, for all areas of implementation in the MOH. Still, the way monitoring and evaluation are looked upon, many times reflects the moderate attention given to the area as an aspect of support, input and basis of the

¹ Subsystems of epidemiology, pharmacy, human resources, finance, some of which are divided into smaller components

actions to be undertaken. For the majority of the components and activities anticipated in the health sector, monitoring and evaluation are generally translated and also reduced to supervisory actions (AOP 2006).

Therefore, the major challenge that this question raises is one of consolidating the M&E system, in a systematic way, as a crosscutting component of the areas and programs level for RH, CH, nutrition, malaria and epidemic responses, assuring the increasing capacity of the MOH in the collection, processing, analysis and utilization of data, aiming at informing the processes of decision making, the design of activity plans and the operational documentation of the experiences.

Monitoring the health activities funded by USAID and implemented by NGOs in the target provinces

An integrated response to the health problems requires the use and strengthening of all existing capacities in terms of coordination and monitoring. The monitoring enables the follow-up of the implementation activities and the supply of relevant information for reorienting plans and programs.

It is in this context that FORTE Saúde will contribute to strengthening MOH capacity to coordinate and monitor the health activities funded by USAID, at central and provincial levels, related to the Strategic Objective 8, assuring in this way the compatibility, coherence and synergy among the actions of the different actors/partners with HSSP and AOP of the MOH and the USAID goals.

The plan of activities to be implemented in the year 2006 by FORTE Saúde, in jointly with the MOH and other partners involved is shown below.

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ACTION PLAN 2006 – SPECIFIC OBJECTIVE ONE: Strengthen information and communication technology systems, monitoring and evaluation in the areas of RH, CH, EPI, nutrition and malaria at the central level *and in the four target provinces.*

Operational Goal	Expected result	Activities	Indicator	Resources/ Responsibilities	Direct operational support	Quarter			
						1	2	3	4
1.A. Assess the actual situation of the information and communication technology systems, monitoring and evaluation with relevance to the areas of RH, CH, EPI, nutrition and malaria (PEQ I.1.1).	Situation of the information system, in general, and of the subsystems of the areas evaluated.	1. Define the working methodology to do the assessment of the systems and technologies.	Defined methodology.	MOH/ DIS FS/EIT, EMA	(NDE)		X		
		2. Compile the terms of reference (ToR) to contract 3 Short-term consultants	ToR compiled.	MOH/ DIS FS/ EIT, EMA	(NDE)		X		
		3. Assess the evaluations and recommendations made to the HIS subsystems.	Report of the evaluation of the HIS and subsystems.	MOH/ DIS FS/ EIT Short-term consultant	(NDE) + 1,500			X	
		4. Make an analytical assessment of the data and the indicators collected by the HIS, including the target areas.	Report of the data and indicators of the HIS.	MOH/ DIS Short-term consultant	(NDE) + 1,500			X	
		5. Support the assessment and documentation of existing computer applications in the NHS, with focus in the target areas.	Report of the computer applications.	MOH/ DIS FS/ EIT Short-term consultant	(NDE) + 1,500			X	
		6. Present and discuss in a seminar, the results of the assessment of the HIS and subsystems in the targeted areas and define an executive plan of the next steps.	Minutes of the seminar with an executive plan.	FS/ EIT, EMA Short-term consultants	(NDE) + 2,000			X	

Operational Goal	Expected result	Activities	Indicator	Resources/ Responsibilities	Direct operational support	Quarter			
						1	2	3	4
		7. Define the current situation of the M&E system in the target areas and identify the current role of the different stakeholders (partners, Technical Groups, HIV/AIDS, DPC, DIS).	Report of the M&E situation in the target areas.	MOH/ DIS, Reform section FS/EMA	(NDE)		X		
		8. Provide technical assistance (TA) in the design/implementation of the “roadmap” of HIS 2006-2010.	Minutes of the meetings.	FS/EIT, EMA	(NDE) + 1,500		X	X	X
1. B. Determine and prioritize the needs in terms of information to support decisions and the most appropriate flow of data in the areas of RH, CH, Nutrition, Malaria and Epidemics. (PEQI.1.2).	Informational needs and respective flows determined.	1. Organize 1 workshop (2 days) on the minimal informational needs and appropriate flow of information, including those necessary to generate relevant report for decision-making.	Executive minutes of the working workshops. Document of the minimal informational needs and flow.	MOH/ DIS, DSC, DEE FS/DT, EIT, EMA	(NDE) + 2,000		X	X	X
		2. Provide technical assistance for the selection of the key indicators and for the definition of the respective sources of data collection and flow.	Technical assistance provided.	MOH/ DIS FS/EIT, EMA Short-term consultant	(NDE) + 2,000		X	X	X
1. C. Review/prepare the tools for data collection, aggregation and report and the validation and feedback procedures in the target areas. (PEQI.1.3).	Data collection, aggregation and report tools reviewed/ prepared	1. Support the final review of the data form for PNC, PPC, FPC and the books of delivery room and of PNC including the integration of PMTCT aspects and malaria prophylaxis.	Log sheet and books reviewed.	FS/DT, EMA, ETI Short-term consultant MOH/DSC,PMTCT	(NDE) + 2,000		X	X	X

Operational Goal	Expected result	Activities	Indicator	Resources/ Responsibilities	Direct operational support	Quarter			
						1	2	3	4
	in the targeted areas. Validation and feedback procedures prepared.	2. Support the identification of the minimal indicators and revise the data collection tools for Child health (finalize the review of the data forms of Care of Children at Risk/CCR).	Tools reviewed	MOH/ DIS,DSC FS/EIT, EMA	(NDE)		X	X	X
		3. Support the production and distribution of the EPI data forms and registration book for the provinces.	Log sheet produced and distributed.	MOH/ DIS,DSC FS/EIT, EMA	(NDE) + 18,000		X	X	
1. D. Prepare and support carrying out the implementation plans for the reviewed/produced tools. (PEQI.1.4).	Tools reviewed and being implemented.	1. Organize workshops and meetings to produce the tools implementation plan.	Plans prepared	FS/EIT, EMA MOH/DT, DIS,DSC	(NDE) + 5,000			X	X
		2. Support the training for the use of the reviewed tools at the central level of the MOH <i>and in the USAID target provinces (Nampula, Zambézia, Gaza and Maputo).</i>	Proportion of people trained.	MOH/ DIS,DSC FS/EIT, EDI Short-term consultant	(NDE) + 9,000			X	X
		3. Support the identification and delivery (stocking) of necessary resources/ equipment.	Necessary resources/ equipment identified and delivered.	FS/EIT, EMA MOH/ DIS,DSC	(NDE) + 20,000		X	X	X
		4. Contribute to the consolidation of the flow and integration of malaria data in the HIS.	Plan of malaria system expansion defined.	MOH/PNCM FS/EIT Short-term consultant	(NDE) + 4,300			X	X
1.E. Work in close collaboration with MOH and USAID in the selection of the indicators, definition of basic data and the	PMP with an explicit set of qualitative and quantitative indicators.	1. Review with the NGOs the actual M&E system of the activities funded by USAID.	M&E system reviewed.	FS/DG, EMA NGO Short-term consultant	(NDE) + 2,500		X	X	X

Operational Goal	Expected result	Activities	Indicator	Resources/ Responsibilities	Direct operational support	Quarter			
						1	2	3	4
performance goals for each indicator in the finalization of the USAID Annual Performance Monitoring Plan (PMP) (PEQI.3.1) .	Reliable data and sent on time to USAID, following the agreed upon reporting mechanisms.	2. Redefine/complete the indicators for the Intermediate Result 3 of SO8.	PMP for SO8 completed.	FS/EMA NGO	(NDE)		X		
		3. Coordinate the data collection of the SO8 indicators for the IR1, 2 and 3 of the NGOs, on a quarterly basis, according to the matrix table.	Data collected quarterly.	FS/EMA NGO Short-term consultant	(NDE) + 3,300		X	X	X
		4. Coordinate collection of data from all partners for the USAID common indicators.	Data collected from all partners.	FS/DG, EMA NGO Short-term consultant	(NDE) + 3,300		X	X	X
		5. Support the finalization of the goals.	Goals finalized.	FS/EMA NGO	(NDE)		X		
		6. Conduct the data quality evaluation and assure that data is complete and on time.	Quality reports produced.	FS/DG, EMA NGO Short-term consultant	(NDE) + 2,400		X	X	X
		7. Compile the terms of reference to contract a short-term consultant to support this operational objective.	ToR compiled.	FS/EMA	(NDE)		X		
		8. Coordinate and provide TA to Knowledge, Practice and Communication (KPC) and other surveys, as appropriate.	TA provided.	FS/DG, EMA NGO Short-term consultant	(NDE) + 2,500		X	X	X
		9. Complete and maintain updated the indicated reference table and compile all supporting documentation.	Document of mechanisms and procedures of reporting (template and content).	FS/EMA	(NDE) + 2,500		X	X	X
1.F. Assist the MOH in the review and monitoring of all health activities funded by USAID on a regular basis and collect and	M&E reports available on time and based on the approved PMP.	1. Develop/adapt and implement tools to review and monitor the activities funded by USAID and implemented by the partners.	Monitoring and revision tools available.	FS/DG, EMA MOH/DPC	(NDE)		X	X	X

Operational Goal	Expected result	Activities	Indicator	Resources/ Responsibilities	Direct operational support	Quarter			
						1	2	3	4
monitor data for the MOH annual report and the Annual Performance Monitoring Plan of USAID (PEQI.3.2).		2. Collect data on the activities funded by USAID.	Reports on data available.	FS/EMA NGO	(NDE)		X	X	X
		3. Redefine the flow/mechanisms of reporting the activities.	Report flows and mechanisms redefined.	FS/DG, EMA NGO	(NDE)		X	X	
1.G. Organize meetings to report and review progress, according to the official agreement between USAID and MOH (PEQI.3.3).	Bi-annual plan of activities of the partners of MOH and USAID reviewed, highlighting the progress and the M&E main results of the recommendations from partners forum.	1. Promote bi-annual M&E forum among the MOH, USAID and partners to evaluate progress against to the planned activities.	Report conference on progress produced.	MOH/DPC FS/DG, EMA	(NDE) + 5,600		X		X
		2. Hold one annual planning workshop for FORTE Saúde.	Minutes of the workshop.	FS/DG, DT, EMA NGO	(NDE)				X
Subtotal: Direct operational support					\$92,400				
Sub total: Technical and administrative allocation					\$717,046				
TOTAL OF AREA ONE					\$809,446				

Legend: FS/FORTE Saúde, DG/General Director/Chemonics, DT/Technical Director/JHPIEGO, EMA/Monitoring and Evaluation Specialist/Chemonics, ETI/Information Technologies Specialist/IT Shows, EDI/Institutional Development Specialist/Chemonics I EPE/ Strategic Planning and Health Policies Specialist/Chemonics, NDE/Level of Effort

Table 2: Action Plan 2006 – Specific Objective One

SPECIFIC OBJECTIVE TWO: Development of policies, strategies and guidelines in the areas of RH and CH, including components of Nutrition, Malaria and Epidemics *and support for adoption, dissemination and implementation in the target provinces.*

One of FORTE Saúde's objectives is to provide support to the MOH to develop, update and disseminate policies, strategic plans, guidelines and protocols, incorporating information based on evidence for the selection of the best interventions and using participatory methodologies, with the involvement of multi-sectoral groups, communities, civil society organizations, universities and other relevant partners.

This objective is entirely related to the MOH's interests for the year 2006. The AOP and the Economic and Social Plan (ESP) include among their priorities, highlighted as a development factor, the preparation of **policies, plans and national regulations** (AOP 2006, pg 5).

This objective is translated into activities planned by various sectors of the National Directorate for Health, such as: development of policies, updating of the organizational and operational norms for health services, updating of staff based on defined norms and the continuous technical support to be provided in all basic clinical areas, to achieve the established quality standards (AOP, 2006).

It is worth noting that in the area of nutrition recently the Minister approved, the *"Strategic Component of a Nutritional Developing Plan in Mozambique"*, prepared with the support of HKI. This is a strategic plan that besides evaluating the nutritional situation in the country, including aspects related to the area of human resources, information systems and technical, material and financial assistance, also includes the description of the priority goals and respective strategies to accomplish them..

Once the policies, strategies or guidelines have been developed or updated, FORTE Saúde will work in conjunction with the central level of the MOH to promote the coordination with the provincial directorates and NGOs that are working in the provinces, with USAID funding, to assure the dissemination and implementation in the target provinces. The coordination of the activities has to do with assuring the implementation and application of the policies and strategies through the articulation of the action plans of the different health departments, programs and partner institutions, creating a favorable environment for resource optimization and flow.

ACTION PLAN 2006 – SPECIFIC OBJECTIVE TWO: Development of policies, strategies and guidelines in the areas of RH and CH, including components of Nutrition, Malaria and Epidemics, *and support to the adoption, dissemination and implementation in the targeting provinces.*

Operational Goal	Expected result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
2. A. Work with the MOH to evaluate the current situation of policies, strategic plans and guidelines for Reproductive health, Child health, malaria, nutrition and response to epidemics situations, using the information available in the MOH (PEQII.1.1).	Current situation of the policies, strategic plans and guidelines evaluated.	1. Define the information needs and produce tool to collect data 2. Collect information through document review and interview of key informants at central and provincial level. 3. Systematize the data collected, analyze the information and produce a report with the evaluation results.	Tools for data collection elaborated. Report elaborated.	FS / DT, EPE, EDI MOH / DSC, DEE.	(NDE) + 6,000				
		4. Organize a workshop, (1 day) to present and discuss the results and produce the recommendations.	Workshop report with recommendations.					X	X
2. B. Work with the REPRODUCTIVE HEALTH SECTION to come up with the reproductive health policy (AOP DSC 2006,	Reproductive health policy ready, including components of family planning, sexuality and gender. Maternal health, home	1. Provide technical support to the realization of the situational analysis, identification and prioritization of the problems, definition of the results and goals. 2. Provide an update, based in the actual scientific, to help in the selection of the better	Reproductive policy produced	FS / DT, EPE, Short-term consultant MOH / SR/SI WHO / FNUAP	(NDE) + 50,000	X	X	X	X

Operational Goal	Expected result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
act 219; PEQ II.2.1).	birth, abortion; infections in the reproductive system, including the sexual transmitted and HIV/AIDS; infertility management; uterine, breast and prostate cancer, management of the reproductive system non-infectious diseases, sexual and reproductive health of teenager and youth.	practices and interventions, able to respond to the identified needs, considering the relation cost-benefit (including provision of materials of reference). 3. Support in organizing working meetings to discuss the developing policies, including reproduction of materials 4. Provide technical support to the writing, incorporating of the contributions and review of the documents of policies/strategies. 5. Support as far as advocacy is concerned seek approval and adoption of the policies produced.							
2. C. Work with the CHILD HEALTH SECTION in order to develop/update and disseminate neonatal and child health policies and guidelines in (PEQ II.2.1).	Policies and guidelines in neonatal and infant produced/updated.	1. Support in the preparation of the neonatal and infant health policy (AOP S. Infant act 24).	Policy produced.	FS / DT, EPE, Short-term consultant MOH/CH,RH WHO/UNICEF	(NDE) + 20,000	X	X	X	X
		2. Support in updating and disseminating the IMCI manuals (AOP CH act 08, 11, 12).	Manuals updated			X	X	X	X
		3. Support in the analysis of the situation of community IMCI and in the training of CHW in the target provinces.	Document of analysis Proportion of CHW trained				X	X	X

Operational Goal	Expected result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
2. D. Work with the NUTRITION SECTION in developing/ updating and disseminating policies, strategic plans, guidelines and capacities in maternal child nutrition (PEQII.2.1).	Policies, strategic plans and guidelines in maternal child nutrition updated and disseminated at all levels.	1. Support in preparing the Nutrition Action Plan for 2006-2010 based on the Nutrition Strategy approved by the Minister.	Nutritional Action Plan 2006-2010 elaborated.	FS / HKI – Diane, Carina MOH / NDr	(NDE) + 9,000			X	X
		2. Support in developing the facilitators manual for the Basic/PNB Nutritional Package (AOP ND 2006 act.16, 27).	Facilitator manual produced.	FS / HKI – Diane, Carina MOH / NDr, DF-RH; UNICEF			X		
		3. Support in developing the monitoring tool for the implementation of the PNB (AOP ND 2006 act.28).	Tool developed.	FS / HKI - Carina MOH / NDr UNICEF				X	
		4.Support in the development of the local system of nutrition surveillances (AOP NDr 2006 act 55).	System developed.	FS / HKI - Diane MOH / NDr UNICEF			X	X	X
		5. Support in developing and implementing a monitoring system for the activities in the MOH and NGOs related to community nutrition (Act.3, 13 e 23 AOP of Nut).	Monitoring system developed and NGOs monitored.	FS / HKI - Diane, Carina MOH / NDr			X	X	X
		6. Support the Nutrition Division in the review of the document of Maternal Health Program to assure the inclusion of the 5 key nutritional messages (act.2, 27, 32, AOP of Nut).	Document reviewed.	FS / HKI – Carina, Diane MOH / NDr UNICEF			X	X	
2. E. Support DPHE/ RESP and the areas of RH, CH, Nutrition and DEE to strengthen community participation in the preparation and implementation of the policies and strategies (PEQ II.3.1).	Strengthen community participation in the preparation and implementation of the policies and strategies in the areas of RH, CH, Nutrition and malaria and epidemics control.	1. Support the definition of norms and coordinating mechanisms in the implementation and application of the community involvement strategy with PDH and partners (AOP of DPHE/RESP, Act 2).	Existence of directives and an implementer document.	FS / DG, DT, EPE, HKI-Carina Short-term consultant MOH/RESP	(NDE) +		X	X	X

Operational Goal	Expected result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
		2. Support the development and implementation of the communication strategy to prevent Avian Influenza			19,500				
		3. Support the update of the nutritional model for promotion and marketing of the balanced diets and good nutrition practices (Act.10, 33) .	Models revised.	FS / HKI - Diane, Carina MOH / NDr, RESP UNICEF				X	X
		4. Support integrating nutritional messages into the activities implemented by RESP.	Nutritional messages integrated in the activities implemented by RESP.	FS / HKI - Carina MOH / NDr RESP UNICEF, WHO			X	X	X
2 F. Work with the DEPARTMENT of EPIDEMIOLOGY AND ENDEMIC s to develop/update and disseminate policies, strategic plans, and guidelines to prevent and control malaria and prevention and response to the epidemic situations (PEQII.2.1) .	Policies, strategic plans, guidelines and capacities in malaria and epidemics prevention and control updated and disseminated	1. Support for the inclusion of the National Policy for Malaria Treatment included in the training of staff that provides the pre-natal care (AOP DEE 2006, p. 2) .	Training in pre-natal including the contents of the National Policy for Malaria Treatment.	FS / DT, EPE, MOH/PNCM SR	(NDE) + 7,000		X	X	X
		2. Support inclusion of the National Policy for Malaria Treatment in the training for staff that carry out IMCI (AOP DEE 2006, p. 2) .	Training in IMCI and ANC including the contents of the National Policy for Malaria Treatment.	FS / DT, EPE, MOH/PNCM/ SI	(NDE) + 7,000		X	X	X

Operational Goal	Expected result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
		3. Support the preparation of the policy/strategy to combat epidemics and endemics (AOP 2006, p. 43).	Policy/strategy elaborated.	FS / DT, EPE, Short-term consultant MOH/DEE	(NDE) + 15,000		X	X	X
Subtotal: Direct Operational Support					\$133,500				
Sub total: Technical and administrative allocation					\$343,647				
TOTAL DA AREA TWO					\$477,147				

Legend: FS/FORTE Saúde, DG/General Director/Chemonics, DT/Technical Director/JHPIEGO, EMA/Monitoring and Evaluation Specialist/Chemonics, ETI/Information Technologies Specialist/IT Shows, EDI/Institutional Development Specialist/Chemonics I EPE/ Strategic Planning and Health Policies Specialist/Chemonics, NDE/Level of Effort

Table 3: Action Plan 2006 – Specific Objective Two

SPECIFIC OBJECTIVE THREE: Strengthen capacity of the MOH in management, leadership and quality promotion in the areas of Reproductive Health and Child Health, at the central level *and in the target provinces.*

The MOH is facing challenges such as the implementation of health sector reform, enhancement of its institutional capacity and effective decentralization. Contributing to the improvement of management, leadership, supervision and quality of the sectors responsible for the Reproductive Health and Child Health, will enable FORTE Saude to overcome these challenges which is an important goal for the contract. This contract will work with the different national directorates and their partners and with the provincial directorates and NGOs operating in Zambézia, Nampula, Gaza and Maputo on the aspects of leadership, management, participatory supervision and quality in the target areas. Once these processes are institutionalized, the MOH may replicate these experiences for other provinces and other areas.

Within the strategic priorities of HSSP and AOP of 2006, various goals and activities are related to this area. The priority identified is related to the development of leadership capacity and institutional management, in view of the improvement of the access to services with quality at all levels of the MOH.

This priority is sustained by various activities including: implementation of health sector reform, in which the decentralization and institutional capacity building are considered essential; the promotion of effective forms to achieve sustainable goals, implementing modern technologies of management and human resources development (HSSP, p. 2, 12, 34, 35; AOP 2006, p. 7; NPRS II).

FORTE Saúde intends to work with an approach that allows practical development of management, leadership and quality improvement skills and the strengthening of mechanisms that enable the promotion and evaluation of progress in this area.

ACTION PLAN 2006 – SPECIFIC OBJECTIVE THREE: Strengthen capacity of the MOH in management, leadership and quality promotion, in the areas of Reproductive Health and Child Health, at the central level *and in the targeting provinces*

Operational Objective	Expected Result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
3. A. Identify the main difficulties existing in management, leadership, supervision and quality in the areas of RH and CH. (PEQ III.1.1).	Main difficulties existing in the management, leadership, supervision and quality identified	1. Review/compile the results of the assessment in management and leadership evaluation conducted in Mozambique using the tool MOSTambique.	Report of review produced.	FS /DG, Austral – Paulo Soares / JHPIEGO – Edgar Necochea MOH / DCH, DEE	(NDE) + 7,000				
		2. Elaborate a tool for rapid assessment for the complementary elements.	Tool elaborated.				X	X	
		3. Identify at central and provincial level the situation in terms of introducing management, leadership, participatory, supervision, practices and procedures and quality of referred services (Short interviews with key leaders in each of the provinces).	Results compiled.						
3. B. Develop a strategy to improve RH and CH management and quality in the various levels of NHS (PEQ III.1.2).	Proposal elaborated.	1 Prepare a draft of the strategy.	Proposal elaborated and approved.	FS/DG, DT, EDI, EPE, JHPIEGO – Edgar Necochea. MOH / DCH, DPC	(NDE) + 10,000				
		2. Workshop to present and discuss proposal.						X	

Operational Objective	Expected Result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
3. C. Define/update the standards and quality in RH and CH, for the various levels of NHS (PEQ III.1.3).	Performance guidelines defined in the selected areas.	1 .Workshop to define quality guidelines with different program leaders (in coordination with Area 3). 2. Technical Assistance to finalize the standards in target areas.	Management and quality guidelines defined.	FS/ DG, DT, EPE, EDI, JHPIEGO – Edgar Necochea / Debora Bossemeyer Short-term consultant MOH / DCH.	(NDE) + 35,000			X	X
3.D. Structure a broad curriculum in management, leadership, supervision and quality at the relevant levels (PEQ III.2.1).	Management, leadership, supervision and quality training strengthened in the target areas.	Elaborate/adapt management, leadership, supervision and quality training curriculum based on the evaluation conducted and the guidelines defined.	Curriculum developed and pre-tested.	FS /DG, DT, EDI, Austral Paulo Soares Mário Souto / JHPIEGO – Edgar Necochea. MOH / DPC, DCH, DEE, DRH.	(NDE) + 8,000			X	X
3. E. Assist in the review, update and development of educational subjects related to standards of management and quality. (PEQ III.2.2).	Training material elaborated/adapted.	1. Identify/adapt training material and assist with reproduction.	Training handout developed.	FS/ DT, EDI, Short-term consultant JHPIEGO – Edgar Necochea / Debora Bossemeyer MOH / DCH, Training Dep	(NDE) + 35,000			X	X
		2. Support the initiation of the HR of management manual for the provincial level.	Manual preparation process initiated.	FS /DG, EDI, Austral Paulo Soares Mário Souto, JHPIEGO – Edgar Necochea e Short-term consultant MOH / DCH, DPC				X	X
		3. Elaborate practical tools to implement and monitor the management process tied to performance standards.	Tools elaborated.				X	X	

Operational Objective	Expected Result	Activity	Indicator	Resources/ Responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
3 F. Provide technical assistance to MOH for the review and development of the planning processes (PEQIII.4.1).	Planning process strengthened.	1. Support the review of the planning methodology at the central level and propose recommendations to strengthen the planning processes. (AOP DPC act 49, 52, 101).	Report with planning methodologies at the central level reviewed.	FS / DG / EPE / Short-term consultant MOH/DPC	(NDE) + 8,000		X	X	X
Subtotal: Direct operational support					\$103,000				
Sub total: Technical and administrative allocation					\$411,069				
TOTAL OF THE AREA THREE					\$514,069				

Legend: FS/FORTE Saúde, DG/General Director/Chemonics, DT/Technical Director/JHPIEGO, EMA/Monitoring and Evaluation Specialist/Chemonics, ETI/Information Technologies Specialist/IT Shows, EDI/Institutional Development Specialist/Chemonics, EPE/Strategic Planning and Health Policies Specialist/Chemonics, NDE/Level of Effort

Table 4: Action Plan 2006 – Specific Objective Three

SPECIFIC OBJECTIVE FOUR: Strengthen the training efforts in the areas of RH and CH, including aspects of nutrition, and prevention and treatment of malaria.

FORTE Saúde will work with the MOH to provide post-graduate training to managers selected by the institution. The post-graduate studies will include masters in public health (MPH) at the national or international level at Universidade Eduardo Mondlane (UEM) or the University of Washington (UW) in Seattle, Washington (USA) respectively or in other institutions if these do not satisfy the specific technical needs. FORTE Saúde will support the candidates for the long-term post-graduate courses outside the country, to assure that they acquire the necessary language level. This training will take place in country and/or outside in specific places, like Johannesburg-RSA and Seattle-USA.

The candidates that are doing the post-graduate courses will be assisted and financially supported to develop their thesis in collaboration with the MOH Beira Operational Research Centre. The project will support the search for new sources of funding for studying, as well as for courses of interest to the MOH in the proposed areas.

There is also the possibility to support some short-term courses oriented to respond to the very specific needs of the MOH. FORTE Saúde will make efforts to support staff that already has post-graduated preparation that needs short-term specialization courses relevant to the MOH. Such courses should take between 3-6 months and will be conducted in country, in South Africa, other African countries or in the United States of America.

In the year 2006 FORTE Saúde will focus on supporting the MOH Post-Graduate Commission so that the criteria for staff selection will be defined, transparency in this process assured, and MOH technical needs determined through the involvement of the DHR, DCH and the NHD. The Provincial Health Directorates (PHD) will be involved in the process of staff selection. It is expected that 6 professionals will be provided support in the current year as will work in strengthening the link between UEM and BORC.

FORTE Saúde will also support the review of curricula, training material and the improvement of the trainers in the areas of RH and CH, including the components of nutrition and malaria, in the strengthening of managerial capacity of the nurses training institutions and in conducting the basic nurses training courses in selected provinces (in discussion with USAID).

There are many linkage points between this objective and the MOH strategic planning documents and activities. According to HSSP the MOH encourages the managers and key staff to participate in medical and non-medical post-graduate courses in priority areas for the institution and in the improvement in the NHS service delivery management, training the managers in different areas and levels. Also contemplated is the strengthening of a training institution that may develop a scale of managerial training programs for the different levels of the NHS structure (HSSP 2001-2005 (2010), PDRH 2006-2010, Priority action 2006, PEN 2004-2004).

ACTION PLAN 2006 – SPECIFIC OBJECTIVE FOUR: Strengthening the training efforts in the areas of RH and CH, including aspects of nutrition, and prevention and treatment of malaria.

Objective	Expected Result	Activities	Indicator	Resources/responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
4 A. Support the functioning of the Post-graduate Commission (PEQ IV.1.1).	Training process at post-graduate level well coordinated and transparent.	1. Meetings with interested parties to discuss the functioning of the committee. 2. Organize workshop to develop a training plan including the definition of the necessary courses, the selection criteria of candidates, number of participants and selection of universities/institutions.	Committee functioning. Training plan developed.	FS/ HAI, DT, EDI MOH/ DRH, DNS, PDHs (for specific cases in each province)	(NDE)		X		
4 B. Identify potential MOH candidates, assist with necessary arrangements for their participation at the national and international post-graduate courses and others as appropriate	Strengthening of the institutional development process	1. Select the beneficiaries.	Candidates identified:	Post-graduate Commission FS/ HAI and DT	(NDE)		X	X	X

Objective	Expected Result	Activities	Indicator	Resources/responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
programs. (PEQ IV.1.2).		2. Assure the necessary language capacity for the candidates for long-term post graduate courses.	Language capacities of the candidate improved to meet the requirements for admission.	FS/ HAI MOH/DRH	10,000			X	X
		3. Support the candidates in the registration process and provide the necessary logistical support including transport, course payments, and material needed and living costs.	Number of professionals participating in the post-graduate courses.	FS/ HAI MOH/ DRH, UEM	100,000			X	X
		4. Supervise the training progress.	Periodic supervision reports.	Post-graduate committee FS/ HAI, DT, EDI	(NDE)			X	X
4 C. Provide support to the MOH in the identification of new programs and new possibilities of funding (PEQ IV.1.3).	New programs and sources of funding identified.	1. Work with the MOH counterparts; identify new programs and new funding possibilities.	New sources of funding/ Programs identified.	FS/ HAI, DG MOH/DCH	(NDE)	X	X	X	
4 D. Assure the support for the application of the skills learned in the MOH Center of Operational Investigations in Beira (PEQ IV.1.4).	Professionals with experience to design studies, use qualitative methods, epidemiology, and other relevant topics in public health.	Support students in the identification of the subjects for their thesis, and in the design of study protocols, data analysis and alternatives for the dissemination of the information.	Number of students in the MPH trained working in operational research. (5 at the beginning of year 2).	FS/ HAI, DT, EDI MOH/UEM, DCH CIOB, PDHs (for specific cases in each province)	(NDE) + 10,000			X	X

Objective	Expected Result	Activities	Indicator	Resources/responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
4. E. Support the DCH and DHR in the review/update/structure of curricula for the training activities in related areas and in the preparation of a training action plan (PEQ IV.2.1).	Strengthening the training activities in the related areas.	1. Review the actual curricula and existing training materials in the target areas, including EPI, identify the needs and elaborate the training action plan (AOP DCH Act 15).	Report of the review and the Action plan to the training prepared.	FS / DT, EDI, Short-term consultant HAI	(NDE) + 10,000		X	X	X
		2. Support R/nutrition in the review of the training modules and curricula for the nutrition technical training course and in mapping the gaps in the Institute of Health Science trainers' skills. (Pag 79 do PEDN).	Training needs and gaps mapped.	FS / HKI – Diane			X	X	X
		3. Support the R/nutrition to carry out a training of trainers' course for nutrition technical staff.	Training of trainers done.	MOH/ R/nutrition, DF-RH					
4.F. Support the strengthening of the managerial capacity of the nurses training institutions (PEQ IV.3.1). ²	Nurses training strengthened	1. Carry out pedagogical training courses for instructors and internship supervisors of the MOH training institutions.	Pedagogical capacity building done.	MOH/Training Dep, Training Institutions	To be determined			X	X
		2. Carry out management courses for the MOH training institutions.	Managerial courses for the MOH training institutions carried out.	FS/DG/EDI					

² In discussion with USAID

Objective	Expected Result	Activities	Indicator	Resources/responsibilities	Direct Operational Support	Quarter			
						1	2	3	4
4. G. Support the basic nurses training course in the selected provinces. (PEQ IV.3.1). ³		1. Undertake basic nurses training course in the selected provinces	Basic nurses training course completed.	MOH/Training Dep /Training Institutions FS/DG/EDI	To be determined			X	X
Subtotal: direct operational support					\$130,000				
Subtotal: Technical and administrative allocation					\$57,450				
TOTAL OF THE AREA FOUR					\$187,450				
TOTAL OF THE FOUR AREAS					\$1,988,114				

Legend: FS/FORTE Saúde, DG/General Director/Chemonics, DT/Technical Director/JHPIEGO, EMA/Monitoring and Evaluation Specialist/Chemonics, ETI/Information Technologies Specialist/IT Shows, EDI/Institutional Development Specialist/Chemonics I EPE/ Strategic Planning and Health Policies Specialist/Chemonics, NDE/Level of Effort

Table 5: Action Plan 2006 – Specific Objective Four

³ In discussion with USAID

SECTION III: BUDGET SUMMARY

The budget summary of the FORTE Saúde Annual Action Plan for 2006 shows the expenses for the current year. As the priorities get revised and refined together with the MOH, the projected allocations may require revision.

This contract is essentially meant for technical assistance, for that reason the planned funding is directed towards for the provision of technical competencies in the form of short and long term duration. Being that continuity is an important consideration in the technical assistance provided, even effort will be made to seek capable consultants who can assume long term responsibility to give support needed in each area of implementation. For the short term consultancies, various possible local consultants who are familiar with the MOH reality and needs, were interviewed, with the help of the MOH.

In anticipation of the procurement needs, allocations for acquisition of computers and software were made for the purpose of providing the MOH with the necessary instruments to support development or enhancement of management information systems as well as the MOH website. Additional funds were allocated for logistical aspects as the needs will be identified through various conducted evaluations.

The allocation through the Collaboration Fund will cover the costs related to meetings (including hiring of space, seminars facilitators and materials reproduction) aimed at bringing together different organizations and interested parties to coordinate effectively and efficiently a range of activities in benefit of the MOH priorities for the current year. The adjustment of resources and progress monitoring towards the desired results are crucial not only to assure that funds for priority activities are available but also to allow people to understand if intended goals are being accomplished. The activities related to guaranteeing coordination will also receive some funding.

The funding for post-graduate training taking place this year will also cover training in and outside Mozambique. It is planned that 5 or 6 students will start their Masters training.

As per convenience, it is expected that the MOH is going to use the Government Budget and donor funding in combination with FORTE Saúde funding, and in this way the success of the interventions will be assured. Whenever possible, FORTE Saúde is going to promote contacts with different funding sources during the year.

The budgetary allocations are presented on the tables of the areas of implementation in form of level of effort (NDE) to mean the involvement of the technical team staff members or Consortium FORTE Saúde staff members. The amount in US dollars are allocations meant to cover short term consultancies costs, printing of materials, procurement, materials and other costs mentioned in the first sub-total of the tables for each specific objective related to direct operational support. Detailed allocations according to the short term consultancies chronology and distribution of other costs will be prepared after discussions with the contract partners.

SECTION IV: CHALLENGES AND IMPLEMENTATION SUCCESS FACTORS

The successful implementation of this plan is related to some conditions which we seek to anticipate in order to manage in an appropriate manner as to attain the desired goals.

The major challenges that are foreseen include the following:

- Ensure the approval of this plan, by at the latest, June of the current year.
- Ensure staff availability from the MOH as well as from FORTE Saúde, in such a way that the execution of the activities is possible.
- Keep communication channels open to ensure that all (MOH, USAID and FORTE Saúde) are informed and have the information they need to make decisions in a timely manner.
- Document and disseminate progress and results in an appropriate manner.
- Mobilize funds from different sources to ensure priority activities.

The factors that will facilitate this mutual investment include the following:

- Establish and maintain shared commitment (of FORTE Saúde and that of the MOH) in relation to purposes and agreed goals.
- Build partnerships with other projects, agencies and donors in order to facilitate and maximize resources and knowledge.
- Ensure an atmosphere of mutual trust among the partners and interested parties and the MOH.
- Create and foster an environment that facilitates change.

It will be the responsibility of the involved parties to work in partnership in order to address the challenges and try to turn them into opportunities to achieve the expected results.

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SECTION VI: ANNEXES

ANNEX 1. ANNUAL TRAINING PLAN TO SUPPORT THE INSTITUTIONAL DEVELOPEMENT PROCESS 2006

ANNEX 1 – AAP 2006

ANNUAL TRAINING PLAN TO SUPPORT THE INSTITUTIONAL DEVELOPEMENT PROCESS

The FORTE Saúde (FS) *Annual Training Plan*, for the year 2006, was produced during the 2006 Action Plan development process, collaborative effort among the FS team, the MOH technical staff and the USAID Mozambique Health Team, using as reference the AOP 2006, HSSP, MOH Human Resources Development Plan, in addition to the FORTE Saúde contract.

The Training Plan, which was defined according to the FORTE Saúde objectives, puts together and gives details, in a summarized manner, of the training activities planned for the contract's first year of implementation in the FORTE Saúde implementation areas (see PEQ 2006-2010 e PAA 2006, FORTE Saúde) in order to support the MOH in strengthening actions in reproductive health, child health including the components of nutrition, malaria, and the fight against epidemics.

The MOH, in its Health Sector Strategic Plan (2005-2009), identified the limited capacity of the institution to realize and attain its goals in an effective and sustainable manner and it associates this to such factors as inappropriate organizational structure when it comes to roles (unclear roles and responsibilities); lack of qualified staff at all levels, especially at district and provincial levels; lack of horizontal communication/coordination among different directorates, departments, sectors and programs as well as lack of sound and standardized criteria for human resources management.

As a way to address some of these challenges the MOH recommends, through the HSSP, development and implementation of change strategies that deal with areas of organizational structure, management systems, staff capacity building and motivation including the *professionalization and development of some careers like that of management*.

The support to staff training, in the scope of FORTE Saúde, includes *in service training, training in vocational schools and also post-graduate studies, within the process of institutional capacity strengthening*. This will allow increasing and strengthening the technical competencies of the human resources in the specific areas supported by FORTE Saúde. The FORTE Saúde Training Plan also includes meetings which will be held, with the support of this contract, that have goals related to the institutional development process.

In order to implement this plan FORTE Saúde, apart from providing technical assistance, will promote the collaboration among different departments/ programs with

the Human Resources Directorate /Training Department for the integration of some activities in the MOH Continuous Training Plan.

The planned activities in the FORTE Saúde Training Plan for the year 2006, are shown below, in the summary training table, according to the four specific objectives of the contract and emphasis on reproductive health and child health, including components of nutrition, malaria and fight against epidemics:

Specific Objective 1: Strengthen information and communications and technology systems, monitoring and evaluation in the areas of reproductive health and child health, EPI, nutrition and malaria at the central level and *in the 4 target provinces*.

Specific Objective 2: Develop policies, strategies and guidelines in the areas of reproductive health and child health including components of nutrition, malaria and epidemics, and support to the *adoption, dissemination and implementation in the targeting provinces*.

Specific Objective 3: Strengthen capacity of the MOH in management, leadership and quality promotion in the areas of reproductive health and child health, at the central level *and in the target provinces*.

Specific Objective 4: Strengthen the training efforts in the areas of reproductive health and child health including components of nutrition, and prevention and treatment of malaria.

FORTE Saúde, 2006 Training Plan – Summary table of training by Specific Objective.

Obs: The budget for the implementation of the activities in the training plan is included in the budget of the Annual Action Plan 2006.

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
1	Seminars	1. Present and discuss the results of the assessment on HIS and subsystems in the targeting areas and define an executive plan of the steps farads	Professionals connected to HIS and subsystems of HIS and partners	SO 1A: Act 6	FS/EIT, EMA Short-term consultant		X		30	(NDE) + 2,000			X	
	Workshop	Define the minimal informational needs and the appropriate information fluxes, including the ones that are necessary to produce relevant reports for decision making	Professionals connected to HIS and subsystems of HIS	SO 1B: Act 1	MOH/DIS, DCH, DEE FS/DT, EIT, EMA		X		20	(NDE) + 2,000		X	X	X
	Workshops	Prepare the implementation plans for the HIS tools	Professionals connected to HIS and subsystems of HIS	SO 1D: Act 1	FS/EIT, EMA MOH/DT,DIS,DCH			X	30	(NDE) + 5,000			X	X
	Seminars	Train the use of the reviewed HIS tools at the central level and in the targeting provinces with the support of USAID (Nampula, Zambézia, Gaza and Maputo)	Professionals connected to HIS and subsystems of HIS	SO 1D: Act 2	MOH/DIS,DCH FS/EIT,EDI Short-term consultant		X	X	60	(NDE) + 10,000				X

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
	Bi-annual M&E Fora	Evaluate the progress of planned activities together with the MOH, USAID and partners	MOH / USAID Technical staff, MOH partners supported by USAID	SO 1G: Act 1	MOH/DPC FS/DG, EMA		X		60	(NDE) + 5,600		X		
	Workshop	Produce the FS Annual Activity Plan.	FS Consortium technical staff	SO 1G: Act 2	FS/DG, DT EMA, NGO		X		20	(NDE)				X
	Workshop	Present and discuss the results of the situational assessment of the policies, strategies and guidelines in the target areas.	MOH –DNS, DCH/DEE professionals and partners	SO 2A: Act 4	FS/DT, EPE e EDI MOH-DCH/DEE		X		30	(NDE) + 2,000		X	X	X
2	Seminar	Discussion of the Health Reproductive Policy	Managers, health professionals, partners and community	SO 2B: Act 3	FS / DT, EPE, Short-term consultant MOH / SR/SI WHO / FNUAP		X		30	(NDE) + 5,000	X	X	X	X
	Seminar	Discussion of the Child Health Policy	Managers, health professionals, partners and community	SO 2C: Act 2	FS / DT, EPE, Short-term consultant MOH / SI/SR WHO / UNICEF		X		30	(NDE) + 4,000	X	X	X	X

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
	Seminars	Integrate the content of the National Policy for Malaria Treatment in the training of the professionals associated with PNC	PNC professionals	SO 2F: Act 1	FS/DT, EPE MOH/ PNCM/SR		X	X	25	(NDE) + 2,000		X	X	X
	Seminars	Integrate the content of the National Policy for Malaria Treatment in the training of the professionals associated to IMCI	Professionals of IMCI consultation	SO 2F: Act 2	FS/DT, EPE MOH/PNC;/SI		X	X	25	(NDE) + 2,000		X	X	X
	Workshop	Discuss the strategy of prevention and control of epidemics	Managers, health professionals, partners and community	SO 2F: Act 3	FS / DT, EPE, Short-term consultant MOH / DEE		X		30	(NDE) + 4,000		X	X	X
	Workshop	Present and discuss the draft of the strategy for the improvement of management and quality in RH and CH	DPC and target areas professionals	SO 3B: Act 2	FS/DG, DT, EDI, EPE, EDI, JHPIEGO-Edgar Necochea MOH/DCH, DPC		X		30	(NDE) + 3,000			X	

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
3	Workshop	Define the standards of quality with the responsible of the different programs (in coordination with area 1)	Target areas and DPC professionals	SO 3C: Act 1	FS/DT, EPE, EDI, JHPIEGO-Edgar Necochea /Debora Bossemeyer Short-term consultant MOH/DCH		X		30	(NDE) + 10,000			X	
	Workshop	Present and discuss the draft of the training curriculum in management, leadership, supervision and quality	Targeting areas and DPC professionals	SO 3D: Act 2	FS / Austral Paulo soares, Mário Souto / JHPIEGO – Edgar Necochea MOH/DPC,DCH , DEE, DRH		X		30	(NDE) + 2,000			X	X
	Workshop	Develop a plan for post-graduate training including the definition of the necessary courses, criteria for selecting the candidates, number of participants and selection of the universities/institutions	MOH post-graduate committee members	SO 4A: Act 2	FS/HAI , DT,EDI MOH-DRH/ DNS e DPSs					(NDE)		X		
	MSP Course-UEM	Contribute to the strengthening the process of institutional development – training in SP at national level	MOH/PDH	SO 4B: Act 3	FS/HAI MOH/DRH e UEM		X		4	(NDE) + 40,000		X	X	X

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
4														
	MPH course and short term-courses outside the country	Contribute to the strengthening the process of institutional development – training in SP outside the country	MOH/PDH	SO 4B: Act 3	FS/HAI MOH/DRH e UEM	X			1 MSP 1 Short Term Courses	(NDE) + 50,000 10,000		X	X	X
	languages Course	Contribute to the strengthening the process of institutional development – training in languages-English	MOH/PDH Professionals	SO 4B: Act 2	FS//HAI MOH-DRH	X	X	X	1	(NDE) 10,000			X	X
	In service training	Support the students in selecting the subject for thesis and in preparing the protocol (PAA 6.D.1)	MOH/PDH Professionals	SO 4D: Act 1	FS/HAI, DT, EDI MOH/UEM, DCH CIOB, PDHs		X		5	(NDE) + 10,000		X	X	X
	Workshop	Review the actual curricula and existing materials for the training in the targeting areas, including EPI, identify the needs and prepare the training Action plan	Targeting areas Professionals	SO 4E: Act 1	FS / DT, EDI, Short-term consultant HAI		X			(NDE) + 2,500		X	X	X
	Pedagogical training courses (in discussion)	Strengthen the capacity of the lecturers and supervisors of internship in the institutions of nurses training	Internship lecturers and supervisors from the MOH institutions of nurses training	SO 4F: Act 1	MOH/Training Dep /Training Institutions FS/DG/EDI		X	X	50	(NDE) + To be determined			X	X

Specific Objective	Type of Training	Training Objective	Target audience	Description in relation to SO of FS AAP	Responsibilities	Location			Total participants	Budget* (USD)	Quarter			
						Exterior	Maputo	Provinces			1	2	3	4
	Managerial courses (in discussion)	Strengthen the managerial capacity of the MOH Nurses training Institutions.	Managers of MOH institutions of nurses training	SO 4F: Act 2	MOH/Training Dep /Training Institutions FS/DG/EDI		X	X	30	(NDE) + To be determined			X	X
	Nurses basic courses (in discussion)	Training nurses at the basic level.	Staff from the selected provinces	SO 4G: Act 1	MOH/Training Dep /Training Institutions FS/DG/EDI		X	X	90	(NDE) + To be determined			X	X
Total														

Legend: FS/FORTE Saúde, DG/General Director/Chemonics, DT/Technical Director/JHPIEGO, EMA/Monitoring and Evaluation Specialist/Chemonics, ETI/Information Technologies Specialist/IT Shows, EDI/Institutional Development Specialist/Chemonics I EPE/ Strategic Planning and Health Policies Specialist/Chemonics, NDE/Level of Effort

Table 6: Summary frame of the trainings by Specific Objective.