

AIDSTAR-Two Project Trip Report – Honduras 06/07/10

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5 key words:

Grants Management System, procedures, AIDSTAR – Two, local consultant, USAID regulations

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1. Scope of Work:

Destination and Client(s)/ Partner(s)	Tegucigalpa, Honduras
Traveler(s) Name, Role	Yadira Almodóvar-Díaz, Senior Program Office
Date of travel on Trip	June 7-19, 2010
Purpose of trip	To support the delivery of two trainings, work with local AS-Two team to draft FY11 work plan, budget and plan RFP for upcoming grants, and debrief with USAID Honduras.
Objectives/Activities/ Deliverables	<ul style="list-style-type: none"> • Co-facilitate with Lourdes de la Peza, a training of trainer (TOT) on Strategic Planning for the AS-Two technical team and Global Fund Partners. • Assist Peter Mahoney, MSH Senior Contracting Officer, with the facilitation of the training on MSH's processes and procedures for contracting local consultants in order to delegate this responsibility to the local AIDSTAR-Two office; and assist with the review the grants management system. • Work with the AS-Two local team to draft a plan for the development of the RFP for upcoming grants, as well as the FY11 work plan and budget. • Debrief meeting with USAID Honduras.
Background/Context, if appropriate.	<p>In 2009, AS-Two Honduras conducted a capacity building needs assessment of the Global Fund NGOs. From the 32 NGOs assessed, AS-Two prioritized the eight (8) organizations that serve most at risk populations (MARPs). Based on the results of this assessment, three priority needs were identified including: a) strengthening of boards of directors in governance, leadership and organizational procedures, b) developing or updating the strategic plans of these NGOs, and c) developing the skills of NGO staff to formulate project proposals to secure funding.</p> <p>Between August 2009 and September 2010, these eight NGOs have been implementing the Leadership Development Program (LDP) to address the first priority need, with the technical support of AS-Two, CHF/Honduras and its four Sub-recipient NGOs. Beginning in October 2010, the project will provide TA to these same NGOs for the development of their strategic plans in response to the second priority need.</p> <p>In addition, the social mobilization component of AS-Two will develop a strategic and an operation plan that will describe the objectives and activities to address the social norms fueling the HIV epidemic among MSM in Tegucigalpa, San Pedro Sula, Comayagua and La Ceiba. A portion of this plan will be used for the RFP of a grant to be issued in FY11 with the goal of having a local NGO, working closely with identified key sectors, to implement activities leading to an improved environment that increases access to HIV prevention and promotes healthy behaviors among MSM and transgender groups.</p> <p>In preparation for these activities, I assisted Lourdes de la Peza (MSH consultant) with the coordination and delivery of a Strategic Planning TOT for six AS-Two technical staff and representatives of CHF/Honduras and its four Sub-recipient</p>

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NGOs. Using MSH's Spanish language tool called the *Strategic Planning Program*, Lourdes and I adapted the training materials using a case-study where small teams formed by 2 to 3 people would develop the various products (SWOT analysis, mission, vision, strategic objectives, etc.) that lead to the completion of a strategic plan. At the end of each exercise, the entire group in plenary discussed the outcomes of their work and provided feedback to each other in order to improve the final product. This participatory process allowed participants to strengthen their facilitation and consensus building skills, and provided them with a simplified methodology to support local NGOs with the development of a strategic plan.

The training evaluations were very positive. All participants expressed having a clear understanding of how to apply the methodology and some participants expressed wanting more practice in the development of some of the matrices. Lourdes de la Peza will provide virtual assistance to the facilitators throughout the implementation of the Strategic Planning Program, on a needs basis.

To decentralize the process for contracting local consultants in Honduras, MSH requires that a Senior Contracting Officer (Peter Mahoney) do a site visit to: 1) train staff on required contractual procedures and rules established; 2) the financial and administrative systems are well organized and in compliance with the appropriate requirements; and 3) teams have the necessary tools to execute the contracting process. Therefore, we arranged a site visit for Peter Mahoney, Senior Contracting Officer for the Center for Leadership and Management (CLM) to deliver the appropriate trainings to the local AS-Two finance and administrative team; as well as to review the grants management system to identify areas for improvement and provide TA to address and inefficiencies identified.

During this visit, I assisted Peter with interpretation in various training sessions. We also discussed with the COP the best strategies for incorporating performance-based financing into the FY11 grants component, which will be re-competed at the request of USAID/Honduras. A debrief session with Dr. Ritza Avilez was done to inform her about the accomplishments achieved during the week and to present her the preliminary ideas for issuing performance-based grants or sub-contract agreements with the local NGOs.

Thanks to the proposed funds for FY11 from USAID/Honduras to AS-Two, the project will continue strengthening the institutional and technical capacity of local NGOs that deliver HIV/STI prevention services to high risk groups (men who have sex with men [MSM], commercial sex workers [CSW] and Garifunas). Along with this extension, the local Mission requested that: 1) the Garifuna communications component of the ULAT project be transferred over to AS-Two Honduras; and that 2) the project directs its capacity building support to increasing the skills and strengthening the systems of local NGOs in preparation for the new model for contracting and delivering services through the Honduras Health Sector Reform. To fulfill these requests, ULAT and AS-Two Honduras management and technical teams have been working closely to ensure that the appropriate processes and procedures are in place and plans are implemented in a timely manner.

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Between May and early June, a transition plan to integrate the Garifunas communications component into the current project activities of AS-Two Honduras was drafted.

During my visit, the plan was refined and expanded to include the realignment of the project's functional areas, the prioritization of key components and strategies to achieve better outcomes using a performance-based financing model and the re-definition of the project's mission, vision and strategic objectives. This draft plan was presented to and approved by Dr. Ritza Avilez during my TDY.

Moreover, a concept paper that includes the key outcomes, outputs and activities to be implemented in FY11 was also drafted and discussed with Dr. Avilez during my visit. Based on her input and the guidelines provided by the local Mission on a meeting held June 16th, the concept paper is being adapted into the work plan narrative and budget. AS-Two Honduras project will be submitting the first draft of the work plan to USAID/Honduras for review/input in July and the final revised version by mid-August according to the guidelines given.

For the development of the new RFP integrating PBF, AS-Two, with the technical support of ULAT, initiated a cost-analysis process and the definition of results and products that the NGOs will be expected to deliver in FY11. Using this assessment, the project will decide how much funding should be allocated to the grants/sub-contracts to achieve its proposed goals.

During my TDY, I helped arrange and also participated in an orientation on the Honduras Health Sector Reform facilitated by Dr. Alvaro Gonzalez, COP of ULAT. Within the next 5-10 years, the MOH in Honduras will be contracting local organizations to provide prevention, care and treatment services to various groups. Therefore, AS-Two is one of the pioneers that focuses its efforts on strengthening local NGOs that serve MARP so they can be part of this new model of health care provision.

2. Major Trip Accomplishments: Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

Strategic Planning Program (SPP) Training

- Eleven individuals (six AS-Two technical staff, one representative from CHF/Honduras and four representatives the Global Fund Sub-receptor NGOs) were trained as facilitators of the SPP.
- Beginning in October, AS-Two Honduras, in collaboration with its Global Fund partners will be providing training and TA support to the eight Sub sub-recipient NGOs that serve MARPs with the development of their strategic plans.

Training for Delegation of Authority to Contract Local Consultants

- Assisted with the provision of training to seven local administrative and finance staff in USAID regulations, types and function of various contracting instruments, procurement policies and procedures, and consultant

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<p>rate negotiation policies and procedures.</p> <ul style="list-style-type: none"> Assisted with the adaptation of the Standard Operating Procedure (SPO) manual for the office. Participated in debriefing session with USAID/Honduras.
<p><u>Finalization and Approval of Transition Plan</u></p> <ul style="list-style-type: none"> Presented to Dr. Avilez the transition plan and the re-defined organizational and functional structure for AS-Two Honduras. Both of them were approved.
<p><u>Draft work plan, budget and RFP for FY11</u></p> <ul style="list-style-type: none"> Created an action plan for the development of an organizational functions manual and the revised position descriptions for AS-Two. Drafted concept paper and presented it to Dr. Avilez. Based on her input, worked with the COP to develop the work plan and budget for FY11. Began the cost analysis and definition of results/products as part of the new RFP. Reviewed RFP template.

3. Next steps: Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
Finalization of SOW for the consultant to assist with the development of a Strategic Plan and the operational plans for the social mobilization component. Recruitment of consultant.	Marisela Bustillo	July 1 – Done
Finalization of Strategic Plan and the operational plans for the social mobilization component.	Consultant and Marisela Bustillo	Sept. 30
Adaptation of the Strategic Planning Program for the NGOs in Honduras.	Arturo Kafati and Lourdes de la Peza	August 2010
Development of a plan to implement the Strategic Planning Program with the 8 GF Sub sub-recipient NGOs.	Arturo Kafati	August 2010
Implementation of the Strategic Planning Program with the eight Global Fund Sub sub-recipient NGOs that serve MARPs.	AS-Two Honduras	Beginning in October/10
Provision of virtual TA support to the Strategic Planning facilitators' team.	Lourdes de la Peza	Beginning in October/10
Finalization of SOP for local consultant engagement.	Maria Elena Ramirez	July 9
Formal delegation for contracting local consultants.	Peter Mahoney	July 30
Submission of pipeline projections and adjustments to FY 10 WP as requested by USAID/Honduras	Licida Bautista	June 25
Finalization of organizational functions manual and position descriptions for AS-Two Honduras.	Licida Bautista	July 12
Finalization and submission of FY11WP and budget.	Licida Bautista and Yadira Almodovar-Diaz	August 17

4. Contacts: List key individuals contacted during your trip, including the contacts' organization, all contact information, and brief notes on interactions with the person.

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Name	Title and Institution	Contact information	Notes
1. Dr. Ritza Avilez	USAID/Honduras HIV/AIDS Project Management Specialist	(504) 236-9320 X4360 ravilez@usaid.gov	AIDSTAR-Two Honduras COTR
2. Marco Peñalba	USAID/Honduras Project Management Specialist	(504) 236-9320 mpenalba@usaid.gov	
3. Dr. Emma Iriarte	USAID/Honduras Health Officer	(504) 236-9320 eiriarte@usaid.gov	
4. Dr. David Castellanos	USAID/Honduras Health Officer	(504) 236-9320	
5. Marisela Bustillo	Communications Manager, AIDSTAR-Two		Participated in Strategic Planning (SP) TOT
6. Mónica Palencia	Sector-level Coordinator, AIDSTAR-Two		Participated in SP TOT
7. Carlos Núñez	Organizational Development Technical Assistant, AIDSTAR-Two		Participated in SP TOT
8. Arturo Kafati	Organizational Development Manager, AIDSTAR-Two		Participated in SP TOT
9. Francisco Armenta	M&E Specialist, AIDSTAR-Two		Participated in SP TOT
10. Maria Elena Ramirez	Director of Grants and Finance, AIDSTAR-Two		Participated in delegation training
11. Eglá Canales	Accountant and HR Manager, AIDSTAR-Two		Participated in delegation training
12. Javier Bustillo	Logistics Assistant, AIDSTAR-Two		Participated in delegation training
13. Maria Rene Galves	Receptionist, AIDSTAR-Two		Assisted with interpretation during the delegation training
14. Norma Moncada	Grants and Finance Assistant, AIDSTAR-Two		Participated in delegation training
15. Glenda Duron	Grants and Finance Assistant, AIDSTAR-Two		Participated in delegation training
16. Lícida Bautista	COP, AIDSTAR-Two		Participated in SP TOT
17. Dany Rodríguez	Technical Coordinator, Kukulcán		Participated in SP TOT
18. Melbi Castro	Technical Coordinator, CEPROSAF		Participated in SP TOT
19. Bibiana Paz	Technical Coordinator, Liga de la Lactancia Materna		Participated in SP TOT
20. Carmen Cerrato	Sub-coordinator, AMDA		Participated in SP TOT
21. Claudia María Bello	Representative, CHF		Participated in SP TOT
22. Dr. Alvaro Gonzalez	COP, ULAT, MSH		Conducted training on Health Sector Reform and collaborated in the development of the transition plan

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5. Description of Relevant Documents / Addendums: Give the document's file name, a brief description of the relevant document's value to other staff, as well as the document's location in eRooms or the MSH network. Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

File name	Description of file	Location of file
AIDSTAR-Two_Honduras_Planes estrategicos.pptx	Training presentation	e-Room
Evaluación del taller.doc	Training evaluation results	e-Room
ASONAPVSI DAH caso de estudio.doc	Case study used in the training	e-Room
AIDSTAR II Contract at a Glance.ppt	Basic information about AIDSTAR-Two IQC & TO	e-Room
The Acquisition Process.ppt	Presentation on procurement cycle	e-Room
Regulations.ppt	Overview of A-122	e-Room
22 cfr 226.ppt	Overview of regulations	e-Room
Consultant rate negotiation – June 2008.ppt	Overview of MSH consultant rate negotiation SOP	e-Room
USAID PBF.ppt	Presentation to USAID re PBF	e-Room
Actualización de los Planes de Trabajo 2009-10 y preparación de los Planes de Trabajo 2010-11	Requerimientos Legislativos.pdf Planificación Anual - Lineamientos.pdf FP Statutory Requirements.pdf Assistance Obj 4 Health Status for Underserved and Vulnerable Pop.pdf	e-Room