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# Frontier Health Markets (FHM) Engage - Liberia

ANNUAL REPORT

October 1, 2021 - September 30, 2022

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Resubmitted - December 2, 2022

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## Acronyms

CHAL	Christian Health Association of Liberia
DELTA	USAID Data, Evaluation, Learning, and Technical Assistance Project
EMMP	Environmental Monitoring and Mitigation Plan
FHM	Frontier Health Markets
FP	Family Planning
HFL	Healthcare Federation of Liberia
HSSC	Health Sector Coordination Committee
ICT	Information Communication Technology
IHA	Insight Health Advisors
MEAL	Monitoring Evaluation and Adaptive Learning
MNCH	Maternal Newborn Child Health
MOH	Ministry of Health
NHSCA	National Health Sector Capacity Assessment
NIP	Network Implementation Partner
PPD	Public Private Dialogue
PPP	Public-Private Partnerships
PSE	Private Sector Engagement
SRH/FP	Sexual and Reproductive Health/Family Planning
TWG	Technical Working Group
ToC	Theory of Change
ToR	Terms of Reference
UEI	Unique Entity Identification
WAPHF	West African Private Healthcare Federation

# Executive Summary

Frontier Health Markets (FHM) Engage is a global cooperative agreement focusing on improving health markets and equal access to and uptake of high-quality, consumer-driven, health products, services, and information. In Liberia, FHM Engage aims to support USAID Liberia and the Ministry of Health's (MOH) Private Sector Engagement (PSE) goals. Namely, the recent private sector assessment (2019) and Private Sector Engagement (PSE) Strategy (2021) have helped to articulate how to evolve the collaboration between the public and private health sectors to ensure more accountability and greater effectiveness for the health of Liberians. In collaboration with USAID, FHM Engage has defined three objectives for its work in Liberia (see box).

FHM Engage aims to enable public-private collaboration and will achieve these objectives through three strategies:

1. Build the capacity of the MOH PSE Unit to perform its stewardship role of effectively engaging the private health sector in expanding choice and access of health services.
2. Facilitate public-private dialogue through the multi-sectoral private sector engagement technical working group (TWG) to co-design and co-implement the agreed upon mechanism (e.g., MOU, contract, other) to engage the private sector.
3. Support the Healthcare Federation of Liberia (HFL) in improving on their private sector representation role through dialogue on, and participation in, the design of the MOH PSE strategy, while supporting HFL's efforts to become a financially viable entity.

## FHM Engage in Liberia Objectives

Strengthen the capacity of Liberia's MOH to engage the private health sector by operationalizing the PSE Strategy

Improve dialogue and collaboration between the public and private sectors through technical assistance support to hold Ministerial Form

Strengthen the role of the HFL to become a sustainable umbrella organization for the private health sector in Liberia

During the performance period, FHM Engage launched this field support activity in Liberia. FHM Engage began conversations with USAID/Washington and USAID/Liberia in late 2021. Between January and March 2022, FHM Engage and USAID refined and revised the work plan to align on the technical approach, budget, and partnering. FHM Engage Liberia's work plan was approved on March 25, 2022. Highlights of progress summarized in this annual report include:

- Start up and launch of FHM Engage in Liberia
- Introducing the project to the MOH, Assistant Minister [Name redacted] and PSE Unit lead, [Name redacted]
- Negotiating and finalizing sub-agreements with partners Insight Health Advisors (IHA) and The Federation Ouest Africaine du Secteur Prive de la Sante/West Africa Private Healthcare Federation (FOASPS in French, hereinafter WAPHF in English)
- Recruiting and onboarding the 'honest broker' local consultant
- Supporting the capacity of the PSE unit to perform its stewardship role, FHM Engage initiated the PSE unit capacity assessment including reviewing published and grey literature and facilitated key informant interviews. FHM Engage plans to share the capacity assessment with USAID in FY23Q1.
- Facilitating public-private dialogue, FHM Engage supported the PSE unit to host two TWG meetings. The purpose of the inaugural meeting in April was to discuss the terms of reference for the TWG,

establish points of contact across the units/divisions, and establish roles and responsibilities. The second meeting in August identified actions and next steps for the structure of the TWG, which resulted in developing the timeline and scope of work (SOW) for a workshop to be held in FY23Q1 to build trust between public and private actors and for identification of action items for PSE strategy operationalization.

This report first presents the results framework for FHM Engage in Liberia, followed by a summary of progress achieved in our three technical strategy areas; monitoring, evaluation, and learning; and operations and management. Annex 1 includes the Global Results Framework for FHM Engage, and Annex 2 includes a Success Story.

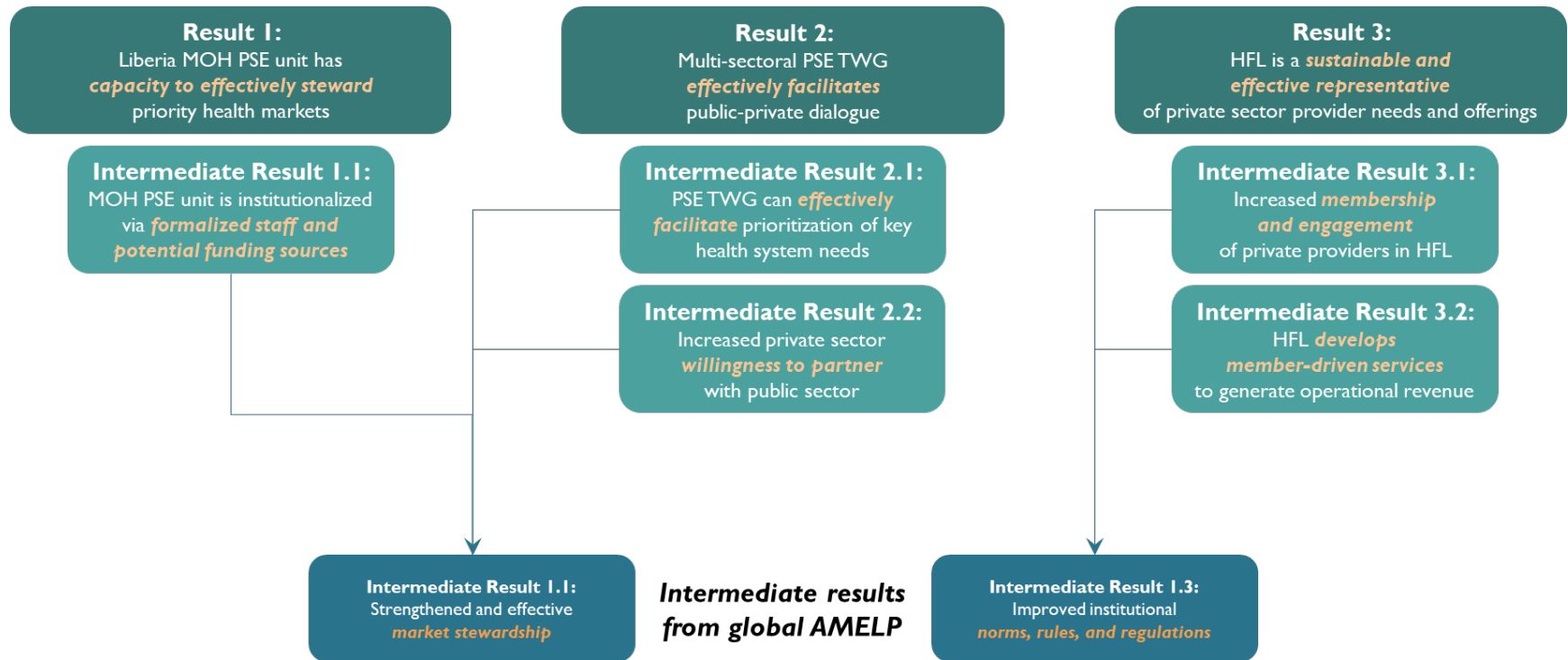
## FHM Engage Liberia Results Framework

FHM Engage's activities in Liberia are, as described above, structured around three objectives:

1. Strengthen the capacity of Liberia's Ministry of Health to engage the private health sector by operationalizing the PSE Strategy
2. Improve dialogue and collaboration between the public and private sectors through technical assistance support to hold Ministerial Forum
3. Strengthen the role of the HFL to become a sustainable umbrella organization for the private health sector in Liberia

The MEAL team has translated these objectives into three expected results, as shown in the Liberia buy-in results framework in Figure 1 below. The figure also includes the intermediate results that FHM Engage believes will contribute to the achievement of the overall results. The arrows in the figure show the linkages between the Liberia buy-in activities and the global results framework, the full version of which appears in Annex 1. The global results framework was approved as part of the global Activity, Monitoring, Evaluation, and Learning Plan (AMELP) in late August. See the section below on Monitoring, Evaluation, and Learning for additional details on how the global AMELP informs the indicator tracking approach for the Liberia activities.

FIGURE I: FHM ENGAGE LIBERIA RESULTS FRAMEWORK



# Summary of Achievements for FY2022

This section summarizes progress achieved in each of FHM Engage Liberia's three strategy areas; monitoring, evaluation, and learning; and operations and management.

## Strategy I: Build MOH's PSE Capacity

### Strategy Overview

Under this strategy, FHM Engage focuses on technical assistance for building the MOH PSE Unit's capacity on the skills, systems, and regulations needed to leverage the private sector. FHM Engage's support to the PSE Unit is organized around the core functions of stewardship and other supporting functions that will help create the necessary conditions and incentives for partnerships. FHM Engage's technical assistance under this strategy is provided by FHM Engage's Network Implementation Partner, IHA, that has been involved in setting up public private dialogue (PPD) and engagement mechanisms across the African continent. IHA leverages this experience to support capacity building of the PSE unit within the Liberia MOH.

### Achievements this Reporting Period

To kick start this activity, FHM Engage facilitated a project introduction meeting in May 2022 with Liberia MOH's Assistant Minister [Name redacted], MOH/PSE Unit Lead [Name redacted]. From this meeting, the three strategies of FHM Engage's work were approved, and the decision was made to keep the private sector definition broad to include for-profit service providers and healthcare related services such as diagnostics and laboratory service providers, education or training institutions, and others. To further engage MOH's attention to PSE best practices, FHM Engage committed to continue to share successful examples from the region.

During the reporting period, FHM Engage commissioned the capacity assessment of the Private Sector Engagement Unit of the Ministry of Health of Liberia. The capacity assessment supports FHM Engage's objective to build the capacity of the Ministry of Health (MOH) Private Sector Engagement (PSE) Unit to perform its stewardship role of effectively engaging the private health sector in expanding choice and access of health services. The assessment was carried out in two phases.

- 1) We conducted an in-depth literature review of the policy and regulatory environment governing PSE in Liberia. Available literature on the structure and functions of similar PSE units in the region and globally were considered (including PPP/PSE/PPD publications by USAID and the World Bank/IFC) and were summarized in the capacity assessment report, which is currently undergoing final review and will be shared with USAID in December 2022. This includes the various definitions used in PSE work.
- 2) We conducted ten key informant interviews. This qualitative information helped to fill in data and information gaps and elicit the latest status of PSE in Liberia. Interviews were held with Deputy Minister of Health (Policy and Planning), Minister of Health, Director Family Health Programs in MOH, Chair of Christian Health Association of Liberia (CHAL), HFL representatives.

We organized the assessment by the three main domains of the PSE unit: 1) organizational capacity, 2) operational capacity, and 3) technical capacity of the unit. In summary, the current PSE unit (led by the



Director of the Subsidies and Grants unit, and reporting to the Assistant Minister for Policy and Planning) has the staff required to carry out its functions as stated in the PSE strategy, albeit they are part-time staff. However, there is a need to develop the terms of reference for the PSE functions and delineate from the host Subsidies and Grants unit. This will be useful as staff have other non-PSE related responsibilities. The assessment showed the need to develop an operational plan to guide the MOH PSE activities, identify, allocate resources, and create accountability for results. The PSE unit's main connection to external agencies is through the PSE technical working group (TWG). There are few linkages with the other ministries and ecosystem players outside of the PSE TWG. External linkages are to the legislature, funding agencies, the private sector, and PPP authorities outside the ministry of health, such as the office of the prime minister, treasury, planning, universities, and other related entities, that have influence on the healthcare ecosystem.

FHM Engage's recommendations to meet uncovered challenges and to build on the strengths of the unit in the draft Liberia MOH/PSE Unit Capacity Assessment Report (to be shared with USAID in tandem with the capacity development strategic plan, in December 2022) include:

- The current situation of the PSE unit within the grants and subsidies unit and its current structure is fit for current purpose. The same unit also has the competencies required to meet the current requirements as stated within the PSE strategy. As the requirements of the unit evolves, potentially shifting towards supporting similar units in the region, additional competencies will be required.
- There is a need to develop specific terms of reference (ToRs) for the PSE unit and sub-national systems. PSE champions within the ministry in various sub-committees of the PSE TWG need to be identified. A PSE policy for the ministry of health is needed. Guidelines and/or standard operating procedures for PSE need to be developed by the unit.
- The PSE unit needs financial support to acquire the basic infrastructure required to make the unit functional. These include office and information, communication technology (ICT) equipment. A specific budget for the PSE functions needs to be developed. Human resource capacity development on various aspects of PPP/PPD/PPE is required by the PSE unit.
- External linkages between the PSE unit and other ministries, departments, and players within the and outside the government of Liberia that support PSE need to be developed and continuous engagement mechanisms put in place.

## Next Steps

As a follow up to the observations from the PSE Unit capacity assessment, FHM Engage will co-develop with the MOH and PSE Unit staff an organizational development plan to establish and institutionalize PSE capacity within the MOH with specific recommendations on the PSE Unit's (a) terms of reference, (b) staffing configuration, (c) skills and training needs, (d) operational systems' needs, (e) process to extend PSE Unit to regions and (f) budget and potential funding sources. The organizational development plan will serve as a basis and inform FHM Engage's future work with the PSE Unit. In upcoming reporting periods and based on the organizational development plan, FHM Engage will develop trainings for MOH and PSE Unit staff. Training topics will be included in the Plan, examples include: PSE concepts and skills such as drafting MOUs; reviewing data to inform strategy; and monitoring and managing public-private partnerships (PPP) pipeline.

FHM Engage will share the capacity assessment interview guide along with observations from assessment, with USAID Data, Evaluation, Learning, and Technical Assistance (DELTA) team, that is working with Liberia's MOH on a National Health Sector Capacity Assessment (NHSCA), which includes an assessment of the private health facilities. In FY23Q1, IHA will travel to Monrovia to co-develop the PSE action plan and support a TWG workshop. While in Monrovia, they will also meet with

USAID DELTA team and NHSCA team to contribute to the wider NHSCA service delivery assessment with PSE Unit capacity assessment questions, such as when NHSCA facilitates the assessment in the counties.

TABLE 1: STRATEGY 1 DELIVERABLES

Deliverable	Status
PSE Unit Organizational Assessment and Development Strategy	Partially completed; to be complete by Q1 FY23
Ministry staff trained in key PSE skills and concepts	To be completed by end of Q2 FY23
Recommendations for PSE engagement mechanism(s)	To be completed by end of Q2 FY23

## Strategy 2: Facilitate Public Private Dialogue Through a Multisectoral TWG

### Strategy Overview

Objective 4.2 of Liberia’s MOH PSE Strategy calls for structuring collaboration between the public and private health sectors through a multisectoral PSE technical working group (PSE TWG). Much has been written on how to effectively facilitate public private dialogue that can build trust and foster genuine collaboration. FHM Engage’s method follows an evidenced-based approach of establishing collaborative initiatives that bring together a core group of public and private leaders and coaching them to lead the PSE TWG. FHM Engage will follow a six-step process to support the MOH to establish a successful PSE TWG: (i) create the PSE TWG, (ii) establish “rules” to govern the work of the PSE TWG , (iii) establish a secretariat to manage the PSE TWG operations, (iv) develop an action plan of mutually reinforcing activities, (v) monitor implementation of the action plan, and (vi) decide the TWG’s future sustainability mechanism.

### Achievements this Reporting Period

FHM Engage initiated project activities in April 2022, by introducing the project to Liberia MOH and other stakeholders at the inaugural PSE TWG meeting. FHM Engage, through the Health Federation of Liberia (HFL), supported the MOH to facilitate the meeting, discussing terms of reference for focal persons identified to liaise with MOH units, participants’ roles, and responsibilities and how to strengthen the TWG to be more active in achieving the goals of PSE.

The explicit intention of FHM Engage is to work through market ecosystem actors and apply systems thinking to market development. Through IHA, FHM Engage is facilitating this effort with the Ministry of Health PSE Unit by establishing institutional structures and frameworks that support continuous engagement between the public and private sectors. As part of their trip to Monrovia in August 2022,

IHA supported the establishment of the Public-Private Sector Engagement Technical Working Group (TWG). A key observation after meetings with MOH and private sector actors was that the structure of the group needed to be reviewed based on the TWG's own recommendations. Formation of sub-committees to carry out the recommendations of the main TWG may be needed. Most importantly, a trust building exercise between the public and private sector should be considered as a matter of urgency to meet the long-term objectives of the PSE strategy. The trust building tasks may need to be carried out as part of the activities to develop a PSE TWG action plan. The TWG has representation from the private for-profit as well as the faith-based sector. However, the Health Sector Coordination Committee (HSCC), which is the overarching coordination committee of the sector, does not currently include representation from HFL, which has been established as a unified private sector representative. FHM Engage will reach out to the MOH PSE Unit team to request the CMO's office add the HFL to the listserv of the HSCC. Christian Health Association of Liberia (CHAL) provides representation from the faith-based sector on this committee but does not represent the private sector.

A best practice intervention to facilitate trust between public and private sector has also been demonstrated elsewhere through an "honest broker" (a local consultant) facilitating the development of a core leadership group among the TWG members. Throughout this reporting period, FHM Engage recruited and on boarded the honest broker. During the recruitment, FHM Engage was keen to identify a consultant with an understanding and experience in facilitating action plans development between public and private sector actors in health activities. The MOH PSE unit participated in the interview process. [Name redacted] was selected based on her extensive experience serving in senior leadership and management positions for large and complex donor-funded projects, including USAID, the UN, and the World Bank. [Redacted] demonstrated a deep understanding of the role the private healthcare providers play in the Liberia Health Care Delivery System and the value of effective collaboration between the MOH and the Private Sector.

## Next Steps

With [Name redacted] onboard, she will lead the process in building trust between public and private actors, model collaborative behaviors, sustain momentum and energy to the public-private process, and resolve problems as they arise. Throughout the remainder of the project period, IHA will coach the honest broker (in-person and virtually) to ensure that the TWG structure and dialogue process result in development of action plans for operationalization of MOH PSE strategy. [Name redacted] will also facilitate the FHM Engage activities for this buy-in in Liberia, by bringing alignment and agreement on roles across FHM Engage partners (IHA, WAPHF and HFL).

In addition, through IHA, FHM Engage will travel to Monrovia in Q1 of FY23 to share experiences from other countries in Africa around facilitating meetings through PPD platforms. They will support [Name redacted], HFL and MOH to organize the action plan development meeting of the PSE TWG. FHM Engage will ensure representation of the private sector covers a wide array of private sector in health players including providers of the support services in health for example suppliers, standalone diagnostic services, pharmaceutical suppliers, medical schools and HRH training institutions, healthcare financiers, among others. In preparation, and to take forward the action points, IHA will work with [Name redacted], HFL and MOH to help the stakeholders prioritize the health problems to be addressed, reach a common understanding of priority problems, and determine what can potentially be the private sector's role. There is an anticipation around sub-committee development for themes emerging from action planning and coordinating with PSE champions in Malaria Control Unit and Division of Family

Health. As part of this exercise and during the workshop, FHM Engage will review the TWG TOR and bring alignment with local actors on rules of engagement and purpose.

FHM Engage will work with the MOH PSE Unit to develop a slide deck to disseminate the PSE strategy within additional counties. [Name redacted] will work with the PSE Unit and HFL to carry out PSE strategy dissemination workshops for public and private stakeholders in the priority counties (Bong, Nimba, Bomi, Grand Bassa), in addition to Montserrado and Margibi. In planning for these workshops, [Name redacted] will coordinate with county teams and HFL to plan private sector introduction meetings.

TABLE 2: STRATEGY 2 DELIVERABLES

Deliverable	Status
Multi-sectoral private sector engagement TWG Terms of Reference including purpose, composition, and rules of engagement	To be completed in Q1 FY23
Multi-sectoral PSE Action Plan and agreement on two priority areas to implement	To be completed in Q2 FY23

## Strategy 3: Strengthen the HFL’s Representative Role and Organizational Sustainability

### Strategy Overview

Experience in West Africa has demonstrated the important role a health care federation like HFL can play in policy advocacy, design, and implementation that can help a country’s government achieve its national health goals and objectives. The region is replete with successful examples: the Health Federation of Nigeria co-developed a plan that identified partnerships to help the government tackle COVID-19; Senegal’s national association of private providers facilitated a partnership with Senegal’s National Agency for Universal Health Coverage; and the Niger platform of private providers mobilized private sector actors to co-design the Global Financing Facility Investment Case.

HFL has played a similar role as the representative voice of the private health sector in Liberia, yet it still struggles to become financially stable. In WAPHF’s recent review of health care federations in the region, they classified HFL as operating between “start-up” and “growth” according to its Theory of Change (ToC) to become a sustainable federation.

In this strategic area, FHM Engage will support HFL to increase its sustainability by working through its consortium partner, WAPHF, and with support from the honest broker consultant.

### Achievements this Reporting Period

In April, FHM Engage coordinated with HFL to participate in the inaugural PSE TWG meeting and introduced the project and the role of HFL. However, the program experienced administrative delays in working with HFL, which are described in the Program Operations and Management section of this report. Because WAPFH's scope of work is directly linked to HFL, WAPFH's work was also delayed. During the reporting period, WAPFH revised their implementation timelines to the best of their ability, realizing the timelines will depend on the eventual approval of HFL's sub-agreement.

Although HFL did not have an active sub-agreement, they still supported IHA during their August meetings in Monrovia to understand the composition of TWG, the purpose of TWG, setting up the TOR, and then planning with IHA and MOH on an expanded co-working session with TWG actors to be scheduled in FY23 Q1.

HFL also shared their resource mobilization strategy with WAPFH as part of the activity to co-design a resource mobilization action plan. HFL's resource mobilization strategy was developed in 2020 using a participatory approach facilitated by Africa Health Business (AHB) and supported by the USAID/New Projects Initiative (NPI) EXPAND. WAPFH is currently reviewing the strategy, which refers to options such as sponsorships (create different levels of sponsorship packages such as bronze, silver, gold and platinum with different benefits to attract a variety of sponsors for annual conferences, member meetings, webinars, medical education and workshops), membership fees (full and honorary), partner events, attract advertising in appropriate content or platforms, and design and implement projects around key health challenges such as family planning and maternal and child health.

## Next Steps

WAPFH and honest broker consultant, [Name redacted], will work with HFL to co-design a resource mobilization action plan, to include specific income generation projects and timelines for when revenue streams can cover operations and projected revenue shortfalls between now and then.

FHM Engage will assist WAPFH and HFL to develop a detailed implementation plan to increase HFL's sustainability by working through its consortium partners. WAPFH will provide support and technical assistance to co-design HFL's resource mobilization action plan. The plan will include specific income generation projects, timelines for when revenue streams can cover operations, and projected revenue shortfalls in the meantime. WAPFH, through FHM Engage, will support HFL to conduct consultative meetings with its members to exchange information and solicit input on policy initiatives and partnership opportunities; mobilize a plan to generate income through valued members advisory services; and link with other regional federations for new business opportunities.

HFL will coordinate with MOH's PSE Unit, IHA and [Name redacted] to prepare for scheduling the PSE TWG meeting, co-plan the agenda, ensure adequate representation of private sector and follow up on the action plans identified to operationalize the PSE strategy. In discussion with MOH and FHM Engage network partners, HFL will plan to conduct a series of networking meetings in counties with the largest number of private facilities (e.g., four surrounding Monrovia (which is in Montserrado County), Bong, Nimba, Bomi, Grand Bassa) and organize other membership drive activities. These activities will coincide with the PSE strategy dissemination workshops described in Strategy 2.

TABLE 3: STRATEGY 3 DELIVERABLES

Deliverable	Status
-------------	--------

Resource Mobilization Action Plan (co-developed)	To be completed in Q1 FY23
Summary of Membership Survey Findings with two identified income generation strategies	To be completed by Q2 FY23
Mobilization of an Income Generation Plan through valued members advisory services	To be completed by Q2 FY23

## Monitoring, Evaluation and Learning

FHM Engage’s approach to Monitoring, Evaluation, and Learning in Liberia is grounded in the results framework described above. The Monitoring, Evaluation, and Adaptive Learning (MEAL) team has mapped indicators to each of the intermediate results in the results framework and summarized them in the indicator table below (see Table 4).

The indicators in this table are drawn primarily from the FHM Engage global Activity Monitoring, Evaluation, and Learning Plan (AMELP), which was approved in late August. These indicators from the global AMELP are relevant to the Liberia activities and substitute for the previous set of preliminary indicators that were reported on in previous quarters of Year I. Now that the global AMELP has been approved, the MEAL is currently generating performance indicator reference sheets (PIRS) for each of the indicators in Table 4 and setting up the global performance management system. This process includes setting baselines and targets for each indicator, as appropriate.

The first report on the global indicators for Year I activities will be submitted in mid-December. This report will include the data from this new set of indicators that have been applied to the Liberia activities. From that point forward, the indicators in Table 4 will be fully functional and the MEAL team will report on them as part of the regular reporting cycle.

TABLE 4: FHM ENGAGE LIBERIA - REVISED INDICATORS

Result	IR	Indicator	Context for indicator	Type	Disaggregation	Baseline	Target
1	1.1	(Custom indicator) Number of staff identified to support PSE Unit, with responsibilities incorporated into their role descriptions.	Role descriptions included as a proxy for formalization of roles.	Output	by gender	TBD	TBD
2	2.1	(Global indicator) Number of events convened with the support of FHM Engage to bring together public, private sector actors, and donor actors to discuss the root causes of a health market challenge.	Discussing root causes is connected to discussion of health system needs and their prioritization for market actors to take action.	Output	Not applicable	TBD	TBD
2	2.2	(Global indicator) Number of private sector actors engaged in collaboration with public sector actors to address an identified market challenge.	Collaboration could happen through PSE TWG, HFL, or other forum connected to FHM Engage Liberia activities.	Outcome	by private sector actor type	TBD	TBD
3	3.1	(Global indicator) Number of private sector actors joining representative associations or networks through FHM Engage support.	Applies to market actors who join HFL as members.	Output	by private sector actor type	TBD	TBD
3	3.2	(Global indicator) Number of private market actors strengthened through modifications to organizational structures, policies, or capacity with FHM Engage support.	Applies to capacity building for HFL as an organization, as well as to HFL members if HFL eventually supports capacity building of its members (i.e. through revenue-generating services).	Outcome	by type of provider, network, or aggregation model	TBD	TBD

# Lessons Learned and Strategic Adjustments

While FHM Engage made progress during the year, challenges were faced. This section includes lessons learned during our first year of implementation, and the strategic adjustments we made to address these challenges.

***Structural challenges could hinder the public sector stewardship function of the private sector.***

The MOH PSE Unit was set up as an added role to the already existing grants and subsidies unit rather than as a substantive unit with its own TORs and resources. This new PSE role did not come with added resources in terms of a budget, human resource, and infrastructure. FHM Engage will develop the PSE unit capacity development plan, but the budget and resourcing will have to be deliberated with other development partners and MOH. The structure of the technical working group has to be reviewed based on the TWG's own recommendations. Formation of sub-committees to carry out the recommendations of the main TWG is required. FHM Engage teams will work with the local consultant (honest broker) to ensure that balanced representation is facilitated for the TWG.

***Lack of trust between the public and private sectors.*** Most importantly, a trust building exercise between the public and private sector is needed as an immediate first step. The parties need a forum to express their genuine intention for working together, with a shared understanding of the value added for each party as well as the constraints upon each party. With the honest broker now serving as the bridge, she has restarted the engagement and dialogue between the public and private sector and is establishing clearer lines of authority, communication, and systems of conflict resolution between the private and public sectors.

***Enhanced collaboration and communication required for FHM Engage partnering approach.*** The downside of involving many partners (MOH PSE, IHA, WAPHF, HFL, honest broker, FHM leadership) is that it increases the possibility of miscommunication. It also may take longer to reach consensus and get all players on the same page. FHM Engage recognized the need for an enhanced coordination role and made strategic adjustments to host meetings between all stakeholders led by the honest broker, and assigned a Chemonics project management unit director, manager and associate, to FHM Engage Liberia.

***Be persistent in working through USG registration systems.*** As detailed in previous QRs and in the program operations section below, one of the key partners to implement this work – HFL – struggled to obtain the necessary registrations to implement USG funds, specifically, a unique entity identification (UEI) and SAM registration. FHM Engage made the strategic adjustment to provide HFL enhanced one-on-one coaching to secure the UEI. Network Implementation Fund Director, [Name Redacted] held weekly calls with HFL staff from May through September, to support HFL to secure the required registration. [Name Redacted] also worked closely with the AOR and the FSD help desk to troubleshoot.



# Coordination and Collaboration

As described throughout this report, FHM Engage’s approach relies on local and regional partners. Per FHM Engage’s cooperative agreement, all sub-agreements require USAID/Washington approval. There are three NIPs supporting FHM Engage’s work in Liberia: IHA, WAPHF, and HFL. Progress during this reporting period for each NIP is summarized below.

## Network Implementing Partners

### IHA

Upon work plan approval in March, FHM Engage worked with IHA to finalize IHA’s activity description and budget for their work in Liberia. In April, FHM Engage shared the sub-agreement approval package with the AOR, went through several feedback rounds, and received approval at the end of May. IHA officially moved from program planning to implementation in June, submitting their first three milestones to the FHM Engage Technical Director before the end of FY22: a detailed implementation plan, a short list of candidates for the honest broker position, and a draft organizational assessment of the MOH PSE Unit.

### WAPHF

Following the successful conclusion of FHM Engage’s first NIP subaward process with IHA, FHM Engage proceeded to submit the subaward package for WAPHF, and secured AOR approval for this in early June. FHM Engage held a kickoff meeting shortly thereafter, and despite additional time needed due to the sudden death of their Executive Director, the WAPHF team submitted their implementation plan - the first milestone of their sub-agreement.

### HFL

As detailed in the previous quarterly reports, FHM Engage first began negotiations with HFL to draft an activity description and budget in February 2022, with a draft sub-agreement ready for AOR approval in June. At that time, however, HFL did not hold an active registration in SAM.gov nor a new UEI number, both of which are requirements for sub-agreements, and so the draft sub-agreement could not be approved by the AOR for execution. Since May, the project has provided HFL with hands-on support to obtain a UEI and register in SAM.gov, including holding weekly calls with HFL to provide advice and assist with troubleshooting issues across the various systems (SAM.gov, NCAGE/CAGE, FSD, etc.); escalating challenges to FHM Engage’s AOR; and working with the AOR to provide information on HFL’s case to the established ‘electronic verification system help desk’ for securing UEIs/SAM.gov registration. As a result of these efforts, HFL received a UEI in August 2022. As of the end of this reporting period, the project was still diligently supporting HFL to register in SAM.gov and received notice of successful registration as of October 4, 2022.

# Program Operations and Management

FHM Engage received approval for the Liberia work plan at the end of March. Achievements during the reporting period are summarized below in the areas of a) program operations, b) family planning and environmental compliance, c) gender, youth, and equity, and d) journey to self-reliance.

## Program Operations

During the reporting period and following work plan approval, FHM Engage shifted from the planning phase to implementation. FHM Engage's approach is to work with and through local and regional implementing partners. Therefore, sub-agreement negotiation, award, and management was FHM Engage's priority during program startup, additionally, FHM Engage recruited and onboarded the honest broker local consultant and established a regular meeting cadence with USAID and our technical team.

As stated above, FHM Engage's first priority after receiving work plan approval was to facilitate approval of sub-agreements for NIPs: IHA, WAPHF, and HFL. True to FHM Engage's approach, the responsibility to manage the recruitment process for the honest broker was initially intended to be led by IHA. However, they could only begin work once their sub-agreement was fully approved, which resulted in delays in launching the honest broker recruitment. Once FHM Engage understood that the sub-agreement delays would affect the recruitment, FHM Engage took on the responsibility. During the reporting period, FHM drafted the terms of reference for the consultancy and shared the draft with [Name redacted] from MOH and USAID/Liberia. Both groups provided feedback to the terms of reference which was finalized and posted in the Daily Observer/Liberia Observer newspaper and on the Liberia Executive Mansion website in early June. By the end of the reporting period six CVs were received.

FHM Engage's approach requires strong management due to the complexity of being designed around technical assistance and program implementation delivered with and through regional and local partners and backed by core consortium members. In Liberia, local and regional partners are IHA, WAPHF, and HFL, and core consortium members are Chemonics and R4D. In addition, the size and duration of FHM's work in Liberia does not necessitate a full program office in the country so management of activities is largely remote. During this reporting period, FHM Engage has put measures in place to address these management complexities including:

- Setting a regular meeting cadence with USAID/Liberia and USAID/Washington. Regular management meetings were held bi-weekly with notes circulated following each meeting.
- Setting a regular meeting cadence with FHM Engage's leadership team. Regular monthly meetings were held.
- Developing a dedicated channel in Microsoft Teams for members of FHM Engage's core team and all NIPs to communicate.
- Connecting with Chemonics' sister program in Liberia, the Global Health and Supply Chain-Procurement and Supply Management project (GHSC-PSM), to support in-country logistics and payments. FHM Engage communicated regularly with the GHSC-PSM in Liberia team regarding

recruitment for the honest broker consultant, employment templates, and local per diem policies.

## International Travel Plans

With the rescheduling of the MOH PSE TWG workshop, representatives from network partners IHA and WAPHF, will travel to Liberia in Q1 FY23 to participate in the workshop and work in person with the MOH/PSE Unit and HFL. Per the approved FHM Engage Liberia YRI workplan, [Name Redacted] from IHA will travel from Nairobi, Kenya, to Monrovia co-develop the organizational plan and action plan with local stakeholders. [Name Redacted] of WAPHF, will travel from Togo to Monrovia to establish a relationship with HFL in order to productively coach and mentor them on the establishment of advisory services.

## Family Planning and Environmental Compliance

FHM Engage's Family Planning (FP) Compliance Committee reviewed the Liberia work plan to complete FHM Engage's FP compliance screening tool. The tool includes questions regarding FHM Engage's scope of work and country context. The purpose of the tool is to determine if either of the two elements create an environment for increased FP compliance vulnerabilities. The results of the screening indicated the Liberia activity presents low vulnerabilities for FP compliance, primarily because of the nature of the FHM Engage's scope of work.

Although the nature of the work and the country context present low risk for FP compliance vulnerabilities, FHM Engage has taken steps to ensure FP compliance is well understood across program partners to ensure the concepts of voluntarism and informed choice are supported throughout program implementation. During this reporting period, FHM Engage held kickoff calls with IHA and WAPHF where the topic of FP compliance was discussed. One of the purposes of these discussions was for FHM Engage staff to better understand the NIPs' past experience and baseline knowledge of FP compliance guidelines and concepts. While both NIPs expressed familiarity with FP compliance, FHM Engage shared information from [USAID's website](#) to reinforce understanding.

With regard to environmental compliance, the Liberia activity followed the FHM Engage global Environmental Monitoring and Mitigation Plan (EMMP), which indicates the scope of work for each activity must be screened for possible risks to the environment. Similar to the above, due to the nature of FHM's work in Liberia, the activity was not flagged as having the potential to negatively impact the environment.

Both the FP compliance and EMMP screening tools have been completed and saved to FHM Engage's files.

## Gender, Youth and Equity

FHM Engage finalized its global gender equity and social inclusion strategy that guides our efforts to ensure equitable engagement with health markets and access to public and private sector partnerships. The strategy is based on USAID's six-domain framework to assess how and why women and men participate and benefit differently and how participation and benefits differ among other social groups. The six-domain framework is used to help USAID-funded activities understand the domains that affect how individuals interact with development projects. These domains include access; knowledge, beliefs, and perception; practices and participation; time and space; legal rights and status; and power and decision-making.

In Liberia, in upcoming reporting periods, efforts will be explored with the MOH and PSE unit on supporting the private sector's provision of services for key populations such as strategic purchasing for services targeted toward disadvantaged groups like orphans, persons living with disabilities, and survivors of gender-based violence. FHM Engage will also facilitate data analysis for the MOH to collaborate with the private sector in key geographic areas to improve access to youth friendly health services and improve access to contraceptive services. Within the health system capacity assessment activity, FHM Engage will align with assessment teams to review the private health care services to understand the types of services, category of healthcare providers, challenges and areas for collaboration and support, with the aim of contracting private health facilities to extend quality services to under-served populations for universal health coverage.

## Sustainability Strategy

With the application of systems thinking throughout the Liberia activity, FHM Engage is supporting market actors to co-design solutions to address prioritized challenges and encourage sustainability. The FHM Engage program design is rooted in long-term sustainability as technical assistance is delivered through local and regional partners. Specifically, the development of the PSE TWG will build the foundation for the MOH's PSE Unit to perform their stewardship role and strengthen health markets. In addition, FHM Engage's third strategy supports the sustainability plans for HFL and facilitates peer-to-peer coaching through WAPHF.

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# Annex I. FHM Engage Global Results Framework\*\*

## Goal

Contribute to the USAID's priorities of preventing maternal and child death, controlling the HIV/AIDS epidemic, combating infectious disease and strengthening countries' healthcare markets

	Result 1: Improved market environment for greater private sector participation in the delivery of health products and services				Result 2: Improved equal access to and uptake of, high-quality consumer driven health products, services and information		
Intermediate Results	<p><b>1.1:</b> Strengthened and effective <b>stewardship of and engagement with</b> the private sector</p>	<p><b>1.2:</b> Mobilized and leveraged <b>financial and non-financial resources and incentives</b> to improve private sector capacity, responsiveness, and financial sustainability</p>	<p><b>1.3:</b> Improved <b>institutional norms, rules and regulations</b>, and organization of the private sector to support market growth</p>	<p><b>1.4:</b> Increased effective collection, harmonization, and utilization of private sector <b>data and market intelligence</b> for informed public and private-sector decision making</p>	<p><b>2.1:</b> Improved <b>quality of care and client-centered focus</b> of healthcare services in the private sector</p>	<p><b>2.2:</b> Enhanced, sustainable <b>supply</b> of quality, affordable health products and services in the private sector</p>	<p><b>2.3:</b> Increased <b>client-driven demand</b> for priority health products and services in the private sector</p>
Sub-Intermediate Results	<p><b>1.1.1:</b> Public sector capacity to triangulate market level and private sector data improved</p> <p><b>1.1.2:</b> Market stewards consider all market actors and information to create inclusive decision-making processes</p> <p><b>1.1.3:</b> Market actors increasingly engage in joint programs or partnerships through joint investments</p>	<p><b>1.2.1:</b> Private sector increases participation in health markets through improved incentives</p> <p><b>1.2.2:</b> Private sector has increased access to financing through public, private, and donor funding channels</p>	<p><b>1.3.1:</b> Health market regulations, rules, and norms facilitate private sector participation</p> <p><b>1.3.2:</b> Private sector organization and/or aggregation improved to engage with health markets</p>	<p><b>1.4.1:</b> Private sector actors increasingly share and discuss product and service data with public sector through harmonized data systems</p>	<p><b>2.1.1:</b> Appropriate QA/QI standards established for private sector health market</p> <p><b>2.1.2:</b> Client satisfaction with private sector quality improved</p>	<p><b>2.2.1:</b> Private sector product and service offerings better aligned to client demand</p> <p><b>2.2.2:</b> Private sector product and service offerings expanded or improved</p>	<p><b>2.3.1:</b> Private sector service and product utilization increased across targeted market segments</p>

\*\*Intermediate results 1.1 and 1.3 are connected to Liberia activities.

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### **About FHM Engage**

Frontier Health Markets (FHM) Engage is a five-year cooperative agreement (7200AA21CA00027) funded by the United States Agency for International Development. We work to improve the market environment for greater private sector participation in the delivery of health products and services and to improve equal access to and uptake of high-quality consumer driven health products, services, and information. Chemonics International implements FHM Engage in collaboration with Core Partners: Results for Development (co-technical lead), Pathfinder, and Zenysis. FHM Engage Network Implementation Partners include ACCESS Health India, Africa Christian Health Association Platform, Africa Healthcare Federation, Amref Health Africa, Ariadne Labs, CERRHUD, Insight Health Advisors, Makerere University School of Public Health, Metrics for Management, Solina Group, Strategic Purchasing Africa Resource Center, Scope Impact, Stage Six, Strathmore University, Total Family Health Organization, and Uboru Institute.

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