

**HS 2004 II Project**

**Trip Report**

**Team Orientation Workshop  
June 5 - June 9, 2000**

**The Ritz Hôtel  
Port-au-Prince, Haiti**

Prepared by

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## **I. Background/Purpose**

Management Sciences for Health was awarded a 5-year contract in March 2000 to implement USAID/Haiti's HS 2004 II Project. This project was designed to facilitate Haiti's institutional ability to increase the use of and access to reproductive health services and to improve the health of women and children in Haiti. The HS 2004 II Project has the following major goals:

1. To increase the use of quality child survival and nutrition services.
2. To increase the use of quality reproductive health services, and better prepare youth and get men more engaged in responsible family life.
3. To promote improved and long-term education and enhanced economic opportunities at all levels of Haitian society.
4. To promote continuous self- assessment and development of institutional capacity.
5. To ensure smooth and cost effective project operations.

MSH is the prime implementing agency for the HS 2004 II Project with JHU/CCP, Pathfinder International, Group Croissance, IHE, PAGS, INSHAC, AOPS.

It is MSH's procedure to hold a Team Orientation Workshop at the start of every new field project. The purpose of such a workshop is to ensure that all team members share a common understanding of the overall scope and goals of the project, the resource constraints, and the interdependence of individual position descriptions and work plans. The workshop is also a mechanism for defining within the team a clear plan for how individuals will work together to effectively pursue the goals of the project and for establishing specific protocols for communication among all parties.

John Pollock, Director, Human Resources and Administration and Country Team Leader for Haiti, and Franchesca Minikon, Senior Program Assistant, traveled to Haiti for the Team Orientation Workshop held June 5-9. Mr. Pollock, who will provide managerial and technical support to the project from MSH/Boston, remained an additional 5 days, through June 14, to follow through on aspects of the project start up relating to internal staff structures and communications systems. Ms. Minikon provided logistical and administrative assistance to participants of the TOW.

## **II. Activities and Results**

### Team Orientation Workshop

The Team Orientation Workshop (TOW) was held June 5-9 at the Ritz Hotel in Port au Prince. Participants included 48 MSH/HS 2004 II team members, and representatives from MSH, AOPS, Group Croissance, IHE, INSHAC, Johns Hopkins University/CCP, PAGS, Pathfinder International, and USAID.

The Team Orientation Workshop (TOW) is designed to help the technical assistance team achieve seven principle goals:

1. Discuss and agree on current political and socio-cultural issues in Haiti as well as related development projects and implications for the new phase of the HS 2004 Project.
2. Clarify and understand the project's purposes, goals, expected outcomes, and activities (scope of work) and review and refine initial actions plans.
3. Clarify and understand the roles and expected contribution of each member of the team (field team members and each subcontracting organization and partner) in carrying out the assignment.
4. Understand how to represent the Project in the field and collaborate (with core team, USAID team members, NGO partners, and MSPP).
5. Understand and accept the rationale for interdependent teamwork and form an effective team, which will allow the team to function productively in the field.
6. Understand administrative requirements and procedures; and complete any necessary administrative support arrangements related to the assignment.
7. Refine the overall action plan for implementation of the assignment and produce specific action plans for the start-up phase and a draft plan for the subsequent year of project activity.

The Team Orientation Workshop served a number of purposes. Most importantly, it provided a time of reflection and focused team-building activities for the new, expanded team, to ensure that the group is able to function as a team rather than as individuals or individual organizations in carrying out

activities of the project. It provided an important opportunity to introduce new employees and colleagues to the organizational framework of HS 2004 II, and to orient all participants to the mission, structure, and programs of the participating organizations. It allowed for the sub-contractors and partners to come together for the first time in a formal team relationship and to be able to know each other directly. The TOW allowed an important time of reflection on the formal Scope of Work of the HS 2004 II Project and familiarization of the team with the proposal that MSH developed to assist with the implementation of the HS 2004 II Project. The TOW provided an opportunity for new, non-Haitian team members to be made familiar with the context of the Project. The workshop included the following elements: an introduction of individuals and participating organizations; team building; an introduction to the context of the project; a review of MSH's proposed approach to the HS 2004 II Project; the team's understanding of the project goals and objectives; development of specific and integrated roles for individuals and for organizations, including USAID staff, in carrying out the project and the drafting of a preliminary work plan for the 12 month period beginning October 2000. The team also discussed the requirements necessary to working together efficiently and effectively.

Overall, the workshop was characterized by wide participation, good dialogue, and much progress in clarifying issues, approaches, and roles and relationships among team members. It was extremely useful in developing a common understanding of the project purpose, the immediate tasks required for project start-up, and the issues that remain as challenges.

The team discussed the objectives of the project to ensure that everyone is oriented to the USAID Strategic Objective (SO) in the population and health sector, and the Intermediate Results. The SO is to ensure "healthier families of desired size". The four intermediate results consist of:

**Child Survival:** "increased use of quality child survival and nutrition service" (IR1)

**Reproductive Health:** " increased use of quality reproductive health services" (IR2) and "youth better prepared for and men more engaged in responsible family life" (formerly IR5)

**Women's Empowerment:** "women empowered" (IR3)

**Crosscutting Focus:** "improved public policy environment for reproductive health and child survival programs (formerly IR3)

An integral part of the Team Orientation Workshop was a contract “reading” with a review of implementation regulations and procedures, including procurement integrity, presented by MSH and USAID staff to highlight contract sections that affect the extended team as a whole and familiarize the whole team with the contractual obligations and constraints. Separate sessions were dedicated to key USAID regulations such as procurement, travel, vehicle use, financial management, reporting and procurement integrity. These were interpreted within the light of MSH standard operating policies and procedures, and the HS2004 Project Management Manual.

The Team Orientation Workshop was evaluated as to its effectiveness in achieving the established goals and objectives. Overall it was extremely successful in developing the team spirit that will be necessary as the project moves forward to working with colleagues in Haiti. It was rated highly by all participants, but at the same time effective feedback for improving certain exercises was given to the facilitators for incorporation into future Team Orientation Workshops.

Post TOW activity:

Mr. Pollock spent the following days with the Chief of Party and the HS 2004 II “internal” team (MSH, JHU/CCP, and Pathfinder staff) refining communication systems, organizational structures and reporting relationships and conducting individual meetings with staff members to identify and resolve individual questions or issues that might impact ability to implement the activities of HS2004.

## **Annex 1**

### **List of Acronyms**

1. AOPS                    Association des Oeuvres Privées de Santé
2. GC                      Group Croissance
3. IHE                     Institut Haïtien de l'Enfance
4. INHSAC                Institut Haïtien de Santé Communautaire
5. JHU/CCP                Johns Hopkins University/Center for Communication Programs
6. MSH                    Management Sciences for Health
7. PAGS                   Pierre Andre Guillaume et Associés
8. PI                      Pathfinder International
9. USAID                  United States Agency for International Development

## Annex 2

### HS2004 Phase II

#### DRAFT TEAM ORIENTATION WORKSHOP SCHEDULE

	MONDAY June 5	TUESDAY June 6	WEDNESDAY June 7	THURSDAY June 8	FRIDAY June 9
8:30	Coffee and Tea				
9:00	Opening	Assignment	Developing	EXPANDED TEAM MEETING	Project
9:30	Getting Acquainted	Clarification (continued)	Team Plan		Management Overview
10:00		ROLES	Break	Break	(#2) Communication
10:30		Break	Planning	EXPANDED TEAM MEETING	Break
11:00	Break	ROLES (cont)	Cont.		Contract Reading & Overview
11:15	Expectations				
11:30	Schedule				
12:00	Review				
12:30	Lunch	Lunch	Lunch	Lunch	Lunch
1:00					
1:30	Haiti Overview	Team	Planning	Expanded Team	Performance
2:00	Context/Transition	Assignment	Cont.	Meeting Review	Plan & Review
2:30	Lessons Learned	Planning &	Teamwork		Initial
2:45	Review	Clarification	Review		Activities
3:00	Break	Break	Break	Break	Break
3:15	Assignment	Sharing &	Planning	Procurement	Team Treaty
3:30	Clarification	Synthesis	for Expanded Team	Integrity	Formation
4:00		Management	Meeting		
4:30	HS2004 II	Overview	Expanded Team	Outstanding Issues	Integrating New Team Members
5:00	Review of Goals	(#1) Procedures & Benefits Review	Meeting Assignments		Evaluation
5:15					
5:30	End of Day	End of Day	End of Day	End of Day	End of Day

**ANNEX 3**

**MANAGEMENT SCIENCES FOR HEALTH  
A Non-Profit Institution**

Proceedings from the  
HS2004 PHASE II PROJECT  
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