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STAR
SUSTAINING TECHNICAL AND
ANALYTIC RESOURCES



AMP HEALTH

AMP HEALTH REPORTING FOR STAR Semi-Annual Report

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Sustaining Technical and Analytical Resources (STAR) is a project of the Public Health Institute (PHI) implemented in partnership with the University of California, San Francisco (UCSF) and Aspen Management Partnership for Health (AMP Health).

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I. INTRODUCTION

In October 2021, a partnership with AMP Health was launched to build leadership and management capacity for five National Malaria Program (NMP) teams so that they would be better able to deliver on their objectives, including the effective use of Global Fund investments. The five NMP teams participating in this partnership are from Central African Republic (CAR), Chad, Mauritania, Namibia, and the Republic of Congo.

This report provides an overview of the support that AMP Health has provided to these teams in the fourth quarter of 2024 (October 1 – December 31, 2023) and demonstrates how this support is contributing to tangible gains in each country's respective malaria responses. Following the traction gained, several countries have requested continuation of support beyond the initial partnership period.

In addition to ongoing coaching and mentoring, the Management Partners (MPs) have organized several in-country workshops focused on topics such as effective communication, better planning, and time and resource management. These workshops have been well-received by the partner teams and have enabled teams to manage work more effectively.

During the reporting period, AMP Health continued to support its embedded MPs in their efforts to ensure that their respective teams reach their partnership objectives. Over the course of the year, the focus of the MPs' support has increasingly shifted towards ensuring that new tools, processes, and ways of working are institutionalized within the partner teams, and that internal champions have been identified to ensure that the teams continue to strive to work together more effectively.

While this is the final report for this partnership under the STAR project, AMP Health will continue to partner with the malaria teams in CAR, Chad, Mauritania, and Republic of Congo under a different USAID mechanism.

II. ACTIVITIES

Country team updates

During the reporting period, AMP Health implemented project activities in Central African Republic (CAR), Chad, Mauritania, and the Republic of Congo. AMP concluded its support to the Namibia team in October 2024.

This section provides a brief overview of key activities undertaken in each country during the reporting period. Each country partnership section also provides an update on the progress made against each team's partnership objectives. AMP Health develops partnership objectives jointly with each partner team, typically focused on improvements in the management of healthcare delivery and wider health system performance through the lens of leadership and management. A more detailed version of each set of partnership objectives is included in Annex B for further reference.

Central African Republic National Malaria Program: Internal collaboration, coordination, and partnership brokering

Nurturing a lasting culture of collaboration within the NMP was a key focus of the MP's support from October to December 2023. The NMP team's strategic collaboration was critical in aligning

with the Ministry's community engagement program, optimizing the long-lasting insecticidal net (LLIN) campaign's implementation, improving advocacy and resource mobilization skills, and preparing strategically for engagements with potential partners.

1. Cultivating a sustainable culture of collaboration

Facilitating strategic collaboration for alignment with the community engagement program:

To align with the Ministry's new community engagement program, the NMP team needed to go through a strategic restructuring. The MP facilitated a process with the team to identify their operational needs and develop a restructuring plan. Facilitated by the MP, brainstorming sessions empowered the team to adapt operationally. The head of procurement and stock management systematically led the team in quantifying input needs for NMP activities related to community engagement. These sessions enhanced team members' understanding of the approach and assumptions in quantifying essential antimalarial inputs. The team's proactive decision-making, collaboration, and adaptability successfully integrated NMP activities into the Ministry's community engagement initiative, earning them a commendation from the Minister.

Team's collaborating and coordinating to optimize the implementation of the LLIN campaign:

During the reporting period, the NMP team also focused on planning supervision visits for the ongoing LLIN campaign, emphasizing the application of leadership and management skills learned in previous sessions that the MP led. The MP assessed the team's meeting quality, specifically evaluating open, participative, effective, and constructive conduct. The team demonstrated improved collaboration and conflict resolution and were comfortable openly expressing ideas. They reviewed activities using data, and based on the findings of this review, were able to prioritize tasks and adjust budgets to better align with program needs. They collectively decided to optimize supervision visits, enabling section leaders to be in the office for strategic tasks—a significant departure from past practices where all members attended supervisions, leaving no one at the office to manage routine affairs. The team's enhanced leadership and management abilities contributed to efficient planning and decision-making processes, ultimately boosting effectiveness in executing the LLIN campaign.

2. Enhancing the team's advocacy and resource mobilization competencies

Fostering evidence-based communication and advocacy: The team lead, invited to the Roll Back Malaria (RBM) Western and Central Africa National Malaria Programmes and Partners Annual Meeting, delegated the presentation task to the Monitoring and Evaluation Manager, recognizing its significance in showcasing NMP achievements and attracting partners. The MP took the opportunity to guide the team in crafting a data-supported presentation that would effectively communicate the team's achievements, plans, and resource requirements. Additionally, the MP coached the team lead in effective communication with financial and technical partners, resulting in a successful presentation at the meeting and potential partnerships with PATH, Initiative Expertise France, Bill and Melinda Gates Foundation (BMGF), and the President's Malaria Initiative (PMI). Securing additional partners is crucial for the success of implementing the new National Strategic Plan 2024-2028.

Facilitating strategic readiness for engaging with prospective technical and financial partners: Recognizing the opportunity to boost the NMP's visibility and facilitate resource mobilization, the team lead strategically participated in the BMGF convening in Cotonou, Benin. In the lead-up to the meeting, the MP supported the team lead's preparation for engaging with

stakeholders and refining his presentation. This involved guiding the team lead in identifying and mapping out stakeholders, specifying areas for interaction with financial and technical partners such as BMGF, PATH, RBM Partnership to End Malaria, and the Global Fund (GF), which were all expected to be present. Additionally, the MP encouraged team members to contribute to the preparation of the team lead’s presentation and consistently emphasized the importance of utilizing data and evidence. The team's presentation at the convening focused on the NMP program and their needs, particularly in planning and coordination, substantiated by evidence. The team lead used this presentation to support their discussions with various partners at the conference. Consequently, BMGF confirmed technical and financial support (to be provided via PATH) for a four-year implementation period until the next GF grant cycle. This support will concentrate on strategic and operational planning, program coordination, and activities. The MP's intervention not only allowed the team lead to strengthen skills in planning, effective conversations, influence and negotiation, advocacy, and brokering partnerships, but also underscored to the team the value of data-driven advocacy and teamwork in preparing for critical meetings with potential partners.

3. In-country experiential learning workshop

On November 26-27, 2023, the NMP team participated in a workshop facilitated by AMP Health with the objective of enhancing individual and collective skills in planning, organization, and coordination during the implementation of work plans. The team engaged in practical activity planning exercises, such as planning LLIN distributions in schools and organizing supervision. Through exchanges during the workshop, individual team members demonstrated increased awareness of their roles and responsibilities in achieving projected results, committing to reinstating weekly update meetings for each section's activities, and drafting and sharing reports from these meetings along with those of the leadership and management monthly briefing sessions. Additionally, the team established a Google Drive platform to integrate planned activities from each section, enhancing coordination within the Program's activities and providing further evidence for monitoring and achieving projected outcomes.

In summary, from October to December 2023, the NMP team demonstrated strengthened leadership competencies through proactive decision-making and adaptability, particularly evident in the successful alignment with the Ministry's community engagement program. Additionally, enhanced management skills, exemplified by optimized supervision visits and the establishment of a collaborative platform, reflect the team's commitment to efficient organization and evidence-based decision-making.

PO #	Partnership Objectives (January 2022 - November 2023)	Status
1	Mapping of Technical and Financial Partners (TFPs) to strengthen Coordination between TFPs	Achieved
2	Teamwork and internal cooperation	Achieved
3	Facilitation capabilities	On track
4	Advocacy for resource mobilization	Achieved
5	Operational planning: Annual Plan 2022-2023, Monitoring and Evaluation Plan, Supply Chain Management Plan	Achieved

PO #	Partnership Objectives (January 2022 - November 2023)	Status
6	Strategic planning: Strategic Plan 2023-2028	Achieved

Chad: Transition to sustainability

Between October and December 2023, the NMP team in Chad embarked on a critical phase of transition towards sustainability of the competencies acquired during the partnership with AMP Health. With limited support from the MP, the team navigated challenges, fostered autonomy, and demonstrated remarkable growth in leadership and management capabilities.

1. Greater autonomy displayed by the NMP team

Development of the National Strategic Plan

The team's increasing autonomy was prominently demonstrated in the formulation of the 2024-2028 National Strategic Plan (NSP). A substantial commitment has been directed by the NMP team towards the completion of the 2024-2028 NSP and its subsequent validation by partner organizations. Acknowledging the critical importance of support for this initiative, both the RBM and WHO have committed to providing assistance. However, the team has opted for financial backing to facilitate their efforts in developing the NSP, instead of relying on the traditional provision of technical assistance, expressing greater confidence in executing the task autonomously.

Indeed, upon reflecting on the team's progress throughout his tenure, the MP observed that the team has acquired the requisite skills and competencies for leading and executing the NSP task independently, obviating the need for external technical assistance. Supported by the MP, the NMP team leadership established a NSP task force consisting of NMP staff and appointed a task force lead who was given overall responsibility for coordinating the NSP development process. However, while the team had the skills to develop the NSP themselves, they still lacked the financial resources to carry out the development process. After proactively seeking financial support from partners, the team obtained approval for their request. Consequently, the NMP team efficiently executed the necessary activities, culminating in the delivery of the finalized NSP draft. The plan now stands ready for partner review, marking a significant milestone in the team's progression towards their strategic planning. In progress meetings with the Country Coordinating Mechanism (CCM) leadership and with RBM, the NMP leadership received appreciation for their development of the NSP.

Preparing the GF grant application

Demonstrating their increased autonomy, the team took charge of preparing the concept note for the GC7 Global Fund grant. The NMP team lead designated the Monitoring and Evaluation (M&E) section as the focal point for this critical initiative. Working sessions were organized, with secured funding and a designated focal point within the team leading the effort. Positive feedback on the quality and timely submission of the proposal was received from the external technical assistant. The MP, while remotely engaging with the team, played a limited role, coaching team members, acting as a problem-solving partner. The team demonstrated readiness for autonomous functioning, displaying strengthened coordination, strategic thinking, and

planning skills. The ongoing refinement of the concept note based on the technical assistant's feedback underscored the team's commitment to excellence.

2. Transition and planning the sustainability phase

In-country experiential workshop

The last in-country workshop facilitated by AMP Health was conducted from October 30 to November 1, strategically preparing the team for the exit of the MP in December 2023 and marking the beginning of the sustainability phase for the NMP team.

The workshop involved an intricate retrospective on the NMP collaboration with AMP Health since inception, addressing challenges, progress, and emerging areas for improvement. The team then collaboratively formulated a detailed plan of action for specific areas of improvement. Finally, sustainability objectives were meticulously defined, committing the team to:

- i. Efficiently manage field missions, including appropriate assignment, transparent communication, and a streamlined process for the development, validation, and submission of terms of references.
- ii. Maintain effective internal and external communication commitments through various channels.
- iii. Regularly assess the alignment of roles and responsibilities with team members' skills, with a commitment to drafting clear job descriptions.
- iv. Promote well-being at work, including intentional efforts for social gatherings, daily morning greetings, and integration events.
- v. Pursue continuous learning and strengthen leadership and management, seeking and taking advantage of every opportunity to do so.

Champions were identified for each commitment, underscoring the team's dedication to accountability.

In-country visit of AMP Health Country Support Manager

Following the last in-country workshop, an in-country visit by AMP Health Country Support Manager took place to have discussions with the team lead and deputy team lead on the transition to the sustainability phase. The AMP Health Country Support Manager outlined key points of the sustainability phase, emphasizing regular check-ins, coaching, and an evaluation six months after the start of the sustainability phase to gauge the team's commitment to nurturing leadership and management skills and assess the extent to which the progress made during the embedded phase of support remains part of how the team functions. Additional opportunities such as attendance at AMP Health trainings were discussed. Agreements were reached on next steps, including collaboration between the MP, the team lead, and the deputy to document sustainability objectives and a comprehensive transition plan. In a bid to understand the team dynamics, the AMP Health Country Support Manager conducted brief meet-and-greet sessions with each team member, revealing overwhelmingly positive feedback on the tangible benefits derived from the support provided by the MP.

In summary, the NMP team, guided by the MP, has demonstrated growing autonomy and displayed notable advancements in leadership and management capabilities. The impact of their initiatives was tangible, reflected in the successful development of the NSP, progress in Global

Fund grant preparation, and overall positive feedback from partners and the MP during the transition phase. Detailed planning, commitment to continuous improvement, and proactive approach underscore the team's resilience and readiness for the sustainability phase of support.

PO #	Partnership Objectives (April 2022 - November 2023)	Status
1	Improve internal coordination, team cohesion, and communication at all levels	Achieved
2	Improve email management and tracking	Achieved
3	Improve the implementation of activities	Achieved
4	Internal coordination and management of the program	Achieved
5	Active and passive data collection	Achieved
6	Identify potential technical and financial partners	Achieved
7	Foster team culture through vision, values, and storytelling	Achieved
8	Strengthen commitment and performance within the team	Achieved
9	Foster effective coaching conversations for personnel development	Achieved

Mauritania: Steering through transitions and growth

Between October and December 2023, the National Malaria Program (NMP) team in Mauritania faced several challenges, primarily centered around team expansion, new staff integration, and the preparation for the upcoming global fund application. The team, comprising nearly 20 members at the time, was projected to reach 40 members by the end of 2024. Key interventions by the MP played a pivotal role in addressing these critical challenges and preparing the NMP team for various crucial activities.

1. AMP Health Country Support Manager's visit

During the initial phase of the reporting period, the AMP Health Country Support Manager engaged with the NMP team, focusing on the extension of AMP Health support, and coordinating the transition from remote MP support to the MP's embedding within the team starting January 2024. In addition, several meetings were convened with Ministry leadership and partners to understand their perspectives on the NMP team's progress.

In discussions with the team lead, the AMP Health Country Support Manager noted a positive shift in morale. This improvement was credited to the transition from service to program, team expansion, and the imminent full-time engagement of the MP as embedded support. The team lead also highlighted significant challenges, including data management, the integration of new staff, and the review of the National Strategic Plan for Global Fund Grant Cycle 7. He expressed the desire for enhanced capacities in management and leadership for himself and his team to effectively address these challenges.

In a session with the Director of Communicable Disease, the AMP Health Country Support Manager received positive feedback on the team's progress. Overseeing the NMP program along

with TB and HIV initiatives, the director recognized the need for AMP support in the upcoming period. This support should concentrate on guiding the team in clarifying roles and responsibilities within the NMP team, improving program management, and refining the team's internal communication within the Ministry, particularly with more senior Ministry officials. Additionally, the director strongly advocated for extending AMP Health support to other health directorate teams and programs.

An introductory meeting with Lisa Washington (USAID Mission in Mauritania) and Alassane Diakite (US Coordinator of Programs and Grants Office) was set up by and held with the AMP Health Country Support Manager and the MP, presenting updates on the NMP team's progress and introducing the MP. Both Lisa Washington and Alassane Diakite emphasized the critical necessity of extending AMP Health support to various programs within the Ministry of Health and to the Country Coordinating Mechanism.

2. In-country experiential learning workshop

The two-and-a-half-day workshop, held from November 15, 2023, aimed to foster practical and sustainable collaboration capabilities and addressed themes of improved communication, enhanced collaboration with partners, strengthened responsibility, and building team trust.

The conflict management sessions promoted understanding of individual strategies during conflicts, reducing the risk of misunderstandings. The presentation and practical exercises using the Responsible, Accountable, Consulted, and Informed (RACI) tool underscored the importance of effective collaboration and responsibility, aligning team members with their roles within the program and programmatic activities.

The workshop also prompted a reassessment of and discussions about team operations, emphasizing punctuality and office attendance. Finally, the team collectively identified priorities for the upcoming period, including individual habit changes, entrusting responsibility to others, information-sharing, mutual assistance in activity preparation, ongoing team training, and improved communication within the team and with partners.

Following the workshop, an action plan was developed, emphasizing the rigorous use of existing management tools and processes, organizing briefing and debriefing meetings for program activities, improving office attendance, and the MP providing coaching sessions for the team lead to strengthen his leadership and management skills. These initiatives aim to enhance collaboration, preparation, and individual skills within the NMP team. The workshop yielded improved team cohesion and identified best practices, with the NMP team expressing a commitment to integrating these strategies for ongoing improvement and collective effectiveness. These commitments mark a significant step towards a dynamic, unified team dedicated to a common vision of malaria elimination.

3. Enhancing leadership and training facilitation skills for impactful Seasonal Chemoprevention Campaigns

As the team prepared to conduct training sessions for regional health workers, a brainstorming session, facilitated by the MP, aimed to assess leadership and management skill requirements for the upcoming seasonal chemoprevention campaigns. It became evident that certain team

members did not have an adequate understanding of the processes, administrative procedures, and training facilitation skills essential for the seasonal chemoprevention campaign.

In response, the MP proactively organized training sessions led by team members with previous campaign experience. The MP assisted team members in structuring the sessions and guided them in identifying essential information to incorporate. To ensure comprehensive participation, the team lead mandated the attendance of all team members. The sessions proved successful, with the MP intervening only as needed to facilitate effective communication between trainers and trainees. These sessions played a pivotal role in enhancing the team's understanding of seasonal chemoprevention campaign activities, refining their training facilitation skills, and fostering a culture of collaboration, knowledge-sharing, and continuous learning in a supportive environment. This collective endeavor ensures the successful training of regional health workers and the effective execution of the seasonal chemoprevention campaign.

4. Strengthening Coordination for LLIN Distribution

An evaluation conducted by both the MP and the team identified insufficient coordination at the regional level, which posed challenges to effective collaboration and optimal organization for LLIN distribution. To address this issue, the MP actively engaged in supporting the NMP team in designing training sessions for central and departmental supervisors.

Emphasis was placed on clarifying supervisors' roles, explaining tools and guidelines, and fostering a culture of teamwork. Additionally, the MP reminded the team of their commitment to implement briefing meetings before each mission and debriefing sessions afterward.

Furthermore, the MP recommended that the NMP strengthen its communication with the supervisors, leading the team to establish a dedicated WhatsApp group for supervisors, which has improved communication and streamlined problem-solving in the field.

Briefing meetings and debriefing sessions were conducted, fostering cohesion, and enhancing understanding of responsibilities, ultimately contributing to a more organized and efficient LLIN distribution process. These initiatives have contributed to improving the collaboration and problem-solving capabilities within the NMP team and between the NMP teams and sub-national levels. As a result, the LLIN distribution campaign was successfully completed.

In summary, the NMP team's journey from October to December 2023 reflects a transformative period, characterized by challenges addressed through the support of the MP and strategic interventions.

PO #	Partnership Objectives (February 2022 - November 2023)	Status
1	Strengthen team's skills in the context of Malaria elimination efforts	Achieved
2	Motivate team and improve office attendance	Achieved
3	Improve internal coordination, team cohesion, and communication	Achieved
4	Improve email management and follow-up (team lead)	On track
5	Improve use of data for assessment and decision-making	On track
6	Improve activity implementation (planned activities are implemented)	On track

PO #	Partnership Objectives (February 2022 - November 2023)	Status
7	Diversify and identify new funding sources	At risk
8	Improve coordination with stakeholders at intermediate and peripheral levels	On track
9	Communicate and collaborate with partners	On track
10	Attend and prepare for meetings with stakeholders	On track

Republic of Congo: Strengthening leadership and bolstering resilience.

From October to December 2023, the National Malaria Program (NMP) team in Congo, under the guidance of the MP from AMP Health, addressed challenges associated with the ongoing expansion, improved program visibility to stakeholders, and fostered internal and external collaboration. The strategic solutions implemented during this transformative period have yielded remarkable achievements, as described below, reflecting the team's resilience and commitment.

1. In-country experiential learning workshop

AMP Health organized the fourth workshop for the NMP team in Brazzaville, held October 9-11, 2023, with active participation from all NMP staff. The session aimed to enhance managerial and leadership skills, celebrate team achievements, and plan for the upcoming six months. The three-day session focused on promoting behavior change and transformative leadership. During the workshop, the team engaged in various activities, including reviewing previous workshop actions, assessing achievements, identifying positive habits, creating individual action plans, and initiating corrective measures.

Additionally, the team began developing transition plans to inform the sustainability phase (post-AMP Health embedded support). Highlights of the workshop included fostering a collaborative atmosphere, an expansion of the team to 35 members, and constructive dialogue between the Country Support Manager and the team lead. Needs that were identified during discussions encompassed data collection and management, strategic thinking, partnership brokering, resource mobilization, addressing environmental causes of malaria, and expanding the AMP Health program within the Ministry. The NMP team formulated immediate and measurable actions to be undertaken after the workshop, focusing on priority themes they identified. These themes included developing a marketing strategy for the NMP, enhancing communication, managing conflicts, promoting professionalism, mobilizing resources, and formulating standard operating procedures.

2. Effective debriefing sessions and health facility supervision

Following a rigorous joint supervision of health facilities across seven densely populated districts, the NMP team encountered challenges in conducting meaningful debriefing sessions. The MP, recognizing the critical role of these sessions, actively engaged with the team to ensure that these sessions were scheduled and adequately planned for. Through a meticulous coaching process, the MP supported the team in refining meeting management, data presentation, and communication strategies. The MP facilitated a constructive atmosphere during the debriefing

sessions by ensuring that the team offered valuable feedback and actively participated in discussions. The MP encouraged the formulation of pertinent questions, responses, and concerns, fostering an environment conducive to meaningful dialogue. This resulted in a qualitative improvement in debriefing sessions, fostering enhanced communication and more effective data presentation during subsequent health facility supervisions.

3. Enhancing visibility of NMP activities

Acknowledging a significant gap in the visibility of NMP activities to both partners and beneficiaries, the team requested the MP's guidance on improving communication with key stakeholders. Through close collaboration with the communication manager, the MP offered valuable coaching on the creation of outreach materials, a compelling video, collecting images of activities to be showcased on posters, and the development of effective messaging strategies aimed at raising awareness of malaria and increasing the visibility of the NMP. This strategic intervention is designed to enhance advocacy efforts, attract potential partners, and substantially amplify the program's impact in the ongoing battle against malaria.

4. Navigating team expansion and enhancing onboarding processes

The continued expansion of the NMP team driven by the Ministry of Health, without clear consultation with the NMP team or a comprehensive skill assessment, coupled with the integration of new team members, brought forth unique management challenges. These challenges manifested in tensions arising from unclear roles for incoming recruits. While acknowledging his limited authority in the decision-making process for staff assigned by the Ministry within the program, the team lead, under the guidance of the MP, actively strengthened advocacy strategies directed towards the Ministry. This strategic initiative aimed to ensure that subsequently assigned staff would align effectively with the specific needs of the NMP team.

Simultaneously, these identified challenges catalyzed the development of a comprehensive manual for administrative procedures. Throughout this initiative, the MP played a critical role in offering guidance, particularly to the administrator, thereby facilitating the creation of an integrated procedures manual. This manual encapsulates critical information about program procedures and functionality. Moreover, it incorporates induction, shadowing, and mentoring initiatives tailored for new team members. In addition, the MP advocated for the continuous updating of the team's organogram to align with the evolving structure, ensuring clarity in roles and responsibilities. The substantial improvements made to the onboarding process not only resulted in the reduction of tensions but also guaranteed the integration of new team members into the operational framework of the NMP.

5. Promoting strategic collaboration between the NMP and the PR

The relationship between the NMP and the PR, Catholic Relief Service (CRS) has encountered challenges primarily due to poor communication. Despite concerted efforts, including the implementation of regular debriefing meetings, the relationship has not reached optimal levels of collaboration and understanding.

During the reporting period, the NMP recognized a shortfall in the absorption rate of the GF NFM3 budget, prompting a proactive response. A dedicated meeting was convened by the NMP to address this issue with the PR. This provided an opportunity for the MP to actively emphasize to the team the significance of effective communication, collaboration, and coordination with

the PR, and foster better collaboration. In preparation for the meeting, the MP played a pivotal role in closely working with the team to prioritize activities related to the NFM3 budget. This strategic intervention aimed at enhancing the team's skills, emphasizing collaboration and decision-making to formulate an effective prioritization strategy. Subsequently, the MP accompanied the team to CRS, where the team led a discussion with the PR to further refine the prioritization strategy. Following this effort, concrete measures were implemented, including the development of an action plan focused on priority activities. These measures are anticipated to significantly boost the budget absorption rate by the time of its closure (December 31, 2023). Moreover, they are expected to improve overall activity coordination and enhance the efficient utilization of resources. As a final step, the NMP team lead and the newly appointed CRS director mutually agreed to organize regular meetings to improve the relationship and coordination between the NMP and CRS. This commitment underscores the dedication to ongoing collaboration and coordinated efforts to achieve the objectives of the NMP.

In summary, the MP's strategic guidance and hands-on collaboration played a key role in navigating the NMP team through challenges, fostering effective solutions, and contributing to the team's growth and success. As the NMP team looks forward, it remains steadfastly committed to building on these achievements, leveraging strategic partnerships, and sustaining impactful initiatives.

PO #	Partnership Objectives (March 2022 - November 2023)	Status
1	Improve data control mechanisms	On track
2	Support development of the Annual plan	Achieved
3	Support the organization of strategic meetings	Achieved
4	Improve internal coordination, team cohesion, and communication	On track
5	Improve coordination with partners and the visibility of PNL	On track
6	Improve activity implementation (planned activities are implemented)	Achieved
7	Improve coordination with stakeholders at intermediate and peripheral levels	Achieved
8	Communicate and collaborate with partners	On track
9	Attend and prepare for meetings with stakeholders	On track

III. CHALLENGES

The challenges encountered across teams during the reporting period stemmed from teams' availability.

The NMP teams frequently engage in field assignments as part of their responsibilities for programmatic activities. While this has provided MPs with opportunities to enhance

collaboration, coordination, and communication between the teams and their stakeholders, it has also presented challenges.

It was challenging for MPs to align with the team's schedules for comprehensive engagement of the full team, whether it be for in-country experiential learning sessions or for ad-hoc working sessions organized by MPs. In instances when it was not feasible to convene the entire team, MPs have used regular team meetings and other communication platforms (such as the team's WhatsApp group) to carry out brief interventions for the entire team to further enhance and sustain leadership and management skills.

IV. INDICATORS

A summary of indicator results is available below, and details are included in Annex A.

Summary of Indicator Results	
1.1 – # of NMP team members who received practical training from Management Partners on GF processes	CAR – 15 team members Chad – 45 team members Mauritania – 18 team members Namibia – 10 team members Congo – 33 team members
1.2 - # of NMP teams that strengthened their capacity to engage with GF stakeholders	5 out of 5 teams
2.1 - # of NMP teams with improved staff management	5 out of 5 teams
2.2 – #/% of NMP team members who report improved coordination and communication skills	57 out of 60 team members (95%) *
2.3 – #/% of NMP team members who report improvements in team effectiveness	50 out of 52 team members (96%) **
3.1 – # of NMP teams who report improved partner coordination skills	5 out of 5 teams
3.2 – #/% of NMP team members who report improved work planning skills	57 out of 60 team members (95%) *
4.1 – # of NMP teams who report improved strategy development skills	5 out of 5 teams
4.2 – # of NMP teams who report improved ability to regularly assess progress against objectives (implementation skills)	5 out of 5 teams
4.3 – # of NMP teams who report improved ability to make programmatic adjustments as conditions change	5 out of 5 teams

*Changes in team composition resulted in there being only 60 people for whom we had two data points to compare.

**Of the 60 people for whom we had 2 data points, 8 had not filled out the surveys pertaining to team effectiveness (and had submitted data only on individual skill improvement and team processes).

V. PLANNED ACTIVITIES AND EVENTS – JANUARY 1, 2024 – JUNE 30, 2024

As mentioned above, while this is the final report for this partnership under the STAR project, AMP Health will continue to partner with the malaria teams in CAR, Chad, Mauritania, and Republic of Congo under a different USAID mechanism. The following section is for the benefit of the USAID Malaria team to understand the envisioned activities that will be undertaken in the first 6 months of 2024.

AMP Health will continue to build on the progress made with teams to reinforce positive behavior change, support teams to identify additional opportunities for improvement, and prepare teams for the eventual departure of the Management Partners (MPs) so that the improvements are sustained. AMP Health will continue monitoring the progress of each team on its partnership objectives (which were agreed upon by NMP teams and AMP Health), and MPs will focus efforts on supporting NMP teams with the more advanced skills and objectives that were set.

AMP Health will also undertake the following activities:

In-country Experiential Learning Sessions

These sessions are led by the AMP Health Learning team and tailored to respond to each NMP team's specific needs in terms of leadership and management competencies. They are co-designed with the input of the NMP teams' leadership and the MPs. AMP Health anticipates that they will be able to conduct a final session with the CAR, Chad, Mauritania, and Republic of Congo teams.

French Leadership Lab Convening

This is a three-day in-person convening, led by the AMP Health Learning team, bringing together the French-speaking NMP team leads (from the four French-speaking NMP programs we support), their deputies, and MPs to discuss leadership topics, learn from each other and from guests/speakers, and share experiences and best practices. They will be joined by other French-speaking teams that AMP supports and will have an opportunity to learn from teams in other areas of health. AMP Health has scheduled the event to take place May 21-23, 2024, in Abidjan, Côte D'Ivoire.

Monitoring, Evaluation, and Learning surveys

These surveys, administered every six months, are critical for tracking the progress of NMP teams, evaluating the effectiveness of AMP Health support, and for supporting decision-making regarding each team's learning plan. AMP Health aims to conduct a fourth round in Republic of Congo, Chad, and Mauritania in February 2024, and then final rounds with all teams (including CAR) in July 2024.

Ad-hoc leadership and management learning days and working sessions, with a focus on sustainability

The MPs will continue to provide ongoing learning support (in the form of coaching and the facilitation of discrete learning sessions) to address any challenges and opportunities that arise. These sessions, designed and led by MPs with the support of the AMP Health Learning team, will focus on specific leadership and management competencies and topics critical to the team, with a focus on sustainability. A key focus for MPs at this stage is to support teams to sustain the improvements and momentum gained over the last 18 months, helping teams put in place team practices and supporting processes that would. MPs will be working with their teams to put together a sustainability plan, outlining key commitments and activities focused on sustaining good leadership and management in their teams, and will be working with team leaders and identified champions to put the necessary elements in place to execute these plans. These sessions and interventions will be organized on an ad-hoc basis, facilitated by MPs, and will prioritize learning as a key activity and habit for the team, making it an integral part of their ongoing operations and processes.

ANNEX A: SELECT MEL QUOTES & AMP HEALTH INDICATORS, Q3-4, PY5

As part of its comprehensive Monitoring, Evaluation, and Learning (MEL) Framework, AMP Health conducted key informant interviews and collected quotes from key partner NMP stakeholders. Below is a selection of those quotes:

"The support of AMP Health has been decisive since the beginning in February 2021. There have been huge improvements since the beginning of this assistance from AMP, especially in terms of teamwork and external and internal communication. AMP's support allows for a much greater synergy between the teams for greater efficiency and effectiveness in carrying out the tasks with enormous productivity gains in terms of the time it takes for the teams to complete the tasks. To date, I am entirely satisfied with the support of AMP Health and my wish is that the program be extended to all the other programs and projects with which the NMCP collaborates directly."

- Team member – NMP – Republic of Congo

"CRS is an NGO created in the USA after World War II and is the main beneficiary of Global Fund grants in the Republic of Congo. CRS works in Congo to strengthen the functioning of impact-oriented institutional services, including the NMCP, particularly in the areas of governance, monitoring and evaluation, finance, and supply chain. As an external partner of the NMCP, we can see that AMP Health's support is very beneficial to the NMCP and there is a strong complementarity between AMP Health's support and what CRS is also doing. For example, it is thanks to the support of AMP Health that the NMCP has put in place an organizational chart, and this has greatly facilitated the activities to date. In Congo, we have 14 health programs, so my wish is that AMP Health's assistance be extended to these 14 other programs to make things easier."

- External partner of the NMP - Republic of Congo

"Our needs are numerous and we are usually very busy with all the commitments at the Health Ministry. But thanks to the support of AMP Health, today we are much more organized, and the strong results are a great gain, notably in terms of teams work effectiveness and time management for the activities and tasks we are leading. We hope that AMP Health will stay with us as long as possible because the needs in Mauritania are numerous and diversified and we feel that with them we will go as far as possible."

- Team member - NMP – Republic of Mauritania

"The AMP Management Partner has integrated into the team quickly, eliminating hierarchical barriers. This has enhanced the fluidity and cooperation among team members. Everyone greets one another, and there are no barriers. This positive dynamic is evident in meetings and in our work. It has improved our collaboration in project management."

- Team member - NMP – Republic of Chad

“The internal workflow has improved. When you submit something to the secretariat, everyone is well informed, and everyone has access to the relevant information. The files are well-organized, and the evaluation section keeps an eye on all the files. This is an important aspect.”

- Team member - NMP – Republic of Chad

“Previously, people were not interested in developing Terms of Reference (ToRs), but now they are. Others did not write minutes. With the help of the AMP Management Partner, we developed a schedule for everyone on the team to write minutes and ToRs. Additionally, there is now more communication and information sharing among colleagues, which was lacking before.”

- Team member - NMP – Republic of Chad

AMP Health indicators were added to the PMP in January 2022. This STAR initiative falls under S-IR 2.3 and is a stand-alone activity. Targets were determined in Q4 of PY4 and are included in the revised table below.

Indicator	Target	Result as of Q4 PY5	Summary
GOAL: To strengthen the capacity of National Malaria Programs (NMPs) to utilize Global Fund investments to achieve country goals and objectives			
1 – Strengthened capacity of NMPs to effectively manage and implement Global Fund (GF) grants			
1.1 – # of NMP team members who receive practical training from Management Partners on GF processes	# of individuals engaged per team: CAR – 11 team members Chad – 26 team members Mauritania – 4 team members Namibia – 6 team members Congo – 19 team members	CAR – 15 team members Chad – 45 team members Mauritania – 18 team members Namibia – 10 team members Congo – 33 team members	Throughout the process that teams went through to prepare their Global Fund submission (a key priority for the last reporting cycle), MPs provided training related to strategic planning, budgeting, activity planning and coordination processes, the monitoring and evaluation of teams’ activities, and reporting to PR and other partners.

Indicator	Target	Result as of Q4 PY5	Summary
<p>1.2 – # of NMP teams that strengthen their capacity to engage with GF stakeholders</p>	<p>5 (CAR, Chad, Mauritania, Namibia, Congo)</p>	<p>5 teams</p>	<p>The relationship between NMP teams and their respective PR were strengthened by improving the quality of communication, planning and reporting. Teams set up regular communication channels, such as regular meetings and/or debriefing meetings post-seasonal campaign depending on contexts). Teams continue to be trained on the processes of partnership brokering, stakeholder mapping, and effective communication with partners.</p>
<p>2 – Strengthened capacity of NMPs to efficiently and effectively manage staff and internal operations</p>			
<p>2.1 – # of NMP teams with improved staff management</p>	<p>5 (CAR, Chad, Mauritania, Namibia, Congo)</p>	<p>5 out of 5 teams exhibited overall improvement in staff management (refers to cumulative improvement against baseline)</p>	<p>AMP Health used 20 criteria to assess improvement in staff management. Congo demonstrated improvement in 20; Chad made improvement in 19, CAR improved in 15, Namibia improved in 13, and Mauritania improved in 10 of these criteria.</p>
<p>2.2 – #/% of NMP team members who report improved coordination and communication skills</p>	<p># of individuals engaged per team: CAR – 11 team members Chad – 26 team members Mauritania – 4 team members Namibia – 6 team members Congo – 19 team members</p>	<p>57 team members (95% of those we work with who completed both baseline/previous rounds and the subsequent (current) round of MEL data) reported improvement in their coordination and communication skills.</p> <p># of team members who improved on coordination and communication skills by country: CAR: 10 Chad: 14 Mauritania: 6 (the team size has increased since the targets were established) Namibia: 5 Congo: 22</p>	<p>AMP Health looks at 29 criteria to assess improvement in coordination and communication.</p> <p>NMP team members indicated improvement on an average of 6 criteria, with the biggest improvements seen in running meetings, communicating with others, giving constructive feedback, planning and managing projects, team norms, and the use of team calendars.</p>

Indicator	Target	Result as of Q4 PY5	Summary
<p>2.3 – #/% of NMP team members who report improvements in team effectiveness</p>	<p># of individuals engaged per team: CAR – 11 team members Chad – 26 team members Mauritania – 4 team members Namibia – 6 team members Congo – 19 team members</p>	<p>50 team members (96% of those we work with who completed both baseline/previous rounds and current round of MEL data) reported improvement in team’s effectiveness.</p> <p># of team members who improved on team effectiveness skills by country: CAR: 9 Chad: 13 Mauritania: 4 Namibia: 4 Congo: 20</p>	<p>AMP Health uses a Team Effectiveness survey that looks at 22 criteria.</p> <p>NMP Team members indicated improvement on an average of 9 criteria, with the biggest improvements seen in culture (e.g., more trust and openness, with team members being willing to give feedback and accepting other’s points of view, taking responsibility for their work, and appreciating one another's unique capabilities)</p>
<p>3 – Strengthened capacity of NMPs to manage external relationships</p>			
<p>3.1 – # of NMP teams who report improved partner coordination skills</p>	<p>5 (CAR, Chad, Mauritania, Namibia, Congo)</p>	<p>5 out of 5 teams reported overall improvement on partner coordination skills.</p>	<p>AMP Health used 5 criteria to assess improvement in partner coordination skills.</p> <p>The NMP teams continued to make positive improvement with Congo and Chad making improvement in 5, Mauritania and CAR improving in 2, and Namibia in 1.</p> <p>Congo and Chad have demonstrated better improvement in partner coordination as a result of being programs (rather than services) – they have the size, bandwidth, and ability to effectively engage with stakeholders.</p> <p>Due to the Mauritania team now being reinstated as a program, we anticipate similar improvement going forward.</p>

Indicator	Target	Result as of Q4 PY5	Summary
3.2 – #/% of NMP team members who report improved work planning skills	# of individuals engaged per team: CAR – 11 team members Chad – 26 team members Mauritania – 4 team members Namibia – 6 team members Congo – 19 team members	57 team members (95% of those we work with who completed both baseline/previous rounds and current round of MEL data) reported improvement in work planning skills. # of team members who improved on work planning skills by country: CAR: 11 Chad: 14 Mauritania: 6 Namibia: 4 Congo: 22	AMP Health looks at 22 criteria to assess improvement in coordination and work planning skills. NMP Team members indicated improvement on an average of 6 criteria, with the biggest improvements seen in planning and managing projects, maintaining a list of current priorities, avoiding duplication of work, the use of team calendars, and establishing standard reporting templates.
4 – Strengthened capacity of NMPs to use data to plan and manage strategically			
4.1 – # of NMP teams who report improved strategy development skills	5 (CAR, Chad, Mauritania, Namibia, Congo)	5 out of 5 teams reported overall improvement in strategy development skills.	AMP Health used 8 criteria to assess improvement in strategy development skills. Congo demonstrated improvement in all 8 criteria, Chad and CAR improved in 7, and Mauritania and Namibia each improved in 4 of these criteria.
4.2 – # of NMP teams who report improved ability to regularly assess progress against objectives (implementation skills)	5 (CAR, Chad, Mauritania, Namibia, Congo)	5 out of 5 teams reported overall improved ability to regularly assess progress against objectives.	AMP Health used 8 criteria to assess improvement in the ability to regularly assess progress against objectives. Chad and Congo each demonstrated improvement in all the 8, Namibia 5, Mauritania 4, and CAR 3 of the criteria.
4.3 – # of NMP teams who report improved ability to make programmatic adjustments as conditions change	5 (CAR, Chad, Mauritania, Namibia, Congo)	5 out of 5 teams reported overall improvement in the ability to make programmatic adjustments as conditions change.	AMP Health used 3 criteria to assess improvement in making programmatic adjustments as conditions change. CAR, Chad, Congo, and Namibia showed improvement in all the 3 areas, while Mauritania improved in 1.

ANNEX B: PARTNERSHIP OBJECTIVES PROGRESS

AMP Health works with teams to track progress on their partnership objectives with a focus on the leadership and management capabilities necessary to advance partner team's goals. A report generated from AMP's partnership objectives progress tracking tool is attached to provide greater detail on partnership objective progress and their associated leadership and management competencies.

Activities	Core L&M Competencies (See learning plans for more detail)	Knowledge transfer (Who in the team will be the champion for this activity)	# of hours of training for the champion	Linked programmatic KPIs	Status (achieved, on track, at-risk, missed)
Mapping of current and potential TFPs	Leadership: Brokering partnerships	Team lead	20	Number of brokered partners	Achieved
Identification and mapping of Technical and Financial Partners	Leadership: Brokering partnerships	Team lead		Number of brokered partners	Achieved
Engaging in dialogue with partners	Leadership: Brokering partnerships	Team lead	40	Number of brokered partners	Achieved
Support the establishment of internal communication mechanisms	Managing others: Clarifying roles & responsibilities	Team	20	Grants implementation and management	Achieved
Work with other team members and beyond and trust each other	Engaging with others: Building trust	Team	30	Grants implementation and management	On track
Creating a Strong Team Culture	Managing others: Empowering and motivating others	Team	30	Activities implementation rate	Achieved
Provide training on advocacy and resource mobilization techniques	Engaging with Others: Communicating effectively	Team Lead	20	Activities implementation rate	Achieved
Support the development of an advocacy and resource mobilization plan	Engaging with Others: Communicating effectively	Communication Lead	10	Disbursement rate	Achieved
Measure progress towards the achievement of objectives and make necessary adjustments	Thinking: Critical thinking and data-driven decision making	M&E Lead	40	Number of brokered partners	Achieved
The team reflects strategically and focuses efforts around strategic priorities	Thinking: Critical thinking and data-driven decision making	Team lead	40	Grants implementation and management	Achieved
Activities	Core L&M Competencies (See learning plans for more detail)	Knowledge transfer (Who in the team will be the champion for this activity)	# of hours of training for the champion	Linked programmatic KPIs	Status (achieved, on track, at-risk, missed)
Creating links between the Coordinator, his deputy, and the heads of section	Empower and motivate others	Deputy Coordinator	Long term		Achieved
Empowering the Deputy Coordinator and team members		Deputy Coordinator	Long term		
Instilling leadership notions to the Coordinator and his Deputy		Coordinator	Long term		
Create a work environment and team spirit that is motivating for staff.		Coordinator and Deputy Coordinator	Long term		
Helping staff to be intrinsically motivated by their work		Heads of Section	Long term		
Supporting the organisation of meetings between sections		Deputy Coordinator	30		
Assign tasks to the right people, especially to the executive assistant	Clarify roles and responsibilities	Executive assistant	40		Achieved
Delegate email management and archiving		Coordinator, Deputy Coordinator, and Heads of Section	20		
Note-taking technique (Keeping an agenda)		Coordinator	20		
Develop and monitor an action plan and an implementation plan	Set goals and track them	Deputy Coordinator, and Heads of Section	20		Achieved
Develop a work plan		Deputy Coordinator, and Heads of Section			
Develop activity monitoring and planning tools		Deputy Coordinator, and Heads of Section	20		
Meeting design/preparation	Plan and conduct effective meetings	Deputy Coordinator, and Heads of Section	20		Achieved
Organise effective meeting		Deputy Coordinator, and Heads of Section	40		
Put in place a system to schedule meetings and avoid overlap		Deputy Coordinator, and Heads of Section	40		
Design management tools to prepare for meetings		Deputy Coordinator, and Heads of Section	20		
Analysis, collection, synthesis and effective use of data	Data-driven decision making	Head of the Monitoring and Evaluation section		Number of periodic data analysis	Achieved
Negotiate partnerships to fund budget shortfalls in the national strategic plan	Resource mobilisation	Head of the Laboratory and Research section	35		Achieved
Developing a vision or mission statement for the team, Building a values-based culture (bringing organizational and team values to life), and Storytelling to inspire and educate staff.	The team is able to share a common vision of their work.	The entire team	60		Achieved

Empowerment of team members for better ownership of their work. Facilitation of individuals' entry into the "flow" by aligning opportunities with appropriate capabilities. Development of effective role descriptions and competency frameworks. Implementation of external accountability measures. Encouragement and integration of a constructive feedback process. Conducting official performance evaluations and management of unsatisfactory results. Implementation of a personal improvement plan.	The core values, integrity, equity, and accountability, are integrated into all organizational practices.	The entire team	50		Achieved
Differentiating coaching from mentoring, counseling, and managing. Engaging in stimulating coaching conversations with the staff using the GROW model. Asking effective coaching questions to aid someone's development. Demonstrating curiosity and a lack of judgment.	Conversations between team leaders and team members are becoming more empowering and collaborative; team members are beginning to take the initiative to solve their own problems.	The entire team	45		Achieved
Activities	Core L&M Competencies (See learning plans for more detail)	Knowledge transfer (Who in the team will be the champion for this activity)	# of hours of training for the champion	Linked programmatic KPIs	Status (achieved, on track, at-risk, missed)
Scoping role and creating role description and competency grids	Managing others: Clarifying roles & responsibilities	Team lead	20	Number of prevention activities	Achieved
Empowering team members to take on more ownership for their work	Managing others: Managing performance	Team lead	20		Achieved
Holding official performance reviews	Managing others: Managing performance	Team lead	10		Achieved
Handling poor performers and implementing personal improvement plan	Managing others: Managing performance	Team lead	30		Achieved
Creating a work & team environment that is motivating for staff	Managing others: Empowering and motivating others	Team lead	40	Office attendance rate	Achieved
Helping the staff get intrinsically motivated about their work	Managing others: Empowering and motivating others	Team lead	20		Achieved
Conducting regular check-in with staff	Managing others: Empowering and motivating others	Team lead	20		Achieved
Assigning tasks to the right people / delegating	Managing others: Clarifying roles & responsibilities	Team lead	20	Workload distribution	Achieved
Encouraging deep listening	Engaging with others: Building trust	Team lead	20		Achieved
Getting people to be more reliable and accountable	Engaging with others: Building trust	Team	40		Achieved
Managing and classifying emails	Managing Self: Managing time and communicating	Team lead	5		On track
Gathering data effectively	Thinking: Critical thinking and data-driven decision making	HDCP	20	Number of periodic data analysis	On track
Synthesis of data	Thinking: Critical thinking and data-driven decision making	HDCP	40		On track
Data analysis & use	Thinking: Critical thinking and data-driven decision making	HDCP	40		On track
Data visualization & presentation	Thinking: Critical thinking and data-driven decision making	HDCP	20		On track
Breaking down big goals into manageable tasks and milestone	Planning: Setting goals and monitoring them	Team	20	Activities implementation rate	On track
Developing and following a clear action plan	Planning: Setting goals and monitoring them	Team	20		On track
Keeping track of everything that needs to be done using a to-do list	Managing Self: Managing Time	Team	10	Disbursement rate	On track
Work planning	Managing Self: Managing Time	Team	20		On track
Evaluating potential partnerships for added value	Leadership: Brokering partnerships	Team	20	Number of brokered partners	On track

Socializing a strategic plan	Planning: Strategic Planning	Team	20	Activities funding rate	At risk to miss
Running periodic strategic review meeting	Planning: Strategic Planning	Team lead	20		At risk to miss
Engaging effectively with stakeholders	Managing others: Managing Stakeholders	Team lead	20	Number of supervision and coordinated activities with intermediate and peripheral levels	On track
Negotiating with others to create a win-win situation	Managing others: Influence and negotiation	Team lead	20		On track
Communicating clearly, concisely & effectively	Engaging with Others: Communicating effectively	Team lead	20	Grants implementation and management	On track
Tailoring communication to audience	Engaging with Others: Communicating effectively	Team lead	20		On track
Navigating politics and a diverse set of agendas	Managing others: Managing Stakeholders	Team	20		On track
Using and managing electronic agenda	Managing others: Planning and running effective meetings	Team lead	5	Attendance rate to meetings	On track
Designing and preparing for meetings	Managing others: Planning and running effective meetings	Team lead	10	Quality of communication with stakeholders	On track
Running effective meetings	Managing others: Planning and running effective meetings	Team	10		On track
Activities	Core L&M Competencies (See learning plans for more detail)	Knowledge transfer (Who in the team will be the champion for this activity)	# of hours of training for the champion	Linked programmatic KPIs	Status (achieved, on track, at-risk, missed)
Support the data backup policy within the program	Managing others: Clarifying roles & responsibilities	Département dépistage et surveillance épidémiologique	20	Data backup policy produced	On track
Developing a clear action plan for 2023	Planning: Strategic Planning	Département dépistage et surveillance épidémiologique	20	Action plan developed	Achieved
Engaging the team in running a strategic meeting	Planning: Strategic Planning	Département dépistage et surveillance épidémiologique	20	Number of strategic meetings	Achieved
Regular check-ins with staff	Planning & Running Effective meetings	Head of departments	20	Number of meetings performed	On track
Assigning tasks to the right people	Managing others: Clarifying roles & responsibilities	Head of departments	20	Number of motivated staff improving	On track
Conflict resolution	Solving problems	Head of departments	20		On track
Getting people to be more reliable and accountable	Engaging with others: Building trust	Head of departments	20		On track
Communicating clearly with others	Managing others: Planning and running effective meetings	All Team	10	Number of staff coordination meetings	On track
Engaging efficiently with partners	Engage efficiently with others	Team lead	10	Number of communication with partners	On track
Breaking down big goals into manageable tasks and milestone	Planning: Setting goals and monitoring them	All Team	20	Activities implementation rate	On track
Developing and following a clear action plan	Planning: Setting goals and monitoring them	All Team	20		On track
Keeping track of everything that needs to be done using a to-do list	Managing Self: Managing Time	All Team	10	Disbursement rate	Achieved
Work planning	Managing Self: Managing Time	All Team	20		Achieved
Engaging effectively with stakeholders	Managing others: Managing Stakeholders	Team lead	20	Number of supervision and coordinated activities with intermediate and peripheral levels	Achieved
Negotiating with others to create a win-win situation	Managing others: Influence and negotiation	Team lead	10		Achieved
Communicating clearly, concisely & effectively	Engaging with Others: Communicating effectively	Team lead	20	Grants implementation and management	On track
Tailoring communication to audience	Engaging with Others: Communicating effectively	Team lead	10		On track
Navigating politics and a diverse set of agendas	Managing others: Managing Stakeholders	All Team	20		On track
Designing and preparing for meetings	Managing others: Planning and running effective meetings	Team lead	10	Quality of communication with stakeholders	On track
Running effective meetings	Managing others: Planning and running effective meetings	All Team	10	Quality of communication with stakeholders	On track