USAID MEDICINES, TECHNOLOGIES, AND PHARMACEUTICAL SERVICES (MTAPS) PROGRAM

Improved Access. Improved Services. Better Health Outcomes.

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FISCAL YEAR 2019 QUARTER 2 REPORT

January–March 2019

USAID
FROM THE AMERICAN PEOPLE

FISCAL YEAR 2019 QUARTER 2 REPORT

January–March 2019

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PROJECT OVERVIEW

Program Name:		USAID Medicines, Technologies, and Pharmaceutical Services (MTaPS) Program
Reporting Period:		Fiscal year (FY) 2019, Quarter 2 (January–March 2019)
Activity Start Date and End Date:		September 20, 2018 – September 19, 2023
Name of Prime Implementing Partner:		Management Sciences for Health
Contract Number:		7200AA18C00074
USAID MTaPS Partners:	**Core Partners:**	Boston University, FHI360, Overseas Strategic Consulting, Results for Development, International Law Institute-Africa Centre for Legal Excellence, NEPAD
	Global Expert Partners:	Brandeis University, Deloitte USA, Duke-National University of Singapore, El Instituto de Evaluacion Technologica en Salud, ePath, IC Consultants, Imperial Health Sciences, MedSource, IQVIA, University of Washington
	Capacity Resource Partners:	African Health Economics and Policy Association, Ecumenical Pharmaceutical Network, U3 SystemsWork, University of Ibadan, WHO's African Collaborating Centre for Pharmacovigilance and Surveillance, Kilimanjaro School of Pharmacy, Muhimbili University, Pharmaceutical Systems Africa
	Collaborators:	International Pharmaceutical Federation, Howard University, University of Notre Dame, WHO, World Bank

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ACRONYMS AND ABBREVIATIONS

aDSM	active drug safety monitoring and management
AIDS	acquired immunodeficiency syndrome
AMR	antimicrobial resistance
AMRH	African Medicines Regulatory Harmonization
AMS	antimicrobial stewardship
AMS	asset management system
ARV	antiretroviral
CDC	US Centers for Disease Control and Prevention
CDC	Communicable Disease Control (Bangladesh)
COR	contracting officer representative
CPD	country project director
CQI	continuous quality improvement
CTD	common technical document
DOH	Department of Health
DRC	Democratic Republic of the Congo
DTC	drug and therapeutics committee
ECOWAS	Economic Community of West African States
EDT	electronic dispensing tool
eLMIS	electronic logistics management information system
EMP	essential medicines and health products (WHO)
FAO	Food and Agriculture Organization
FDA	US Food and Drug Administration
FP	family planning
FY	fiscal year
GBT	Global Benchmarking Tool (WHO)
GFF	Global Financing Facility
GHSA	Global Health Security Agenda
HIV	human immunodeficiency virus
HTA	health technology assessment
IPC	infection prevention and control
JAG	joint action groups
LGU	local government unit
LMICs	low- and middle-income countries
LMIS	logistics management information system
M&E	monitoring and evaluation
MCH	maternal and child health
MDG	Millennium Development Goal
MDR	multidrug resistant
MEL	monitoring, evaluation, and learning
MNCH	maternal, neonatal, and child health
MOH	Ministry of Health
MOHFW	Ministry of Health and Family Welfare

MOHSS	Ministry of Health and Social Services
MOU	memorandum of understanding
MSH	Management Sciences for Health
NEPAD	New Partnership for Africa's Development
NGO	nongovernmental organization
NTP	national tuberculosis program
PEPFAR	US President's Emergency Plan for AIDS Relief
PMIS	pharmaceutical management information system
PSM	procurement and supply management
PSS	pharmaceutical systems strengthening
PV	pharmacovigilance
PY	program year
RCORE	regional center of regulatory excellence
RHSC	Reproductive Health Supplies Coalition
SADC	Southern African Development Community
SCMP	Supply Chain Management Portal
SIAPS	Systems for Improved Access to Pharmaceuticals and Services
SOW	scope of work
STG	standard treatment guideline
TB	tuberculosis
TOR	terms of reference
TOT	training of trainers
TWG	technical working group
UHC	universal health coverage
UN	United Nations
UNDP	United Nations Development Programme
USAID	US Agency for International Development
WASH	water, sanitation and hygiene
WHO	World Health Organization

INTRODUCTION

PURPOSE

Funded by the US Agency for International Development (USAID) and led by Management Sciences for Health (MSH), the purpose of the five-year USAID MTaPS Program (2018–2023) is to provide pharmaceutical system strengthening assistance for sustained improvements in health system performance and to advance USAID's goals of preventing child and maternal deaths, controlling the HIV/AIDS epidemic, and combatting infectious disease threats, as well as expanding essential health coverage.

GOAL

The goal the MTaPS Program is to help low- and middle-income countries strengthen their pharmaceutical systems to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines, vaccines, and other health technologies and pharmaceutical services.

USAID MTaPS APPROACH TO STRENGTHENING PHARMACEUTICAL SYSTEMS

USAID awarded the MTaPS Program to enable low- and middle-income countries to strengthen their pharmaceutical systems to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines, vaccines, and other health technologies and pharmaceutical services. In this context, "access" refers specifically to affordability, acceptability (or satisfaction), geographical accessibility, availability, and equity (the extent to which pharmaceutical systems deal fairly with population subgroups differentiated along various parameters). "Use" refers to prescribing, dispensing (or sale or supply to the user), and consumption (or end use).
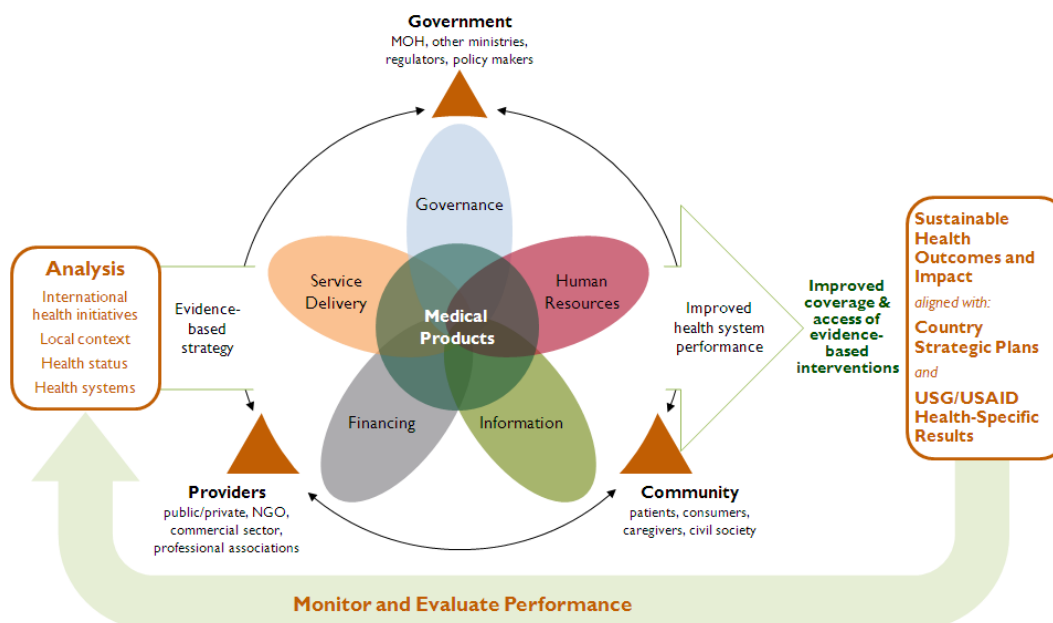

Figure 1. USAID MTaPS' pharmaceutical systems strengthening approach

The program's theory of change is based on USAID's Vision for Pharmaceutical Systems Strengthening (PSS),[1] which posits six functions of health systems that must be strengthened to achieve sustained and equitable access to essential, high-quality services: human resources, health finance, health governance, health information, medical products/vaccines/technologies, and service delivery. MTaPS has adapted this framework to the pharmaceutical sector as per figure 1, which illustrates a comprehensive set of dynamic relationships among a health system's functions with an overarching focus on the role medical products are expected to play in improving health system performance.

PROGRAM PROGRESS SUMMARY

As MTaPS is still in the beginning phase of the program, this quarter mainly summarizes the various scoping visits and work plan development at the country level. MTaPS has now completed scoping visits to the 14 program-supported countries, with 8 visits this quarter to meet with various stakeholders from Ministries of Health, USAID Missions, implementing partners, etc. to gain insights into the in-country context of the pharmaceutical systems and collaboratively generate a set of activities for year 1. The program submitted 4 Global Health Security Agenda (GHSA) work plans (3 in the GHSA Excel format and 1 narrative work plans), 2 field buy-in work plans, and 1 core work plan. USAID approved work plans for Bangladesh and Mozambique, allowing for the commencement of technical activities. MTaPS will continue working with USAID/Washington and Missions to finalize the remaining work plans next quarter and quickly launch into implementation.

Staff continue to join the program, with 27 onboarding this quarter (8 in the home office/working remotely and 19 in country offices), and as of the end of the second quarter, MTaPS had 60 staff, 33 working in the home office/remotely and 27 in country offices.

Regarding MTaPS partners, MTaPS made significant progress in finalizing subcontracts with 5 of the 6 core partners. In addition, six non-core partners now have finalized scopes of work. By finalizing these subcontracts, MTaPS is now better able to effectively harness partner expertise as the program moves into the implementation phase. Further brainstorming and collaboration between MTaPS staff and partners is anticipated as a result of the MTaPS strategic meeting taking place in early April in Arlington, Virginia.

ABOUT THIS REPORT

We are pleased to present our performance report for fiscal year 2019 quarter 2 (January–March, 2019). This report summarizes program performance and key challenges and is organized by core funding, objective, and country.

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[1] US Agency for International Development. USAID's vision for health systems strengthening, 2015–2019. Available at: https://www.usaid.gov/sites/default/files/documents/1864/HSS-Vision.pdf.

PROGRESS BY CORE-FUNDED PORTFOLIO

GLOBAL HEALTH SECURITY AGENDA (GHSA)

MTaPS supports the GHSA, whose purpose is to help build countries' capacity to protect themselves from infectious disease threats and to raise global health security as a national and worldwide priority. The GHSA has 11 action packages, including one to combat antimicrobial resistance (AMR). MTaPS helps 10 GHSA countries advance USAID's AMR action package-related objectives. GHSA target countries face a number of challenges related to infection prevention and control (IPC) and antimicrobial stewardship (AMS). In both the human and animal-related sectors, stakeholders have limited capacity for and political commitment to addressing IPC and AMS; in addition, low- and middle-income countries often face challenges due to weak regulations, standards, systems, and governance in these areas. MTaPS' GHSA/AMR work focuses on these two areas of IPC and AMS in human health, with the potential to work on animal health. MTaPS also collaborates with in-country stakeholders to help strengthen multisectoral (One Health) coordination for AMR containment.

GHSA-SUPPORTED COUNTRIES:
Burkina Faso
Cameroon
Côte d'Ivoire
Democratic Republic of Congo
Ethiopia
Kenya
Mali
Senegal
Tanzania
Uganda

SUMMARY OF ACTIVITIES THIS QUARTER

This quarter MTaPS staff members traveled to eight GHSA countries – **Burkina Faso, Cameroon, Côte d'Ivoire, the Democratic Republic of Congo, Kenya, Mali, Uganda, and Senegal** – to meet with in-country stakeholders to identify priority activities in AMR, AMS, and IPC areas. GHSA work plans for **Ethiopia**, Kenya, and Senegal were submitted; **Tanzania** and Senegal GHSA activities were approved by USAID; and the remaining country work plans will be submitted next quarter. Table 1 summarizes key activities identified in AMR, IPC, and AMS during the scoping visits that will also be proposed in work plans.

Key

| ■ Human sector activities | ■ Human & animal sector activities |

TABLE 1. KEY AMR, IPC, AND AMS ACTIVITIES FOR GHSA COUNTRIES

ACTIVITY	GHSA COUNTRY										
	BURKINA FASO	CAMEROON	CÔTE D'IVOIRE	DRC	ETHIOPIA	KENYA	MALI	SENEGAL	TANZANIA	UGANDA	Total
AMR Activities											
Strengthen/improve function or technical capacity of the multisectoral (One Health) coordination body on AMR/ AMR Secretariat	■	■		■	■	■			■		6
Help set up/improve functions of technical working groups on IPC and/or AMS (or on AMR)	■		■				■			■	4
Facilitate collaboration between animal and human health sectors in IPC and AMS				■			■				2

ACTIVITY	GHSA COUNTRY										
	BURKINA FASO	CAMEROON	CÔTE D'IVOIRE	DRC	ETHIOPIA	KENYA	MALI	SENEGAL	TANZANIA	UGANDA	Total
IPC Activities											
Establish/strengthen IPC or hygiene committees		R	G		R	R	R	R	R		7
Develop/revise IPC guidelines		G		R	R		R				4
In-service training/curriculum review on IPC		G		R		R			R		4
On-site support, tools, monitoring, feedback, and reporting to improve compliance with guidelines/standards					R			R	R		4
Complement/reinforce water, sanitation and hygiene (WASH) and waste management					R	R			R		4
Promote continuous quality improvement (CQI)/ self-improvement culture						R		R	R		3
Pre-service training/curriculum review				R					R		2
Other IPC activities*				G 1	R 1				R 1	R 2	5
AMS Activities											
Develop AMS policy, guideline, or plan	G	G		G		R	G	R	G		7
Classify essential medicines list (EML) antibiotics into AWaRE categories	R			R	R	R	R		R		6
In-service training/ curriculum reform		R	R	R		R	R	R			6
Studies/monitoring/database on antimicrobial use	G		R	G		R	R				6
Strengthen drug and therapeutics committees				R	R		R		R	R	6
Tools/support to monitor, audit, and feedback on compliance to guidelines					R	R		R	R		5
Community awareness/journalist training					R		R		R		3
Preservice training /curricular reform				R		R	R				3
Sensitization of farmer and other animal sector stakeholders	R			R			R				3
Other AMS activities**			R 2				R 1			R 2 G 1	6

*Other IPC activities: Sensitize farmers/breeders on biosecurity (DRC); improve quality of disinfectants/antiseptics (Ethiopia); supportive supervision (Tanzania); help draft IPC national implementation plan (Uganda); support centers of excellence for IPC (Uganda)

**Other AMS activities: Finalize the National Action Plan on AMR (Cote d'Ivoire); conduct a regulatory situational analysis/strengthening (Cote d'Ivoire); develop/revise standard treatment guidelines (STGs) (Mali); develop an EML for the animal sector (Uganda); implement AMS guidelines in the animal sector (Uganda); support centers of excellence for AMS (Uganda)

MATERNAL, NEWBORN, AND CHILD HEALTH

SUMMARY OF ACTIVITIES THIS QUARTER

Staff from the MTaPS/maternal, newborn, and child health (MNCH) portfolio advanced the global leadership agenda by contributing to a one-day consultation meeting on February 2, 2019 on a Global Financing Facility (GFF) resource toolkit for frontline health care workers. MTaPS provided input and feedback on the approach and content of the toolkit. As a result of the meeting, the guide will be revised, and MTaPS will provide more inputs and revise the supply chain management chapter. The toolkit will be an important resource to help prioritize front-line health care delivery.

As part of GFF activities under the MNCH portfolio, MTaPS provided continued technical assistance to the Ministry of Health (MOH) in Liberia to establish a framework agreement for counties with performance-based financing (PBF) to procure specific medicines and supplies from approved wholesalers when the Central Medical Stores is not able to supply. MTaPS supported the development of the bidding document, defining the process, indicators, and mechanisms for verification of PBF payments.

As continued assistance to the GFF secretariat, MTaPS delivered a webinar on the management of commodities for the group of new countries. Eleven country teams (Afghanistan, Burkina Faso, Central African Republic, Cote d'Ivoire, Guinea, Haiti, Indonesia, Madagascar, Malawi, Myanmar, and Rwanda) joined the three-hour webinar on March 20. It consisted of an overview of the complexities of the management of medicines and supplies, a case study on the informed push model from Senegal, and a description of the use of the private sector for last mile distribution in Mozambique. Discussion afterwards covered a variety of issues: quantification, use of the private sector, drones, and blood products, among others.

MTaPS staff and colleagues from the GFF secretariat submitted an abstract to the Reproductive Health Supplies Coalition (RHSC) for the annual meeting in Nepal in March on an analysis of GFF investment case documents to highlight the variety of interventions for managing medicines and supplies prioritized in most countries. The abstract was selected as a theme to present to the Maternal Health Caucus (MHSC), a subgroup of the RHSC, at the general meeting on March 26. The presentation generated much interest and as a result, a one-page flyer was developed for dissemination to interested parties at the Inter-Agency Supply Chain Group.

At the RHSC meeting, MTaPS presented some initial work on documenting quality assurance in countries where local levels receive financial incentives for local procurement. The findings will be expanded into a case study later in the year. MTaPS also participated in a session entitled "Saving mothers' lives: Fridges, blood pressure monitoring and treatment, and stakeholder engagement." The 50-minute session consisted of an introduction, a presentation on availability and cost of BP monitoring devices and antihypertensive medicines by Gynuity, and a summary of findings from a mapping study in three countries on the feasibility of introducing oxytocin into the immunization cold chain. There was much discussion after the session, and it is likely the Global Health Supply Chain Program – Procurement Supply Management (GHSC-PSM) project in Malawi will continue some of the advocacy on cold chain storage of oxytocin that was identified as necessary in the presentation.

MTaPS developed an MNCH fact sheet to complete the series of fact sheets on the project highlighting objectives and health element areas of MTaPS. The fact sheets will be shared with USAID Missions and country policy makers interested in knowing more about MTaPS, its technical partners, and collaborators.

MTaPS continued discussions with the USAID MNCH team and the MTaPS core partners on the MNCH work plan. A draft was submitted and will be revised after to be in line with USAID comments.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	DESCRIPTION	DATES
Finalize work plan	Revise work plan in line with the comments from USAID	May 2019
Revise RMNCH quantification guide	Request review and comments from key partners Draft revisions	
Finalize GFF transition	Finalize the scope of work for commodity management support at the GFF secretariat Finalize the package of documents on quality with the World Bank pharma and procurement teams Finalize a separate commodity management guidance document for investment case development Finalize support to the local procurement in Liberia when the framework agreement mechanism is awarded; finalize indicators and procedures and hand over to GFF staff in country and Washington DC	June 2019
Document quality assurance in local procurement	Start the documentation process by obtaining results and more details of the implementation from Nigeria and Tanzania Develop a first draft	

OFFICE OF HEALTH SYSTEMS, CROSS BUREAU FUNDING

Activities in this portfolio allow MTaPS to demonstrate and advance technical leadership in pharmaceutical systems strengthening, in line with the program's overall goal and objectives.

ACTIVITY 1: REFINE/VALIDATE PSS INSIGHT IN MTaPS-SUPPORTED COUNTRIES

MTaPS attended a consultation meeting hosted by the World Health Organization (WHO) in Delhi, India, regarding development of a WHO dashboard to measure access to pharmaceuticals, titled" "Monitoring the components and predictors of access to medicines: Taking stock and moving forward." MTaPS presented Pharmaceutical Systems Strengthening (PSS) Insight and the WHO is now considering using select indicators from the tool. This inclusion will help ensure that countries are routinely collecting these PSS Insight indicators as part of regular monitoring and reporting for the WHO and hopefully limit the amount of primary data collection required for PSS Insight implementation.

MTaPS is also considering the possibility of segmenting the PSS Insight tool into a basic and a more expanded set of indicators. The segmentation would allow comparisons between similar countries while reducing the primary data collection burden in countries with higher resource constraints, and further allow meaningful comparison, while acknowledging limited data availability in emergent health information systems.

Internally, the PSS Insight team met with the senior leadership team, as well as other objective leads and country teams, to coordinate planned year 1 PSS Insight activities and clarify roles and responsibilities. These meetings culminated in the inclusion of PSS Insight pilot activities in the work plans for the **Philippines** and **Bangladesh**. Also, the PSS Insight indicators were reviewed and shared with the monitoring, evaluation, and learning team to select and incorporate a set of relevant indicators from PSS Insight into the MTaPS performance monitoring plan (PMP), in addition to the other PMP indicators. The initial activities for PSS Insight work depend on close collaboration with MTaPS' partner organizations. Now that sub-agreements are in place with core partners, implementation of several planned activities, including the partner consultation to update the tool, update the manual, and development of e-learning materials to accompany the tool, will commence during the third quarter.

ACTIVITY 2: ENHANCE THE GLOBAL PHARMACEUTICAL SYSTEMS LEARNING AGENDA

MTaPS has started developing e-learning and in-person courses for USAID Foreign Service officers and Foreign Service national employees. The course will focus on how current concerns, such as universal health coverage (UHC), AMR, and infectious diseases, are linked to pharmaceutical services. MTaPS drafted the course outline, which has been reviewed by subject matter experts and will be submitted to USAID for review. MTaPS has also started finalizing the course content and aims to complete and launch it by August 2019.

MTaPS has taken initial steps to form the MTaPS technical advisory group (TAG). MTaPS drafted a terms of reference (TOR) and created a short list of candidates for the TAG. Both the TOR and list of candidates have been submitted to USAID for review. Once the review is complete, MTaPS will finalize the TOR and start to engage candidates with the aim of convening the inaugural TAG meeting by August 2019.

With respect to networking and collaboration, the WHO invited MTaPS to participate in a consultative meeting, held in New Delhi, India following the meeting referred to in activity 1. The primary goal was to agree on a set of tracer indicators that will allow governments to monitor key enablers in the pharmaceutical system to more available and affordable, safe, effective and quality-assured medicines. MTaPS attended and presented work on the PSS measurement framework and participated in the

deliberations on indicators. The WHO expects to use the meeting outcomes to develop a dashboard of indicators that can provide policymakers with a high-level view of the core functions of a pharmaceutical system and signal areas for improvement. As noted under activity 1, MTaPS expects several indicators from the PSS Insight tool to be included in the dashboard and will continue to seek opportunities to collaborate on development of the dashboard.

MTaPS has engaged in preliminary discussions with USAID, MSH leadership, and the WHO Essential Medicines and Health Products (WHO/EMP) Department regarding the establishment of a memorandum of understanding (MOU) between MSH and the WHO. MTaPS has drafted an MOU and supporting documents on the program for review by MSH leadership. If an MOU is eventually established, MTaPS expects to develop specific sub-agreements for any collaborative activities between the program and WHO/EMP.

ACTIVITY 3: IN COLLABORATION WITH CORE PARTNER NEPAD, SUPPORT THE AMRH INITIATIVE TO INCREASE INSTITUTIONAL AND HUMAN RESOURCE CAPACITY FOR PHARMACEUTICAL REGULATORY SYSTEMS IN AFRICA

MTaPS engaged in virtual meetings with the its core partner, the New Partnership for Africa's Development (NEPAD), to discuss the Cross Bureau implementation plan for program year (PY) 1 in preparation to execute activities. MTaPS also participated in the African Medicines Regulatory Harmonization Partnership Platform (AMRH PP) virtual meeting on March 26, 2019. Among the key objectives of the meeting was to contribute to the basic principles, goals, plans, and obtain information about the joint action groups (JAGs). The JAGs are groups of partners identified under the AMRH PP that will support different WHO Global Benchmarking Tool thematic areas. The primary purpose of the JAGs is to coordinate implementation of the AMRH Initiative's thematic priorities by supporting continental technical working groups (TWGs). MTaPS expressed interest in participating in the JAGs on regulatory systems, registration and market authorization, regulatory inspections, market surveillance and control.

IMPLEMENTATION CHALLENGES

NEPAD is transitioning from an interim office of the African Union to become the African Union Development Agency and thus cannot enter into any new contracts until a legal statute has been established for the new agency. MTaPS will re-discuss priorities under year 1 with NEPAD to accommodate for this change.

ACTIVITY 4: COLLABORATE WITH AND PARTICIPATE IN MEETINGS WITH WHO AND OTHER GLOBAL INITIATIVES TO ENHANCE TRANSPARENCY AND ACCOUNTABILITY IN THE PHARMACEUTICAL SECTOR

From February 26-28, 2019, MTaPS attended a consultation organized by the WHO's Department of Health Systems Governance and Financing and Department of Gender Equity and Health Rights; the Global Fund to Fights AIDS, Tuberculosis and Malaria; and the United Nations Development Programme (UNDP) in Geneva, Switzerland. Recognizing the importance of anticorruption, transparency, and accountability measures for achieving UHC and addressing health inequities, the three groups discussed the formation of a global network to coordinate work in this area. The approximately 160 participants included representatives from member states, bilateral development partners and multilateral organizations, academia, nongovernmental and private organizations, and United Nations (UN) agencies. In addition to participating in the consultation, MTaPS also met with staff from WHO/EMP and other stakeholders working on health governance and anticorruption global initiatives, including Transparency International UK's Pharmaceuticals & Healthcare Programme and SOAS University of London's Anti-

Corruption Evidence (ACE) research consortium during the workshop to identify opportunities for collaboration and coordination.

As a result of discussions with the WHO Collaborating Center for Governance, Transparency, and Accountability in the Pharmaceutical Sector at the University of Toronto-Leslie Dan Faculty of Pharmacy on opportunities for collaboration, MTaPS has been invited to present at a summer workshop "Combating Corruption and Promoting Equity in the Health Sector" from July10-11, 2019, in San Diego, California. The workshop, which the WHO Collaborating Center is organizing with the University of California, San Diego School of Medicine, will enable MTaPS to raise awareness on work done to date by USAID-supported program to improve pharmaceutical sector governance and share lessons learned. Additionally, the workshop will enable the program to connect with initiatives, countries, and partners to explore opportunities for joint collaboration and coordination.

ACTIVITY 5: DEVELOP A ROADMAP FOR HEALTH TECHNOLOGIES ASSESSMENTS INSTITUTIONALIZATION FOR LMICS

MTaPS began activities to develop the health technologies assessment roadmap. A literature review is currently underway, which will be used to inform development of the roadmap.

ACTIVITY 6: EXAMINE OPPORTUNITIES FOR AND BARRIERS TO THE USE OF DRUG SELLERS IN INCREASING ACCESS TO MEDICINES AND OTHER HEALTH TECHNOLOGIES IN LOW- AND MIDDLE-INCOME COUNTRIES IN SUPPORT OF UHC OBJECTIVES

MTaPS has started a literature review that will be used to inform the design of the research protocol and analysis. Analysis of the opportunities for and barriers to the use of private drug sellers will begin in the next quarter.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY NUMBER	DESCRIPTION	DATES (2019)
1.1	Development and implementation of PSS Insight e-learning materials	
1.2	Revision and updating of the PSS manual	April-June 2019
1.3	Partners meeting to revise the PSS Insight Tool prior to the baseline	
2.2	Finalize TOR for the MTaPS TAG and start engaging members	May 2019
	Convene the first MTaPS TAG	June-August 2019
2.3	Continue developing the PSS 101 e-learning course	April-June. 2019
2.4	Draft multi-year research plan	June 30, 2019
2.5	Continue engaging in discussion on MSH/WHO MoU	April-June 2019
3.2	Plan to conduct validation workshop for the Monitoring Evaluation tool for regional centers of regulatory excellence	June 24-28
3.3	Hold monthly meetings with NEPAD in preparation for execution of activity 3.2	April-June 2019
	Provide comments and inputs to the TOR for the JAGs that will support continental TWGs	April 2019
4.	Continue discussions with WHO/EMP, WHO South-East Asia Regional Office and Western Pacific Regional Office on opportunities to support WHO's governance activities and collaboration and with Transparency International-UK Pharmaceuticals & Healthcare Programme and SOAS ACE research consortium on opportunities for coordination and collaboration	April-June 2019
	Prepare for upcoming workshop "Combating Corruption and Promoting Equity in the Health Sector" organized by WHO Collaborating Center for Governance, Transparency, and Accountability in the Pharmaceutical Sector, University of Toronto on July 10-11, 2019 in San Diego	
5.	Identify pilot countries and initiate plans for country workshops	June 30, 2019
6.	Complete literature review; develop and implement plan for the analysis	

PROGRESS BY REGIONAL BUREAU PORTFOLIO

ASIA REGIONAL BUREAU

For countries in the Asia region to improve access to medicines, move toward self-reliance, and ultimately meet their universal health coverage (UHC) objectives (equitable access to quality health services and protection from financial risk), countries must place a greater emphasis on transparency, governance, evidence-based decision-making, and local capacity to improve resource allocation and efficiencies in the system. Consequently, MTaPS will build Asia regional countries' pharmaceutical systems by strengthening their ability to institutionalize transparent and evidence-based decision-making, building their capacity to use robust information to define and cost pharmaceutical coverage, promoting strategic sharing of pharmaceutical pricing to improve value in purchasing, and strengthening medicines regulatory capacity and pharmaceutical sector governance in the region.

SUMMARY OF ACTIVITIES THIS QUARTER

This quarter, MTaPS finalized and submitted an 18-month work plan on March 25, 2019. The team received feedback from USAID Asia Bureau on March 29 and agreed to revise and resubmit the work plan by April 15. Activities in the work plan include:

- Adapting and piloting a roadmap for health technology assessment implementation in three Asia regional countries
- Support the development of national processes for defining a pharmaceutical benefits package and the size and scope of coverage
- Building capacity for costing pharmaceutical benefits coverage
- Promoting the sharing of strategic pricing policies and pharmaceutical prices through development of a regional pricing database
- Supporting regional and sub-regional collaboration and advocacy to advance pharmacovigilance for new essential medicines
- Exploring opportunities for supporting regional and sub-regional initiatives and collaboration to strengthen regulatory systems in Asia regional countries
- Assisting one country in the Asia region to assess transparency and accountability and developing an action plan for improvement
- Developing guidance on managing conflicts of interest

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	**DESCRIPTION**	**DATES**
Finalize work plan	Review feedback from the COR team and USAID Asia Bureau team, revise the work plan, and resubmit to USAID.	By April 15, 2019
Defining a pharmaceutical benefits package	Begin activities to support the development of national processes for defining a pharmaceutical benefits package and the size and scope of coverage	April-June 2019
Health technology assessment (HTA) roadmap	Conduct research and begin other activities for HTA implementation in 3 Asian countries (countries to be determined in Q3)	

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PROGRESS TOWARD OBJECTIVES

OBJECTIVE 1: PHARMACEUTICAL SECTOR GOVERNANCE STRENGTHENED

Promoting transparency and accountability is a prerequisite for improving access to essential medicines and strengthening health systems to achieve UHC.[2] Poor governance in pharmaceutical systems can reduce access to pharmaceutical products, inflate medicine prices, and waste scarce health system resources.[3] Governance plays a critical role in minimizing opportunities for corruption and mitigating other system inefficiencies. It also shapes the ability of the health system to respond to challenges. This section reports on MTaPS governance activities in this reporting period and highlights some areas of focus in draft work plans and scoping visit reports.

TRANSPARENCY AND ACCOUNTABILITY OF COUNTRY PHARMACEUTICAL SYSTEMS IMPROVED

As reported on in the **Cross Bureau** section, MTaPS attended a consultation in Geneva, Switzerland on establishing a global network on anticorruption, transparency, and accountability. MTaPS joined 160 representatives from member states, bilateral development partners and multilateral organizations, academia, nongovernmental and private organizations, and UN agencies at the meeting, which was convened by the WHO, the Global Fund, and UNDP to discuss the potential role of such a network in improving coordination in this area. The meeting enabled MTaPS to learn about some of the anticorruption, transparency, and accountability efforts underway in countries and to discuss the potential for collaboration to build in-country capacity as well as options for advancing the evidence base for interventions in this area.

Due to restructuring of the Ministry of Health and Family Welfare (MOHFW) in **Bangladesh**, oversight procurement functions have been split between two divisions. The Health Services Division is responsible for all procurement functions for the Directorate General of Health Services (DGHS), and the Medical Education and Family Welfare Division is responsible for Directorate General of Family Planning (DGFP) procurements. The Procurement and Logistics Management Cell (PLMC), a coordination and oversight mechanism established with assistance from MTaPS' predecessor program, was not included as a cell or component in the reorganized Ministry, so it has stopped meeting. The PLMC was set up to coordinate procurement and supply chain management functions and oversee decentralization, training, and capacity-building efforts within its key procuring entities, namely DGHS and DGFP. The importance of reinstating the PLMC oversight functions was recognized at the recent MTaPS-supported Strategic Planning for MOHFW Procurement workshop. The MTaPS team will work with both divisions to reactivate the PLMC functions within the restructured Ministry beginning in the next quarter.

During the recent visit to the **Philippines**, the MTaPS team worked on collecting and validating information regarding responsibilities and roles of Department of Health offices in medicines safety to inform the MTaPS strategy for strengthening the pharmacovigilance governance structure, systems, and functions.

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[2] Wirtz VJ, Hogerzeil HV, Gray AL, et al. 2017. Essential medicines for universal health coverage. The Lancet 389(10067), 403-476.

[3] WHO. 2013. Good Governance in the Pharmaceutical Sector. Geneva: World Health Organization. http://www.who.int/medicines/areas/governance/EMP_brochure.pdf?ua=1

The MTaPS scoping visit to **Rwanda** in this reporting period identified the need to strengthen the regulation of pharmacists and other cadres in the country. One of the areas of work proposed in the work plan that MTaPS submitted for approval is to work with the National Pharmacy Council to improve adherence by pharmacy professionals to ethical and professional standards in both the public and private sectors.

EVIDENCE-BASED MEDICINES POLICIES, LAWS, REGULATIONS, GUIDELINES, NORMS, AND STANDARDS IMPROVED AND ENFORCED

At the end of this quarter, MTaPS organized a two-day workshop in Dhaka, **Bangladesh**, to bring procurement experts and decision makers to discuss MOHFW procurement and identify reforms and actions that will form the basis for developing the MOHFW strategic plan on procurement. About 50 participants from the MOHFW and its directorates, the National Tuberculosis (TB) Control Program (NTP), district-level managers, and representatives from procurement regulatory bodies participated in group and plenary discussions, identified necessary actions, including strengthening transparency and accountability in procurement, and agreed on next steps for developing and adopting the strategic plan.

STAKEHOLDER ENGAGEMENT AND EMPOWERMENT, INCLUDING CIVIL SOCIETY AND CONSUMERS INCREASED

In **Ethiopia**, MTaPS has received GHSA funding to strengthen systems and practices for IPC and to optimize the use of antimicrobial medicines through AMS. One of the activities proposed in the MTaPS work plan, which is pending approval, is to continue work begun under MTaPS' predecessor program to bolster the capacity of journalists and civil societies so that they are better able to raise awareness of AMR initiatives and issues in their communities.

OBJECTIVE 2: INSTITUTIONAL AND HUMAN RESOURCE CAPACITY FOR PHARMACEUTICAL MANAGEMENT AND SERVICES INCREASED, INCLUDING REGULATION OF MEDICAL PRODUCTS

INSTITUTIONALIZATION OF PROVEN, INNOVATIVE APPROACHES TO BUILDING HUMAN RESOURCE CAPACITY

In this quarter, the MTaPS conducted scoping visits in **Mali, Burkina Faso, Cote d'Ivoire,** and **Cameroon** and those teams have proposed interventions for strengthening facilities' workforce capacity in AMR and IPC by using innovative approaches.

Following a scoping visit in **Kenya**, MTaPS submitted a work plan with interventions to help the University of Nairobi, School of Pharmacy (UON/SoP) revise and reform its pre-service curriculum and integrating AMS-related topics of practical importance.

In addition, the MTaPS Program has developed and submitted the first draft of the **Senegal** FY19 work plan for USAID approval, outlining strategies to improve institutional and human resource capacities by integrating IPC and AMS topics as components of safe, effective, and quality care in leadership and management training modules for policy and decision makers.

STRONGER MEDICINES REGULATORY CAPACITY, INCLUDING THROUGH REGIONAL REGULATORY HARMONIZATION

MTaPS, with its core partner, NEPAD, participated in the third African Medicines Regulatory Harmonization Partnership Platform (AMRH PP) meeting held on March 26, 2019. One of the key objectives of the meeting was to contribute to the basic principles, goals, and plans and to obtain information about the joint action groups (JAGs). JAGs are groups of partners identified under the AMRH PP to support different WHO Global Benchmarking Tool (GBT) thematic areas listed in table 2.

The purpose of the JAGs is to coordinate implementation of the AMRH Initiative's thematic priorities by supporting the technical working groups (TWGs). MTaPS expressed interest in in the JAGs on regulatory systems, registration and market authorization, regulatory inspections, and market surveillance and control.

TABLE 2. MAPPING OF AMRH TECHNICAL WORKING GROUPS TO GBT THEMATIC AREAS	
WHO GBT THEMATIC AREA	TECHNICAL WORKING GROUP
Clinical trials and oversight	African Vaccine Regulatory Forum (AVAREF)
Laboratory access and testing	African Medicine Quality Forum (AMQF)
Regulatory systems	Policy, legal, and regulatory reforms
Medical devices and diagnostics	Pan African Harmonization Party (PAHWP)
Blood and blood products	African Blood Regulatory Forum (ABRF)
Regulatory inspections	Good Manufacturing Practice (GMP)
Market surveillance and control	AMQF
Registration and marketing authorization	TBD (2019)

In **Mozambique**, MTaPS facilitated hosting of the Southern African Development Community (SADC) regional dossier evaluation workshop for collaboration under the Regional Joint Medicines Registration (ZAZIBONA) Initiative. The workshop brought medicine regulatory assessors from 12 countries together with partners, such as WHO and NEPAD. During the workshop, participants performed joint dossier evaluations of medical products, including antiretrovirals (ARVs), antibiotics, anti-hypertensives, and anti-cancer medicines. In addition, technical information on the products assessed was exchanged. It is envisioned that the 22 products will now be considered for registration based on individual country registration procedures.

Preliminary technical discussions were held with the Mozambique National Directorate of Pharmacy (DNF) on activities to start with and the sequencing of work plan activities on medicine registration and other areas of medicine regulatory processes. One such activity is supporting the DNF and the national HIV program in planning and establishing a system for active monitoring of patients using a dolutegravir (DTG)-based regimen, particularly tenofovir/lamivudine/dolutegravir (TLD), including women of childbearing age, for the management of HIV. This was planned as a phased program for the HIV program, starting with all patients with HIV/TB co-infection, including those with multidrug-resistant TB (MDR-TB). MTaPS/Mozambique developed a plan for active monitoring of patients treated with TLD in the HIV program and a timeline for follow-up action.

Further, MTaPS/Mozambique will support the National Directorate of Pharmacy in operationalizing a pharmacovigilance (PV) tool that integrates all data management tools into one national data management system that can be used for any active patient monitoring program; MTaPS/Mozambique will also support coordination of PV activities across the different treatment programs, including maternal child health.

The MTaPS team conducted an explorative visit to the **Philippines** to gather and validate information regarding responsibilities and roles of Department of Health (DOH) offices supporting PV activities, mainly the Food and Drug Administration (FDA) and Pharmacy Department (PD), and processes and activities taking place to inform the MTaPS/Philippines strategy for strengthening PV and its governance structure.

The FDA is in the initial stages of drafting and endorsing a PV enhancement plan to monitor and ensure the safety of pharmaceutical and related health commodities. The plan identifies five key elements for improvement: revision of policy, enhancement of PV workforce, need for adverse drug reporting (ADR) advisory committee, need for advocacy, and promoting regulatory actions. However, there is not a clear strategy to achieve such improvements, and the lack of resources makes it difficult for the FDA to provide the needed oversight in the process. As part of MTaPS' assistance, the team discussed potential initial support to the FDA's governance (revision of policy) and human resources (institutional and individual capacity building).

OBJECTIVE 3: AVAILABILITY AND USE OF PHARMACEUTICAL INFORMATION FOR DECISION MAKING INCREASED AND GLOBAL LEARNING AGENDA ADVANCED

INTEROPERABILITY OF PHARMACEUTICAL MANAGEMENT INFORMATION SYSTEMS THAT LINKS PATIENTS AND PRODUCTS

This quarter, MTaPS/**Bangladesh** began updating the electronic logistics management information system (eLMIS) of the Directorate General of Health Services (DGHS). The eLMIS collects data on the consumption and availability of health commodities from districts and upazilas (subdistricts). MTaPS/Bangladesh is supporting the development of the strategic plan to scale up the eLMIS. Additionally, the program participated in discussions to achieve interoperability between DHIS2 and the Supply Chain Management Portal (SCMP), the comprehensive online procurement tracker and commodity management dashboard used by the Ministry of Health and Family Welfare (MOHFW).

INCREASED AND BETTER USE OF INFORMATION ON PHARMACEUTICAL SYSTEMS FOR DECISION MAKING

MTaPS/**Philippines** took part in a meeting with the national TB, HIV/AIDS, and family planning (FP) programs and the Supply Chain Management Office (SCMO) to address issues with distribution planning of TB and FP commodities. The main challenges raised during the discussion were the lack of available, quality supply chain data gathered through the pharmaceutical management information system (PMIS), the lack of a data-use culture, and uncoordinated allocation plans submitted to the SCMO, all of which hinder integrated shipment and delivery to regions and facilities.

The group agreed on a set of interventions to address the challenges that include establishing a working group involving all relevant Department of Health and regional stakeholders; facilitating quarterly meetings to review the quality of PMIS stock data; and revising the allocation and shipment of TB and FP commodities. MTaPS will support this activity by organizing quarterly meetings and reviewing previous allocations and shipment plans.

ADVANCEMENTS IN PHARMACEUTICAL SYSTEMS STRENGTHENING RESEARCH AND THE GLOBAL LEARNING AGENDA

This quarter MTaPS participated in a consultative meeting hosted by the WHO to select tracer indicators to monitor the components and predictors of access to medicines. MTaPS presented work on the PSS measurement framework and, as a result, MTaPS anticipates several indicators from the PSS Insight tool will be included in the dashboard.

MTaPS is developing an e-learning course targeting USAID staff that will connect aspects of pharmaceutical services to UHC, AMR, and infectious diseases. This quarter MTaPS finalized a draft of the course, which is under review by technical experts prior to being submitted to USAID for review. This course is expected to launch in quarter 4 of the fiscal year.

OBJECTIVE 4: PHARMACEUTICAL SECTOR FINANCING, INCLUDING RESOURCE ALLOCATION AND USE, OPTIMIZED

REDUCTIONS IN FINANCIAL BARRIERS TO ACCESSING MEDICINES

A key approach to reducing financial barriers to medicines is to define and include a package of medicine benefits into financial risk-protection schemes within countries. The Government of Bangladesh has developed a 20-year health care financing strategy, "Expanding Social Protection for Health: Towards Universal Coverage 2012–2033." MTaPS/**Bangladesh** proposed working with other stakeholders and with MTaPS' partner, Results for Development (R4D), to conduct a situational analysis to explore options for supporting the strategy.

IMPLEMENTATION OF EVIDENCE-BASED MEDICINES STRATEGIES AND PHARMACY BENEFITS PROGRAMS

MTaPS/**Asia Bureau** submitted a draft work plan to USAID on the prospect of reviewing and summarizing pharmaceutical benefits coverage in USAID Asia Bureau-supported countries and mapping them to the 20th WHO essential medicines list and the 6th WHO essential medicines list for children. Where possible, the review will document the different levels of patient cost-sharing that either encourage or discourage access to different treatments. Following receipt of comments on the first draft of the work plan, an updated work plan will be sent next quarter.

INCREASED EFFICIENCY OF PHARMACEUTICAL RESOURCE ALLOCATION AND USE

This quarter, MTAPS had two work planning meetings with the USAID Asia Bureau on strengthening HTAs in Asia to improve transparent and evidence-based decision-making processes for medicines. MTAPS and USAID Asia Bureau reviewed and agreed on potential work streams, such as building and strengthening partnerships/collaborations among formally established HTA institutions/networks (e.g. HTAsiaLink) and informal HTA mechanisms in low- and middle-income countries to build their capacity. They also looked at increasing production of and sharing findings from quality HTAs, which could be adapted for use in low-income countries; assisting in governance of HTA processes and utilization of HTAs in public-sector decision making; and improving institutional capacity to conduct HTAs, including local training on HTA-related disciplines.

MOBILIZATION OF ADDITIONAL AND SUSTAINABLE RESOURCES

MTAPS attended a work planning meeting with stakeholders in the **Philippines**, where the program identified the need for additional financing to develop pharmaceutical and supply management capabilities that are instrumental for improving sustainable access to medicines.

OBJECTIVE 5: PHARMACEUTICAL SERVICES, INCLUDING PRODUCT AVAILABILITY AND PATIENT-CENTERED CARE TO ACHIEVE DESIRED HEALTH OUTCOMES, IMPROVED

Ensuring the availability of safe, effective, quality assured, and affordable medicines and health technologies is critical for effective health outcomes. It also requires sustainable demand planning; efficient and coordinated procurement systems; optimized warehousing, inventory management, and delivery systems; and reliable data for decisions supported by building local institutional and individual capacity.

INCREASED AVAILABILITY OF ESSENTIAL MEDICINES AND OTHER HEALTH TECHNOLOGIES

Procurement and supply chain strategy

During this quarter, MTaPS assisted in the development of a health commodity procurement and supply chain management (PSCM) strategy for the **Philippines** and a procurement strategy for **Bangladesh**. Through MTaPS' technical assistance, government stakeholders and development partners participated in defining approaches, frameworks, key focus areas, missions, visions, and strategic objectives. These strategies, once finalized, will guide long-term procurement and supply chain system strengthening interventions and required reforms for achieving continuous availability of health products in subsequent years. For example, the strategy developed in Philippines is being used to develop MTaPS' year 1 work plan to support the Department of Health.

While developing the strategy that serves long-term vision and goals, MTaPS also provided technical assistance both in the Philippines and Bangladesh; MTaPS/Philippines facilitated a planning meeting to enhance the coordination, allocation, shipment and distribution to regions, provinces, and health facilities for TB and FP commodities and utilize available data for decision making. Also, MTaPS/Bangladesh provided technical assistance to the National TB Program (NTP) to facilitate revision of the quantification and procurement plan for second-line anti-TB medicines in line with the changing treatment guideline. This will help the NTP effectively implement the change in the treatment protocol by ensuring that appropriate TB products and formulations are procured and available on time. MTaPS/Bangladesh also participated in two meetings organized by the supply chain monitoring committee to review the stock status of reproductive health commodities at different levels. Based on this review, the committee made decisions to help maintain the stock-out rate at less than 1% and took steps to communicate them to national and regional level managers.

Logistics and information management tools

This quarter, MTaPS/Bangladesh also facilitated refresher training on the eLMIS to enhance users' skills in managing the supply chain information management tool. In addition, MTaPS facilitated a Directorate General of Health Services (DGHS)-led technical meeting with Directorate General of Family Planning (DGFP), the Central Medical Store depot, USAID Bangladesh, and development partners to develop a strategy to scale up the eLMIS to include more products, such as MNCH commodities. These interventions will expand the use of existing systems to include more products and generate data for procurement and supply chain decisions.

IMPROVED PATIENT-CENTERED PHARMACEUTICAL CARE

MTaPS staff traveled to **Democratic Republic of Congo, Mali, and Rwanda** this quarter. Each scoping visit team identified priority areas of support during the first implementation year, specifically review of treatment protocols and establishing or improving the functioning of facility drug and

therapeutic committees. MTaPS is developing work plans for year 1 to start implementing these key priorities, among others.

IMPROVED PATIENT SAFETY AND THERAPEUTIC EFFECTIVENESS

MTaPS/**Philippines** mapped the Department of Health's responsibilities and roles supporting pharmacovigilance (PV), especially the roles of the Food and Drug Administration and the Pharmaceuticals Division, and to establish an MTaPS strategy for strengthening PV and its governance structure.

MTaPS/**Mozambique** provided technical assistance to mitigate drug safety risks and to implement active PV of dolutegravir-based regimens, other antiretrovirals, and anti-TB medicines. MTaPS/Mozambique convened stakeholders on February 13 to discuss the work that needed to be done. MTaPS was requested to work with the National Directorate of Pharmacy to develop a plan for active monitoring of patients treated with tenofovir/lamivudine/dolutegravir in the HIV program.

BETTER CONTAINMENT OF ANTIMICROBIAL RESISTANCE AND INFECTION PREVENTION AND CONTROL

MTaPS/**Bangladesh** assisted the National TB Program in updating its guidelines for programmatic management of drug-resistant TB. The MTaPS team also met with the line director (LD) of Communicable Disease Control (CDC), which is in charge of AMR containment activities under the operational plan, about enhancing multisectoral coordination on AMR. The LD representative also participated in MTaPS' stakeholder meeting and reaffirmed CDC's commitment to working with MTaPS on AMR containment.

MTaPS is mandated to work with 10 countries (Burkina Faso, Cameroon, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Kenya, Mali, Senegal, Tanzania, and Uganda) on the GHSA, focusing on promoting AMS, IPC, and multisectoral coordination. For summary information on the GHSA portfolio, refer to the GHSA section of this report.

PROGRESS BY COUNTRY

BANGLADESH

The work plan for MTaPS/Bangladesh was approved on February 3, 2019. MTaPS/Bangladesh will focus on integrated, innovative, and sustainable strategies to strengthen the pharmaceutical system and ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines and pharmaceutical services. The program will use both the USAID's pharmaceutical systems strengthening approach and the MTaPS approach to contribute to the Government of Bangladesh's 4th Health, Population and Nutrition Sector Program (2017–2022) objectives and commitment to achieving universal health coverage.

OBJECTIVE 1: PROCUREMENT AND SUPPLY CHAIN SYSTEMS IMPROVED AND MODERNIZED

Ministry of Health and Family Welfare (MOHFW)

MOHFW oversight procurement functions have been split into two divisions, due to recent restructuring of the MOHFW. The Health Services Division is responsible for all procurement functions for the Directorate General of Health Services (DGHS), and the Medical Education and Family Welfare Division is responsible for Directorate General of Family Planning (DGFP) procurements. MTaPS/Bangladesh will work with both divisions to improve procurement functions.

MTaPS/Bangladesh organized a stakeholder meeting to introduce the program to more than 60 participants from the MOHFW and its directorates, development partners, and other key stakeholders. MTaPS/Bangladesh provided an overview of the program and outlined planned technical activities for the first year of work. Government officials expressed their appreciation for USAID's support through MTaPS' predecessor programs and discussed technical assistance needs to further strengthen the pharmaceutical system in Bangladesh.

Directorate General of Family Planning (DGFP)

MTaPS/Bangladesh technical advisors attended two meetings at the DGFP that were organized by the supply chain monitoring committee to review the stock status of reproductive health commodities at different levels of the supply chain. Based on this review, the DGFP made decisions to help maintain the stock-out rate at less than 1%.

The DGFP kept a funding provision in its annual operational plan to build the capacity of its staff to use the electronic tools in the logistics management system. It also organized two refresher trainings for master trainers and troubleshooters who run the inventory software. The MTaPS team provided technical assistance in facilitating the training sessions to enhance the knowledge and skills of the 80 participants.

National TB Control Program (NTP)

MTaPS/Bangladesh organized a two-day workshop on strategic planning for procurement in Dhaka. Approximately 50 procurement experts and decision makers from the MOHFW and its directorates, the NTP, district-level managers, and representatives from procurement regulatory bodies engaged in group and plenary discussions with recommended actions around key thematic areas. Four thematic areas were identified, which included: 1) organizing for procurement; 2) quantification and supply planning; 3) the procurement process; and 4) performance, monitoring, and management. Participants worked in groups to identify issues, propose solutions, and reached agreement on the way forward for developing and adopting the strategic plan on procurement.

To accommodate changes to treatment regimens and strategies to treat drug-resistant TB patients, the NTP is updating its guidelines for the programmatic management of drug-resistant TB with assistance from the World Health Organization (WHO) and NTP partners in the country. MTaPS is providing technical assistance update the quantification and procurement plan for second-line TB medicines.

OBJECTIVE 2: PHARMACEUTICAL REGULATORY SYSTEM STRENGTHENED

MTaPS met the Director General of the Directorate General of Drug Administration (DGDA) and team to share the year 1 activities and discuss developing a roadmap of collaboration between the DGDA and MTaPS to strengthen regulatory systems. Pharmacovigilance, active drug safety monitoring and management (aDSM), and other DGDA-related activities will start next quarter.

OBJECTIVE 3: SYSTEMS FOR EVIDENCE-BASED DECISION MAKING INSTITUTIONALIZED

The MOHFW and its directorates, with assistance from MTaPS predecessor programs, developed, piloted, and rolled out a range of electronic pharmaceutical management tools that have contributed to improving the availability of quality data for decision making. This includes tools for the DGFP (the Supply Chain Management Portal [SCMP], the electronic logistics information management system [eLMIS], upazila inventory management system, warehouse inventory management system, and the service delivery point dashboard); DGHS (SCMP, eLMIS and asset management system [AMS]); NTP (e-TB Manager); and DGDA (Pharmadex). MTaPS will build on these investments to update the tools, increase interoperability, scale up for system-wide impact, and institutionalize the tools over the life of the program.

DGHS

MTaPS/Bangladesh facilitated a technical session on updates and future scale up of the eLMIS for the DGHS to track priority maternal, newborn, and child health medicines. Representatives from the DGHS, DGFP, Central Medical Store depot, DGDA, USAID and other donors, and development partners participated. The status of eLMIS implementation and future scale up, updating the technical working group terms of reference, and interoperability with DHIS2 and SCMP were the main discussion points.

NTP

A roll-out plan for e-TB Manager has been drafted with the NTP, and training will start during the next quarter. The interoperability of e-TB Manager and DHIS2 is running optimally, and functions will be enhanced along with the roll out this year.

OBJECTIVE 4: PHARMACEUTICAL SERVICES THAT PROMOTE APPROPRIATE MEDICINES USE AND AMR CONTAINMENT ENHANCED/IMPROVED

The Line Director (LD) of Communicable Disease Control (CDC) of the DGHS is responsible for implementing AMR containment activities under the operational plan. AMR surveillance and antimicrobial stewardship activities tied to the national action plan on AMR containment (2017–2022) are currently underway with the assistance from the World Health Organization (WHO), US Centers for Disease Control and Prevention, Food and Agriculture Organization, and other stakeholders. To build the leadership capacity of the CDC LD, MTaPS/Bangladesh met with the LD on enhancing multisectoral coordination on AMR this quarter. The LD representative participated in MTaPS' stakeholder meeting and reiterated CDC's commitment to working with MTaPS on AMR containment.

OBJECTIVE 5: PHARMACEUTICAL FINANCIAL RESOURCE ALLOCATION AND USE OPTIMIZED

MTaPS/Bangladesh held an introductory meeting with MTaPS partner, Results for Development, to discuss the scope of work (SOW) to conduct a situation analysis to explore feasible options for providing technical assistance to implement the MOHFW's Health Care Financing Strategy (2012–2032). The SOW will be finalized during the next quarter, with the situation analysis planned for quarter 4.

Other activities this quarter

Recruitment and onboarding of local MTaPS staff

MTaPS onboarded 16 in-country staff (7 senior technical advisors, 8 technical advisors, and 1 IT specialist. While MTaPS held interviews for the country program director position, the search is still ongoing and will continue into next quarter.

Office set-up

An office has been set up and MTaPS staff are co-located with other MSH programs.

IMPLEMENTATION CHALLENGES

MTaPS/Bangladesh launched in February 2019, one month later than originally planned. The recruitment process is still ongoing to complete the proposed structure. Therefore, the timing of some planned activities has been revised to accommodate the delays in hiring and onboarding new staff, with the changes captured in the approved work plan.

Due to delays in the procurement process in engaging a local IT partner, some information systems activities have been moved to the next quarter.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY NUMBER	DESCRIPTION	DATES
1.1.2	Work with two divisions of the MOHFW to review existing terms of reference of the Procurement and Logistics Management Cell (PLMC) and propose revised structures and PLMC functions to establish oversight bodies within the MOHFW.	
1.1.3	Engage a local IT company to enhance and update the SCMP functionalities (procurement planner and tracker) (consultation/advocacy with users; plan, modify and test with users; training and rollout of upgraded e-tools).	
1.1.6	Work with DGFP, DGHS and NTP to review terms of reference and membership of existing coordinating mechanisms (e.g. LCF, SCCF, PSM) and reactivate the coordinating functions.	April-June 2019
1.1.7	Engage a local consultant to update procurement-related documents (e.g. price guide, table of equipment).	
1.1.9	Assist NTP with quantification, discuss with the NTP Line Director and the team to establish a quantification cell, and develop NTP capacity, including training on QuanTB.	

BURKINA FASO

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

From March 18 to 22, 2019, a team of three MTaPS staff members traveled to Burkina Faso to:

- Meet the USAID/Burkina Faso Mission to discuss the project scope and start up
- Meet officials from the Ministry of Health, Ministry of Agriculture and Hydraulic Planning, Ministry of Livestock and Fisheries, and Ministry of Environment to understand the current environment and needs
- Conduct meetings with various stakeholders to identify priority areas of support in antimicrobial stewardship, infection prevention and control (IPC), and multisectoral coordination
- Conduct face-to-face staff interviews
- Explore and facilitate the country office set-up and structure

The outcomes of the scoping visit were reported during the outbrief meeting with the USAID/Burkina Faso Mission and are informing the development of the overall strategy for the project, specifically, the fiscal year 2019 (FY19) work plan.

The following are key outcomes from the scoping visit:

- Explore options to support the Ministry of Livestock and Fisheries, in collaboration with FAO to:
- Develop a plan to control the use of antibiotics, in collaboration with the DGAP and CEDIM- ANRP, and specifically to:
- Support CEDIM-ANRP and DGAP in developing tools to monitor the use of antibiotics in the public and private sectors in human and animal health

Recruitment and onboarding of local MTaPS staff

MTaPS headquarters staff initiated recruitment of senior technical advisors. The recruitment team interviewed potential candidates, and the search for suitable candidates continues.

Office set-up

MTaPS headquarters staff have been working with the USAID Burkina Faso Mission to ensure that a work space with adequate resources is set up for MTaPS in-country operations.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Development and submission of FY19 MTaPS work plan for approval	When clarifications are received from USAID Washington, MTaPS will develop and submit a draft work plan to USAID for approval.	
Recruitment and onboarding of local MTaPS staff	MTaPS will recruit two technical and one support staff. Once suitable candidates are identified, MTaPS will seek USAID approval and initiate their onboarding.	May 2019
Office set-up	With USAID Burkina Faso Mission support, the project will establish a work space with adequate resources.	
Work plan implementation	Work plan implementation will begin once MTaPS hires local staff and receives USAID approval of the work plan.	June 2019

CAMEROON

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

A team of three MTaPS staff members traveled to Cameroon from March 4–8, 2019, to:

- Meet the USAID Cameroon Mission to discuss the project scope and start up
- Meet MOH and Ministry of Livestock, Fisheries and Animal Industries officials to understand the current environment and needs
- Hold meetings with stakeholders to identify priority areas of support in antimicrobial stewardship (AMS), IPC, and multisectoral coordination
- Conduct face-to-face staff interviews
- Explore and facilitate the planned country office set up and structure

The outcomes of the scoping visit will inform the development of the overall strategy for the project and the FY19 work plan.

Technical activities under consideration for the FY19 work plan

Based on these findings from the scoping visit, MTaPS proposed the following activities for its FY19 work plan.

- Support the human and animal sectors to develop:
  - An operational plan for IPC and AMS based on the National Action Plan for AMR
  - National IPC and AMS guidelines
- Strengthen the One Health concept (multisectoral coordination) in the country
- Revitalize health facility hygiene and therapeutic committees
- Develop or review and disseminate standard treatment protocols
- Assist with grouping essential medicines list antibiotics into AWaRe categories

Recruitment and onboarding of local MTaPS staff

MTaPS home office support staff initiated the recruitment of two Senior Technical Advisors. MTaPS selected one candidate and is still seeking an additional Senior Technical Advisor.

Office set-up

MTaPS home office staff have been working with the Cameroon Baptist Convention Health Services (a member of the Ecumenical Pharmaceutical Network) to ensure that a work space with adequate resources is set up for MTaPS in-country operations.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Development and submission of FY19 MTaPS work plan for approval	Following the scoping visit, MTaPS will develop and submit a draft work plan to USAID for approval	April 2019
Recruitment and onboarding of local MTaPS staff	MTaPS headquarters office will recruit two technical and one support staff, seek USAID approval, and initiate the onboarding	
Office set up	With support from the Cameroon Baptist Convention Health Services, the project will establish a work space with adequate resources	May 2019
Work plan implementation	Work plan implementation will begin once MTaPS receives USAID approval of the work plan and for hiring local staff	

COTE D'IVOIRE

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

A team of three MTaPS staff members traveled to Côte d'Ivoire January 26–February 2, 2019, to:

- Meet the USAID Côte d'Ivoire Mission to discuss the project scope and start up
- Meet officials from the Ministries of Health and Public Hygiene, Agriculture, Environment, Animal Resources and Fisheries, and Higher Education and Scientific Research to understand the current environment and needs
- Conduct meetings with stakeholders to identify priority areas of support in AMS, IPC, and multisectoral coordination

Work plan development

The outcomes of the scoping visit have informed the development of MTaPS' strategy for the project in Cote d'Ivoire and the FY19 work plan.

The following items are included in the work plan:

- Supporting the national AMR secretariat to build capacity; validate the national policy and institutional and legal framework for the fight against AMR; and finalize and validate the NAP-AMR
- Support the AMR secretariat to develop a national plan to control infection transmission associated with health care activities in the human and animal domains
- Conduct a situational analysis of IPC committees in two human and two animal sites and build the capacity of professionals based on identified needs in IPC and AMS
- Support the assessment of antimicrobial use in select hospitals and work with the AMR secretariat to develop national guidelines and training materials for health professionals

Recruitment and onboarding of local MTaPS staff

MTaPS home office staff have completed the recruitment of the country project director and two senior technical advisors.

Office set-up

MTaPS home office staff have been working with the MSH/Côte d'Ivoire operations team to ensure that a work space with adequate resources is set up for MTaPS in-country operations.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
FY19 MTaPS work plan submission	Following the scoping visit, MTaPS will develop and submit a draft work plan to USAID for approval	April 2019
Work plan implementation	Work plan implementation will begin once MTaPS receives USAID approval of the work plan	

DEMOCRATIC REPUBLIC OF CONGO

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

From March 11–15, 2019, a team of three MTaPS staff members and the Project Director traveled to the Democratic Republic of Congo (DRC) to:

- Meet the USAID DRC Mission to discuss the project scope and start up
- Meet officials from the Ministries of Health and Public Hygiene, Agriculture, Environment, Animal Resources and Fisheries, and Higher Education and Scientific Research to understand current environment and needs
- Conduct meetings with various stakeholders to identify priority areas of support in AMS, infection prevention and control IPC, and multisectoral coordination
- Conduct face-to-face staff interviews
- Explore and facilitate the planned country office set-up and structure

The outcomes of the scoping visit will inform the development of the overall strategy for the project and the FY19 work plan.

The MOH Secretary General, the One Health National Committee, and other national stakeholders have shown a strong commitment to containing AMR in-country. Recently completed joint external evaluations, the National AMR Action Plan, and the country's viewpoints on developing the national health security action plan demonstrate DRC's commitment to addressing AMR and providing a robust framework for action.

Technical activities under consideration for the FY19 work plan

Based on the above findings, MTaPS recommends the following activities to strengthen in IPC and AMS in DRC:

- Support expanding and the functioning of drug and therapeutic committees (DTCs)
- Provide technical assistance to establish a database of antimicrobial use
- Provide support to revise or develop AMR guidelines in human and animal sectors
- Assist with grouping EML antibiotics into AWaRe categories
- Support communication and sensitization initiatives for farmers and breeders on AMR
- Support pre- and in-service curriculum review in collaboration with One Health Central and Eastern Africa
- Provide technical assistance for reorganization of the One Health taskforce platform

Recruitment and onboarding of local MTaPS staff
MTaPS headquarter staff selected two senior technical advisors and is awaiting USAID approval for the candidates.

Office set-up:
MTaPS has been working with MTaPS partner, FHI 360, to ensure that a work space with adequate resources is set up for MTaPS in-country operations.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Development and submission of FY19 MTaPS work plan for approval	Following the scoping visit, MTaPS will develop and submit a draft work plan to USAID for approval.	
Recruitment and onboarding of local MTaPS staff members	MTaPS HQ will recruit two technical and one support staff. Once the suitable candidates are known, MTaPS HQ will seek USAID approval and initiate their onboarding.	May 2019
Office set up	Will work with FHI360 in DRC to co-locate shared office space	
Work plan implementation	Work plan implementation will begin once MTaPS receives USAID approval of the work plan.	

ETHIOPIA

SUMMARY OF ACTIVITIES THIS QUARTER

Work plan development

After the scoping visit during the first quarter, the GHSA work plan was developed and submitted to USAID on January 30, 2019, and is awaiting approval. MTaPS/Ethiopia and MTaPS home office also drafted the MTaPS narrative work plan, which is contingent on approval of the GHSA work plan.

The following activities are included in the work plans:

- Support the revision and implementation of infection prevention and control guidelines in designated health facilities
- Strengthen federal (Pharmaceutical Medical Equipment Directorate/Federal Ministry of Health), regional health bureau institutions, and coordination platforms to define, coordinate, and implement antimicrobial stewardship activities
- Continue building the capacity of journalists and civil societies (including the Ethiopian Pharmaceutical Association) to raise awareness of antimicrobial resistance initiatives and issues

Recruitment and onboarding of local MTaPS staff

A country program director and a senior technical advisor have been recruited. MTaPS are recruiting three additional senior technical advisors and two finance and administration staff.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	DESCRIPTION	DATES
Finalize GHSA work plan	Incorporate feedback from USAID/Washington, USAID/Ethiopia and GHSA and resubmit for final approval	April 2019
Finalize MTaPS work plan	The narrative MTaPS work plan has been drafted and once the GHSA work plan is approved, the draft narrative will be finalized and submitted for USAID approval.	May 2019
Recruiting and onboarding staff	Finalize recruitment and onboarding for the technical advisor-GHSA and senior accountant. Three technical positions have been advertised and interviews will be conducted.	April 2019
Plan the activities with key counterparts	Work with MOH and other partners to agree on and plan activities	May 2019
Issue contracts with MTaPS partners	Once the work plans are approved, key partners will be given contracts	May–June 2019

KENYA

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping Visit

The Kenya scoping visit took place January 28–February 1, 2019. The purpose of the trip was to understand the current in-country landscape in the area of AMR to inform how MTaPS can best provide support in the areas of its mandate. During the scoping visit, the MTaPS team made in- and outbriefing presentations at USAID Kenya/East Africa offices.

Technical activities under consideration for the FY19 work plan

As a result of the scoping visit, MTaPS identified a set of potential IPC and AMS activities for implementation:

- Strengthen the capacity of the NASIC as a leadership, governance, and oversight body for One Health implementation in Kenya
- Support the development of national AMS guidelines
- Help revise the Kenya essential medicines list (EML) and classify EML antibiotics into AWaRe categories
- Support the University of Nairobi School of Pharmacy to reform pre-service curricula to integrate AMS-related topics of practical importance
- Provide technical assistance to develop continuing professional development and relicensure-linked in-service AMS and IPC training courses for delivery through relevant professional associations
- Support county, subcounty, and facility-level AMS and IPC activities

The IPC and AMS activities identified by the MTaPS team largely align with what the CDC team recommended as potentially appropriate for MTaPS to support. They also closely align with and support the strategic objectives and priority actions identified in Kenya's National Policy and Action Plan on AMR prevention and containment. The IPC activities are also aligned to the 2015 National Infection Prevention and Control Policy and Guidelines for Health Care Services in Kenya.

Work plan development

The GHSA work plan was developed and submitted to USAID for approval in March.

Recruitment and onboarding of local MTaPS staff

Positions have been filled for the country program director, principal technical advisor, and senior technical advisor. Recruitment remains underway for a technical advisor and project associate. MTaPS/Kenya is sharing certain technical and administrative positions across other MSH projects based in Kenya, including the finance and administration manager and logistics procurement officer.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Finalize GHSA work plan	In process - awaiting feedback from USAID Kenya Mission	April 2019
Finalize MTaPS work plan	Once the GHSA work plan is approved, the draft narrative will be finalized and submitted for USAID approval.	
Recruiting and onboarding staff	Recruit and onboard technical advisor and project associate.	
Develop a joint implementation plan	Work with core counterparts to begin implementing activities	April–June 2019

MALI

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

From March 18-22, 2019, a team of three MTaPS staff members traveled to Mali to:

- Meet USAID Mali Mission to discuss the project scope and start up
- Meet officials from the Ministry of Health, Ministry of Agriculture, Ministry of Livestock and Fisheries to understand current environment and needs
- Conduct meetings with various stakeholders to identify priority areas of support in in AMS, IPC, and multisectoral coordination
- Conduct face-to-face staff interviews
- Explore and facilitate the planned country office set-up and structure

The outcomes of the scoping visit are informing the development of the overall strategy for the project and the FY19 work plan.

Technical activities under consideration for the FY19 work plan

Based on the scoping visit, the team identified illustrative, potential activities to be included in the year 1 work plan.

IPC:
- Review, update, and disseminate, existing guidelines and manuals for IPC
- Set up IPC teams as part of DTCs; create and review IPC monitoring measures as part of DTCs

AMS:
- Review national action plan for AMS
- Revise/develop AMR guidelines in the human and animal sectors
- Develop/review and disseminate standard treatment protocols
- Group EML antibiotics into AWaRe categories
- Improve monitoring the rational prescribing and overall medicine use
- Establish a governance and oversight system for and improve functioning of DTCs

Multisectoral Coordination:
- Provide technical and operational support to the AMR technical working group
- Facilitate collaboration between animal and human health sectors in IPC and AMS

Recruitment and onboarding of local MTaPS staff

MTaPS home office staff initiated the recruitment of two senior technical advisors. MTaPS has selected one candidate, while the search for the second suitable senior technical advisor continues.

Office set-up

MTaPS has identified an office space and the lease agreement is under review.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Submit GHSA work plan	MTaPS will develop and submit a GHSA work plan for USAID approval.	
Submit MTaPS work plan	Once the GHSA work plan is approved, the MTaPS narrative work plan will be developed and submitted for USAID approval.	May 2019
Recruiting and onboarding staff	MTaPS will initiate onboarding for one senior technical advisor and continue recruitment efforts for the other.	
Work plan implementation	Work plan implementation will begin once MTaPS receives USAID approval of the work plan and for hiring local staff.	June 2019

MOZAMBIQUE

The goal of MTaPS/Mozambique is to enable Mozambique to strengthen the pharmaceutical system to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines and medicine-related pharmaceutical services. The MTaPS/Mozambique activities contribute to the MTaPS global objectives, and both the country's and USAID's strategic objectives. During the first implementation year, MTaPS/Mozambique will mainly focus on strengthening pharmaceutical sector governance, regulation of medicines (i.e. registration and pharmacovigilance [PV]), and pharmaceutical service delivery.

The MTaPS/Mozambique work plan was approved by the COR team on March 8, 2019 and following approval, the program has begun implementing activities.

OBJECTIVE 1: IMPROVE PHARMACEUTICAL SECTOR GOVERNANCE

No activities this quarter.

OBJECTIVE 2: STRENGTHEN INSTITUTIONAL CAPACITY TO MANAGE PHARMACEUTICAL SYSTEMS

Support planning, hosting, participation, and training for regional medicine regulatory bodies

The MTaPS/Mozambique supported the National Department of Pharmacy (DNF) in hosting the 22nd Regional Joint Medicines Registration (ZAZIBONA) assessors meeting held March 18-22, 2019 in Maputo. ZAZIBONA is an initiative of the medicine regulatory agencies in the Southern African Development Community (SADC) to strengthen the regulation of medicines in the region. This was a collaborative activity between MTaPS, the New Partnership for African Development, World Health Organization, and the World Bank.

MTaPS facilitated the procurement process (i.e. identifying a venue, ensuring supplies, etc.) prior to the workshop and helped manage event logistics. The MTaPS East Africa Regional Technical Advisor participated in technical discussions reviewing regulation dossiers. Eight technical staff from the DNF participated in the technical workshop, honing their skills in medicines regulation. The support will help strengthen the pharmaceutical system to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines and medicine-related pharmaceutical services.

OBJECTIVE 3: STRENGTHEN SYSTEMS FOR PROVIDING PATIENT-CENTERED PHARMACEUTICAL CARE AND SERVICES

Implement active PV of dolutegravir (DTG), other antiretrovirals, and anti-tuberculosis (anti-TB) medicines and mitigate safety risks

The USAID Mozambique Mission requested that MTaPS/Mozambique support the DNF and the national HIV program in establishing a system for active monitoring of patients using a DTG-based regimen, particularly tenofovir/lamivudine/DTG (TLD), for the management of HIV. MTaPS/Mozambique began drafting a plan for active monitoring of TLD patients.

OTHER ACTIVITIES THIS QUARTER

Recruitment and onboarding of local MTaPS staff

Staff recruitment is ongoing and in the interim, MTaPS will continue to ensure the timely implementation of key activity by using short-term technical assistance next quarter, as recruitment moves forward.

Office set-up

MTaPS continues its discussions with FHI 360 on subletting office space and expects to have the rental agreement finalized next quarter.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	DESCRIPTION	DATES
Development of regulations for the Medicines Act	Assist the DNF in developing medicine registration regulations for the new medicines act	April 18-May 17, 2019
Taskforce on medicines regulation	Begin the process to revitalize the taskforce on medicines regulation	
Finalize active monitoring plan	Assist the DNF in finalizing the detailed active monitoring plan and accompanying budget, to monitor patients treated with TLD	April 27-May 4, 2019
Staff recruitment	Continue recruiting efforts for program staff	April-June 2019

PHILIPPINES

SUMMARY OF ACTIVITIES THIS QUARTER

A team from the home office traveled to Manila from February 18-March 15, 2019, to work with MTaPS/Philippines and assist the Department of Health (DOH) in developing a three-year procurement and supply chain management (PSM) strategic plan, including implementation and resource plans. They also assisted the DOH in conducting MTaPS' first joint work-planning meeting to clarify activities and collaboration arrangements with implementing partners for the first year of the program; initiating technical assistance for PSM and pharmacovigilance (PV) activities; and following up on the establishment of an office and recruiting local staff.

A staff member from U3 SystemsWorks, an MTaPS resource capacity partner, joined the team to assist in facilitation of the DOH-led PSM strategic planning workshop. To achieve these objectives, the team met with USAID/Washington, USAID/Philippines, DOH decision makers and technical officers, and various stakeholders.

PSM Strategic Planning Workshop

From February 26-28, 2019, the MTaPS team facilitated the DOH-led national PSM strategic planning workshop, which helped define the DOH's PSM vision and mission and align it with the country's key health policies, including the newly enacted Universal Health Care Act. DOH officials and representatives from USAID/Philippines and USAID/Washington attended the workshop.

The head of the Supply Chain Management Office (SCMO) Planning Unit, presented the Philippines recent health policy reforms, and the PSM vision, mission, guiding principles, and scope. MTaPS/Philippines facilitated discussions on the strategic planning framework, approach, the current state of PSM, and the future high-performing PSM, including strategic pathways to the desired PSM. Overall strategic objectives, key interventions, enablers, risks, mitigation measures, and potential performance indicators were identified.

Work plan development

On March 12 and 13, 2019, the joint work planning workshop was held with participants from USAID/Washington, USAID/Philippines, DOH, and USAID/Philippines' implementing partners. The objectives of the workshop were to formally present the MTaPS program; discuss activities proposed for year 1; identify key priorities, confirm implementation collaborators, and reach agreement on their roles and responsibilities; and gather inputs for MTaPS' monitoring, evaluation, and learning plan. Nineteen activities were identified, in addition to potential implementation collaborators, success factors, risks, and mitigation measures. Further, alignment of planned activities with PSM strategic objectives was analyzed. The group conducted a partner mapping exercise and identified potential indicators.

Collaborative allocation and shipment planning for tuberculosis (TB) and family planning (FP) commodities

As part of technical assistance activities during the visit, MTaPS/Philippines facilitated between the national TB, HIV/AIDS, and FP programs and the SCMO to improve distribution planning for TB and FP commodities. During the meeting, the MTaPS team presented the distribution challenges for TB and FP commodities, possible intervention/approaches, and next steps. The main challenges raised were the lack of quality supply chain data gathered through the pharmaceutical management information system, uncoordinated allocation plans, and the lack of a data use culture, all of which hinder integrated shipment and delivery to regions and facilities.

PV technical assistance

The DOH's Pharmacy Department (PD) and the Food and Drug Administration (FDA) reached an interim institutional agreement to monitor the safety of health program products (e.g. TB and FP).

The MTaPS team traveling from the home office sought to gather and validate information regarding responsibilities and roles of DOH offices supporting PV activities (mainly FDA and PD) and processes and activities to inform MTaPS' strategy for strengthening PV and its governance structure. To achieve this goal, MTaPS/Philippines held meetings with FDA and PD to understand overall PV vision/goals, get updates on present challenges and gaps that hinder achievement, introduce MTaPS' proposed PV-related activities for year 1, and get inputs in terms of feasibility and relevance.

Recruitment and onboarding of local MTaPS staff

This quarter, MTaPS onboarded the country program director and two senior technical advisors.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	DESCRIPTION	DATE
Finalizing MTaPS Gantt chart	Submission of MTaPS Gantt chart for Y1 activities and budget	April 1, 2019
USAID/Philippines grant permission to conduct specific activities	USAID/Philippines to review Gantt chart and agree on activities that MTaPS can start prior to submission of final work plan	April 2019
Finalize 3-year PSM strategy	Develop a first draft of 3-year PSM strategy and share with USAID Mission for feedback before sharing with DOH's pharmacy supply chain management team	April 19, 2019
Submission of MTaPS Y1 work plan	Final work plan and budget submitted to USAID/Philippines	April 30, 2019

RWANDA

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

Although Rwanda has made significant progress in advancing its pharmaceutical sector, several significant challenges remain, including deficiencies in the availability and use of medical products; the institutional, organizational, and human resource capacity in terms of performing its regulatory functions; monitoring medicine safety and rational use; and overall management and delivery of pharmaceutical services at the facility level.

A team of MTaPS staff from the home office and Uganda traveled to Rwanda for a scoping visit from January 28-February 1, 2019. During the visit, MTaPS discussed areas of support, including quality improvement in the development of standards for pharmacy services to accelerate the accreditation system; policy issues to support medicine registration, the regulatory framework, combating AMR, treatment protocols, and essential medicine listing and monitoring (including for maternal, newborn, and child health); and improving the establishment and function of hospital DTCs. MTaPS is developing the work plan for year 1 to start implementation of selected key priorities.

Technical activities under consideration for the FY19 work plan

During the scoping visit, MTaPS observed and identified several areas for support and technical assistance to ensure access to safe, efficacious, and quality-assured medicines and health technologies for the people in Rwanda. Proposed areas of support include:

1) Strengthening the capacity of the MOH pharmacy services team to provide oversight for implementation of the National Pharmaceutical Policy (NPP) 2016, National Pharmaceutical Sector Strategic Plan (NPSSP), multisectoral coordination of pharmaceutical services, and promotion of public-private partnerships
2) In collaboration with the MOH Clinical and Public Health Services Directorate and the National Pharmacy Council, develop and implement standards for pharmacy services as part of the MOH accreditation system
3) Work with the MOH Clinical and Public Health Services Directorate and the pharmacy services team to improve functioning of DTCs at all levels to promote appropriate use of medicines and technologies and contain AMR
4) Work with the Rwanda Food and Drug Administration (FDA) to strengthen medicine regulation, including medicine registration, pharmacovigilance, and inspection systems
5) Work with the National Pharmacy Council to strengthen regulation of pharmacists and other pharmaceutical cadres to ensure adherence to ethical and professional standards in both public and private sectors
6) In collaboration with the MOH, establish a user-focused pharmaceutical management information system to support evidence-based decision making and program management

Work plan development

MTaPS submitted a detailed scope of work and work plan on March 25, 2019.

Recruitment and onboarding of local MTaPS staff

MTaPS is still recruiting the country program director, senior technical advisor, financial specialist, and driver positions.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
PRIMS assessment	Capability and functionality of the electronic PRIMS for medicine review	April/May 2019
Strengthen adverse drug reporting and use of safety data	Support Rwanda FDA to develop or adapt and disseminate information and education materials	April/May 2019

SENEGAL

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit (operations)

From February 25-March 1, 2019, a team of two MTaPS staff members traveled to Senegal to explore and facilitate the planned country office set-up and structure and coordinate operational project start-up priorities, particularly:

- Assist with the country registration process
- Identify a MTaPS office location
- Assist with setting up a local bank account with Ecobank; coordinate bank signatories and e-banking setup with MSH home office, Ecobank Ghana, and Ecobank Senegal
- Identify and engage local payroll service
- Identify and procure/engage internet service providers, mobile phone plan vendors, office supplies and equipment, IT equipment, and furniture
- Work with the HR partner and HR recruiter (based at HQ) to facilitate country programmatic recruitment, post ads, and schedule interviews as needed
- Research and document local custom clearance process and solutions
- Conduct face-to-face staff interviews

Work plan development

MTaPS developed and submitted the FY19 GHSA work plan for USAID approval on January 29, 2019.

The following activities have been included in the year 1 work plan:

- Strengthen the capacity of health facilities to implement IPC programs
- Provide technical support to formulate a national AMS plan and help improve prescribing adherence to treatment guidelines
- Incorporate IPC and AMS topics as components of safe, effective, and quality care in leadership and management training modules for policy and decision makers

Recruitment and onboarding of local MTaPS staff

MTaPS initiated the recruitment of the country project director, a senior technical advisor, and a technical advisor. USAID approved the hiring of the senior technical advisor and hiring approval is pending for the other positions.

Office set-up

The MTaPS home office has been working with FHI 360 to ensure that a work space with adequate resources is set up for MTaPS in-country operations.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
MTaPS work plan submission	Once USAID approves the GHSA work plan, MTaPS will develop and submit the MTaPS work plan for USAID approval.	April 2019
Staff recruitment and onboarding	After USAID approves the country project director and technical advisor, MTaPS will initiate onboarding. The project will also recruit a finance and accountant associate to support in-country operations.	April 2019
Office set-up	With the FHI 360 support, the project will establish a work space with adequate resources.	April 2019
Work plan implementation	Work plan implementation will begin once MTaPS receives USAID approval of the work plan and for hiring local staff.	May 2019

TANZANIA

SUMMARY OF ACTIVITIES THIS QUARTER

Work plan development

After the scoping visit during the first quarter, the GHSA work plan was developed and approved on December 13, 2018. The MTaPS narrative work plan was submitted to USAID on March 1. MTaPS received comments from the contracts officer representative, and the revised work plan was submitted on March 29.

The following activities have been included in the work plan:

Multisectoral coordination
- Strengthen the capacity of the national multisectoral coordination and public and private facilities to carry out AMS activities

IPC
- Support the publication, launch, and dissemination of national IPC guides
- Support the establishment of IPC sub-committees of continuous quality improvement committees
- Support IPC capacity building through pre- and in-service training, and supportive supervision Complement WASH and waste management initiatives through collaboration with MOH, national stakeholders, and collaborators

AMS
- Support the development of AMS policies and guidelines for the human and animal sectors
- Assist with classifying EML antibiotics into AWaRe (access, watch, reserve) categories
- Conduct antimicrobial use survey to inform improving compliance with AMS guidelines
- Promote community awareness and preparedness through information and education/behavior change communication activities on IPC/AMS for patients and the public

Recruitment and onboarding of local MTaPS staff

A country project director and a senior technical advisor have been recruited and will assume duty at the beginning of the next quarter. Two additional staff have been interviewed and recruitment is in the final stage. Finance and administration staff from another MSH project in Tanzania will provide support to MTaPS.

Office set-up

MSH has a presence in Tanzania, and MTaPS staff will temporarily share office space with another MSH project. Permanent space options are under discussion.

ACTIVITIES FOR NEXT QUARTER

ACTIVITY	DESCRIPTION	DATES
Onboarding new hires	New staff will receive orientation on MSH/MTaPS	April 2019
Plan activities for implementation	Work with MOH and other partners to agree on activities	April 2019
Implement planned activities	MOH and other partners will be informed of activities	May 2019

UGANDA

SUMMARY OF ACTIVITIES THIS QUARTER

Scoping visit

From February 25-March 1, 2019, an MTaPS team traveled to Uganda for the scoping visit. The purpose of the visit was to understand the current in-country landscape in AMR to inform MTaPS' development of the first year's work plan and overall country strategy.

Technical activities under consideration for the FY19 work plan

Among recent efforts, a lot of attention and effort has gone into surveillance of AMR and laboratory strengthening, especially through initiatives of the Government of Uganda. However, IPC and AMS have not received as much focus. Therefore, MTaPS is in a position to address this gap. Based on the above findings, MTaPS recommends the following activities for its year 1 work plan:

Multisectoral coordination
- Work with Uganda National AMR Committee to set up IPC and AMS technical working groups,

  IPC
- Draft a national IPC national implementation plan
- Identify and address gaps in IPC implementation at targeted regional referral hospitals to establish them as centers of excellence

  AMS
- Set up centers of excellence by identifying successes in multisectoral coordination implementation at targeted regional referral hospitals; expand implementation at lower levels
- Analyze and publish data on quantity/volumes of antibiotics imported into the country
- Develop essential medicines list for veterinary use
- Implement guidelines on the use of antibiotics in the animal sector

Work plan development

The GHSA work plan for Uganda is being finalized and will be ready for submission by April 1, 2019. MTaPS/Uganda will submit the MTaPS narrative work plan after USAID approval of the GHSA work plan.

Recruitment and onboarding of local MTaPS staff

A candidate has been identified for a senior technical advisor position. An additional senior technical advisor and technical advisor will be recruited next quarter.

ACTIVITIES FOR NEXT QUARTER		
ACTIVITY	DESCRIPTION	DATES
GHSA work plan submission	Submit GHSA work plan for feedback from USAID/Washington, USAID/Uganda, and GHSA	April 1, 2019
MTaPS work plan submission	Once USAID approves the GHSA work plan, MTaPS will develop and submit the MTaPS work plan for USAID approval.	April-May2019
Staff recruitment and onboarding	Initiate onboarding of new staff; continue recruitment of other staff positions	April-June 2019

MONITORING, EVALUATION, AND LEARNING

SUMMARY OF ACTIVITIES THIS QUARTER

Monitoring, evaluation, and learning (MEL) plan

The first draft of the project MEL plan, encompassing performance indicators and targets, was developed and submitted to USAID in quarter 1. The plan presents the theory of change as an organizing framework for performance measurement. It also presents project data collection, reporting, data quality assurance, and data management system and a knowledge management (KM) and learning strategy. Based on feedback received from USAID, the plan was revised and submitted in quarter 2, but did not include performance indicators as they were still under development. Delays in replacing departed staff and hiring an M&E advisor substantially contributed to several interlinked deliverables, such as the project MEL plan and the performance indicator reference sheets (PIRS), not being completed as planned in quarter 2. A final draft of the project MEL plan, including performance indicators and targets, as well as draft PIRS, will be submitted to USAID in quarter 3.

Data collection and analysis platform

Consultations during quarter 1 led to MTaPS agreeing to adopt the open source DHIS2 software for reporting performance indicators at the country level and by funding stream and for aggregating data at the global level. In recent years, DHIS2 has become the widely used as the health management information system (HMIS) in developing countries and by US-funded programs, including US President's Emergency Plan for AIDS Relief (PEPFAR), and USAID implementing partners as their global database.

Work during quarter 2 led to the initial configuration of a DHIS2-based M&E system for MTaPS data collection and analysis. In quarter 3, the platform will be customized to integrate robust business, intelligence, and analytics (BI&A) tool to meet the data management and visualization needs of MTaPS. The BI&A tool will handle structured and unstructured data and encompass interactive dashboards to provide global, country, and health portfolio-level analytic capabilities. The platform will be completed in quarter 3 and will be operational in quarter 4, with all countries using the system to report on data by the end of project year 1.

Data management plan

MTaPS will submit a copy of any data set created or obtained in performance of the contract, including data sets produced by any subcontractor at any tier, to the Development Data Library (DDL) www.usaid.gov/data in a machine-readable, non-proprietary format. In quarter 3, the MEL team will develop data management and submission procedures to comply with USAID's policy on submission of data sets to the DDL.

Planning baseline assessments

The plan for baseline assessments has evolved through startup activities. The current thinking is to develop an overarching approach to implementing baseline assessments at the country level and within three months of a country's work plan being approved. This ensures that baseline assessments inform global MTaPS indicator needs and are tailored to inform in-country system strengthening assessments. The MEL team is currently drafting a baseline approach and methodology for the project. MTaPS intends to incorporate components of the PSS Insight tool in the baseline assessment to facilitate future PSS assessments and determine progress on PSS interventions while also establishing comprehensive reference points for future USAID commissioned mid-term and end-term evaluations. The specific purpose for the baseline assessment is threefold:

1) To conduct a landscape analysis of the pharmaceutical systems in the country: The assessment should document what data, tools, and systems are used for collecting and reporting data; the data flow, reporting relationships, and data storage and management practices are collected at the national level and regions supported by MTaPS. This analysis will be used to inform the development of procedures and sources for data collection.

2) To set a baseline for PSS efforts: The snapshot of the country's pharmaceutical systems landscape will act as the baseline against which MTaPS will evaluate its systems strengthening efforts related to its interventions as itemized in the results framework. The assessment will be conducted again at the midpoint of the project to determine what progress has been made in relation to this baseline. This information will be extremely useful as the project progresses and to document the stories of MTaPS' impact.

3) To determine baseline measurements for MTaPS core country program indicators: during the assessment, the M&E specialist will collect the data on all MTaPS core country program indicators (or for as many for which data are available). Data should be collected in line with the MTaPS project MEL plan PIRS.

Recruitment and onboarding of MTaPS staff

Following the resignation of the M&E director in quarter 1, interviews for the replacement were held at the end of the quarter, and several strong candidates were identified. In quarter 2, a successful candidate with the combination of M&E director experience and PSS experience was selected and approved by USAID. The new MEL director begins early April. The M&E technical advisor was successfully recruited in quarter 2 and started work March 4. MTaPS is recruiting a health informatics specialist to complete the MEL team staffing and will fill this position in quarter 3.

Knowledge management (KM)

MTaPS embraces an integrated M&E and KM approach. These two program functions work together for overall quality and impact. During quarter 2, the MEL team worked closely with country and health portfolio teams to ensure that both M&E and KM were intentionally planned and resourced in work plans. In quarter 3, when activities are underway, the MEL team will play the role of knowledge provider, bringing in the right expertise and research from the home office, and serve as a knowledge broker, helping connect countries with the best knowledge globally, not only from the program, but also others, such as through south-south cooperation. Additionally, MTaPS will develop the capacity of country staff to generate, access, manage, and use knowledge themselves. At the country level, this will involve strengthening country M&E and KM processes within the country program cycle.

MTaPS developed a collection of 13 fact sheets that provide information on the program's objectives, technical expertise, planned activities, and expected outcomes. MTaPS will disseminate these fact sheets among partners and stakeholders in the next quarter.

MTaPS also disseminated two newsletters with updates on scoping visits and highlights of MTaPS presentation at global conferences and participation in consultative technical meetings.

In addition, MTaPS worked with a vendor to develop wireframes, designs, and content for the program website which is slated for launch in quarter 3.

MEL DELIVERABLES

Table 2 describes the deliverables of the home office MEL team. Country-level and health element-specific deliverables (e.g., country-level MEL plans) will be captured in the country- and health element-specific work plans.

TABLE 2. MEL DELIVERABLES FOR YEAR 1			
Q1	Q2	Q3	Q4
• Project MEL plan • Program fact sheet and brochure • GHSA fact sheet and brochure • Program website proposal	• FY1 Q1 quarterly report (due January 31) • Draft level 2 indicators • DHIS2 database configuration for data collection and analysis • Partner consultation on annual performance monitoring indicators • Program newsletter, email blasts, Twitter and Facebook pages • Website development (contingent upon USAID approval of website proposal) • Fact sheets on program objectives and health elements	• FY1 Q2 quarterly report (due April 30) • Finalized level 2 indicators • PIRS • Level 2 indicator data collection tools • Data mapping guidance and templates for countries • Country- and HQ-level data verification strategy integrated into the DHIS2 • DHIS2 data chart and graph templates developed • Remote training on level 2 indicator collection • Remote training on use of DHIS2 database • Roll-out of DHIS2 database at country level • Selection of a subset of PSS indicators to measure program's higher-level outcomes (including technical consultation) • Program website launch (contingent upon USAID approval of website)	• FY1 Q3 quarterly report (due July 31) • Updated partner matrix • Field-testing subset of PSS indicators as part of the baseline for countries where activities have started • Country indicator baselines for countries where activities have started • Data verification improvement (DVIT) data quality assurance (DQA) tool adaptation for MTaPS country programs • Initial DQA in countries • Indicator matrix to assess mid-term evaluation questions (incorporation of program guiding principles) and delineation/incorporation of indicators into project MEL plan • Initiation of internal PY 1 annual evaluation