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Progress Report on the Assessment of Organizational Capacity of the National Malaria Control Program (NMCP) in CHAD

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DISCLAIMER

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Acronyms

CPN	Prenatal Care
DET	District Executive Team
DHIS	Division of Health Information Systems.
EUV	End-User Verification
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
HC	Health Center
HRH2030	Human Resources for Health
IESS	Integrated Epidemiological Surveillance Department
IEC	Information-Education-Communication
IRS	Indoor Residual Spraying
LDP+	Leadership Development Plus
LLIN	Long-Lasting Insecticidal Nets
MDC	Mass Distribution Campaign
M&E	Monitoring and Evaluation
MOH	Ministry of (Public) Health
NGO	Non-governmental organizations
NMCP	National Program for Malaria Control
NSP	National Strategic Plan
OAP	Operational Action Plan
OD	Organizational Development
PALAT	Projet d'Appui à la lutte contre le Paludisme au Tchad (Chad Support Project for Malaria Control)
PECADOM	Home Care
PPC	Pharmaceuticals Procurement Center
PHD	Provincial Health Delegation
P&P	Policies and Procedures
PR	Principal Recipient
PSM	Procurement and Supply Management
RDT	Rapid Diagnostic Test
R&R	Roles and Responsibilities
SMC	Seasonal Malaria Chemoprevention
SP	Sulfadoxine-Pyrimethamine
TA	Technical Advisor
TFP	Technical and Financial Partners
UNDP	United Nations Development Programme
VC	Vector Control

I. Context

In August 2019, the Human Resources for Health in 2030 (HRH2030) Capacity Building for Malaria (CBM) program, with the support of USAID, assessed the organizational and management capacity of Chad's National Malaria Control Program (NMCP). This assessment was conducted to make it possible for the NMCP to strengthen the implementation, monitoring and evaluation of its national strategic plan (NSP), and to achieve the objectives and goals set for malaria control, thereby furthering the country's long-term efforts to eliminate malaria.

Based on the conclusions and recommendations of the 2019 assessment, the NMCP created an organizational and management capacities strengthening action plan to continue their efforts towards malaria elimination. These recommendations were derived from the four organizational dimensions (figure 1): framework, systems, human resources, and culture and included proposals for changes to the NMCP organizational structure.

Since the previous organizational capacity assessment in August 2019, the Deputy Coordinator of the NMCP was appointed the new Coordinator in March 2020 to lead the program. In July 2021, at the request of the newly appointed Coordinator, an updated assessment was conducted to measure the progress made by the NMCP and to update the recommendations of the preceding assessment. The assessment of the progress made by the NMCP reflects how the reforms implemented by the new Coordinator have addressed the vulnerabilities cited in the previous report and to highlight where continued efforts are required to advance the action plan, reflecting the new Coordinator's priorities.

II. Objectives

The objectives of this assessment were:

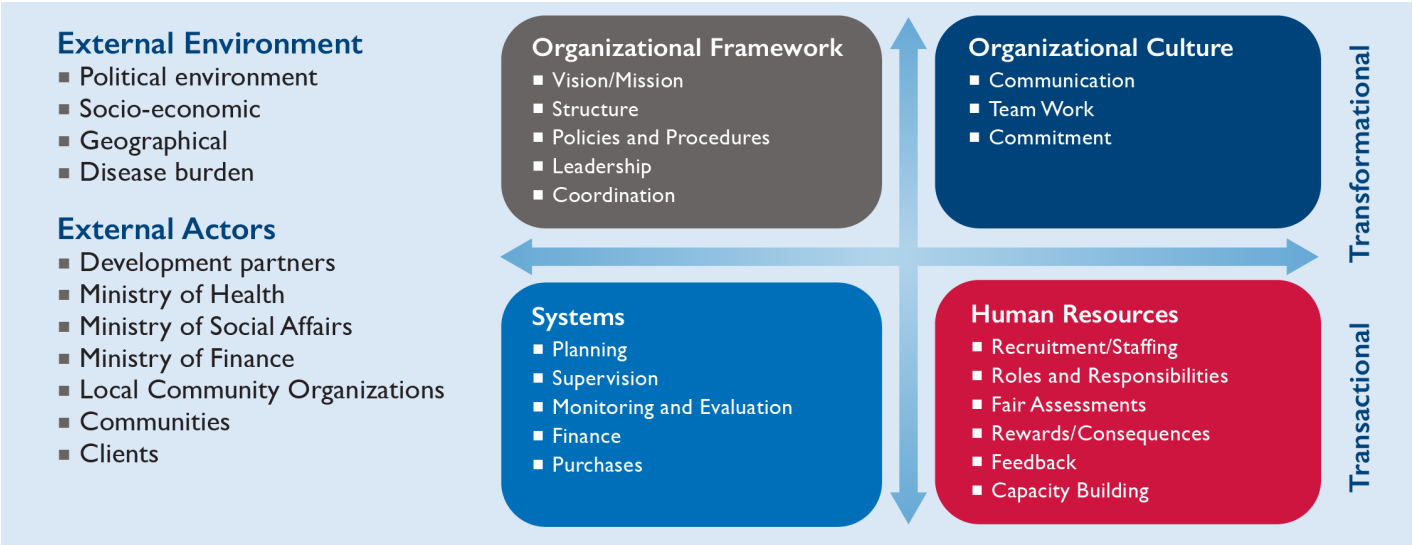
1. To update the principal conclusions of the earlier assessment to reflect new leadership reforms;
2. To reflect the progress made by the NMCP in implementing the recommendations from the capacity building action plan from the previous organizational capacity assessment;
3. To reprioritize the outstanding activities in the action plan based on the country's current health context and leadership priorities; and
4. To identify specific tasks to be undertaken by the NMCP, following update of the assessment and reprioritization of the action plan.

III. Methodology and Focus Areas

3.1 Methodology

The assessment team used the organizational development (OD) model defined by Burke and Lewin (1992) to assess the NMCP. This four-quadrant theory of change model focuses on the human element of organizational development derived in part from McKinsey's 7S framework. Quadrant 1 defines the organizational framework; quadrant 2, the systems; quadrant 3, human resources; and quadrant 4, culture. The first and fourth quadrants represent transformational elements that can catalyze or influence change, while the second and third quadrants are the transactional elements necessary to implement and sustain change.

FIGURE 1: ORGANIZATIONAL DEVELOPMENT MODEL



3.2 Focus Areas of the NMCP Assessment Update

The assessment team, in collaboration with the HRH2030 Technical Advisors and the NMCP Coordination team, reviewed the implementation status of the action plan recommendations, by conducting the following four (4) activities:

1. The assessment team reviewed relevant documentation, including the organizational chart, and conducted interviews with key NMCP staff to identify changes in organizational management capacity and progress made on action plan recommendations.
2. The assessment team reapplied two surveys previously conducted under the initial assessment to determine if there had been changes in the level of employee engagement and internal communication.
3. The assessment team reported the preliminary results of the engagement and internal communication staff surveys to the NMCP team and to PALAT / United Nations Development Programme (UNDP).
4. The assessment team proceeded with re-prioritizing incomplete activities, while considering the current global health context related to the COVID-19 pandemic that is also present in Chad, and the priorities of the new leadership.

IV. Notable Changes Since the 2019 NMCP Assessment

Since his appointment as the head of the NMCP in March 2020, the Coordinator has undertaken a series of reforms and actions for improvement informed by the previous capacity building plan recommendations. These actions were taken to resolve certain vulnerabilities such as weaknesses in the organizational capacity of the NMCP that were identified during the preceding assessment and to thus bring about a culture of change within the NMCP. The results related to progress made by the NMCP are presented using the four quadrants of the OD model and are accompanied by a summary of the preceding assessment results and by recommendations for activities not completed during the time period.

4.1 Organizational Framework

Refers to the general organization using five (5) components: vision and mission; structure; policies and procedures (P&P); leadership; and coordination.

a) Vision and mission

The vision and mission are what management and the employees of the organization think and have stated to be the principal objective of the organization. The vision and mission statements aim to unite the organization and focus on key results. They also explain what the organization intends to achieve.

The previous assessment noted that the NMCP's mission and vision were clearly defined in the National Strategic Plan (NSP) for Malaria Control 2019-2023 but were not aligned with the Global Technical Strategy for Malaria 2016–2030. In addition, the mission and the vision were not visible to all or clearly known to the majority of those questioned even though they had stated they had access to the 2019-2023 NSP. The assessment recommended revising and improving the vision visibility.

Progress achieved: To strengthen the visibility of NMCP's vision, the statement was printed in large letters on the fence of the NMCP building (November 2020), kakemonos (hanging scrolls) containing the vision were created (June 2021), printed and hung in the conference room and displayed in NMCP staff offices (August 2021) (See images 1 and 2). Despite the actions undertaken by the NMCP Coordinator since 2020 to improve the visibility of its vision and mission and to facilitate access to the 2019-2023 NSP, the assessment found that the majority of those questioned (23/24) in July 2021 still lacked an appreciation and awareness for how the NMCP's vision or mission directed their work. This was partly due to the fact that these statements were written broadly for the Government, rather than for the specific coordination role of the NMCP.

Printed version of NMCP vision, Chad NMCP back office - July 2021 - Photo Credit, NMCP Chad

The printed scroll with the vision and slogan of the NMCP. NMCP meeting room, Chad - July 2021 - Photo Credit, NMCP Chad

Recommended action: The assessment recommends that the NMCP place particular emphasis on sharing the vision and mission with all staff and stakeholders to unify them toward achieving the common objectives of malaria control. While having a written vision and mission is important for organizational effectiveness (Pearce and David, 1987), involving employees in their development or discussion of these statements leads to greater involvement of employees in achieving the objectives of the organization (Akeem AT, Edwin AM, Fatai AL, 2016). The NMCP vision is currently being reviewed to align it with the malaria pre-eliminate phase, since Chad is in the consolidated control phase. For example, during the Leadership Development Plus (LDP+) training sessions with NMCP staff, participants had the opportunity to define the NMCP's specific vision; this should lead to improved appreciation, knowledge and adoption of the vision as well as a more focused statement that reflect the specific role of the NMCP in the fight against malaria.

b) Structure

Structure is the distribution of duties and persons to ensure effective implementation of the organization's mission and vision. An organization's structure is often defined by an organizational chart or rules conferring certain rights, powers, privileges, or specific duties upon it.

The preceding assessment recommended the NMCP organizational chart from 2016 be updated to reflect the structural changes that were not shown. The Ministry of Public Health and National Solidarity is currently being reorganized. ***Progress achieved:*** The NMCP organizational chart proposed during the preceding assessment (August 2019) and revised by the NMCP was submitted to the decision makers and is awaiting approval and validation (see Appendix 2).

c) Policies and Procedures (P&P)

Policies and procedures provide the written guidelines and rules necessary for an organization to function. However, P&Ps only make sense if they are implemented throughout an organization and followed by the entire staff.

The preceding assessment noted that the NMCP had standard-setting documents (P&P) guiding implementation of initiatives, most of which had been updated, but, nonetheless, revealed the following: i) insufficient dissemination and knowledge of the procedures manual and the operational plan for procurement and supply management (PSM), and difficulties in applying certain contractual procedures, and ii) the lack of a code of conduct and of internal rules and regulations. The assessment recommended improving the dissemination of the standard-operating documents and developing a code of conduct and internal regulations for the NMCP.

Progress achieved: The NMCP implemented a mechanism for disseminating malaria control standard-operating documents and guidelines at the operational level for staff to use during zoning and supervisory missions, meetings, and workshops. The NMCP's code of conduct and internal regulations documents will be developed by the end of 2021, by a consultant as part of the LDP+ training provided to NMCP staff.

d) Leadership/Coordination

Leadership is defined as the ability of a manager of an organization to provide an overall organizational direction, often by serving as a model of behavior for the staff, to advance the mission of the organization. In the context of a government agency, external advocacy to attract resources also plays an important role in leadership.

The assessment conducted in 2019 noted an available, dynamic NMCP coordination team, that is open to change, supported by political will and commitment at the highest levels in the fight against malaria. However, the ability of management to advocate and negotiate to mobilize additional financial resources was insufficient and there were challenges related to multiple partnerships and multi-sectoriality. The review performed in July 2021 found a new, dynamic NMCP management team, open to change, supported by political will at the Ministry of Health. One of the assessment's recommendations stated that the NMCP should engage in advocacy with the

government and its partners, to mobilize additional financial resources to conduct malaria control activities. ***Progress achieved:*** In 2021, the NMCP management team conducted two (2) advocacy and negotiation meetings with the government to mobilize additional financial resources, and to reduce the coverage gap for malaria control activities.

The assessment also recommended that the NMCP conduct advocacy actions to finalize the creation of the National Committee to Control Malaria (NCCM) and technical consulting groups. ***Progress achieved:*** The process of creating the National Committee to Control Malaria and of technical consulting groups is currently being finalized: drafts of the decree creating the NCCM were submitted to the department in charge of legislation for the Ministry of Health for their translation (into Arabic) before being finalized.

The previous assessment recommended strengthening multi-sectoriality for malaria control. ***Progress achieved:*** (i) In 2021, the Ministry of Health prepared a multi-sectoral contingency plan to control malaria by launching the Seasonal Malaria Chemoprevention campaign; the plan was led by the Ministry of Health and involved multi-sectoral partners from NGOs, civil society, private sector, and UN agencies involved in malaria control. (ii) Coordinating meetings between the NMCP and local governments took place, specifically with the ten (10) communes in N'Djamena and the central government on the project related to Vector Control in the province of N'Djamena (December 8, 2020, July 12, 2021).

One of the recommendations was to strengthen coordination with partners in controlling malaria. ***Progress achieved:*** coordination meetings were periodically organized with the partners in the fight against malaria around specific themes (SMC, Campaign for the mass distribution of mosquito nets, procurement, and supply management).

4.2 Systems

The second OD quadrant examines the transactional systems necessary to implement and maintain organizational change. To fulfill its mission, an organization's operating systems must ensure that the right resources are in the right place at the right time.

a) Planning and Problem Resolution

One of the assessment's recommendations was that the operational plans be consolidated within an integrated operational plan. ***Progress achieved:*** the consolidated action plan outlining partner activities was prepared during the operational action plan validation workshop (OAP) of the NMCP, from March 1 to 3, 2021.

b) Monitoring Progress

The assessment recommended improving internal coordination by holding periodic and regular meetings. ***Progress achieved:*** (i) weekly meetings between section leaders and focal points with management organized; (ii) regular meetings for technical follow-up (PSM, monitoring-evaluation); and (iii) monthly team meetings, regularly scheduled before the COVID pandemic and monthly coordination between the NMCP, the PALAT and the UGP.

c) Monitoring-Evaluation:

The principal recommendations of the assessment were: (i) to prepare a 2019-2023 monitoring and evaluation manual; (ii) recruit a staff member for data management; (iii) improve the quality and use of data for decision making; and (viii) strengthen physical and electronic archiving of NMCP documents and data. Progress achieved:

- The 2018 version of the *guide to filling out data collection tools* is currently serving as the monitoring-evaluation manual along with the 2019 Monitoring-Evaluation Plan. A consultant was recruited on July 1, 2021, to review the NMCP standard operational procedures manual for pharmaceutical management.
- *Data management:* (i) the DHIS2 software package is currently being configured under the coordination of the Division of Health Information Systems (DHIS); (ii) creation of Excel databases at the provincial and district levels; (iii) scheduling of weekly meeting for the epidemiological surveillance system; (iv) sessions to strengthen data usage capacities for decision making at the operational level have not been held but a model/matrix for presentation of indicators has been developed; and v) a data manager was appointed to the NMCP in March 2020.
- *Electronic archiving:* This is done at the monitoring-evaluation level, with data backup to an external hard disk every 6 months and physical archiving is done at the secretariat level and by each of the NMCP's sections.

d) Supervision of Activities

The assessment revealed: (i) insufficient dissemination of new supervision tools; (ii) inadequate training for those who conduct mentorship and provide supportive supervision; (iii) lack of harmonization of supervision initiatives implemented by partners who are working at the same levels of the health sector. ***Progress achieved:*** Integrated supervisions and the distribution of supervisory

tools are no longer part of the NMCP, but now a part of the DHIS.

e) Finances

Mobilizing resources to cover all NSP activities was poor (59.6% financing gap for 2014-2018 NSP and 74% for 2019-2023 NSP). The assessment and management letters from the Global Fund recommended: i) recruiting a procurement specialist, an internal auditor, and a financial expert, and ii) conducting internal control missions and auditing. ***Progress achieved:*** Internal control missions are conducted by the NMCP manager while an internal NMCP auditor is being recruited. This will demonstrate that when resources are mobilized to support the NMCP that those resources will be properly managed and audited.

f) Managing the Procurement Supply Chain

Insufficiencies were related to: (i) inventory management at the Districts and CS levels; (ii) failure to coordinate the supply of anti-malarial inputs with occasional inventory supply lapses; (iii) poor quality of consumables data; and (iv) the lack of an annual procurement plan common to all partners. The assessment recommended: (i) conducting assessments and periodic controls (audit of the data logistics quality, EUV Survey, ABC Survey) related to the supply chain; ii) preparing an annual procurement plan common to all partners; and (iii) appointing a logistics Pharmacist or pharmacy technician. ***Progress achieved:*** i) implementing the SAGE system for managing pharmaceutical logistics data and reporting through the pharmaceutical procurement center (PPC), and the provincial purchasing pharmacies. ii) organizing a workshop to evaluate the NMCP's standard operating procedures manual for the NMCP's pharmaceutical management and a training session on how to use the manual at all levels of the healthcare system (in August 2021).

4.3 Human Resources

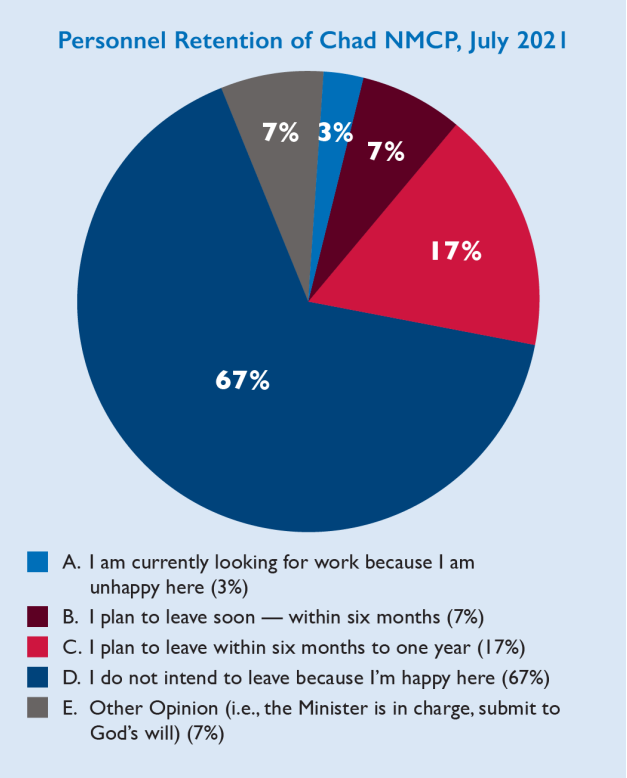
The third quadrant of the OD model is transactional and essential to implementing sustainable change. Human Resources *(figure 6) includes: (a) recruitment and staffing (b) roles and responsibilities, (c) equitable evaluation, (d) rewards and consequences, (e) feedback, and (f) capacity building.*

a) Recruitment

The majority of the NMCP staff members are officials appointed by the government but whose profiles do not necessarily respond to the needs of the program. The assessment recommended recruiting/appointing staff, including a logistician and an internal auditor, a procurement specialist; an expert in finance, an archivist, an entomologist, a data manager (biostatistician engineer or statistician), a computer scientist, and a specialist in communications and partnership. ***Progress achieved:*** Between 2020 and 2021, the NMCP benefitted from the appointment/recruitment of new personnel, including a data manager, a computer scientist (computer maintenance), a communication specialist, an entomologist, and an archivist, and the recruitment of service providers for equipment maintenance (air conditioners) and site maintenance. The other positions that remain to be filled due to a lack of available resources include: an internal auditor, a procurement specialist, and a finance expert.

b) Retention

In August 2019, 60% of staff onboard wished to continue working at the NMCP. ***Progress achieved:*** In July 2021, those who had no intention of leaving because they were happy at NMCP exceeded 67%, an increase of +7 percent.



c) Roles and Responsibilities

The assessment revealed the existence of job descriptions for all staff, but that the NMCP staff were not sufficiently aware of them because they were not well discussed and understood. The assessment recommended: i) reviewing NMCP staff job descriptions, including a clear description of roles and responsibilities. ***Progress achieved:*** Review of the NMCP staff job descriptions will be conducted once the organizational chart has been definitively adopted by the supervisory authority. The new organizational chart with draft of job descriptions, as well as a draft Ministerial

Decree was submitted to the MOH. The NMCP Coordination is still awaiting a response from the MOH.

d) Equitable Evaluation, Rewards and Consequences

The lack of recognition and awards was strongly criticized by the NMCP staff in August 2019 (the average score was 2.69/5). The principal recommendation of the assessment was: i) to install a policy to incentivize, motivate and retain staff. ***Progress achieved:*** A NMCP staff performance evaluation sheet is currently being developed with the support of the HRH2030 Technical Advisor. While this evaluation tool could be used to systematically recognize and incentivize performance as a way to motivate staff, the NMCP has not developed an incentives policy.

e) Feedback

The survey of staff commitment revealed an average score of 3.34/5 for feedback, indicating the need to improve feedback and timeliness. ***Progress achieved:*** In 2021, the average score obtained on the ability to make informed decisions on how to complete tasks was 3.39/5. Feedback experienced an increase of +0.46 points and taking the opinions of staff into consideration experienced an increase of +0.36 points.

f) Strengthening Capacity

In 2019, the need to build staff capacity of NMCP central staff as well as malaria focal persons at provincial and districts levels was expressed in the following areas: advocacy, resource mobilization, leadership, governance, program/Project Management, Malariology, surveillance, monitoring-evaluation, procurement and inventory management, operational research methodology, financial management, entomology, microscopy certification.

Progress achieved: Since 2020, NMCP personnel have benefitted from strengthening capacity in the following domains: (i) training the NMCP team in LDP+ leadership in January 2021; (ii) a training in SYSCOA (West African Accounting System) OHADA (Organization for the Standardization of Business Law in Africa) revised in 2021 for public accounting; (iii) a training in Leadership and Management in Dakar (September 2021) for the Coordinator; (iv) training in entomology is currently underway in Mali; and (v) trainings completed by the district pool with performance bonuses, motorbikes, fuel for strengthening the members of decentralized teams at the regional level.

At the District Level, the NMCP conducted a workshop to semiannual work plan with all members of the Delegation and District Management Teams. During this workshop, they were trained on global fund processes, particularly on how to justify activities i.e., how write supporting documents when implementing activities to avoid delays in reimbursement or expenses and to avoid ineligible activities). Trained Provincial pharmacists, Provincial Delegate, Head of District, malaria focal points and Health center managers on PSM procedures. During the national data validation workshop, all malaria focal points received more orientation and training on data management and using new supervision tools. The M&E section also established regular communication (call, emails) with the districts. Finally, every quarter, the NMCP organized formative supervision to better support staff at provincial, district, and community level on malaria case management, diagnosis, data management, and PSM and to directly resolves any issues.

Recommended action: The assessment recommends retraining staff on case management, epidemiological surveillance, and vector resistance to insecticides, and to identifying the training needs of new personnel that have joined NMCP.

4.4 Organizational Culture

The fourth quadrant of the OD model, organizational culture, relates to all parts of the organization, like leadership, culture is transformational and can create and maintain positive change. The components that affect the culture of an organization include internal communication, transparency and teamwork, motivational factors such as feedback and acknowledgement, as well as the physical environment in which people work.

Internal Communication Survey: The communication survey was conducted confidentially. It was intended to evaluate interpersonal communication and consisted of questioning staff in all NMCP departments about their means of communication and relationships with colleagues in other departments, referring to the principal elements measured on a scale of 1 to 5, with 1 meaning "never" and 5, "always" or "constantly". For each survey question, a matrix was prepared to determine the scores among the sections. The scores for each cell were calculated by taking the average of all scores for the participants in that cell. In addition to a matrix for each component, the overall matrix determined average of scores for the 7 main themes of the Brandeis Relational Coordination tool which are: (i) preciseness/clarity of the communication, (ii) frequency of communication, (iii) problem resolution, (iv) sharing goals, (v) sharing knowledge, (vi) mutual respect and (vii) timely (useful) communication.

Interpretation of Results: The matrices were formatted using a heat map to highlight the strong points of communication/ relationships between two units (dark green: score higher than 4) and those to be improved (red: less than 4). Finally,

the percentage of scores greater than 4 was calculated in relation to all matrix scores. If the sum of percentage of scores calculated as **greater than 4 is greater than 50%**, this indicates *good communication*; if the sum of scores greater than 4 is **less than 50%**, then *communication must be improved*. The scores generated are not intended to provide information on the "better" sections or on those that have the "worst" communication/relationships with the other sections. Rather, the scores are intended to provide information on the relationships between technical sectors so that the NMCP can find ways to strengthen its communications and internal relationships.

Selection of Surveys and Sample Size: The survey tool was presented to 30 NMCP staff members staff during the first meeting on the assessment, and they participated confidentially and anonymously in the survey by noting their means of communication with the sections, not with specific persons within these sections. **28** survey files were used and included in the analysis (90% of the items were not completed for 2 files).

In August 2019, internal communication was inadequate. Only 7% of the communications/relationships between two units received a grade of 4 or more, indicating good communication. The assessment recommended actions to strengthen internal communication within the NMCP. ***Progress achieved:*** The coordinators began holding weekly and monthly meetings with the staff, but due to the COVID-19 pandemic health context related, some meetings were suspended to meet the preventive measures recommended by health authorities in 2020. In July 2021, the percentage of internal communication between two units of the NMCP obtaining a grade of 4 or improved from 7% to 25%; this score is still insufficient because it is less than the minimum threshold of 50%, despite the corrective actions conducted by the NMCP coordinators. ***Recommended action:*** The assessment recommends pursuing action to improve internal communications, in addition to periodic meetings, by using other means of communication such as SMS, email, WhatsApp groups, etc. and to strengthen teamwork.

TABLE 1: GENERAL DATA FROM THE SURVEY OF INTERPERSONAL COMMUNICATION TAKING ALL COMPONENTS INTO CONSIDERATION - NMCP CHAD - JULY 2021

General Data (Scale of 1 to 5)									
Sections	**Coordinators**	**Adm/ Finance**	**IEC/CC/ Promotion**	**Laboratory**	**Vector Control**	**Healthcare**	**Procurement and Inventory Management**	**Monitoring-Evaluation**	**Epidemiological Surveillance**
Coordinators	4.93	4.86	4.50	4.00	4.14	4.50	4.43	4.50	4.29
Adm/Finance	4.40	4.46	3.43	3.51	3.31	3.37	3.57	3.57	3.09
IEC/CC/ Promotion	4.29	3.57	3.36	3.14	3.07	3.00	2.93	3.07	2.93
Laboratory	3.50	3.14	3.29	4.07	3.14	3.25	3.11	3.50	3.32
Vector Control (LAV)	3.79	3.36	3.57	3.71	4.29	3.21	2.86	3.14	3.21
Healthcare (PEC)	4.76	4.67	3.05	2.71	3.33	3.95	3.33	2.95	2.38
Procurement and Inventory Management	3.71	3.48	2.81	2.71	2.62	3.29	3.76	3.14	2.71
Monitoring-evaluation	4.34	4.00	3.06	3.34	3.03	3.69	3.54	4.43	3.66
Epidemiological Surveillance	3.21	3.00	2.71	2.57	3.14	3.29	2.93	3.79	4.29

a) Teamwork

In August 2019, collaboration between sections was *occasional* during certain activities, as was *teamwork*. The assessment recommended strengthening teamwork: NMCP coordinators initiated weekly section leader meetings and reorganized work: six (6) focal points were designated to coordinate activities: (i) indoor residential spraying (IRS), (ii) intermittent Preventive Treatment (TPI), (iii) sentinel site, (iv) PECADOM, (v) mass distribution campaign (MDC) and (vi) for-profit private structures. ***Progress achieved:*** This work reorganization made it possible, according to the individuals questioned,

to reanimate team spirit and motivate staff members. In addition, LDP+ training should contribute to strengthening teamwork and staff commitment.

b) Motivating Factors

The assessment revealed that employees were often unmotivated, and the issue of financial incentives was frequently cited. The assessment recommended implementing a policy to incentivize and compensate staff members and promote them. As previously discussed, an incentive policy is under development with the support of the HRH2030 Technical Advisor. Initial progress has been made to motivate staff through promotion and improved working conditions. ***Progress achieved:*** Certain staff members were promoted: (i) the Deputy Coordinator to the position of NMCP Coordinator; (ii) the Healthcare section Leader to the position of Deputy Coordinator; (iii) the PECADOM focal point to care section leader; (iv) the head of sentinel sites promoted to epidemiological surveillance section leader; (v) a laboratory technician was promoted to laboratory section leader (interim); and (vi) a journalist was nominated as IEC section leader. The staff promoted to these leadership positions reported being satisfied with this advancement and motivated to achieve the NMCP's objectives. The vacant positions of the newly promoted staff members were filled, in some cases, by other NMCP staff members. While other staff members such as the former NMCP Coordinator and the former epidemiological surveillance section leader were each respectively named to positions of responsibility within the Ministry of Health. ***Work Environment:*** One of the assessments recommendations was to improve working conditions in terms of the hygiene at the premises (maintenance, air cooling equipment maintenance), equipment (internet, electricity), travel means (vehicles for field missions), work-related materials (computer equipment) ***Progress achieved:*** The NMCP team acknowledged that a considerable effort had been expended to improve working conditions in terms of equipment and infrastructure (premises), by means of: allocating internet connections, travel means (motorbikes and vehicles for field missions), safety equipment on premises, allocation of 10 (ten) motorbikes for all focal points in the districts, health regions, the repair of two (2) missions-related vehicles, a monthly allocation of hygiene supplies: soap, bleach, and protective gear for electric equipment. ***Recommended action:*** These efforts should be continued because there are remaining computing equipment (computers), office and laboratory equipment needs.

c) Staff Engagement

The employee engagement survey was confidential. The survey, adapted from the Gallup Q12, sought to understand staff accountability and their commitment to influence organizational change (Wellins et al. 2007; Gallup 199301998). The survey sheet included sixteen (16) questions and focused on six (6) determining factors: (i) belief in one's work and in the organization; (ii) belief in one's ability to do the work; (iii) positive relationships with one's organization, team, and work colleagues; (iv) recognition and reward; (v) future possibilities within one's organization and (vi) the ability to influence decisions related to one's work. The survey also included five open questions about NMCP's challenges in accomplishing its mission, both strengths and weaknesses.

Sample: The survey sheets were administered to thirty **(30)** NMCP staff members and all were validated for results analysis.

Interpretation of Results: The scores obtained were classified on the Likert scale standard, from 1 to 5, resulting in three categories of employees:

- *Engaged: score of 4 - 5:* These employees are loyal and psychologically devoted to the organization. They are more productive, more likely to remain in their positions, less exposed to having work-related accidents, and less likely to be dishonest. These employees have most of their needs met to excel at work met.
- *Disengaged: score of 3 - 4:* These employees can be productive, but they are not psychologically connected to their organization. They are absent the most, and the most likely to leave their positions. These employees have several of their needs met to excel at work, but several others are not met.
- *Actively disengaged: score of 1 - 3:* These employees are physically present but psychologically absent. They are not happy in their work and insist on sharing this state of mind with their other colleagues. Most of these employees' needs to excel at work are not met.

Results of Engagement Survey

- In August 2019, the results of the commitment survey revealed that NMCP employees were, in general, disengaged in attaining the NMCP's objectives, with an overall score of 3.77/5. At the individual level, 11/30 persons were engaged (score between 4 and 5); 16/30 persons were disengaged (score of 3 and 4) and 3/30 were actively disengaged (score between 1 and 3. The opinion of the section leaders interviewed is generally

pessimistic in 40% (4/10) of cases and optimistic in 20% (2/10) of cases. This low level of optimism should therefore lead to a policy to incentivize and motivate staff.

- In July 2021, the surveys revealed a general increase in NMCP staff engagement, which went from a general average score of 3.77 (August 2019) to 4.10, indicating the team's commitment to attaining objectives and accomplishing the NMCP's mission. This increase demonstrates the positive actions of the coordinator's leadership in improving the NMCP's organizational culture. In addition, the commitment survey revealed improvement in the staff's opinion of NMCP governance, which was identified as a challenge to be met by staff in 16% of cases in July 2021, as opposed to 29% in 2019. Furthermore, all the staff encouraged and congratulated the new Coordinator on his dynamic action and leadership.

V. Conclusion

The OD model used for this assessment highlighted the transformational elements of the organizational framework and culture to initiate and influence the process of change, while improving the transactional elements of the system and human resources to implement and maintain change, respectively. It is the inter-functioning of these four areas that determines how well positioned an organization is to lead change and achieve the desired impact. At the end of the assessment, the team of consultants updated the organizational chart and the status of the previous recommendations, the timely implementation of which should be monitored.

The results of the assessment conducted in August 2019 would suggest that, overall, the NMCP needed to implement structural, systemic, and human resource changes to achieve its goals of eliminating malaria. This change was to be achieved primarily by aligning the NMCP's vision and restructuring the organization to focus on improving leadership, coordination, communication, and management.

The July 2021 assessment revealed that the actions of leadership made it possible to achieve some progress and to initiate the development of a positive organizational culture at NMCP. The NMCP coordinator, newly designated in March 2020, and his team, were cooperative and engaged in the evaluation process. The current NMCP Coordination team has initiated a series of reforms and actions for improvement. These actions focus on strengthening coordination, strengthening human resource capacity, reorganizing departments by focusing on collaboration, improving internal communications and teamwork. However, because organizational change is difficult for any organization and requires time to overcome organizational obstacles, these reforms must be pursued and reinforced.

Thus, developing an organizational culture and leadership of the coordination should make it possible for the NMCP to fully play its role as leader and guide its partners toward achieving its objectives in the fight against malaria in Chad.

VI. Appendices

Appendix 1: Review of the implementation of the recommendations of the plan for the reinforcement of capacity of the Chad NMCP: period from September 2019 - July 2021

TIMELINE

- ➔ Short-term 2019-2020
- ➔ Medium-term 2021-2022
- ➔ Long-term 2022-2023

PRIORITY

- High
- Average
- Low

STATUS

- Activity completed
- Activity in progress
- Activity not completed

1: ORGANIZATIONAL FRAMEWORK

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Mission and vision are not clearly understood by half of the individuals asked	Clearly make the NMCP vision and mission known to all staff by improving visibility (display) and sharing	Organize training for key NMCP staff on LMG (leadership - management - governance)	NMCP				TFP	Government/ TFP	2019-2021	A first training session for NMCP staff on LDP+ (leadership - management - governance) was held from January 26 - 30, 2021. ➔**Source document:** *LDP+ Training Report* The second session is planned for July 26 - 30, 2021 The interviews conducted revealed that a majority of the staff did not always know the NMCP's vision and mission (23/24), however, new staff appointed by the government must be informed and the process of revising the description of NMCP's vision is in progress within the LDP+ training framework. A re-evaluation of the level of familiarity with the vision and mission at the end of the process would be desirable as would improve visibility through displays
		Develop a code of conduct (a document that aligns staff behavior with legal requirements, defining the organization's vision and common values)							2019-2021	Recruitment is in progress for a consultant to develop a code of conduct, internal regulations and an internal communications plan, the consulting mission should begin in August 2021 with deliverables provided to NMCP in September 2021 ➔**Source document:** copy of request for proposal and TOR for recruiting the consultant

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Vision outlined in 2019-2030 the NSP is not aligned with the Global Technical Strategy for Malaria 2016–2030	Define a NMCP vision aligned with the global vision to eliminate malaria 2016-2030	Define a NMCP vision aligned with the global vision to eliminate malaria 2016-2030	NMCP				TFP	Government/ TFP	2019-2020	Revise current vision while awaiting validation ➔**Source document:** *draft of the revised vision aligned with the global strategy to eliminate malaria*
The vision and mission included in the NSP are not visible in the offices or anywhere that is visible to all	Make the NMCP's vision and mission visible	Print the vision in large letters on materials and display it in the hallway and the various NMCP offices • Display the mission and vision in the offices and the entryway • Install a Mission/Vision display at the entrance to the NMCP • Fund activities related to NMCP communication and visibility	NMCP				TFP	Government/ TFP	2019-2020	• The vision was painted in large letters at the back of the NMCP • The Vision was printed on a hanging scroll located in the meeting room • The mission and vision are displayed in the NMCP offices
The NMCP organizational chart (2016) is not current	Update the organizational chart according to the new organizational structure	• Propose the new organizational chart to the decision makers for approval and validation • Update the decree about NMCP creation, organization, and operations.	NMCP/ DRH/MOH					Government/ TFP	2019-2020	• The Ministry of Public Health and Social Health Action is currently being overhauled (14 programs are planned) • The revised NMCP organizational chart was submitted to decision makers and is awaiting approval and validation ➔**Source document:** *Revised organizational chart* **Recommendation:** update the decree related to creation, organization, and operation of the NMCP, once the organizational chart has been approved and adopted by the decision makers
There is no organizational chart at the provincial, regional, or departmental levels	Establish an organizational chart at the provincial, regional, or departmental levels	• Establish an organizational chart at the provincial and departmental levels defining the roles and responsibilities of the malaria focal points • Include roles and responsibilities for malaria focal points in the decree related to NMCP creation, organization, and operation	MOH/DG/ DRG						2019-2020	Prepare a logbook for the malaria focal points at the provincial and departmental levels defining the roles and responsibilities of the malaria focal points ➔Logbook for malaria focal points Within the framework of the NMCP zoning strategy, 7 zone supervisors have been designated for the 7 zones (4 5 [SIC] provinces), missions to explain the malaria focal points' roles and responsibilities were conducted ➔TOR and workplan **Recommendation:** include roles and responsibilities for malaria focal points in the decree related to NMCP creation, organization, and operation.
Current organization is not appropriate for executing the mission: the NMCP does not have all the personnel and the sections/sub-sections required to execute its mission	Appoint/recruit the required human resources (see section of the report on structure and organizational chart)	• Advocate to the Department of Human Resources/MOH to appoint staff who match profiles for the positions noted in the new organizational chart (see section of the report on structure and organizational chart) • Advocate to PFTs regarding contractual recruitment for positions supplied by the Government	DRH/MOH NMCP Coordinator				DG and DRHF		2019-2020	An inspection general mission took place in January and revealed overstaffing at NMCP, and a mismatch between NMCP's needs and the skills of the appointed human resources, The needs expressed are related to a scheduler, data manager, doctor in charge of surveillance care, operational research PEC, pharmacist, or additional pharmacy technician. SEE HR section

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of internal daily management procedures and NMCP human resources: internal regulation, code of conduct, for status/ internal regulations and code of conduct for NMCP, aligned with the civil service code and the Ministry of Health code	Establish documents for status/internal regulation and code of conduct for NMCP	Establish procedures for internal regulations, code of conduct aligned with civil service code and the Ministry of Health code Establish a link with civil service code and the Ministry of Health code: 1. **A code of conduct:** that aligns staff behavior with legal requirements, defining the organization's vision and common values. 2. **Status and internal regulations** defining the organization's structure and conferring certain rights, powers, privileges, and functions	NMCP		■		DG/DRH/ MOH	State/TFP	2019-2020	Recruitment is in progress for a consultant to develop a code of conduct, internal regulations and an internal communications plan is in progress, the consulting mission should begin August 2021 with deliverables provided to NMCP in September 2021 ➔**Source document:** *copy of request for proposal and TOR for recruiting the consultant*
Lack of Monitoring-Evaluation manual	Develop a monitoring-evaluation manual related to the 2019-2023 Monitoring-Evaluation Plan	Organize a workshop to develop a monitoring-evaluation manual related to the Monitoring-Evaluation Plan 2019-2023				■				The guide on filling out data collection tools from 2018 serves as a monitoring-evaluation manual related to the Monitoring-Evaluation Plan 2019-2023 ➔**Source document:** *guide on filling out data collection tools*
• Standard operating procedures manual is ill-adapted to NMCP pharmaceutical management, • Lack of NMCP staff training on the standard operating procedures manual for NMCP pharmaceutical management • Lack of global application of procurement and supply management (PSM) operating procedures	Adapt and globally apply standard operating procedures for PSM Engage in capacity building for staff using standard operating procedures for PSM	• Organize a workshop to revise the manual on standard operating procedures for NMCP pharmaceutical management • Organize a training session on how to use the manual on standard operating procedures for NMCP pharmaceutical management at all levels of the health pyramid	NMCP			■		Government/ TFP	2019-2020	• Recruiting a consultant to revise the manual on standard operating procedures for NMCP pharmaceutical management since July 1 - deliverable ➔**Source document:** *copy of request for proposal and TOR for recruiting the consultant* • Organize a validation workshop for the manual on standard operating procedures for NMCP pharmaceutical management from **August 2 - 3, 2021** - finalize the manual on **August 6, 2021** • Organize a training session on how to use the manual on standard operating procedures for NMCP pharmaceutical management at all levels of the health pyramid planned for August 2021
Failure of NMCP to apply partner procurement procedures	Build administrative and financial staff capacity to apply and follow procurement procedures	Organize capacity building sessions for administrative and financial staff to apply and follow partner procurement procedures	NMCP			■		Government/ TFP	2019-2020	Recruiting a procurement specialist

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Inadequate distribution of documents on national directives on controlling malaria at the operational level	Improve distribution and availability of documents about the standards and directives on controlling malaria at the operational level	Make available documents about the standards and directives on controlling malaria at the operational level for supervisory missions and other types of meetings (scheduled meetings, workshops, etc.)	NMCP						Ongoing	Make available documents about the standards and directives on malaria control regarding case care, preventive care, supervision, training, response plan and response to malaria epidemics, vector control at the operational level for supervisory missions and other types of meetings (scheduled meetings, workshops, etc.), TPI, policy, care directives, manual, zoning mission, supervisory mission ➔**Source document:** *delivery ticket for directives to the operational level*
Inadequate coordination with partners to establish efficient malaria control	Strengthen program leadership to establish efficient coordination for malaria control	• Implement formal cooperation at all levels • Organize regular and periodic meetings with all stakeholders	NMCP				DG		2019-2020	Themed meetings are scheduled with the technical committees and pilot committees ➔Preparatory meeting of SMC minutes, managing administrator in January (minutes) ➔Meeting on distributing LLIN (minutes) ➔Preparatory meeting for IRS with the multisectoral committee on indoor residual spraying (minutes)
Low productivity in weekly coordination meetings and section leaders, related to the practice of not allowing program performance evaluations	Improve weekly meeting productivity by improved monitoring of initiative performance	Develop and monitor consolidated action plan for all partner and NMCP activities with the performance framework disaggregated at the decentralized level	NMCP				TFP		2019-2020	A consolidated action plan for all partner and NMCP activities with the performance framework disaggregated at the decentralized level ➔Operational action plan validation workshop report (OAP) for the 2021 national program for malaria control, from March 1 - 3, 2021. ➔2021 OAP
Lack of monthly meetings with the entire NMCP team together	Formalize and hold monthly meetings that bring the entire NMCP team together	Formalize and hold monthly meetings that bring the entire NMCP team together	NMCP						2019-2020	Monthly meetings scheduled before the COVID pandemic ➔Meeting minutes (November 2020) Weekly meeting scheduled with section leaders and coordination ➔Meeting minutes
Lack of communication and coordination for activities led by partners participating in malaria control	Improve coordination of malaria control activities with technical and financial partners	• Implement a formal coordination and cooperation framework with all partners • Hold review meetings twice yearly on projects related to malaria control • Develop an integrated and consolidated action plan for all initiatives and all partners	NMCP				DG/MPS		2019-2020	Twice-yearly review meetings on the quality of malaria data are scheduled for all stakeholders ➔Twice-yearly workshop report on data quality control with partners
Lack of communication and coordination with certain partners for activities carried out in certain health districts	Improve communications with stakeholder partners in malaria control	• Develop a formal coordination and cooperation framework • Hold regular and periodic meetings, consolidated workplan, plan joint activities, etc.) • Improve use of social media networks to communicate about NMCP activities in real time	NMCP				DG/UGP		2019-2020	• Twice-yearly review meetings on the quality of malaria data are scheduled for all stakeholders ➔Twice-yearly workshop report on data quality control with partners • Use social media networks to communicate about and conduct NMCP activities in real time • NMCP Chad Facebook updated regularly Recommendation to create an internal WhatsApp group (daily management, social) and an internal one with provincial and departmental delegations

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of formal meetings for the technical malaria working groups with technical and financial partners (technical working group on prevention, healthcare, etc.)	Formalize themed NMCP meetings with technical partners (technical working group on prevention, healthcare, etc.)	• Draft and submit an order creating working groups for approval by the decision makers • Hold quarterly/twice-yearly meetings of the technical working group • Lack of meetings of the national committee on malaria control	NMCP				DG		2019-2020	The approval process for creating technical advisory groups is underway and the decrees are at the legislative level for the Ministry of Health for translation ➔Decree creating advisory groups
Lack of monitoring task delegation which sometimes leads to delays in executing activities	Improve task delegation monitoring	Regularly monitor task delegation using regular feedback and fluid, real-time communication	NMCP Coordination						2019-2020	Regular feedback and fluid, real-time communication
Lack of participation in decision-making, sharing of opinions and information on the liberty of expression, lack of consulting with the staff	Improve participation in decision-making by [SIC]	Organize and hold monthly meetings of the NMCP team to encourage information sharing, freedom of expression, sharing of opinions, consulting together	NMCP Coordination						2019-2020	➔Weekly meeting of section leaders and focal points activated with coordination ➔Internal section meetings (monitoring and evaluation) ➔Monthly meetings suspended since COVID-19 (minutes from November 2020)
Low involvement by other ministries in malaria control although some involvement in certain activities (mass distribution campaign and committee on epidemic prevention)	Improve involvement from other ministries in malaria control: **multi-sectorism**	Accelerate the process of *creating national committee for malaria control and technical advisory groups coordinated* by the NMCP through ministerial decree approval	NMCP				DG		2019-2020	1. NMCP coordination meetings with local government: ➔Minutes from the meeting between the NMCP, the ten (10) communes in N'Djamena and the central local government for the Vector Control in the province of N'Djamena project - December 8, 2020 2. Multisectoral project plan malaria control 3. Involve high levels in launching the SMC campaign, by the Minister this year, 2021. 4. Malaria contingency plan (consolidated control phase), during the spike during the rainy seasons (prevention, healthcare)
Lack of collaborative framework between UGP and the NMCP Irregular monthly coordination meetings between the NMCP, PALAT and the UGP	Implement collaboration between UGP and the NMCP, including a meeting schedule and ways to collaborate	• Establish a collaborative framework between UGP and the NMCP • Hold regular coordination meetings between NMCP, PALAT and UGP	NMCP/UGP				DG/UGP		2019-2020	**Establish a collaborative framework between UGP and the NMCP, including a meeting schedule and ways to collaborate** • Quarterly meetings not scheduled since COVID-19 pandemic • Meetings on PSM monitoring technique, monitoring-evaluation: ➔Monitoring-evaluation meeting minutes • Meetings scheduled between PALAT and NMCP to resolve problems that arise
Lack of communication between NMCP and the decentralized level	Communicate in real time about NMCP achievements and their impact on malaria indicators	Use real-time communication specifically with provincial delegations and health districts: Newsletter, web site, library, exchange platforms and social networks (Facebook, Skype, WhatsApp)	NMCP					Government/ TFP	2019-2020	• Recruiting a firm to develop and implement a communications plan is in progress, waiting for CAP survey results, in progress, to finalize the TORs • The web site has been created but, due to budgetary reasons, is not functional • NMCP Chad Facebook updated regularly
Insufficient communication and coordination about activities with several partners in the health districts	Increase NMCP's visibility and reputation by communicating NMCP achievements	Revitalize or create newsletter, web site, library, exchange platforms and use social networks (Instagram, Skype, WhatsApp)	NMCP					Government/ TFP	2019-2020	**Recommendation:** Create an internal WhatsApp group (daily management, social) and an internal one with the provincial and departmental delegations Newsletter, library

2: ORGANIZATIONAL SYSTEM

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
• Lack of a consolidated operational action plan that presents all partner and NMCP activities using a holistic approach • Lack of NMCP dashboard to monitor activity performance • Lack of a problem resolution plan (bottleneck management) • Lack of data analysis process to resolve problems and make decisions at the central level and partner level: Problem Resolution Plan (PRP) • Lack of mechanism for monthly, quarterly, twice-yearly, annual performance monitoring	Improve *mechanism for monthly, quarterly, twice-yearly, annual program performance monitoring*	• Develop an integrated operational action plan that presents the annual budget and activities per rubric and partner using an approach that is holistic and complete • Develop a problem resolution plan (bottleneck management) • Develop a dashboard to monitor NMCP activity performance • Develop a problem resolution plan • Schedule and hold monthly team meetings regularly and systematically	NMCP				TFP		2019 2020	Develop an operational action plan that presents activities per rubric and per partner using an approach that is holistic and complete ➔**Source document:** *OAP and Report from workshop to develop OAP* Develop a dashboard to monitor performance of NMCP initiatives: ➔Achieved quarterly (copy) Regularly and systematically schedule monthly team meetings before the COVID-19 pandemic: ➔monthly meeting minutes (November 2020) Schedule weekly meetings between coordinating office and section leaders, internal section meetings ➔Weekly meeting minutes (XXX)
Unavailability of national directives and other technical documents at the service-delivery sites (operational level)	Globally apply and distribute documents related to national directives for malaria control at service-delivery sites	Make documents related to national directives about malaria control available at the operational level and at service-delivery sites during supportive supervision	NMCP				TFP	Government/ TFP	2019 2020	Globally apply and distribute documents related to national directives about malaria control at service-delivery sites during supportive supervision and zone meetings ➔Delivery ticket for standard documents (copy)
Follow national directives for treatment of malaria	Strengthen supportive supervision at service-delivery sites at all levels	Schedule supportive supervision at service-delivery sites at all levels	NMCP				TFP	Government/ TFP NMCP		Strengthen supportive supervision at service-delivery sites at all levels: ➔Supervision report at provincial delegation level
• Stock shortages of consultation register and data collection and transmission tools • Failure to completely record patient data and logistics in source records	Make consultation register and data collection and transmission tools available		MS NMCP						2019 2020	➔Data management: DHIS2 is currently being configured (health information system division) ➔Implement SAGE system, reporting through central pharmaceutical procurement office (PPC), provincial pharmaceutical procurement office directly attached to the PPC • PPC report • Excel database at the provincial and district levels. NMCP consolidation

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of, or very poor, archive conservation at central level	Improve data archiving	Recruit/appoint an archivist and create physical and electronic archives	NMCP				DG/HRD	Government/ TFP		• **No archivist has been recruited** • Electronic archiving for the monitoring-evaluation section • Electronic backup every 6 months on external disk kept outside the NMCP by the monitoring-evaluation section leader • Physical archiving takes place at the secretariat level and at the section level **Recommendation:** develop a data backup procedure.
Poor ability to use data for decision-making at the operational level	Strengthen ability to use data for decision-making at the operational level through DHIS2	Schedule capacity building sessions on how to use data for decision-making at the operational level	MOH					Government/ TFP NMCP		Sessions to build capacity when using data for decision-making at the operational level have not yet taken place however: ➔Develop a model/matrix to present indicators for reporting data ➔Schedule weekly epidemiological surveillance meetings under the DG leadership to make IESS decisions (IESS meeting minutes)
Failure to globally use new supervision tools	Globally apply use of supervision tools	Implement and train service providers in charge of supervision on the use of supervision tools	NMCP				DG/DRH	Government/ TFP NMCP		Global application of integrated supervision tools is the purview of the Health Information System Division
Insufficient supportive supervision of provincial delegations.	Strengthen supportive supervision of provincial delegations	• Identify critical areas • Schedule supportive supervision of provincial delegations	NMCP					Government/ TFP	Ongoing 2019 2023	Supportive supervisions of provincial delegations are no longer the responsibility of the NMCP but, instead, that of DHIS, the health information system
Weak health district accountability framework as related to anti-malaria initiatives	Improve health district accountability framework as related to anti-malaria initiatives	1. Identify critical areas through supervision visits, monitoring aligned with performance framework disaggregated by health district 2. Train/retrain MCDs, delegates, focal points for supportive supervision 3. Implement of a monitoring mechanism	NMCP				TFP	Government/ TFP	Ongoing	Supportive supervisions of provincial delegations are no longer the responsibility of the NMCP but, instead, that of the health information system
Not harmonizing initiatives implemented by different partners in the zones that have the same levels of transmission	Strengthen cooperation framework to [sic]	Schedule regular periodic meetings with partners participating in malaria control					TFP	Government/ TFP	Ongoing	Coordination meetings with partners participating in malaria control are scheduled periodically and according to specific themes (SMC, MDC PSM, etc. PSM [SIC] • Themed meeting minutes, SMC, PSM, MDC
Irregular participation by the NMCP in IESS meetings	Increase frequency of NMCP participation in IESS meetings	NMCP participating regularly and systematically in IESS meetings	NMCP						Ongoing	NMCP participating regularly and systematically in IESS meetings: • Weekly meeting minutes (IDR-Excel report copy)
Lack of staff within NMCP to manage data (data manager)	Build staff capacity in the monitoring-evaluation section	Recruit/assign a data manager to the NMCP	NMCP				MS/DRH	Government/ TFP	2019 2020	A data manager was appointed to the NMCP in March 2020: DHIS2 deployment is currently being configured at the central level

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Poor data quality	Strengthen the SNIS	Deploy the DHIS2 data management software	MS/NHIS						Ongoing	DHIS2 deployment is currently being configured at the central level
Lack of computer equipment to manage data at the peripheral level	Build computer equipment capacity of NMCP departments (computer, server, internet, hard drives)	Allocate/acquire computer equipment for NMCP	NMCP				TFP	Government/ TFP	2019 2020	Allocate/acquire computer equipment for NMCP: see admin
Poor mobilization of financial resources for the NSP: 59.6% funding gap for the 2014-2018 NSP	Advocate for additional mobilization of financial resources to cover all initiatives in the 2019-2023 NSP	Build coordination capacity by advocating for mobilization of financial resources Advocate for additional mobilization of financial resources to cover all initiatives in the 2019-2023 NSP	NMCP				DG	Government/ TFP	Ongoing	Build coordination capacity by advocating for mobilization of financial resources: not completed Advocate for additional mobilization of financial resources to cover all initiatives in the 2019-2023 NSP • **2 meetings to advocate for mobilizing for financial resources: completed**
Lack of internal control and internal auditing	Strengthen the NMCP's internal audit and control	Schedule periodic NMCP internal audit and control missions	NMCP				DG/DRH	Government/ TFP	2019 2020	Schedule periodic NMCP internal audit and control missions: Control is carried out internally by the managing administrator.
Lack of human resources for administrative and financial management	Increase staff in the finance department	Recruit an internal audit/ controller, a financial expert, a procurement specialist	MOH/ NMCP						2019 2020	**Recruit a procurement specialist** Recruit an internal controller and a financial expert, not recruited
PSM										
Lack of staff in the PSM section (see HR section)	Build staff capacity in the PSM section	Recruit or appoint a logistical pharmacist or a pharmaceutical technician	MOH/ NMCP						2019 2020	Logistical pharmacist or logistical pharmacist not recruited
Poor quality of consumables data (discrepancy between consumption and required quantity) Stock shortage of malaria control supplies	Improve consumables data quality	Conduct evaluations and periodic controls (logistic data quality audit, EUV Survey, ABC Survey) related to supply chain	NMCP/ TFP				TFP	Government/ TFP	Ongoing	Conduct evaluations and periodic controls (logistic data quality audit, EUV Survey, ABC Survey) related to supply chain: Not completed
Lack of planning and coordinated monitoring of supply chain (lack of understanding by NMCP of input quantities provided by partners and available quantities in the field) Lack of annual common procurement plan with all partners	Improve supply chain coordination for supplies related to malaria control (lack of understanding by NMCP of input quantities provided by partners and available quantities in the field)	Develop and monitor an annual common procurement plan with all partners participating in malaria control in Chad	NMCP				TFP	Government/ TFP	Ongoing	Develop and monitor an annual common procurement plan with all partners participating in malaria control in Chad: not completed

3: HUMAN RESOURCES

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of personnel in certain sections	Build staff capacity in the NMCP section:	Recruit/appoint: • a (1) logistician and an (1) internal auditor who will both work on NMCP coordination • a procurement specialist; a financial expert, an archivist • 1 entomologist • 1 data manager (biostatistician engineer or statistician), • 1 computer expert (network and maintenance, productivity development and update NMCP website, electronic archiving, etc.), recruit/appoint 1 archivist, • Recruit/appoint the staff required for partner communications	NMCP				DG/ DRH	Government/ TFP	2019 2021	1. Internal auditor not recruited 2. Finance specialist: not recruited; financial component is the responsibility of the managing administrator. Recruiting planned for in NFM3 3. Archivist not recruited: Physical archiving conducted per section: administration: the public accountant manages archiving for accounting, email archiving is managed by the administrative assistant (secretary), there is a project to create a room for archiving documents with dedicated space for each section 4. **Logistician:** logistics are the interim responsibility of a driver under the supervision of the managing administrator (March 11, 2020), recruiting a logistician is planned for in NFM3. 5. **Procurement specialist**; recruiting a contracted procurement specialist 6. **Two entomologists** at NMCP being trained in Mali 7. Data manager (biostatistician engineer or statistician), recruited March 4, 2020 (contract) 8. **Computer expert** (computer maintenance) recruited 9. **Partner communication:** nomination of a journalist, IEC section leader. **April 21, 2020** 10. **Recruiting staff** for air cooling equipment and air conditioning maintenance 11. **Service contract** for cleaning and sanitation
RETENTION										
Poor staff retention rates: (63%) of staff would like to leave NMCP	Develop and implement an incentivizing and motivating staff policy	Implement an incentivizing and motivating staff policy (bonus based on GF performance)	NMCP				GF TFP	TFP	2019-2022	• Implementing an incentivizing and motivating staff policy (bonus based on GF performance): planned for in the NFM3 for focal points section leaders, approved by the GF • Budget line item for all staff for refreshments (coffee, tea, milk, sugar) in all offices • Prioritizing NMCP staff for missions (previously missions were carried out by ministerial staff) Improve equipment, setting and work environment: • Allocate computer equipment to staff • All offices have air conditioning • Repair of supervision vehicle and liaison vehicle • Maintain premises (recruiting service providers to maintain equipment (climate control equipment, splitters)), and maintenance of premises • Cleaning and sanitation • Stabilizer and extinguisher equipment in case of fire

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of knowledge of tasks listed in documentation for positions Roles and responsibilities are not clearly defined.	Improve understanding of tasks described in documentation for positions in the staff organizational chart as well as (roles and responsibilities) for each NMCP worker	• Clearly and precisely define R&R (roles and responsibilities) for each NMCP worker using a role and responsibility definition matrix • Update position documentation in relation to the new organizational chart • -Schedule periodic individual meetings and staff coaching (roles and responsibilities)	NMCP							The organizational chart is currently being validated within the framework of the MS reorganization • Clearly and precisely define R&R for each NMCP worker using a role and responsibility definition matrix: not completed • Update position documentation in relation to the new organizational chart: not completed • Existence of a staff evaluation plan • Schedule periodic individual meetings and staff coaching to explain the position documentation and (roles and responsibilities) for each NMCP worker:
PERFORMANCE EVALUATION										
Lack of mechanism for motivating performance	Develop a procedure for motivating performance	Develop a performance framework related to the position documentation or workplan	NMCP				TFP	DGS/DRH	2019-2021	Develop a performance framework related to the position documentation or the workplan: not completed
Lack of process to motivate staff at the central NMCP level: individual DC encouragements and congratulations and/or to the decision makers for each staff member who has accomplished a positive action during meetings	Create and organize occasions and a framework to congratulate and encourage staff	• Encourage, motivate the staff using rewards, announcements or positive feedback, or announcements on the social network Facebook • Create a motivation framework for staff based on performance • Organize friendly team building outings and activities for the NMCP at the end of the year, retreats, etc.	NMCP				TFP	Government/ TFP	Ongoing	• Encourage; motivate the staff using rewards, announcements or positive feedback, or announcements on the social network Facebook • Organize friendly team building outings and activities for the NMCP at the end of the year, retreats, etc.: • Promote various staff members to positions of responsibility (coordinator, PEC, PSM, communication) • Create a motivation framework for staff based on performance: transportation bonus per day for individuals managing sections including staff who contributed to drafting the NFM3 ➔Backup documentation for transportation bonus payments • Existence of mutual benefits ➔Documentation with information on assistance for positive or negative events
Lack of mechanism to annually assess staff	Develop a mechanism to annually assess staff	Develop a mechanism to annually assess staff	DRH/MOH				DG	Government/ TFP	2021-2022	Develop a mechanism to annually assess staff: • Project for drafting a staff evaluation plan form

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
CAPACITY BUILDING										
Need to build existing staff capacity	Build staff capacities in specific areas according to need:	• Building capacity of NMCP staff to advocate/mobilize resources, *leadership and governance, program/project management, malariology, surveillance, monitoring-evaluation, PSM, operational research methodology, financial management, entomology, microscopy certification.* • Build capacity among staff members at the regional levels, in terms of quantity and quality to be able to better monitor the implementation of initiatives at the operational level. • Retrain/train staff on PEC, on epidemiologic surveillance and vector resistance to insecticides	NMCP				TFP	Government/ TFP	Ongoing	• Training in the study of malariology, training in monitoring/evaluation, training in PSM, training in research methodology, financial management (administrative manager focused on results): not completed • Organize a training session for the NMCP team on L+ leadership in January 2021, second session planned for July 26 - 30, 2021 • Public accountant: training on revised SYSCOA OHADA planned for 2021 • Training on entomology currently taking place in Mali • Build capacity among staff members at the regional levels, in terms of quantity and quality to be able to better monitor the implementation of initiatives at the operational level.: trainings completed through the district pool with performance bonuses, motorbikes, fuel • Retrain/train staff on PEC, on epidemiologic surveillance and vector resistance to insecticides: developed documents and training completed
Lack of plan to build integrated capacity specific to NMCP	Develop a plan to build integrated capacity specific to staff	Lack of plan to build integrated capacity specific to NMCP staff	NMCP				TFP	Government/ TFP	2019-2020	Develop a plan to build integrated capacity specific to NMCP: not completed

4: ORGANIZATIONAL SYSTEM

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of monthly team meetings with entire staff Internal communication methods reserved for certain staff members	Improve internal staff communication	• Schedule monthly team meetings with entire staff • Regularly schedule meetings between the section leaders, staff supervisors and staff • Schedule work sessions to prepare for missions (TORs, feedback, activity reports	NMCP			■	TFP	Government	2019 2020	1. Monthly meetings with entire staff scheduled regularly before the COVID-19 pandemic - Meeting minutes (November 2020) 2. Regular meetings between sections leaders and weekly meetings between coordination and section leaders and focal points - Meeting minutes 3. Work sessions to prepare for missions, TORs, and reports on organized activities: section leaders develop TORs to submit to the admin for the budget then to the coordinator for changes and it is then submitted during a meeting; develop mission orders for approval by the ministry, then section leader briefs the staff followed by a security briefing and explanation of forms for monitoring driver fuel. ➔Copy of the form for monitoring fuel consumption
	Improve internal staff communication	Share mission results during team meetings				■				Share mission results during team meetings: ➔Share mission results with the section (copy)
Lack of listening, *feedback information and staff opinion*	Improve internal staff communication	Take staff opinions into account through active listening of all staff members				■				Taking staff opinions into account through active listening of all staff members at meetings
Occasional teamwork for certain activities the teams collaborate on periodically, LLIN 2017 and JMLP 2018 campaigns, scientific colloquiums in April 2019	Strengthen teamwork	• Schedule regular and periodic team meetings • Organize training for key staff on Leadership Management Governance • Organize team building activities (retreats, outings, meals, etc.)	NMCP			■	TFP	Government/ TFP	Ongoing	➔**Monthly meetings** with entire staff scheduled regularly before the COVID-19 pandemic: Meeting minutes (November 2020) • **Regular meetings** between sections leaders and weekly meetings between coordination and section leaders and focal points ➔Meeting minutes - Work sessions to prepare for missions - Organize a training session for the NMCP team on LDP+ leadership in January 2021, second session planned for July 26 - 30, 2021 - Organize team building activities (retreats, outings, meals, etc.): not completed

Areas for improvement	Recommendations	Solutions for improvement	Owner	Priority			Technical Support	Funding	Timeline	Status
				Low	Avg.	High				
Lack of computer and office equipment, internet connection and means of transportation	Improve working conditions related to computer, office, and laboratory equipment,	Equip the NMCP with internet connection, means of transportation (motorbikes and vehicles for field missions), sanitation equipment for premises.	NMCP				TFP	Government/ TFP	2019 2020	Equip the NMCP with internet connection, with means of transportation (motorbikes and vehicles for field missions), sanitation equipment for premises. • 10 motorbikes, all district, and regional focal points • Repair 2 vehicles • Allocate sanitation equipment: soap, bleach
Lack of motivation for a portion of the staff Lack of opportunity for employees to receive recognition for their positive achievements	Create a framework to encourage, recognize positive achievements of NMCP staff	• Identify/propose workers for honorary distinctions based on performance evaluations • Implement a framework for awarding these distinctions, rewards, announcements, public congratulations	NMCP				TFP	Government TFP	2019 2020	Identify/propose workers for honorary distinctions based on performance evaluations Staff promotion: • Deputy Coordinator the post of NMCP Coordinator. • Healthcare section leader promoted to Deputy Coordinator. • The PECADOM focal point promoted to healthcare section leader. • The sentinel site manager promoted to epidemiologic surveillance section leader, • A laboratory technician promoted to interim laboratory leader and nomination of a journalist as IEC section leader. Maintenance of premises **Recommendation:** Implement a framework for awarding distinctions, rewards, announcements, public congratulations
ENGAGEMENT										
The NMCP staff is not engaged: average general engagement score 3.77/5 between 1 and 3).	Improve level of staff engagement: Pessimist in 40% (4/10) cases, optimist in 20% (2/10), not mentioned in 20% (2/10) and no opinion in 20% (2/10) individual level 11/30 engaged individuals score between 4 and 5 versus 16/30 individuals who are disengaged (score between 3 and 4) and 3/30 strongly disengaged (score)	• Implement an incentivizing, motivating and staff retention policy (performance bonuses), encouragement, publications, etc. • Conduct team building activities and activities to strengthen the team spirit: (retreats, outings, meals, sports activities, mutual benefits, etc.) • Organize training for key staff on Leadership Management Governance	NMCP				TFP	Government/ TFP	2021-2022	Implement an incentivizing, motivating and staff retention policy (performance bonuses), encouragement, publications, etc. Bonuses exist for the coordinator and deputy coordinator and section leaders are given bonuses without a written procedure specific to NMCP **Recommendation:** Conduct team building activities and activities to strengthen the team spirit: (retreats, outings, meals, sports activities, mutual benefits, etc.): not completed • Training staff on Leadership Management Governance: ongoing

Appendix 2: Comparative study of interpersonal communications from August 2019 and July 2021 – analysis of progress

Level of communication > 50%: good interpersonal communications

Level of communication < 50%: interpersonal communications need improvement

Interpersonal communications variable	Level of communication (% of score greater than 4) August 2019	Level of communication (% of score greater than 4) July 2021	Change (number of points gained or lost) Gain (+) = improvement Loss (-) = regression	Analysis and comments
General data	7.40	24.69<50%	+17.3	Progress of +17.3 points but must be improved (the percentage scored at greater than 4: 24.6%, which is a less than 50%)
Frequency	14.8	27.16<50%	+12.36	Communication frequency must be improved despite the progression of +12.36 point when compared to August 2019
Accuracy	09.88	25.92<50%	+16.04	The accuracy of interpersonal communications as improved by 16.04 points when compared to 2019 but must be improved
Timely	08.64	25.92<50%	+17.28	Timely interpersonal communications as improved by 17.28 points when compared to 2019 but must be improved further
Communication related to problem resolution	13.58	23.45<50%	+09.87	Communication related to problem resolution but [SIC] must be improved further
Sharing knowledge	28.40	45.68<50%	+17.28	Sharing knowledge has increased from 28.40% in August 2019 to 45.68%, which is equal to an improvement of +17.28 points. Despite this positive progress, communication can still be improved; the rate in July 2021 is 45.68% and that is still less than 50%.
Mutual respect	18.52	79.01>50%	+60.49	Mutual respect has improved from 18.52% to 79.01%, which is greater than 50%, and this translates, then, into a good level of mutual respect for the NMCP staff
Sharing goals	14.81	23.45<50%	+8.64	Progress of 14.81% from August 2019 to 23.45% in July 2021 or +8.64 points, but must be improved as it is less than 50%
Quantity of information received	11.11	50.52>50%	+39.41	Improvement from August 2019 to July 2021 is equal to +39.41 points. 50.52% > 50% which translates to good quantity of information received.

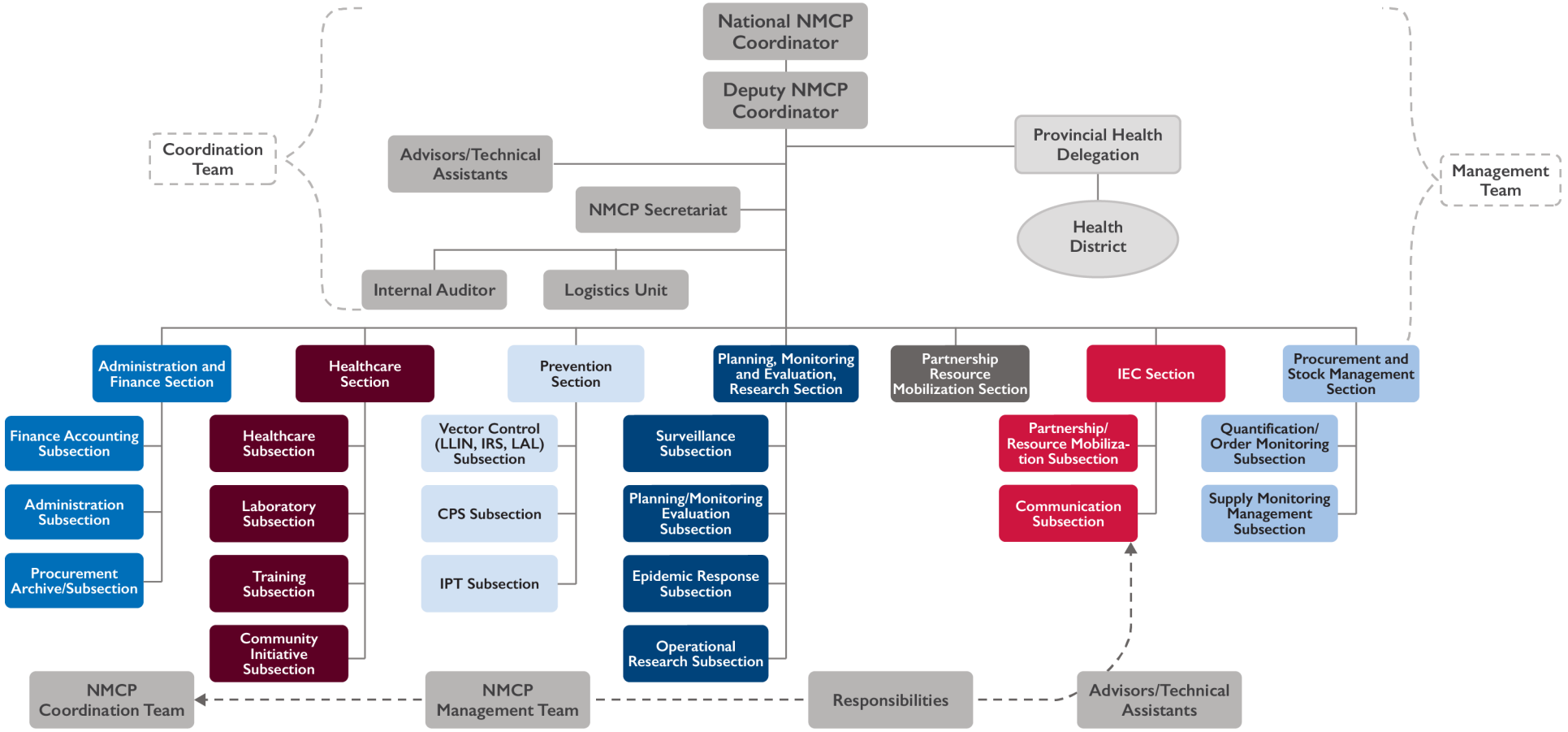
Appendix 3: Comparative study of surveys on staff engagement from August 2019 and July 2021

Good score > 4 | Insufficient score < 4

Comparative study of surveys on staff engagement		August 2019	July 2021	Change	Analysis and comments:
General staff engagement (Average Score out of 5)		3.77	4.10	+0.33	Improved general NMCP staff engagement which as improved from a team that was not engaged (3,77) in August 2019 to a team that is engaged (4.10) in July 2021 with improvement of +0.33 points
	Number of engaged individuals out of 30 (average score greater than 4)	11	19	+8	Increase in the number of engaged individuals has increased from 11 to 19 individuals. This is equal to 8 staff members who have improved their engagement.
	Number of individuals Not Engaged out of 30 (average score: 3 to 4)	16	11	-5	Decrease in the number of individuals who are not engaged, decreasing from 16 to 11 individuals. This is equal to 5 individuals who are not engaged who changed to become engaged.
	Number of individuals who are strongly disengaged (average score: 1 to 3)	3	0	-3	Decrease in the number of strongly disengaged individuals, from 3 to 0 individuals. This is equal to 3 individuals who have changed from strongly disengaged to becoming engaged.
Future opportunities with your organization (Staff Retention)	I am currently looking for work because I am unhappy here	10%	3%	-7%	Future staff opportunities with NMCP have clearly improved; the rate of retention has increased from 60% to 67%, and this means an improvement of +7 points for those who do not intend to leave since they are happy at NMCP. There has also been a decrease in the rate of those who would like to leave because they are unhappy at NMCP; that rate has decreased from 10% to 3%, as well as a decrease in the rate of those who would like to leave soon (within 6 six months), from 20% to 17%.
	Soon – within six months	7%	7%	0%	
	From six months to one year	20%	17%	-3%	
	I do not intend to leave since I am happy here	60%	67%	+7%	
	e. other opinions: • The minister is in charge • I submit to God's will	3%	7%	+4%	
Positive relationships with your organization, team, and work colleagues (average score out of 5)	My supervisor or someone at work cares about me as a person: **consideration**	4.03	4.33	+0.30	That staff has, in general, maintained its positive relationship with NMCP. This positive relationship is even able to show an improvement of +0.33 of a point for consideration, of +0.24 of point for pour pride and +0.30 of a point for respect.
	I am proud to work within this organization: **pride**	4.13	4.37	+0.24	
	I feel respected at work: **respect**	4.03	4.33	+0.30	
Believing in one's work travail at the organization (average score out of 5)	I believe that I am evaluated in terms of the quality of my work: **evaluation**	3.21	4.03	+82	Workers believing in their work and in NMCP has clearly improved, particularly regarding evaluation, development, and opportunity. Staff [ratings for] these 3 values were not sufficient in August 2019, and they have clearly improved with values translating their engagement with respective improvement of +0.82-point, +0.48 point and +0.08 point. Conversely, progress remains to be made regarding conditions related to work materials, which, although it has progressed by +0.83 of point--from 2.57 to 3.40 (less than 4) as the average score, staff is still not satisfied with this aspect.
	There is someone at work who encourages my development: **development**	3.69	4.17	+0.48	
	I have plenty of opportunities in my work to grow and develop: **opportunity**	3.75	3.83	+0.08	
	I have everything I need to do my job well: **materials**	2.57	3.40	0.83	
	I believe my work is important: **importance**	4.73	4.73	+0	
	I have a close friend at work with whom I can share my ideas or problems: **friendship**	4.31	4.20	-0.11	

Comparative study of surveys on staff engagement		August 2019	July 2021	Change	Analysis and comments:
Believing in one's ability to perform the work (average score out of 5)	I can make informed decisions about how to do my work: **decision**	3.69	4.03	+0.34	Staff members believing in their ability to perform the work has clearly improved and particularly regarding decision-making and being listened to, which were not favorable in August 2019, and which became favorable in July 2021. Staff engagement shows average scores have, respectively, improved from 3.69 to 4.03 (improvement of +0.34 of a point) regarding decision-making and from 3.87 to 4.20 (improvement of +0.5 of a point) regarding being listened to. The staff has maintained engagement in other aspects, which are assistance and the staff's role.
	My colleagues listen candidly to my ideas and opinions: **listening**	3.87	4.20	+0.5	
	When I have problems at work, I can resolve them with help from others: **assistance**	4.20	4.23	+0.03	
	I know what is expected of me at work: **role**	4.48	4.50	+0.02	
Recognition and rewards (average score out of 5)	In the past seven days, I have received recognition or praise for a job well done:	2.69	3.50	+0.81	Recognition and rewards, while significantly improving from 2.69 to 3.5 (improvement of +0.81 of a point) as the average score, still needs improvement.
Empowered to influence decisions related to your work (average score out of 5)	My supervisor or someone at work gives me feedback on my work: **feedback**	3.34	3.80	+0.46	Being empowered to influence decisions related to the staff's work still needs improvement although progress has been made. Feedback still needs improvement despite progression of +0.46 of a point even while also considering staff opinion, which has improved by +0.36 of a point.
	At work, my opinions seem to count **opinion**	3.57	3.93	+0.36	

Appendix 4: Proposed NMCP Chad organizational chart - July 2021



About HRH2030

HRH2030 strives to build the accessible, available, acceptable, and high-quality health workforce needed to improve health outcomes.

Global Program Objectives

I. **Improve performance and productivity of the health workforce.** Improve service delivery models, strengthen in-service training capacity and continuing professional development programs, and increase the capacity of managers to manage HRH resources more efficiently.

II. **Increase the number, skill mix, and competency of the health workforce.** Ensure that educational institutions meet students' needs and use curriculum relevant to students' future patients. This objective also addresses management capability of pre-service institutions.

III. **Strengthen HRH/HSS leadership and governance capacity.** Promote transparency in HRH decisions, strengthen the regulatory environment, improve management capacity, reduce gender disparities, and improve multi-sectoral collaboration for advancing the HRH agenda.

IV. **Increase sustainability of investment in HRH.** Increase the utilization of HRH data for accurate decision-making with the aim of increasing investment in educating, training, and managing a fit-for-purpose and fit-for-practice health workforce.

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- Amref Health Africa
- Open Development
- Palladium
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