Project management and effective coordination in HIV/AIDS area

Practical experience

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Introduction

• Projects are an increasingly important part of modern life

• Project management is an organized method for reaching specific goals within a target schedule and a defined budget

• The value of formal project management
  – It establishes a single point of contact and accountability for the overall success
  – It improves performance in time, cost, and technical areas
  – It obtains consistent results through the definition and application of a process
  – It helps avoid disasters by managing risk
  – It strengthens project teams and improves morale
Project management is important, but often neglected area in HIV/AIDS

• Enormous increase in resources available for fighting AIDS over the last 5 years

• Technically the diagnostic and treatment of HIV/AIDS is less complex than those of abdominal pain. However, many AIDS projects:
  – Overrun their schedules
  – Deliver fewer results than planned
  – Deliver unplanned problems
HIV projects encounter fundamental issues

• **Specifics of health care**
  – Strong focus on biomedical aspects with neglect of social and cultural factors
  – Most decision makers in healthcare are doctors, i.e. trained to treat patients
  – Most health workers are individual specialists
  – Unstructured and informal management style

• **Projects are challenging for traditional line organizations**
  – Lack of focus and attention
    • The project is seen as just one-time thing that will vanish when completed
    • People are assigned to work on a project in addition to their current work
  – Lack of project experience
    • Experienced administrators and clinical specialists are not necessarily good project managers
    • Project is addressed like another set of activities, i.e. without a designated project manager and plan
  – Inability to cope with project characteristics
    • New deadlines and budget pressure, different reporting structure, different methods

• **External environment is often ignored**
  – Because of the temporary financial independence
  – Because of strong emphasis on activism and advocacy
  – Because realities of politics, culture, and rigid health systems are often overlooked
OHI

• Russian NGO created in 2003 for promoting ideas and activities to improve public health
• Professional multidisciplinary staff of 35 people
• Implementer of several substantial international and national projects
  – $88 mln GFATM grant
  – $2.5 mln component of National Priority Health Project
  – $100 thousand component of Federal AIDS Program
  – $800 thousand grant from Blumberg Foundation for tobacco control
GLOBUS project 2004-2009

• **Well-resourced project with significant autonomy**
  – Non-CCM grant to NGOs
  – Previous expertise in HIV control interventions
  – Track record of OHI in project and grant management

• **Complex environment**
  – Sensitive interventions, ambitious targets and tough deadlines
  – Multiple components of the project to be implemented by 150 sub-sub-recipients in 5 time zones
  – Short supply of necessary skills and capacity in the regions
  – Conflicting interests of a diverse range of stakeholders
  – Lack of administrative influence of PR
Management style shaped by realities

• Assertive and consistent leadership necessary for reconciliation of competing interests and resistance among various stakeholders

• Maximal standardization of procedures and intervention protocols

• Operational decentralized management through 4 sub-recipients and existing regional systems
Coordination of numerous implementers and stakeholders

• Formal MoU that clearly describes decision making, mandatory processes, and conflict resolution
• Enforcement of established rules of engagement
• Heads of major departments are the key stakeholders and have to participate in project planning and control
• Assignment of specific tasks to empowered implementers accountable for results
• Regular meetings
• Vigilance and rigorous control to ensure that changes to the project are identified and processed properly
Major implementation tools in GLOBUS project

• Project Management Group consisting of program, financial, procurement, M&E staff, and SR heads
• Detailed work and procurement plans
• Regular updates on the actual status
• Clear TOR and contracting mechanisms focused on performance
• Intensive technical support in the implementation of interventions, financial and drug inventory management
• Active use of electronic management systems (GMS, SYMONA, DMIS)
Management structure of GLOBUS project

- Project Management Group
  - AIDS-infoshare
    - Regional projects
  - AFEW
    - Regional projects
  - FOCUS-Media
    - Regional projects
  - PSI
    - Regional projects
Gantt chart

Objective 1: Supporting sustainable prevention programmes to reduce transmission of HIV/AIDS among youth and the general population

Objective 2: Supporting sustainable prevention programmes to reduce the transmission of HIV/AIDS among vulnerable groups

Objective 3: Providing care, health promotion, treatment and social support to PLWHA

Objective 4: Advocating improvement in HIV/AIDS policy to reduce the impact of HIV/AIDS on infected vulnerable people
## Project task worksheet

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable</th>
<th>By whom</th>
<th>By when</th>
<th>Actual</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of ART training agenda</td>
<td>Draft agenda</td>
<td>OHI program manager</td>
<td>05.03.2004</td>
<td>05.03.2004</td>
<td></td>
</tr>
<tr>
<td>Identification of experts/speakers</td>
<td>List of speakers and facilitators</td>
<td>Program department</td>
<td>05.03.2004</td>
<td>05.03.2004</td>
<td><em>An expert on ART resistance is not found yet</em></td>
</tr>
<tr>
<td>Invitation of regional ART teams</td>
<td>List of confirmed participants</td>
<td>OHI administrator</td>
<td>25.03.2004</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Action log

<table>
<thead>
<tr>
<th>Topic</th>
<th>Action</th>
<th>Assigned to</th>
<th>Assigned when</th>
<th>Date to be completed</th>
<th>Actual (yes/no)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Reviewing existing procurement policy</td>
<td>All partners</td>
<td>25.12.2003</td>
<td>10.01.2004</td>
<td>No</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>1. Revising definitions of the indicators according to GFATM requirements</td>
<td>OHI</td>
<td>18.12.2003</td>
<td>22.12.2003</td>
<td>12</td>
</tr>
</tbody>
</table>
# Fragment of monthly regional workplan

<table>
<thead>
<tr>
<th>Implementer</th>
<th>Activity</th>
<th>01.09.2005-02.09.2005</th>
<th>Training on harm reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHI</td>
<td>01.09.2005-02.09.2005</td>
<td>Training on harm reduction</td>
<td></td>
</tr>
<tr>
<td>OHI</td>
<td>05.09.2005-07.09.2005</td>
<td>Training on HIV prevention among street kids</td>
<td></td>
</tr>
<tr>
<td>OHI</td>
<td>04.09.2005-24.10.2005</td>
<td>Procurement of lab equipment</td>
<td></td>
</tr>
<tr>
<td>AFEW</td>
<td>08.09.2005-30.09.2005</td>
<td>Procurement of milk formula for PMTCT</td>
<td></td>
</tr>
</tbody>
</table>
### 2.1. Reducing HIV transmission via injecting drug use

<table>
<thead>
<tr>
<th>Program</th>
<th>Planned activity (period under review)</th>
<th>Implementation progress</th>
<th>Reason for programmatic deviation</th>
<th>MATERIALS</th>
<th>REGIONAL ACTIVITIES</th>
</tr>
</thead>
</table>
| HIV prevention among migrants                | October 2007<br>Invite organizations from Ulan-Ude and Krasnoyarsk for applying process  
Collect and analyse applications Forward applications via experts Conduct advisory panel  
Sign contracts  
20.09.2007 Потомкова А.В. | October 2007<br>For technical reasons advisory panel was postpone till the next quarter.  
Projects in 4 sites continued their activities.  
TB/HIV projects in Kazan, Krasnoyarsk, Orenburg, Pskov and Ulan-Ude started their activities.  
HB/HIV project in Tomsk continues its activities. | St. Pete narrative report is attached.  
9.02.2008 Потомкова А.В. | [9] | [0] |
| Support of HR projects for continuation of their activities | October 2007-December 2007<br>Agreements significant and financial support of approved HR projects on continuation of their activities.  
Projects provide intermediary activity reports.  
24.09.2007 Долпин В.А. | October 2007-December 2007<br>Application of harm reduction project in Kazan was received and processed.  
As a result of advisory panel projects was supported.  
23 HR projects continued their work, narrative reports are received.  
31.01.2008 Долпин В.А. | [25] | [0] |
| Organisation of centralised supplies of consumable medical materials to HR projects | October 2007<br>Coordination of the contents of the supply with the project.  
Projects include information on needs in supplies into the Application.  
Supplies are sent to the projects  
24.09.2007 Долпин В.А. | October 2007<br>Supply of consumables (syringes, alcoholic swabs) was postponed till January 2008 for technical reasons.  
31.01.2008 Тенета Е.Л. | [8] | [1] |
| Technical consultants visit supported HR projects | October 2007-December 2007<br>Technical consultants visit supported HR regions to provide technical assistance and recommendations for project implementation.  
Elaboration of visit planning and it's coordination with the project staff. Project monitoring. Together with project manager, organisation of events on advocacy and partnership networks.  
Elaboration of recommendations to the project and submitting of visit reports to OMI. OMI program staff revise the recommendations and send them to the project. | October 2007-December 2007<br>Technical consultants visited projects in St. Pete in order to provide monitoring of HR project and in Arzamas in order to search new grant recipient. Sites-visit reports were presented to OMI for internal analysis.  
31.01.2008 Тенета Е.Л. | [0] | [0] |
**Drug Management Information System (DMIS)**

<table>
<thead>
<tr>
<th>Code of Patient</th>
<th>Code of Region</th>
<th>Date of Birth</th>
<th>Date of Registration</th>
<th>Code of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>Saint-Petersburg</td>
<td></td>
<td></td>
<td>981</td>
</tr>
<tr>
<td>34</td>
<td>Vologodskaya oblast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>443</td>
<td>Krasnoyarskiy kray</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>Nizhny Novgorod oblast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>Orenburgskaya oblast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68</td>
<td>Pskovskaya oblast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>144</td>
<td>Respublika Buryatiya</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>206</td>
<td>Respublika Tatarstan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>178</td>
<td>Tverskaya oblast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>78</td>
<td>Tomskaya oblast</td>
<td></td>
<td></td>
<td>2.400</td>
</tr>
</tbody>
</table>
**RUSONET**

computer program for tracking occupational exposures to body fluids
Current results of GLOBUS

- Effective management and coordination at the territories where 20% of country's population live
- Absolute majority of the indicators are met or exceeded
- 15 mln people covered by mass-media campaigns
- 50 thousand clients from high risk groups served
- 3 thousand ART patients
- Uninterrupted supply of medicines, tests, and lab equipment worth $20 mln
- Starting in hostile environment the project could get respect and recognition from the government
- All the major approaches are reproduced in the National Priority Health Project and other domestic programs
Key ingredients for OHI success

- Consistent leadership and willingness to take risks
- Breaking down the project into manageable pieces
- Clear assessment of the situation
- Detailed planning
- Unified approaches and simplified algorithms
- Mandatory formalized templates and procedures
- Delegation of responsibilities
- Focus on results and accountability
- Control of performance and proper attention to issues
All projects need project management, but just enough to get the job done!

- You do not need extensive training in project management for success
- Have desire for success based on an organized approach
- Think of each step as broken down into a series of simple activities
- Follow the formal steps and procedures
- Recognize issues early and address them proactively
- Do not forget that project management is much more than a group of people working on something according to a plan!
Thank you for your attention!