

LMG/Benin: Program Year 1, Quarter 2 Progress Report January 1– March 31, 2013

May 17, 2013

This report was made possible through support provided by the US Agency for International Development, under the terms of AID-OAA-A-11-00015. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development.

Leadership, Management and Governance, Benin
Management Sciences for Health
784 Memorial Drive
Cambridge, MA 02139
Telephone: (617) 250-9500
www.msh.org



Leadership, Management and Governance/Benin

Program Year I, Quarter II Progress Report
January I – March 31, 2013

Submitted to USAID/Benin on April 12, 2013

This publication was produced by Management Sciences for Health for review by the United States Agency for International Development (USAID).

TABLE OF CONTENTS

Table of Contents..... 2
Project Activity Summary Form..... 3
Executive Summary 4
I. Project Performance 5
II. Project Management..... 6
III. Project Activities..... 7
IV. Quarterly Travel Plan: April – June 2013..... 9

PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management and Governance for Benin
Project Objectives: LMG/Benin has three main objectives: (1) Strengthen governance practices such as advocacy, policy formulation, regulation and information at the highest authorities of the Ministry of Health; (2) Develop leadership, management, and governance practices of health leaders and managers at central and decentralized structures of the Ministry and in the private sector; (3) Strengthen the institutional capacity of a competitively-selected local training institution.
Implementing Partner(s): Management Sciences for Health
Agreement/Contract No: AID-OAA-A-11-00015
Life of Project (start and end dates): October 1, 2012 – September 30, 2015
Reporting Period (start and end dates): January 1 – March 31, 2013
Total Estimated Contract/Agreement Amount: \$1,100,000
Obligations to Date: \$1,100,000
Project Expenditures through December 31, 2012 (SF425): \$76,118
January –March 2013 Expenses: \$37,569
Accrued Expenditures for Reporting Period: \$41,803
Total Project Expenditures To Date: \$155,490
Obligated Funds Remaining: \$944,510
Estimated Expenditures for Next Reporting Period: \$225,000
Report Submitted by : Antoine Ndiaye, Principal Technical Advisor
Report Submission Date: April 12, 2013

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

EXECUTIVE SUMMARY

USAID and Management Sciences for Health (MSH), in collaboration with other members of the existing leadership, management and governance consortium in Benin, have launched the Leadership, Management and Governance Project in Benin (LMG/Benin) to build on their common interest in addressing the challenges of leadership, management, and governance. The consortium team will focus on strengthening the capacity of health managers, leaders, and teams to carry out health program stewardship effectively.

LMG/Benin will work hand in hand with national health leadership to reinforce technical skills and competencies in health service delivery, combined with leadership and management skills – as well as values and behaviors that demonstrate ethics, compassion, accountability, and transparency in public service. This approach will focus on modeling, training, mentoring, and exposure to best practices in stewardship and health leadership. The project will focus on changes in behavior and mindset, as well as on management, leadership, and governance practices and competencies that are needed to enable the Ministry of Health to uproot deep-seated attitudes and reinforce transparent communication in all directions, with an emphasis on working as a team to reform the way the Ministry functions from top to bottom.

The three-year goal of LMG/Benin is: strengthened leadership, management, and governance capacity at all levels of the health sector, targeting the result of universal and equitable access to a high quality and integrated Essential Health Package, and improved health outcomes. We will achieve this goal through action-oriented training for health leaders and managers in key health systems strengthening building blocks, and by developing the stewardship capacity of senior leaders through specialized training and mentoring, supported over the long term.

LMG/Benin has three main objectives towards this overall goal:

- **Objective 1:** Strengthen governance practices such as advocacy, policy formulation, regulation and information at the highest level of the Ministry of Health
- **Objective 2:** Develop leadership, management, and governance practices of health leaders and managers at central and decentralized structures of the Ministry and in the private sector
- **Objective 3:** Strengthen institutional capacity of a competitively-selected local training institution

This report presents the achievements of LMG/Benin between January 1 and March 31, 2013. The project workplan was approved by USAID on January 29, 2013, and in the remaining two months of this reporting period, LMG/Benin focused on preliminary start-up activities, including establishing local operations and furthering local recruitment to ensure a strong foundation for all future activities over the life of the project. Technical project activities will begin next quarter.

Activities related to objective 3 will be implemented on a revised timeline as discussions with USAID/Benin have indicated that the project will now release a competitive application process for the selection of a local training institution rather than sole source the support to the Institut Régional de la Santé Publique as initially discussed with the leadership, management and governance consortium members.

I. PROJECT PERFORMANCE

Following the approval of the project workplan on January 29, 2013, the LMG/Benin team established local operations, negotiating an office lease near the Ministry of Health. Recruitment of local staff continued through the reporting period, with recruitment of the Monitoring and Evaluation Advisor finalized in February 2013. All local positions were first published locally in November 2012 and were re-published twice during this quarter, and the LMG/Benin project team has distributed job descriptions through local networks and implementing partners. Reference checks and interviews are ongoing for remaining positions, with recruitment of a Senior Technical Advisor for coordination with the Ministry of Health prioritized and in the final stages.

Technical activity implementation is currently pending an official launch by the Secretary General of the Ministry of Health. The competitive selection process for a local training institution is underway with the release of a technical Request for Applications (RFA) scheduled for mid-April 2013.

Contact with the Ministry of Health and other partners was maintained throughout the quarter, and a program management and technical launch trip is scheduled for the first week of April 2013, to finalize activity implementation timelines with key stakeholders. LMG/Benin has liaised regularly during the quarter with ARM3 to discuss complementary activities and held briefing meetings with Mamadou Ba, an MSH consultant supporting the Leadership Development Program with ARM3.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities	Status	Comments
Recruitment of local staff	Ongoing	Monitoring & Evaluation Advisor recruited, and final candidates identified for remaining open positions.
Prepare RFA for competitive selection process to identify local training institution	Completed	LMG/Benin drafted the RFA during this reporting period and will release it in April 2013 following approval by the project's contract team.
Coordinate with local implementing partners	Ongoing	LMG/Benin is working closely with USG and other implementing partners to ensure that activities are complementary between projects.
Office space lease	Completed	LMG/Benin finalized a lease agreement for an office space near the Ministry of Health and initial procurements have been launched to equip the space. Discussions are ongoing with the Ministry of Health to determine if any office space for a Senior Technical Advisor may become available within the Ministry.

Table 2: Management priorities for next reporting period

Management priorities for next reporting period	Resources Needed (financial, human, supplies)	Comments
Finalize recruitment of remaining local staff positions	Staff time	Final candidates identified for remaining open positions; additional interviews and reference checks to continue into early April 2013.
Complete the competitive selection process for a local training institution	Staff time	
Produce and submit all reports upon request	Staff time	This is an ongoing requirement.

III. PROJECT ACTIVITIES

During the next reporting period LMG/Benin staff will conduct a program management trip in-country to finalize technical activity implementation timelines with local stakeholders. LMG/Benin will launch the activities below during the next quarter.

Objective 1: Enhance governance practices such as advocacy, policy formulation, regulation, and use of information for decision making at the highest levels of the Ministry of Health

- Engage an international consultant to train and coach the MOH to develop and support implementation of policies that consider a gender perspective in all actions, at all levels
- Launch a Leadership Development Program/Plus (LDP+) with the Direction de la Santé de la Mère et de l'Enfant (Mother and Child Health Directorate-DSME), Programme Elargi de Vaccination (EPI-DNPEV) and Programme National de Lutte contre le Paludisme (National Malaria Control Program-PNLP) aimed at improving their leadership, management and governance skills for the effective management of their respective programs at central and decentralized levels through a team-based performance improvement process
- Provide mentoring to DSME leaders and managers at regional and local levels to develop and implement capacity building activities (training, planning, supervision, monitoring, etc.) to reinforce the family planning program
- Conduct an LDP+ for the Order of Pharmacists at the central and regional level to support the organization to implement its "Charter of discipline"
- Conduct a visioning and strategic planning exercise with the Réseau des ONG Béninoises de Santé (ROBS)

Objective 2: Develop leadership, management, and governance practices of health leaders and managers at central and decentralized structures of the Ministry and in the private sector

- Establish a Professional Development Coordinating Body (PDCB) within the Secretary General's office (note: the Secretary-General will designate the members)
- Conduct an in-service mapping exercise (including leadership, management and governance competencies) within the Ministry of Health, the results of which will contribute to identifying training needs throughout the life of the project
- Develop and implement an in-service training and coaching plan on leadership, management, and governance for MOH central and department staff, in collaboration with the PDCB and the selected training institution
- In coordination with the selected training institution, conduct Training of Trainers (TOT) and cascade the in-service training and coaching plan on leadership, management and governance for the MOH staff and the private sector

Objective 3: Institutional capacity of competitively-selected local training institution strengthened

As noted earlier, the timeline and specific activities under Objective 3 will be further refined following the selection of the local training institution during the next quarter. These are the activities that are currently planned:

- Develop a short-term à-la-carte course on leadership, management, and governance in line with needs and demands of the subregion for ad hoc technical support
- Develop curriculum for a leadership, management and governance diploma course leading to a Master's degree, with a specialization in leadership, management and governance

IV. QUARTERLY TRAVEL PLAN: APRIL – JUNE 2013

Traveler	Itinerary	Dates	Purpose
Antoine Ndiaye	Dakar/Cotonou/ Dakar	April 1-9	Provide program management support – <i>approved by USAID/Washington February 27, 2013.</i>
TBD Program Manager	Boston/Cotonou/ Boston	o/a April 25 – May 3	Represent LMG/Benin at an official project launch with the Ministry of Health
TBD LDP+ Facilitators (2)	Dakar/Cotonou/ Dakar	o/a May 9-18	Facilitate LDP+ workshop 1 with staff from the Ministry of Health
TBD LDP+ Facilitators (2)	Dakar/Cotonou/ Dakar	o/a May 19-28	Facilitate LDP+ workshop 1 with the Order of Pharmacists
TBD Visioning & Strategic Planning Consultant	Kinshasa/Cotonou/ Kinshasa	o/a May 13-21	Conduct a visioning and strategic planning exercise with ROBS