

## **LMG/Benin: Program Year 1, Quarter 3 Progress Report April 1-June 30, 2013**

---

November 4, 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](http://www.msh.org)



## **Leadership, Management and Governance/Bénin**

Program Year I, Quarter III Progress Report  
April 1– June 30, 2013

**Submitted to USAID/Bénin on July 15, 2013**

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

## **TABLE OF CONTENTS**

<b>Table of Contents.....</b>	<b>2</b>
<b>Project Activity Summary Form .....</b>	<b>3</b>
<b>Acronyms.....</b>	<b>4</b>
<b>Executive Summary .....</b>	<b>5</b>
<b>I. Project Activities.....</b>	<b>6</b>
<b>II. Project Management .....</b>	<b>10</b>
<b>III. Project Activities in the Next Quarter .....</b>	<b>11</b>
<b>IV. Quarterly Travel Plan: July – September 2013 .....</b>	<b>12</b>

## PROJECT ACTIVITY SUMMARY FORM

<b>Project Name:</b> Leadership, Management and Governance Project, Bénin (LMG/Bénin)
<b>Project Objectives:</b> LMG/Bénin 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.
<b>Implementing Partner(s):</b> Management Sciences for Health
<b>Agreement/Contract No:</b> AID-OAA-A-11-00015
<b>Life of Project (start and end dates):</b> October 1, 2012 – September 30, 2015
<b>Reporting Period (start and end dates):</b> April 1, 2013 – June 30, 2013
<b>Total Estimated Contract/Agreement Amount:</b> US\$1,100,000
<b>Obligations to Date:</b> \$1,100,000
<b>Project Expenditures through March 31, 2013:</b> \$134,739
<b>April – June 2013 Expenses:</b> \$160,242
<b>Accrued Expenditures for Reporting Period:</b> \$109,400
<b>Total Project Expenditures To Date:</b> \$404,381
<b>Obligated Funds Remaining:</b> \$695,619
<b>Estimated Expenditures for Next Reporting Period:</b> \$250,000
<b>Report Submitted by :</b> Gilles Bokpe, Country Program Manager
<b>Report Submission Date:</b> July 15, 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.

## ACRONYMS

AIMS	Appui Institutionnel au Ministère de la Santé
CAME	Centrale d'Achats des Médicaments Essentiels et Consommables Médicaux
DDS	Direction Départementale de la Santé
DNSP	Direction Nationale de la Santé Publique
DPP	Direction de la Programmation et de la Prospective
DRFS	Direction de la Formation et de la Recherche en Santé
DRH	Direction des Ressources Humaines
DSME	Direction de la Santé de la Mère et de l'Enfant
DNPEV	Direction Nationale du Programme Elargi de Vaccination
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IRSP	Institut Régional de Santé Publique
LDP+	Leadership Development Program, Plus
LMG	Leadership, Management and Governance Program
MOH	Ministry of Health
NGO	Non-governmental organization
PDCB	Professional Development Coordinating Body
PEPFAR	President's Emergency Plan for AIDS Relief
PEV	Programme Elargi de Vaccination (Expanded Program on Immunization)
PMP	Performance Monitoring Plan
PNDS	Plan National de Développement Sanitaire (National Health Plan)
PNLP	Programme National de Lutte contre le Paludisme
ROBS	Réseau des ONGs Béninois en Santé
SG	Secretary General (of the Ministry of Health)
USAID	United States Agency for International Development

## EXECUTIVE SUMMARY

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

LMG/Bénin is working 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 (MOH) 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/Bénin 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/Bénin 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 MOH
- **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/Bénin between April 1 and June 30, 2013. During this quarter, local operations were established in the project office and the team finalized the recruitment of two additional staff members. Discussions with the Minister of Health, members of her cabinet, and other implementing partners and stakeholders working with the Ministry of Health have been ongoing throughout this quarter, leading to strengthened collaboration. With regard to technical activities, the governance, visioning, and strategic planning activity with the *Réseau des ONGs Béninois en Santé* (ROBS) was held June 12-14, 2013. The official launch date of the LMG/Bénin project with the Ministry of Health is now

finalized for July 11, 2013. Among the first project technical activities are the launch of the Leadership Development Program Plus (LDP+) with the targeted central directorates of the Ministry of Health and a second LDP+ with the *Ordre des Pharmaciens*. The selection of the local training institution with which the project will be working is in its final stages following the close of the Request for Applications on June 7, 2013.

## **I. PROJECT ACTIVITIES**

### **A. Project Start-up:**

Local operations were fully established at the LMG/Bénin project office in April 2013. The Country Program Manager and the Capacity Building Senior Technical Advisor were recruited in June and May 2013, respectively. These recruitments have ensured that local coordination of project activities has moved forward and project implementation is well underway. Project staff were oriented through intensive technical sessions during a field visit from home office staff in May and June 2013.

### **B. Strategic Partnership Meetings:**

A number of planning and strategic meetings with the Minister of Health, her cabinet, and members of the local leadership, management, and governance (LMG) consortium allowed the project to establish its objectives and ensure the buy-in of key stakeholders as implementation begins. Those key stakeholders, including the Director of the Maternal and Child Health Directorate (DSME), have demonstrated their interest in the project and its work, reaching out to LMG/Bénin staff and visiting the local project office to reaffirm and solidify working relationships.

An official launch date of July 11, 2013, was confirmed with the MOH. An LDP+ with the DSME, National Malaria Control Program (PNLP), and the National Vaccination and Primary Health Care Agency (ANV-SSP) is scheduled to commence on July 22; this will follow the launch of the LDP+ with the Order of Pharmacists on July 15. LMG/Bénin staff met with participating groups to detail the objective of these leadership, management and governance strengthening activities and identify the expected profile of participants. Participants have shared key strategic documents with the project in advance of the program to ensure that LMG/Bénin staff and consultants are able to tailor support to the participating teams. LDP+ consultants trained in leadership development and familiar with the course materials have been recruited and are coordinating these activities with the LMG/Bénin team.

### **C. Strategic Planning, Visioning and Governance Workshop with the Réseau des ONGs Béninois en Santé:**

Prior to the official launch of the project, LMG/Bénin confirmed with donors and stakeholders the importance of moving forward with project implementation with a strategic planning, visioning, and governance workshop. LMG/Bénin staff, with support from an MSH technical expert, conducted this workshop June 12-14, 2013, with ROBS. Led by MSH staff Jana Ntumba, Dr. Gualbert Tolome, and Leandre Souhounde, the workshop had the following objectives: develop a vision and strategic plan for ROBS with executive members and all members of the ROBS network; and develop strategies to improve ROBS governance, enabling the network to obtain new funding and projects.

Twenty-eight participants from the Board of Directors, Departmental Committees, the Commissioner of Accounts, the Executive Branch, and other members of the NGO network were represented at this workshop.

The first day of the workshop focused on developing a common understanding of ROBS' strategic vision and plan. Participants gained a more thorough understanding of the content of the strategic plan through various individual and group exercises. The second day of the workshop was devoted to determining the values that ROBS should convey to unify member NGOs in their ambitions and goals. A self-evaluation of the network's performance helped to highlight ROBS' strengths and weaknesses and identify areas for improvement. Other themes of the workshop included: coordination of network activities, strengthened governance, leadership, managerial skills, communication, resource mobilization, monitoring and evaluation, professionalism of ROBS' NGOs, managing for results, and organizational capacity building. The conceptual framework of leadership, management and governance was thoroughly presented and discussed, enabling participants to better understand each of these concepts and identify appropriate strategies for improving these practices within ROBS.

After sharing individual and group reflections, the participants adopted 17 unifying values: solidarity, responsibility, humility, good governance, moral integrity, mutual trust, competence, fairness, equality, transparency, effectiveness, efficiency, accountability, synergy of actions, sociability, the culture of participation, and respect for commitments. The workshop evaluation revealed that the participants appreciated the active participation of women.



*MSH staff facilitate a strategic planning, visioning, and governance workshop with participants from ROBS on June 12-14, 2013.*

At the workshop's conclusion, participants identified the following four priorities for ROBS:

1. Resource mobilization and advocacy
2. Establishment of a coordinating mechanism for ROBS
3. Monitoring and evaluation
4. Information technology, web design and communication

During the PY2 workplanning process (for October 2013 – September 2014), the LMG/Bénin team will evaluate what additional support, if any, needs to be provided to ROBS.

#### **D. Selection of a Local Training Institution:**

The LMG/Bénin Request for Applications (RFA) for a local training institution partner was finalized with approval from USAID/Bénin and published in the local paper on May 14, 2013, with a submission deadline of June 7, 2013, in Cotonou. Interested institutions were invited to express their interest via email to the project team to receive the application. Two organizations requested the application: the Regional Public Health Institute (IRSP) and Cabinet STIGMATE. Only one submission, from the IRSP, was received by the deadline. In collaboration with the Secretary General of the MOH, LMG/Bénin established a selection committee comprised of project technical and financial staff and an MOH representative. The committee is meeting the first week of July to finalize the selection process. Once an institution is confirmed, LMG/Bénin staff will develop a subcontract for submission to USAID/Washington for approval.

#### **E. Project Technical Meetings:**

The active participation of LMG/Bénin at various technical meetings further increased the project's visibility, awareness of its objectives, strategy and main activities, and fostered collaboration with other partners in the Ministry of Health. These meetings have included:

**USAID quarterly partner review:** LMG/Bénin actively participated in the quarterly review USAID/Bénin implementing partners. Other participants included MOH representatives from the DSME, Programme National de Lutte contre le Paludisme (PNLP), Centre d'Achat des Médicaments Essentiels (CAME), and the Direction de la Santé Publique (DSNP). Also attending were USAID Health financed project representatives with USAID and CDC staff. The focus/theme for the meeting was supply chain management. During the discussions, USAID/Bénin highlighted the important role that governance and leadership play in supply chain management through the quality of regional and central-level supervision of services. LMG/Bénin introduced the project and responded to questions from other meeting participants. The quarterly partner review provided the LMG/Bénin project with greater visibility among other programs and USAID-funded projects, the MOH, and USAID staff. The other projects expressed the need for strong governance support through trainings and coaching that LMG/Bénin will provide.

**USAID-funded capacity building projects meeting:** LMG/Bénin attended a USAID meeting focused on the harmonization of capacity building for USAID/Bénin partners. The mission recognized the need for coordination efforts among projects to avoid duplication among the

many capacity building activities funded by USAID/Bénin. The meeting focused on the role that local and international NGOs play in various community interventions, and the LMG/Bénin project was briefly introduced. It was clear to LMG/Bénin staff that the project is expected by USAID to play a supportive role in influencing governance and leadership in other USAID-funded projects through training and coaching sessions for local and international NGO implementing partners. USAID noted that LMG/Bénin is critical to supply chain management, by promoting the values of transparency, efficiency, and collaboration among partners. In addition, our support to ROBS will help to reinforce the shared values, ambitions and goals of local NGOs affiliated with ROBS, guiding the NGOs to be more organized and specialized in one area (such as HIV, malaria or family planning).

**Regular meetings with MOH technical and financial partners:** During meetings with the Minister and the Secretary General of the Ministry of Health (SG), LMG/Bénin staff discussed the official project launch and the start of project activities. The Minister maintained involvement and requested regular status reports from the LMG/Bénin project. The project expressed a desire for informal and formal collaboration with the SG. The SG also requested regular status reports, support of sectorial policy and that LMG/Bénin work with the DPP (Direction de la Programmation et de la Prospective) on the project launch. In response to this request, LMG/Bénin held planning meetings with the DPP and a representative from Appui Institutionnel au Ministère de la Santé (AIMS) to organize operations for the official project launch.

## II. PROJECT MANAGEMENT

**Table 1: Management priorities addressed during this reporting period**

Management priorities for this reporting period	Status of accomplishment in this reporting period	Comments
Finalize recruitment of 3 project technical staff	Ongoing	Country Program Coordinator Mr. Gilles Bokpe and Senior Capacity Building Technical Advisor Dr. Gualbert Tolome were recruited in June and May 2013 respectively.  Recruitment is ongoing for a second Senior Capacity Building Technical Advisor. A candidate has been identified and reference checks are ongoing.
Finalize the competitive selection process for a local training institution	Ongoing	RFA published and applications received. Selection committee will choose an institution in July 2013.
Produce and submit all reports according to the established calendar	Completed	LMG/Bénin Quarterly Report for January-March 2013 submitted on April 12, 2013

**Table 2: Management priorities for next reporting period**

Management priorities for next reporting period	Resources Needed ( <i>financial, human, supplies</i> )	Comments
Finalize recruitment of Senior Capacity Building Technical Advisor and Driver	Staff time	Recruitment will be finalized in July 2013.
Finalize the competitive selection process for a local training institution and develop subcontract for submission to USAID/ Washington for approval	Staff time	The selection process will be finalized in July 2013.
Official project launch with the Ministry of Health	Staff time	Project launch is confirmed for July 11, 2013.

Develop PY2 workplan for October 2013 – September 2014	Staff time	Workplanning workshop tentatively scheduled for September 2013. Project staff will contact local stakeholders to ensure participation.
Produce all required reports according to the established calendar	Staff time	This is an ongoing requirement.

### III. PROJECT ACTIVITIES IN THE NEXT QUARTER

The following activities will be completed in the next reporting period from July 1 to September 30, 2013:

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

1. Launch an LDP+ with the DSME, PNL, and ANV-SSP 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.
2. Engage a consultant to train and coach the MOH to develop and support implementation of policies that consider a gender perspective in all actions to be taken at all levels.
3. Launch an LDP+ with the Order of Pharmacists at the central and regional level to support the organization to implement its “Charter of discipline.”

***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***

1. Conduct an in-service mapping exercise (including leadership, management and governance competencies) within the MOH, the results of which will contribute to identifying training needs throughout the life of the project.

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

1. Begin work with the competitively-selected training institution to develop a short-term à la carte course on leadership, management, and governance in line with the needs and demands of the MOH and the subregion for ad hoc technical support. This work will continue into the next project year.

#### IV. QUARTERLY TRAVEL PLAN: JULY – SEPTEMBER 2013

Traveler	Itinerary	Dates	Purpose
Antoine Ndiaye	Dakar/Cotonou/ Dakar	September 1-15	Support for 2013-2014 workplanning
Oumar Diakité	Dakar/Cotonou/ Dakar	July 13-28	Facilitate LDP+ workshop 1 with staff from the Ministry of Health
Sylvia Vriesendorp	Boston/Cotonou/ Boston		Facilitate LDP+ workshop 1 with the Order of Pharmacists
Aboubakar Mama Sambo	Boston/Cotonou/ Boston	September 1-15	Financial management technical assistance and support for 2013-2014 workplanning and budgeting process