

LMG/Benin: Program Year 1, Quarter 2 Progress Report July 1-September 30, 2013

November 4, 2013

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Leadership, Management and Governance/Bénin

Program Year I, Quarter IV Progress Report
July 1– September 30, 2013



Submitted to USAID/Bénin on October 15, 2013

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Cover Photo: From left to right, Evariste LODI, Co-Director of AIMS Project; Didier APLOGAN DJIBODE, Minister of Youth, Sports and Recreation; Minister of Health, Dorothée Akoko KINDE-GAZARD; U.S. Ambassador to Bénin Mr. Michael RAYNOR; and Acting USAID Director Scott STOFEL attend the official LMG/Bénin project launch on July 11, 2013.

PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management and Governance for Bénin
Project Objectives: 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.
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): July 1, 2013 – September 30, 2013
Total Estimated Contract/Agreement Amount: US\$1,100,000
Obligations to Date: \$1,100,000
Project Expenditures through June 30, 2013 (SF425): \$331,557
July – August 2013 Expenses: \$179,721
Estimate September: \$161,447
Accrued Expenditures for Reporting Period: \$341,168
Total Project Expenditures To Date: \$672,725
Obligated Funds Remaining: \$427,275
Report Submitted by: Gilles Bokpe, Country Program Manager
Report Submission Date: October 15, 2013

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ACRONYMS

AIMS	Appui Institutionnel au Ministère de la Santé
ANV-SSP	Agence National de la Vaccination et les Soins de Santé Primaire
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
IRSP	Institut Régional de Santé Publique
LDP	Leadership Development Program
LDP+	Leadership Development Program Plus
LMG	Leadership, Management and Governance project
NGO	Non-governmental organization
NMCP	National Malaria Control Program
PNDS	Plan National de Développement Sanitaire (National Health Plan)
PNLP	Programme National de Lutte contre le Paludisme
SG	Secretary General (of the Ministry of Health)
USAID	United States Agency for International Development
USG	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 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 focuses 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. The project 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 July 1 and September 30, 2013. During this quarter the project was officially launched by the Minister of Health of Bénin and the Ambassador of the United States of America to Bénin. Key stakeholders and senior health sector decision makers attended the launch event on July 11, 2013, and marked the official beginning of the project and technical activity implementation within the Ministry of Health. Following the project launch and throughout the planning process for Project Year 2 (PY2), regular meetings with the Secretary General of the Ministry provided excellent opportunities

for the team to collaborate with the Ministry of Health to identify how to best involve the leaders in the health sector in implementation of activities during PY2. LMG staff conducted additional strategic planning sessions with civil society organizations including the *Association des Sages Femmes d'état*, *Association des Cliniques Privées*, the *Réseau des ONGs Béninoises de Santé* (ROBS) and the *Ordre National des Pharmaciens du Bénin* to ensure that the project is able to extend its reach through key stakeholders at all levels of the health system.

Collaboration with other projects, programs, and donors working with the Ministry of Health has been ongoing. To identify potential cost share contributions under the LMG project, the LMG/Bénin team met with UNDP and local companies such as Africa Boloré Logistics to identify potential cost share contributions towards the project's objectives. Regular technical collaboration with the USAID-funded Accelerating the Reduction of Malaria Morbidity and Mortality project (ARM3) and Advancing Partners and Communities as well as the Belgian Technical Cooperation-funded *Appui Institutionnel au Ministère de la Santé* (AIMS) continues to guarantee that project activities are complementary and implemented synergistically.

The implementation of technical activities increased immediately following the official launch with the Ministry of Health, including the inauguration of the Leadership Development Program Plus (LDP+) with the three targeted central units of the MOH (the *Direction de la Santé de la Mère et de l'Enfant*, the National Malaria Control Program, and the *Agence Nationale de la Vaccination et les Soins de Santé Primaire*), as well as the launch of the standard Leadership Development Program (LDP) with the *Ordre National des Pharmaciens du Bénin*. Recruitment is ongoing for a consultant to conduct a mapping exercise of the leadership, management and governance training needs within the MOH as well as a gender specialist consultant to develop a gender policy and strategy document with the MOH. The competitive process for the selection of a local training institution was finalized and the subcontract with the *Institut Régional de Santé Publique* (IRSP) has been submitted to USAID/Bénin for concurrence prior to submission to USAID/Washington for final approval.

The following results were achieved:

1. Twenty-three pharmacists from the *Ordre National des Pharmaciens du Bénin* completed the first in a series of four workshops under the Leadership Development Program (LDP) from July 15-19.
2. A total of 23 participants from the Ministry of Health, including two representatives from the *Direction des Ressources Humaines*, attended the first Leadership Development Program Plus (LDP+) workshop from July 22-26, 2013, in Cotonou.
3. Eighty-three pharmacists (57 in Cotonou and 26 in Parakou) were oriented on L+M+G through one-day sessions led by coaches in both Cotonou and Parakou.

I. PROJECT PERFORMANCE

A. Official Project Launch:

LMG/Bénin was officially launched in Cotonou on July 11, 2013, during a formal ceremony attended by the Minister of Health, the United States Ambassador to Bénin, representatives from USAID, and other local officials.

Announcing the project's official launch, Minister of Health Dorothe Akoko Kinde-Gazard expressed her gratitude to all those involved. She stated that LMG/Bénin is one of the most important interventions in Bénin today, noting that it will help to improve performance management practices within the Ministry and strengthen governance as a result of improved advocacy, information, and accountability at all levels of the health system.



Participants during the official launch ceremony of the LMG/Bénin project on July 11, 2013.

More than two dozen distinguished guests attended the launch, during which LMG/Bénin presented the context, objectives, strategy, and principal activities of the project. All stakeholders present demonstrated their full support and buy-in to the project and its goals, engaging from the start to ensure the success of LMG/Bénin.

B. Leadership, Management and Governance Trainings

Following the official project launch, technical activities to improve leadership, management and governance capacities began with the *Ordre National des Pharmaciens du Bénin* and with Ministry of Health staff from the three targeted central-level units of the Ministry: the *Direction de la Santé de la Mère et de l'Enfant* (DSME), the National Malaria Control Program (PNLP), and the *Agence Nationale de la Vaccination et les Soins de Santé Primaire* (ANV-SSP).

Twenty-three pharmacists from the *Ordre National des Pharmaciens du Bénin* completed the first in a series of four workshops under the Leadership Development Program from July 15-19. During the first workshop, the participants were given an overview of the LDP and its goals.

The Leadership Development Program (LDP) is a performance improvement process that empowers teams to use a leading and managing for results model to:

- **Create an inspiring shared vision** for accomplishing the mission of their organizations.
- **Apply leading and managing practices** to improve teamwork and effectiveness.
- **Use a Challenge Model process** for identifying and achieving measurable results.
- **Align stakeholders** around a common challenge.

The groups then worked together to identify and understand leading and managing practices, using practical tools such as the Challenge Model and the Work Climate Assessment to identify areas for improvement. The Leading, Managing, and Governing for Results Model serves as a road map to guide health managers and their teams, and their organizations, to improved services and better health outcomes.

As a result of this workshop, participants defined the mission of the *Ordre National des Pharmaciens du Bénin* as follows: to ensure that the principles of integrity, honesty, and dedication are followed in public health service.

Immediately following the launch of the standard LDP with the *Ordre National des Pharmaciens du Bénin*, teams from the DSME, PNL, and ANV-SSP came together for the first in a series of workshops under the Leadership Development Program Plus (LDP+), which is a program designed to equip them with the leadership, management, and governance tools necessary to successfully implement their programs and achieve their expected results.

The LDP+ is a recent update to the standard LDP. The new process builds on the LDP and adds governance practices to strengthen health systems sustainability, gender equity and the scale up of proven local practices. It borrows from the best quality improvement approaches to promote standards of quality care and synthesize learning across teams, and focuses on the following actions:

- **Use good governance practices to strengthen country ownership:** Senior leaders in the system use governance practices to provide direction to improvement efforts to ensure they are linked to national health priorities.
- **Use standards of care:** Senior Technical Team members propose health indicators for the local teams based on national priorities and data. They use international and national quality standards to propose packages of interventions that local teams can adapt and implement to face their local challenges.
- **Ensure gender equality:** The LDP+ empowers local teams to evaluate their service offerings through the lens of gender access, opportunity, and involvement in decision-making.
- **Impact public health results:** Teams work on common sets of indicators so that the process can show public health impact.
- **Identify and Scale Up Local Best Practices:** Teams work in shared learning sessions to identify successes and challenges. Senior leaders synthesize the most useful local practices and use effective governance practices to scale these up in the larger system. For example, one team might come up with an effective practice for empowering marginalized groups, including women, and another might come up with a promising mechanism for ensuring the appropriate participation of key stakeholders that could be shared and eventually scaled up. The focus is on “local solutions to local challenges” and not on reinventing the wheel.

A total of 23 participants, including two representatives from the *Direction des Ressources Humaines*, attended the first LDP+ workshop from July 22-26, 2013, in Cotonou. The facilitators identified two representatives from each of the participating units to serve as technical coaches throughout the four-workshop program. The first workshop consisted of two phases:

- **Phase one:** Two-day training of coaches to build their coaching capacities and to specify their expected roles and responsibilities throughout the program. Coaches are expected to accompany the teams throughout the LDP+ to ensure that workshop content is put into practice in the teams' work environments and that the participants are working towards achieving their teams' desired measurable result. Coaches are equipped with monitoring and evaluation tools to support teams in monitoring their programs and collecting accurate results.
- **Phase two:** Three-day workshop with all participants to discuss the objective of the LDP+, leadership, management and governance principles (with a particular focus on governance), and analyze the current context with specific examples and practical group exercises. This first workshop sets the foundation for the remainder of the program, establishing a contextual baseline for the teams and a defined leadership, management and governance framework.



MOH participants during Workshop #1 of the LDP+, held July 22-26, 2013.

As a result of this first workshop, participants defined the shared mission of the DSME, ANV-SSP, and NMCP units of the Ministry of Health as follows: to improve the health and social conditions of those most in need.

Following the first workshops with both the *Ordre National des Pharmaciens du Bénin* and the Ministry of Health teams, the respective coaches organized coaching visits with the teams. Each visit allowed the coaches to monitor the implementation of the leading, managing, and governing practices in their respective workplaces.

For the *Ordre National des Pharmaciens du Bénin* and the Ministry of Health, coaching visits included the following goals:

- Review the concepts of the first workshop
- Develop a roadmap outlining activities
- Plan assistance to champions in their role
- Provide support to improvement teams



LMG/Benin provides technical assistance to the *Ordre National des Pharmaciens du Bénin* to conduct a leadership development seminar for pharmacists.

Additionally, LMG/Bénin provided technical support to the *Ordre National des Pharmaciens du Bénin* in preparing and conducting a two-day seminar on leadership and personal development. The seminar consisted of two one-day sessions led by coaches, in Cotonou and Parakou. During each session, the mission, vision, values, and activities of the *Ordre National des Pharmaciens du Bénin* were shared with the participants. The President of the Order identified the organization's leaders and explained that all pharmacists practicing in Bénin are members. Participants of the seminar were given an overview of the LDP with the *Ordre National des Pharmaciens* which presented leadership, management, and governance

practices with specific examples. A presentation on leadership qualities elicited active participation from the workshop attendees. In total, 83 pharmacists (57 in Cotonou and 26 in Parakou) participated in the workshops.

C. Strategic Planning, Visioning and Governance technical assistance to ROBS

As previously reported, LMG/Bénin conducted a Strategic Planning, Visioning, and Governance workshop with ROBS from June 12-14, 2013, to achieve the following objectives: (1) develop a vision and strategic plan for ROBS with executive members and all members of the ROBS network; and (2) develop strategies to improve governance, enabling the network to obtain new funding and projects.

During this reporting period, LMG/Bénin staff followed up with the ROBS staff and developed a roadmap to plan and monitor the implementation of the next steps following the training. These next steps for ROBS were identified as follows:

- Establish a coordination office
- Using the strategic plan, develop the 2014 action plan
- Establish a monitoring and evaluation plan for 2014
- Train ROBS members on business and proposal development to better position themselves to win future proposals

D. Technical Assistance Planning

Based on ongoing discussions with the Ministry of Health, LMG/Bénin has drafted two scopes of work for local consultants to provide targeted technical support to the project and the Ministry of Health. A request for applicants was launched for a consultant to complete mapping exercises within the MOH to identify leadership, management, and governance training needs, as well as a second consultant specializing in gender to support the development of a Gender Policy and Strategy for the Ministry. Candidates are under evaluation and the contracting process is ongoing.

The competitive process to identify the local training institution with which the project will be working was completed. The IRSP was the only institution to submit an application and following thorough analysis by a selection committee, the application was accepted. The subcontract was drafted and submitted to USAID/Bénin for concurrence on September 30, 2013. Upon receiving concurrence, LMG/Bénin will submit the subcontract to USAID/ Washington for final approval prior to signature.

E. Program Management

LMG/Bénin staff collaborated with project stakeholders and partners to develop the PY2 workplan for the period October 2013 – September 2014. During the workplanning process, the project held ongoing discussions with Dr. Milton Amayun, the project's Activity Manager at USAID/Bénin, and Lee Yellott, Coordinator of MSH's ARM3 project.

The following workplan documents were submitted to USAID/Bénin for review:

- Workplan and narrative
- Budget and budget notes
- Performance Monitoring Plan

F. Challenges and Lessons Learned

Due to the shifting schedules of MOH staff, a workplanning workshop with the Ministry was not able to take place; however LMG/Bénin is arranging for a joint meeting with the MOH, USAID/ Bénin, and LMG/Bénin to go through the proposed activities in early October. Because of the unavailability of departmental officials, it was not possible to conduct a participatory approach to jointly define new activities. Since the approach the project is using is new in Bénin, it must first be understood by Ministry of Health staff in order to then be internalized by the Ministry.

As a result, the LMG/Bénin project team has adopted the following strategy, which has been validated by our USAID Activity Manager:

1. Explain the context, objectives and approach of the project in detail to the Minister of Health and request support for the visioning activity planned with the Ministry of Health
2. Plan meetings with the DSME, the General Director of ANV-SSV and the Coordinator of the PNLN to discuss planned activities and solicit feedback in order to obtain their buy-in
3. Establish coordination meetings with the project team, the Secretary General of the Ministry of Health, and the project's Activity Manager in order to receive regular feedback on the project's 2013-2014 workplan.

LMG/Bénin has continued active participation in the USAID quarterly partner review meetings, establishing and maintaining working relationships with USAID/Bénin implementing partners.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities for next reporting period	Status of accomplishment in this reporting period	Comments
Finalize recruitment of Senior Capacity Building Technical Advisor and Driver	Ongoing	The driver was recruited. The recruitment of the second Senior Capacity Building Technical Advisor was not finalized due to the withdrawal of the selected candidate for personal reasons. The process was relaunched and a final candidate has been selected.
Finalize the competitive selection process for a local training institution	Completed	The competitive process was completed and the IRSP was selected. The drafted subcontract was submitted to USAID/Bénin on September 30, 2013, for concurrence prior to submission to USAID/Washington for approval.
Official project launch	Completed	The official LMG/Bénin project launch was held on July 11, 2013.
Develop the PY2 workplan for the period October 2013-September 2014	Completed	Workplan documents were submitted to USAID/Bénin on September 30, 2013.
Produce and submit all reports according to the established calendar	Completed	

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	Staff time	Interviews have been completed. Final recruitment processes will be completed early in the next quarter.
Finalize the subcontract for the IRSP and submit to USAID/Washington for approval	Staff time	The drafted subcontract was submitted to USAID/Bénin on September 30, 2013, for concurrence prior to submission to USAID/Washington for approval.
Continue follow up on the approval of the PY2 workplan documents for October 2013 – September 2014	Staff time	LMG/Bénin will maintain contact with USAID/Bénin regarding the status of the workplan and make revisions as necessary.
Produce all required reports according to the established calendar	Staff time	This is an ongoing requirement.

III. PLANNED ACTIVITIES

The following activities will be completed in the next reporting period, from October 1 to December 31, 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. Provide technical and financial support to the Ministry of Health to share its vision and to disseminate the MOH mission and vision at the central, departmental, and peripheral levels of the MOH.
2. Support the *Direction de la Programmation et de la Prospective* (DPP) in the development of a National Gender Policy and Strategy for the MOH.
3. Conduct an institutional audit to assess the compliance to institutional values at the Ministry of Health and support the Ministry of Health staff in integrating positive values in their routine business.
4. Conduct LDP+ workshop 2 with the PNL, ANV-SPP and DSME, which will review "Focusing and planning."
5. Provide technical support to DPMED (Pharmaceutical Directorate) to develop a common vision between the PNL, the LNCQ (National Quality Lab) the DSME and CAME in medication management priority programs in collaboration with the monitoring committee.
6. Conduct LDP workshop #2 with the *Ordre National des Pharmaciens du Bénin*, which will present "Focusing and planning."

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

7. Engage a consultant to conduct an in-service mapping exercise (including L+M+G competencies) within the Ministry of Health, the results of which will contribute to identifying training needs throughout the life of the project.

Objective 3: Strengthen institutional capacity of a competitively selected local training institution.

8. In collaboration with the IRSP, begin developing training modules for a short-term à-la-carte course on leadership, management, and governance.

IV. QUARTERLY TRAVEL PLAN: OCTOBER – DECEMBER 2013

Traveler	Itinerary	Dates	Purpose
Kristin Cooney	Boston/Cotonou/ Boston	TBD October 2013	Project management support and oversight; continued client engagement and meetings with key project stakeholders
Oumar Diakité	Dakar/Cotonou/ Dakar	TBD October 2013	Facilitate LDP+ workshop #2 with staff from the Ministry of Health
Sylvia Vriesendorp	Boston/Cotonou/ Boston		Facilitate LDP workshop #2 with the <i>Ordre National des Pharmaciens du Bénin</i>
Gilles Bokpe	Cotonou/Boston/ Cotonou	December 2013	Home office orientation session