

LMG/Benin: Program Year 2, Quarter 2 Progress Report January-March, 2014

August 13, 2014

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**LEADERSHIP, MANAGEMENT
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Program Year 2, Quarter 2 Progress Report
January 1– March 31, 2014



Submitted to USAID/Bénin on April 15, 2014

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Cover Photo: Members of the Leadership, Management and Governance Project in Bénin lead a training of national facilitators for a Ministry of Health gender audit in March 2014 in order develop the National Gender Policy. The Secretary General of the Ministry of Health, first on the left, attended this training.

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): January 1, 2014 – March 31, 2014
Total Estimated Contract/Agreement Amount: US\$1,900,000
Obligations to Date: \$1,100,000
Project Expenditures through December 2013: \$904,479
January-February 2014 Expenses: \$134,099
Accrued Expenditures for Reporting Period: \$122,664
Total Project Expenditures To Date: \$1,161,242
Obligated Funds Remaining: \$(61,242) ¹
Estimated Expenditures for Next Reporting Period: \$230,905
Report Submitted by: Gilles Bokpe, Country Program Manager
Report Submission Date: April 15, 2014

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¹ Although the LMG/Bénin transitional workplan and budget for project year two was approved by USAID/Benin on April 9, 2014, PY2 project funding has not yet been obligated by USAID/Washington, and additional funding for the planned Master's Degree program with the *Institut Régional de Santé Publique* (IRSP) is not yet at the committed phase in the field support database.

ACRONYMS

AIMS	Appui Institutionnel au Ministère de la Santé
ANV-SSP	Agence Nationale de la Vaccination et des Soins de Santé Primaire
CAME	Centrale d'Achats des Médicaments Essentiels et Consommables Médicaux
CLM	Center for Leadership and Management
DDS	Direction Départementale de la Santé
DNSP	Direction Nationale de la Santé Publique
DPP	Direction de la Programmation et de la Prospective
DRF	Direction de la Recherche et de la Formation
DRH	Direction des Ressources Humaines
DSME	Direction de la Santé de la Mère et de l'Enfant
IRSP	Institut Régional de Santé Publique
LMG	Leadership, Management and Governance Project
MSH	Management Sciences for Health
NMCP	National Malaria Control Program
PEPFAR	President's Emergency Plan for AIDS Relief
PMP	Performance Monitoring Plan
PNDS	Plan National de Développement Sanitaire (National Health Plan)
PNLP	Programme National de Lutte contre le Paludisme
RH	Reproductive Health
SG	Secretary General (of the Ministry of Health)
UNDP	United Nations Development Programme
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 focuses on strengthening the capacity of health managers, leaders, and teams to carry out health program stewardship effectively.

LMG/Bénin is working 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 focuses on modeling, training, mentoring, and exposing stakeholders to best practices in stewardship and health leadership. The project is focusing 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 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.

During this reporting period, the project worked closely with USAID/Bénin to prioritize technical activities and align the annual workplan to reduced budget constraints due to USAID/Bénin funding availability. The second workshops for both the Leadership Development Program (LDP) and LDP+ took place in this quarter and the LMG/Bénin staff collaborated closely with project stakeholders to further the project objectives.

I. PROJECT PERFORMANCE

This report presents the progress of LMG/Bénin between January and March 2014. Although activity implementation during this period slowed down while the team conducted management discussions with USAID/Bénin, the project staff worked closely with implementing partners and local stakeholders to continue the project's momentum and maintain positive working relationships within the health sector. Final workplan and budget revisions for the remainder of Project Year 2 (PY2) were finalized and submitted to USAID/Bénin on April 4, 2014, and the project has already started detailed planning for program implementation for the remainder of the year.

At the request of USAID/Bénin, the project also determined that it will establish a direct contract with the *Institut Régional de Santé Publique* (IRSP). LMG/Bénin will put this contract in place in the next quarter upon receipt of final workplan and budget approval and additional funding commitments.

Briefly, the highlights from this reporting period include the following:

- The LMG/Bénin team facilitated the second Leadership Development Program Plus (LDP+) workshop with the *Direction de la Santé de la Mère et de l'Enfant* (DSME), the *National Malaria Control Program* (NMCP) and *Agence Nationale de la Vaccination et des Soins de Santé Primaire* (ANV-SSP) from February 11-13, 2014.
- The LMG/Bénin team held the second Leadership Development Program (LDP) workshop with the *National Order of Pharmacists Bénin* (ONPB) from February 3-5, 2014.
- The LMG/Bénin project provided technical and financial support to the *Direction de la Programmation et de la Prospective* (DPP) for the development and monitoring of Performance Monitoring Plans for each of the following Ministry of Health structures: the DSME, the NMCP and ANV-SSP.
- The project launched a mapping exercise on training needs in the Ministry of Health as well as a gender audit to begin providing support to develop a comprehensive gender strategy for the Ministry of Health.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities for reporting period	Resources Needed (financial, human, supplies)	Comments
Finalize contract between MSH and the IRSP to launch the planned training curriculum with support from the LMG/Bénin project	Staff time	In September 2013, the LMG/Bénin project proposed that the contract with the IRSP be signed by MSH; however at that time, USAID/ Bénin decided to proceed with signing the contract directly with the IRSP. In February, 2014 USAID/Bénin requested that MSH sign the contract with the IRSP.
Continue follow up on the approval of the PY2 workplan documents for October 2013 – September 2014	Ongoing	The new budget guidelines provided by USAID/Bénin call for a reduction in the funding available for the project. In response to these budgetary constraints, several versions of the limited project workplan and budget for 2013-2014 were submitted to USAID/Bénin during this quarter. <i>Note: Early in the following reporting period, prior to submission of this report, on April 9, 2014, USAID/Bénin approved the final revised workplan package for the remainder of PY2 and PY3. Funding is pending.</i>
Recruitment of financial and administrative assistant	Staff time	The recruitment process for this staff was put on hold in response to the reduction of project operating costs imposed by budgetary constraints as mentioned above.
Produce all required 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
Continue follow up on the approval of the PY2 workplan documents for October 2013 – September 2014	Ongoing	<i>Note: On April 9, 2014, USAID/Bénin approved the final revised workplan package for the remainder of PY2 and PY3 of the project. Funding is pending and follow up is ongoing.</i>
Finalize the subcontract between MSH and the IRSP and submit to USAID/ Washington for approval	Staff time	
Formalize the collaboration mechanism and agreement between LMG/Bénin and the IRSP for activity implementation	Staff time	This includes the agreement on office space for the LMG/Bénin Senior Technical Advisor dedicated to supporting the IRSP.
Produce all required reports according to the established calendar	Staff time	This is an ongoing requirement.

III. PROJECT ACTIVITIES

A. Leadership, Management and Governance Trainings

The second LDP workshop was held with the *National Order of Pharmacists of Bénin* (ONPB) from February 3-5, 2014. Three LMG/Bénin staff facilitated the workshop, which had a total participation of 22 pharmacists, including 12 women and 10 men. Workshop activities included the following:

- Review and analysis of concepts learned during LDP workshop 1;
- Validation of work completed by each team between LDP workshops 1 and 2;
- Implementation of the key leadership practices of focusing, planning, aligning, and mobilizing;
- Identification of obstacles/challenges and their root causes;
- Validation of action plans to achieve measurable results.



Participants from the National Order of Pharmacists of Bénin (ONPB) upon completion of the second LDP+ workshop, facilitated by LMG/Bénin staff.

At the conclusion of LDP workshop 2, the LMG/Bénin team assisted LDP participants from ONPB in identifying the following next steps:

1. Elevate appeals to the Administrative Chamber of the Supreme Court as necessary in response to the implementation of regulations that have not been approved by the ONPB;
2. Establish a council of legal services for the ONPB;
3. Revise procedures for collecting ONPB member dues;
4. Disseminate regulations regarding collection of dues with all pharmacist members.

At the Ministry of Health, twenty-one staff (including eight females and 13 males) participated in the second LDP+ workshop facilitated by LMG/Bénin staff from February 11-13, 2014. Workshop participants included:

- six participants from ANV-SSP,
- seven from the NMCP,
- seven from the DSME
- one from the Direction des Ressources Humaines (DRH).

During the second workshop, participants and facilitators worked together to finalize the challenges that will guide the LDP process. Between LDP workshops, MOH staff and facilitators will participate in ongoing coaching sessions in order to outline priority actions arising from the identified challenges.



A Ministry of Health staff member participates in the second LDP+ workshop.

B. Improving performance measurements of the Ministry of Health

In collaboration with the Ministry of Health's *Direction de la Programmation et de la Prospective* (DPP), the LMG/Bénin project conducted a technical workshop to develop performance monitoring plans with the DSME, the NMCP, and ANV-SSP in order to improve the performance measurements for each Ministry of Health structure. The two major results of the workshop are as follows:

- Identified 10 indicators for each Ministry of Health structure that can be used to better measure and assess their performance;
- Validated baseline data and annual targets for the three indicators listed in the LMG/Bénin project's performance monitoring plan. The indicators are as follows:
 1. Percentage of teams participating in the LDP+ that have achieved their desired measurable result within six months of completing the training.
 2. Number of structures from the NMCP, ANV-SSP, and the DSME that have a performance monitoring plan that is updated quarterly and reviewed annually.

Percentage of target structures (Technical Directorates and Centers, projects/programs, Departmental Directorate of Health, health zones) of the Ministry of Health with the mission and vision of the Ministry of Health displayed in all offices. (*Note: This activity was conducted in February 2014, before being removed from the project's performance monitoring plan*). The

DSME, NMCP, and ANV-SSP performance monitoring plans will be updated on a quarterly basis to assess the progress made by each of the three structures.

During the quarter, the LMG/Bénin project participated in a review of the tools used for monitoring in various health zones in order to strengthen the capacity of MOH staff to effectively collect and evaluate data. Additionally, the project supported a validation workshop of the 2013 National Health Statistics for the Ministry of Health. During the validation workshop, contributions made by LMG/Bénin were adopted into revisions in order to improve the quality of the 2013 National Health Statistics report.

C. Support for the development of a Gender Policy and Strategy at the Ministry of Health

LMG/Bénin continued to provide technical support for the development of a Gender Policy and Strategy for Bénin's Ministry of Health. As a first step, the Ministry is conducting a participatory gender audit as the basis for developing a realistic, clear strategy, with specific policies to guide the integration of gender priorities. In this context, the LMG/ Bénin team conducted a national training workshop for facilitators of the gender audit from March 4-6, 2014, to support the creation of gender focal points within each of the Ministry of Health structures. The results are as follows:

- Established a pool of national facilitators for the implementation of the participatory gender audit;
- Validated the methodology and tools for the participatory gender audit for greater ownership of techniques used;
- Aligned the strategy for the implementation of the gender audit within the Ministry of Health.

The project facilitated a meeting for follow up and information sharing about the progress of this activity with the Ministry of Health and other partners involved in the process of gender mainstreaming on March 17, 2014, prior to the audit launch, and will share results in the next quarter. Field data collection for the participatory audit was completed between March 27 and April 6, 2014.

D. Technical Assistance Planning

The LMG/Bénin project completed the mapping of training needs within the Ministry of Health during the quarter. The mapping exercise included the following phases: data collection, analysis, report preparation, and validation of the study findings. As a result of this exercise, the following areas were identified for additional training for the MOH: review of leadership, management and governance concepts; time management; decision-making; delegation; negotiation and conflict management; technical resource mobilization; information management; audit preparation; and management based on results. The final report of training

needs is being validated by the Ministry's Secretary General and the project will share the training plan developed from the study with the partners of the Ministry of Health in collaboration with the DRH.

Collaboration with the IRSP continued during this quarter, with the LMG/Bénin team facilitating several working sessions in order to enable the signing of the contract between USAID and the IRSP. The discussions resulted in USAID's decision to return the contract to MSH to sign directly with the IRSP. As a result, once the LMG/Bénin project year two workplan is approved by USAID/Bénin in mid-April and USAID funding for this support is received, MSH will proceed as planned with a direct subcontract. It is important to note that the preparation of the master's curriculum in leadership, management, and governance practices at the IRSP has been delayed three months while these contract discussions have continued.

E. Program Management

The Ministry's Secretary General validated the project workplan activities for PY2 (October 2013-September 2014) in October 2013; however, USAID/Bénin approval of the validated workplan and budget was still pending at the end of this quarter². Throughout the past quarter, LMG/Bénin held several working sessions with USAID/Bénin to adapt the project's planned activities for 2013-2014. The project team has submitted a revised workplan and budget in response to new budgetary guidelines and a reduction in project funds provided by USAID/Bénin. Final revised versions of these documents were submitted to USAID/Bénin for approval on April 4, 2014.

Throughout the reporting period, LMG/Bénin continued participation in weekly coordination meetings at the Ministry of Health led by the Secretary General. These meetings unite the program coordinators working within the General Secretariat of the Ministry of Health, providing them with access to the same level of information regarding the activities carried out by the Office of the Minister and various projects. At each meeting, administrative responsibilities are assigned to a different participating project. The LMG/Bénin project executed its administrative responsibility during the weekly coordination meeting held on March 31, 2014. The LMG/Bénin project regularly uses this forum to increase the involvement of the Ministry of Health in project activities and facilitate coordination with other projects in Bénin.

LMG/Bénin will implement the following activities in the next reporting period, from April 1 to June 30, 2014:

Objective 1: Strengthen governance practices such as advocacy, policy formulation, regulation, and information at the highest level of the MOH

² The final revised workplan package for the remainder of PY2 and PY3 of the LMG/Bénin project was approved by USAID/Bénin on April 9, 2014. Funding is pending.

1. Support the DPP in the development of a National Gender Policy and Strategy for the MOH;
2. Conduct LDP+ workshop 3 with the PNL, ANV-SPP and DSME with a focus on "Aligning, mobilizing, and inspiring";
3. Hold meetings with the DPMED, LNCQ, CAME, and PNL to develop a shared vision for the management of malaria medicines;
4. Conduct a participatory workshop to develop (or update as necessary) the performance plans of the PNL, ANV-SPP, DSME, DDS Atlantic/Littoral, and DDS Ouémé/Plateau, in collaboration with the DPP;
5. Conduct LDP workshop 3 with the Order of Pharmacists with a focus on "Aligning, mobilizing, and inspiring."

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

6. Develop, in collaboration with the IRSP, training modules for a short-term, à la carte course on leadership, management, and governance for implementation with the Ministry of Health in Bénin, and responding to needs and demands of the subregion in the future, for ad hoc technical support.

IV. QUARTERLY TRAVEL PLAN: APRIL – JUNE 2014

None at this time.