

## **LMG/Benin: Program Year 2, Quarter 1 Progress Report October-December, 2013**

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## Leadership, Management and Governance/Bénin

Program Year 2, Quarter I Progress Report  
October 1– December 31, 2013



**Submitted to USAID/Bénin on January 15, 2014**

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**Cover Photo:** Members of the Leadership, Management and Governance project in Bénin lead a working session with the *Ordre National des Pharmaciens* on October 23, 2013.

## PROJECT ACTIVITY SUMMARY FORM

<b>Project Name: Leadership, Management and Governance for Bénin</b>
<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> October 1, 2013 – December 31, 2013
<b>Total Estimated Contract/Agreement Amount:</b> US\$1,100,000
<b>Obligations to Date:</b> \$1,100,000
<b>Project Expenditures through September 2013:</b> \$607,224
<b>October - November 2013 Expenses:</b> \$208,290
<b>Accrued Expenditures for Reporting Period:</b> \$137,960
<b>Total Project Expenditures To Date:</b> \$953,475
<b>Obligated Funds Remaining:</b> \$146,524
<b>Estimated Expenditures for Next Reporting Period:</b> \$350,000
<b>Report Submitted by:</b> Gilles Bokpe, Country Program Manager
<b>Report Submission Date:</b> January 15, 2014

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## 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
ONG	Organisation Non-Gouvernementale
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 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 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 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 progress of LMG/Bénin between October 1 and December 31, 2013. Briefly, the highlights include the following:

- The LMG/Bénin team collaborated with the Ministry of Health, LMG Consortium, and USAID to revise and obtain approval for the second project year workplan and activities. The Secretary General of the Ministry validated the workplan in October; USAID/Bénin approval is still pending.
- With the recent recruitment of a second Senior Technical Advisor in Capacity Building, the local technical team is now completely staffed. This new team member will work directly with the Ministry of Health.
- While the second workshops for the Leadership Development Program (LDP) and Leadership Development Program Plus (LDP+) with the *Ordre National des Pharmaciens du Bénin* and the Ministry of Health respectively were postponed due to the unavailability of participants, the LMG coaches held coaching sessions with all teams during December to ensure their continued engagement and progress.
- The project recruited consultants to conduct a mapping exercise on training needs in the Ministry of Health and provide support in the development of a gender strategy during the next quarter.

## I. PROJECT PERFORMANCE

### A. Leadership, Management and Governance Trainings

As reported last quarter, LMG/Bénin launched the LDP+ and LDP, respectively, with the Ministry of Health and the *Ordre National des Pharmaciens du Bénin*, holding the first in a series of four workshops. The second workshops for both programs were expected to be held in December; however, due to the unavailability of the partners and teams these workshops did not take place. Despite this challenge, the LMG/Bénin team held coaching sessions with all participating teams to ensure their continued engagement and progress.

The Ministry of Health teams from the *Direction de la Santé de la Mère et de l'Enfant* (DSME), *Agence Nationale de la Vaccination et des Soins de Santé Primaire* (ANV-SSP), and the *Programme National de Lutte contre le Paludisme* (PNLP) have made little progress towards assessing their work environments and challenges to identify their desired measurable result for the duration of the LDP+. This quarter, LMG/Bénin worked with the teams through specific coaching sessions to help them focus on their next steps and identify action items to be completed in advance of the second workshop. These sessions enabled the project team to reinforce the participants' engagement in the process and ensure their continued, active participation.

With the teams from the *Ordre National des Pharmaciens du Bénin*, coaching sessions by the LMG/Bénin team confirmed that the teams had completed all necessary situational analyses and had already identified concrete opportunities for improvement through the remainder of the LDP. These teams are prepared for the second workshop, during which they will further refine their desired improvements and begin to develop action plans to attain them.

The LMG/Bénin team also continued to provide coaching support to the *Réseau des ONG Béninoises de Santé* (ROBS) following the strategic planning, visioning and governance support provided in the previous quarter. During their coaching session, ROBS participants reported that following their leadership trainings with LMG/Bénin, they have achieved the following results:

- Developed and executed a partnering agreement with the Ministry of Health
- Responded to three requests for applications in alignment with their business planning strategy and goals
- Participated in a number of activities with the Ministry of Health and other partners in the health sector, including the International Family Planning conference held in Addis Ababa, Ethiopia



*A working session with ROBS, October 22, 2013  
Photo: LMG/Bénin*

## **B. Technical Assistance Planning**

LMG/Bénin staff continued preparations to conduct a training needs mapping exercise within the Ministry of Health in the next quarter. Working with the selected consultants, the project validated a methodology for this exercise. Due to the limited availability of the central departmental directors at the Ministry of Health, this activity is now scheduled to launch on January 6, 2014.

Technical assistance to the Ministry of Health to develop a gender policy and strategy document began in December. Working with the Ministry of Health, the LMG Consortium, UNDP, and other implementing partners, LMG/Bénin identified and recruited a consultant for this activity. The Secretary General of the Ministry of Health established a gender committee and provided direct inputs to the consultant prior to the launch of the support. The committee is led by the Secretary General and includes representatives from the *Direction de la Programmation et de la Prospective* (DPP), *Direction Nationale de la Santé Publique* (DNSP), the DSME, and external partners. The activity began December 23, 2013, and will continue through the next quarter.

Following the submission of the draft subcontract between LMG/Bénin and the *Institut Régional de Santé Publique* (IRSP) on September 30, 2013, USAID informed the project that the contractual agreement with the IRSP will instead be put in place directly with USAID. LMG/Bénin assisted the IRSP in providing a revised proposal package for the workplan and budget to the USAID team to establish the contract. During the quarter, collaboration with the IRSP to develop and implement training curricula for short-term trainings and a master's

program in leadership, management and governance resulted in a launch calendar validated by IRSP and USAID; this calendar calls for the launch of the master's program in October 2014. Due to the changes in the contracting process with the IRSP, all stakeholders acknowledged the risk of delay in the curriculum development and launch of the master's program. Already, some activities were not able to begin in December 2013 as originally scheduled. LMG/Bénin proposed that regardless of contractual status between USAID and the IRSP, certain priority activities requiring only staff time from the project would launch in January 2014.

### **C. Program Management**

The LMG/Bénin team presented the workplan package for October 2013 – September 2014 to the Ministry of Health during a meeting led by the Deputy Secretary General in October. During this meeting, LMG/Bénin staff explained activities and the expected results. All involved directions and programs of the Ministry of Health were represented at the meeting to ensure alignment of Ministry priorities with proposed project activities. Two additional activities were added following the discussion with the Ministry of Health teams:

- Provide technical assistance to the Ministry of Health Cabinet to organize a sectoral governance roundtable every two months
- Provide technical assistance to the DSME, PNLN, and ANV-SSP to recognize the highest performing worker every semester



*The LMG team held a strategic consultation with Professor Dorothée Akoko Kinde-Gazard, Minister of Health, October 23, 2013  
Photo: LMG/Bénin*

During this quarter, the Country Portfolio Director/Country Program Manager Supervisor from the MSH home office conducted an oversight visit to Bénin. During this visit, she worked with the team to reinforce project staff relationships and reaffirm technical priorities with the partners supported by the project, the implementing partners, and the LMG Consortium members. As a result of these discussions, she identified the following next steps and recommendations:

- Explore the idea of a half-day Senior Alignment Meeting for the LDP and LDP+ to further engage the support of partners and senior managers working with the teams
- Work with the home office staff to develop a communications plan for the project
- Produce a detailed activity-based budget to work with other donors to support project objectives and specific activities
- Collaborate closely with the Belgian Technical Cooperation-funded *Appui Institutionnel au Ministère de la Santé* (AIMS) following the mapping of training needs within the MOH to ensure synergies between the projects' support in addressing identified gaps
- Continue discussions with USAID for the immediate signature of the contract with IRSP
- Establish collaboration between LMG/Bénin staff and staff of the Leadership, Management and Sustainability Project in Kenya to facilitate the sharing of best

practices in implementing leadership, management and governance trainings with senior Ministry of Health officials

- Continue to involve the Minister of Health and invite her to preside over high-visibility project activities
- Continue to use local consultants as much as possible and train local staff to complete key technical activities (including the LDP and LDP+)

In December, the LMG/Bénin Country Program Manager attended an orientation session in the home office along with a number of other international francophone staff working on LMG projects in Burkina Faso, Haiti, and Liberia. Key results from this trip included:

- Detailed support and action planning for the development of the LMG/Bénin project communications plan
- Establishment of key principles and next steps for the Ministry of Health communications plan
- Training on the MSH Performance Plan Review and Development (PPRD) for staff development and performance monitoring
- Training and introductions to the guiding principles of MSH's decentralized operations unit at the country level

Throughout the quarter, LMG/Bénin continued active participation in the USAID quarterly partner review meetings, establishing and maintaining working relationships with other USAID/Bénin implementing partners. Regular technical collaboration with the USAID-funded Accelerating the Reduction of Malaria Morbidity and Mortality project (ARM3) and Advancing Partners and Communities (APC) projects as well as AIMS continues to guarantee that project activities are complementary and implemented synergistically.

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 representatives from the UNDP and local companies such as Africa Boloré Logistics.

## II. PROJECT MANAGEMENT

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

Management priorities for reporting period	Status of accomplishment in this reporting period	Comments
Finalize recruitment of Senior Capacity Building Technical Advisor	Completed	
Finalize the subcontract for the IRSP and submit to USAID/Washington for approval	On hold	LMG/Bénin completed the competitive process for the subcontract and submitted all documentation for the contract to USAID/Bénin on September 30, 2013, for concurrence. At that time USAID/Bénin informed the project that a subcontract would no longer be necessary and that USAID will put in place a direct contract with the IRSP. Negotiations are ongoing between USAID and IRSP.
Continue follow up on the approval of the PY2 workplan documents for October 2013 – September 2014	Ongoing	The team continued to maintain regular contact with USAID for the final workplan and budget approval.
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 finalization and signature of the an agreement between	Staff time	

USAID and the IRSP		
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.
Recruit an Administrative and Finance Assistant	Staff time	
Produce all required reports according to the established calendar	Staff time	This is an ongoing requirement.

### III. PROJECT ACTIVITIES

The following activities will be completed in the next reporting period, from January 1 to March 31, 2014:

***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***

1. Support the MOH to hold an internal workshop to share its mission and vision, underlining its application at all levels of the MOH
2. Support the DPP in the development of a National Gender Policy and Strategy for the MOH
3. Conduct LDP+ workshop 2 with the PNLP, ANV-SPP, and DSME, with a focus on "Focusing and planning"
4. Conduct LDP workshop 2 with the Order of Pharmacists with a focus on "Focusing and planning"
5. Provide technical support to DP MED (Pharmaceutical Directorate) to develop a common vision between the PNLP, the LNCQ (National Quality Lab) the DSME and the *Centrale d'Achat des Médicaments Essentiels (CAME)* in pharmaceutical management priority programs in collaboration with the monitoring committee
6. Develop a directory of professional e-mail addresses for MOH staff and a weekly internal e-newsletter for the MOH, in collaboration with the *Direction de l'Informatique et du Pré-archivage (DP)*
7. Provide technical assistance to the DSME, PNLP, and ANV-SSP to recognize the highest performing worker every semester
8. Provide technical and business development proposal support to ROBS to help them position and obtain new business, enabling the network and its members to provide input in the health sector through project implementation

***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***

9. 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: Institutional capacity of competitively-selected local training institution strengthened***

10. 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: JANUARY – MARCH 2014

Traveler	Itinerary	Dates	Purpose
Natacha d’Almeida	Cotonou-Accra-Cotonou	March	Attend a regional USAID Rules & Regulations training session
Elizabeth Walsh	Boston-Cotonou-Boston	February-March	Technical assistance to support the development of an internal project communications plan in addition to a detailed communications plan for the Ministry of Health. Provide targeted support for a proposed televised segment on March 8, for the Ministry of Health to celebrate International Women’s Day.
Kristin Cooney	Boston-Cotonou-Boston	February-March	Project management and oversight
Aboubakar Mama Sambo	Boston-Cotonou-Boston	March	Financial management support, budget monitoring, and cost share assistance