

LMG/NMCP Burundi Trip Report: Cheikh Gassama November 9-17, 2014

This report was made possible through support provided by the US Agency for International Development, under the terms of Cooperative Agreement Number 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.

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Cheikh Sidiya Gassama / Cotonou, Benin / November 9-17, 2014**



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**LEADERSHIP, MANAGEMENT
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1. Scope of Work:

Destination and Client(s)/ Partner(s)	Cotonou, Benin
Traveler(s) Name, Role	Cheikh Sidiya Gassama, Senior Technical Advisor, LMG/Burundi
Date of travel on Trip	November 9 – 17, 2014
Purpose of trip	Leadership, Management and Governance/National Malaria Control Project (LMG/NMCP) Annual Coordination Meeting and Leadership Development Program Plus (LDP+) Orientation
Objectives/Activities/Deliverables	<p>The purpose of this meeting was to exchange information among the five LMG/NMCP senior technical advisors regarding the implementation of their assistance to National Malaria Control Programs in the region, and to train all Senior Technical Advisors on the facilitation, rollout, and support of country-specific Leadership Development Programs, as well as on the use of the LeaderNet platform. This meeting allowed for exchange and learning among LMG/NMCP staff, as well as promoted regional coordination of malaria control efforts, and is an approved activity in the overall Program Description for LMG/NMCP.</p> <p>Activities during the week included the following:</p> <ol style="list-style-type: none"> 1) Review status of the LMG/NMCP project in the five initial countries during the first year of implementation • Discuss mechanisms for harmonizing interventions across countries • Train the LMG/NMCP Senior Technical Advisors from each of the five countries (Burundi, Cameroon, Côte d’Ivoire, Guinea, and Liberia) on the Leadership Development Program Plus (LDP+) • Reinforce the ability of the Senior Technical Advisors to use online tools, including Google Applications, LeaderNet, and OLLIE • Share LMG/NMCP management tools (OCAT, PROGRES) • Follow up discussions on Senior Technical Advisors’ presentations focused on technical assistance to the NMCP and working with the Global Fund • Participate in LDP+ capacity-building sessions facilitated jointly by the LMG/Benin and LMG/Medford teams • Participate in LDP+ simulation sessions
Background .	The President’s Malaria Initiative (PMI) is providing direct technical assistance to National Malaria Control Programs (NMCPs) through the Leadership, Management and Governance National Malaria Control Program Capacity Building Project (LMG/NMCP). The two-year goal of the LMG/NMCP Project is to build the capacity of the local NMCPs to effectively implement national malaria strategies. The LMG/NMCP project is providing direct technical assistance to a minimum of six, and up to eight, target country NMCPs (Burundi,

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Cameroon, Côte d'Ivoire, Guinea, Liberia, and Sierra Leone) with three main objectives towards this overall goal:

- **Objective 1:** National Malaria Control Program human, financial and material resources effectively managed
- **Objective 2:** National Malaria Control Program develops and directs policy and norms for the implementation and surveillance of the national malaria control strategy
- **Objective 3:** National Malaria Control Program mobilizes stakeholders to participate in national malaria control coordination and implementation efforts

LMG/NMCP has seconded Senior Technical Advisors to the NMCP of each target country to ensure regular provision of technical support and ongoing coaching support to the NMCP. Workplans and activities for the target countries align with the three overall project objectives and each will identify specific outcomes and outputs under these overarching objectives.

LMG/NMCP staff have developed country-specific workplans based on the results of an initial rapid organizational capacity assessment conducted with NMCP and stakeholder participation. Taking into account the role of NMCPs in the implementation of Global Fund malaria grants, as well as the impact of national malaria strategies on Global Fund grant design, LMG/NMCP provides targeted training and coaching support to NMCPs on effective implementation of Global Fund grants.

Cross-regional activities are included in each LMG/NMCP workplan and the LMG/NMCP Program Description. In order to promote regional harmonization, LMG/NMCP Advisors attended an annual coordination and training meeting in Cotonou, Benin, where they received training on the facilitation, rollout, and support of country-specific LDP+s, as well as on the use of the LeaderNet platform.

The 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 implementation of the LDP+ with each NMCP will be part of the long-term capacity building and sustainability process to promote the implementation of strong leadership and management practices, which will benefit NMCPs to effectively implement their respective national malaria strategies. The training portion of the meeting was led by the LMG/NMCP Principal Technical Advisor, Emmanuel Le Perru, and LMG/Benin's Senior Technical Advisor, Gualbert Tolome. Betsie Frei, the LMG/NMCP Project Officer, assisted with the coordination of the meeting and led discussions and presentations on MSH tools,

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project communication approaches, and technology resources.

2. Major Trip Accomplishments:

1) Program updates for each county

Each Senior Technical Advisor gave a presentation on challenges in the fight against malaria, project successes to date, current activities, challenges facing the project, and assistance provided to the NMCP for the management of Global Fund grant funds in their respective countries. The presentations showed that many of the activities completed by NMCPs in each country were made possible by LMG/NMCP support and the work of the Senior Technical Advisors. The presentations also showed that all of the Senior Technical Advisors are integrated into their respective NMCP, and the level of project implementation depends on the country and the amount of time the project has been active there. At the end of the presentations, the Principal Technical Advisor for the project urged Senior Technical Advisors to examine how and when they can begin to transfer knowledge and responsibilities to NMCP staff in order to ensure that LMG/NMCP achievements are sustainable.

2) Project Evaluation Tools

The Senior Technical Advisors in Liberia, Cote d'Ivoire, and Cameroon shared their experiences utilizing the Organizational Capacity Assessment Tool (OCAT) to assess the organizational capacities of NMCPs. According to the Senior Technical Advisors, the OCAT provides a good snapshot of the initial organizational capacity situation and allows the project to measure progress achieved through the implementation of priority actions.

To ensure regular monitoring of project performance, the group recommended adapting the OCAT to the project to take into account all the important aspects of the management at the central coordination unit. A modified version of the OCAT, revised based on experiences in Cote d'Ivoire and Cameroon, will be available for use in Burundi.

The Program for Organizational Growth, Resilience and Sustainability (PROGRES tool), which is an improved version of the OCAT, was introduced and shared with the meeting participants.

3) Global Fund discussion : successes, challenges and next steps

During this session each Senior Technical Advisor presented the status of the Global Fund concept note. NMCPs in Cote d'Ivoire, Guinea, and Cameroon have already submitted their concept notes to the Global Fund. The Burundi concept note is currently being developed and will be submitted in January 2015. Presenters noted that Cameroon and Guinea have received positive feedback from the Technical Review Panel on their concept notes, and will finalize negotiations in December.

During this session each Senior Technical Advisor presented the value he added to the development of the concept note, as well as the value added to the management of current Global Fund grants. Throughout each of these presentations it was clear that Senior Technical Advisors were involved in the development of concept notes, their counsel was taken into account, they were involved in Principal Recipient reviews, participated in negotiations with the Global Fund, and assisted the NMCP in gathering normative documents before signing grant agreements (performance review, workplan, detailed budget, activity reports, monitoring and evaluation plans, and procurement plans).

4) Orientation on virtual tools (Google Applications, LeaderNet, Ollie)

A working session focused on using different Google functions and applications in order to improve project

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coordination and planning. This presentation included training on Google mail, Google Drive, Google Hangouts and Google Calendar. Each participant received personal one-on-one assistance to explore the various Google features that are currently used by MSH staff.

This training was followed by training on the use of LeaderNet and OLLIE (MSH's intranet), both of which are MSH-created platforms designed to strengthen communication and online training. All LMG/NMCP staff have been enrolled in LeaderNet, and will use the site to facilitate cross-country communication between LDP+ participants.

5) Communication and report writing

Senior Technical Advisors participated in a working session that focused on the structure of quarterly reports for submission to USAID and the elements of a Success Story. These documents contribute to data harmonization and documentation of achievements. The discussion centered around the key elements and format of Success Stories, the format of Quarterly Reports and each Senior Technical Advisors' role in developing reports, and a short presentation on how to capture quality photographs for project communications.

6) Leadership Development Program Plus (LDP +) Training

The LDP+ training took place on days 3-5 of the meeting, and was carried out with a participatory approach, using various adult learning practices: group work, individual reading, role play, films, presentations, and brainstorming. The LMG/Benin office invited a participant from an LDP+ held in Benin with support from the ARM-3 project to open the LDP+ training by giving a presentation on her experience with the LDP+. The objectives of this portion of the meeting were the following :

By the end of the workshop, participants have

- The confidence to present the LDP+, its approach and aims
- Increased confidence in their ability to organize and lead the four LDP+ workshops
- The tools and knowledge needed to organize and facilitate the alignment meeting and coaching
- A familiarity with LDP+ tools and documents

Throughout the course of the three days, meeting participants discussed leadership concepts and practices, and were introduced to the following:

- Basic elements of leadership
- The roles and responsibilities of LDP+ actors: lead facilitator, technical leadership team, governing board of participant group
- The structure of the 6-9 month LDP+ process: startup, alignment, workshops, implementation, coaching, and evaluation
- The importance of team's commitment to the LDP+ process, which requires that participants demonstrate dedication, determination, availability, consistency
- The structure of workshops: Alignment meeting, Workshop 1 "Scanning", Workshop 2 "Focusing, Planning, Aligning, and Mobilizing", Workshop 3 "Aligning, Mobilizing, and Inspiring", and Workshop 4 "Preparing and Presenting Results"
- The Challenge model and its components: Mission, vision, measurable result, examination of the context, examination of obstacles and root causes, and examination of priority actions
- Promoting gender equity, collective learning, creativity and discovery throughout the LDP+ process
- Team coaching
- Team concepts

The third day of the training was reserved for a practicum session, in which each participant led a 15-minute session

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from the first LDP+ workshop, and the rest of the meeting participants provided feedback.

This training improved participants' confidence to organize and conduct the LDP+ workshops, and also allowed participants to better master the tools and concepts that are necessary for organizing and facilitating the alignment meeting and coaching sessions.

3. Next steps: Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
Provide modifications specific to assessing NMCPS to the OCAT	Côte d'Ivoire and Cameroon Senior Technical Advisors, and Medford staff	Before the end of December 2014
Submit Success stories	Senior Technical Advisors	Each quarter
Finalize the LDP+ implementation plans	Senior Technical Advisors	Before the end of November
Hold LDP+ Senior Alignment Meetings	Senior Technical Advisors, Medford staff	December 2014/January 2015 (Differs by country)

4. Contacts: List key individuals contacted during your trip, including the contacts' organization, all contact information, and brief notes on interactions with the person.

Name	Contact info	Home organization	Notes
Kristin Cooney	kcooney@msh.org	MSH/Medford	Presenter
Emmanuel Le Perru	eleperru@msh.org	MSH/Medford	Facilitator
Betsie Frei	bfrei@msh.org	MSH/Medford	Presenter
Gualbert Tolome	gtolome@msh.org	MSH/LMG Benin	Facilitator
Leandre Sohounde	lsouhonde@msh.org	MSH/ LMG Benin	Participant/Presenter
Dr. Geneviève Batossi Padonou	gbatossipadonou@msh.org	MSH/ LMG Benin	Participant/Presenter
Dr. Youssoufa Lo	ylo@msh.org	MSH/ LMG NMCP Guinea	Participant
Kwabena Larbi	klarbi@msh.org	MSH/ LMG NMCP Liberia	Participant
Pepin Miyigbena	pmiyigbena@msh.org	MSH/ LMG NMCP Cote d'Ivoire	Participant
Dr. Youssoufa Lo	ylo@msh.org	MSH/ LMG NMCP Guinea	Participant
Dr. Maurice N'Djore	mndjore@msh.org	MSH/ LMG NMCP Cameroon	Participant

5. Description of Relevant Documents / Addendums: Give the document's file name, a brief description of the relevant document's value to other CLM staff, as well as the document's location in eRooms or the MSH network. Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

File name	Location of file
LDP+ English facilitator guide	..\..\LDP_resource_materials\LDP+\LDP+ 2014 Eng_revisedfinal.pdf

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LDP+ French notes guide	..\..\LDP_resource_materials\LDP+\French\LDP+_2014_French.pdf
Meeting Agenda	https://drive.google.com/drive/u/1/#folders/0B57YPuorW_Bza1VIZXIEXzVHTIE/0B57YPuorW_BzTUpFV0pBLVAxUFk/0B57YPuorW_BzbjBUT3gtd0RuZGs
Country Presentations	https://drive.google.com/drive/u/1/#folders/0B57YPuorW_Bza1VIZXIEXzVHTIE/0B57YPuorW_BzTUpFV0pBLVAxUFk/0B57YPuorW_BzYnNObFUxelY4Nk0
LDP+ English facilitator guide	..\..\LDP_resource_materials\LDP+\LDP+_2014_Eng_revisedfinal.pdf

Annex 1: Meeting Agenda



LMG/NMCP ANNUAL COORDINATION MEETING AGENDA

November 9-14, 2014 | Location: Cotonou, Benin

<p><i>Sunday, November 9</i></p>	<p>Arrivals, Hotel check-in</p>
<p><i>Monday, November 10</i></p>	<p>8h30: Welcome and overview (Kristin and Emmanuel)</p> <p>8h45: Welcome and overview of LMG/Benin (Gilles Bokpe, Country Program Manager)</p> <p>9h00: Country presentations and progress reports (All STAs)</p> <p>10h30: Pause-cafe</p> <p>10h45: Discussion on USAID’s feedback on PY2 Work Plans</p> <p>12h00: Lunch</p> <p>13h00: Presentation of OCAT conducted so far, potential improvements (sustainability aspects like PROGRES), and recommendations for future OCATs (Maurice, Kwabena & Pepin)</p> <p>14h30: Technical exchange on common challenges, and obstacles to be anticipated or overcome for PY2 implementation (All)</p> <p>15h30: Global Fund discussion: success, challenges, and next steps for PY2 (All STAs)</p>
<p><i>Tuesday, November 11</i></p>	<p>8h30: Presentation on L+M+G tools or materials that can benefit NMCPs (Emmanuel & Kristin)</p> <p>9h30: Linking LMG/NMCP activities to service delivery outcomes (Emmanuel and Kristin)</p> <p>10h30: Pause-cafe</p> <p>10h45: Communications and report-writing (Kristin and Betsie)</p>

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	<p>12h00: Lunch</p> <p>13h00: Google Training: Using Google calendar, Hangouts, and Sites for project management (Betsie)</p> <p>14h00: Operations updates: Ollie, working with COMUs and HR (Betsie & Emmanuel)</p>
<p>Wednesday, November 12</p>	<p>8h30 – 17h00: LDP+ Training (ToT), day 1 (Gualbert & Emmanuel) <i>Special guest: Dr. Gbaguidi of the CS DE COT IV</i></p>
<p>Thursday, November 13</p>	<p>8h30 – 17h00: LDP+ Training, day 2 (Gualbert & Emmanuel)</p>
<p>Friday, November 14</p>	<p>8h30 – 15h00: LDP+ Training, day 3 (Gualbert & Emmanuel)</p> <p>LeaderNet training (40 min - Betsie)</p> <p>Departures</p>

Annex 2: LDP+ Detailed Training Agenda



LMG/NMCP ANNUAL COORDINATION MEETING

November 12-14, 2014 | Location: Cotonou, Benin

Objectifs d'apprentissage:

A la fin de l'atelier les participants/facilitateurs-apprentis auront ...

1. La confiance de faire une présentation sur le LDP+, ses promesses et sa démarche
2. Une confiance accrue de leur capacité d'organiser et conduire les 4 ateliers LDP+
3. Les outils et connaissances pour organiser et faciliter les réunions d'alignement et de coaching
4. La capacité d'adapter le programme aux besoins uniques de leurs clients
5. La familiarité des soutiens techniques et documents pertinents au LDP+

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Jour	Temps	Session
Mercredi 12 Novembre 2014	8h30	Bienvenue, vue d'ensemble, attentes et normes But de la session : créer un bon climat et la curiosité ; clarté sur attentes ; créer un baseline
	9h30	Visionnement vidéo du premier LDP But de la session : voir l'impact potentiel d'un LDP(+) et identifier éléments clés
	10h15	Pause-café
	10h30	Partage d'une expérience réussie de LDP+ But de la session : donner un goût de la méthode andragogique
	11h30	Informations de base du LDP+ But de la session : Découvrir éléments de base
	11h15	Rôles et responsabilités But de la session : identifier acteurs principaux et leurs rôles ; commencer la réflexion sur l'adaptation locale
	13h00	Pause-midi
	14h00	Structure du LDP+ But de la session : Découvrir la structure d'un LDP+
	14h30	Les ateliers But de la session : créer une soif et curiosité pour que les participants parcourent davantage les sections du guide
	15h30	Pause-café
	15h45	S'organiser pour le practicum
16h15	Réflexion de fin de la journée	

Jour	Temps	Session
Jeudi 13 Novembre 2014	8h30	Réflexion matinale : Questions, préoccupations par rapport aux sessions d'hier But de la session : assister les participants à digérer le contenu et obtenir un feedback en tant que formateur sur ce qui est à expliquer ou approfondir davantage

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	9h00	Problèmes vs défis But de la session: expérimenter la méthode andragogue et une session de l'atelier 1 ; introduire l'outil clef du LDP+
	10h00	Application personnelle du Modèle de défi : mission et vision personnelle But de la session : appliquer Modèle de Défi à soi-même pour expérimenter sa logique et impacte
	11h00	Résultat mesurable (SMART) et identification des obstacles et atouts But de la session : expérimenter la tâche d'identifier un résultat SMART (qui est souvent la partie la plus difficile du processus)
	12h00	Lecture des exemples des modèles de défi remplies
	13h00	Pause-midi
	14h00	Exercices de coaching But de la session : expérimenter le coaching d'une équipe
	15h00	Préparation practicum
	15h30	Pause café
	16h20	Revue de la journée
	16h30	Fin de la journée

Jour	Temps	Session
Vendredi 14 Octobre 2014 (matin)	8h00	Réflexion matinale : Questions, préoccupations par rapport aux sessions d'hier
	8h30	Practicum 1
	9h15	Practicum 2
	10h00	Practicum 3
	10h45	Pause-café
	11h00	Practicum 4
	11h45	Practicum 5
	12h30	Réflexion sur le practicum
	12h45	Post auto-évaluation et réflexion finale
	13h00	Pause déjeuner