

Leadership Management and Governance/Afghanistan Trip Report: Jessica Golden April-May 2015

Jessica Golden, Project Specialist MSH

May 30, 2015

The Leadership, Management and Governance (LMG) Afghanistan program will further strengthen the capacity of the Afghan Ministry of Public Health (MoPH) to lead, govern and manage the scale of access to and quality of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS), particularly for those at highest health risk. The project will also continue to support capacity building of the Ministry of Education (MoE). The LMG Afghanistan program is an 18-month intervention starting in September 1, 2012 and extending to January 31, 2014. Total budget for the 18-month period is \$25,400,800. In collaboration with USAID-Kabul, LMG-Afghanistan has received an 8 month extension of the project, with associated additional funding of ~\$4 million for the additional months of activities.

Leadership, Management, Governance, Health Systems Strengthening, Ministry of Health, Afghanistan

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1. Scope of Work:

Destination and Client(s)/ Partner(s)	Kabul, Afghanistan: MSH Office, Ministry of Public Health, and USAID
Traveler(s) Name, Role	Jessica Golden, Project Specialist
Date of travel on Trip	April 23 - May 5, 2015
Purpose of trip	The purpose of this TDY was to facilitate the provision of general program management support for the monitoring of activities and management of donor requirements, provide communications support for EOP activities, and assist in project close-out activities.
Objectives/Activities/ Deliverables	<ol style="list-style-type: none"> 1. Support the development of the EOP Report and other final communications materials; manage any consultants required for the activity. 2. Conduct interviews with key LMG-AF partners and staff for inclusion in the EOP Report. 3. Support the development of the EOP Meeting, including materials management. 4. Assist in project close-out activities, as needed
Background/Context, if appropriate.	The Leadership, Management and Governance (LMG) Afghanistan program further strengthens the capacity of the Afghan Ministry of Public Health (MoPH) to lead, govern and manage the scale of access to and quality of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS), particularly for those at highest health risk. The project also supports capacity building of the Ministry of Education (MoE).

2. Major Trip Accomplishments: Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

I spent most of my TDY interviewing recipients of LMG-Afghanistan project support and writing the End-Of-Project booklet – *Profiles of Courage: Stories of Impact from the LMG-Afghanistan Project*. This booklet captures individual interviews and organizational stories from each of the LMG-Afghanistan Project’s areas: Child and Adolescent Health (CAH); Community-Based Healthcare (CBHC); Community Health Nursing Education (CHNE); Health Information Systems (HIS) and Monitoring and Evaluation (M&E); Hospital Management, Improving Quality in Health Care (IQHC); In-Service Training (IST); Leadership, Management, and Governance (L+M+G); and Provincial Health Systems Strengthening (PHSS). The LMG-Afghanistan End-of-Project (EOP) report/booklet highlighted the impact the project has had on Afghanistan’s health system by improving leadership, management, and governance practices.

My TDY had several stages: 1. Developing interview materials, 2. Conducting the interviews, 3. Writing the results of the interviews in short narrative form, and 4. Managing Consultants and the Production Process. I have detailed each step in the process below.

1. Developing Interview Material: Before going to Kabul, I reviewed the PMP and PMIS for each program area. I pulled out indicators that had the most impressive results for each program area. I then made a shortlist of those indicators to pick one to be the focus of the interview. For example, for the CBHC Program, I saw that we had recruited 1000 new CHWs for rural areas from July-December 2013. I then identified the type of interviewee that we would need to speak to each indicator from each program area. Once in Kabul, I worked with the PMs to identify specific people who fit that profile of the type of person we wanted to interview and to schedule the interviews. From there, I began to develop specific questions, using our semi-annual reports, work plan, and results sharing workshop PowerPoints. I met with each program manager again to go over the questions to see if there was anything I missed. They were able to tell me which questions didn't make sense, or a better way to ask about the results. After careful review, I developed a set of 11 standard questions to be asked to each interviewee, and 5-10 questions that were specific to each interviewee’s program area.

2. Conducting the Interviews: I met with a total of 11 individuals for my interviews. Each interview took approximately one hour. I used the questions that I had developed as a basis for the interview. This allowed me

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to conduct the interviews from a results-perspective. For example, I asked the CHNE interviewee (a nurse supervisor) how she applied the Nursing Performance Quality Improvement Standards, and what training she had received from LMG on the standards. This linked to the outcome indicator from the PMP, which was the number of hospitals that had implemented the national nursing standards (10 out of 14). Then I asked for examples of how she used these standards in her daily life as a nurse and nurse supervisor.

3. Writing the Results in Narrative Form: Since I only had a total of 12 days in Kabul to conduct the interviews and write the booklet, time was of essence. After each day of interviews, I would begin the writing process. Using a combination of my notes from the interview and the recorded interview audio (each interviewee consented to be recorded and understood that the recordings were strictly for transcript purposes). I wrote the narratives as close to their own words as possible, and found creative ways to communicate the results of the LMG-Afghanistan Project's activities. The booklet ended up having 11 profiles – one for each of the nine program areas, plus an additional profile for HIS due to the interview with the Minister of Public Health, and an additional interview showcasing the institutionalization of L+M+G concepts. At the end of my TDY, I focused on writing the introductions to each profile, as well as the other content of the booklet (background, acknowledgements, etc.). The last few days of my TDY were focused on putting everything into a final document, which was then reviewed by the project team and other key members of the program areas. Once I returned to the US, I began working with the graphic designer to finalize the booklet for printing.

4. Managing Consultants and the Production Process: The LMG-Afghanistan Project hired a local photographer to accompany me to the interviews and take portrait shots of the interviewees, as well photos of the locations in which the interviewees workers (when possible). It was my responsibility to manage the photographer's workload. I began this process by meeting with him and explaining the type of photos we wanted, as well as the context of this activity. Each day, I would outline the schedule for the following day and who we would be interviewing. We would discuss they nature of the interviewees' work and the best way to capture the individual photos. The photographer would then meet me at the MSH office and we would travel together to the interview sites, or he would meet me there. During the interview, he would take several photos. At the end of my TDY, I worked with him to pick 40 photos out of those that he took for use in our final publication. I also managed the production process, working with the Kabul administration staff to arrange translation, printing of the booklet, and other logistical matters.

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

Description of task	Responsible staff	Due date
Approval of <i>Profiles of Courage</i> booklet by USAID	Dr. Saleh	June 22, 2015
Printing the <i>Profiles of Courage</i> booklet in the USA	Jessica Golden	June 30, 2015
Publicizing the <i>Profiles of Courage</i> booklet via LMG Blog and distribution channels	Rebecca Simon, Jessica Golden	June 30, 2015

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
Dr. Homa Akseer Director, Training Center	Phone: 0700217487	Malalai Maternity Hospital	Interviewed for IST Profile; Dr. Hatifie is the contact point person.
Dr. Mirwais Alizai Nangarhar Quality Improvement Committee Focal Point	Phone: 0700908586	Nangarhar IQHC Committee	Interviewed for IQHC Profile; Dr. Hatifie is the contact point person.
Dr. Zelaikha Anwari Acting Director of the Reproductive Health	zanwari.mophrhd@gmail.com	Afghanistan Ministry of Public	Interviewed for general L+M+G profile.

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Directorate		Health	
Dr. Avid Deyar Director	-----	Rabia Balkhi Maternity Hospital	Interviewed for HM Profile; Dr. Khalil is the contact point person.
Mr. Ghulam Sakhi Azimi Community Health Supervisor	Phone: 0791921816	Herat Province	Interviewed for CAH; Dr. Hatifie is the contact point person.
H.E. Dr. Feirozuddin Feroz Public Health Minister of the Islamic Republic of Afghanistan	-----	Afghanistan Ministry of Public Health	Interviewed for HIS Profile; Dr. Saeedzai is the contact point person
Dr. Massoud Mehrzad Project Manager, Partnership Contracts for Health Services	Phone: 0799628641	Afghanistan Ministry of Public Health	Interviewed for GCMU Profile; Dr. Saleh is the contact point person.
Ms. Fariba Omarzada Nurse Supervisor	Phone: 0799155994	Wazir Akbar Khan Hospital, Kabul	Interviewed for CHNE Profile; Dr. Mushfiq is the contact point person.
Dr. Ghulam Sayed Rashed MD, MPH, Former Provincial Public Health Director, Herat	Phone: 0791921816	Afghanistan Ministry of Public Health	Interviewed for PHSS Profile; Dr. Mubarak is the contact point person.
Mr. Safiullah Sadiq Community Health Worker	Phone: 0777751523	Behsod District, Nangarhar Province	Interviewed for CBHC Interview; Dr. Mushfiq is the contact point person
Dr. Sayed Ataullah Saeedzai Acting Director of the HMIS Health Informations General Directorate	atasayedzai@gmail.com	Afghanistan Ministry of Public Health	Interviewed for HIS Profile; Dr. Saleh is the interview point person
Dr. Noshin Shahab Reproductive Health Officer and National LDP Trainer	Phone: 0799650822	Jawzjan Province Ministry of Public Health	Interviewed for the L+M+G Profile; Dr. Mubarak is the contact point person
Dr. Hedayatullah Saleh	hsaleh@msh.org	MSH Kabul Office	LMG-AF Project Director
Dr. Abdul Shakoor Hatifie	ahatifie@msh.org	MSH Kabul Office	IST, IQHC, and CAH program areas
Dr. Mubarak Shah Mubarak	mmubarak@msh.org	MSH Kabul Office	L+M+G and PHSS program areas
Dr. Hedayetullah Mushfiq	hmushfiq@msh.org	MSH Kabul Office	CBHC and CHNE program areas
Dr. Abdul Khalil Sulimankhil	asulimankhil@msh.org	MSH Kabul Office	HM program area
Mr. Haroon Burhani	hburhani@msh.org	MSH Kabul office	LMG Office admin

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.

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File name	Description of file	Location of file
<i>Profiles of Courage: Stories of Impact from the Leadership, Management, and Governance Afghanistan Project (2012-2015)</i>	End-of-Project Report/Booklet	Google Drive – LMG-Afghanistan-Communications-FINAL LMG-AF COMMS MATERIAL-Profiles of Courage (Final EOP Booklet and Banners)

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