

## **Leadership Management and Governance/Afghanistan Trip Report: Laura Lartigue Communications Manager, LMG project (January 18-30, 2014)**

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Laura Lartigue, Communications Manager LMG Project

February 7, 2014

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

This report was made possible through support provided by the US Agency for International Development and the USAID Afghanistan, under the terms of AID-OAA-A-10-00020 and Eric Milstrey. 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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**Leadership, Management and Governance  
(LMG) Project Trip Report  
LAURA LARTIGUE  
COMMUNICATIONS MANAGER, LMG PROJECT  
JANUARY 18-30, 2014**

**Background:** 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). Ms. Laura Lartigue is the Communications Manager for the Leadership, Management and Governance Project at the MSH home office. This will be her first visit to Afghanistan to provide a short-term technical assistance to the LMG-AF project in the field of communication.

**Purpose of Trip:** To support the LMG-Afghanistan team in developing and improving communications materials, training staff and conducting key interviews for case studies.

**Activities:**

1. Report to the MSH Operations for a security in-brief upon arrival in Kabul.
2. If requested, conduct an arrival briefing for USAID/Kabul.
3. Support the completion of a program brief on “Rebuilding the Health Sector in Afghanistan: Strengthening the Foundation for Health Service Delivery through Leadership, Management, and Governance Interventions,” which will include conducting interviews with Dr. Dalil, the MoPH Minister, Dr. Shahir, General Director of MoPH Human Resources, and other key individuals to document how leadership development has contributed to strengthening of MOPH activities.
4. Provide support to review and revise the strategic communications plan for the LMG-AF project and initiate the development of additional success stories and other materials in the plan.
5. Conduct a short training on communications for staff and provide training and orientation for the new LMG Communications/M&E Officer.
6. Provide support to team to develop a 2-4 pager on our accomplishments in CBHC in partnership with the MOPH CBHC Department.
7. If requested, conduct an exit briefing with USAID/Kabul within two days of departure.
8. Submit a trip report, not to exceed 2 pages, before departure from Kabul.

**List of Annexes:** List attachments to the report. Minimally, the following should be listed (and attached):

- Deliverables
- List of Persons Met;
- Meetings Held (organized chronologically)

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

From January 19-23, I interviewed LMG/AF and two key Ministry of Public Health (MoPH) officials to understand internal and external communications issues and concerns, with a focus on the deliverables within the LMG/AF Communications Action Plan for Sept 2013-Oct 2014. The interviews within the MoPH were held to better understand our work, and to inform the writing of the two report deliverables: a 2-4 page briefing paper on MSH and LMG/AF support to MoPH efforts on CBHC, and a longer briefing paper being produced in collaboration with LMG staff, including Stephanie Calves on the history of MSH support to leadership interventions in Afghanistan.

Accomplishments from Jan 25-29 include:

- Conducted a successful video interview with HE the Minister of Health in Afghanistan Dr. Suraya Dalil
- Gave individual support to LMG/AF staff on completion of deliverables listed in the LMG/AF Communications Action Plan as well as reporting to the USAID Mission
- Held a communications seminar for staff of the LMG, TB Care and SPS Projects
- Provided one-on-one support and counsel on communications matters to LMG/AF staff
- Helped co-facilitate a four-day "Goal 7" (MSH is a Learning Organization) corporate workshop, along with Sylvia Vriesendorp for staff of the LMG, TB Care and SPS Projects
- Worked with Dr. Mubarak to finalize a PD for a full-time Communications Specialist for LMG/Afghanistan

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

**Summary of the next steps**

Description of task	Responsible staff	
Next steps are related to two written deliverables. 1) Use materials provided by Dr. Mushfiq to draft 2-4 pager on CBHC. (STATUS: ON HOLD--Dr. Mubarak and Dr. Mushfiq: I NEED MORE INFORMATION ON LMG'S CURRENT ACTIVITIES IN CBHC TO COMPLETE THIS TASK...the latest quarterly report and a few paragraphs that summarize current activities and accomplishments would allow me to finish this draft.)	Laura Lartigue	Feb 14, 2014
2) Work with Stephanie Calves, Kevin Gunter and LMG staff in Medford, DC and Afghanistan to complete a briefing paper on MSH support to health leadership in Afghanistan (STATUS: ONGOING)	Stephanie Calves, Laura Lartigue	March 2014

**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
Baba Jan	<a href="mailto:bjan@msh.org">bjan@msh.org</a>	MSH/AF	1.19.14:Security Briefing
Steve Morgan	<a href="mailto:smorgan@msh.org">smorgan@msh.org</a>	MSH/AF	1.19.14Security Briefing
Dr. Mubarakshah Mubarak	<a href="mailto:mmubarak@msh.org">mmubarak@msh.org</a>	LMG/AF	1.19.14Introductions, review of schedule, orientation on comm work
Haroon Burhani	<a href="mailto:hburhani@msh.org">hburhani@msh.org</a>	LMG/AF	1.19.14: Daily contact to organize TDY and meetings, discuss refinements to writing of correspondence and deliverables.
Dr. Khalil Sulimankhil	<a href="mailto:asulimankhil@msh.org">asulimankhil@msh.org</a>	LMG/AF	1.20.14: Review of work w hospitals, jointly updated a related success story. A hospital visit was planned but postponed because of a

			funeral—As follow-up Dr. Khalil’s team is to get photos and quotes from patients and administrators to bring this story to life.
Dr. Zeliakha Anwari	<a href="mailto:zanwari@msh.org">zanwari@msh.org</a>	LMG/AF	1.20.14: Talked of work w PPHOs, success story completed. Future story could be developed in Oct after Jul/Aug monitoring in 13 USAID provinces—goal is to show decision-making based upon data and evidence.
Dr. Said Habib Arwal	<a href="mailto:saidhabiba@gmail.com">saidhabiba@gmail.com</a>	MoPH, CBHC National Coordinator	1.21.14: Video Interview, introduced by Dr. Mushfiq, questions on MSH/LMG support to CBHC in Afghanistan. He mentioned support from many donors, among them UNFP, UNICEP, WHO, Johns Hopkins, USAID TechServe and LMG Projects. Gave some stats on current interventions—1,200 health trained this year, 68% of FP referrals done by health posts that could be useful in writing CBHC paper.
Dr. Abdul Hatifi	<a href="mailto:ahatifie@msh.org">ahatifie@msh.org</a>	LMG/AF	1.21.14: Discussed in-service training. Learned of accomplishment—within Mgmt Leadership Dev Program (MLDD) of MoPH, the LMG-supported in-service training strategy was approved
Dr. Hedayatullah Mushfiq	<a href="mailto:hmushfiq@msh.org">hmushfiq@msh.org</a>	LMG/AF	1.21.14: Gave over view on project support to CBHC—enhanced stewardship by MoPH, 200 shura members trained. LMG also supports family health action groups in 34 provinces (success story and new within CBHC natl strategy), advocacy w other donors. Another future success is getting misoprostal on essential drug list prevention of post-partum hemmoragging. Also revising CHW manual, support to CHWs. Follow-up will be to review docs and collaborate on draft CBHC 2-4-pager
Dr. Saydie Sayed Naqibullah	<a href="mailto:ssayedi@msh.org">ssayedi@msh.org</a> , <a href="mailto:nsayedi@yahoo.com">nsayedi@yahoo.com</a>	LMG/AF	1.21.14: Collects weekly highlights from all MSH teams, compiles and submits to USAID. Gave support to process and development of a template (co-branded USAID-MSH). ISSUE: all MSH teams must submit their info on time (Thursdays) to meet donor reporting requirements. Also provided templates for an MSH quarterly enewsletter, which Dr. Saydie will produce.
Dr. Hamdard Naqibullah	<a href="mailto:nhamdard@msh.org">nhamdard@msh.org</a>	LMG/AF	1.21.14: Discussed LMG support to MLDD, and results achieved through leadership support to 5 hospitals. Dr. Hamdard sent me a <i>different</i> story than the one listed on the action plan—announcement of launch of HQIP--

			which I helped turn into a success story and sent back to him—still needs results section built out later. He also said he will produce the story he committed to on the SLP, so that is follow up that needs to come from him.
Meeting w LMG/AF M&E team: Sayed Aaullah Saeedzai, Dr. Jalal Maqsood, Technical Advisor, M&E, HIS	<a href="mailto:jalalmaqsood2012@gmail.com">jalalmaqsood2012@gmail.com</a> , <a href="mailto:ssaeedzai@msh.org">ssaeedzai@msh.org</a>		Team has a broad SOW, is on board for working with Comm specialist—learned during the meeting that the M&E person does NOT have a 50% SOW in communications, so I strongly suggest that the Comm Specialist be recruited for LMG AF as soon as possible. Team pointed out success with LDPs—looking past outputs of outcomes and results—and hospital autonomy cross-sectoral study of 470 people in hospitals (patient satisfaction survey) that communications might be able to use.
Meeting w LMG/AF AOR USAID/Afghanistan Lisa Childs, Health Officer; Dr. Mohamad Faiz Momand, Tech- Serve AOR and future Activity Manager for LMG/Afghanistan, USAID/Afghanistan, Steve Morgan, COMU Director; Dr. Mubarak, LMG Project Dir at USAID- US Embassy	<a href="mailto:Lchilds@state.gov">mailto:Lchilds@state.gov</a> , <a href="mailto:mfaiz@usaid.gov">mfaiz@usaid.gov</a> , <a href="mailto:smorgan@msh.gov">smorgan@msh.gov</a> , <a href="mailto:mmubarak@msh.gov">mmubarak@msh.gov</a>		1.22.14: Gave in-briefing to discuss purpose of visit, get feedback on reporting—two new requirements were added—USAID wants a monthly meeting schedule from LMG/AF, also wants project to give monthly progress report to MoPH. Discussed misoprostal, SEHAT proposal—feedback was that proposals were wish lists, that funding was not sure and that LMG/AF should propose phasing activities out. Steve Morgan negotiated a 6-mo extension rather than 3+3 as a practical matter, saying we’ll leave after 3 if asked.
Dr. Rashidi Mohamad Khkerah	<a href="mailto:mrashidi@msh.org">mrashidi@msh.org</a>	TB Care, MSH CTL	1.23.14: Discussed efforts to harmonize MSH project internal communications, supports the MSH CSRM in that aspect. Sometimes what was framed as comm issues ran into managerial areas, but supports sharing across projects and more open communications.
HE Dr. Suraya Dalil, Minister of Health	<a href="mailto:surayadalil@hotmail.com">surayadalil@hotmail.com</a> , <a href="mailto:minister.office@moph.gov.af">minister.office@moph.gov.af</a>	MoPH	1.26.14: Video interview for Intl Women’s Day Mar8th, shot great footage, received Dr. Dalil’s okay to finalize and release on 2.6.14. Follow-up will involve working with MSH corp comm to process and release.
Dr. Ihsanullah Shahir, DG of HR	<a href="mailto:dr.shahir2006@gmail.com">dr.shahir2006@gmail.com</a>	MoPH	1.26.14: Video interview, learned of his own path into leadership starting w study tour in 2004 to Aswan, Egypt through MSH project, built his own capacity in L&M and then

			supported Bamyan province for 10 years. Says HR current focus is in-service, although needs re pre-service ed, private sector, post-grad-clinical specialization
Dr. Mohamad Zafar Omari	<a href="mailto:momari@msh.org">momari@msh.org</a>	SPS	1.26.14 Overview of SPS, interaction with other projects
Dr. Zeliakha Anwari	<a href="mailto:zanwari@msh.org">zanwari@msh.org</a>	LMG/AF	1.27.14: Did video interview—first in series as a press/public speaking exercise & elevator speech—what staff do and why it’s important...in 1-2 min.
Dr. Hedayatullah Saleh	<a href="mailto:hsaleh@msh.org">hsaleh@msh.org</a>	LMG/AF	1.28.14: Brief one-on-one, review of my SOW. Views LMG like TechServe except with twice as many demands on staff.
Dr. Shakila Barakzai, Executive Dir, Future Leaders Organization	<a href="mailto:Shakilab4@gmail.com">Shakilab4@gmail.com</a>	Future Leaders Organization	1.29.14 Video interview, with her and her husband, Sylvia Vriesendorp’s contact: great interview of a young Dr. and health leader who got her start through the LDP years ago w Sylvia, started Future Leaders in 2012, is currently working to encourage women to vote. Have followed up w Barb Ayotte and Paula Champagne to see if MSH can do anything w this footage.

#### 5. Description of Relevant Documents / Addendums:

File name	Description of file	Location of file
Communications seminar	.ppt presentation	Attached
Strategic Communications Guide	Word doc	Attached
Success Story-Improving Hospital Management--updated	Word doc	Attached
Success Story—HQIP—format is now good, just needs results section built out when there are indeed results.	Word doc	Attached
Messaging/public speaking exercise used during Comm seminar w LMG/AF staff	Word doc	Attached
Branded model for weekly reporting to USAID		

### Participants of MSH Goal 7 Workshop (Most attended the Communications Workshop as well):

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