

## Leadership Management and Governance/Afghanistan Trip Report: Dr. Reshma Trasi and Kevin Gunter (October 16-31, 2013)

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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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# Trip Report

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<b>Destination</b>	Kabul, Afghanistan
<b>Traveler(s) Name, Role</b>	<b>Dr. Reshma Trasi: Director, M&amp;E and Research, LMG Project</b> <b>Mr. Kevin Gunter: Project Officer, CLM</b>
<b>Date of travel on Trip</b>	16 <sup>th</sup> – 31 <sup>st</sup> October, 2013
<b>Purpose of trip</b>	<ul style="list-style-type: none"><li>• Review the M&amp;E set up of the L+M+G interventions and assist the project team to design and implement a rigorous framework for measuring the results of those interventions at the project and MoPH levels</li><li>• Provide support to the project team in developing a general plan for program evaluations during project span.</li><li>• Provide support for project reporting and tracking of deliverables</li></ul>

## Key accomplishments

### Program M&E System

- Met with program managers and technical advisors from eight program areas for the project and discussed their work plan and indicators for the year.
- Aligned and addressed inconsistencies between the work plan sent to USAID and the program indicators.
- Aligned program indicators with LMG Global PMP.
- Developed an Excel-based project monitoring system with monitoring sheets for each program area.
- Developed file structure on Dropbox and linked program managers for shared access.
- Met with TraiNet manager to address needs and concerns for simplifying information flow.
- Oriented Project Director, Deputy Director and 5 program managers to the M&E system.
- Developed data flow chart for quarterly, semi-annual and annual reporting.

### Program Evaluation

Following discussions with the Program Managers, we identified a few technical areas where the project may want to focus their assessment and evaluation efforts. These program areas were identified for the following reasons:

- Have been implemented for a prolonged period of time (>5 years);
- The program collects or has access to data;
- Programmatic assessments have been scheduled and there is potential to modify the scope of these assessments to focus on demonstrating results; and
- These programmatic areas represent the diverse range of work that MSH does and may benefit MSH's positioning efforts for the follow-on.

### Technical areas that were identified included:

- *Provincial Public Health Offices Assessment*: this assessment has already been scheduled. The SOW for this assessment was reviewed and revised to focus on results.
- *Community-based Health Care Department Assessment*: this assessment has already been scheduled. This SOW was reviewed and revised. A follow-up conversation with the consultants carrying out this assessment was carried out to go over the revised SOW.

- *Hospital Management Assessment*: an assessment is in the work plan, but the SOW has not been developed. The Program Managers (HIS and Hospital Management) will work on a SOW. LMG (Home office) will coordinate a call with JHU and PMs to ascertain their interest in conducting this assessment.
- LDP Assessment: The Program Manager, MLDD has shared samples of reports from this program. LMG Home office will review these reports to see if there is data to report results.
- Grants and Contracts Management Unit: the GCMU Program Manager is keen to conduct an M&E audit of their grants monitoring system. In addition, they will share some of their reports and data to see if there is available data to analyze time trends of NGO performance and service delivery.
- Other areas such as in-service training and IQHC have significant potential for being evaluated in the future.

### **Deliverables**

- Project M&E system
- Reporting data flow chart (Appendix C)

### **Key tasks and next steps**

- See Appendix B for list of completed and follow-up tasks.

## Appendix A

### List of people met

Name of person met	Title	Email address	Contact details
Dr. Mubarak Mubarakshah	CoP/Project Director LMG AF	<a href="mailto:mmubarak@msh.org">mmubarak@msh.org</a>	0799- 410 212 / 0700- 189 420
Dr. Hedayatullah Saleh	Technical Director LMG AF	<a href="mailto:hsaleh@msh.org">hsaleh@msh.org</a>	0786- 446 124 / 0700- 722 148
Dr. Ataullah Saeedzai	M&E/HIS Program Manager	<a href="mailto:ssaeedzai@msh.org">ssaeedzai@msh.org</a>	0799338159
Dr. Ahmad Shah Pardis	Technical Advisor (CBHC)	<a href="mailto:apardis@msh.org">apardis@msh.org</a>	0799 331804
Dr. Abdul Hatifie	Program Manager (IST)	<a href="mailto:ahatifie@msh.org">ahatifie@msh.org</a>	0799 457989
Dr. Abdul Ali	Team Leader (MLDD)	<a href="mailto:warisabdulali@gmail.com">warisabdulali@gmail.com</a>	0799- 344 107 / 0785 671135
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Dr. Humayoon Gardiwal	Consultant (MLDD)	<a href="mailto:humayoon.mld@gmail.com">humayoon.mld@gmail.com</a>	0700-604505
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Dr. Fraidoon Farzad Darwazi	Data analyst Reporting Specialist GCMU MoPH	<a href="mailto:farzad.gcmu@moph.gov.af">farzad.gcmu@moph.gov.af</a>	0775 233124
Dr. Zeliakha Anwari	Program Manager (HSS)	<a href="mailto:anwari@msh.org">anwari@msh.org</a>	0700 034 540/ 0780 014 352
Dr. Naqibullah Hamdard	Senior Technical Advisor (L+M+G)	<a href="mailto:nhamdard@msh.org">nhamdard@msh.org</a>	0795 590772
Dr. Mohammad Ismail Mayar	Technical Advisor (CHNE)	<a href="mailto:mmayar@msh.org">mmayar@msh.org</a>	0799- 302 893

*Appendix B*  
*Completed tasks*

Program area/SOW area	Task/activity
LMG Program M&E	Sort out inconsistencies between work plan and indicators
	Develop indicators where there are gaps
	Develop program monitoring sheets for 4-5 programs (by program area)
	Align with LMG Global PMP and PMP submitted to USAID
	Develop DropBox file structure and send out emails linking program managers
	Orient program team to data system
	Develop data flow chart for reporting
	Complete orientation for program managers (quarterly)
	Debriefing with project leadership
	Send Narrative Template and Guidelines to Atallah
MLDD	Check with Home Office about feasibility of video development for LDP results
	Collect sample reports from Dr. Hamdard (Program Manager)
GCMU	Follow up with DRC team to get ToR for M&E consultant
Research Department	Send link of Evidence based Policy Development Network to Atallah
	Adverse event forms
	Send DDU tools and online M&E courses to Atallah, Kevin
CBHC assessment	Review ToR to modify
	Discuss revised ToR with consultants
PPHO assessment	Review and revise ToR for PPHO assessment

### *Follow up tasks*

Program area/SOW area	Task/activity
Program M&E	Develop summary sheets for reporting indicators to LMG Global and USAID
	Complete program monitoring sheets for remaining program areas
	Review complete program M&E spreadsheets (especially review of indicators to be reported to LMG Global)
	Complete orientation for program managers (quarterly)
	Conduct touchbase after quarterly reporting to make changes to program M&E system
	Identify future M&E and research TA needs
	Follow up re: recruitment of M&E person
	Who will enter monitoring data for CAH and IQHC?
	Adapt LMG template and guidelines to LMG/Afg + draft Table of Contents
MLDD	Share Egypt LDP tracking sheet for retrospective data collection and results documentation
	Develop standard template for LDP workshop reporting
	Identify staff/consultant to look at LDP reports and data and develop report
	Check with Dr. Hamdard and Dr. Saleh about video idea and budget
	Add MLDD success story to Laura's ToR
GCMU	Develop ToR/SOW for M&E system audit, mapping and capacity development
	Dr. Mehrzad to send us data/tools (NGO performance indicators, LQAS, CAAC) for GCMU to see if there is anything there for time analysis/assessment.
Research	Send example of newsletter to Ataullah

Department	Example of database for research in country for IRB
PPHO Assessment	Convert PPHO ToR to RFA
Hospital Management Assessment	Draft concept note/requirements in consultation with Dr. Khalil
	Set up call with John Hopkins and AF team
	Comments on modules for hospital management training by JHU