

Leadership Management and Governance/Afghanistan Trip Report: Dr. Steve Sapirie (February 28 – March 15, 2015)

Dr. Steve Sapirie, Senior Technical Advisor for HIS Strategic Planning

March 15, 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

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.

Leadership, Management, and Governance - Afghanistan
Management Sciences for Health
200 Rivers Edge Drive
Medford, MA 02155
Telephone: (617) 250-9500
<http://www.msh.org>

CLM Trip Report – LMG-Afghanistan

1. Scope of Work

Destination and Client(s)/ Partner(s)	Kabul, Afghanistan – MSH LMG Project and the MoPH GD for HIS
Traveler(s) Name, Role	Dr. Steve Sapirie – Senior Technical Advisor for HIS Strategic Planning
Date of travel on Trip	28 Feb – 15 March, 2015
Purpose of trip	To closely work with the HMIS, Research, M&E, IDSR, and IT departments of the MoPH for the revision of the Health Information System Strategic Plan
Objectives/Activities/Deliverables	<p>The responsibilities of the STTA are divided within the RFCC into three phases. Results are briefly noted:</p> <p>A. Activities to be done before coming to Afghanistan</p> <ul style="list-style-type: none"> • Report to MSH Operations for a security in-brief upon arrival in Kabul. – <i>Accomplished on the day of arrival.</i> • If requested, conduct an in-briefing for USAID/Kabul. – <i>Not requested</i> • Conduct a comprehensive literature review of HIS strategic plan related documents such as MoPH strategies, HNS strategy, HIS strategy, SEHAT HIS proposal, etc. – <i>Done while providing notes about each referenced document, and requesting additional information in pre-arrival communications.</i> • Prepare a schedule of activities for conducting the revision of the HIS strategic plan. The activities may include some individual interviews, face to face meetings, a stakeholder workshop, and focus groups. The schedule to be shared before arrival in Afghanistan. The LMG M&E Team will support this process. – <i>A number of schedules were proposed and revised as the process became clearer, and shared before arrival. Most activity was devoted to the preparation, conduct and writing the results and products of two HIS planning group discussions.</i> <p>B. Activities to be done in Afghanistan</p> <ul style="list-style-type: none"> • Conduct the strategic plan revision in compliance with the Health Metrics Network (HMN) tool for the strategic plan revision. - <i>Because of the short time available for the planning process, we made major adjustments to the HMN process focusing on a selection of known priority systems and functions.</i> ○ Conduct HIS assessment and review results (this has been done to some extent). <i>The achievements and needs of the priority systems were spelled out by the working group.</i> ○ Review health system priorities and define HIS problems (the priority setting has been done to some extent) – <i>as stated above.</i> ○ Review the inventory HIS strengthening efforts provided by the M&E Team, and recommend future strengthening activities – <i>defined within function-specific formulation of objectives and interventions. (Attached in the accompanying document.</i> ○ Confirm priority HIS problems (has been done to some extent) – <i>Priorities were defined for each selected system and are attached in the accompanying document.</i> ○ Update the HIS Vision – <i>Done, but needs review and improvement</i> ○ Set HIS objectives and interventions – <i>Spelled out for each priority system – results attached within the accompanying document.</i> ○ Identify intervention implementation phasing – <i>this will be forthcoming as the interventions are finalized.</i> ○ Undertake detailed strategy design and activity planning – <i>this will be forthcoming</i> ○ HIS M&E Plan - <i>Forthcoming</i> ○ HIS Strategic document – <i>will gradually be assembled through communications between the advisor and the working group</i>

CLM Trip Report – LMG-Afghanistan

	<ul style="list-style-type: none"> • Establish a stakeholder working group for HIS strategy revision. – <i>The broad HIS working group had participants from all selected priority systems</i> • Gather inputs from all relevant departments such as Research, IDSR, IT, M&E, and HMIS departments. – <i>all participated in the working group</i> • Perform a SWOT analysis (internal analysis, external analysis, strategic questions, Strategic issues), review inputs from all stakeholders, from SWOT analysis and define key strategic statements. –<i>The SWOT approach was not directly applied but a set of important strategic issues was identified and addressed through group discussion.</i> • Define strategies to address SWOT combinations as above. <i>The result of the issue discussion is attached in the accompanying document.</i> • Define strategies (key strategic objectives, key strategies, goals, specific objectives, and activities). – <i>An agreed planning format contains for each priority system – Objectives, Interventions, Products, Responsible Department, other sector involvement, and existing resource support.</i> • Conduct an exit briefing with USAID/Kabul, if requested, and submit a trip report. - <i>Exit debriefing not requested by USAID, but was provided to the Deputy LMG Director. This is the Trip Report</i>
Background/Context, if appropriate.	Dr Steve Sapirie has been involved in Afghanistan’s health sector since 2003. He has previously supported the HMIS and M&E units of the MoPH in developing and implementing its Health Information System Strategic Plan. He has also worked to support the M&E Program within the Tech-Serve Project. He will conduct the strategic plan revision in compliance with the Health Metrics Network (HMN) tool for the strategic plan revision. He will also review health system priorities and define HIS problems.
2. Major Assignment Accomplishments: Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.	
The organization of the HIS SP process was set up, staffed and set into continuous action (Core HIS Team, HIS Working Group, HIS Steering Committee). The participation at each level was very satisfactory. Full participation is expected for the next steps.	
A practical set of steps and products were agreed upon which allowed a considerable amount of product development in a very short period of time.	
The products of the steps thus far, are of reasonable quality and for the most part enjoy consensus across the planning participants and leadership. They will continue to be reviewed and improved.	
This product orientation to the process is fully accepted by the process managers and a detailed plan of next steps has been created which specifies who is responsible for creating each piece of the plan and plan document	
This process benefitted from total self-management and direction by the HIS Core Team and its director, Dr. Saeedzai. This demonstrates the advancement being made by the MoPH in terms of Leadership Development, Management, organization development, governance and process mastery and ownership. Only low profile facilitation and support were provided by MSH technical advisors.	
This second experience in HIS Strategic Planning in Afghanistan will contribute to the improvement of the HMN HIS Planning Guidelines, with particular regard to a simpler and more focused approach that is only feasible after the initial process and plan fully scoped out the national HIS Framework. This experience will be shared internationally very soon.	

CLM Trip Report – LMG-Afghanistan

3. Next steps: Key actions to continue and/or complete work from assignment. (A detailed plan of next steps and responsibilities is included in the accompanying document)

Description of task	Responsible staff	Due date
1. A variety of writing tasks and document finalization in support of completing an agreed outline for the plan document. This will include the review and editing of products yet to be generated by the Core Planning Team	S. Sapirie	1 April
2. Specified activities to be carried out by the Core Planning Team and the participative working group. Notable among these activities are: <ul style="list-style-type: none"> • Review and improvement of existing Vision, Objectives and Intervention definitions • Conduct of an IT planning discussion with involved departments to confirm MoPH-wide IT development priorities • Completion of an Intervention Implementation plan • Discussion and write-up of Assumptions, challenges and risks • Conduct of a 1-day consultation to present the plan framework to all MoPH Departments and involved donors and projects. 	Dr. Saeedzai, DG HIS	1 April

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

Name	Home organization	Notes
Dr. Saeedzai	MSH/MoPH	Dr. Saeedzai is moving to the MoPH to become acting Director-General of the new HIS General Directorate.
Dr. Ghulam Shamas Bigana	MSH/LMG M&E	Dr. Bigana was provide critical support for this process including valuable communications with all managers and participants
Dr. S. Yaqoob Azima	MoPH, HMIS Dept	Dr. Azimi provided essential leadership to the process despite uncertainty about the future role of his department
Dr. Ahmad Jan	Deputy Minister for Policy and Planning	The Chairman of the HIS Steering Committee who has provided steady, balanced leadership to the HIS SP process over two planning cycles.

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.

File name

"Important products from the first two weeks of the HIS Strategic Planning
--

CLM Trip Report – LMG-Afghanistan

Process". This file contains 7 brief documents which demonstrate the progress made in the planning in a very short period of time and outlines the next steps and products:

1. Consolidated list of HIS Development Priorities
2. Results of discussions for clarifying important issues
3. Draft of HIS SP Objectives and Interventions as of 12 March, 2015
4. Existing processes for monitoring
5. Draft structure and content of the HIS SP document
6. Document responsibilities
7. Issues and actions requiring early attention, 13 March, 2015