

## Management Sciences for Health LMG Ethiopia; Trip Report – Jacqueline Lemlin (June 14 – July 2, 2012)

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Jacqueline Lemlin, Project Officer

July 2, 2015

The Leadership, Management and Governance Project (LMG) is a United States Agency for International Development (USAID) five-year Cooperative Agreement, designed to strengthen and expand the people-centered capacity building strategy pioneered under the Leadership, Management and Sustainability (LMS) Project, LMG's successor project. The LMG Project's objective is to support health systems strengthening by addressing the gap in leadership, management and governance capacity of policy makers, health care providers and program managers to implement quality health services at all levels of the health system. Governance functions – distinct from leadership and management functions – are an important focus of LMG because they provide the ultimate commitment to improving service delivery, and foster sustainability through accountability, engagement, transparency and stewardship.

Leadership, Management, Governance, Health Systems Strengthening, Ethiopia, Africa

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Leadership, Management, and Governance - Ethiopia  
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### **1. Scope of Work:**

In early 2012, the Ethiopia USAID mission requested LMG support to conduct a series of dialogues with Directorates within Ethiopia's Federal Ministry of Health (FMOH); Regional Health Bureaus of Oromia and Addis Ababa; Federal HAPCO; US Government (USG) representatives; and local in-service training entities, including public, private, and NGO institutions and professional health associations, to guide USAID and its key stakeholders on how to optimally utilize their resources to strengthen the leadership, management and governance of the health sector in Ethiopia. In March, a four-person team was dispatched to Ethiopia to design a country program for LMG that addresses the key LMG needs of the Federal Ministry of Health (FMOH), Regional Health Bureaus, Training Institutions and Health Professionals Associations. The participative exercise resulted in the development of a proposal and workplan to address identified and felt needs.

As part of project start-up, job descriptions were formulated and advertised locally beginning the recruitment process. A first screening of CVs was carried out by the COMU in Addis and a short list of candidates developed in discussion with Project Management at head office. In support of the process the Senior Program Officer will carry out a TDY in Addis to assist with interviewing candidates and making a final selection to be approved by head office.

A component of the LMG Ethiopia project is the provision, at the request of USAID, to provide salary support for the Secondment of a Projects and Grants Management Coordinator to the Federal HIV/AIDS Prevention and control Office. In regards to the SPO will provide support in the development and submission of an MOU between MSH and FHAPCO.

During the same visit the SPO will provide an update on the status of project start-up to stakeholders and partners.

#### **Objectives**

- Meet with key implementing partners such as but not limited to the Federal Ministry of Health, The Food Medicine and Healthcare Administration and control Authority, Federal Ministry of Health HRH Directorate and Yale University.
- Recruit key staff positions and interview possible consultants for the provision of technical support.
- Support to putting in place the secondment of the Projects and Grants Management Coordinator at the FHAPCO for the management of the Global Funds HIV-AIDS
- Support the development, submission of an MOU between MSH and FHAPCO
- Briefing/debriefing session(s) with USAID on project major events and time

Dates of Travel	June 14 to July 2 <sup>nd</sup> 2012
Traveler's Name and Role on Trip	Ms. Jacqueline Lemlin, Senior Program Officer (SPO)
Other Travelers and their Roles on trip	NA

## **Leadership Management and Governance Project – Ethiopia**

### **Trip Report: Jacqueline Lemlin, Senior Program Officer, June 14- July 2, 2012**

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Date: October 9, 2015

5 key words: Leadership, Management, Governance, MoH, MoPH, Health Information system,

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Destination and Client / Partner	Addis Ababa, Ethiopia Federal Ministry of Health
Activities/ Deliverables	<ul style="list-style-type: none"> <li>• Project senior staff identified</li> <li>• Interim Project Director secured and oriented</li> <li>• COMU ( Country Operations Management Unit) briefed on projects</li> <li>• Partners updated on project status</li> <li>• MOU submitted to FHAPCO</li> </ul>

### **2. Major Trip Accomplishments:**

1. Recruitment	<p>A major focus of the trip was to assist with the recruitment of senior staff for the project. Interviews of shortlisted candidates ( 3-4 per position) were carried out for the position of Project Director, Senior Capacity Building Advisor, M &amp; E Advisor and Financial and Administrative Manager. The interviews were carried out with a panel consisting of the MSH HRH manager, the SPO and a technical person from one of MSH's local projects. Staff was recruited for all the above positions. A starting date of September 1 was agreed for all new staff save the Project Director (PD) who would be starting September 24<sup>th</sup>. The new recruits were all required to provide 4-6 weeks' notice to their current employers.</p>
2. Interim PD	<p>In order to maintain project momentum it was decided to secure an interim project director. Ms. Gail Amara, the current COMU Director was proposed and approved by USAID. As a participant in the HRH Stakeholder Group she was well acquainted with the LMG project partners. Discussions were held between Ms. Amare and the SPO in order to orient her to the objectives of the project and prepare a SOW for her to carry out during the interim period.</p>
3. COMU Meetings	<p>The COMU enables the establishment of a coordinated mechanism for financial and operational management in multi-project offices and contributes to the promotion of "One MSH". It is a corporate mandate. In order to effectively execute these responsibilities, an interactive relationship between new project start-ups needs to be established to ensure the proper integration of the new project's operations and finance management requirements into the existing activities of the COMU. In order to address this several meetings were held with key COMU finance, HRH and administrative staff in order to orient them to the project. This also included a meeting and briefing of the project with the MSH Country Representative.</p>
4. Partner Meetings	<ul style="list-style-type: none"> <li>• The FMOH HRH directorate was provided a project status update. The Director, Dr. Amir Aman was out of the country. In his place was Dr, Lydia, and Dr. Fitsum Habte (Technical Advisor). Possible overlap with the Jhpiego led HRH project was discussed and the need for both projects to review proposed workplans and plan a meeting in future to iron out issues. Gail Amare was introduced as the interim director and her scope of work in terms of project start-up was presented.</li> </ul>

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With project staff only coming on board in September her focus would be on meeting with partners and reviewing the proposed workplan in order to clarify roles and address expectations. As the proposed workplan only recently received AOR approval (July 16) partners had not received the program description and more importantly a description of their contribution to the program.

- A meeting was also held with the Director of NASTAD (The National Alliance of State and Territorial AIDS Directors), Tibebe Shenie. NASTAD is a global program that works to build the organizational, programmatic and human resource capacity of its regional/state public sector AIDS program counterparts across the world. In Ethiopia NASTAD is working with the Federal Ministry of Health, FHAPCO, regional health bureaus, regional universities with a focus on strengthening leadership in the health system. Areas of collaboration with LMG identified were the development a standardized LMG curriculum that could be rolled out to zonal and woreda level through NASTAD networks. It was agreed that once the PD was on board a discussion would be held to further clarify input.
- The SPO also contacted the USAID Activity Manager, Petros Faltamo and a briefing was carried out over the phone. He was still abroad during the first week of the field visit and was attending an event outside of Addis during the 2<sup>nd</sup> week. The status of recruitment was discussed and the proposal to hire an interim manager. Mr. Faltamo stressed the need to maintain project momentum and to get partners on board ASAP.
- Contact (telephone/ e-mail) was also made with AMREF, Yale and the FMOH Gender Directorate however key individuals were not in country or available for a meeting.
- A meeting was also held with Jhpiego in order to address areas of possible overlap. Jhpiego was still in the process of finalizing their Year 1 and 5 Year Workplan with partners. It was agreed that further discussions would need to take place in order to ensure that areas of possible overlap become points of synergy.

### 5. FHAPCO salary support and MOU

MSH was requested by USAID Ethiopia to provide salary support for a senior position within the Federal HIV AIDS Prevention and Control Office (FHAPCO). The Human Resources Corporate Unit at MSH and Dr. Legesse Tsegay reached an agreement on salary and benefits with a back dated starting date of April 2012. This paved the way forward for USAID's support to the Federal HIV/AIDS Prevention and Control Office (FHAPCO) for the mobilization of Dr. Tsegay in the role of Focal Point Person at the FHAPCO for the management of the Global Fund's HIV/AIDS grants to Ethiopia. The next step in the process was the development of an MOU between MSH and FHAPCO to clarify the terms and conditions of the employment of Dr. Tsegay. As Dr. Tsegay's employment (activities etc.) would not be linked to a MSH intervention and he would be working under the direction and supervision of FHAPCO, a standard MOU would not be appropriate. Several discussions were held with the MSH COMU HRH manager and the contracts manager to go over the standard MOU format and make necessary adjustments. A draft was prepared and shared with the home office HRH department for review and finalization. A meeting was also held with Dr. Tsegay during his employee orientation – in order to brief him on the MOU and the process

### **3. Relationship of TDY Accomplishments to Broader LMG Results and Outcomes:**

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- The TDY resulted in the securing of well qualified staff with the required experience and skill set to maintain momentum and ensure proper program implementation.
- Partner input clarified and commitments secured.
- MOU requirements and process finalized.

**4. Lessons Learned / Key Insights:**

Recruitment of staff is a time consuming exercise and needs to be programmed accurately in workplans.

Developing a detailed implementation plan, with meaningful buy-in from partners, requires revisiting stakeholder expectations, assumptions and making revisions to the workplan that reflect the current reality.

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

Description of task	Responsible staff	Due date
Finalizing staff recruitment including staff orientation.	MSH HRH in – country unit	Mid-September 2012
Once the PD and technical staff are on board meet with remaining partners in order to clarify expectations and make necessary revisions to the workplan.	PD	Mid October 2012
Finalize global LMG partners AMREF, Yale and JHU award modifications.	PD and Home Office Contracts	Mid October 2012
Finalize FHAPCO MOU	HRH Home Office unit-Mid October 2012	End October 2012
Revise workplan and PMP based on partner meetings	PD	End of October 2012

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

Name	Home organization	Notes
Dr. Lydia	FMOH HRH	See

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	Directorate	above
Dr. Fitsum Habte (fitsumhabte@yahoo.com)	Technical Advisor-FMOH HRH Directorate	See above
Dr. Negussu Mekonnen nmekonnen@msh.org	MSH Ethiopia Country Representative	De-briefing on LMG status
Dr Damtew W/Mariam, damteww@yahoo.com	COP Jhpiego HRH project	Briefing on LMG
Dr. Tegbar	Dep. COP Jhpiego HRH project.	Briefing on LMG
Ms. Sharon Kibwana	Senior Program Officer-Jhpiego	Briefing on LMG
Tibebe Shenie tshenie@NASTAD.org	Country Director NASTAD	Briefing on LMG and NASTAD
Petros Faltamo E-Mail: <a href="mailto:pfaltamo@usaid.gov">pfaltamo@usaid.gov</a>	Health System Strengthening Advisor HAPN Office, USAID Ethiopia	Phone briefing on the status of the project

**6. Description of Relevant Documents / Addendums:** Give the document’s file name, a brief description of the relevant document’s value to other CLM/LMG 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	Description of file	Location of file
NA		

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