

Management Sciences for Health LMG Ethiopia; Trip Report – Lourdes de la Peza (November 24-28, 2014)

Lourdes de la Peza, Principal Technical Advisor for Management and Leadership

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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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CLM Trip Report Template

1. Scope of Work:

Destination and Client(s)/ Partner(s)	Addis Ababa, Ethiopia. Faculty from different universities and colleges
Traveler(s) Name, Role	Lourdes de la Peza, Principal Technical Advisor for Management and Leadership, LMG Project
Date of travel on Trip	November -24-28, 2014
Purpose of trip	Design and facilitate a TOT to strengthen the capacity of local faculty to deliver the governance component of Ethiopia's L+M+G pre-service integrated program, focusing on the local public health environment and participatory delivery methodologies.
Objectives/Activities/ Deliverables	<p>The objectives of the training:</p> <p>Objectives:</p> <p>At the end of the training participants will be able to:</p> <ol style="list-style-type: none"> 1. Define governance in the context of health sector and its relations to leadership and management 2. Describe the four governance practices and how they are applied in the health sector 3. Identify the typical governing bodies in Ethiopia's health system 4. Explain the importance of good governance for health systems performance and health outcomes 5. Explain the main challenges the governing bodies face and how they can be overcome 6. Identify appropriate methods to teach governance practices 7. Design and deliver training sessions related to the four governance practices
Background/Context, if appropriate.	<p>In September 22nd -25th 2014, LMG Ethiopia conducted a "L+M+G content integration workshop in Adama and 21 universities" representatives attended the workshop. This was the second content integration workshop after the first one held in June 2014. All participating universities were advised to start with the newly integrated curricula, but only Mekele and Hawasa did the implementation with their summer class students. Their exercises helped to analysis what worked well and what needs improvements.</p> <p>During the second workshop, experiences from Hawassa and Mekelle Universities were shared with other universities. These universities have already started delivering the new HSM course for their summer students and had experiences to share.</p> <p>From universities presentation, it was noted that the Governance part was not being covered during the course. Three main reasons were mentioned by the universities:</p> <ul style="list-style-type: none"> • The time allocated is not enough • The instructors themselves are not very clear of the concepts and practices of governance. • Governance has not been well matured enough in the health sector unlike other sectors like economics, political science, etc.

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- Most of instructors did not have any pre-services training on governance.
- Instructors have a problem of showing the integration between Leadership, Management and Governance
- The universities also recommended that the “health system strategy and policy” part is so broad to deliver it to students of this level.

In discussions with the universities it was recommended to plan governance training for instructors. Jemal Mohamed asked LMG Arlington to provide support offering a TOT on governance, similar to the governance academy Jim Rice and Mahesh Shukla did in 2013, but with slight modifications to help the professors and instructors understand governance in the health sector and how to deliver the content using adult learning and participatory approaches.

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

TOT design

After LMG Ethiopia made their request, I started conversations with LMG director in Ethiopia, Jemal Mohamed and his team about the participant’s profile and needs to be covered through the 4 day TOT. Participants are experienced teachers that are already delivering the L+M+G curricula and need to have better understanding on how leadership, management and governance are related and how to apply the governance concepts and practices to the Ethiopia health system. They also need participative and practice oriented teaching methods that allow students active participation instead of just lecturing them.

In terms of the content, I adapted the Governance Academy developed by Jim Rice and Mahesh Shukla. The first three days of the TOT covered the following sessions:

- Governance definitions and framework and its relation with Leadership and Management
- The four governance practices
- Governance and gender
- Importance of governance to improve service delivery
- Information for governance decision making
- Measuring governance practices

In order to provide practical experience on how to deliver these sessions using adult learning and experiential learning approaches we demonstrated and used a different delivery method for each session like: group discussion, panel, brainstorm using cards, debate, storytelling, role playing, case scenarios, demonstration etc.

The fourth day of the program was devoted to practicums. The group divided in five groups of four people each, have to design and deliver a 45 minutes session related to one of the four governance practices or gender. After their sessions they will receive feedback from the participants and the facilitator.

(Detailed agenda and materials in annex 1 and 2)

(Each day presentations and instructions to each exercise are in annexes 4 to 7)

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TOT delivery

The TOT was delivered from Tuesday November 25 to Friday November 28 at the Axun hotel in Addis Ababa. 20 professors all male, from 11 different academic institutions participated in the training. The participant universities were: Jimma, Bahir Dar, Mekele, Wollo, Gonder, Hawassa, Harari, Haramaya, Addis Ababa and Dessie CHS and Menelik II CHS. (List of participants on annex 3)

At the beginning of the training the participants expressed the challenges they face when trying to deliver the governance content in pre-service courses as well as their expectations of the course:

Challenges to teach governance:

- Misunderstanding of the concept of governance and lack of open discussion on governance
- People consider governance as a politics or just for people in very high positions
- Resistance from students and institutions to talk about governance
- Difficulty to make it practical
- The flow of the content in Health Service Management Course
- Lack of reference materials
- Short time allocated for the course

Expectations:

To learn:

- New theories of governance
- The linkages between leadership, management and governance
- How to change the perception of people towards governance
- How to transfer the governance practices into practical practices
- How to measure the outcome of good governance
- Experiences from other countries on governance
- From the facilitator experiences of governance

Share experiences.

After participants expressed their challenges and expectations, we read the workshop objectives and they could verify that the program was aligned with their expectations and challenges.

All sessions were delivered exactly as planned. Participants were completely engaged in every activity starting at 8:30 on the dot every day with full participation and finalizing at 5 p.m. and still all participants were present.

Every day participants were asked to read the material in advance of the workshop. All basic content was incorporated in the participant's material as well as handouts needed for different exercises. (participant material in annex 2) In addition a USB was provided with reference materials.

During the first day participants were very excited recognizing that they would improve their understanding of governance concepts and governance practices, and how they could be applied at the different levels of the Ethiopian health system and the interrelation between leadership, management and governance.

The second day was dedicated to apply the four governance practices to real situations like:

- How different levels of accountability can be enhanced with specific examples delivered in a panel by representatives of different teams;
- How different stakeholders can be involved using an scenario of the Global Fund Country Coordination Mechanism (CCM) and role play a real debate against different constituencies to decide who should have a seat at the CCM;

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- How set shared direction by asking participants to design a strategy to engage different stakeholders in developing the common vision and strategy
- How to steward resources with transparency and integrity by presenting different scenarios of misused of resources and role play as the governing body providing alternatives to address the problems.

At the end of the second day, participants expressed these methods are great but difficult to use in their work environment. The challenges they face to use participative methodologies are:

- Big groups of students (Sometimes more than a 100)
- Rooms layout (Chairs fixed to the floor that don't allow to organize the group in teams)
- Constrain on facilitation materials (flipcharts, markers, copies etc.)
- Small time allocated to deliver governance themes

We discussed how they can take on the challenge to improve their sessions by asking: How can I make my sessions engaging and participative despite these obstacles?

The third day we discussed gender issues and what interventions can be implemented to contribute to gender equality in the health work environment. We also talk about the importance of using data for decision making and demonstrated a real governance dashboard. In relation to evaluating the governance practices, participants proposed strategies and indicators to evaluate them and presented their work to the plenary.

At the end of the third day, we reflected about adult learning, different teaching methods and retention as well as facilitation beliefs. Participants proposed behaviors and techniques that demonstrate these facilitation beliefs.

The four day was devoted to practicums. The group was divided in five teams. Each team designed and delivered a 45 minutes session related to one of the four governance practices and one session on gender.

All teams facilitated the session and demonstrated they are able to explain the concepts as well to use participative methods. Two groups used the same methodology that had I used and three groups innovated using different methodologies that were even better than the one we used the first three days. For instance the team that facilitated the session in gender, role played the difficulties women lived in their work places. Each team received feedback related to how they designed and facilitated their session.

At the end of the workshop, we read the objectives and participants agreed that all objectives were achieved. Some of them made verbal comments about how useful the workshop has been and how they feel more comfortable to deliver the governance content and using new methodologies to deliver it. They filled out an evaluation and summary of it is described below.

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Participants evaluation

At the end of the workshop participants answered a written evaluation. The summary of the 20 evaluations is described below. (detail evaluation summary in annex 8)

What did you learn in this workshop?

In summary they expressed they learned:

- Governance concepts, governance practices and its application in the health sector.
- The relationship between Leadership, Management and governance
- Challenges of governing bodies and how to address them
- How to measure governance
- Designing and delivering teaching methods that make students easily understand and facilitation skills
- Gender and governance

In scale from 1 to 10 (in which 1 is very low and 10 is very high), how do you feel about your understanding of governance concepts and practices?(before and after)

The average of the 20 participants is: **Before 5.6, After 9.3**

In scale from 1 to 10 (in which 1 is very low and 10 is very high), how comfortable you feel to use participatory methodologies to deliver governance?(Before and after)

The average of the 20 participants is: **Before 5.2, After 9.3**

How can you apply what you learned in teaching your students?

- Incorporating the concepts in the course by using different teaching methods that are more participatory and practical
- Sharing the experience from this training with my colleagues
- Making my students part of the teaching process, and problem solving, making the process more participatory.
- Making [teaching] more interactive, using different methodologies, facing all the challenges we have I would try to apply and become good facilitator
- Creating conducive teaching learning environment and applying different methods to fill their knowledge, skill and attitude.

What feedback do you want to give the facilitator?

- The most effective workshop that I ever attended
- It is very nice & very interactive workshop that fulfils the objectives,
- Excellent facilitator, I am very happy with your delivery methods
- Most of the time participants were working hard
- It was an excellent interaction.
- Excellent facilitator, for real!!
- You help as a lot to explore different methods to teach our students and give us a very detail concern about governance
- She was given us her life experiences so that am happy to be with and during the training
- Some of the examples were elementary.
- Repeating things too many times might make the participants to be tired and bored.

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1. Recommendations: Key actions to continue and/or complete work from trip.

- Introducing participatory and experiential learning approaches imply a cultural change in academic institutions and require them to develop new skills. Participants at the workshop are very engaged and enthusiastic to start introducing governance in their teaching and using participative methods. However, they just started and need to continue practicing and may be frustrated if don't find institutional support. There is a need to provide support to the professors that have already started to scale up the process and engage more people at all universities so that the change is extended and sustained over time.
- If professors expressed the difficulty of using participative methods to deliver the governance content, it is very likely they can be finding similar difficulties to use these methodologies to deliver other components of the leadership and management curricula. It will be important to measure not just the quantity of universities or professors that are incorporating L+M+G curricula but the quality of the delivery.
- Participants expressed the universities doesn't have the infrastructure, strategy and resources that are conducive to participatory methodologies. There is a need to work with the universities to create an enabling environment (organize lay out of the rooms, provide essential teaching materials, limit the number of students by class, allocate enough time to deliver governance content etc.) so the teachers can deliver L+M+G content with participative and experiential learning approaches.

4. Participants: To see program participants, see at Annex 1. Contact persons below

Name	Contact info	Home organization	Notes
Jemal Mohammed	jmohammed@msh.org	LMG/Ethiopia/ Director	Observer
Getinet Kaba Chali	Gkaba@msh.org	LMG/Ethiopia	Coordinator and support
Dereje Ayele	dayele@msh.org	LMG/Ethiopia	Observer

5. Description of Relevant Documents / Addendums:

File name	Description of file	Location of file
A.1 Agenda Governance Workshop Nov 2014	Workshop agenda and facilitators' notes	MSH/LMG Cloud/trip reports
A.2 Participants Material Governance Workshop	Detailed readings and handouts in Word	MSH/LMG Cloud/trip reports
A.2b Participants Material Governance Workshop	Detailed readings and handouts in PDF	MSH/LMG Cloud/trip reports
A.3 Participants list	Detailed list of participants, name, university, phone number etc.	MSH/LMG Cloud/trip reports
A.4 Governance Workshop 1st day	1 st . Day power point presentation including workshop objectives, expectations, challenges, governance definitions and group exercises instructions	MSH/LMG Cloud/trip reports
A.5 Governance Workshop 2nd.	2 nd Day power point presentation	MSH/LMG Cloud/trip reports

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day	including instructions for governance practices exercises	
A.6 Governance Workshop 3rd day	3 rd . Day power point presentation including gender and governance presentation as well as instructions for exercises related to information for governance and how to evaluate governance.	MSH/LMG Cloud/trip reports
A.7 Governance Workshop 4th day	4 th . Day power point presentation including how to provide good feedback	MSH/LMG Cloud/trip reports
A.8 Workshop evaluation	Summary of the evaluation applied at the end of the workshop	MSH/LMG Cloud/trip reports

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