

Management Sciences for Health LMG Ethiopia; Trip Report – Jacqueline Lemlin (September 24 – October 12, 2012)

Jacqueline Lemlin, Senior Project Officer

October 13, 2012

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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1. Scope of Work:

Ethiopia LMG Program

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.

The project received official approval In July 2012. The Program Director, Capacity Building Senior Advisor and Monitoring & Evaluation Advisor positions were recruited with a starting date of September 24 for the PD and of August 30, 2012 for the remaining positions. Recruitment for the Financial and Administrative position is still underway. An interim Program Director was identified to maintain program momentum and to provide support to staff beginning until the official PD came on board.

During the "interim period " July to September, the team have carried out a series of start- up activities with a focus on clarifying expectations of partners and fleshing out program activities, results and deliverables. It is a common occurrence that during the time between project design and formulation changes occur in the context that requires adjustments to the initial project workplans. The Ethiopia LMG program is no exception.

Based on the discussions and meetings that have taken place there will be a need to revisit the project workplan and make the necessary adjustments based on the current context and needs. The project approved workplan activities were fairly illustrative and there is now sufficient information to go into more detail and planning. This is particularly pertinent in regards to project LMG partners such as Yale, JHU and AMREF.

It also takes time to ascertain who the key players/stakeholders are in the different result areas. It will be important to identify "champions" who will support and assist in overcoming obstacles during implementation.

The Senior Program Officer carried out a TDY in Addis to provide support to the LMG team with the purpose of accelerating project start up. All activities were carried out in discussion and collaboration with the program team.

Objectives

- Review the Ethiopia Leadership, Management and Governance Program document submitted to USAID in light of new developments within the program environment.

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- Meet with key implementing partners (as necessary) 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, AMREF, JHU, professional associations, training institutions etc. in order to clarify expectations.
- Provide assistance in developing STTA plan.
- Working with both LMG and HRH teams assist with identifying areas of program overlap and discuss how to harmonize and create synergy.
- Provide briefing to staff on Yale and JHU SOW.
- Briefing/debriefing session(s) with USAID on project major events and timeline
- Clarify roles, responsibilities, and lines of communication between HO and the field in order strengthen both program management and implementation and streamline procedures.
- Provide orientation on program cost share and how to address requirements.

Dates of Travel	24 September to 12 October 2012
Traveler's Name and Role on Trip	Ms. Jacqueline Lemlin, Senior Program Officer (SPO)
Other Travelers and their Roles on trip	NA
Destination and Client / Partner	Addis Ababa, Ethiopia Federal Ministry of Health
Activities/ Deliverables	<u>Deliverables</u> <ul style="list-style-type: none"> • Detailed workplan and budget • STTA Plan • All staff briefed on cost Share and aware of their responsibilities • Updated PMP

2. Major Trip Accomplishments:

2.1 Revised Workplan and Budget
 Several workgroups sessions were carried out with the team- PD, M & E Advisor and Senior Technical Advisor. The process included a thorough read through of the workplan with the aim of clarifying the overall strategy and purpose. Project result areas and activities were reviewed in light of recent meetings and discussions with USAD, FMOH, FMHACA and partners.

Result Area 1: *“Management systems in place for harmonized, standardized and accredited in-service training for Ethiopia health workforce including in L+M+G.”* Two of the main deliverables under this result are the set-up of a **Continuous Professional Development** Unit in FMHACA and a **Professional Development Coordinating Body** within the HRH Directorate. Discussions with FMHACA revealed that the Continuous Professional Body in fact was already established and receiving a significant amount of support from a variety of development partners including JHPIEGO. The PD and Senior Technical Advisor participated in a workshop organized by FMHACA during which the CPD Unit presented their draft strategic plan including areas requiring support. In the case of

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the Professional Development coordinating Body within the HRH Directorate this body is also in existence but in fact under another name- In-service Training Unit. Both entities have expressed support for specific activities. However what has also emerged is that there is significant overlap in with the Jhpiego led HRH project that is also in the midst of start-up. Sorting out the overlap is proving to be fairly time consuming. It involves FMOH-HRH Directorate, FMHACA, JHPIEGO and USAID activity managers for LMG and the HRH Project. It is clear from individual discussions that everyone is not on the same page. In fact all LMG activities in support to the HRH Directorate are under discussion. The Directorate has also made specific requests such as assisting in the set-up of a training institution and also for supplies and equipment. The FMHACA has also requested supplies and equipment and a staff person to be seconded to the CPD unit.

Activities around the curricula do not pose any threat of overlap. Jhpiego is mainly focused on pre-service. Plus, the role of the LMG project is to support the overall process of standardization, harmonization and accreditation – which will mainly entail assisting the HRH Directorate who will be taking the lead. LMG will lead only in the process involving the LMG curricula- which is a clear deliverable.

Result Area 2: “*L+M+G capacity of select FMOH Directorates and agencies as well as select (Oromia, Harari, Dire Dawa) Regional health Bureaus/Zonal/District Health Offices developed.*”

Activities around the HRH Directorate in this result area are a clear overlap with the JHPIEGO project and need to be clarified with the concerned parties and revised if necessary in the workplan. The FMOH has also requested a meeting with the LMG management to discuss the “select regions” for proposed activities. Here there seems to be a difference between where USAID and the FMOH would like the project to work in. The role out of LMG to lower levels in the system (i.e. NASTAD and others), the Yale Component and the AMREF are still in line with the approved workplan and will only require a bit of fleshing out.

Initially, however, the proposed activities associated with the National Alliance of State & Territorial Aids Directors (NASTAD) were unclear and required a further discussion with USAID. During this discussion, the USAID activity manager stated that the training activities related to NASTAD and woreda level support were “a big component in there COP, in fact the main component”. It is expected then that the revised workplan will reflect this, most likely in the form of training activities.

Result Area 3: “*Institutional capacity of Ethiopian training institutions and professional health associations strengthened*”. A principle development in this area is the selection of institutions and associations to work with. In the approved workplan several partners were mentioned as possibilities. From the recent discussions the following institutions have been selected to date: the Ethiopian Management Institute (EMI) the Ethiopian Civil Society University (ECSU), All Africa leprosy, TB, Rehabilitation, Research and Training Center (ALERT), the Ethiopian Health Officers Association (EHOA) and Harmoaya University. In regards to revision of the workplan, the Ethiopian Public Health Association (EPHA) and St. Paul’s Hospital and Millennium Medical College have been removed.

2.2 Monitoring and Evaluation and updated PMP

One-on-one work sessions were held with the M & E Advisor focusing on the PMP and also the OCA tool which was in the process of being developed as part of the baseline. Links were facilitated with TA from head office- the M & E Advisor and MOST tool manager. Several SKYPE calls were also conducted with the HO- M & E Advisor mainly on the way forward in finalizing the assessment tool and protocol. The tool in the end was developed based on the MOST, the Kenya FANIKISHA Tool

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and the PACT Organizational Development Toolkit. The M & E advisor from HO also established a link between the ET M & E Advisor and the Kenya FANIKISHA Project in order to secure future support as the Kenya project has considerable experience in carrying organizational assessments (Daraus Bukenya and Henry Kilonzo).

2.3 Cost Share Plan

The cost share requirement for LMG is fairly significant, 20%. For the current project duration of Oct 1, 2012 to September 30, 2012 and a budget total of \$3,674,304, this is approximately \$735,000.00. In order to address this requirement a clear plan and strategy needs to be in place at the very onset of the program. Staff need to be brought onboard so that everyone is taking this into consideration as they plan and carry out activities. Steps are being taken by the LMG global program to prepare materials (training, standard recording formats etc.) in order to standardize procedures.

Several meetings were held with the ET management staff in order to review cost share requirements. There are currently two additional MSH projects in ET that have cost share as a requirements- the Heal TB Project(Help Ethiopia Address the Low TB Performance) and ENHAT (Ethiopia network for HIV AIDS Treatment, Care and Support) Program. In order to share experiences a meeting was held with John Shin the contract compliance manager and Habtamu Wudneh from finance. They are both involved in cost share activities for these projects. Habtamu's job is to standardize cost share procedures so it will be useful in future to link up if at all possible in order to share tools such as formats etc. There was a very lively discussion on the strategies and success of both projects in capturing cost share. For the Heal TB project quite a few volunteers have been enlisted and this has contributed significantly to meeting the cost share requirement. The LMG Project Director and the Senior Capacity Building Manager have worked previously for MSH in the LMS program and have considerable experience in collecting cost share. Unfortunately the finance manager was not hired as yet and it was made clear that whoever is hired it is highly advisable that they have experience with this requirement as this will be one of his/her responsibilities.

2.4 STTA Plan

STTA requirements were discussed during work sessions. Support for the organizational component was cited (Judith Seltzer) along with M & E (LaRue Seims) and support for the finance manager in MSH financial management requirements and cost share (Asta Petkeviciute or Katy Doyle). Challenges in filling the instructional design position may necessitate bringing STTA or a consultant in to address this component. A STTA plan was not finalized as there were still questions around the workplan that needed to be addressed with the FMOH and USAID.

2.5 ENHAT-CS (Bud Crandall COP)

A meeting was held with Bud Crandall in response to a request from the ENHAT-CS project to have the LMG PD provide assistance in the implementation of LDP. Bud provided an overview of the ENHAT-CS program and a general descript of the kind of technical support they would need from the LMG PD. It was communicated that ENHAT would need to send a request to the LMG portfolio director with required LOE and that the decision would be taken at this level. Bud highlighted that USAID expects MSH to share in-country resources and not always bring in outside expertise to address technical needs and that linking up the LMG PD to the ENHAT was a way of demonstrating this. However, the LMG program has gotten off to a rather late start and the PD

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2.6 Yale

A meeting was held with the MSH Project Director, the Senior Management Advisor and the Yale Project Director in order to review the Yale workplan and discuss issues around the startup of the Yale component. The meeting began with the Yale PD providing an overview of the history of Yale in Ethiopia and a description of current program activities. This was followed by a presentation by the MSH PD on the LMG program and Yale's contribution.

Although the workplan has been reviewed and approved by all key stakeholders- MSH, FMOH and USAID, organizational and administrative issues influencing the finalization of the budget were still on the table for discussion. Based on discussions between MSH Cambridge and Yale head office it was decided that all training costs would be removed from the Yale budget and put into the MSH budget. This was mainly for practical reasons and to contribute to efficiencies. Yale does not have the administrative set up to manage for instance the payment of per diems and deal with all the USAID administrative requirements. They do have sub-grants under CHAI in which they carry out activities and are provided admin support from this Prime.

It had also been agreed in previous discussions between MSH and Yale that the 1 staff person they will have on board could sit in the MSH office with all necessary amenities provided by MSH. This was further discussed with MSH furnishing more details on what this would involve. Yale was still in the process of recruitment. They will be considering both expats and local staff.

Based on the above considerations i.e. training removed from the Yale budget and into the MSH budget – and the hiring of an expat or a local person – the budget will need to be adjusted before the award modification can be finalized.

The MSH PD and the Yale PD will continue to meet and discuss as the new staff person is brought on board and activities are initiated.

2.7 JHU

A brief meeting was held between the SPO and JHU Associate Scientist Bill Weiss (visiting Ethiopia on other business) to discuss the Yale component in the Ethiopia LMG workplan. The focus of the work to be carried out by Yale is in the area of operational research. It was decided that A discussion be held in the near future between LMG, USAID and Yale to flesh out exactly what can be realistically carried out within the current program- taking into consideration the limited funding and also the MOH and USAID priorities.

2.8 NASTAD Meeting was held with the Country Director and the Team Leader of NASTAD along with the LMG PD, M & E Advisor and the Senior Advisor. This meeting was a follow up to an earlier meeting that was held between the SPO and the Country Director of NASTAD. During this session the LMG team were introduced to the NASTAD team and an attempt was made to clarify expectations in regards to the role of NASTAD in the project. What emerged in the discussion from NASTAD is that funding that had originally been provided to NASTAD through CDC had apparently been re-routed to USAID and they were under the impression that it would be coming to them through the LMG program. Present company were not able to verify this one way or the other and it was decided that

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further discussion with USAID would be required.

2.9 Jhpiego

A meeting was held between the MSH SPO, PD and Senior Advisor and Jhpiego's Chief of Party to provide Jhpiego with an update on the status of the LMG project and more importantly to discuss areas of project overlap. During the discussion several areas of concern were raised in regards to work with FMHACA and the Continuous Professional Development Unit. It was agreed that each organization would raise the issue with their respective Activity Managers in USAID and ask that a meeting be held with all concerned parties (HRH, FMOH) in order to come to a decision on who does what. Changes would require changes in the approved workplan for both MSH and Jhpiego so requires approval from the donor and partner.

2.09 Meeting with Futures Group, Helen Amdemikael Belachew Futures Ethiopia Country Director

A meeting was held with the Futures Group Country Director, the LMG PD and the SPO in order to gain greater clarity on the work of this organization and areas of possible collaboration in supporting the Gender Directorate. The PD provided an overview of the program and in particular the Gender component of the program. The Futures Group Country Director provided an overview of their programs. Currently they have two programs- AIDSRelief and the Health Policy Project. For the AIDSRelief project they are collaborating with a consortium led by the Catholic Relief Services to ensure provision of antiretroviral therapy. For the HPP project the focus is on building capacity for policy, advocacy and governance. What emerged from the discussion is that they have reached out to the Gender Directorate but with little success. It was agreed that once the MSH Gender Advisor is hired that she/he will meet with the Futures Group to discuss further areas of collaboration.

2.10 Debriefing with USAID

USAID kindly agreed to a meeting to review the results of the TDY but also to review the status of the project and to address some outstanding issues. The meeting was held between the MSH PD, MSH Senior Management Advisor, the MSH SPO and the USAID Health Systems Strengthening Advisor (program activity manager). The PD provided an update on the changes in the workplan- as described above. The overlapping areas with the Jhpiego project were also highlighted. It was agreed that the USAID HSS Advisor would reach out to the Jhpiego USAID activity manager and the HRH FMOH Director in order to review the overlapping issues and come to an agreement how to move ahead.

The status of the JHU component of the program was also discussed. It appears that there is a need for greater clarity on this component before a concrete workplan and possible "research protocol" can be developed. The JHU Associate Scientist will coordinate with the MSH PD for an in depth briefing with the USAID HSS Advisor before further steps will be taken for the development of this component.

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

- Program design, workplan and budget reviewed and adjusted
- Coordination with USAD Mission
- Strategic partnerships- Yale, JHU
- Cost share orientation
- PMP and operations research plans (JHU)

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4. Lessons Learned / Key Insights:

There needs to be greater consultation with key stakeholders during the project formulation phase in order to avoid overlap and secure buy in.

Securing qualified staff is time consuming and may require adjustments to the initial project design.

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

Description of task	Responsible staff	Due date
During the week of 15-19 th of October, the PD will hold meetings with relevant stakeholders and partners to further clarify project activities. Based on the results of these discussions the workplan will be revised accordingly and submitted to HO for review, before submission to USAID. Estimated date of revision is the end of October 2012.	PD	End of October 2012
The PD and team will develop a Detailed Implementation Plan (DIP), which should also include a training plan. This will be an internal document and used for management purposes.	PD	End of October or when approval is received from USAID and FMOH
In tandem with the revision of the workplan, budget revisions will also be made in discussion with HO.	PD,	End of October 2012
The ET M & E Advisor will secure final feedback and approval from the HO M & E Advisor on both the Assessment Tool and the PMP. Once the PMP has been reviewed and approved by the HO M & E Advisor it will be forwarded to USAID	M & E Advisors/ Addis and HO	November 2012
Cost share plan was not finalized during this visit. It was decided that it should wait for the hiring of the finance manager. HO will share formats and any other materials developed by LMG corporate.	PD, Finance Manager, SPO	End of December 2012
Once the finance manager is hired, a decision will be taken by the PD and HO finance on a TDY to provide training for the finance manager and this could also include training on cost share.	PD, HO	End of December 2012

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Further discussions with NASTAD in order clarify activities with this NGO	PD	End of December 2012
STTA plan finalized	PD with input from SPO	End of December 2012
Follow-up YALE workplan, budget and award modification	SPO	End of December 2012
JHU – operational research component- further clarification and development with USAID and FMOH	PD will facilitate meeting with JHU and stakeholders.	November 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
Jemal Mohammed, LMG ET Project Director jmohammed@msh.org	MSH	Provided management and technical support
Dereje Ayele, LMG Senior Capacity building Manager dayele@msh.org	MSH	Provided management and technical support
Ademe Tsegaye, LMG M & E Advisor atsegaye@msh.org	MSH	Provided management and technical support
La Rue Seims, LMG HO M & E Technical Advisor lseims@msh.org	MSH	Facilitated technical support on PMP and Organizational Assessment Tool- via SKYPE
Dr Damtew W/Mariam, Chief of Party damteww@yahoo.com	Jhpiego HRH project	Discussion on overlapping areas
Helen Amdemikael Belachew, Ethiopian Country Director	Futures Group	Briefing
Bill Weiss, Associate Scientist, bweiss@jhsph.edu	Johns Hopkins Bloomberg School of Public Health (JHU)	Briefing
Zahira McNatt- Program Director Ethiopia	Yale School of	Briefing

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Zahira.mcnatt@yale.edu	Public Health- Global Leadership Institute	
Tibebe Shenie- Country Director, Eshete Yolma, Team Leader) tshenie@NASTAD.org	NASTAD	Briefing on LMG and NASTAD
Petros Faltamo, Health System Strengthening Advisor HAPN Office, E-Mail: pfaltamo@usaid.gov	USAID Ethiopia	

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		