

Management Sciences for Health LMG Ethiopia; Trip Report – Jacqueline Lemlin, (October 16, 2015 – November 2, 2015)

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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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1. Scope of Work: STTA

Destination and Client(s)/ Partner(s)	MSH LMG Ethiopia Project
Traveler(s) Name, Role	Jacqueline Lemlin Senior Program Officer MSH
Date of travel on Trip	October 16, 2015 to November 2, 2015
Purpose of trip	Provide technical and management support with a focus on End of Project communication strategy, plans and products.
Objectives/Activities/ Deliverables	The objective of the Short Term Technical Assistance is: <ul style="list-style-type: none">• Provide overall management support with a focus on reviewing and updating the cost share plan and;• Provide technical support in the review of the communication plan and products for both in-country and Global LMG End of Project events and communication materials.
Background/Context, if appropriate.	<p>The Leadership, Management and Governance Project (LMG) in Ethiopia is a buy-in into the (2011-2016) 5 year LMG USAID Cooperative Agreement. The Ethiopia intervention was initiated in 2012 and is scheduled to end in line with the global award in September 2016. As part of the final year of the project, end of project (EOP) communication products and events will be produced as a means of documenting the successes of the project, lessons learned and presenting these to a local (Ethiopia) and global audience.</p> <p>The project also has a considerable cost share requirement of 20%. If all obligations are received as expected for the ET project then this could mean a \$140,000.00 cost share requirement. Currently projections indicate that the project will have to struggle considerably in order to meet this requirement. As this is a global requirement, other LMG projects that have surpassed their cost share requirement will help fill the gap. In any event reviewing the current status and strategizing how to move ahead needs to be carried out.</p>

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

- Several meetings and discussions were held with key staff to review the current status of the project in order to gain more insight into the challenges that staff face and also to discuss ways to move forward. In regards to the major components of the project activities are on track: the pre-service and in-service training materials are complete and are undergoing the last stages of editing and professional proof reading. Once these steps are complete the documents will be ready for printing. The advantages of different print production options were discussed i.e. coil binding, hardcover/soft cover, black and white/color/ removable sheets etc. The MSH Country Communication Manager will provide technical support and

further guidance.

- For the roll out of the LMG trainings, there is a training plan in place that will ensure that most if not all cohorts will carry out their final results presentation workshop by June 2016. The LMG ET team has built up a critical mass of well trained and experienced facilitators to ensure that this takes place. The critical component that will need particular attention over the next year is the institutionalization of both the pre- service and in-service training. As the pre-service curriculum has been integrated into the Health Systems Management component of medical training a certain degree of sustainability is ensured. However, as the material is still fairly new, current and future lecturers will need support and refresher training as challenges emerge. There should be some kind of mechanism to address this

For the in-service training, emphasis on those elements that will contribute to sustainability will need to be the focus. Having a critical mass of facilitators (including master facilitators), incorporation of LMG training in regional training plans and budgets, master trainers for providing regular TOT trainings are a few of these elements. The project has set up an e-learning forum for trainers which are a very positive step forward, how this will be maintained after the end of the project needs to be clearly articulated.

- A discussion was also held with the M&E and Learning Advisor to review the data sets for the production of a Results Report. The Advisor has created a very complete system that records and keeps track of all training events, locations, teams, trainees, facilitators, Desired Measureable Results etc. All the information required for a stunning results report. The Egypt Results Report was shared as an example. The LMG ET project is on a much larger scale so the Egypt example should not necessarily serve as a blueprint, however it contains the essential elements of a good results report and useful as an example.

- Several discussions and meetings were held with key LMG staff on the EOP events and communication materials. The M & E and Learning Advisor will be taking the lead in these efforts and was the main point of contact for the discussions. As such an effort will require technical skills and a team work, a meeting was called, bringing on board all staff that will play a significant role. This included several training advisors with the time and availability to make a significant contribution and the MSH Country Communication Manager. A lively discussion followed with lots of interesting ideas on EOP products, events and how to move forward. It was decided to have a more focused meeting the following week to clarify the communications plan and identify roles and responsibilities.

The MSH Country Communication Manager has 25% of her time assigned to LMG. She has the skill mix and experience to make a considerable contribution to the EOP events planning, and communication products. The ET team can also tap into resources available at head office level if things do not seem to be moving ahead as planned. The important thing to keep in mind is that the project is very quickly coming to its final stage and a considerable amount of time and effort will be required for the EOP event and communication products.

- A review of the cost share plan and all entries was carried out with the Project Finance Manager. There seems to be a few hold ups in getting certain cost share items approved through contracts. A great deal of the cost share has to do with training events and the furnishing of rental space, training materials and per diems by the FMOH and other partners. The FMOH

is not willing to share sign-up sheets indicating the amount of per diem being provided to participants. Also, following up the trainings being carried out by the seconded staff person to the Federal HAPCO is also a bit problematic. It requires the Finance Manager to go to the HAPCO offices and try and procure past documentation- a very time consuming exercise. It was decided to reorganize the tracking sheet for the cost share items into categories of approved, submitted but not approved/pending and planned but not submitted. To provide this to the contracts manager at head office, listing some of the challenges and then plan a discussion on how to move ahead. The cost share commitment is at the global level and it is understood that some countries have far surpassed their cost share requirement mainly due to the nature of the projects interventions. LMG ET will probably not put the organization at risk if it does not reach its target. However, it is worth mentioning that the team is committed to securing as much cost share as possible.

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

1. **Workplans should highlight efforts to ensure that systems are in place for continuity and sustainability of LMG training and strengthening.**
2. **Results Report as a EOP product**
3. **EOP work group set up and meeting on a regular basis.**
4. **Meeting set up with MSH head office contracts officer to review and address issues around cost share.**

4. Persons met/contacts

Name	Contact info	Home organization	Notes
Jemal Mohammed	jammed@msh.org	LMG/Ethiopia/ Director	
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5. Description of Relevant Documents / Addendums: NA

File name	Description of file	Location of file

