

Management Sciences for Health LMG Ethiopia; Quarter II Progress Report for Fiscal Year 2013 (October 2012 – March 2013)

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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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**PEPFAR Ethiopia In-Country Reporting System (IRS)
Reporting Template**

*Management Science for Health
LMG Project Ethiopia*

SEMIANNUAL PROGRESS REPORT (SAPR) FOR

FISCAL YEAR 2013

(OCTOBER 2012 TO MARCH 2013)

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LIST OF ACRONYMS

ALERT	All Africa Leprosy and TB Rehabilitation and Training Center
AMREF	African Medical Research Foundation
DQA	Data Quality Assessment
EHRIG	Ethiopian Hospitals Reform Implementation Guideline
EMA	Ethiopian Medical Association
EMI	Ethiopian Management Institute
EPHOA	Ethiopian Public Health Officers Association
FMHACA	Food Medicine Health Administration and Control Authority
FMOH	Federal Ministry of Health
HMIS	Health Management Information System
HPDP	Health Promotion and Disease Prevention
HRDM	Human Resource Development and Management
HSS	Health System Strengthening
LMG	Leadership Management and Governance
LMS	Leadership Management and Sustainability
MOST	Management Organizational Sustainability Tool
MSH	Management Science for Health
NGI	New Generation Indicators
NGO	Non Governmental Organizations
PMP	Performance Monitoring Plan
RHB	Regional Health Bureau
SBA	Skilled Birth Attendants
SLP	Senior Leadership Program
SNNPR	Southern Nation and Nationalities People Region
SWOT	Strength Weakness Opportunities and Threats
TA	Technical Assistance
TOR	Term of Reference
TOT	Training of Trainers
TWG	Technical Working Group
USAID	United States Aid for International Development
VBA	Visual Basic Applications
WHO	World Health Organization
WrHO	Woreda Health Office
ZHD	Zonal Health Department

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1. Reporting period

From 1 October 2012	To 31 March 2013
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2. Publications/reports

Did your organization support the production of publications, reports, guidelines or assessments during the reporting period?

No/Not Applicable
Yes If yes, please list below:
Publications/Reports/Assessments/Curriculums

Title	Author	Date
LMG Baseline Assessment	LMG Project	February 2013

If Yes, Please attach an electronic copy of each document as part of your submission.

3. Technical assistance

Did your organization utilize short-term technical assistance during the reporting period?

No/Not Applicable
Yes Please list below:

Consultants/TDYers

Name	Arrival	Departure	Organization	Type of technical assistance provided
Jacqueline Lemline	24 September 2012	12 October, 2012	MSH	Project management support
Belkis W/Giorgis	09 January, 2013	25 January, 2013	MSH	Development of Gender Training Manual
Asta Petkeviciute	19 February, 2013	01 March, 2013	MSH	Assisting in the development of the cost share plan and introduce the project staff on FinMat applications
Alain Joyal	03 March, 2013	15 March, 2013	MSH	Overseeing the project progresses
Jeannie Mantapoulous	05 March, 2013	10 March, 2013	Yale Global Health Leadership Institute	She conducted a senior leadership training for curative and rehabilitative core process teams of all regional health bureaus as part of the leadership, management and governance program.

If Yes, Please attach an electronic copy of the TA report as part of your submission.

4. Travel and Visits

Did your organization support international travel during the reporting period?

No/Not Applicable
Yes Please list below:

International Travel (All international travel to conference, workshops, trainings, HQ or meetings).

Name	Destination	Departure from Ethiopia	Arrival	Host Organization	Purpose of the travel
Dereje Ayele	Kenya	January 28 th , 2013	February 2 nd , 2013	MSH Kenya	To attend LMG workshop

Has any Monitoring Visit / supervision been made to your program during the reporting period?

Description of Monitoring team	Start date	End date	Sites visited	Written recommendations provided
The global project director, Alan Joyal and two LMG staff visited the LMG activities being conducted at Diredawa Health Bureau, Harare Regional Health Bureau and Haromaya University	06 March, 2013	08 March, 2013	Diredawa Town Administration Health Bureau, Harari Regional Health Bureau and Haromaya University	Yes

5. Activity

Program Area (Tick all which apply)	Activity ID	Activity Title (Please write the title of the activity)
<input type="checkbox"/> 01-PMTCT		
<input type="checkbox"/> 02-HVAB		
<input type="checkbox"/> 03-HVOP		
<input type="checkbox"/> 04-HMBL		
<input type="checkbox"/> 05-HMIN		
<input type="checkbox"/> 07-CIRC		
<input type="checkbox"/> 08-HBHC		
<input type="checkbox"/> 09-HTXS		
<input type="checkbox"/> 10-HVTB		
<input type="checkbox"/> 11-HKID		
<input type="checkbox"/> 12-HVCT		
<input type="checkbox"/> 13-PDTX		
<input type="checkbox"/> 14-PDCS		
<input type="checkbox"/> 15-HTXD		
<input type="checkbox"/> 16-HLAB		
<input type="checkbox"/> 17-HVSI		
<input checked="" type="checkbox"/> 18-OHSS		

6. Accomplishments and successes during the reporting period

18-OHSS

Intermediate result 1: Management system in place for harmonized, standardized, accredited LMG in-service training for Ethiopian health workforce

Sub Intermediate Result 1.1: LMG in-service training modules/curriculum development team established at the FMOH HRDM Directorate

The LMG in-service training module/curriculum development team is established (Custom indicator: PMP indicator # 1)

Comment: During the reporting period LMG earned remarkable achievements toward the realization of harmonized, standardized and accredited LMG in-service training program in the country. At the discussion the project had with the Ministry, during the inception of the project, it was noted that there is no standard and harmonized LMG curriculum in the country that can be utilized to deliver the training in a standardized manner. Considering this, the Ministry gave direction to the LMG project to facilitate the establishment of a Technical Working Group (TWG) which will develop LMG in-service training curriculums. The TWG comprises of LMG staff, FMOH HRDM staff, representatives from other Directorates of FMOH, representatives of partners which are working in capacity development and representatives from training institutions. The LMG project was tasked to develop ToR for the TWG which was reviewed and endorsed by the Ministry.

At the second TWG meeting, the group agreed to develop three separate curriculums (one for senior managers, one for district level managers and one for facility level managers) and each will have participant manual, facilitator guide and reference packs. In subsequent meetings, the TWG reviewed the current Leadership, Management and Governance related curriculums in the country which are being used by FMOH, different FMOH partners and some training institutions and came up with the LMG in-service training curriculum objectives, contents and the methodology of delivering the training. In the reporting period the TWG held several meetings and reviewed the progress of the curriculum development, assessed the completeness and appropriateness of the curriculums contents and provided feedbacks and suggestions to enrich the curriculums.

Sub Intermediate Result 1.2: LMG in-service training module/curriculum developed and implemented

Fifty percent of the LMG in-service training module development process is completed(Custom indicator: PMP indicator # 2)

Comment: The technical working group created a venue for all partners to contribute different materials in the area of leadership, management and governance. According to the recently completed mapping exercises for in-services training in Ethiopia , about eight organizations replied to the assessment team that they have leadership and management training programs for health workers in Ethiopia. During the LMG in-service training curriculum inventory, Ethiopian Public Health Association, AMREF, Yale university, MSH, and WHO shared their materials for the TWG. After reviewing different materials available in the country as well as common competency areas in terms of L+M+G , the TWG developed course objectives , contents to address the objectives and course delivery methodology.

The team based training delivery approach for the entire in-service LMG training program was identified by the TWG as an important methodology to identify and address workplace challenges. The approach shall help health sector leaders and health workers to improve their managing, leading and governing practices at all levels. LMG as a project and several organizations participating in the module development team as part of the TWG expressed their concern as to the time frame of getting the documents finalized vis-à-vis, on time delivery of the scheduled L+M+G in-service training programs. To address this concern, FMOH recommended the TWG develop TOR to hire local consultants as part of speeding up of the document write up based on the approved competency areas, course objectives and contents. Later at the end of the first quarter, in collaboration with FMOH, LMG identified three consultants to be part of the TWG to support the team finalize all the documents.

To date, fifty percent of the module development process is completed. Early the second quarter the consultants developed the zero draft of the modules and received valuable feedbacks and comments from the TWG. The first draft of the training module is also finalized, reviewed and commented by the TWG. The final draft and the final module itself are expected to be finalized early this quarter.

Sub Intermediate Result 1.3: LMG in-service training included in the RHBs in-service training plan and integrated with training institutions.

Two regional health bureaus and two training institutions have started the LMG in-service training linkage (Custom indicator: PMP indicator # 3 and # 4)

Comment: The Ministry has a strategic direction of capacitating the local training institutions to own and offer health related trainings including the LMG in-service training. To comply with this direction, the LMG project, in collaboration with FMOH, has identified 6 training institutions listed below in the 6 targeted regions (Oromia regional health bureau, Amhara regional health bureau, SNNPR regional health bureau, Tigray regional health bureau, Diredawa town administration health bureau and Harari regional health bureau). Two out of the 6 targeted regions (Diredawa town administration and Harari regional health bureau) have linked the LMG in-service training with the nearby training institution, Haromaya University, and they are preparing themselves for the commencement of the LMG training early in the coming quarter. In addition, Jimma University, in collaboration with FMOH and the LMG project, offered the first round LMG in-service training in Jimma university campus for 35 FMOH staff of whom 6 participants were Directors.

Identified training institutions:

- Haromaya University for Oromia, Diredawa town administration and Harari regions
- Jimma University for Oromia region
- Mekelle University for Tigray region
- Bahirdar University/Health Science College for Amhara region
- Hawassa University for SNNPR
- ALERT training center for Addis Ababa and Federal level trainings

Intermediate result 2: L+M+G capacity of selected FMOH Directorates and agencies as well as Regional Health Bureaus/Zonal Health Departments/District Health Offices Developed

IR2.1: Health workforce teams trained on L+M+G available at different level of the health system

61 units were assessed for the existing LMG practices (Custom Indicator: PMP indicator # 5)

Comment: In the reporting period the LMG project has conducted a baseline assessment on the targeted Directorates, RHBs, ZHDs, some WrHOs , one training institution and one professional health association(See table 1) with the objective of getting baseline values on the prevailing LMG practices and identifying gaps that could be filled by the LMG in-service training and through the follow up technical support of the project.

LMG applied capacity assessment tool which was developed after a thorough review and adaption of the MSH MOST tool, World Health Organization (WHO) health governance assessment tool and PACT's organizational capacity assessment tool to collect the baseline data. The tools capture information about leading, managing, and governing practices as well as availability and utilization of technological infrastructures, public relations and networking and collaborations. Specifically it measured the L+M+G practices in 14 categories. For each of the categories there are subcategories with a response of 1-4 scales. Score one being no capacity at all and 4 means there is full capacity. Evidences for giving a specific score were also recorded in front of each question.

The data were collected by a team of data collectors who were trained and participated in the pretesting sessions of the tools with LMG team. The data collection method utilized in-depth interview among heads of the directorates /core process/units and team discussion with representatives of the respective directorates, zonal core processes and Woreda health offices. The data were entered and cleaned in EXCEL format and the values for each category were averaged to get a summary value. For detailed report please see the attached assessment report with this semi-annual report.

Table 1: List of Directorates/Core Processes/WrHO assessed			
FMOH/Region	# of Directorates/ Core Processes/Offices	# of ZHD(Core Processes)	# of WrHO
FMOH	7	-	-
Oromia RHB	5	2(7)	6
Amhara RHB	6	-	-
SNNPR RHB	7	-	-
Tigray RHB	7	-	-
Harari RHB	4	-	3
Diredawa Town Administration HB	4	-	3
Training institution	1	-	-
Professional health association	1	-	-

2 training institutions started to deliver the LMG in-service training (Custom indicator: PMP indicator # 6)

Comment: Jimma University, in collaboration with FMOH, and the LMG project, has provided LMG in-service training for FMOH directorate staff described below under indicator #7. In addition, Haromaya University provided LMG TOT training for 22 participants which is also described under indicator # 9. The expansion of the TOT training to other training institutions is going to be started this quarter.

93 Senior managers trained on LMG in-service training (NGI: # H 2.3.D, PMP indicator # 7)

Comment: During the second quarter of the reporting period, the first round LMG in-service training was provided for fourteen Directorate staff of the Ministry. The training was provided in Jimma University by the University and the LMG project staff for 11 Directorates and in ALERT training center for 3 Directorates. The ALERT training was provided on the request of the Ministry to include all of the Directorate in the training in FY 2013. This training is the first round training of the four round training modality of the LMG. The total participants at Jimma and ALERT training centers were 49 of which 6 were Directors, 17 were females and the rest 32 were males. There were six trainees form Jimma University which are not included in the reported indicator. The trained staff are expected to roll out the training to the rest of the staff who did not participate in the training. The training was provided based on the draft LMG in-service training module for senior managers and most of the training session were taken by group discussion and presentations. The second round training for the Ministry staff is going to be offered early this quarter.

In addition, the project also launched the Senior Leadership Program (SLP) at the Addis Ababa University, Black Lion Medical Campus, from March 9 to 10, 2013. There were forty seven participants of whom three were from training institutions: two from Mekelle University and one from Addis Ababa University which are not included in the reported indicator. All the 11 regions were represented. Participant feedback was positive, with 87 percent of participants reporting that they would recommend the SLP to their colleagues. Eighty seven percent of participants agreed that SLP faculty fostered a culture that supported learning and critical thinking and 90 percent of participants stated that their participation resulted in personal and professional growth. Participants were satisfied with program elements including facilitation, program materials, and pre-program communication, but reported being less satisfied with the program venue and course schedule. The participants also expressed their dissatisfaction in the reimbursable amount of transportation service from the airport to their hotel.

14 Directorates of FMOH have identified challenges and outlined activities that they will perform in the coming 6 months and 11 Core Processes of RHBs has identified problems and designed strategies to tackle them (Custom indicator: PMP indicator # 8)

Comment: During the training sessions at Jimma University and at ALERT training center for the FMOH Directorates, the participants identified challenges and came up with measurable result per directorate to work on it as part of the project (See table 2). During follow up activities the coaches also provided technical support to them for the implementation of the proposed activities and are filling the gaps identified during the baseline assessment. In addition, the Yale’s participants also identified problems and strategies to solve the problems in the coming 8 months.

Table 2: Results identified by the FMOH directorate to work on them in the coming months

N	Directorates	Measurable Results
1	Agrarian HPDP Directorate	To increase model household coverage from 60%- 80% by the end of July 2013.
2	Internal Audit Directorate	Reducing fuel consumption of FMOH by 5% in the coming six months:
3	Human Resource Development	Transferring 60,000 organized

	and Management Directorate	health professional personal file to the regional health bureau
4	Resource Mobilization Directorate	Mobilizing 2.5 million Ethiopian Birr in the coming six months
5	Urban HPDP Directorate	Increase SBA coverage by 10% from the current by the coming 6 months in the three regions
6	Law and Legal Affairs Directorate	By the end of the next six months, register private property of 40% contractors who did not construct the health centers based on the agreement they entered with the Ministry
7	Public Relations Directorate	Increase publication from 11 to 18 months papers in the coming 6 months
8	Finance Directorate	Implementing the full package of integrated financial information management system by July 2013.
9	General Services Directorate– transport	To provide transportation service for 700 requests within the city and to 65 requests for field activities
10	Gender Service Directorate	Develop a 5 year gender strategic plan for the health sector within 6 months.
11	Policy and Planning Directorate	Increase HMIS coverage from 84% to 100%
12	Medical Service Directorate	Increase EHRIG implementation rate from 77% to 90% in four federal hospitals in Addis Ababa. Increasing patient satisfaction to 85%.

13	Pastoralist HPDP Directorate	Increase model household graduates from 20% to 35% in emerging regions by July 2005 E.C
14	Public Health Infrastructure Directorate	No. of hospital implementing telemedicine and tele-education

22 RHBs staff and University lecturers participated in the LMG in-service training (Custom Indicator: PMP indicator # 9)

In the reporting period the project, in collaboration with Haromaya University, has offered TOT on LMG in-service training for 22 regional health bureau and university staff at the Haromaya University for 6 days. The participants were from Haromaya University, 5; from Harare Health Science College, 3; from Diredawa town administration health bureau, 4; from Harari RHB, 2; from East Hararge ZHD, 5 and from West Hararge ZHD, 3. The participants are now preparing themselves to roll out the training to the Harari Regional and Diredawa Town Administration Health Bureaus, to East Hararge ZHD and West Hararge ZHD staff.

IR2.2: Strategic and implementation plans development skills improved at FMOH Technical support was provided for the Gender Directorate of FMOH (Custom indicator: PMP indicator # 10 and # 11)

The Gender Directorate of FMOH has been technically supported during he reporting period. The Directorate prepared the first draft of the national gender training manual in close collaboration with the LMG project. In order to enrich the training manual, a two day consultative workshop was organized in Debrezeit, from March 22-23, 2013. The workshop participants were professionals with gender and other expertise invited from FMOH, hospitals, United Nation organizations, NGOs and relevant ministries. Accordingly, the participants have given a deeper look at the training manual and gave their valuable comments. The comments are expected to be incorporated and the manual be completed in this quarter.

On the other hand, for the other key activity, the preparation of the national gender strategy plan, the process is already started and the desk review and SWOT analysis activities are being undertaken. The strategic plan development workshop is expected to be held from April 25 to 27, 2013.

In addition to this, the gender directorate of the FMOH is being technically supported through the provision of training and implementation of its activities. Accordingly, the Gender Advisor has facilitated one-day session training on gender concepts for participants drawn from all the regions of the country and assisted in the celebration of International Women's Day.

IR2.3: L+M+G training integrated with clinical outreach/hospital strategy to address the needs of L+M+G training at lower levels

AMREF

Intermediate result 3: Institutional capacity of Ethiopian training institutions and professional health associations strengthened

IR 3.1: Strengthened LMG capacity of training institutions and professional associations

The LMG capacity building efforts of training institutions and professional health associations has been started (Custom indicator: PMP indicator # 15, # 16 and # 17)

After discussions with the leadership of the Ethiopian Management Institute (EMI), the institute participated in the L+M+G training materials development team within the ministry. LMG will continue working with the institute to offer targeted technical support in the L+M+G in-service training programs. As part of the back end support, LMG conducted a baseline assessment in one of the training institutions, ALERT training center, and a professional health association named as the Ethiopian Public Health Officers Association (EPHOA). Several leadership, management and governance capacity gaps were identified. In addition, a two days MOST workshop, from March 15-16, 2013, at Debrezeit, was conducted with EPHOA with the objective of conducting a self assessment on management, organizational and sustainability issues of the association using the MSH MOST assessment tool. Eleven participants comprised of board members, advisory members and administrative staff participated in the workshop.

During the workshop the participants assessed themselves in the 5 management areas: mission, values, strategy, structure and system and the 19 components in this area. The components listed below were identified and objectives and activities to be accomplished in the coming 9 months were also developed.

1. Develop strategies to link the mission and values
2. Define roles and responsibilities of each board member and secretariat
3. Design and implement a revenue generation mechanism

Furthermore LMG will carry on workshops with the training institutions including Mekelle , Haromaya, Jimma and Hawasa universities and Bahirdar Health Science College with the primary objectives of creating link and collaboration between the regional health bureaus and the training institutions. The workshop will be coupled with back end supports to improve their provision of technical support to the nearby health bureaus, zonal health departments and Woreda heal offices as well as hospitals and health centers in terms of building leadership, management and governances skills and practices.

IR 3.2: Program offering a capacity of training institutions improved

Program offering capacity building efforts has been started(Custom indicator: PMP indicator #18)

During the reporting quarter, different curricula and modules in the area of leadership and management were revised as part of developing harmonized and standardized in-services L+M+G training modules. These materials contributed a lot to finalize the competency areas, contents and course delivery methodology by the TWG. The project also conducted a baseline assessment in the ALERT training center and identified gaps that needed to be filled. In addition, the project is communicating with the leaders of this training institution to organize a self assessment MOST workshop that will help the organization identify management components that should be strengthened, develop objectives to be attained in the coming 6 months and craft action plans and implement them. This workshop will play a pivotal role in building the training institution's capacity in offering LMG in-service training. The LMG continues to encourage and support training institutions to utilize the new LMG training module, once it is finalized, in offering L+M+G related courses.

Project Management

LMG project director joined the project during the reporting period; he had been the project director of the preceding LMS project in Ethiopia. The director with the LMG team spent a lot of time in revising the work plan based on the discussion we had with FMOH, USAID, FMHACA, and the HRH project under Jhiepgo.

Two training advisors, and an institutional development advisor position were advertised during the reporting period and LMG managed to identify two training advisors and one institutional capacity building advisor who joined the team in the reporting period. In addition, together with the the gender directorate director and HRDM directorate representative of FMOH, a gender advisor was identified and hired to be seconded to the directorate.

7. Challenges and Constraints and plans to overcome them during the reporting period

Quarterly challenges and Constraints for each program area

Program area 18-OHSS

1. The Oromia health bureau staffs were extremely busy with different kinds of meetings and we found it hard to maintain the schedules to finalize the baseline assessment in all core process as per schedules.
2. The Ministry wanted the roll out of the training to be withheld until the curriculums are finalized

Plans to overcome challenges and constraints in each of your program areas

1. We have continued our discussion with the regional health bureau heads to finalize the organizational capacity assessment in the reaming units within the bureau.
2. We made discussions with the Ministry and reached on consensus to commence the training with the draft curriculum in some of the regions.

8. Data Quality issues during the reporting period

Specific concerns you have with the quality of the data for program areas reported in this report

1. The project doesn't have concerns with data quality issues.

What you are doing on a routine basis to ensure that your data is high quality for each program area

1. We have developed monitoring and evaluation tools and oriented the staff to use them consistently
2. We have developed a training profile database with visual basic application (VBA) in excel and entered all of the training related data which helps us a lot in storing and retrieving training related data
3. We entered training related data into the database and also keep it in hard copy
4. We compare the numbers on the hard copy against the data in the computer

How you planned to address those concerns / improve the quality of your data for each program area

9. Major Activities planned in the next reporting period

Upcoming activities should highlight planned activities and solutions to identified constraints (write for each program area)

- In close collaboration with MoH, host small launch of accredited/standardized L+M+G curricula (perhaps along with other curricula).
- Strengthen capacity of Policy and Planning Directorate staff in the areas of project management, strategic communications, leadership and management.
- Offer targeted TA and training in the areas of leadership, planning, coordination, management and reporting to the Regional and Zonal Health Departments
- Finalize gender training manual.
- Support the gender directorate to develop the gender strategic document.
- Work with Ethiopian Management Institute (EMI) to collaborate with the Ethiopian Medical Association (EMA) to offer L+M+G short courses (in person and virtual) for senior and mid level hospital and directorate staff.
- Work with universities to certify faculty, so they can be part of a comprehensive network of certified facilitators/trainers to deliver standardized L+M+G curricula to health workers.
- Adapt current management curricula and create program offerings for the health sector, organized by HSS training components.
- Conduct institutional capacity review of "back- end" capacity needs to achieve institutional, programmatic, and financial sustainability and serve as a "gold standard" for training institutions.

10. Environmental compliance

Describe any issues related to environmental compliance (if there are any)

The project does not have any environmental compliance issues.

11. Financial accomplishment

(... in USD)

Life of Project budget (a)	Obligated to date (b)	Expenditure (Accrual and actual disbursement) to date (c)	Remaining balance (d) = (b) – (c)	Remarks
\$ 3,674,303	\$ 5,576,108	877,683.88	4,698,425.00	

12. Issues requiring the attention of USAID Management

Identify and state issues that USAID needs to look at and address for each program area

LMG as a project is a field support from LMG global mechanism, when we traveled across several regions to initiate the star up of the project, health bureaus demanded us to share the federal level MoU document signed between USAID and FMOH. This was communicated to FMOH and USAID and LMG needs to get any official communication to the regions for easy startup of the project.

13. Data Sharing with Host Government:

Have you shared this report with the host government?

Yes

No

If yes, to which governmental office/s?

Please put your response here

If No, why not?

The major data that we have to share with them is the baseline assessment data that we have prepared. We have planned to communicate them through the coaching exercise in this quarter.

14. Appendices

(Include any relevant documents, data etc as appendices)