

Leadership Management and Governance Project – Ethiopia

FY13 Worldwide Contribution Annual Report: LMG Ethiopia

Date: October 9, 2015

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

The following document is a Annual Report for submission to USAID under the agreement AID-OAA-11-00015.

This report was made possible through support provided by the US Agency for International Development, under the terms of Cooperative Agreement Number AID-OAA-11-00015. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development.

Center for Leadership and Management
Management Sciences for Health
200 Rivers Edge Drive.
Medford, MA 02155
Telephone: (617) 250-9500
www.msh.org

LMG Ethiopia Annual Report

Ethiopia

Source of Funding: USAID LMG Project

Objectives of program

The LMG Ethiopia program involves close collaboration with the FMOH, Regional Health Bureaus, Zonal/District Health Offices, training intuitions, professional health associations, and CSOs to pursue three distinct strategies: 1) standardize and harmonized, in-service training for the Ethiopian health sector through an integrated system;

2) develop the leadership, management and governance capacity of selected FMOH Directorates and agencies, as well as selected Regional Health Bureaus/Zonal/District Health Offices, through L+M+G training so that they can apply new leadership and management skills and shoulder responsibilities for managing and delivering a standardized in-service training to improve health planning and management; and

3) strengthen the institutional capacity of Ethiopian training organizations and professional health associations, to help them achieve institutional, programmatic and financial sustainability.

Specific Objectives

1. To facilitate the development of LMG in-service training module for higher level, mid-level and low level health managers
2. To facilitate the provision of LMG in-service training
3. To capacitate training institutions and professional health associations so that they will become partners for FMOH in the provision of technical assistance and LMG training



Picture: Sub-team reviewing the district LMG in-service training module during the consultative workshop held in Churchill Hotel

Key Achievements

- A technical working group (TWG) for the development of LMG in-service training was established at FMOH and conducted several meetings to outline the objectives, contents and methodology of the LMG in-service training delivery.
- The TWG has developed three draft LMG in-service training modules: one for senior leaders, one for facility level managers and one for district level managers. Each module will have participants' manual and facilitator's guide.
- A consultative workshop to review the modules developed by the technical working group was held from June 11-13, 2013, in Addis Ababa at Churchill Hotel in which there were 42 reviewers from 17 organizations. The technical working group is now incorporating the comments and feedbacks provided.
- Dire Dawa Town Administration Health Bureau and Harari Regional Health Bureau, have initiated joint planning and implementation of LM&G in-service training with Haromaya University and Harari Health Science College. These two institutions have established a joint LM&G In-service Training Unit housed in Haromaya University.
- LMG project has started to offer LMG in-service training to 171 health managers at different levels of the health system.
 - The first and the second round LMG in-service training workshop for FMOH staff was held in Jimma from Feb 21-23, 2013 and May 9-11, 2013.
 - The first round LMG in-training for Harare and Dire Dawa Health Bureau staff was conducted by Haromya University and Harare Health Science College on April 19-21 and April 26-28, 2013, respectively.
 - The SLP project of Yale held the first, second and third session of its Senior Leadership Program (SLP) at the Addis Ababa University- Black Lion Medical Campus from March 9 to 10, April 6 to 7 and May 11 to 12, 2013, respectively.
- LMG project has supported the FMOH Gender Directorate in the development of Gender training manual and a three year Gender Directorate Strategic Plan. For the strategic plan development, a three day workshop was held in Adama from April 25-27, 2013. In the workshop 53 participants from various government offices, parliamentarians, INGOs and UN agencies participated and developed the gender strategic plan.
- Technical support has been provided to 42 health teams at different levels of the health system on the implementation of action plans developed to tackle the major problems in the delivery of the health system.
- A baseline assessment was conducted to assess the LMG practices of 62 health teams at different levels of the health system and results are being used by the coaches to provide targeted support for each health team.
- 67 regional health bureau staff, university and training institutions lectures have participated in the LMG in-service training manual orientation training sessions.
- Carried out 3 day MOST workshops with the All Africa Leprosy, Tuberculosis and Rehabilitation Centre (ALERT) and the Ethiopian Public Health Officers Association (EPHOA) along with technical support towards implementation of action plans.

- In collaboration with ALERT and FMOH, as part institutional capacity building support, offered TOT training on grant writing for FMOH and ALERT training center staff. The training was conducted in Adama for 7 days from June 17 to 27, 2013 and was attended by 17 participants. The project is also providing technical support for the development of a grant writing training manual.

Challenges

1. Because of other competing priorities, including annual evaluation and planning, within FMOH, and regions, the LMG teams were not able to avail themselves for coaching exercises.

Solution sought: The coaches repeatedly rescheduled their coaching schedule and managed to offer the coaching support at least once in the entire directorate of the ministry and the regional health bureaus.

2. High dropout rate of the Yale supported SLP ongoing training.

Solution sought: In order to solve this problem we have arranged a one day make up class for participants who missed one or two of the sessions, and more over with LMG/MSH staff, on site supportive supervision scheduled for next quarter.

Next 6-12 months

- Finalize the LMG in-service training modules
- Work with FMOH and RHB on the delivery LMG in-service training
- Conduct master TOT for participants selected through the Ministry and LMG project Ethiopia
- Continue the technical support provided for EPHOA and ALERT training center
- Provide technical support to the Gender Directorate in dissemination of their Strategic Plan and training at regional level.

Global PMP section

| Indicator reference number | Global PMP Indicator | Reporting period (July-December) | Reporting period (January-June) | |
|----------------------------|--|----------------------------------|---------------------------------|-----|
| 3.1e | # CSOs and public sector organizations/teams receiving LMG capacity building that are implementing action plans towards strengthening health systems disaggregated by country and type of organization | NA | 42 | |
| 3.3f | # of local facilitators trained to deliver LMG in-service training programs, disaggregated by country, sex, and type of organization | NA | 67 | |
| 3.3g | # of health care workers who successfully completed an in-service training program in LMG, disaggregated by country, sex | NA | Male | 126 |
| | | | Female | 45 |
| | | | Total | 171 |
| 3.4a | # of local institutions providing capacity building to health | NA | 3 | |

| | | | |
|------|--|----|---|
| | organizations using LMG tools, models, and/or approaches disaggregated by country and type of organization | | |
| 3.4c | # of training events on LMG delivered by local institutions or facilitators disaggregated by country | NA | 4 |