



USAID | **WEST BANK/GAZA**
FROM THE AMERICAN PEOPLE

LEADERSHIP DEVELOPMENT PROGRAM FOR THE MINISTRY OF HEALTH

PALESTINIAN HEALTH SECTOR REFORM AND DEVELOPMENT
PROJECT ("THE FLAGSHIP PROJECT")

SHORT-TERM TECHNICAL ASSISTANCE REPORT

PREPARED BY:

MAURA FULTON
KATHY ALISON
(TRAINING RESOURCE GROUP - TRG)

Contract No. 294-C-00-08-00225-00
August 2009

Final Submitted February 12, 2010

CONTENTS

SECTION I: INTRODUCTION.....	1
SECTION II: ACTIVITIES CONDUCTED DURING TDY	2
SECTION III: NEXT STEPS/ACTION PLAN	6
ANNEX A: TERMS OF REFERENCES.....	7
ANNEX B: TDY ITINERARY.....	10
ANNEX C: LIST OF TRAINING MATERIALS DEVELOPED DURING TDY	11
ANNEX D: LIST OF PARTICIPANTS OF THE SECOND “LEADERSHIP TO SUPPORT HEALTH SECTOR REFORM” WORKSHOP.....	12
ANNEX E: LIST OF PARTICIPANTS OF THE TOT WORKSHOP.....	13

SECTION I: INTRODUCTION

The Flagship Project is a five-year initiative funded by the U.S. Agency of International Development (USAID), designed, and implemented in close collaboration with the Palestine Ministry of Health (MoH). The Project's main objective is to support the MoH, selected non-governmental organizations, and selected educational and professional institutions in strengthening their institutional capacities and performance to support a functional and democratic Palestinian health sector able to meet its priority public health needs. The Project works to achieve this goal through three components: (1) supporting health sector reform and management, (2) strengthening clinical and community-based health, and (3) supporting procurement of health and humanitarian assistance commodities.

The Flagship Project intends to provide senior MoH staff with a multi-session leadership development training program that aims at enabling the officials to envision and lead change and be champions of reform. To start the process of developing and introducing the Leadership Development Program, the Flagship Project is collaborating with its technical partner Training Resources Group (TRG) to a) engage MoH decision-makers in supporting leadership development and b) design and implement the first leadership workshop to the target training population (e.g., 20-25 senior MoH officials).

Through the first session of the Leadership Development Program in June 2009, the Flagship Project provided a conceptual and practical introduction to leadership development to both MoH decision-makers and senior staff and worked with the senior staff to refine the goals, content, and nature of the follow-on training sessions.

This report describes the short-term technical assistance provided by TRG from August 2-18, 2009, during which the Flagship Project:

- A. Conducted the second **“Leadership to Support Health Sector Reform” Workshop** for senior MoH staff in Nablus District.
- B. Conducted a **Training of Trainers (ToT) Workshop** for 13 MOH and 5 non-MOH leaders to provide skills that will enable them to conduct training and be involved in the delivery and sustainability of the Leadership Development Program throughout the MoH.
- C. Designed and conducted a two-hour **Staff Meeting** with the Flagship Project staff to review the five project focus areas and discuss Year Two work plan activities.
- D. **Additional activities** included the following: 1) worked with the Project team to capture lessons learned from the Leadership Workshop and discuss the competencies and content for the next workshops in the Leadership Development Program; 2) met with project staff to discuss the focus and content of the performance improvement module of the Leadership Development Program; 3) provided input into the project's Year Two work plan; 4) attended the event to celebrate the project's Integrated and Multisectoral Approach activities in Nablus District; and 5) drafted and discussed the trip report with project staff.

(For more information about the TDY and the consultants involved, refer to Annexes A – C.)

SECTION II: ACTIVITIES CONDUCTED DURING TDY

A. CONDUCT THE SECOND “LEADERSHIP TO SUPPORT HEALTH SECTOR REFORM” WORKSHOP FOR SENIOR MOH STAFF IN NABLUS DISTRICT

The workshop “Leadership to Support the Health Sector Reform” was designed to reach leaders and decision-makers within the MoH staff who will carry the reform process forward. The workshop allowed Flagship Project staff and MoH leaders to discuss a model for leading change and to get additional guidance and input on the key leadership competencies and behaviors on which to build the LDP. This workshop was held in Nablus, where the project is rolling out its multi-sectoral integrated approach. This workshop will be delivered in other cities in the coming months. Objectives include the following:

During the workshop, the Flagship Project worked with MoH staff to:

- Explore a research-based model of leading change as a resource for implementing the Health Sector Reform priorities;
- Discuss the opportunities and challenges for leaders within the Palestinian Health Sector;
- Examine leadership and management functions;
- Identify collective leadership strengths and prioritize areas for future training.

1. Workshop Participants

The 19 participants attending the workshop were senior staff, drawn from across the Ministry, including from clinical, managerial, and administrative departments.

(The full list of workshop participants can be found in Annex D.)

2. Workshop Content

During the workshop, the Flagship Project discussed with MoH staff:

- a. Health Sector Reform – Participants increased their understanding of and their role in the Health Sector Reform. They appreciated the opportunity to share opportunities and challenges and explore their role within the large change initiative.
- b. Review of Leadership Models – The *Eight Step Model for Leading Transformational Change* (based on the work of former Harvard professor John Kotter) proved to be a valuable resource for reform efforts. Participants found the model relevant and useful to their own change initiatives to support the health sector reform. In particular, they found useful the discussion on Kotter’s distinction between “leadership and management.” Participants were able to apply William Bridges’ model for Transition and Change and explored ways they, as leaders, can support their staff successfully through a change initiative.

- c. Leadership Domains, Competencies and Behaviors - Participants indicated their priorities for future training from among the leadership domains that will be included in the Leadership Development Program:

●	●	Leadership Domains
3	4	Strategic Thinking and Planning
7	5	Decision Making
10	2	Communications
1	4	Team Development
1	1	Performance Management
2	9	Leading Change

Instructions: **Green dot:** where you feel the **most skilled**
Red dots: where you would like **more training**

This will help the Flagship staff further design and develop a curriculum that meets the unique needs of MoH leadership at all levels.

- d. Guidance on Content and Training Methods – At the end of the workshop, participants provided valuable feedback and suggestions on the content of the workshop, as well as on the specific training methods used. They highlighted the benefit of the workshop’s interactive design and recommended that future trainings be just as participatory. They also described the discussions as an effective method because they were able to share ideas and learn new tools that will be immediately applicable to their work.

B. CONDUCT A TRAINING OF TRAINERS (TOT) FOR MOH AND NON-MOH STAFF

The ToT was designed to provide MoH and non-MoH trainers with additional skills in order to build a cadre of local trainers who can deliver and roll-out the Leadership Development Program in other districts and to the multiple levels of staff in the MoH.

By the end of the course, participants were expected to be able to:

- Describe adult learning theory and effective training for adult learners;
- Utilize an experiential approach to training and design experiential sessions;
- Tailor course content and plan organized sessions which are crafted to a specific audiences;
- Establish realistic learning objectives relevant to the training content;
- Create training materials and visual aids to support the learning process;
- Use a core set of facilitation skills to guide learners through experiential sessions and to elicit participation and generate interaction among participants.

1. Workshop Participants

Participants included 13 MoH leaders and five non-MoH leaders from hospitals and universities.

(The full list of workshop participants can be found in Annex E.)

2. Workshop Content

- a. Adult Learning Theory and the Experiential Learning Cycle (ELC) - Participants were introduced to the principles of adult learning and the *Experiential Learning Cycle (ELC)*; a learner-centered approach that allows participants to manage and share responsibility for their own learning. Participants found the ELC to be an effective approach for allowing their audiences to engage in an activity, review this activity critically, abstract useful insight from the analysis, and apply the result to a “real-world” work situation.
- b. Facilitation Skills - Trainers introduced a comprehensive set of facilitation skills that helped participants make their presentations and training sessions interactive and participatory. They chose specific topics and practiced these skills in small groups.
- c. Practice Training – Participants put their new knowledge of the ELC and new facilitations skills to work through the delivery of practice training sessions. They worked in teams of three to plan and co-deliver a 45-minute training session to their peers, using appropriate training materials (PowerPoint slides, flipcharts, handouts, and more). The practice proved invaluable to helping the teams apply their new skills and receive constructive feedback from peers.
- d. Guidance on Advanced Training Skills – Participants expressed a great desire for additional training and provided input into the focus and content of the Advanced ToT planned for November 2009. Some of the areas in which they would like additional training include: advanced facilitation skills and different training methodologies (case studies, role-plays, etc.)

C. CONDUCT A STAFF MEETING TO SUPPORT THE WORK PLAN PROCESS

The Flagship project staff is in the process of developing the Year Two Annual Implementation Plan. The Plan identifies five key focus areas, which are a grouping of activities and deliverables that contribute to achieving the objectives of the Flagship Project contract and the MoH's strategic plan for the Palestinian health sector. TRG designed and facilitated a staff meeting to help the staff: review the focus areas (below); discuss their individual contributions to the project; share the results they have committed themselves to; and identify how they will be accountable for those results moving forward.

Focus Areas for Flagship Project Year Two Annual Implementation Plan
1. Institutional Capacity Strengthening
2. Developing a Health Information System
3. Creating a "Center for Excellence" at the Palestine Medical Complex (PMC)
4. Institutionalizing an Integrated and Multi-sectoral Approach
5. Investing in People

1. Participants

More than 25 staff attended the meeting, including senior leadership, the Flagship Project Chief of Party Dr. Taroub Harb-Faramand, and Deputy Chief of Party Dr. Damianos Odeh.

2. Outcomes

Staff engaged fully in the meeting, renewed their commitments and shared strategies for ensuring even greater success in the second year of the Project. They shared personal commitments for accountability for project results and the support they need from colleagues in order to fulfill their commitments. Senior leadership plans to continue these discussions to enhance and strengthen the team, especially as they focus on the Year Two work plan.

D. ADDITIONAL ACTIVITIES

1. *Worked with the project team to capture lessons learned from the Leadership Workshop and discuss the competencies and content for the Leadership Development Program.*

TRG and FLAGSHIP project staff discussed the workshop and ways in which we can continue to provide support to MoH leaders. Participants in the workshop expressed a deep desire to obtain additional training as well as continue to meet together as a group informally to continue to support one another and share ideas. Project staff discussed strategies to provide this support. Participants also gave input into the desired skills training for the overall Leadership Development Program and staff discussed ways to incorporate their suggestions into the list of course competencies.

2. *Met with project staff to discuss the focus and content of the performance improvement module of the Leadership Development Program.*

TRG met with Flagship Project staff responsible for the Performance Improvement Module 7 to identify ways in which we can coordinate as we design the performance

management sessions for the Leadership Development Program. Staff shared some of the resources they are building upon, including previous project work by DFID and the EU, as well as copies of the MoH staff evaluation forms.

3. *Provided input into the Flagship Project Year Two Annual Implementation Plan.*

TRG provided input into the work plan, including a timeline for rollout of the Leadership Development Program and other major activities.

4. *Attended the event to celebrate the results of the project's Integrated and Multisectoral Approach activities in Nablus District at Al Najah National University.*

Maura Fulton was able to attend the event, which celebrated the launch of project activities in Nablus. The event was well attended by MoH leaders and staff, as well as senior leaders from USAID and Chemonics. Participants from the leadership and ToT workshops were awarded their certificates.

5. *Drafted and discussed the trip report with Project staff.*

TRG consultants submitted, and discussed with staff, the draft of the trip report.

SECTION III: NEXT STEPS/ACTION PLAN

A. PREPARE FOR THIRD TDY (NOVEMBER 1-15, 2009)

The following activities are planned for a third TDY in November:

1. Conduct "Leadership to Support Health Sector Reform" Workshop in Ramallah/Nablus for the 18 ToT participants (from the August course) + 4 additional MoH officials and managers.
2. Conduct an advanced level ToT for the MoH and non-MoH participants (from the August ToT) to enable them to conduct future leadership related training workshops and support the roll-out and sustainability of the Leadership Development Program.
3. Meet with project staff and MoH staff to present the proposed curriculum outline and recommended courses, timelines and audience for the Leadership Development Program.
4. Work with the Flagship Project staff on schedule and plan for the delivery of the core curriculum.

B. FINALIZE OUTLINE FOR CORE LEADERSHIP DEVELOPMENT PROGRAM CURRICULUM

Based on the agreed upon competencies, TRG will develop a draft outline of the core leadership curriculum which will include course objectives and block schedules for several multi-day courses. We will discuss this with Flagship staff over the next two months and present the proposed curriculum outline and recommended courses, timelines and audience to the MoH in November.

ANNEX A: TERMS OF REFERENCES

Leadership Program Development for the Ministry of Health Staff

Partner: Training Resources Group (TRG)

General Project Overview:

The Flagship Project is a five-year initiative funded by the U.S. Agency of International Development (USAID), and designed in close collaboration with the Palestinian Ministry of Health (MOH). The Project's main objective is to support the MOH, select non-governmental organizations, and select educational and professional institutions in strengthening their institutional capacities and performance to support a functional, democratic Palestinian health sector able to meet its priority public health needs. The project works to achieve this goal through three components: (1) supporting health sector reform and management, (2) strengthening clinical and community-based health, and (3) supporting procurement of health and humanitarian assistance commodities.

The Flagship Project will support the MOH implement health sector reforms needed for quality, sustainability, and equity in the health sector. By addressing key issues in governance, health finance, human resources, health service delivery, pharmaceutical management, and health information systems, the Ministry will strengthen its dual role as a regulator and main health service provider. The Flagship Project will also focus on improving the health status of Palestinians in priority areas to the Ministry and public, including mother and child health, chronic diseases, injury prevention, safe hygiene and water use, and breast cancer screening for women.

Background of the SOW:

The Flagship Project believes that investing in leadership capacities and skills in the MOH will build a cadre of decision makers and leaders who can strategically lead and support the reform of the MOH in the next five years and beyond. Senior MOH staff will be key players in envisioning, advocating for, implementing, and sustaining reform throughout the Ministry. Providing leadership development training for these staff is an essential part of supporting long-term reform efforts: it will strengthen the capacity of the Project's senior counterparts at the Ministry and reinforce their commitment to health sector reform. The Flagship Project also recognizes the importance of developing a "guiding team" of key decision-makers within the Ministry, who will oversee the leadership development initiative and provide institutional reinforcement of the training goals and results.

Management and leadership skills feed directly into the MOH Institutional Development Plan (IDP) and constitute an important pillar for supporting progress in each of the 18 modules specified in the IDP by building a cadre of leaders and decision makers who can carry the reform process forward.

Objectives of the SOW:

The Flagship Project intends to provide senior MoH staff with a multi-session Leadership Development Program that aims at enabling the officials to envision and lead change and be champions of reform. This process started in partnership with TRG and two workshops were conducted in Ramallah for senior MoH officials to begin defining, developing, and introducing the Leadership Development Program. Following on the previous workshops and dialogue, The Flagship Project will continue the process by collaborating with its technical partner TRG to a) continue rolling out the two-day course “Leadership to Support Health Sector Reform” by offering it to MoH officials in the Nablus and Hebron Districts b) designing and implementing Training of Trainers (ToT) workshops for MoH and non-MoH trainers in order to build a cadre of local trainers who can continue to roll-out the program in other districts and to the multiple levels of staff in the MoH c) meet with MoH and project staff to better understand the performance management system in order to continue the development of the leadership program materials related to this topic.

In order to support the sustainability of the program and to encourage participation, The Flagship Project will provide translation services during the (ToT) and subsequent training workshops; and will translate all relevant training materials into Arabic.

Specific Tasks/Deliverables:

The TRG team will be taking two trips to the West Bank, one two week trip in August, and another in November.

AUGUST 1 – 15, 2009

The purpose of the trip in August will be: a) **Revise the two-day workshop to make it appropriate and tailored to district officials,** b) Conduct the two-day course “Leadership to Support Health Sector Reform” to MoH officials in the Nablus District, b) design and implement ToT workshop for 20 MoH and non-MoH trainers in order to build a cadre of local trainers who can continue to roll-out the program in other districts and to the multiple levels of staff in the MoH, c) meet with MoH and project staff to better understand systems related to planning and performance management in order to continue the development of the leadership program training materials, and d) Coordinate with IDaRA and the local training partner to create linkages with the leadership training components they have within their contractual mandate with the Project. This will help to streamline the leadership training the Project is providing to MoH and NGOs partners.

Participating TRG staff: Maura Fulton and Kathy Alison

Tentative trip schedule:

August 2: Arrive in Ramallah

August 3- 4: Work with project team to finalize workshop materials and preparations.

August 5-6: Conduct “Leadership to Support Health Sector Reform” Workshop in Nablus for district level MoH officials and managers.

August 7: Work with Project team to capture lessons learned from the workshop, prepare for the ToT, and discuss leadership program module content.

- August 10: Meet with MoH staff to discuss the development and content of the performance improvement module of the leadership program
- August 11-13: Conduct ToT for 20 MoH and non-MoH trainers to enable them to conduct future leadership related training workshops in order to support the roll-out and sustainability of the Leadership Development Program.
- August 14: Report writing and discussion with project staff
- August 15: Departure from Ramallah

Deliverables:

- A two-day workshop for MoH staff in Nablus District on “Leadership to Support Health Sector Reform”.
- A three-day ToT workshop to develop a cadre of local trainers to support the roll-out and sustainability of the Leadership Development Program.
- A final report, including findings, lessons-learned, recommendations, participant feedback, and follow-up steps. This report will cover the two workshops, as well as other relevant meetings with the Ministry and the Flagship Project. It is required that the final report is completed in the field and submitted to USAID within 21 working days from the date of the departure of the consultant from the field.

Reporting:

The Consultants will collaborate with and report to the Training and Continuing Education Program Officer.

Timing: August 1-15, 2009

Total LOE Days (including travel):

Senior Trainer, Kathy Alison: 16 days of LOE

Trainer, Maura Fulton: 16 days of LOE

ANNEX B: TDY ITINERARY

- August 2: Arrive in Ramallah
- August 3-4: Work with project team to finalize workshop materials and preparations
- August 5-6: Conduct “Leadership to Support Health Sector Reform” Workshop in Nablus for district-level MoH officials and managers.
- August 7: Work with project team to capture lessons learned from the workshop, prepare for the ToT, and discuss leadership program module content.
- August 10: Meet with Flagship Project staff to discuss the development and content of the performance improvement module of the Leadership Development Program
- August 11-13: Conduct ToT for 20 MoH and NGO trainers to enable them to conduct future leadership related training workshops in order to support the roll-out and sustainability of the Leadership Development Program
- August 14: Conduct two-day Staff Team-building Exercise; draft report and discuss with project staff
- August 15: Kathy Alison-departure; Maura Fulton-continue writing draft report
- August 17: Maura Fulton-attended the event to celebrate the project’s Multisectoral Integration activities in Nablus District at Al Najah National University
- August 18: Maura Fulton-departure

ANNEX C: LIST OF TRAINING MATERIALS DEVELOPED DURING TDY

Materials developed during the TDY and submitted to project staff include:

1. Participant materials and PowerPoint slides for the “Leadership Development Program & Leading Change” workshop for Nablus MoH staff.
2. Participant materials and PowerPoint slides for the “Training of Trainers (ToT)” workshop.
3. Participant materials for the Flagship Project Staff Meeting.

**ANNEX D: LIST OF PARTICIPANTS OF THE SECOND
“LEADERSHIP TO SUPPORT HEALTH SECTOR REFORM”
WORKSHOP**

#	PARTICIPANT NAME	POSITION TITLE	ORGANIZATION
1.	Dr. Hiba Jaber	Oral Health Department Director	Nablus Directorate
2.	Najwa Hannon	Director of PHC Department	Nablus Directorate
3.	Aydah Habeisha	Director of Pharmaceuticals Department	Nablus Directorate
4.	Wafa Abdallah Al Akhras	Director of Family Planning Department	Nablus Directorate
5.	Laila Al Khayat	Pharmacist	MoH
6.	Raed Mohammad Ismael	Inspection Department	MoH
7.	Moheb Abu Zant	Accreditation & Licensing Department	MoH
8.	Abelhalim Hasan	IT Specialist	MoH
9.	Nazmyyah Abu Samrah	Department Director	Nablus Directorate
10.	Muna Al Shalabi	Nursing Director	Al Watani Hospital
11.	Zaher Ahmad Al Bahsh	Director of Health Services	Nablus Directorate
12.	Hazem Samaneh	Environmental Health Inspector	Nablus Directorate
13.	Dr. Nael Alawneh	Inspection Department	MoH
14.	Ahmad Samaneh	Director of Health Education Department	Nablus Directorate
15.	Samer Awartani	Admin & Finance Manager	Rafidia Hospital
16.	Samia Shayeb	Nursing Director	Rafidia Hospital
17.	Issam Ayrot	X-ray Department	MoH
18.	Marwa Dimiyati	Director of Clinics Department	Nablus Directorate
19.	Rasha Massaeed	Department Director	MoH

ANNEX E: LIST OF PARTICIPANTS OF THE TOT WORKSHOP

#	PARTICIPANT NAME	POSITION TITLE	ORGANIZATION
1.	Maria Al Aqra'	International Relations Director	MoH
2.	Dr. Shawqi Fares	Compliance Unit Department Manager	MoH
3.	Abdullah Hussein Bani Odeh	Nursing Services Manager	MoH
4.	Samir Hussein Shalabi	Hospitality Services Manager	MoH
5.	Barraq Ghazi Jumaa	Director of Projects Department - HPPGD	MoH
6.	Basima Al Amleh - Joudeh	Projects Coordinator	MoH
7.	Dr. Mohammed Al Hasan	Primary Health Care Director	MoH
8.	Ammar Sbouh	Hospitals Quality Improvement Director	MoH
9.	Aisha Mansour	Minister Office Manager	MoH
10.	Abed Alra'oof Saleem	Quality Assurance Officer	Public Health Laboratory
11.	Ahd Abu Moghli	General Manager	Public Health Laboratory
12.	Moysar Mansour	General Manager of Qalqilia Hospital	Qalqilia Hospital
13.	Dr. Ali Khalil Al Ramahi	General Manager of Beit Jala Hospital	Beit Jala Hospital
	Non-MoH		
14.	Rima Qanawati	Director of Programs Development	Bethlehem Arab Society for Rehabilitation
15.	Elie Shehadeh	Projects Manager	Bethlehem Arab Society for Rehabilitation
16.	Atef Al Rimawi	Director of Administration & Human Resources	Augusta Victoria Hospital
17.	Mirabo Shammass	Lecturer at Birzeit University	Birzeit University
18.	Dr. Naim Abu Ghosh	Medical Officer	UNRWA