



VLDP HRM Final Report

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**Management Sciences for Health
Leadership, Management and
Sustainability Program in
coordination with IntraHealth
International and the Capacity
Project**

**THE VIRTUAL LEADERSHIP
DEVELOPMENT PROGRAM FOR
HUMAN RESOURCE MANAGERS**

FINAL REPORT

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Executive Summary

The Leadership, Management and Sustainability (LMS) Program and The Capacity Project collaborated actively to deliver the Virtual Leadership Development Program (VLDP) in the period April through July 2006. This VLDP for Human Resource Managers and their teams reached 65 participants from 7 Anglophone African countries. Participants commented on the sense of empowerment to effect change gained from participating in the program, remarked that they are actively using the leadership practices taught in the program, and have stated that they are making progress on action plans developed during the program.

This offering of the VLDP was the first VLDP for Human Resource Managers and their teams. It was also the first VLDP to include a three week coaching period between Modules 3 and 4 and the first to train facilitators from multiple LMS partner organizations. Fifteen teams began the program; ten teams completed the program. Despite this team attrition rate of 33%, the program was a success. The attrition rate may be attributed to teams not fully comprehending the time commitment and basic connectivity requirements of the program before engaging in the program. New components of the program, such as a three-week coaching period during the third module, were a success and the experience yielded many lessons learned that may be applied to future VLDP offerings.

I. Background

The Virtual Leadership Development Program (VLDP) is a 13 to 16-week blended learning program developed by MSH that combines face-to-face team work with distance learning methodologies. Facilitated by organizational and leadership development specialists, the program is Internet-based and does not require participants to leave their work sites in order to participate.

The VLDP consists of seven modules. Each module consists of individual reading, individual exercises on the site, group work, and a forum section where teams post and report about the results of their group work. The modules include:

- *Module 1: Getting Started*

Participants are oriented to the VLDP Web site and materials, and are introduced to the concept of team dynamics. Participants also create a calendar to plan their team meetings and activities for the rest of the program, and complete the Workgroup Climate Assessment (WCA).

- *Module 2: Leadership in Health Programs and Organizations*

Through individual and group exercises, participants are introduced to the leadership and management framework, and the eight leadership and management practices.

- *Module 3: Identifying Challenges*

Considered the heart of the VLDP, participants meet together to identify an organizational challenge they are facing and develop an action plan to address this challenge using the Challenge Model. The action planning process is an iterative process, in which the teams create action plan drafts and work with the facilitators and a Monitoring and Evaluation (M&E) specialist to revise and clarify their plans.

- *Module 4: Leadership Competencies*

To focus on personal mastery, participants assess and discuss their own leadership competencies by completing the Leadership Assessment Instrument.¹

- *Module 5: Communication*

In addition to targeted reading, participants complete an exercise to assess their patterns of communication and communication styles, and discuss this assessment with their teams.

- *Module 6: Managing Change*

Participants are introduced to the concept of change management through means of a case study and story about perspectives on change and change management. Participants are also introduced to John Kotter's eight stages of change² and are asked to apply these stages to their work on their action plans.

¹ Linkage, Inc., *Leadership Assessment Instrument: Self-Managed Assessment* (Lexington, MA: nd)

² Kotter, John P. *Leading Change*. Cambridge: Harvard Business School Press, 1996.

- *Module 7: Coming to a Close*

Participants are asked to reflect upon the program, complete the final program evaluation, as well as a second application of the WCA.

To date, the VLDP has been offered fifteen times to more than 1200 health managers in 36 countries around the world, including Iraq, various countries in Latin America, the Caribbean, and Africa, as well as India. The program is available in Arabic, English, French, Portuguese and Spanish. Evaluation studies show that the VLDP strengthens leadership and management capacity, improves team work, improves work group climate, and helps teams to address identified organizational challenges to improve service delivery and management systems.

II. Overview of the VLDP for HR Managers

The HIV/AIDS epidemic, out-migration of staff, and ineffective human resource management have left health systems critically short of qualified workers. Effective human resource management (HRM) is critical to creating and sustaining high-performance organizations that can provide quality health services, carry out health sector reforms, and minimize the impact of HIV/AIDS on the health work force. Strong management and leadership is an important component of effective HRM.

In order to address this need for strengthened leadership and management capacity of human resource managers from the private and public health sectors in Anglophone Africa, MSH/LMS and IntraHealth/The Capacity Project jointly offered the VLDP to Human Resource Management Teams in Ghana, Kenya, Lesotho, Namibia, Nigeria, Uganda and Tanzania from April 3 to July 21, 2006. This was the first offering of the VLDP specifically tailored for Human Resource Managers. Additionally, it was the first VLDP to include a three week “coaching period” at the conclusion of module 3. At the conclusion of the 16 week program, the number of active participants included the following:

Total organizations: 10

Total teams: 10

Total countries: 7

Total participants: 60

No.	Organization/Team	Country	Participants	Completed program?
1	Capacity/ACQUIRE Kenya	Kenya	7	Y
2	CHAG Ghana	Ghana	3	Y
3	Coast Province General Hospital	Kenya	4	Y
4	ECSA Health Community	Tanzania	5	Y
5	I Choose Life Kenya	Kenya	5	Y

6	KEC – Catholic Secretariat	Kenya	10	N
7	Kenya Ministry of Health HR Team	Kenya	10	N
8	Lesotho Ministry of Health and Social Welfare	Lesotho	8	Y
9	Makerere University IPH	Uganda	6	Y
10	Malawi Ministry of Health	Malawi	5	N
11	Ministry of Health and Social Welfare	Tanzania	11	N
12	Namibia Ministry of Health and Social Services	Namibia	6	Y
13	National Action Committee on AIDS	Nigeria	10	Y
14	Uganda Health Workforce Advisory Committee	Uganda	11	N
15	Uganda Protestant and Catholic Medical Bureaus	Uganda	6	Y
Total for VLDP HRM:			107	15
Total teams and participants that completed program:			60	10

The participants were identified by IntraHealth and MSH staff who work in Africa in Human Resource Management. The participants were recruited via telephone and e-mail as well as at an HRM event held in South Africa in January 2006.

The program was jointly facilitated by six facilitators from IntraHealth, ESAMI and MSH. The facilitators included:

IntraHealth:

Tom Milroy

ESAMI:

Clement Chinyanga

Felix Kamau

MSH:

Steve Reimann

Mary O’Neil

Sylvia Vriesendorp (lead facilitator)

The program concluded on July 21st, 2006. Of the original 15 registered teams, participants from the 10 teams noted above received “certificates of participation.” Please see Annex IV for a complete list of teams, participants and job titles.

III. After Action Review

An After Action Review (AAR) of the VLDP for HR Managers was held from August 8th to August 15th, 2006 both virtually and through a teleconference. The teleconference was held on August 15th, 2006 from 9:30 am EST to 12:30 EST. The intended outcomes of this AAR were as follow:

- Discuss VLDP for HRM successes as well as areas for improvement
- Evaluate effectiveness of the three week coaching period and the facilitator training

- Create a preliminary vision for VLDP for HRM II

The participants of the AAR include:

- Nina Breygin, Senior Applications Developer, Electronic Products Group, MSH Cambridge
- Clement Chinyanga, Consultant, ESAMI
- Felix Kamau, Consultant, ESAMI
- Thomas McMennamin, Program Officer, MSH Cambridge
- Tom Milroy, Senior Training and Learning Systems Advisor, IntraHealth Inc./ Capacity
- Cary Perry, Monitoring and Evaluation Specialist, MSH Cambridge
- Steve Reimann, Senior Fellow, MSH, based in San Francisco
- Karen Sherk, Senior Program Officer, MSH Cambridge
- Ruby Thind, QA Specialist & Technical Consultant, Electronic Products Group, MSH Cambridge
- Sylvia Vriesendorp, Organizational Development Specialist, MSH Cambridge

AAR Methodology

The After Action Review was conducted over the course of seven days. The Review began with a virtual component conducted in eRoom³ and concluded with a 3 hour conference call that included all team members listed above. The topics discussed during the AAR (virtual and conference call) included the following:

- Overview of the VLDP
- Personal reflections, including two positive aspects of the VLDP, two things that could be changed or done differently next time, and two take-home messages
- The quality and achievability of the Action Plans
- Teamwork on the VLDP project team
- Review of the participant evaluations of the program
- Review of the 3 week coaching period
- Review of the facilitator training experience
- Program changes

Please see Annex 1 for the complete agenda of the After Action Review.

Findings

Positive aspects of the VLDP for HR Managers

The following positive aspects of the VLDP for HR Managers and their teams were identified during the After Action Review:

³ eRoom is an internet-based electronic document drive that facilitators can access to store, share, and update VLDP documents, such as the team action plans.

- The program had a skilled facilitator team from partner agencies.
- The program and facilitator training helped to identify of the areas that need improvement including facilitator training and functionality of the website.
- Implementation team members felt there was a complete team effort made to implement the program.
- There was a “wonderful spirit of partnership and teamwork” felt on the team.
- There was “good co-operation from all sides.”

Areas for improvement for future programs

During the After Action Review, the team identified the following priority areas for improvement for future HR VLDPs:

- The facilitator team needs to dedicate adequate time to the program and make it their priority.
- All roles and responsibilities for facilitators should be clearly defined before the start of the program (especially during the coaching period)
- A senior facilitator who is in the lead must always be available for a successful program where multiple facilitators are being trained.
- Amount of personal interaction and relationships between facilitators and participants can be improved.
- The large size of the facilitation team should be reconsidered for future offerings as the large facilitation team (6 people versus the usual 2 to 3 people) made it difficult to consistently coordinate work among the facilitators.
- Because of the large team, each facilitator had less time allotted to facilitate virtually. New facilitators may have benefited from even more facilitation time than they were allotted.
- The VLDP Launch week coincided with a second afternoon training, so facilitators were only able to learn and practice virtual facilitation in the morning. Having a full week facilitator training during the launch week rather than sharing it with other afternoon activities will better prepare new facilitators in the future.
- Facilitators must honor the commitments they have made to the modules and the schedule.
- Facilitators and program management team need to lower the attrition rate in upcoming programs.
- We need to ensure that we enroll pre-existing, not composed teams.
- The website tracking sheet should be adapted to be more comprehensive (one tracking sheet that includes page hits, café comments, etc) and winner’s circle should be automated.

Work Climate Assessment

The Work Climate Assessment (WCA)⁴ is included in Module 1, the introductory module and again in Module 7, a three-day module that closes the program. Participants are

⁴ The Workgroup Climate Assessment is a simple, reliable, and validated tool developed by MSH and designed to measure climate in intact workgroups at all levels of an organization.

asked to assess their work group climate at this time. The tool measures change in work group climate. Improved work group climate is a key outcome of the VLDP as it can be used to collect valuable monitoring information about the program and its impact.

Of all of the teams whose pre- and post-intervention scores are valid⁵ (3 teams) 2 teams experienced an increase in Workgroup Climate scores, and one decreased by 0.53⁶. However, for nine teams, pre- and post-program scores were available (though these teams did not have the same number of team members complete the WCA pre- and post-program). Eight of nine of these teams experienced an increase in Workgroup Climate scores. The average score increased by .70 points. For full results, please see Annex 2.

Participant Action Plans

During the third module of the program, participating teams are asked to identify a real organizational challenge facing them and to create an Action Plan to address this challenge. This module lasts 3 weeks, and in this time, the facilitators and the M&E liaison work with teams to develop, refine, and revise the actions plans so that they are measurable and achievable during a reasonable timeframe (six months).

Both the M&E liaison, Cary Perry, and the VLDP facilitators felt that the Action Plans for this program were some of the most ambitious action plans they had seen in comparison with previous program offerings. The team concluded that this was due, in part, to the nature of HRM-related challenges. HRM-related challenges are generally large-scale challenges that are not easily undertaken over the course of a short time frame as the VLDP encourages. HRM teams had trouble defining challenges and measurable results appropriate for this program.

During Module 3, the teams identified the following challenges:

Team	Challenge
Capacity/Acquire	Given the current leadership crisis at the district MOH level, how can we ensure that we are addressing the critical issues that affect their performance?
CHAG (Ghana)	Given the current inadequate information on human resource for health on CHAG facilities, how can we gather, store, retrieve and manage data to provide timely, accurate and complete HRH information for improved service delivery

⁵ “Valid” WCA scores are defined as teams who have the same number of participants complete both the pre- and post- program assessments.

⁶ One team that experienced a decline in Workgroup Climate scores. This does not necessarily indicate, however, a true decline in Workgroup Climate. It may indicate that this team was able to be more honest with their assessment during Module & than Module 1, or that they now better understand the elements of the WCA and were able to rate them more accurately.

Coast Province General Hospital	Given the human resource constraints in our theatres and the freeze on employment by the government, how can we improve theatre usage and reduce the number of patients who await cold surgery for more than one month.
ECSCA	Given the existing inadequacy of information on Human Resource for Health, how can we improve Human Resource Information System in member states to produce valid and reliable information on training, deployment and attrition
I Choose Life	Given the dynamism involved in the HIV world and its new challenges, how can we train and develop our staff to be highly competent thus addressing the emerging needs.
Lesotho MOH	Develop and implement an orientation (induction) program for health workers, especially new entrants, along with the designing of an employee handbook
MUIPH	Given the main criterion for promotion of academic staff at MUIPH is publication in peer reviewed journals and that proportion of staff publishing has remained low, how can we motivate members of staff to submit to and publish research findings in peer reviewed journals?
NACA	Inadequate Operationalization of existing organizational policies
Namibia	Given the current situation of high internal migration how can we retain health workers in the public health sector
Uganda Protestant and Catholic Medical Bureaus	How to retain qualified health workers in the PNFP health facilities

Action plan development progress was recorded in the team tracking section of the VLDP HRM website, but follow-up with teams was not well coordinated. The program had a total of six facilitators. A lack of coordination and follow-up by all facilitators and insufficiently defined roles and responsibilities led to a diffusion of responsibility. In some cases, teams did not receive follow-up from facilitators for time-sensitive tasks as quickly as they should have.

Program participants were given an additional 3.5 to 5 weeks to complete online individual and group assignments (including their action plan). During this time, specific facilitators were assigned to specific teams for follow-up purposes. Some teams made progress on their action plans in this time period.

Of the ten teams that received “certificates of participation,” only seven teams completed a preliminary or final action plan by September 2006.

Progress with Action Plan as reported by participant teams

In the final evaluation of the program, 33 of the 49 (67%) respondents who completed the final evaluation commented that they had initiated implementation of their action plan. Examples of progress include:

The first meeting on the action plan has been held to establish a sense of urgency with the internal stakeholders and develop a vision and a strategy for action.
Coast Province General Hospital participant

We have already identified key stakeholders and have held a preliminary meeting with some of these stakeholders to plan for a bigger stakeholders meeting. We have identified channels of communication and are developing resources mobilization strategies to address our challenge.
ECSCA Health Community participant

Urgency of the challenge has already been communicated to the Ministry's management and other stakeholders. Possible strategies have already been presented to the Ministry and have been accepted. One strategy has already been implemented - awarding certificates to all staff members (that have) worked for 5 years as recognition.
Namibia Ministry of Health and Social Services participant

The team met the Institute's Board and communicated their action plan which was received with enthusiasm by management. The team is circulating a situational analysis questionnaire which is yet to be collected from the various facilities. Data will be analyzed and there after we will communicate the findings through fora where all members of staff will be present. I must stay the team is progressing well and IPH Management is happy with the plan.
Makerere University participant

We have built consensus with Health Coordinators for the need for an Information System for HRH. We have identified the Hospitals and Clinics that will participate as pilot sites. We have organized a workshop to sensitize the health facilities. We have developed data collection tools. We have trained health personnel on the use of the tools, and the computer operating system.
CHAG participant

Evaluation Statistics and recommendations

Forty-nine of the 65 participants (75%) completed all or part of the end-of-program evaluation found at the end of module 7. In general, the evaluations of the program were very positive. One hundred percent of final evaluation respondents said that they would recommend the program to another organization. Additionally, 80% of respondents said that they had brought about changes within their organizations as a result of the program.

Select results of the VLDP HRM End-of-Program evaluations:

- 94% (44/47) found the café to be very helpful or helpful during the program.
- 94% (44/47) found the daily announcement to be very helpful or helpful during the program.
- 94% (44/47) found the forum section to be very helpful or helpful during the program.
- 91% (43/47) found the Tools and References section at the end of each module to be very helpful or helpful during the program.
- 96% (45/47) found the editorial article for each module to be very helpful or helpful during the program.
- 57% (28/49) used the Web site as their primary means to participate in the program.
- 53% (26/49) used the workbook as their secondary means to participate in the program.
- 67% (33/49) report having started to implement their action plan.
- 80% (39/49) report having brought about changes in their organization as a result of the program.
- 100% (45/45) said they would recommend the program to another organization.

When asked whether the VLDP influenced the way participants do things and “What, if anything, are you doing differently as a result of participating in the program?”, select VLDP participants responded as follows:

Yes. The way I relate with others has changed. I am now aware that we all have different strengths and weaknesses, and not to bemoan the fact that someone is not doing things the way I do, but to look for the strengths in others and help them build on their strengths. Also I see other ways of communicating.
NACA participant

Yes. I have realized that I am a leader myself; therefore, I do coach and mentor other co-workers with all confidence. In summary, a) I am now confident in decision - making b) Able to pursue plans' implementation, monitoring and evaluation c) I know that I have to change myself first in order to change others, my organization and the country entirely. Again, I help others to realize and build on their strong points while assisting them to improve for the better on the side of weak points. I also do not hesitate to make decision for the betterment of the organization, while at the same time I have changed positively in the way I lead my personal life: I used to do everything without selecting what I really need and what will benefit me as a result. But now I am selective; I know what motivates me as a person which may influence the way I handle issues at the work place.
Lesotho MOHSW participant

Yes the VLDP has had a great influence on how I do things. Even though there are many competing demands on my time, I am now trying to be focused more to achieve results. I have recognized that much as one should be caring and people-centered, results must be achieved if an organization is to survive let alone thrive.

ESCA participant

Yes, my attitude and interpretation of different aspects of my job and private life have indeed changed. I listen more to people than before. I spend more time talking to people and actually cultivating an interest in their lives.

Makerere University Participant

When asked whether they shared the VLDP material with other colleagues who did not participate in the program and if so, what did they shared and how they shared it, select VLDP respondents said the following:

We are in the process of designing an organization- wide system of sharing what we have learnt on the VLDP. Although we have not yet concretized it we feel each of us may have to lead a training session in an area of their choice for other staff by way of continuing education but also individually take on the responsibility of coaching and mentoring a number of staff.

ESCA participant

Yes with my counterpart the Deputy Director of the division of planning even with my direct supervisor who has noticed the change and our performance in the Division.

Namibia MOHSS participant

I have shared with my colleagues at my office particularly making available the workbook for them to read. Besides, I share with them how I used to think of my leadership competencies and was proved wrong when I did the self assessment.

CHAG Ghana participant

Yes I have shared. I have shared material on Managing change. I prepared a comprehensive whole session, with power points, exercises and other forms of participatory styles. This was done with a group of peer educator supervisors who were increasingly getting disoriented with sudden change of plans-some they claim were too sudden and uncalled for. It went well.

Makerere University Participant

Other participant responses and comments in the final participant evaluations were also, in general, very positive (see Annex 3 for responses to the evaluation questions which did not require narrative answers.) The majority of the participants rated all of the components of the VLDP (café, forum, facilitator's e-mails, daily postings, tools and references, and the self-assessments) as very helpful or helpful, and all of the modules of the VLDP as very helpful or helpful for identifying and addressing the teams' leadership challenges. The evaluations indicated participants felt that the time allotted for each

module was reasonable and the technical assistance provided by MSH during the program was satisfactory.

Participants suggested a number of areas for improvement. Many of the participants (12/47) requested more information from the program including a CD-Rom with all materials referenced on the website (to be sent with the workbook). They felt as though they would have benefited from more case studies, more tools, more self-assessments and more reference materials throughout the 16 week program. Finally, they would have liked to have more time to complete all of their work at the conclusion of the program.

Some suggestions for improvement made by individual participants:

- More case studies to be included & tools like Strength Deployment Inventory (SDI).⁷
- All modules should contain assessments of participants' comprehension so that the facilitators can gauge how individual participants have understood the modules.
- More time and more involvement of facilitators with individuals.
- Make the web page more user-friendly.
- Case studies should be made shorter to enable easy retention and conceptualization of core issues.
- For purposes of applying the learning, emphasis should be laid on relationship between the VLDP team and larger organizational team.
- Send CDs to each participant with relevant information to enrich the program especially on different studies carried out world wide.
- More interactive learning tools; e.g. simulated examples of problem solving.
- A question and answer session with the facilitators and all participants on-line (in real time).
- Include key reference materials as an appendix to the workbook.
- Include a formal exam where participants must achieve certain standards or a particular grade is given when certificates are awarded.

Participation

The participation of teams that did not drop out of the program remained quite constant over the sixteen week period of the program. Those teams that enrolled in the program and subsequently dropped out did so, for the most part, within the first few weeks of the program launch.

The mean number of weekly page visits for the program was 40.9 page visits per week (through week 12) and the mode was 44.5 page visits per week. Similarly, for the first twelve weeks of the program, the mean number of page visits per team was 408.2 and the mode was 428.4.

⁷ The Strength Deployment Inventory is an instrument that was developed by Elias H. Porter from Personal Strength Publishing. It helps participants determine their patterns of behavior and motivation and is included in the Communications Module in the VLDP.

The Café was equally as active. In total, 82 discussion threads were opened and a total of 717 comments were made (March 31, 2006 – September 5, 2006).

Team work among the facilitators

One of the most positive aspects of the VLDP for HR Managers was the existence of a collaborative team effort among the facilitation and development team. During the AAR, all facilitators and development team members stated that they felt much supported by their VLDP facilitation and management teammates. A few of the team members made the following comments:

“Excellent team work.”

“Good cooperation from all sides.”

“I found MSH experienced staff ready to offer help whenever I needed it.”

As stated earlier, this offering of the VLDP included the largest facilitation team the program had ever supported. The team consisted of one lead, experienced senior facilitator as well as 5 new facilitators coming from three partner organizations. Due to the size of the facilitation team, each facilitator co-lead from one to five modules; often with large lag times between facilitated modules. The facilitators commented that they felt somewhat overwhelmed upon returning to the program after a long hiatus as they were unable to keep up with each team’s progress while they were not facilitating. This often caused them to spend more than their originally allotted facilitation LOE. Additionally, the facilitators felt as though the estimated facilitation time was insufficient as they frequently didn’t have time to complete their required weekly tasks. This left the facilitation team taking over the next module with extra work to be completed when their module began.

The facilitators suggested during the AAR that the experienced lead facilitator be allotted LOE to provide sufficient overall oversight of the program throughout the entire program, related not only to technical matters, but also for added consistency throughout the program.

Finally, the VLDP for HR Managers team unanimously decided that roles and responsibilities for each team member needed to be better clarified before the launch of the program. A lack of clear team roles led to a general diffusion of responsibility and acted as a barrier to efficiency. An example of this is when two facilitators who had committed to facilitating the last two modules of the program stated that they were unable to fulfill this obligation at the last minute, and other program facilitators had to clear their schedules to fill in. It was suggested that future VLDP offerings (especially those with sizable facilitation teams) need to launch the program with clearer definition of what everyone’s responsibilities are.

LeaderNet⁸

In their program evaluations, many of the participants commented that they would like a website to be created for alumni of the VLDP and that they would like to have access to such a website. These evaluation remarks indicate that the many participants are unaware of the existence of LeaderNet, despite a link to this Network provided for all participants during Module 7. Every effort will be made to inform and include HRM VLDP participants in LeaderNet.

Attrition

The VLDP for HR Managers was well-marketed and there was significant interest in the program. Nearly twenty teams expressed interest in the program and fifteen were allowed to register. However, this VLDP experienced the highest attrition rate of any other VLDP yet offered. Of the originally registered fifteen teams, only ten completed the program and were able to receive a certificate of participation.

The majority of the teams that dropped out of the program were never active teams as they did not complete any homework assignments and did not frequently visit the site. In communicating with these teams, it appears that time constraints and especially internet connectivity issues were to blame for the teams' lack of participation.

During the AAR, marketing techniques were briefly discussed. It was determined that a sufficiently strong effort was not made to verify internet connectivity of all registering teams although this was clearly stated as a requirement in the marketing flyer. Future VLDP offerings will include a virtual assessment of the applicant team's connectivity to ensure they will be able to participate. These assessments were carried out for the first VLDPs offered in Africa, but have not been completed for later programs. For future VLDPs, these assessments should be carried out.

Program Changes

The most significant change observed in this program offering was the inclusion of a three week coaching period between Modules 3 and 4. The period extended the length of the program from 13 to 16 weeks. The reason for the three week period was to help teams to catch up on outstanding assignments and make progress on their team action plans. As well, the program was the first to integrate HRM-specific content. Finally, a new facilitator training scheme to train five facilitators from three partner organizations was implemented.

⁸ LeaderNet is a community of practice for alumni and facilitators of MSH's management and leadership development activities as well as staff of MSH and its partners who are engaged in management and leadership work.

RESULTS FROM AAR

Coaching Period

The facilitation, management and development team unanimously agreed that the three week coaching period was a successful. The team concluded that the additional time allowed most teams to “catch up” on outstanding assignments and that few teams, if any, lost momentum during this time. The entire team agreed that a future VLDP for HRM should include the three week coaching period, but facilitators need to provide feedback during these weeks to engage the participants more. The facilitation team did not know who was responsible for participant communications during those three weeks and participants did not always receive feedback as soon as they should have.

During the AAR the VLDP teams made the following comments related to the inclusion of the three coaching week period:

I think giving more time to participants was a great idea.

I thought the 3 weeks break was good for the participant teams. Many caught up during that time.

The three week "catch up" period seemed to go very well.

HRM-specific content

Although the VLDP is a generic Leadership Development program, the facilitation team commented that they would have liked to have seen more HRM-specific content included in the program materials. The majority of the HRM-specific content was found in the case studies. Additional HRM information needs to be offered by the facilitation team in the daily announcements and feedback to participants.

Facilitator Training

The large-scale facilitator training held at MSH Headquarters during the first week of the VLDP in April was a success. The training developed the VLDP facilitation skills of five new facilitators. It was recommended that future programs continue to include this training, but that the facilitators be allowed to dedicate the full day to the VLDP training rather than only half days (an CC  orientation occurred in the afternoons). Additionally, the facilitation team agreed that it was very helpful to be placed in teams of two facilitators for the duration of the program.

IV. Conclusions and Recommendations

The VLDP for Human Resource Managers and their teams reached 65 participants from 7 Anglophone African countries. Participants commented on the sense of empowerment gained from participating in the program, remarked that they are more actively using the leadership practices gained through the program and are making progress on their action plans. Additionally, participants report recommending it to their colleagues and utilize the teachings not only in their professional, but also personal lives.

Several new facilitators were trained for this program, but the size of the facilitation team hindered smooth transitions between modules, may have delayed return of comments and suggestions on group work and likely hindered the ability of the facilitators to remain up-to-date on the progress of each team.

A planning scheme outlining expectations and clearly defining facilitator roles and responsibilities should be created prior to initiation of facilitator training. Such information would enable facilitators to fully comprehend their tasks in the program. Additionally, an experienced facilitator needs to be assigned to oversee the entirety of the program. Ideally this person will not be traveling during the program and will be readily available.

This offering of the VLDP included a trial three-week coaching period between modules three and four. The period was designed to allow teams to catch up on pending assignments and make further progress with their action planning. The entire facilitator team commented that the three week period was useful for the participant teams and that most teams did not lose direction during this time, but that the responsibility for facilitation/oversight for the period must be explicitly stated before the launch of the program.

Finally, the high rate of attrition experienced during this offering of the VLDP can likely be attributed to teams not understanding the overall commitment that the program requires prior to enrolling. This appears to be true considering the very positive program evaluations and the fact that most teams that dropped the program never fully participated. Future program marketing strategies must seek to more concretely denote the requirements for participation in the program to ensure that participants are fully able to commit themselves.

Annex 1: After Action Review Agenda

After Action Review Teleconference
The Virtual Leadership Development Program for HR Managers and their teams
 August 15, 2006

Participants: Nina Breygin, Clement Chinyanga, Felix Kamau, Thomas McMennamin, Tom Milroy, Cary Perry, Steve Reimann, Karen Sherk, Sylvia Vriesendorp

Time			
San Francisco	Boston	Swaziland	Tanzania
6:30 AM	9:30 AM	15:30	16:30

AGENDA

Time	Activity	Topics	Expected outcome	Facilitator
9:30 - 9:40 AM	Introduction to call	Review introduction and agenda for call	Clear definition of AAR outcomes	Thomas
9:40 - 10:00 AM	*Summary of successful characteristics of the VLDP *Areas for improvement	Synthesis of our virtual review and discussion	Congratulations on successes and understanding for how we can improve	Karen
10:00 - 10:45 AM	Discussion on new components of the VLDP for HRM	*Training of new facilitators *3 week coaching period *How to make facilitation process easier	Understanding as to how we can refine the new VLDP components	Thomas and facilitators
10:45 - 11:00 AM	VLDP for HRM II	Brainstorm ideas for VLDP for HRM II	Vision for VLDP for HRM II	Karen
11:00 - 11:15 AM	Final questions/comments and closing	Discuss any final questions/comments		Thomas

Virtual After Action Review Topics

- 1. OVERVIEW OF THE VLDP FOR HR MANAGERS**
- 2. PERSONAL REFLECTIONS ON THE FOLLOWING: A) TWO POSITIVE ASPECTS OF THE PROGRAM; B) TWO ASPECTS OF THE PROGRAM THAT COULD BE IMPROVED; 3) TWO TAKE HOME MESSAGES FROM THE PROGRAM**
- 3. REFLECTIONS ON HOW THE TEAM WORKED TOGETHER; TWO POSITIVE ASPECTS AND TWO AREAS THAT COULD BE IMPROVED**
- 4. REVIEW OF QUANTITATIVE PARTICIPANT EVALUATION RESPONSES**
- 5. CHANGES IN PROGRAM SPECIFIC TO THE VLDP FOR HRM; POSITIVE ASPECTS AND WHAT COULD BE IMPROVED.**
- 6. WCA RESULTS**

Annex 2: Work Climate Assessment Results

Team	Pre-intervention team score, April 2006, n= number of team members responding	Post-intervention team score, July 2006, n= number of team members responding	Change in overall WCA score*
Capacity/ ACQUIRE Kenya	Team average= 3.98 N= 7	Team average= 4.35 N= 6	+0.37
CHAG Ghana	Team average = 3.79 N= 3	Team average= 4.67 N= 3	+0.88
Coast Province General Hospital	Team average= 3.22 N= 4	Team average= 4.41 N= 4	+1.19
ECSA	Team average= 4.13 N= 5	Team average= 4.54 N= 3	+0.41
Health Workforce	N= 0	N= 0	n/a
I Choose Life	Team average= 3.8 N= 5	Team average= 4.44 N= 4	+ -0.64
KEC	Team average= 4.11 N= 7	N= 0	n/a
Kenya	N= 0	N= 0	n/a
Lesotho	Team average= 3.41 N= 8	N= 0	n/a
Makerere University	Team average= 3.31 N= 6	Team average= 4.38 N= 4	+1.07
Ministry of Health and Social Welfare	N= 0	N= 0	n/a
Namibia Ministry of Health	Team average= 3.90 N= 6	Team average= 4.73 N= 5	+0.83
National Action Committee on AIDS	Team average= 4.16 N= 10	Team average= 3.73 N= 10	-0.53
Uganda Protestant and Catholic Medical Bureaus	Team average= 2.63 N= 6	Team average= 4.04 N= 4	+1.41

*Please note that valid scores are highlighted in blue

Annex 3: VLDP for HRM Participant Evaluations

Selected Results of the VLDP HRM End-of-Program evaluation responses

94% (44/47) found the café to be very helpful or helpful during the program.
94% (44/47) found the daily announcement to be very helpful or helpful during the program.
94% (44/47) found the forum section to be very helpful or helpful during the program.
91% (43/47) found the Tools and References section at the end of each module to be very helpful or helpful during the program.
96% (45/47) found the editorial article for each module to be very helpful or helpful during the program.
57% (28/49) used the Web site as their primary means to participate in the program.
53% (26/49) used the workbook as their secondary means to participate in the program.
67% (33/49) report having started to implement their action plan.
80% (39/49) report having brought about changes in their organization as a result of the program.
100% (45/45) said they would recommend the program to another organization.

When asked how helpful the content of each module was for strengthening leadership competencies and identifying and addressing the team's leadership challenge, the participants responded:

Module 2: 96% (45/47) found module 2 content very useful or useful.
Module 3: 100% (47/47) found module 3 content very useful or useful.
Module 4: 98% (46/47) found module 4 content very useful or useful.
Module 5: 91% (43/47) found module 5 content very useful or useful.
Module 6: 96% (45/47) found module 6 content very useful or useful.

Suggestions for improvement

- MORE CASE STUDIES TO BE INCLUDED & TOOLS LIKE SDI
- The participants' workbook should be as comprehensive with materials available in the web included. All leadership competencies should also be included in form of modules.
- I think that the workbook should not be a replica of the web site content. If there were significant differences, this would help to improve online interaction. In addition, I feel that all modules should have comprehension assessments by the facilitators so that they can gauge how individual participants have understood the modules.
- Personal contact with the facilitators. Longer period for each module.
- VLDP STUDY CENTRES OR LIAISON OFFICES IF ANY IN THE DOMICILE COUNTRYS'FOR MORE RESEARCH FINDINGS.

- The program materials were good enough. Maybe links to other websites with lessons on building leadership capacities could be included
- I personally do not see any areas of improvement concerning the program materials; they were all excellent.
- conflict management in the organization 2. All types of planning i.e. productivity planning etc.
- Some of the reference materials should be made available in advance or left for the end of the Program to avoid the temptation of reading them in the course of the program and finding no time to do so.
- The programme materials were clear, systematic informative and understandable.
- More clarification on assessment of web site visit scores

Has your team been able to bring about any changes in your organization as a result of participating in the VLDP? If so, please describe.

More team approach to problem-solving & communication.

But we have sensitized some of the heads of departments on the importance of communication and leadership qualities.

Excluding the director of nursing who was not able to participate in the program, the 4 of us are the key managers of the hospital and our participation in the VLDP has improved the way we relate as a team and the manner in which we approach issues. We are now conscious of our responsibility to inspire those who work under us and the need to get them to buy into any proposed changes that affect them. The most noticeable thing however is that we are now much more orderly and systematic in the actions we take.

The team already leading by example by volunteering to be on different taskforces. The other members of the organization are now adopting to the new culture of volunteering. We have also shared what we have learnt from VLDP and the challenge we are working on. By doing so, we have created a sense of urgency to develop a critical mass of leaders in our organization. I am glad to note that a number of members have expressed interest in enrolling for the next VLDP intake. We have also started planning to establish a leadership training in collaboration with MSH. We now feel more prepared to undertake the next task of developing our Organizational Business plan.

Team members has established a forum called Think Tank which meets once in two weeks to discuss the divisional functions, challenges and way forward.-- Namibia

We have think tank meetings, where we share ideas and come up with strategies to address issues. We have also established HRH information corners in each one of our offices -- Namibia

There are obvious changes in communicating among ourselves. There is improvement in our leadership practices and competencies that provide the ability scan, focus and the systematic approach of the organization in meeting the planned objectives. There are

changes in personality, our abilities to gain new skills, knowledge and attitudes towards others that facilitate in improved planning, coordination and implementation of activities.

The team has been vibrant before VLDP, because it is the 'team that everyone talks about achieving and working hard. With the help of VLDP it is an added bonus and the team knows now which buttons to press to be even more productive cooperative with other teams and work together. The leadership roles were also strengthened, because some of us never thought we are leaders in our own right.

We can note an improvement in the communication and sharing of information within the organization, the working style has also changed in the aspect of analyzing issues.

There has been improved communication within the team and also to those who are not part of the team, better understanding of people's motivational patterns as a result of the SDI assignment and frequent project meetings which have given the various team members insight to the team's day-to-day activities or undertakings. –ACQUIRE Kenya

In addition to the challenge that your team identified in Module 3 that you are working on together, are there other institutional challenges that you have undertaken during the program? What are these challenges and has the VLDP helped you address them? If so, in what way?

1. the major challenge is the braindrain of health professionals to other countries every now and then. VLDP has contributed a lot to ensure that we unleash our full potential - we have now negotiated with the Public Service Commission to engage new nurses and doctors to serve the hospitals as and when they are available: without following any prolonged procedures of the Public Sector. In other words their appointments are normally formalized after two to three months depending on the processes have to be followed to complete the circle. 2. we are now left with a very few steps to implement our health sector restructuring program that will entail revision of salaries, working conditions etc. –Lesotho team

Has the VLDP influenced the way you do things? What, if anything, are you doing differently as a result of participating in the program?

Yes. The way I relate with others has changed. I am now aware that we all have different strengths and weaknesses, and not to bemoan the fact that someone is not doing things the way I do, but to look for the strengths in others and help them build on their strengths. Also I see other ways of communicating.

Yes. I have realized that I am a leader myself; therefore, I do coach and mentor other co-workers with all confidence. In summary, a) I am now confident in decision - making b) Able to pursue plans' implementation, monitoring and evaluation c) I know that I have to change myself first in order to change others, my organization and the country entirely. Again, I help others to realize and build on their strong points while assisting them to improve for the better on the side of weak points. I also do not hesitate to make decision

for the betterment of the organization, while at the same time I have changed positively in the way I lead my personal life: I used to do everything without selecting what I really need and what will benefit me as a result. But now I am selective; I know what motivates me as a person which may influence the way I handle issues at the work place.

Yes the VLDP has had a great influence on how I do things. Even though there are many competing demands on my time, I am now trying to be focused more to achieve results. I have recognized that much as one should be caring and people-centered, results must be achieved if an organization is to survive let alone thrive.

Yes, Communication in the Division has improved a lot. a circulation file with all the activities being carried out by individual team members has been introduced and is functioning very well.

Yes indeed, I participated more openly then before, I value others opinions and who they are and their skills with regard to the contributions they bring to the team efforts. As a new member who joining the team, VLDP was a good opportunity to know the team members better during a short period of time, to chat with others working in the same field on the website and I am very thankful for that.

Yes, my attitude and interpretation of different aspects of my job and private life have indeed changed. I listen more to people than before. I spend more time talking to people and actually cultivating an interest in their lives.

The VLDP has actually been very instrumental in the way I do things at IPH. I have come to appreciate the value of human resources and the Leadership practices of focusing, scanning, mobilizing and inspiring have been very good practices to use. I do more of scanning these days before I implement an activity and this has caused efficiency in my organization.—Makarere

VLDP has influenced the way i do things especially communication. I am careful to ensure that i communicate well with team members and even in my personal life with friends and family. I try to make sure that the recipients have understood what I am trying to communicate without assuming that they have understood. I am asking for feedback and giving constructive feedback.—ACQUIRE Kenya

Have you shared the VLDP material with other colleagues who did not participate in the program? If so, what did you share and how did you share it?

We are in the process of designing an organization wide system of sharing what we have learnt on the VLDP. Although we have not yet concretized it we feel each of us may have to lead a training session in an area of their choice for other staff by way of continuing education but also individually take on the responsibility of coaching and mentoring a number of staff.

Yes with my counterpart the Deputy Director of the division Planning even with my direct supervisor who has noticed the change and our performance in the Division.

I have shared with my colleagues at my office particularly making available the workbook for them to read. Besides, I share with them how I used to think of my leadership competencies and was proved wrong when I did the self assessment.

Yes i have shared. I have shared material on Managing change. I prepared a comprehensive whole session, with power points, exercises and other forms of participatory styles. This was done with a group of peer educator supervisors who were increasingly getting disoriented with sudden change of plans-some they claim were too sudden and uncalled for. It went well.

Suggestions for the program

I suggest that the VLDP Program be offered annually and on different stages such that those who performed well/excelled in stage one can be elevated to the next stage until he/she is at the top of things.

I wish this programme would be extended to Doctoral level or Masters for those like me interested to enhance our skills further in future, if this happen please let me know.

To all organizers & facilitators, thank you so much for such a great opportunity to be part of this wonderful program. I thank you for molding me into a better leader & manager & wish this program will be extended to a degree level. Furthermore maybe accessibility to the program could be improved because when busy for a long time on line the website freezes and took also long to open.

The modules could possibly be packaged as individual course that organizational groups or management trainees could take.

I think the VLDP mechanism works out quite well. I have been challenged by having to visit the website every single day to read or even complete assignments; I have benefited a lot from this exposure.

I just wish to programme had not come to an end so soon. It was great to share and learn from the vast experiences of others across the world. I have come to realise that inspite of living in different parts of the world, we basically have similar problems and some others have already gone through these problems, so we do not have to re-invent the wheel but rather to learn from the experience of others.

The programme to be if possible, spread out a little bit more in a period of time to limit cause of stress and any dropouts.

Would you recommend the VLDP to others?

Yes. I have found it very useful in demystifying and unpackaging leadership into very clear milestones which any body with the right attitude can achieve.

Yes I will recommend the program to other organizations. Because after the program I have had a renewed sense of direction, leadership skills enhanced and it is already helping me in my day to operation in the office as a manager. I also feel this knowledge should be shared and many more people should benefit from it. --Ghana

Annex 4: VLDP for HRM Participant List

Capacity/ACQUIRE Kenya CA				
	Name	First name	Position	Sex
1	Furnivall	Mary	Regional Director (Regional Office, Nairobi)	F
2	Gichangi	Peter	Regional Technical Director (Regional Office, Nairobi)	M
3	Mmayi-Kibisu	Jane	Training and QA Manager (Capacity)	F
4	Mungai	Kimani	Capacity Project Country Coordinator	M
5	Muriuki	Janet	Training Manager (ACQUIRE)	F
6	Namnda	Catherine	Programme Officer (Capacity) ACQUIRE)	F
7	Nyambura	Carol	QA Manager (ACQUIRE)	F
8	Waithaka	Margaret	M&E Manager (AQUIRE)	F

CHAG Ghana Private NGO				
	Name	First name	Position	Sex
1	Adjei	Elizabeth	Manager, CHAG	F
2	Adjei	George	Health Admin Officer, NCHS	M
3	Buckle	Gilbert	Exec Secretary, NCHS	M
4	Philibert	Kankye	Executive Secretary CHAG	M
5	Signye	Henry	Admin Officer, CHAG	M
6	Yawson	Cornelius	HR Manager, NCHS	M
7	Yeboah	Peter	Dir. Diocese of Gaoso, NCHS	M

Coast Province Provincial MOH General Hospital Hospital				
	Name	First name	Position	Sex
1	Kiilu	Mutua	Health Admin Officer	-
3	Mwangi	Dr. David	Deputy Chief Admin	-
4	Nguku	Patricia	Accountant	-
5	Shikely	Dr. Khadija	Chief Administrator	-

ECSCA Health Community NGO				
	Name	First name	Position	Sex
1	Kaahwa	Jennifer	Prog Officer, Health Systems Development Programme	F
2	Kawala	Lexa	Programme Officer, East, Central & Southern African College of Nursing	F
3	Kibwika-Muyinda	Allie B	Administration Manager	M
4	Lugina	Helen	Coordinator, HR Development & Capacity building Prog	F

5	Kweka	Hadija	Admin Officer, College of Surgeons of East, Central & Southern Africa	F
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I Choose Life Kenya NGO				
	Name	First name	Position	Sex
1	Omandi	Allan	Program Manager	M
2	Matara	Sudi Biko	N/A	-
3	Mokaya	Joseph	Program Trainer	M
4	Mutungu	Mike	Chief Executive	M
5	Nyamwaro	Erick	Human Resource Manager	M

KEC- Catholic Secretariat NGO				
	Name	First name	Position	Sex
1	Clara	Sr. Mary	Hospital Administrator	F
2	Kamau	Magdalene	National Nursing Services Coordinator	F
3	Munene	Titus	National PMTCT & HIV/AIDS Training Coordinator	M
4	Ngechu	Ruth	Health Coordinator	F
5	Ogola	Margaret	National Executive Secretary	F
6	Otieno	Cavin	National Coordinator HIV/AIDS & Family Life	M
7	Ronoh	Christine	Program Assistant	F
8	Thang'a	Lucy	Health Coordinator	F
9	Wamalwa	Pamela	Health Information Systems and Data Analyst	F
10	Wambugu	Fr. Vincent	Secretary General	M

Kenya Ministry of Health HR Team MOH				
	Name	First name	Position	Sex
1	Mukindia	Anderson	Senior HR Management Officer	M
2	Rono	Anne	Deputy Director HR Management	F
3	Mwangi	Eric	Executive Assistant	M
4	Orangi O.	Isaac	HR Management Officer	M
5	Rotich	Christine	HR Management Officer	F
6	Kirui	Bernard	Chief HR Management Officer	M
7	Rotich	Rael	Senior HR Management Officer	F
8	Bosire K.	Ruth	Senior HR Management Officer	F
9	Mokoro	Peter A.	HR Management Officer	F
10	Sande	Joyce N.	HR Management Officer	F

Lesotho Ministry of Health and Social Welfare				
		MOH		
	Name	First name	Position	Sex
1	Mohale-Makoae	Mantolo	HRO - R&B	F
2	Moreke	Leseme	AHRO - Training	M
3	Qhobela	Mohato	SPO – Capacity Project	M
4	Leanya	Koenene	HR Manager - Central	M
5	Matete	Lisele	HRO - ER	F
6	Mokuoane	Motselisi	AHRO - QEII Hospital	F
7	Moalosi	Nthabising	AHRO	F
8	Liphoto	Makhotso	Assistant Human Resources Office	F

Makerere University IPH				
		Educational Institute		
	Name	First name	Position	Sex
1	Babirye	Juliet	Assist. Lecturer, Dept. of Disease Control and Environmental Health	F
2	Kabagambe Rugamba	Geoffrey	Program Director MUIPH Leadership Program	M
3	Maina	Wamuyu	Training Manager, IPH-CDC HIV/AIDS Fellowship Prog.	F
4	Mawemuko	Susan	Prog. Admin, IPH-CDC HIV/AIDS Fellowship Program	F
5	Muganwa	Margaret	Lecturer, Dept. of Disease Control and Environmental Health	F
6	Bazeyo	William	Deputy Director MUIPH	M

Malawi Ministry of Health				
		MOH		
	Name	First name	Position	Sex
1	Marsden	Paul	Senior Technical Assistant (HRM &D)	M
2	Wochi	Edwin	Controller of Human Resources & Development	M
3	Kuchande	Harold	Technical Assistant (HRM)	M
4	Ian	Chingwalu	Technical Assistant (HRD)	M
5	Boko	Patrick	Principal Human Resource Development Officer	-

Ministry of Health and Social Welfare Tanzania				
		MOH		
	Name	First name	Position	Sex
1	Chande	Ramadhan H.	Continuing Education Officer	-
2	Salmin	Sharifa A.	Coordinator HSPS & Cont. Edu. Officer	-
3	Simai	Khadija S.	PIS Manager	-
4	Suleiman	Ali Hassan	HRH Advocacy Officer	-
5	Khamis	Khamis Hussein	Training Coordinator	-
6	Said	Fadhil A.	Chief Planning Officer	-

7	Shaaban	Khadija Kh.	HRH Planner	-
8	Ali	Moh'd H.	Information Technologist Officer	-
9	Suleiman	Dr. Omar M.	Manager HMIS	-
10	Silima	Taha M.	Head of Personnel Unit	-
11	Haji	Abdul-latif Kh.	Coordinator H. C. Financing	-

Namibia Ministry of Health and Social Services				
MOH				
	Name	First name	Position	Sex
1	Nghileendele	Ndaningaweni P.	SHPO	M
2	M Pendukeni	Monika	CHPO	F
3	Usiku	Celine	Deputy Director HRD	F
4	Nangombe	Julia	SHPO	F
5	Bampton	Elizabeth	SHPO	F
6	Kambaru-Katamba	Emilie	SHPO	F

National Action Committee on AIDS NGO				
	Name	First name	Position	Sex
1	Abegunde	Opeola	Relationship Manager, Global Funds	F
2	Akpa	Irene	IT Officer	F
3	Dawha	Ishaya	Procurement Officer	M
4	Dyeris	Deborah	Accounts Officer	F
5	Ezenekwe	Jane	Office Manager	F
6	Jehzi	Tine	Relationship Manager, Bilaterals	F
7	John	Tobias	Program Officer, Community Mobilization	M
8	Olayomi	Oyelana	IT Officer	M
9	Sulaimon	Hakeem	Accountant I	M
10	Ubani	Elechi	Assistant Chief Confidential Secretary	F

Health Workforce Advisory Committee, Uganda				
NGO				
	Name	First name	Position	Sex
1	Kiwanuka-Mukiibi	Dr. Paul	In-Country Coordinator (Capacity Proj); Managing Consultant	M
2	Moses	Arinaitwe	Principle Personnel Officer (PPO), MoH	M
3	Mukooyo	Eddie	Asst. Commisioner Resorce Center, MoH	M
4	Naomi	Kyobutungu	Asst. Commisioner HRDD, MoH	F
5	Oketcho	Dr. Vincent	EU-DHRH Consultant to HRDD (MoH)	M
6	Ndiku	Dr. John	Registrar, Uganda Medical & Dental Practitioners Council	M

7	Udongo	Benjamin	Registrar, Allied Health Professional Council	M
8	Oteba	Neville	Registrar, Pharmacy Council	F
9	Matte	Rita	Registrar, Uganda Nurses and Midwives Council (UNMC)	F
10	Zuyderduin	Dr. Anneke	Principal, Aga Khan University (AKU), Kampala	F
11	Mugume	Emmanuel	Admin and HRO (Advanced Nursing)	-

Uganda Protestant and Catholic Medical Bureaus				
NGO				
	Name	First name	Position	Sex
1	Katamba	Henry	Health Coordinator, UPMB	M
2	Luwedde	Monicah	Data Manager UCMB	F
3	Mpoza Kagimu	Isaac	HR Advisor UCMB	M
4	Muhumuza	Ambrose	HMIS P/O, UPMB	M
6	Nakazibwe	Grace	CHBHC P/O, UPMB	F
5	Orach	Rose	Health Coordinator, UPMB	F