

LMS Strategic Evaluations Management Review Presentation

May 2008

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Leadership, Management and Sustainability Program
Management Sciences for Health
784 Memorial Drive
Cambridge, MA 02139
Telephone: (617) 250-9500
www.msh.org/lms



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Closing the gap between what is known about public health problems and what is done to solve them



LMS Strategic Evaluations: Preliminary Findings

Prepared for LMS Management
Review
May 19, 2008



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LMS Strategic Evaluations

Purpose:

Conduct cross-program examinations of key strategic issues to document results & generate lessons learned for the benefit of stakeholders, e.g., USAID, MSH, international development and health community



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Topics and Rationale

1. Linkages between Leadership and Management Strengthening and Improvements in Service Delivery
2. Lessons Learned in Mainstreaming and Scale-Up of Leadership and Management Capacity
3. The Role of Leadership and Management in Strengthening Good Governance



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1. Linkages Between Leadership and Management Strengthening and Improvements in Service Delivery

Purpose:

Document leadership and management strengthening & its contribution to enhanced access and quality of public health, including family planning services





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Leading and Managing Results Model

Managers Who Lead

Leading	Managing
Scan	Plan
Focus	Organize
Align/ Mobilize	Implement
Inspire	Monitor & Evaluate

Building and applying the body of knowledge about leading and managing in international health



Results



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Service Delivery Results

Afghanistan (ongoing)	<p>Example: Bamyan</p> <ul style="list-style-type: none">▪ Increase in # facility deliveries, surpassing 10% target▪ 46% increase in DPT3 immunizations, surpassing target of 80% coverage
Peru (ongoing)	<ul style="list-style-type: none">▪ % of MWRA who know FP methods increased 78% to 86% in 6 mos.▪ % of pregnant women who are adolescents decreased 26% to 24%▪ % of women delivering at home decreased 31% to 23%



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Service Delivery Results

<p>Kigoma, Tanzania (completed)</p>	<ul style="list-style-type: none">▪ Monthly increase in new FP clients in all 9 facilities (range: 2-80%, 4>50%)▪ Monthly increase in average number new FP clients for Kigoma district health centers (33%) and dispensaries (62%)
<p>Nepal (completed)</p>	<p>UNESCO Banke Club Team</p> <ul style="list-style-type: none">▪ Surpassed desired result: CPR increased from 8% to 13% in 7 mos., surpassing 11% target▪ Dialogue with Muslim leaders to address misconceptions/concerns



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1. Preliminary Conclusions

- Qualitative & quantitative evidence gathered documenting linkage between L&M strengthening and service delivery results
- Qualitative data substantiates the L&M pathway to results



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2. Lessons Learned in Mainstreaming and Scale-Up of Leadership and Management Capacity

Purpose:

Document and analyze approaches, strategies, and results in mainstreaming and scale-up of leadership and management capacity.





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Definitions

Mainstreaming:

- Institutionalize and sustain proven leadership and management practices and approaches in organizations
- Mainstreaming is one effective strategy for scale-up

Scaling-up:

- Expanding the number of people and organizations who are effectively applying leadership and management practices and approaches to achieve improved results



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Strategy: Partnering with a CA and counterpart

Joint LMS-ACQUIRE LDP in Tanzania:

- Cadre of facilitators from ACQUIRE and MOH trained in LDP

Results:

- Majority of health facilities achieved increase in number of new FP users
- EH/Tanzania replicating LDP in Kigoma independent of LMS



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Strategy: Partnering with ADRA and counterpart

Nepal Results-Oriented LDP (ROLDP)

- LDP in context of decentralization
- Cadre of local facilitators developed

Results:

- District teams achieved desired results, including FP
- LDP approach worked in all sectors: health, education, WID
- ROLDP adapted for government decentralization program
- ADRA replicating in FP/RH and other programs



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Strategy: Adapt Existing Approach/Tool

Joint Clinical Research Centre (JCRC), Uganda

- MOST for Laboratories
- Laboratory Performance Improvement Program
- LDP for HIV/AIDS treatment centres

Results:

- International accreditation of JCRC/Kampala lab
- Increased efficiency and quality of laboratory services
- Improved management of lab commodities



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2. Preliminary Lessons Learned

- Plan for scale-up from beginning
- Turn over implementation responsibility to local managers/facilitators ASAP
- Initiatives not mandated by central level in decentralized context at risk, even if results achieved
- Pilot programs more likely to be replicated if central authorities have vision for mainstreaming & scaling-up and a “structure” to house program



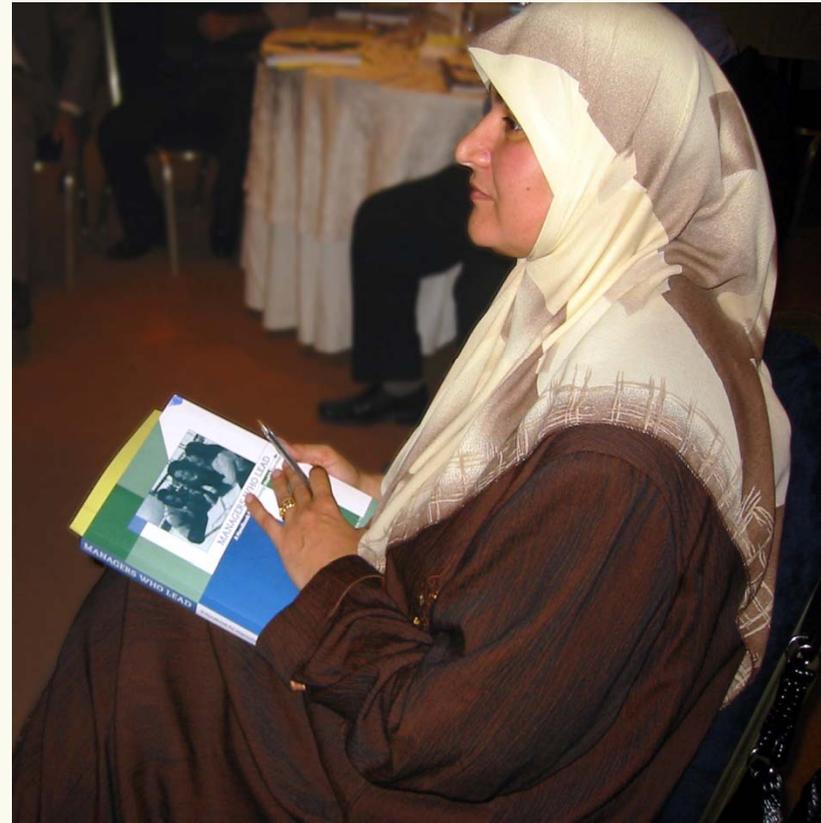
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2. Preliminary Lessons Learned

Approaches/tools must be:

- Easy to use
- Problem specific yet adaptable for specific local conditions
- Practical
- Cost effective
- Results focused
- Yield substantive results rapidly (“quick wins”)





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3. The Role of Leadership and Management in Governance

Public sector: Building capacity of MOH to guide national and local governments towards accountability, equity, transparency

Civil society: Strengthening governance of NGOs, FBOs, CBOs for improved health outcomes

Multi-sectoral partnerships: Strengthening governance of AIDS Commissions, Global Fund Country Coordinating Mechanisms (CCMs) and Principal Recipients (PRs)



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USAID and World Bank Models of Governance



*Model for governance in the health sector developed for the U.S. Agency for International Development by Health Systems 20/20 (Health Systems Assessment Approach: A How to Manual, 2006)



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Five Elements of Good Governance

- A. Information/Assessment Capacity**— Information on health system performance available for planning and decision making
- B. Policy Formulation and Planning** —Functioning government planning process. Coherence between health sector plans and implementation
- C. Social Participation and System Responsiveness** —Involvement of a broad range of stakeholders in planning, budgeting, and monitoring health sector
- D. Accountability**—existence of published information about health sector plans: and health data; functioning watchdog organizations
- E. Regulation** —capacity for oversight and enforcement of quality of health services



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Result: Improved Policy and Planning

Follow up of Brazil LDP 4 years later documented multi-sectoral action plans that reduced infant mortality in 25 municipalities





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Result: Greater Information and Assessment Capacity

Community data collection tools and municipal information systems in Peru foster increased local decision making and accountability



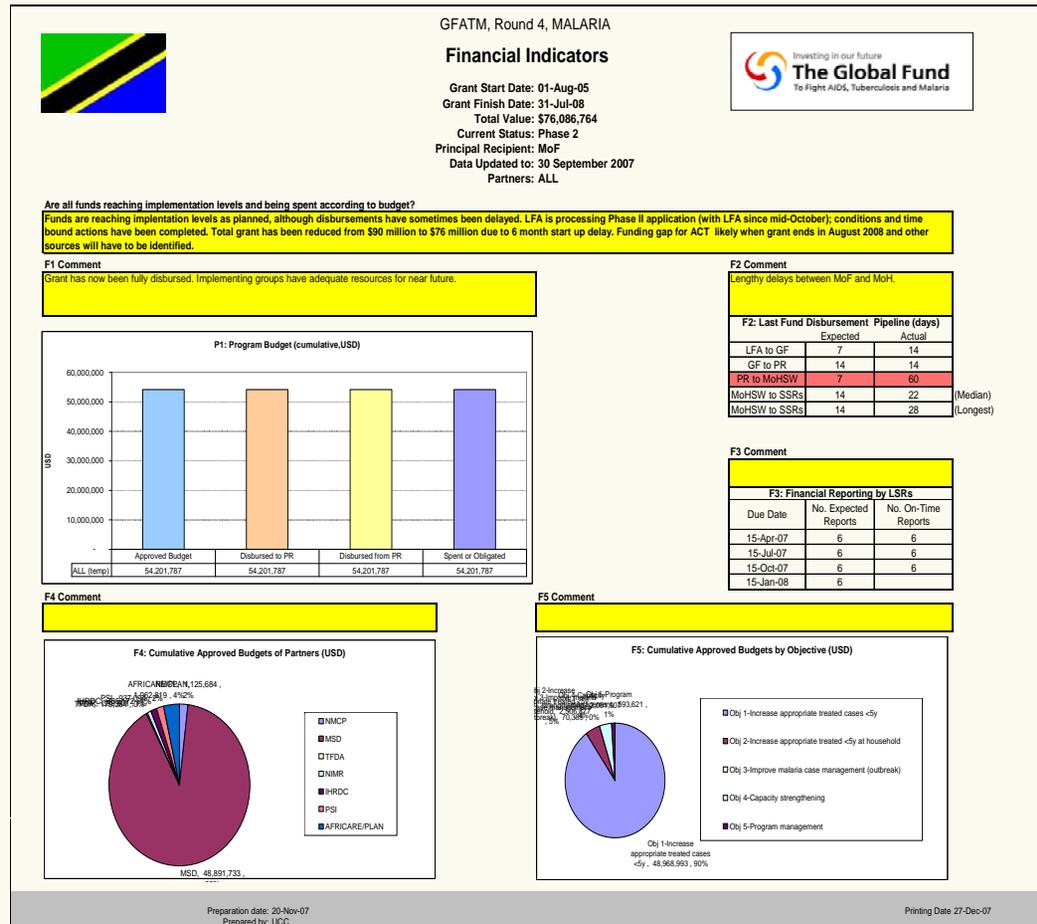


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Result: Improved Regulation and Oversight

Global Fund CCMs and PRs in Nigeria, Tanzania, Honduras, and Nicaragua are using simplified visual dashboards to oversee HIV/AIDS, Malaria, and TB grants





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Preliminary Lessons Learned

- ❖ Leadership and management strengthening to improve governance works at all levels of the health care system
- ❖ Leadership development is a critical input to empower and enable staff to bring about change
- ❖ Create practical tools to improve planning, oversight and decision making, then work on them side by side with clients



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