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**GLOBAL HEALTH
FELLOWS**



Global Health Fellows Program I (GHFP-I)

Results Review

July 1, 2011-September 30, 2012

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The Public Health Institute and its partners implements USAID's
Global Health Fellows Program I

Introduction

GHFP-II was awarded in September 2011 and as of October 1, 2011 all GHFP-I fellows were transitioned to GHFP-II. GHFP-I was extended through September 2012, with the sole strategic objective of strengthening staff capacity to lead and manage. GHFP-I accomplished this objective by providing professional and organizational development support to USAID's health sector.

This document reports on the five quarters of GHFP-I (POD) for the period July 1, 2011 to September 30, 2012, and describes how GHFP-I achieved IR 2.1 and IR 2.2 of the GHFP-I Results Framework.

- IR 2.1 Essential PHN skills and knowledge developed and improved
- IR 2.2 Institutional capacity developed

Key Themes for Program Year Six (July 2011 – September 2012) included:

- Maintaining strong systems, improving and updating them when necessary to maintain high program standards;
- Responding to new and varied requests to meet the PHN sector's professional and organizational development needs with solid, highly rated offerings by GHFP-I and PDMS; and
- Collaborating with PDMS and Operating Units with funds remaining in the project to ensure optimal utilization of available funds to meet the needs of those Operating Units.

Staff Capacity to Lead and Manage Strengthened

IR 2.1 Essential PHN skills and knowledge developed and improved

During Program Year 6, GHFP-I continued its efforts to help USAID achieve the strategic objective of strengthening staff capacity to lead and manage. GHFP-II assumed responsibility for professional development specific to fellows and on-site managers, while GHFP-I provided professional development opportunities for the health sector as a whole.

GHFP-I's professional development team – including staff from the Public Health Institute and its partner, Management Systems International – provided extensive professional development support across the Global Health Bureau and PHN sector

worldwide. GHFP-I's team worked closely with the Office of PDMS to provide a wide range of professional development opportunities to staff from the Global Health Bureau as well as from various USAID Missions.

SR 2.1.1 Professional Development training provided

Professional Development						
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6*
Number of PD events	5	16	30	39	27	28
Number of participants in PD events	-	300+	425+	449	320	349
Average evaluation rating	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good

**PY 6 is one quarter longer than the other years (July 2011 - Sept 2012)*

Results

- To further improve key PHN skills and knowledge (IR 2.1.1), and building on its earlier experience, GHFP-I implemented numerous training activities during Program Year 6. As shown in Table 1, GHFP-I conducted 28 professional development activities during Program Year 6. As in previous years, the series of professional development activities offered focused on technical skills, leadership, management, and performance improvement. Upon request, GHFP-I also provided logistical support and content/facilitation guidance for some courses that were led by facilitators from the Office of PDMS.
- Most of the courses that were offered during Program Year 6 had been successfully offered in previous program years. To accommodate the schedules of potential participants, most courses were conducted more than once throughout the year. Courses that repeated in Program Year 6 included: PHuNdamentals for Success (twice); Strategies for Workflow Mastery (three times); Planning Your Work, Working Your Plan (twice); MBTI Workshop (twice); Beyond Bullet Points (twice); Advancing Technical & Administrative Writing for Global Health Professionals (three times); Managing Change (three times); Situational Leadership II; Working with Emotional Intelligence; Mastering the Art of Financial Management (twice); Mastering the Art of Developing a High Quality SOW/PD; Multiparty Collaboration Skills (twice). The courses led by facilitators from the Office of PDMS included Beyond Bullets Points; Managing Change; Planning Your Work, Working Your Plan; and MBTI Workshop.

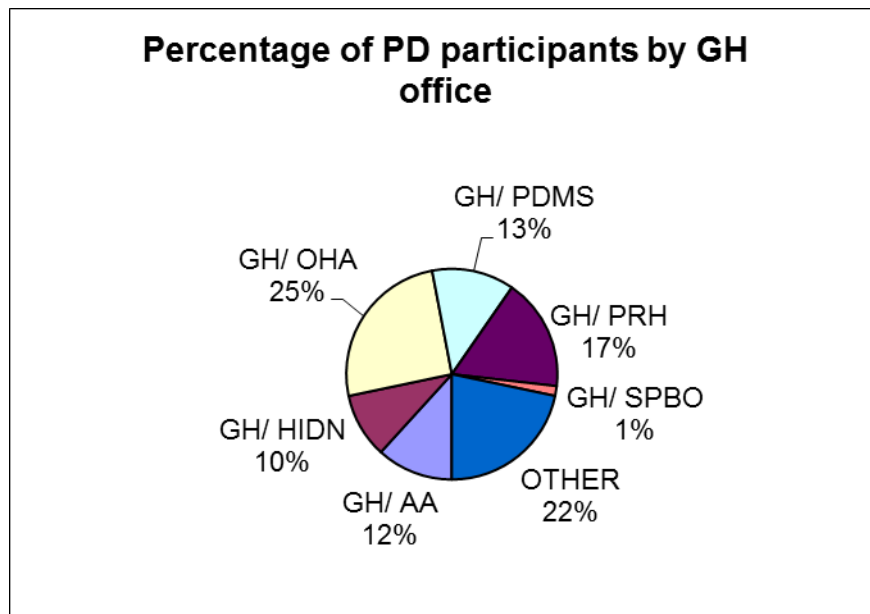
- In addition to these courses, GHFP-I offered a few new courses. These included: Working Across Generations (facilitated by PDMS; offered once) and Resiliency for Workplace Stress.
- As part of its effort to extend professional development opportunities to field-based staff, GHFP-I conducted the four-day course Stepping Up to Health Team Management to staff in the Asia-Middle East region. The course was held in Bangkok in December 2011.
- The professional development courses offered during the Program Year 6 were attended by a total of 349 participants. Data from evaluations conducted at the end of each course show that course participants were very satisfied with quality of content and the effectiveness of the speaker or facilitator (for details, see SR2.1.2). Furthermore, participants indicated that they believed that the courses were very relevant to their work.
- Figure 1 shows the percentage of course participants across the six Global Health Bureau Offices. This indicates that the trainings offered by GHFP-I helped meet the professional development needs of all six of the offices within the Bureau. OHA was the office that had the largest share of participants (25% of all participants), followed by PRH (17%), PDMS (13% – this includes DLIs who are assigned to PDMS before being posted to the field), and HIDN (10%). In addition to participants from the six GH offices, 22% of the participants were from regional bureaus, Missions, or their office was unknown.
- Finally, during Program Year 6, GHFP-I supported USAID’s effort to have all Agency training opportunities tracked through USAID University. GHFP-I worked with PDMS and HR/TE to transition from having course participants register via email to GHFP-I to registering through USAID University.

Table 1: Chronological List of Bureau-wide Funded Professional Development Activities, Program Year 6 (July 2011 – September 2012)

Dates	Event	Participants
July 2011	Managing Change #1	8
August 2011	Advanced Technical and Administrative Writing #1	18
	Strengthening Health Systems in Times of Transition	12
	Multiparty Collaboration Skills: Leading Inclusive Change in a GHI World #1	24
September 2011	Mastering the Art of Health Project Management: Financial Management #1	20
	Planning Your Work; Working Your Plan (PDMS) #1	10
	Beyond Bullet Points #1	7
October 2011	Managing Change #2	6

November 2011	Strategies for Workflow Mastery #1	7
	Multiparty Collaboration Skills: Leading Inclusive Change in a GHI World #2	24
December 2011	PHuNdamentals for Success #1	29
	Stepping Up to Health Team Management (in Bangkok)	11
January 2012	Situational Leadership II	1
	Managing Change #3	5
February 2012	Working with Emotional Intelligence	12
March 2012	MBTI Workshop #1	12
April 2012	Mastering the Art: Developing a High Quality SOW/PD	11
	Planning Your Work; Working Your Plan (PDMS) #2	9
	Strategies for Workflow Mastery #2	19
May 2012	Beyond Bullet Points #2	6
June 2012	Working Across Generations	9
	PHuNdamentals for Success #2	29
July 2012	Advanced Technical and Administrative Writing for GH Professionals #2	19
August 2012	Strategies for Workflow Mastery #3	7
	Advanced Technical and Administrative Writing for GH Professionals #3	18
September 2012	Mastering the Art of Health Project Management: Financial Management #2	7
	MBTI Workshop #2	5
	Resiliency for Workplace Stress	4

Figure 1. Distribution of Participants in Year 5 Professional Development Activities, by Global Health Bureau Office – Bureau-wide Funded Activities in Washington, DC



SR 2.1.2 Professional Development programs address needs of training attendees

Results

- To ensure that professional development activities are effective and relevant for the participant’s work, GHFP-I conducted post-event evaluations for each activity. The evaluations use a standardized format that asks participants to rate the extent to which they agreed that the event they attended was relevant to their work, that the quality of the content was high, and that the facilitation was effective. Each of these three indicators was rated using a five-point Likert scale (with 1 being the lowest rating and 5 the highest). The results are summarized below.
- Figures 2a and 2b show how the professional development activities that were offered during Program Year 6 were rated by the participants in terms of the relevance of the course for their work, quality of the course content, and effectiveness of the speaker. The results show that the large majority of professional development events received very high ratings. For example, the ratings for the relevance of the events show that 19 of the 27 events held in Washington, DC (79%) received an average rating of at least 4.5 out of a possible 5. Similarly, the quality of the course content was rated at least 4.5 out of 5 for 16 out of the 27 events (67%), while the rating of effectiveness of the speaker was at least 4.5 for 19 events (79%).

Figure 2a: Rating of Professional Development Trainings Conducted in Washington, DC during Program Year 6 (July 2011 – January 2012): Course relevance, content quality, and effectiveness of facilitation

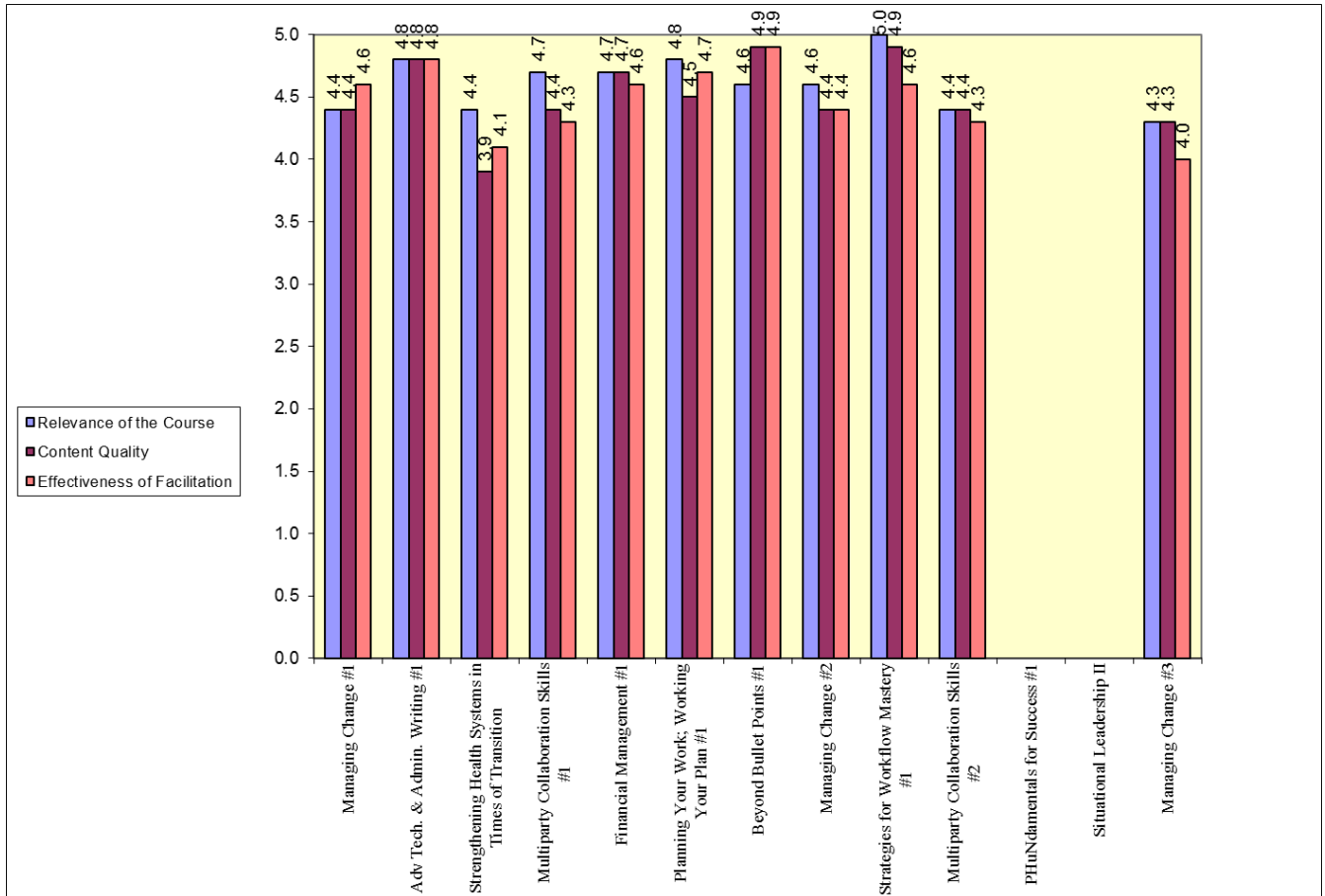
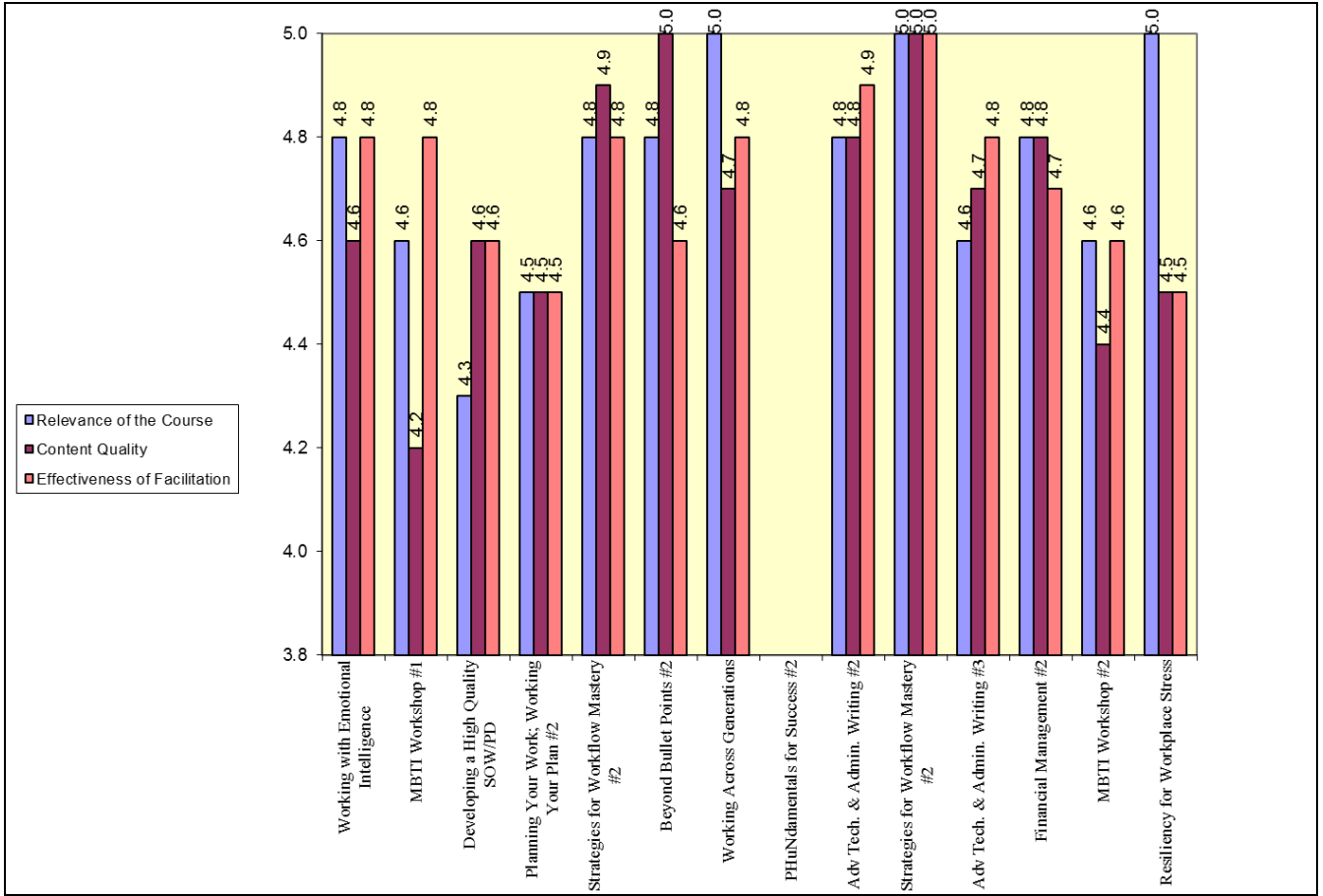


Figure 2b: Rating of Professional Development Trainings Conducted in Washington, DC during Program Year 6 (February 2012 – September 2012): Course relevance, content quality, and effectiveness of facilitation



IR 2.2 Institutional capacity developed

SR 2.2.1 Organizational development interventions provided

GHFP-I's organizational development work in Washington, D.C. expanded considerably beginning in Program Year 4, and this increased workload continued in Program Year 6. GHFP-I conducted 26 domestic OD activities in Washington and 22 overseas in Program Year 6.

Organizational Development						
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6*
Number of activities, both domestic and overseas, including SOTA events	5	13	26	30	37	48

**PY 6 is one quarter longer than the other years (July 2011 - Sept 2012)*

Results

- During the course of Program Year 6, GHFP-I facilitated 12 team-building, planning, or staff retreats or meetings and three skill-building workshops in Washington for GH Offices and Divisions. The program also provided technical experts to support six activities or initiatives, arranged for logistical support for three GH activities, and conducted an evaluation of the capacity building components of a large GH-funded project, and provided coaching for one direct hire employee. (see Table 2)
- GHFP-I conducted 22 field-based organizational development activities during the course of Program Year 6 (see Table 3). These activities included facilitating retreats and/or workshops for the USAID Missions in Azerbaijan, Dominican Republic, Indonesia, Rwanda, Tanzania, and Ukraine. GHFP-I also provided long-term consultants to provide a variety of technical and capacity building support to the health offices at the USAID Missions in Cambodia (USAID Health Office and PEPFAR team), East Africa, Ethiopia, Ghana, Rwanda, Tajikistan, and Tanzania. In Russia, GHFP-I provided logistical support for a retreat facilitated by staff from PDMS. GHFP-I also conducted an evaluation of the USAID/Cambodia Social Marketing Program. Finally, in the Philippines, GHFP-I conducted an organizational assessment of the Philippines Health Information System at the subnational level.

Table 2: List of Organizational Development Interventions for GH Offices and Divisions in Washington D.C., Program Year 6 (July 2011 – September 2012)

OD Interventions for GH Offices and Divisions in Washington DC (16)

- GH – HIDN, OHA, and PRH: Conducted an evaluation of the DHS project (describe which element of the project we evaluated)
- GH: Provided a technical writer/editor to assist with writing the Strategic Framework document as part of the GH Forward initiative
- CSU: Facilitated an office retreat
- E&E: Provided general organizational development support to the Bureau for a two-month period
- HIDN/ID: Conducted an MBTI workshop for the TB team
- HIDN/ID: Facilitated a retreat for the PMI team and provided some follow-on

assistance regarding team restructuring

- HIDN/ID: Facilitated a team retreat for the NTD team
- HIDN/MCH: Facilitated an internal USAID stakeholder meeting
- HIDN/MCH: Provided technical assistance to support the project design for a new maternal, newborn, and child health project
- LAC/RSD: Provided technical assistance from an expert in scaling-up pilot and demonstration projects to facilitate the design of the LAC regional development cooperation strategy and associated projects.
- LAC and PDMS: Provided logistical support to the LAC Health Managers' Workshop held in Washington.
- OHA: Facilitated and provided logistics support for an Office-wide staff planning meeting
- OHA: Provided logistics support for the 2011 OHA Partners Meeting
- OHA: Consultant served as Special Advisor for Interagency Strategy on Protecting Children Living Outside of Family Care
- OHA: Conducted two Situational Leadership II workshops for OHA team leaders
- OHA/IS: Provided facilitation for a meeting for awardees of grants through the APS
- OHA/IS: Facilitated a division retreat focused on capacity building
- OHA/SPER: Facilitated a team retreat for the ISPE team
- OHA/SPER: Provided coaching for a direct-hire employee
- OHA/TLR: Facilitated a SYMMACS TAG meeting
- OHA/TLR: Facilitated a retreat for the research team
- PRH: Facilitated a meeting organized by PRH and held immediately prior to the International Family Planning Conference in Dakar
- PRH/CSL: Facilitated a retreat for the Technical Advisory Group (TAG)
- PRH/RTU: Consultant provided recommendations regarding the scope and design of a proposed tool for decision-making on high impact practices
- PRH/RTU: Facilitated a strategic planning exercise on the future of FP-RH research

- PRH/SDI Retreats: Facilitated a series of division retreats

Table 3: List of Organizational Development Interventions for USAID Missions and Offices Overseas, Program Year 6 (July 2011 – September 2012)

OD Interventions for USAID Missions and Offices Overseas (19)

- USAID/Azerbaijan: Facilitated an MBTI workshop for all Mission staff and a teambuilding session for Health Office, and provided coaching for FSN staff (funded by E&E Bureau)
- USAID/Cambodia: Provided a long term consultant to support the health office
- USAID/Cambodia: Conducted an evaluation of the USAID/Cambodia’s Social Marketing program
- Cambodia PEPFAR team: Two consecutive consultants served as Interim PEPFAR Coordinator
- USAID/Dominican Republic: Facilitated teambuilding retreat for the Health and Education Office
- USAID/East Africa: Facilitated the development of strategic plan for USAID’s Regional Health and HIV/AIDS Strategy, including a strategic framework and performance monitoring plan
- USAID/Ethiopia: Conducted in country briefings and consultations with stakeholders, leading to a draft of the Ethiopia “position” for the Child Survival Call to Action Meeting (funded by PDMS with Bureau wide funds)
- USAID/Ethiopia: Provided technical assistance to the HAPN Office staff for the design of the new Integrated Family Health Project, including planning the steps required for project design and training/mentoring staff in the revitalized project design process.
- USAID/Ethiopia: Provided targeted technical assistance to support the HAPN Office and the USG’s Ethiopia PEPFAR team to be able to plan, initiate, conduct, evaluate, and coordinate specific health M&E tasks
- USAID/Ethiopia: Facilitated the development of Nutrition strategy for the HAPN Office
- USAID/Ghana: Provided technical assistance to support to the planning of the procurement process and the design process for the Resiliency in Northern Ghana

(RING) project

- USAID/Ghana: Provided support to better organize and use M&E data, create an overall M&E framework to be used by the HPNO team, and build capacity of HPNO team undertake M&E tasks in the future
- USAID/Indonesia: Conducted “Strategies for Workflow Mastery” workshop and provide follow-on coaching for health office staff
- Philippines: Conducted an organizational assessment of the Philippines Health Information System at the subnational level (funded by OHA/SPER)
- USAID/Russia: Provided logistics support for teambuilding retreat facilitated by PDMS staff (funded by E&E Bureau)
- USAID/Rwanda: Conducted “Strategies for Workflow Mastery” workshop and provide follow-on coaching for health office staff
- USAID/Rwanda: Facilitated teambuilding sessions and management workshops for the health office and facilitated a PEPFAR senior management team meeting
- USAID/Rwanda: Consultant served as interim Health Office Director
- USAID/Tajikistan: Facilitated the development of Nutrition strategy for the HAPN Office
- USAID/Tanzania: Advised and supported the Mission on all aspects of the implementation of the Iringa Combination Prevention Evaluation study in accordance with OHA technical guidance and OGAC priorities (funded by OHA)
- USAID/Tanzania: Facilitated teambuilding sessions, supervision training and coaching for managers, and professional development workshops for Health Office staff
- USAID/Ukraine: Facilitated retreat for the Office of Health and Social Transition (OHST) to strengthen team-building and organizational effectiveness in managing transition among its staff and the implementation of new initiatives (funded by E&E Bureau)