

Management Sciences for Health LMG Ethiopia; Trip Report – Jim Rice and Mahesh Shukla (January 20-26, 2014)

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The Leadership, Management and Governance Project (LMG) is a United States Agency for International Development (USAID) five-year Cooperative Agreement, designed to strengthen and expand the people-centered capacity building strategy pioneered under the Leadership, Management and Sustainability (LMS) Project, LMG's successor project. The LMG Project's objective is to support health systems strengthening by addressing the gap in leadership, management and governance capacity of policy makers, health care providers and program managers to implement quality health services at all levels of the health system. Governance functions – distinct from leadership and management functions – are an important focus of LMG because they provide the ultimate commitment to improving service delivery, and foster sustainability through accountability, engagement, transparency and stewardship.

Leadership, Management, Governance, Health Systems Strengthening, Ethiopia, Africa

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Trip Report

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Background:

LMG, USAID-funded global project, provides technical support in the areas of leadership, management and governance to the ministries of public health in several Sub Saharan African countries and other parts of the world. In 2012, LMG Ethiopia Project has started providing technical support to federal, regional, zonal, Woreda and facility level health units in Ethiopia. This support includes support for harmonizing and standardizing L+M+G training modules for the health sector, capacity building support using these standard modules, and institutional support to the health science colleges , universities and professional health associations in delivering these modules.

LMG Project in Ethiopia has been staffed with well qualified professionals and most of them were senior trainers of LDP during the predecessor project, LMS Ethiopia. They have contributed substantially in the process of developing national curriculum and modules in the area of leadership and management development. Though most of them have been well trained in leadership and management, and they have internalized these concepts, governance is a new area to many. Most of them did not participate in any standardized training program in the area of governance. They are yet expected to provide training in governance, and hence the LMG Ethiopia leadership recommended that they should be trained in the area of governance.

Purpose

To equip participants with key concepts of health governance and help them appreciate synergies among governance, management and leadership skills to improve performance within the health sector

Objectives

After completion of the sessions participants would be able to:

1. Discuss the concepts governance and their link with leadership and management
2. Differentiate good governance / effective governance
3. Properly identify effective governance practices in the health system
4. Explore concepts and practices about health facility and health system governance
5. Intentional Governance, Informed Governance, Infrastructure Governance, and Integrity Governance
6. Link governance with health laws and policies

Participants

20 participants from LMG Ethiopia and MSH Ethiopia (List is attached).

The participants included MSH Country Representative Dr. Negussu Mekonnen, as well as senior leaders of other MSH Projects across three centers: Abdu Dawud, Project Manager, ENHAT-CS, Esubalew Demissie, Technical Director, EEEHS, Hailu Tadeg, Chief of Party, SIAPS Ethiopia, Edmealem Ejigu, Technical Manager, SIAPS Ethiopia, Ruth Ayalew, Country HR Manager, COMU Ethiopia, and Tamru Huliso, Senior Manager for Finance and Regional Operations, COMU Ethiopia.

Place: Addis Ababa

Major Trip Accomplishments:

A highly participatory three-day Governance Academy was conducted at Addis on January 21-23, 2014. Senior leaders and trainers of LMG Ethiopia, as well as of other MSH projects in Ethiopia participated in the Academy. The academy followed the structured program prepared in advance in consultation with LMG Ethiopia.

The participants substantially benefited from the Academy and increased their knowledge in governance by 39 percentage points. Pre-Academy and Post-Academy assessment results are depicted in the table blow. In addition, participants evaluated all the individual sessions and their qualitative feedback is attached.

A reference library of useful studies, tools, templates, guides, handbooks and practices was made available to the participants on a flash drive, in addition to various materials in hard copy.

Pre-Academy Knowledge Assessment Results
(N=19)

#	Practice	Average score (%)	Lower bound (%)	Upper bound (%)
1	Cultivating accountability	54	21	93
2	Engaging stakeholders	56	30	83
3	Setting a shared strategic direction	48	0	90
4	Stewarding resources	56	33	83
5	Assessing and enhancing governance	46	15	78
6	Overall	50	24	83

Post-Academy Knowledge Assessment Results
(N=17)

#	Practice	Average score (%)	Lower bound (%)	Upper bound (%)
1	Cultivating accountability	91	70	100
2	Engaging stakeholders	91	63	100
3	Setting a shared strategic direction	90	75	100
4	Stewarding resources	90	65	90
5	Assessing and enhancing governance	88	62	100
6	Overall	89	66	100

Next Steps:

1. We tested the reaction of the participants to the content and the style through session evaluations (findings attached) and their learning through pre and post assessment (findings attached).

Next logical step is to measure next two levels of the impact of training (change in behavior and results) after lapse of an appropriate amount of time when we can reasonably expect to see change in behavior and impact.

2. A large part of the third day of the Academy was devoted to how the participants will use their training in the academy during their L+M+G enhancement work in Ethiopia's health sector. Immediately on the next day after the Academy, brainstorming session was held with the senior leaders and trainers of LMG Ethiopia. A course of action was agreed among them on how exactly to proceed on providing training and technical assistance in governance. Follow up discussions should take place at appropriate time intervals.

Documents attached:

1. Schedule and Syllabus of the Governance Academy
2. List of Participants
3. Session Evaluation Results
4. LMG Blog Piece by Jim Rice
5. Pre and Post Academy Governance Knowledge Assessment Instrument

Key Contacts made:

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