



MLI Learning Collaborative Forum Overview

Forum Goals and Objectives

The goals and objectives reflect the views and needs conveyed by many of MLI's key stakeholders. The program will address MLI's three focus policy areas - health financing for equity, donor harmonization, and reproductive health - and will be structured around four broad goals coupled with specific learning objectives:

Support Effective Leadership. Participants will analyze the role that leadership plays within the policy reform context and will help identify what level of leadership and country ownership are needed to achieve a country's desired policy and health outcomes.

Facilitate Peer Learning and Relationship Building. The Forum will build upon previous peer learning opportunities and allow countries to highlight successful initiatives of mutual interest, seek feedback for design and implementation challenges for policy reforms and strengthen relationships among MLI country delegates and global staff to help meet countries' goals over the next year. The program will also help solidify learning partnerships that will last well beyond the lifetime of MLI and forge new relationships and partnerships with development partners by raising the visibility of countries' respective initiatives.

Increase Technical Capacity. The Forum will provide an opportunity to increase knowledge and develop capacity of Ministry of Health staff within MLI's three inter-related policy areas: health financing to ensure sustainable health care for all; donor alignment to advance country led priorities; and reproductive health because the health of women is central to the health and stability of communities and nations. Technical sessions to address various aspects of these policy areas will include communications techniques, effective negotiations, equitable health financing mechanisms, IHP+ country experiences, strategic planning and performance monitoring, and policy advocacy and community based approaches.

Articulate MLI's Approach and Impact. The Forum will allow participants to review MLI's experiences to provide feedback that will sharpen our collective understanding and raise awareness of how political leadership can help drive major health reforms; identify stories, experiences and future opportunities that will inform MLI's communication and evaluation efforts in the coming year; clarify goals and expectations for the remaining life of MLI for each country and globally; and develop a shared vision for MLI's future role (post-2011).

In addition to the specific learning goals and objectives summarized above, the Forum will include two cross cutting discussion themes that will tie all of the technical sessions together.

- 1) What role does leadership play within the policy reform context? What kind of leadership is needed to transform a given health reform?
- 2) How does the level of country ownership affect the achievement of outcomes?

Over the course of the Forum, participants and staff will synthesize the discussions of these themes in preparation for a policy dialogue at the conclusion of the week. The policy dialogue will include an external development partner audience with whom MLI countries will have the opportunity to raise the visibility of their work and clearly articulate the importance of strong health ministry leadership.

AGENDA (Updated November 22, 2010)

Monday, November 29

4:00-5:00pm Registration (Ibex & Nyala Room, lobby, Hilton Hotel)

5:00-7:30 pm: Welcome Reception (Atrium TBC)

The welcome reception will allow all Learning Collaborative Forum participants to meet one another and reconnect since the last MLI program at the World Health Assembly.

Brief Welcome:

Rosann Wisman, Director of MLI

Ethiopia Federal Ministry of Health Representative (TBD)

Tuesday, November 30

7:30-8:30 am: Registration (Ibex & Nyala Room, lobby, Hilton Hotel)

8:30-10:15 am: Inaugural Session (Ibex & Nyala Room)

In addition to formally welcoming the Learning Collaborative Forum participants, the inaugural session will lay the groundwork for the week's discussions. A set of discussion themes and working definitions will be proposed as a framework for integrating the topics of discussion throughout the week.

- Welcome and Opening Remarks by Ethiopia Federal Ministry of Health Representative (TBD)
- Welcome by Peggy Clark, Executive Director of Aspen Global Health and Development
- Introductions by Rosann Wisman, Director of MLI
- Framing Discussion facilitated by Tessie Catsambas, Encompass LLC
 - Define goals, objectives, expectations and cross-cutting discussion themes for the week
 - Review agenda
 - Discuss proposed ground rules and work process for the week
 - Identify small group of participants to help synthesize key takeaways from the week and prepare a report-out that will include a summary statement or recommendations to share at Friday's concluding Policy Roundtable.
- Icebreaker, introduced by Tessie Catacambas

10:15-10:45 am: Break

During this break, participants will sign up for the site visit they would like to attend on Wednesday, 1 December.

10:45 am to 12:30 pm: Successes and Challenges in Health Reform: The Role of Leadership (Ibex & Nyala Room)

This session will help participants become more familiar with MLI country activities so that they can appreciate the breadth and depth of countries' accomplishments and identify areas of shared interest and topics for cross-country exchange.

- Facilitated discussion through appreciative inquiry to share countries' recent strides in advancing their policy initiatives, and to understand the related contributions of MLI.

- **Poster Session/Gallery Walk:** Countries will be asked to display printed materials representing Ministerial progress or success, with support from MLI. Participants will have the opportunity to individually visit each country's "station," pose questions and engage in informal discussion.

12:30-2:00 pm: Lunch

Forum participants who have volunteered to assist in preparing the report-out to be shared at the Friday Policy Dialogue should meet to prepare for this work.

2:00-3:30 pm: Toward Universal Health Coverage: the Mali Case (Ibex & Nyala Room)

Many MLI countries are currently considering how to increase financial access to health services and to move toward universal health coverage. This session will review the recent process of Mali's efforts to scale up community-based health insurance throughout the country. The session will rely on a real life case study to generate discussion on how Mali's strategic choices can help inform the work of other countries.

Participants will discuss the following questions:

- *Who have been the key decision-makers?*
- *What strategies has Mali used to mobilize resources for scaling up health insurance?*
- *What has been (or should be) the role of communications and advocacy? And partnership development?*
- *What types of partnerships have developed to accompany the government through this reform process? How has the MLI partnership helped?*
- *How has Reproductive Health been identified as a priority?*
- *What type of leadership is required to achieve universal health coverage in a resource constrained country?*

3:30-4:00 pm: Break

4:00-5:45 pm: Communicating a Major Health Reform: The Sierra Leone Free Care Case (Ibex & Nyala Room)

Communications is an essential component of rolling out any new policy reform and of shared interest to all five MLI countries. This session will review the recent experience of the Ministry of Health and Sanitation in Sierra Leone in communicating a landmark new initiative to provide Free Care for pregnant women, lactating mothers and children under five.

The Sierra Leone delegation will briefly share a press briefing packet. The group will then participate in a mock press conference, with participants role-playing as international media, local media, development partners, and NGOs or civil society. Through the role-plays the participants will reflect on the role of communications and media in policy reforms and what is needed to effectively communicate about significant policy changes. The session will be facilitated by John Donnelly, International Journalist and Consultant to MLI.

5:45 pm: Adjourn for Day

Evening: Open for free time and continued networking

Dinner on own

Wednesday, December 1

8:30-10:15 am: Donor Harmonization and Alignment: the Senegal Case (Ibex & Nyala Room)

All MLI countries are engaged in initiatives to better harmonize and align development partner activities. Leaders from the Ministry of Health in Senegal will provide context on their donor harmonization and alignment efforts over the past decade, their current initiative to develop an IHP+ country Compact, and the most significant challenges the Ministry is facing in advancing these efforts. Through a process of peer coaching, the participants will propose possible solutions or strategies to address Senegal's challenges, drawing on lessons learned from their own country experiences.

10:15-10:30 am: Break

10:30 am to 12:15 pm: Negotiating with Development Partners: Lessons from Nepal (Ibex & Nyala Room)

Whether it is negotiating with development partners or prioritizing initiatives within government, negotiations skills are a critical tool for Ministry of Health employees. In this session, the Nepal delegation will share its perspective on why negotiations skills are so important for all Ministries of Health. Nepal will lead an exercise to build participants' negotiations skills, sharing lessons and insights from recent negotiations and MLI trainings.

12:15-1:00 pm: Lunch

1:00-6:00 pm: Ethiopia Field Visit

The field visit will allow participants to see first-hand how two of Ethiopia's major health policy programs—the Balanced Scorecard and the Health Extension Program – are being implemented. During the visit, there will be discussion of lessons learned from Ethiopia's program and their relevance to other countries. Participants will have the option of selecting one of the two field visit options:

Option 1: The Case of the Balanced Scorecard: Strategic planning and improving health sector performance – St. Paul Specialized Hospital in Addis Ababa

With MLI support over the past two years, Ethiopia has designed and begun implementing the Balanced Scorecard - a strategic planning and performance management tool that helps workers at every level of the health system understand their role and establish accountability in achieving overall health sector goals. The Balanced Scorecard was recently implemented (or "cascaded") to the St. Paul Specialized Hospital in Addis Ababa. Participants who visit the St. Paul Specialized Hospital will learn about Ethiopia's experience to date with the Balanced Scorecard and how it is being applied throughout the health sector. The St. Paul Specialized Hospital is one of the first decentralized sites of Balanced Scorecard implementation.

Travel time: Approximately 30 minutes each way

Option 2: Health Extension Program Site - Shera Dibandiba Health Post

Participants will have the opportunity to learn about Ethiopia's highly regarded Health Extension Program, which is a comprehensive primary health care program with a focus on health care delivery at the kebele (village) level. Core to the Health Extension Program is a

cadre of over 30,000 female Health Extension Workers (HEWs) who are trained to implement a package of 16 health care activities. Participants will learn about the roll-out and nationwide implementation of the Program over the past eight years, and specific initiatives including the Community Health Management Information System with special focus on the “family folder”, visit “Model Households” and observe community conversations led by HEWs.

Travel time: Approximately 90 minutes each way

Evening: Open for free time and ongoing networking
Dinner on own

Thursday, December 2

8:30-9:15 am: Debrief from Field Visits (Ibex & Nyala Room)

The debrief will allow the two field visit groups to share with one another their impressions and the interesting lessons and discussions that arose at the Balanced Scorecard and Health Extension Program site visits. The participants will discuss the extent to which these programs may be applicable (or not) in the other MLI countries.

9:15-11:00 am: Achieving MDG 5: A Focus on Family Planning and the Health of Women and Girls (Ibex & Nyala Room)

Opening Remarks by Yemeserach Belayneh, Country Advisor, Population and Reproductive Health Program, The David and Lucile Packard Foundation.

This session will provide an opportunity for participants to discuss the key issues and challenges they are facing with achieving MDG 5 (reducing maternal mortality and achieving universal access to reproductive health by 2015). The participants will consider the role of political leadership, as well as community-based approaches, in meeting these goals. At the conclusion of the session, participants will have identified a set of the most promising strategies for achieving MDG 5.

11:00-11:30 am: Break

11:30 am to 1:00 pm: MLI’s Approach: What’s Working and What’s Next? (Ibex & Nyala Room)

In this session, participants will identify their most significant internal and external challenges and what tools and support they most need to address these challenges. Participants will reflect on the core operating principles of MLI and their peak experiences with MLI, and will help to shape the strategic course of MLI in 2011 and beyond.

1:00-2:30 pm: Lunch

2:30-4:00 pm: Transformational Leadership—What is it? What does it take? Where can it lead? (Ibex & Nyala Room)

Leadership comes in many shapes and sizes. This session will introduce frameworks for transformational leadership, including the concepts of intrinsic motivation and visionary or heroic leadership. Participants will have the opportunity to reflect on examples of transformational leadership in the health sector, as well as conduct individual self-assessments of their own leadership styles and values.

4:00-5:00pm Flex Time.

This time is reserved for participants to discuss a significant topic of shared interest, continue informational networking or conduct MLI country goal- setting or activity planning. This time will also be used to prepare the report-out for Friday's Roundtable.

6:00-8:00 pm: Reception (The Face of Addis Restaurant, Addis Ababa)

Please meet in the lobby by 5:30 pm.

Friday, December 3

9:00-11:30 am: Policy Roundtable Dialogue: "Country Ownership and Strong Stewardship: Ministries of Health Improving Health Outcomes" (Ibex & Nyala Room)

The policy roundtable will bring together high level development partners and MLI delegations to discuss the value of country ownership and leadership and ideas for how more country ownership and leadership can be fostered. MLI delegations are encouraged to share insights from the week's sessions and pose questions for discussion.

The Policy Roundtable will be moderated by Francis Omaswa, Executive Director, The African Center for Health and Social Transformation (ACHEST) and Senior Advisor, MLI.

Keynote Address by The Hon. Tedros Adhanom Ghebreyesus, Minister of Health, Federal Ministry of Health, Ethiopia (invited).

Participants will discuss the following questions:

- a. What role does leadership play within the policy reform context? What kind of leadership is needed to transform a given health reform?*
- b. How does the level of country ownership affect the achievement of outcomes?*
- c. How can MLI's approach to supporting leadership development and promoting country ownership be leveraged to advance ministerial leaders' agendas and priorities and improve development practice?*

11:30am – 12:00 pm: Break

12:00 to 2:00 pm: Informal Networking Lunch and Closing Discussion: Looking to the Future (Ibex & Nyala Room)

As MLI moves into its final year, MLI country participants are encouraged to brainstorm leadership development lessons learned from other countries and programs. In addition participants will discuss strategies to continue crucial initiatives, as well as collaboration and partnerships that MLI has helped spark.

This session will conclude with a participant evaluation and formal closing remarks.

2:00 pm: Adjourn