

GFF Country Leadership Program Somalia Leadership Retreat

November 2023

Preliminary Agenda

The [GFF Country Leadership Program \(CLP\)](#) is a unique high-impact program, conceived NOT as a training course, but as a long-term process for leaders in the health arena to come together and find collective responses to their most pressing leadership and governance challenges. It aims to enhance the impact of leadership agendas for transformative changes and impacts in the health system, through strengthening FMOH stewardship roles, fostering coordination among stakeholders to reduce fragmentation and align the present financing, both on and off-budget resources to investment case priorities.

For Somalia, **the CLP will reinforce the decision by the government to focus on its stewardship functions** while contracting non-state actors to deliver EPHS. The program will be tailored to address identified leadership needs and contextual priorities, envisioning to leverage existing mechanisms and development partners' support to enhance its impact and propose a continued and embedded approach in the country.

Objectives & Outcomes:

To equip stakeholders engaged in developing the **oversight role of MOH** and the **alignment and coordination of sector resources**, with insight into the core leadership competencies deemed necessary for success, and related practices they can develop.

By the end of the Leadership retreat, participants should be able to:

- Describe the Transformative Leadership core competencies and areas (Integrated Governance, Data-Driven Decision-Making, Systems Thinking, Behavior Change).
- Explain how the competencies are applicable to the goals of health sector in Somalia and to the process of transferring ownership for healthcare activities to the Somali Ministry of Health.
- Work with the CLP Action Toolkit to design interventions for daily work.
- Develop and implement a plan on how to further develop the competencies needed.

GFF Country Leadership Program

Nairobi, Kenya

Kickoff: Sunday November 5, 2023

Evening (18.00 – 19.30)

- **Formal Opening Reception**
Program Opening and Welcome Remarks
FMOH & Global Financing Facility

Day 1: Monday November 6, 2023

Morning (09.00 - 13.00)

- Welcome and introduction by FMOH from Somalia
- Welcome and introduction to the GFF support in Somalia
Tawab Hashemi - Focal Point, GFF
- Introduction to the **GFF Country Leadership Program**
Luis Pinto – Knowledge & Learning Senior Officer, GFF

Afternoon (14.30 – 18.30)

- **Systems Thinking: Mapping the Somali Health System as a Whole, Discerning Relationships Between Parts**
Laura and Derek Cabrera – System Thinking Specialists, Cabrera Research Lab Cornell University

Objectives:

This session gives participants the tools to map the whole of the Somali healthcare system, so they can identify all the key players, roles and the nature of the relationships between them. This will enable them to pick out the interventions that could have the biggest impact, what we call “impact points”, as well as design a well-informed strategy to work on those interventions.

- **Talk, discussion and working groups.**

Day 2: Tuesday November 7, 2023

Morning (09.00 - 13.00)

- **Integrated Governance: Multiagent Analysis of the Health System in Somalia – moving from cooperation to effective collaboration**
Filipe Teles – Integrated Governance Specialist, Aveiro University
Gabriela Morena – K&L and Integrated Governance Consultant, GFF

Objectives:

This session will provide a framework to analyze the elements, relationships, and capacity of the most relevant actors in Somalia's health system. It will provide a space to collectively reflect and exchange ideas about the advantages and challenges of an integrated perspective of governance for health systems change, its usefulness, available tools to overcome current challenges, and the role of Somalia MOH to lead the process.

- **Talk, discussion and working groups.**

Afternoon (14.30 – 18.30)

- **Evidence-based Policy and Decision-making: The Role of Reliable Data for Greater MOH Stewardship**

Peter Hansen – Results and Learning Workstream Lead, GFF

Tawab Hashemi – Foal Point, GFF

Nkechi Olalere – Results Specialist, GFF

Objectives:

This session provides participants with practical tools for evaluating and reaffirming their use of data and evidence in the Somali healthcare context and acting on that information. Following the monitoring and evaluation plan to foster alignment, this session will enable participants to reflect on the collective endeavor to collect and use data, and the oversight role of the MOH in coordinating its use to inform sector strategies. Basing decisions and policy on real data is essential to reaffirm the MOH leadership capacity, and this session provides the pathway to achieving that. This transparency would help to promote trust between core health stakeholders in Somalia.

- **Talk, discussion and working groups.**

Day 3: Wednesday November 8, 2023

Morning (09.00 - 13.00)

- **Key Leadership Actions: What impact points can lead to effective systemic impact in ongoing reforms?**

Peter Merry – Transformative Leadership Specialist, GFF

Objectives:

After the first modules are presented, this working session aims to identify 2 or 3 preliminary key "impact" points or actions that aim to have a greater systemic change following their leadership interventions. By sharing how the thematic topics relate to each other, participants will work in groups to identify and reflect collectively on the priorities, key actions envisaged and actors for their transformative leadership agenda moving forward.

- **Continuation: Working groups and Action Toolbox**

Afternoon (14.30 – 18.30)

- **Behavior Change: Why is change so difficult and how to get greater buy-in from stakeholders?**

Lisa Lahey - Immunity to Change, Harvard University

Objectives:

This session will introduce an *Immunity-to-Change* analysis which is designed to enable individuals, teams, and organizations to identify adaptive challenges and limiting mindsets they currently hold and that interfere with successfully enacting new ideas and behaviors that would increase their effectiveness. This session provides a pathway to overcome those limitations and offers a space to reflect on different stakeholders' perspectives when pursuing common goals.

- **Talk, discussion and working groups.**

Day 4: Thursday November 9, 2023

Morning (09.00 - 13.00)

- **Transformative Leadership: Collective Competencies for Health Systems Change**

Peter Merry – Transformative Leadership Specialist, GFF

Objectives:

This session will share some of the key personal leadership competencies needed to enact changes in health systems and will also show how other thematic topics contribute to building transformative leadership in our communities and organizations.

- **Talk, discussion and working groups.**

Afternoon (14.30 – 18.30)

- **Committing to Health Systems Change**

Led by CLP participants

Objectives:

In this session, working groups will continue to identify and build on their key leadership actions for a greater systemic change. They will prepare a group presentation to share their insights and suggestions with the main group.

- **Working groups discussion and presentations.**