

LMG/West Africa: Program Year 1, Quarter 3 Progress Report April-June, 2014

August 13, 2014

This report was made possible through support provided by the US Agency for International Development, under the terms of AID-OAA-A-11-00015. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development.

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Leadership, Management and Governance Project in West Africa

**Implementing Partner: Management Sciences for Health
Agreement/Contract No: AID-OAA-A-11-00015**



**Program Year I, Quarter III Progress Report
April 1, 2014 – June 30, 2014**

Submitted to USAID/West Africa on July 31, 2014

This publication was produced by Management Sciences for Health (MSH) for review by the United States Agency for International Development (USAID).

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Cover Photo: Two participants from the Leadership Development Program Plus (LDP+) work together on drafting their Challenge Model.

PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management and Governance Project in West Africa
Project Objectives: The two-year goal of the Leadership, Management and Governance Project in West Africa (LMG/West Africa) is to strengthen the organizational capacity of the West African Health Organization (WAHO) as a regional leader and health systems strengthening resource for member countries. LMG/West Africa will achieve this goal through workplace action-oriented training for health leaders and managers in key system building blocks, and by developing the stewardship capacity of senior leaders through specialized training and mentoring, supported over the long term. LMG/West Africa has three main objectives towards this overall goal: <ul style="list-style-type: none">• Objective 1: Improved leadership, management, and governance practices• Objective 2: Strengthened organizational M&E capacity and regional Health Information Systems (HIS) management and implementation oversight• Objective 3: Strengthened capacity in internal and external communication and advocacy
Implementing Partner: Management Sciences for Health
Agreement/Contract No: AID-OAA-A-11-00015
Life of Project (start and end dates): October 1, 2013 – September 30, 2015
Reporting Period (start and end dates): April 1, 2014 – June 30, 2014
Report Submitted by: Abdoulaye Diagne, Senior Technical Advisor – Institutional Capacity Building
Report Submission Date: July 31, 2014

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ACRONYMS

AHM	Annual Health Ministers' Meeting
DG	Director General
DPAT	<i>Direction de la Planification et l'Assistance Technique</i>
DSSP	<i>Division Soins de Santé Primaires</i>
ECOWAS	Economic Community of West African States
KfW	The German Reconstruction Credit Institute
HIS	Health Information System
LDP	Leadership Development Program
LDP+	Leadership Development Program Plus
L+M+G	Leadership, management, and governance (practices)
LMG	Leadership, Management and Governance Project
PMP	Performance Monitoring Plan
SHOPS	Strengthening Health Outcomes through the Private Sector (USAID project)
USAID	United States Agency for International Development
WAHO	West African Health Organization
WA-LEAD	West Africa Leadership and Management Strengthening Program

I. SUMMARY

The two-year goal of the Leadership, Management, and Governance in West Africa Project (LMG/West Africa) is to strengthen the organizational capacity of the West Africa Health Organization (WAHO) as a regional leader and health systems strengthening resource for member countries. LMG/West Africa will achieve this goal through workplace action-oriented training for health leaders and managers in key health system building blocks, and by developing the stewardship capacity of senior leaders through specialized training with long-term mentoring.

LMG/West Africa has three main objectives towards this overall goal:

- **Objective 1:** Improved leadership, management, and governance practices
- **Objective 2:** Strengthened organizational M&E capacity and regional health information system (HIS) management and implementation oversight
- **Objective 3:** Strengthened capacity in internal and external communication and advocacy

LMG/West Africa is building the institutional capacity needed at WAHO to carry out regional health program stewardship effectively in close collaboration with USAID/West Africa implementing partners and direct investments to WAHO.

The following is a summary of the activities carried out April 1 to June 30, 2014, by LMG/West Africa. The LMG/West Africa team continued to focus on strategic planning and stakeholder engagement activities during this reporting period to ensure the smooth and successful implementation of this two-year project. As previously reported, the project team met with the new WAHO leadership and other key stakeholders to clarify the restructured roles and responsibilities in supporting the implementation of the LMG/West Africa activities, and ensure that the approaches used reflect and align with WAHO priorities.

Briefly, during this reporting period the project:

- Provided technical support to WAHO in preparation for and during the Economic Community of West African States (ECOWAS) Annual Health Ministers' (AHM) Meeting from April 7-12, 2014;
- Launched the Leadership Development Program Plus (LDP+) from April 22-25, 2014, with 12 WAHO staff, including the WAHO Director General and Deputy Director General;
- Led coaching sessions with each of the four LDP+ improvement teams from May 30-June 6, 2014, using the LDP+ Challenge Model to evaluate progress towards addressing the specific challenges identified by each team.

More details are included in Section II on the following page. Currently, the project is on track to achieve its objectives; however the activity implementation delays due to weak stakeholder engagement will need to be closely monitored by the project team. LMG/West Africa will track

these challenges and will continue the close coordination established during this quarter through the end of the project.

II. PROJECT ACTIVITIES

During this reporting period, LMG/West Africa continued to implement priority activities identified by WAHO and USAID/West Africa for the first year of the project to address WAHO’s immediate management and governance capacity building needs, taking advantage particularly of the arrival of a new leadership team in February to institutionalize key leadership, management, and governance practices. To maximize stakeholder buy-in and awareness of LMG/West Africa, the project hosted several meetings with the new WAHO leadership team and other regional stakeholders during this quarter to provide updates on the project’s objectives, activities and anticipated results.

As previously reported, given the shortened timeline for activity implementation during PY1, the project has prioritized selected technical activities to support the three overall project objectives. During this quarter, LMG/West Africa began implementation of the following key activities outlined below and detailed in Table 1:

- Extending the implementation of the Leadership Development Program (LDP) launched under the West Africa Leadership and Management Strengthening Program (WA-LEAD) to ensure that all WAHO staff complete the LDP+¹ aimed at improving their leadership, management and governance skills for the effective management of their respective programs through a team-based performance improvement process;
- Providing technical support to WAHO staff to develop an organizational strategic plan through participatory working sessions;
- Operationalizing the data warehouse initiated under WA-LEAD to be able to generate annual health profiles for member states.

Table 1: Summary achievements in the reporting period by project objective and output

Objective 1: Improved leadership, management, and governance practices
Output 1.1: Leadership Development Programs Plus (LDP+s) focused on applying leadership, management and governance practices and executing the leadership dimensions of challenges are extended to the entire WAHO technical staff and selected representatives from ECOWAS member states
1.1.1 LMG/West Africa launched the first LDP+ with 12 WAHO staff, including the WAHO Director General and Deputy Director General, on April 22-25, 2014. After the internal review of LDPs previously implemented under WA-LEAD, LMG/West Africa identified the following individuals as LDP+ champions among trained staff: Dr. Namoudou Keita, Professional Officer in Primary

¹ The LDP+ builds on 10 years of experience in implementing LDPs around the world. The new version retains the process for empowering teams to face challenges and achieve results. It adds new materials to improve country ownership, public health impact and scale up.

Health Care at WAHO, and Dr. Johanna Austin Benjamin, Director of Primary Health Care at WAHO. Both of these WAHO staff members previously participated in the LDP and attended the first workshop of the LDP+ launched under LMG/West Africa to promote the learning objectives within the WAHO teams outside of the training sessions and between workshops. The LMG/West Africa project led coaching sessions with each of the four LDP+ challenge teams between May 30 and June 6, 2014, using the LDP+ Challenge Model to evaluate progress towards addressing the specific challenges identified by each team.

Challenges:

- Team Liberia: Advocating with senior staff of the Government of Guinea and key influencers for WAHO to launch an 'Improving Leadership, management, and governance (L+M+G) for reproductive health' LDP+;
- Team The Gambia: Advocating with senior staff of the Government of The Gambia and key influencers to WAHO to launch an 'Improving L+M+G for decentralization' LDP+;
- Team Guinea: Advocating with senior staff of the Government of Liberia and key influencers for WAHO to launch an 'Improving L+M+G for handling outbreaks and other serious and urgent health threats in the country and at its borders' LDP+;
- Admin team: Using the challenge model to improve the work climate at WAHO

Output 1.2: WAHO staff trained in governance and leadership and the incorporation of gender into strategies and procedures

1.2.1 Although LMG/West Africa had planned to support the revision of the WAHO Interim Strategic plan for 2014-2015, following the recommendation from the WAHO Annual Retreat in January 2014, during this quarter, WAHO decided instead to focus its resources on developing a one-year organizational strategic plan for 2015. In response to this decision, the LMG/West Africa project will support WAHO in planning participatory working sessions with staff on July 3-4, 2014, in order to develop the organizational strategic plan for 2015.

1.2.2 The project collaborated with WAHO unit teams to identify specific activities under this output which are included in the approved workplan. LMG/West Africa provided technical support to WAHO leadership and unit teams to draft sections of a thematic paper and presentations on universal health coverage (UHC), review all meeting documents (including the Best Practices Forum proposal documents and the response to the Ebola outbreak), and other key information which were shared with member countries during the Annual Health Ministers' (AHM) Meeting on April 7-12, 2014. In addition to the discussion of Ebola, the review and adoption of the WAHO annual report, and the adoption of reports from the Experts' Meeting and the Partners' Forum,

the main theme for discussion at the Health Ministers' Meeting was "Universal Health Coverage: Issues, Challenges, and Opportunities."

As a member of the WAHO Committee for Best Practices in Family Planning, LMG/West Africa provided technical input and is actively helping WAHO to prepare for the International Family Planning Best Practices Forum, scheduled for November 2014.

1.2.3 LMG/West Africa used the AHM as an opportunity to launch the governance profile exercise with WAHO and for each member state to detail its own governance landscape, governance challenges and opportunities, and to profile existing governing bodies. The project team is currently analyzing the data collected from the survey questions sent to WAHO focal points in the 15 member countries to develop governance profiles for each country. It is important to note that as of the drafting of this report only two countries (Burkina Faso and Benin) have produced a complete profile consistent with the model distributed at the AHM. The project team will continue to follow up with the remaining WAHO focal points via phone conversations in order to generate a complete set of profiles to help facilitate the adaptation of LMG governance tools and manuals to the specific regional context.

1.2.7 LMG/West Africa held discussions with stakeholders regarding WAHO's regional contraceptive procurement strategy, which was drafted in 2006. Currently there seems to be some confusion regarding financing roles for this activity, and WAHO needs to determine what financial resources are available from stakeholders, including KfW commodity security support. LMG/West Africa is continuing discussions with the WAHO leadership to establish an interdepartmental working group between the *Division Soins de Santé Primaires* (DSSP) and the *Direction de la Planification et l'Assistance Technique* (DPAT), which currently houses the reproductive health activities. To date, this collaboration has been lacking and efforts to promote family planning/reproductive health as a priority have been challenging in light of the competing priorities within and between the DPAT and DSPP.

Output 1.3: Organizational staff capacity and structure reviewed to identify and map staff technical skills to improve the organizational strength of WAHO

1.3.1 The project is currently finalizing a scope of work for a human resources consultant to provide support for the participatory staff capacity and structure review with key administrative teams at WAHO in the next quarter. LMG/West Africa will finalize the terms of the consultancy with the new WAHO leadership to ensure that the organization's structure accurately addresses their priorities and strategic direction.

Output 1.4: Organizational staff development plan created and implemented to ensure that WAHO staff are equipped with the skills and resources to support the organization's regional leadership role

1.4.1 Activities under this output are pending the completion of the staff capacity and structure review cited above.

Objective 2: Strengthened organizational monitoring and evaluation (M&E) capacity and regional Health Information System (HIS) management and implementation oversight

Output 2.1: Dissemination and implementation plan for regional HIS policy tools implemented

2.1.1 During this quarter, the project developed the terms of reference for an HIS consultant to coordinate with the M&E Manager recruited by the World Bank (under the West Africa Regional Disease Surveillance Capacity Strengthening Project) to design and manage the overall monitoring and evaluation system as well as with the Database Manager, who will be recruited directly by WAHO. This work will contribute to the detailed plan that LMG/West Africa is drafting for the development of tools that will further the implementation of the disseminated HIS policy, in line with the outcomes of the AHM discussions in early April 2014.

Output 2.2: WAHO HIS data warehouse operationalized and actively managed

2.2.1 LMG/West Africa has been coordinating regularly with the newly-arrived World Bank project team to ensure the complementarity of project activities, through frequent meetings and communication. With input from the World Bank team, the project developed the LMG/West Africa HIS consultant scope of work, and will be actively recruiting for this position in the next reporting period.

Objective 3: Strengthened capacity in internal and external communication and advocacy

Output 3.1: Advocacy plan and communication strategy developed under WA-LEAD implemented

LMG/West Africa staff established working relationships with members of the communications and advocacy teams at WAHO to begin the planning process for these activities. During the next quarter, the LMG/West Africa staff will work with WAHO leadership to set targets for the implementation of the advocacy plan and communication strategy developed under WA-LEAD.

Output 3.2: WAHO business development plan developed and implemented

The LMG/West Africa team is supporting the establishment of a development unit within WAHO that will be in charge of Business Planning for Health (BPH). The members of this unit will be trained in BPH by the LMG/West Africa project team. Activities under this output are planned to launch in the next quarter according to the availability of WAHO staff.

Output 3.3: Advocacy plan for organizational restructuring with cost estimates, cost savings, and cost effectiveness analyses developed to present to the ECOWAS Commission and partners

Activities under this output are planned to launch in the next quarter.

In addition to the above technical activities, LMG/West Africa participated in key stakeholder meetings to present project objectives, provide strategic technical input, and foster positive working relationships that will serve as the framework for project implementation for the life of the project. These included:

- ***Reproductive Health and Family Planning for Youth and Adolescent Task force meetings:*** The LMG/West Africa project initiated a first meeting with the DSSP, contacted stakeholders, and coordinated meeting logistics for the Reproductive Health/Youth and Adolescents task force which took place on June 30, 2014.
- ***Quarterly Workplanning with WAHO:*** The LMG/West Africa project held a workshop with WAHO and other implementing partners on June 26-27, 2014, to plan activities and implementation for the next quarter. As a result of this session, the quarterly activity plan, which will be finalized and submitted next quarter, was validated by WAHO staff, ensuring broad support in implementing the plan.
- ***Development of Implementation Protocol with WAHO:*** The LMG/West Africa project strengthened relationships with WAHO through the development of an implementation protocol between the two parties. With this protocol, the two parties agreed to cooperate in the field of institutional capacity building in order to strengthen WAHO's leadership, management and governance capacities needed to carry out regional health program stewardship effectively. The protocol is in the final stages of review and will be signed during the next reporting period.
- ***Collaboration with implementing partners:*** The USAID-funded Strengthening Health Outcomes through the Private Sector (SHOPS) project coordinated directly with the LMG/West Africa Senior Technical Advisor, Mr. Abdoulaye Diagne, to establish the context of their private sector opportunity survey at WAHO and facilitate introductions with key WAHO staff. LMG/West Africa is continuing to communicate with the SHOPS team regarding their work as a complementary set of activities focused on the private sector in the region.

The LMG/West Africa project has launched discussions with the Futures Group in order to gain greater knowledge and understanding of their Financial Planning Advocacy tool, and how it can be utilized at WAHO.

LMG/West Africa is also working closely with the newly-established World Bank project at WAHO and collaborating with World Bank staff as they come on board. This coordination is essential to the successful implementation of both projects' activities with the WAHO HIS team and for the operationalization of the data warehouse.

Table 2: Management priorities addressed during this reporting period

Management priorities	Status	Comments
Recruitment of local staff	Completed	The project team recruited an Administrative Assistant, who began work with LMG/West Africa on June 16, 2014.
Develop Implementation Protocol with WAHO	In progress	The LMG/West Africa team developed an Implementation Protocol with WAHO to outline the roles and responsibilities of each party involved in project implementation. The protocol is in the final stages of review and will be signed during the next reporting period.

III. CHALLENGES AND PLANNING FOR SUCCESS

With the approval of the workplan on March 25, 2014, the LMG/West Africa team ensured that implementation timelines remained realistic for PY1, and to date, most implementation and results targets are on track. In preparation for the accelerated activity implementation during this reporting period, the team finalized detailed activity timelines and planned activities with stakeholders.

The current challenge remains the availability of WAHO staff for project activities. Activity timelines shifted in this quarter for the second LDP+ workshop due to WAHO staff availability and one of the LDP+ improvement teams (from The Gambia) dropped out from this LDP+ cycle, as members of this team could not commit time to this activity. The project has requested that the WAHO Director General (DG) support the project by ensuring that participants are available to participate in scheduled LDP+ activities, but has found that WAHO staff are often sent on assignments that conflict with scheduled LDP+ workshops and meetings.

The project also encountered resistance from WAHO leadership, who asked to have several key LMG/West Africa activities and WAHO requirements removed during the drafting and finalization of the Implementation Protocol. The LMG/West Africa team negotiated with WAHO, and explained the complementarity of the proposed capacity building activities. The agreed-upon protocol maintained originally planned activities, but the discussions have delayed it from being finalized.

Local LMG/West Africa staff also has difficulties maintaining a regular meeting schedule with WAHO leadership, despite numerous efforts and regular follow-up. Initially, Mr. Diagne was invited to sit in on weekly meetings with the WAHO DG, but due to internal WAHO challenges with another project, he has since been excluded (though the meeting minutes are shared with

him after each meeting). This issue has presented a challenge for the project, often resulting in delays for activity implementation. The project team and particularly local staff are continuing to advocate for leadership, management, and governance priorities among WAHO staff as a means of addressing systemic challenges through targeted organizational capacity building.

At this time, the project does not require additional intervention from USAID to address these challenges. LMG/West Africa will continue to coordinate regularly with the USAID/West Africa team regarding the project’s progress, successes, and challenges. These challenges will be closely monitored by LMG/West Africa project staff, and should barriers continue to arise, the project may request that USAID intervene.

IV. PROJECT ACTIVITIES IN THE NEXT QUARTER

The following approved workplan activities will take place in the next reporting period from July-September 2014 (see Annex A for full workplan and implementation calendar):

Objective 1: Improved leadership, management and governance practices	
1.1.1c	Conduct LDP+ workshop 2 with the first cohort of WAHO staff to “focus and plan,” identifying a shared desired measurable result.
1.1.1d	Conduct LDP+ workshop 3 with the first cohort of WAHO staff with a focus on "aligning, mobilizing and inspiring" towards achieving the participants' desired measurable result (Note: The final workshop for this cohort will be completed in PY2).
1.1.1e	Conduct a coaching session with each LDP+ team following workshops 2 and 3 to reinforce the program’s content and provide support toward the achievement of teams’ identified desired results with virtual support from LDP+ facilitators and onsite support from local project staff.
1.1.2b	Conduct LDP+ workshop 1 with the first cohort of ECOWAS state representative teams focusing on "analyzing the context" to assess the work climate and identify key challenges.
1.2.2c	Provide coaching and technical support to WAHO in maintaining collaboration with fellow Implementing Best Practices Consortium members, the East, Central, and Southern Africa Health Community, particularly in the planning and implementation of a regional Best Practices Forum scheduled for November 2014.
1.2.2d	In collaboration with the global LMG team and partners' consortium, provide technical support to WAHO for the facilitation of the WAHO Best Practices Forum once validated at the Annual Health Ministers' Meeting.
1.2.3	Generate governance profile for WAHO and for each member state to detail the governance landscape, governance challenges and opportunities, and profile existing governing bodies through document review, short online survey, virtual and in-person meetings with WAHO staff, followed by an on-site rapid assessment at WAHO.

1.2.4a	Adapt LMG project governance tools for the WAHO context and develop
1.2.4b	three-day Governance Academy curriculum based on LMG Project governance tools and manuals.
1.2.4c	Conduct a 3-day Governance Academy for WAHO senior managers and senior staff.
1.2.4d	Disseminate LMG governance toolkit and related documents to ensure organization-wide understanding of governance enhancement tools and practices.
1.2.6a	Facilitate an internal working session to establish a youth sexual and reproductive health strategy development plan and identify key partners and stakeholders to include in strategy development discussions.
1.2.7	Provide technical support to WAHO in reviewing the organization's reproductive health commodity security strategies for regional implementation in coordination with The German Reconstruction Credit Institute (KfW) commodity security support.
1.3.1	Conduct a comprehensive organizational human resources assessment to identify staff skill strengths and areas for increased improvement while evaluating job descriptions and current organogram.
1.4.1a	Support WAHO HR in identifying priority staff development opportunities based on HR assessment results.
1.4.1b	Provide technical support to WAHO leadership and HR staff to develop an organizational staff development plan with implementation goals.
1.4.1c	Provide technical support to WAHO in disseminating and raising awareness of organizational staff development policies, plans and opportunities
1.4.1d	Provide technical support to WAHO leadership to implement professional capacity building activities and monitor staff involvement and improvement through development plans

Objective 2: Strengthened organizational monitoring and evaluation (M&E) capacity and regional HIS management and implementation oversight

2.1.1	Provide technical support to the WAHO HIS team to draft an implementation plan with a detailed timeline for developing and implementing tools to accompany the previously distributed HIS policy including methodologies and tools for data collection, data quality assessment and reporting. Recruit and hire HIS consultant in coordination with World Bank project staff providing HIS support to WAHO.
2.2.1	Train WAHO staff and ECOWAS member state HIS technical leads from five priority countries (Benin, Cape Verde, Côte d'Ivoire, Mali, and Guinea) on the management and use of the data warehouse in collaboration with the World Bank-funded WAHO Database Manager.

Table 3: Management priorities for next reporting period

Management priorities for next reporting period	Resources Needed (financial, human, supplies)	Comments
Finalize Implementation Protocol with WAHO	Staff time	LMG/West Africa adapted and discussed the implementation protocol with WAHO during this quarter. Both parties will sign the finalized protocol early in the next quarter.
Complete all required reports, including the Quarterly Accruals Report and Quarterly Report	Staff time	This is an ongoing requirement.

V. FINANCIAL BRIEF

Reporting Period (start and end dates): April-June 2014
Total Estimated Contract/Agreement Amount: US \$1,543,370
Obligations to Date: US \$1,543,370
Project Expenditures through March 2014: US \$142,682
April-May 2014 Expenses: US \$85,542
Accrued Expenditures for Reporting Period: US \$46,000
Total Project Expenditures To Date: US \$274,224
Obligated Funds Remaining: US \$1,269,146
Estimated Expenditures for Next Reporting Period: US \$125,000

VI. ANNEXES

ANNEX A: QUARTERLY TRAVEL PLAN

Traveler(s)	Itinerary	Dates	Approval status	Purpose
TBD LDP+ Consultant	TBD / Bobo Dioulasso / TBD	TBD: 1 week in August	Approved by USAID/Washington	Facilitate Workshop 1 of the LDP+ with the first cohort of ECOWAS state representative teams focusing on "analyzing the context" to assess the work climate and identify key challenges.
15 ECOWAS LDP+ Participants	TBD / Bobo Dioulasso / TBD	TBD: 6 days in August	Approved by USAID/Washington	Participate in Workshop 1 of the LDP+ (led by LMG/ West Africa) aimed at improving each ECOWAS state representative's leadership, management and governance skills for the effective management of their respective programs through a team-based performance improvement process.
TBD HIS Consultant	TBD / Bobo Dioulasso / TBD	TBD: 2 weeks in August	Approved by USAID/Washington	Provide technical assistance to WAHO staff and the WAHO HIS team to develop and implement tools to accompany the previously distributed HIS policy; provide technical support to WAHO staff on data analysis and the use of data for decision making in collaboration with the World Bank-funded HIS activities and Database Manager.

Emmanuel le Perru	Boston / Bobo Dioulasso / Boston	TBD: 2 weeks in August	Pending USAID/ Washington Approval	Provide regular programmatic and management support to local LMG/West Africa team.
TBD LDP Consultant	TBD / Bobo Dioulasso / TBD	TBD: 1 week in September	Pending USAID/ Washington Approval	Facilitate LDP Workshop 3 with the first cohort of WAHO staff with a focus on "aligning, mobilizing and inspiring" towards achieving the participants' desired measurable result.

ANNEX B: WORKPLAN ACTIVITIES AND IMPLEMENTATION TABLE

KEY: BLACK: Completed BLUE: On track, to be completed next quarter ORANGE: Rescheduled

Activity No.	Objectives, Outputs, & Activities	12 months												Quarter 3 Status/Comments	
		2013			2014										
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Objective 1: Improved leadership, management and governance practices															
Output 1.1: Leadership Development Programs focused on applying leadership, management and governance practices and executing the leadership dimensions of challenges is extended to the entire WAHO technical staff and selected representatives from ECOWAS member states															
1.1.1	Extend the implementation of the Leadership Development Program launched under WA-LEAD to ensure that all WAHO staff complete the LDP aimed at improving their leadership, management and governance skills for the effective management of their respective programs through a team-based performance improvement process						X	X	X	X	X	X	X	LDP Workshop #1 completed April 22-25; LDP Workshop #2 completed July 14-16, 2014; LDP Workshop #3 on track for September 2014.	
1.1.1a	Hold an adapted stakeholder alignment meeting with WAHO staff, new leadership and partners to reinforce the LDP objectives, process and impact							X						Formal adapted alignment meeting completed with WAHO leadership prior to the launch of workshop #1	
1.1.1b	Conduct LDP workshop 1 with the first cohort of WAHO staff focusing on "analyzing the context" to assess the work climate and identify key challenges							X						LDP Workshop #1 with 12 WAHO staff completed April 22-25	
1.1.1c	Conduct LDP workshop 2 with the first cohort of WAHO staff to "focus and plan," identifying a shared desired measurable result										X			LDP Workshop #2 completed July 14-16, 2014	
1.1.1d	Conduct LDP workshop 3 with the first cohort of WAHO staff with a focus on "aligning, mobilizing and inspiring" towards achieving the participants' desired measurable result (Note: The final workshop for this cohort will be completed in PY2)												X	On track	
1.1.1e	Conduct coaching sessions with each LDP team between all workshops to reinforce the content of the program and provide support toward the achievement of the team's identified desired result with virtual support from LDP facilitators and onsite support from local project staff								X	X		X		Coaching sessions held with each of the four LDP improvement teams between May 30 and June 6, 2014, following Workshop 1. On track to complete coaching sessions between all remaining LDP workshops.	
1.1.2	Extend the implementation of the Leadership Development Program launched under WA-LEAD to ensure that ECOWAS state representatives complete the LDP aimed at improving their leadership, management and governance skills for the effective management of their respective programs through a team-based performance improvement process (Note: this process will launch in PY1 and continue through PY2)											X	X	X	On track
1.1.2a	Collaborate with WAHO staff to identify ECOWAS state representative team participants for a second Leadership Development Program cohort with member state teams who did not complete the LDP under WA-LEAD											X			Completed; Invitation letters sent to State Focal Points in each of the 15 ECOWAS countries

Activity No.	Objectives, Outputs, & Activities	12 months											Quarter 3 Status/Comments			
		2013			2014											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug		Sep		
1.1.2b	Conduct LDP workshop 1 with the first cohort of ECOWAS state representative teams focusing on "analyzing the context" to assess the work climate and identify key challenges												X		On track; Workshop #1 planned for August 27-29, 2014	
1.1.2c	Conduct coaching sessions with each ECOWAS state representative LDP team between all workshops to reinforce the content of the program and provide support toward the achievement of the team's identified desired result with virtual support from LDP facilitators and onsite support from local project staff													X	On track	
	Output 1.2: WAHO staff trained in governance and leadership and the incorporation of gender into strategies and procedures															
1.2.1	Provide technical support to WAHO staff to develop an organizational strategic plan through participatory working sessions												X	X	X	Initially planned to launch March-May 2014 in workplan timeline; based on WAHO priorities this set of activities launched in June
1.2.1a	Facilitate a 3-day workshop and provide technical support to WAHO to finalize the pending interim strategic plan for 2014-2015												X			Strategic planning workshop began in late June
1.2.1b	Provide technical support to WAHO to launch discussions for the planning and preparation process to build on the interim strategic plan 2014-2015 to finalize the multi-year organizational strategic plan 2016-2020 following receipt of ECOWAS strategic priorities (Note: strategic planning 2016-2020 will continue into PY2)														X	See above
1.2.2	Provide technical support to WAHO in initiating and maintaining knowledge sharing between member countries through the use of best practices from regional networks					X	X	X	X	X	X	X	X	X	X	Activities launched and ongoing as reported
1.2.2a	Provide technical support to WAHO in planning the Annual Health Ministers' Meeting						X	X	X							Completed; LMG/West Africa provided technical support to WAHO leadership and unit teams to draft and validate sections of a thematic paper and presentations on universal health coverage, and reviewed all meeting documents (including the Best Practices Forum proposal documents and the response to the ebola outbreak) and other key information shared with member countries during the AHM.
1.2.2b	Provide technical support to WAHO in submitting a Best Practices Forum Proposal for validation at the Annual Health Ministers' Meeting in April 2014						X	X								Preparatory work was completed in line with activity 1.2.2a above.

Activity No.	Objectives, Outputs, & Activities	12 months												Quarter 3 Status/Comments	
		2013			2014										
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
1.2.2c	Provide coaching and technical support to WAHO in maintaining collaboration with fellow Implementing Best Practices (IBP) Consortium members, the East, Central, and Southern Africa Health Community (ECSA-HC), particularly in the planning and implementation of a regional Best Practices Forum scheduled for November 2014							X	X	X	X	X	X	The LMG/West Africa project contacted fellow Implementing Best Practices (IBP) Consortium members following the AHM meeting in April 2014, however the project team is still awaiting responses in order to continue collaboration with Consortium members.	
1.2.2d	In collaboration with the global LMG team and partners' consortium, provide technical support to WAHO for the facilitation of the WAHO Best Practices Forum once validated at the Annual Health Ministers' Meeting											X	X	As a member of WAHO's internal planning committee for the Best Practices Forum in November 2014, the LMG/West Africa Senior Technical Advisor continues to support WAHO in preparation for this activity.	
1.2.3	Generate governance profile for WAHO and for each member state to detail the governance landscape, governance challenges and opportunities, and profile existing governing bodies through document review, short online survey, virtual and in-person meetings with WAHO staff, followed by an on-site rapid assessment at WAHO											X		Activity launched in May 2014 according to workplan timeline; however, completion of governance profile for WAHO and for each member state is delayed due to unresponsiveness of ECOWAS state focal points. The project team plans to complete this activity in the next quarter.	
1.2.4	Train WAHO senior managers (including Directors and selected Professional Officers) in key governance practices in coordination with LMG core-funded activities to roll out governance tools								X	X	X	X	X	On track	
1.2.4a	Adapt LMG Project governance tools for the WAHO context											X	X	See above comment (for 1.2.3); Activity rescheduled for July-August 2014 upon completion of governance profile for WAHO and for each member state	
1.2.4b	Develop 3-day Governance Academy curriculum based on LMG Project governance tools and manuals											X		See above	
1.2.4c	Conduct a 3-day Governance Academy for WAHO senior managers and senior staff												X	See above	
1.2.4d	Disseminate LMG governance toolkit and related documents to ensure organization-wide understanding of governance enhancement tools and practices												X	X	On track
1.2.5	Provide technical support for WAHO to monitor the transparent decision-making processes of senior WAHO managers and the implementation of governance practices through accountability measures (Note: this process will launch in PY1 and continue through PY2)													Initially planned to launch September 2014 in workplan timeline; based on WAHO priorities this set of activities will launch in early PY2	

Activity No.	Objectives, Outputs, & Activities	12 months												Quarter 3 Status/Comments		
		2013			2014											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
1.2.5a	Define, in collaboration with WAHO senior staff and senior management, accountability measures and indicators to monitor the implementation of governance practices															See above
1.2.5b	Conduct an organizational baseline assessment using the defined governance indicators and develop an action plan to achieve set targets															See above
1.2.5c	Provide coaching support to WAHO management to monitor progress on defined governance indicators during monthly coordination and planning meetings (Note: this process will launch in PY1 and continue through PY2)															See above
1.2.6	Provide technical support to WAHO in developing a youth sexual and reproductive health strategy document and associated operational plan with gender incorporated											X	X	X		On track
1.2.6a	Facilitate an internal working session to establish a youth sexual and reproductive health strategy development plan and identify key partners and stakeholders to include in strategy development discussions											X	X	X		On track
1.2.7	Provide technical support to WAHO in developing and reviewing the organization's reproductive health (RH) and reproductive health commodity security (RHCS) strategies for regional implementation in coordination with KfW commodity security support								X	X	X	X	X			On track
	Output 1.3: Organizational staff capacity and structure reviewed to identify and map staff technical skills to improve the organizational strength of WAHO															
1.3.1	Conduct a comprehensive organizational human resources assessment to identify staff skill strengths and areas for increased improvement while evaluating job descriptions and current organogram											X				Initially planned to launch April 2014 in workplan timeline; based on WAHO priorities this set of activities will launch in the next quarter
	Output 1.4: Organizational staff development plan created and implemented to ensure that WAHO staff are equipped with the skills and resources to support the organization's regional leadership role															
1.4.1	Support the development and implementation of an organizational staff development plan											X	X	X		Initially planned to launch May 2014 in workplan timeline; based on WAHO priorities this set of activities will launch in the next quarter
1.4.1a	Support WAHO HR in identifying priority staff development opportunities based on HR assessment results											X				See above
1.4.1b	Provide technical support to WAHO leadership and HR staff to develop an organizational staff development plan with implementation goals											X	X			See above

Activity No.	Objectives, Outputs, & Activities	12 months											Quarter 3 Status/Comments		
		2013			2014										
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug		Sep	
1.4.1c	Provide technical support to WAHO in disseminating and raising awareness of organizational staff development policies, plans and opportunities													X	See above
1.4.1d	Provide technical support to WAHO leadership to implement professional capacity building activities and monitor staff involvement and improvement through development plans													X	On track
Objective 2: Strengthened organizational monitoring and evaluation (M&E) capacity and regional HIS management and implementation oversight															
	Output 2.1: Dissemination and implementation plan for regional HIS policy tools implemented														
2.1.1	Provide technical support to WAHO HIS team to develop an implementation plan with a detailed timeline for developing and implementing tools to accompany the previously distributed HIS policy including methodologies and tools for data collection, data quality assessment and reporting							X	X	X	X	X	X	X	On track
2.1.2	Provide technical support to WAHO in facilitating a regional-level dialogue during the Annual Health Ministers' Meetings to monitor and support the implementation of the HIS policy on an annual basis with regional stakeholders (Note: this process will launch in PY1 and continue through PY2)													X	Initially planned to launch during Annual Health Ministers' Meeting in April 2014 in workplan timeline; based on WAHO priorities for the AHM, this set of activities will launch in the next quarter
	Output 2.2: WAHO HIS data warehouse operationalized and actively managed														
2.2.1	Train WAHO staff and ECOWAS member state HIS technical leads from 5 priority countries (Benin, Cape Verde, Côte d'Ivoire, Mali, and Guinea) on the management, and use of the data warehouse in collaboration with the World Bank-funded WAHO Database Manager											X	X	X	Initially planned to launch in May 2014 in workplan timeline; based on collaboration with the World Bank, this activity will launch in the next quarter
2.2.1a	Provide coaching support to WAHO data warehouse staff to conduct training sessions on data transmission for technical staff in the five ECOWAS countries identified by WAHO leadership as priority for this year (Benin, Cape Verde, Côte d'Ivoire, Guinea, and Mali)											X	X		See above
2.2.1b	Provide long-term technical support through an expert consultant to the WAHO technical committee on data analysis and the use of data for decision making in collaboration with the World Bank-funded WAHO Database Manager											X	X	X	See above
2.2.1c	Provide technical support to the WAHO team in routinely analyzing and publishing national and regional data								X	X	X	X	X		On track

Activity No.	Objectives, Outputs, & Activities	12 months												Quarter 3 Status/Comments		
		2013			2014											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Objective 3: Strengthened capacity in internal and external communication and advocacy																
	Output 3.1: Advocacy plan and communication strategy developed under WA-LEAD implemented															
3.1.1	Facilitate monthly internal reviews of progress towards Advocacy Strategy action plan targets from the interim strategic plan with WAHO Communications and Advocacy Officers												X	X	X	Initially planned to launch June 2014 in workplan timeline; based on WAHO priorities this set of activities will launch in the next quarter
3.1.2	Facilitate monthly internal reviews of progress towards Communications Strategy action plan targets from the interim strategic plan with WAHO Communications and Advocacy Officers												X	X	X	See comment above
	Output 3.2: WAHO business development plan developed and implemented															
3.2.1	Conduct a Business Planning for Health (BPH) workshop for WAHO staff to develop a business development strategy and detailed development plan															Initially planned to launch May 2014 in workplan timeline; based on WAHO priorities, the project will launch this activity early in PY2 once WAHO has established a Program Development Unit
3.2.2	Provide ongoing coaching for BPH team following completion of the workshop to monitor the implementation of the business development plan with virtual support from facilitators and onsite support from local project staff															See above
	Output 3.3: Advocacy plan for organizational restructuring with cost estimates, cost savings and cost effectiveness analyses developed to present to the ECOWAS Commission and partners															
3.3.1	Provide technical support to WAHO in developing a detailed and budgeted advocacy plan for revised liaison officer positions															Initially planned to launch February 2014 in workplan timeline; based on WAHO priorities with the Annual Health Ministers' Meeting, this set of activities will launch early in PY2
3.3.2	Provide coaching and technical support to WAHO senior leadership in presenting the analyses to the ECOWAS Commission and partners															See above
Project Monitoring and Reporting																
PM.1	Conduct WAHO situational analysis to inform program design and scope, objectives, and interventions	X	X	X												Completed in Q1
PM.1a	Complete onsite assessment of WAHO capacities focusing on the following organizational building blocks: organizational development, program management, leadership and governance, advocacy and communications, health information systems, and monitoring and evaluation	X														Completed in Q1

ANNEX C: PERFORMANCE MONITORING PLAN



**Performance Monitoring Plan (PMP) for the Leadership, Management and Governance (LMG)
West Africa Field Support Project
October 2013 - September 2014
Final USAID/West Africa Approved - March 25, 2014**

This Performance Monitoring Plan (PMP) will be used to monitor and report on the overall performance of the Leadership, Management and Governance (LMG) Project field support program in West Africa in meeting its expected results and targets for PY1. The plan classifies performance indicators by the three objectives. Progress towards each will be measured using the indicators listed.

Indicator	Baseline	Q1 target	Q2 target	Q3 target	Achieved to date	End of Project Target	Means of Verification		Comments	
							Data source	Frequency		
Objective 1: Improved leadership, management and governance practices										
Output 1.1: Leadership Development Programs focused on applying leadership, management and governance practices and executing the leadership dimensions of challenges is extended to the entire WAHO technical staff and selected representatives from ECOWAS member states										
1	# of participants completing all four workshops of the Leadership Development Program (LDP) delivered by the LMG/WA project disaggregated by country or WAHO unit	0	0	0	12	12	30	LMG/WA training records	Quarterly	
2	% of teams participating in the LDP that have achieved their desired measurable result within six months of completing the training	0	0	0	0	0	75%	LMG/WA training records and reports	Once, six months following final LDP workshop	
3	% of teams participating in the LDP that have reported an improved work climate six months following the training	0	0	0	0	0	75%	LMG/WA reports	Once, six months following final LDP workshop	
Output 1.2: WAHO staff trained in governance and leadership and the incorporation of gender into strategies and procedures										
4	# of WAHO staff trained in governance, disaggregated by type of position (senior, mid-level, junior) and sex	0	0	0	0	0	tbd	LMG/WA training records	Quarterly	Activity planned to begin in PY2 Q1; target to be defined at that time
5	# accountability measures and indicators defined to monitor the implementation of governance practices among WAHO leadership	0	0	0	0	0	tbd	LMG/WA reports, WAHO PMP	Once	Activity planned to begin in PY2 Q1; target to be defined at that time
6	% accountability measures and indicators with measured improvement	0	0	0	0	0	tbd	LMG/WA reports	Quarterly	End of project target will be defined at the end of PY1
7	Interim strategic plan developed for 2014-2015	0	0	0	0	0	1	WAHO records	Once	To be completed in PY2
8	Strategic plan developed for 2016-2020	0	0	0	0	0	1	LMG/WA reports, WAHO records	Once	To be completed in PY2
9	Youth sexual and reproductive health strategy and operational plan developed and validated	0	0	0	0	0	1	LMG/WA reports, WAHO records	Once	Activity planned to begin in PY2 Q1

Output 1.3: Organizational staff capacity and structure reviewed										
10	WAHO organogram revised and validated	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	
Output 1.4: Organizational staff development plan created and implemented										
11	Staff development plan and implementation targets finalized and validated	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	
12	% staff development plan implementation targets achieved	0	0	0	0	0	75%	WAHO PMP, LMG/WA reports	Quarterly	
Objective 2: Strengthened organizational monitoring and evaluation (M&E) capacity and regional HIS management and implementation oversight										
Output 2.2: Dissemination and implementation plan for regional HIS policy developed and implemented										
14	Implementation plan for HIS policy tools developed and validated by regional partners	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	Activity planned for Q4
15	% implementation plan targets for HIS policy tools achieved	0	0	0	0	0	100%	WAHO records, LMG/WA reports	Quarterly	
16	# Standard Operating Procedures for data collection, data quality assessment and reporting (from national level to WAHO) developed	0	0	0	0	0	1	WAHO PMP, LMG/WA reports	Once	
17	# of harmonized data collection tools adapted/developed and adopted by targeted ECOWAS states	0	0	0	0	0	2	WAHO PMP, LMG/WA reports	Quarterly	
18	# of Data Quality Assessments completed by WAHO in targeted ECOWAS states	0	0	0	0	0	5	WAHO PMP, LMG/WA reports	Quarterly	
Output 2.3: WAHO HIS data warehouse operationalized and actively managed										
17	# of ECOWAS country technical staff trained by WAHO trainers on data warehouse maintenance and data transmission	0	0	0	0	0	15	LMG/WA training records	Quarterly	
18	% of targeted ECOWAS countries transmitting updated HIS data in the past three months	0	0	0	0	0	75%	HIS database	Quarterly	
Objective 3: Strengthened capacity in internal and external communication and advocacy										
Output 3.1: Advocacy plan and communication strategy developed under WA-LEAD implemented										
19	% Advocacy Strategy implementation targets in strategic plan achieved	0	0	0	0	0	75%	WAHO records, LMG/WA reports	Quarterly	
20	% Communications Strategy implementation targets in strategic plan achieved	0	0	0	0	0	75%	WAHO records, LMG/WA reports	Quarterly	
Output 3.2: WAHO business development plan developed and implemented										
21	# WAHO staff trained in Business Planning for Health (BPH)	0	0	0	0	0	5	LMG/WA training records	Quarterly	Activity planned to begin in PY2 Q1
22	% Business development plan targets achieved	0	0	0	0	0	tbd	WAHO records, LMG/WA reports	Quarterly	Activity planned to begin in PY2 Q1; target to be defined at that time

Output 3.3: Advocacy plan for organizational restructuring with cost estimates, cost savings and cost effectiveness analyses developed to present to the ECOWAS Commission and partners

23	Advocacy plan for revised liaison officer positions finalized	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	Activity planned to begin in PY2 Q1
24	% Liaison officer position revision advocacy plan targets achieved in the past three months	0	0	0	tbd	0	tbd	WAHO records, LMG/WA reports	Quarterly	Activity planned to begin in PY2 Q1; target to be defined at that time