

LMG/West Africa: Program Year 1, Quarter 1 Progress Report October-December, 2013

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Leadership, Management and Governance Project in West Africa

**Program Year I, Quarter I Progress Report
October 1 – December 31, 2013**

Submitted to USAID/West Africa on January 15, 2014

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PROJECT ACTIVITY SUMMARY FORM

Project Name: Leadership, Management and Governance Project in West Africa
Project Objectives: The two-year goal of Leadership, Management and Governance Project in West Africa (LMG/West Africa) is to strengthen the West African Health Organization (WAHO) organizational capacity 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 HIS management and implementation oversight• Objective 3: Strengthened capacity in internal and external communication and advocacy
Implementing Partner(s): 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): October 1, 2013 – December 31, 2013
Total Estimated Contract/Agreement Amount: US\$ 1,543,370
Obligations to Date: US\$ 750,000
Project Expenditures through September 2013: US\$ 0
Expenditures during Reporting Quarter: US\$ 63,860
Accrued Expenditures for Reporting Period: US\$ 5,000
Total Expenditures for Reporting Period: US\$ 68,860
Total Project Expenditures to Date (as of December 31, 2013) : US\$ 68,860
Current Pipeline (as of December 31, 2013) : US\$ 681,140
Estimated Expenditures for Next Reporting Period: US\$ 90,000
Report Submitted by: Meredith Klein, Project Officer
Report Submission Date: January 15, 2014

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ACRONYMS

ECOWAS	Economic Community of West African States
HIS	Health Information System
LDP	Leadership Development Program
L+M+G	Leadership, management and governance practices
LMG	Leadership, Management and Governance Project
LMS	Leadership, Management and Sustainability Program
NGO	Non-governmental organization
PMP	Performance Monitoring Plan
RH	Reproductive Health
USAID	United States Agency for International Development
USG	United States Government
WAHO	West African Health Organization
WA-LEAD	West Africa Leadership and Management Strengthening Program

EXECUTIVE SUMMARY

Through the Leadership, Management and Sustainability Program (LMS) and the West Africa Leadership and Management Strengthening Project Associate Award (WA-LEAD), USAID and Management Sciences for Health (MSH) worked closely from 2010-2013 with the West African Health Organization (WAHO) to strengthen its leadership and management capacities to be a more visible leader for health matters in West Africa.

The LMG project will support the USAID/West Africa/Regional Health Office strategy, building on WA-LEAD achievements. Under the WA-LEAD Project, USAID supported the adoption of a regional Health Information System (HIS) policy and strategy document that was approved by the Assembly of ECOWAS Health Ministers during their 13th annual meeting. The project assisted WAHO to develop and adopt a communications strategy for the period 2013-2017 and worked with WAHO to design and implement an online survey for WAHO staff and external partners to help identify the organization's key communications needs in June-July 2012. In collaboration with WAHO, WA-LEAD also helped develop and adopt an advocacy strategy for the period 2013-2015. Members of three WAHO workplace teams completed the Leadership Development Program (LDP). Now, LMG will focus its interventions on supporting governance and leadership practices within the organization, reinforcing the management of the HIS as well as the M&E system, and supporting the strategic vision and planning.

The two-year goal of the LMG/West Africa Project is to strengthen the WAHO organizational capacity 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 proposed three main objectives towards this overall goal:

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

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

The following is a summary of the activities carried out October 1 through December 31, 2013, by LMG/West Africa. The LMG/West Africa team focused on strategic planning, design, and start-up activities during this reporting period to ensure the smooth and successful implementation of this two-year project.

I. PROJECT PERFORMANCE

Activity implementation is currently pending USAID approval of the program description submitted to USAID/West Africa on December 19, 2013.

Following the obligation of LMG/West Africa funding on September 26, 2013, the LMG/West Africa team established a design team to conduct an initial organizational capacity assessment within WAHO and develop a program design.

The capacity assessment and project design took place from October 13-22, 2013, and consisted of a two-week visit to WAHO headquarters located in Bobo Dioulasso, Burkina Faso. The team conducted in-depth interviews and group meetings with seven WAHO directors and 19 professional staff with the objective of assessing WAHO's staff capacity needs in key capacity areas.

As the LMG Project is the follow up to the WA-LEAD project, the assessment team compared the results of the current assessment with the results of the WA-LEAD pre-implementation assessment. Thus, the assessment results illustrate the differences, if any, in each organizational practice area at WAHO between 2010 at the start of the WA-LEAD project and 2013, three years after. The LMG/West Africa assessment targeted nine comprehensive organizational capacity areas by which observations and recommendations were disaggregated:

- Management
- Human resources and administration
- Financial management
- Leadership
- Advocacy
- Marketing
- Coordination
- Monitoring and evaluation
- Communication
- Governance

The LMG/West Africa assessment and design team produced a technical assessment report following the assessment, presenting key findings to the USAID/West Africa team in Accra during a debriefing session. Following this assessment mission, the design team developed a program description document detailing the proposed technical approaches and strategic objectives to address the gaps and capacity building needs of the WAHO staff and organizational structure.

The proposed program design includes three main objectives toward the overall project goal of institutional capacity building within WAHO:

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

Throughout the assessment and design process, the LMG/West Africa team maintained regular communication with the WAHO leadership team to ensure that the proposed program approaches reflected and aligned with WAHO priorities. In order to reinforce the coordination with WAHO, the LMG/West Africa team launched and finalized the recruitment process for the Senior Technical Advisor in Institutional Capacity Building with inputs from the WAHO team. LMG/West Africa and WAHO confirmed the recruitment of Abdoulaye Diagne, who started work with the project on December 2, 2013, with an orientation session in the MSH home offices. Abdoulaye Diagne then traveled to post in Bobo Dioulasso, Burkina Faso, on December 17, 2013, and began work planning with WAHO leadership to identify project activities in line with WAHO priorities and proposed project objectives. The LMG/West Africa team is finalizing a draft workplan and budget package for submission to USAID/West Africa on January 24, 2014.

II. PROJECT MANAGEMENT

Table 1: Management priorities addressed during this reporting period

Management priorities	Status	Comments
Conduct initial WAHO capacity assessment	Completed	WAHO capacity assessment conducted October 13-22, 2013, in Bobo Dioulasso, Burkina Faso. Final assessment report submitted to USAID/West Africa on December 19, 2013.
Finalize and submit the LMG/West Africa program description document	Completed	LMG/West Africa program description developed following completion of the capacity assessment. Draft program description submitted to USAID/West Africa on December 19, 2013, for feedback and concurrence.
Recruitment of local staff	In progress	Recruitment finalized for the Senior Technical Advisor in Institutional Capacity Building; Abdoulaye Diagne began December 2, 2013, traveling to post in Bobo Dioulasso on December 17, 2013. The LMG/West Africa team is currently launching the recruitment process for the HIS Technical Advisor.

Table 2: Management priorities for next reporting period

Management priorities for next reporting period	Resources Needed (financial, human, supplies)	Comments
Finalize project workplan and budget package for submission to USAID/West Africa by January 24, 2014	Staff time	
Complete the recruitment of an HIS Technical Advisor	Staff time	
Finalize Memorandum of Understanding with WAHO	Staff time	
Complete all required reports, including the Quarterly Accruals Report and Quarterly Report	Staff time	This is an ongoing requirement.

III. PROJECT ACTIVITIES

Activity implementation is currently pending USAID approval of the program description submitted on December 19, 2013. LMG/West Africa staff are working with WAHO leadership to finalize a draft workplan, budget, and performance monitoring plan package for submission to USAID/West Africa by January 24, 2014.

While a detailed implementation calendar will be available following the workplan development and approval, LMG/West Africa is currently planning to begin implementation of the following key activities:

- Engage and involve senior WAHO leadership in planning discussions and throughout activity implementation with regular updates and communication, ensuring leadership buy-in and support of WAHO staff involvement in all project activities
- Implement and scale up the implementation of the Leadership Development Program (LDP) that began under WA-LEAD, focusing primarily on the senior leadership of WAHO
- Provide technical assistance and support to WAHO in developing an interim strategic plan for the period 2014-2015
- Conduct a human resources skill audit of WAHO staff
- Develop and operationalize the data warehouse initiated under WA-LEAD to be able to generate annual health profiles for member states
- Provide technical and financial support to WAHO to train staff, disseminate and implement the Communications and Advocacy Plans developed under WA-LEAD

IV. QUARTERLY TRAVEL PLAN

Traveler	Itinerary	Dates	Purpose
TBD HIS Technical Advisor	TBD – Bobo Dioulasso	TBD February 2014	Travel to post to begin role as HIS Technical Advisor