

## **LMG/West Africa: Program year 2, Quarter 1 Progress report October - December, 2014**

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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 II, Quarter I Progress Report

October 1, 2014 – December 31, 2014

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**Cover Photo:** Workshop participants Mr. Laurent Assogba, WAHO *Directeur Général Adjoint*, and Mrs. Aminata Dao, member of the LDP+ work climate team, work on their team challenge at the third Leadership Development Program Plus (LDP+) workshop.

## PROJECT ACTIVITY SUMMARY FORM

<b>Project Name: Leadership, Management and Governance Project in West Africa</b>
<b>Project Objectives:</b> 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 achieves 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"><li>• <b>Objective 1:</b> Improved leadership, management, and governance practices</li><li>• <b>Objective 2:</b> Strengthened organizational M&amp;E capacity and regional Health Information Systems (HIS) management and implementation oversight</li><li>• <b>Objective 3:</b> Strengthened capacity in internal and external communication and advocacy</li></ul>
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## ACRONYMS

AHM	Annual Health Ministers' Meeting
CRSEP	<i>Centre Régional de Surveillance Epidémiologique et de Prévention de la Maladie</i>
DG	<i>Directeur Général</i>
DGA	<i>Directeur Général Adjoint</i>
DLME	<i>Département de la lutte contre la maladie et les Epidémies</i>
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
FP	Family planning
HR	Human resources
HIS	Health information system
LDP	Leadership Development Program
LDP+	Leadership Development Program Plus
LMG	Leadership, Management and Governance Project
PMP	Performance Monitoring Plan
RH	Reproductive health
RHO	Regional Health Office (USAID)
STA	Senior technical advisor
USAID	United States Agency for International Development
WAHO	West African Health Organization
WA-LEAD	West Africa Leadership and Management Strengthening Program
WARDS	West Africa Regional Disease Surveillance

## 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 African Health Organization (WAHO) as a regional leader and health systems strengthening resource for member countries. LMG/West Africa achieves 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 project proposed a fourth objective related to human resources support to WAHO to assist with Ebola containment and prevention in the region to USAID/West Africa for consideration upon submission of the Project Year 2 (PY2) workplan on October 4, 2014. However, in December 2014, USAID clarified that LMG/West Africa should not move forward with recruiting the two consultants to support WAHO in its coordination role in the context of the Ebola virus outbreak or to develop and maintain a regional Ebola information database. Rather, USAID requested that LMG/West Africa recruit a medium-term Private Sector Partnership Coordinator to assist WAHO in promoting cooperation and mobilizing additional resources for priority health needs in the region, including preventing and responding to epidemics such as the Ebola outbreak. The recruitment of this consultant was placed under Output 3.2 in the workplan (WAHO business development plan developed and implemented).

The project's PY2 workplan, which was submitted to USAID/West Africa on October 4, 2014, and approved on November 4, 2014, focuses on the following pillars:

- Support the reorganization and organizational development of WAHO human resources
- Support WAHO to operationalize its health information systems (HIS) policy
- Support WAHO to implement the advocacy and communication strategy developed under the West Africa Leadership and Management Strengthening Program (WA-LEAD)
- Support WAHO to develop regional strategies for reproductive health (RH), family planning (FP) and commodity security through coordination of a forum for best practices in reproductive health

During the October 1, 2014, to December 31, 2014, reporting period, the LMG/West Africa team continued to meet with the WAHO leadership and other key stakeholders to share the finalized workplan, 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. More details are included in Section II on the following page.

Due to the Ebola virus outbreak, WAHO staff members have been significantly shifting activities and travel to provide expertise and medical and logistic support to the affected ECOWAS countries since August 2014. The top management of WAHO remains occupied with supervising the affected countries, and the entire *Département de la lutte contre la maladie et les Epidémies* (DLME) is regularly absent. An immediate consequence of these changes has been that the LMG/West Africa senior technical advisor was forced to postpone major components of the planned technical support to WAHO, resulting in serious delays in project deliverables.

USAID/West Africa's Regional Health Office, based in Accra, Ghana, requested that LMG/West Africa propose a contingency plan in order to limit and reduce the delays in the implementation of the project. To respond to this request, the project team proposed two additional medium-term technical assistance missions that would more closely monitor project activities as well as accelerate the pace of implementation. The proposal was discussed with and positively received by the project's activity manager at USAID/WA RHO, and the technical assistance provider completed a first mission from December 3-20, 2014, providing management and technical support to the project's senior technical advisor to advance key activities in the project's workplan. The second technical assistance mission will be completed between January and March 2015.

## **II. PROJECT ACTIVITIES**

The PY2 workplan for LMG/West Africa support to strengthen the organizational capacity of WAHO was submitted to USAID/West Africa on October 4, 2014, and was approved on November 4, 2014. The PY2 workplan is based on WAHO's expressed priorities and needs and includes activities that were agreed upon by WAHO and the USAID/RHO. The project team developed the PY2 workplan based on experience working with WAHO in PY1, focusing on interventions that have launched successfully.

During this quarter, LMG/West Africa carried out the following key activities outlined below and detailed in Table 1:

- Continued to implement the Leadership Development Program Plus (LDP+) launched under the West Africa Leadership and Management Strengthening Program (WA-LEAD) to ensure that all WAHO staff complete the LDP+, which is designed to improve their leadership, management, and governance skills for the effective management of their respective programs through a team-based performance improvement process. During this period, the third LDP+ workshop for WAHO staff was completed from December 16 to 18, 2014, with 7 WAHO staff, including the Directeur Général Adjoint (DGA).

- Led coaching sessions with each of the two LDP+ improvement teams on October 8-9 and November 27-28, using the LDP+ challenge model to evaluate progress towards addressing the specific challenges identified by each team.
- Developed and emailed a questionnaire for the five new WAHO State Focal Points to assess the common challenges encountered upon beginning service with WAHO.
- Completed interviews for the human resources consultant responsible for audit and organizational development proposals. The project identified two strong candidates during the first round of interviews. The senior consultant supported by LMG/West Africa will be responsible for carrying out an audit of WAHO staff, and evaluating the job descriptions and development needs. The project will finalize recruitment early in the next quarter.
- Updated governance profiles for five WAHO member states (Bénin, Burkina Faso, Liberia, Mali, and Nigeria), detailing the state's governance landscape, governance challenges and opportunities, and to profile existing governing bodies. The project team continued to use a variety of approaches, including working with other MSH offices in the region, to reach out to State Focal Points, to follow up with the remaining WAHO focal points in order to generate a complete set of 15 profiles to help facilitate the adaptation of LMG governance tools and manuals to the specific regional context.
- Revised and finalized the terms of reference for the project's health information system (HIS) consultant to provide technical assistance to WAHO in the implementation of the regional HIS policy and strategy. The revised terms of reference, with modified requirements, have yielded a wider candidate pool. The project team has proposed a shortlist of candidates for this position to WAHO and is currently conducting interviews. The consultant is expected to begin his/her assignment during the next reporting period.
- Updated WAHO's advocacy and communication strategies with WAHO's professional officers for advocacy and communication, respectively. The targets for these plans will be finalized in the following quarter. During these discussions the project identified the need to explore additional funding opportunities, in collaboration with the DGA, to support the implementation of these strategies, which are considered a high priority by the Director General (DG) for the visibility of the organization.
- Held a planning call in December 2014 with LMG/core staff regarding the Governance Academy for WAHO leaders. MSH's senior technical advisor for governance developed a brief concept note outlining the rationale, objectives, and proposed methodology for the Academy.

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

**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 applied to targeted technical staff in WAHO and appropriate actions developed to address the needs of WAHO State Focal Points**

**1.1.1** LMG/West Africa held the third LDP+ workshop for the WAHO staff cohort from December 16-18, 2014. The purpose of the third workshop was to coach the seven participants to apply leading, managing, and governing practices in order to move from vision to action using the challenge model. Participants learned the importance of aligning, mobilizing, and inspiring for desired measurable results. Due to competing professional priorities, including the Ebola outbreak, three participants (out of ten from the previous LDP workshop) could not attend the third workshop. The two teams continue to work on their two identified challenges, as follows:

- “How can we engage WAHO staff to improve the working climate in WAHO?”
- “How can WAHO implement a cross-border approach when responding to the Ebola epidemic in the Manu River sub-region?”

As a part of the LDP+ process, the LMG/West Africa senior technical advisor facilitated two coaching sessions for the participants between the second and third workshop, from October 8-9 and November 27-28, in order to reinforce the content of the workshops and provide technical support to the teams as they implement the activities planned in each workshop to achieve their desired measurable results. The results for the work climate and Ebola teams are listed as follows, respectively:

- By May 2015, three procedures/rules for improving work climate at WAHO are adopted and implemented by WAHO leadership.
- By May 2015, a plan is established by WAHO for collaborative response to cross-border epidemic transmission.

At this point, the teams have advanced towards addressing their identified challenges by analyzing their situation, defining concrete actions they can take to achieve their desired measurable result, and by using aligning, mobilizing, or inspiring actions in order to attain their result. During the reporting period, the LMG/West Africa senior technical advisor provided more support to the team working on work climate challenges than to the team working on the lack of cross-border coordination during the initial Ebola outbreak, due to the availability of participants for coaching sessions. Additionally, the work climate team feels more empowered to address their chosen challenge, as the Ebola team is not invited to fully participate in the weekly WAHO Ebola response committee meetings. The DGA is leading the weekly Ebola response

committee meetings and receives the reports from LDP+ workshops. LMG/West Africa will continue to work with the LDP+ Ebola team leader to advocate for participation in these meetings.

For the third LDP+ cycle, which will be launched with selected State Focal Points, LMG/West Africa has decided to assess each State Focal Point's individual challenges and needs through one-on-one coaching sessions due to their respective country and ministry priorities. Through this strategy, five to seven out of these 15 focal points will be selected to participate in the first LDP+ workshop scheduled to take place in February 2015.

- 1.1.2** In December 2014, LMG/West Africa emailed a questionnaire to the five new WAHO State Focal Points to assess the common challenges encountered upon beginning service. Only one of the State Focal Points responded to the questionnaire. The LMG/West Africa senior technical advisor was able to speak with the State Focal Points in Bénin and Mali to discuss challenges that they face in their roles as State Focal Points. One of the common challenges that both focal points identified was the need to determine "how to reconcile one's own work with that of WAHO's."

In an attempt to increase interest in the LDP+ program during the following quarter, LMG/WA will launch an application process for the program. The announcement and application for the program will be posted on WAHO's website, which will formalize the process of selecting candidates and hopefully motivate State Focal Points to apply. The announcement will also provide more details about the program, such as the program outline and structure (including the proposed travel plan). Focal points will be selected based on their description of challenges in the current work environment and availability to participate fully in the program. Project staff will use the results of this assessment to identify a common challenge to guide the third LDP+ series, which will be launched with selected WAHO State Focal Points during the next reporting period.

**Output 1.2: WAHO staff trained in governance and leadership practices and approaches in order to support member state countries**

- 1.2.1** As previously reported, WAHO's 2014-2015 interim strategic plan was not used to revise and inform the 2015 WAHO annual workplan. LMG/West Africa continues to work with the M&E team to orient and focus activity planning on desired results, since currently each department at WAHO develops its annual plan individually, and the Planning Department compiles these into one workplan with no common outcomes and results. WAHO's monitoring and evaluation unit will present the internal evaluation of the 2009-2013 Strategic Plan during the next quarter (during WAHO's annual retreat). Following this

presentation, this unit will conduct a training on planning and monitoring for results using a results framework for WAHO professional officers and directors responsible for planning. LMG/West Africa will then support WAHO's Planning Department to conduct workshops to develop the 2016-2020 Strategic Plan using this results-based framework approach.

**1.2.2** The LMG/West Africa project will support a preparatory workshop for the Best Practices Forum which has been postponed to January 28-30, 2015, due to the unavailability of key stakeholders. The LMG/West Africa project is providing both financial and technical support to WAHO for this activity, by providing a reproductive health expert from MSH's headquarters, financing the logistics of the meeting, and funding travel costs for three regional reproductive health experts. During the quarter, LMG/West Africa held two meetings with WAHO's professional officer for Health Systems Strengthening (focal point for the Best Practices Forum) to discuss the technical and logistics aspects of the planning workshop for the Best Practices Forum. The LMG/West Africa senior technical advisor also participated in both meetings, on October 16 and November 18, initiated by the International Best Practices Initiative Consortium (IBP Geneva) to monitor progress. During these calls the decision was made to postpone the planned planning workshop in November due to the unavailability of the stakeholders. The planning workshop is now scheduled for January 28 to 30, 2015.

**1.2.3** In April, LMG/West Africa began to develop governance profiles for WAHO and for each member state to detail the governance landscape, governance challenges, and opportunities. To date, only five countries (Bénin, Burkina Faso, Liberia, Mali and Nigeria) have submitted their complete profiles. The project team is using a new approach by reaching out to other MSH staff in the ECOWAS countries for their support on this activity. This approach enabled the project to develop the governance profile for Nigeria (the largest state in the ECOWAS region). The WAHO DG supported LMG/West Africa by emailing the governance profile form himself to all WAHO State Focal Points, but this has yielded no responses. The LMG/West Africa senior technical advisor, with support from the DG, will continue to reach out directly to WAHO State Focal Points in order to finalize the profiles of the remaining 10 countries.

**1.2.4** The LMG/West Africa project is preparing for the Governance Academy planned with WAHO by confirming the dates for the Academy (the DG tentatively proposed the end of March 2014), as well as targets and facilitators. The Governance Academy will involve all eight directors. A well-governed and well-managed WAHO has a potential to make a difference in the performance of the health ministries and health systems in its member countries. The learning experience in the Academy will help the participating

WAHO officials address their internal governance challenges. Facilitators of the Academy will use the five effective governing practices as the organizing framework to:

1. Create a governance development plan to achieve overarching strategic objective of the organization
2. Implement it over next 6-12 months
3. Monitor its implementation on a monthly basis
4. Evaluate the results at the end

WAHO proposed that one staff member participate in the planning and facilitation process for the Academy to enable this person to support the implementation of the plan. Both the English and French versions of the LMG Governance guides have been distributed to all WAHO directors, and a WAHO-specific summary was developed and distributed in order to better adapt the guide's contents to WAHO's governance environment.

- 1.2.6** To support the development of WAHO's Youth Reproductive Health (YRH) Strategy with Department of Primary Health Care (DSSP), LMG/West Africa continued discussions with WAHO's professional officer for child and adolescent health to advocate for the additional allocation of WAHO funds to support the activity. If additional funds are not allocated, LMG/West Africa will discuss with WAHO staff options for revising the technical strategy for completing the activity with a reduced budget or identifying additional partners to contribute to the activity. The proposed methodology for developing the strategy is as follows: (1) conduct a desktop review of existing strategies, guidelines, and literature, and member country needs in adolescent reproductive health (2) conduct a situational analysis in identified member countries (countries will be selected based on the availability of existing information and existing work in the area of adolescent reproductive health), (3) develop the strategy, (4) conduct a validation workshop with stakeholders to finalize and approve the strategy.

**Output 1.3: Organizational staff capacity and structure reviewed and 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**

- 1.3.1** In collaboration with MSH's Human Resources (HR) department and the WAHO professional officer for HR, the LMG/West Africa project has shortlisted candidates for the Human Resources consultancy with WAHO, and held interviews on December 11 and 15, 2014. The selected candidate is expected to begin work with WAHO in the next reporting period, first conducting the HR audit in February 2015, then developing and implementing an organizational staff development plan.

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

**Output 2.1: Strengthen the M&E Unit that will assess, implement, and monitor the HIS regional policy**

**Output 2.2: WAHO HIS data warehouse operationalized and actively managed**

The completion of activities under outputs 2.1 and 2.2 depend on the recruitment of an HIS consultant. During this reporting period, the LMG/West Africa team updated the scope of work to more clearly indicate the desired consultant profile and expertise, and the team has shortlisted the top candidates for this position. LMG/West Africa is awaiting the feedback of WAHO's professional officers and directors responsible for HIS/M&E on the proposed candidate, and expects the selected candidate to begin his/her assignment in February 2015.

During this reporting period, the LMG/West Africa senior technical advisor helped WAHO prepare for the ECOWAS HIS focal points annual workshop, held from November 18-20, 2014. He reviewed technical documents and the final report, and provided feedback to WAHO's professional officer for HIS/M&E regarding specific recommendations for partners. The feedback focused mainly on the need to increase support to targeted countries to launch the data warehouse for transmitting data to WAHO.

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

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

- 3.1.1 and 3.1.2** The LMG/West Africa senior technical advisor met twice with the WAHO professional officers for advocacy and communications during this quarter, in order for them to provide updates on the implementation of the advocacy plan (2013-2015) and communication strategy (2013-2017) that were developed under WA-LEAD. The plans were updated by revising dates for activities that were not conducted but reprogrammed for 2015 and by removing activities that no longer correspond with WAHO priorities. The LMG/West Africa senior technical advisor also participated in a meeting with the DG on November 14, 2014, to review next steps for implementation and provide input to the WAHO project officers responsible for the advocacy and communications plans.

**Output 3.2: WAHO business development plan developed and implemented**

- 3.2.1** During this quarter, LMG/West Africa continued working with WAHO's professional officers for resource mobilization and advocacy to determine the best placement for the Business Planning Unit within WAHO and identify a resource mobilization strategy that could support the development of this

business plan. WAHO leadership identified unit members who will receive training in BPH and now need to determine which department will lead the new unit, as the work could be overseen by either the Advocacy Department or the Resource Mobilization Department. LMG/West Africa will continue to work with WAHO to finalize this decision, by discussing the implications of the unit's placement with the DG and requesting his input.

**3.2.3 (activity originally placed under the proposed Objective 4)** The project began the process of recruiting a medium-term PSPC to assist WAHO in promoting cooperation among countries in the sub-region and coordinating activities and funding for response efforts. This objective will support WAHO's human resources needs to mobilize additional resources (including staff) to respond broadly and systematically to priority needs in the region, including epidemics such as the Ebola outbreak. Building on the urgency of the Ebola outbreak, WAHO, in collaboration with the USAID/Regional Health Office (RHO) and other partners, has requested the recruitment of the PSPC to expand the reach of WAHO priorities and mobilize additional resources to respond to the region's most pressing health priorities. This consultant will be hired through the LMG/West Africa regional project and supervised by the *Direction de la Planification et l'Assistance Technique* (DPAT), working closely with WAHO's professional officer for resource mobilization and the *Département de la lutte contre la maladie et les Epidémies* (DLME).

In addition to the above technical activities, LMG/West Africa also participated in the following meetings:

**Ebola Response Meeting:** The LMG/West Africa senior technical advisor participated in a meeting of all WAHO staff to develop the organization's Ebola response on October 17, 2014. The purpose of this meeting was to discuss the need for staff to travel to affected countries to provide technical assistance. A staffing technical assistance plan was developed during the meeting. WAHO requested LMG/West Africa staff to be part of this group; however, the project decided in collaboration with USAID that this request was not within the mandate of the LMG/WA project. In the same vein, the LMG/West Africa Senior Technical advisor participated in a meeting with WAHO staff from the countries affected by the Ebola outbreak (Guinea, Liberia, and Sierra Leone) on November 12, 2014, during which projects presented their current and planned activities. All WAHO directors, project managers, and professionals attended this one-day meeting in order to present progress to date, discuss constraints, and discuss possible support from the DG. The LMG/West Africa senior technical advisor provided an update on LMG/West Africa.

**Best Practices Forum Planning:** The LMG/West Africa senior technical advisor held a working session with the WAHO professional officer for health systems strengthening, on November 4, 2014, to prepare for the Best Practices Forum planning workshop which will be held during the

next quarter. The focus of the meeting was to discuss potential dates and logistics for the forum, based on feedback from partners. The LMG/West Africa senior technical advisor and MSH project officer also met with the WAHO professional officer for health systems strengthening on December 15, 2014, to discuss the need to finalize the date for the preparatory workshop and schedule the next partners call. Following this meeting, the WAHO professional officer for health systems strengthening coordinated with partners to confirm the dates for the preparatory workshop, now planned for January 28-30, 2015, as well as the date for the next partners planning call, scheduled for January 8, 2014. LMG/West Africa proposed agenda items for the partners call and developed a tool to collect information from partners on existing tools and strategies related to the identification and documentation of best practices.

**Technical support to WAHO staff to respond to the USAID/West Africa request for proposal for the Capacity Strengthening Project (CAPS):** To respond to USAID/West Africa's request for proposal, WAHO staff invited the LMG/West Africa senior technical advisor to participate in proposal development discussions as the project has many activities that are complementary to what is included in the proposal (best practices forum, implementation of the HIS strategy, etc.). The objective of this meeting was to ensure that there was no duplication in the design of the proposal to be submitted on November 19, 2015. WAHO management designated Dr. Jude Aidam, a Research Assistant from the RHIS Department, to take the lead in developing the document.

**Meeting on the creation of the *Centre Régional de Surveillance Epidémiologique et de Prévention de la Maladie (CRSEP)*:** On December 9, 2014, LMG/West Africa's senior technical advisor and MSH project officer participated in a meeting to discuss the creation of the CRSEP. WAHO personnel from the DLME and staff from the West Africa Regional Disease Surveillance Capacity Strengthening Project (WARDS) presented the framework for the center, and participants provided feedback. Participants included an external representative from CDC Ouagadougou, USAID, and regional institutions that could provide strategic support for this project. The objective of the CRSEP is to strengthen the regional disease surveillance and response system of ECOWAS member states by:

- Strengthening the regional health information data warehouse that will lead the monitoring and evaluation of the effects of the Ebola virus disease on a broad range of sectors and activities in the region, including health, governance, and social development determinants;
- Developing a tracking system and database for technical experts in the field of epidemiology and disease surveillance, regional laboratories, commodity warehouse and stocks, as well as short- and long-term trainings held across the region in the field of epidemiology and disease surveillance; and
- Fostering the adoption of policies to facilitate and accelerate the movement of experts/goods/samples across the region, according to the needs of specific countries.

LMG/West Africa contributed to the conference by advocating for the participation of the WAHO professional officer for HIS to promote collaboration among departments whose work is directly related to the concepts discussed, emphasizing the importance of incorporating best

practices in leadership, management, and governance into the model framework to strengthen the coordination role of the center, and suggesting that the framework include concepts related to health systems strengthening to reinforce and clarify the center’s regional presence and role. Next steps identified during the meeting included meeting with the WAHO professional officer for HIS and the WARDS project coordinator to coordinate WAHO’s drafting of a letter of interest for USAID (see Annex D).

**Table 2: Management priorities addressed during this reporting period**

Management priorities	Status	Comments
<b>LMG/West Africa project contingency plan developed and implemented</b>	In progress	In response to a request from USAID/West Africa’s RHO, the LMG/West Africa team proposed a contingency plan to reduce delays in project implementation. The proposal for two additional medium-term technical assistance missions was positively received by the project’s activity manager at USAID/WA RHO, and the technical assistance provider completed a first mission from December 3-20, 2014, providing management and technical support to the project’s senior technical advisor to advance key activities in the project’s workplan.
<b>Develop Implementation Protocol with WAHO</b>	Protocol signed and implementation is 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 was signed on November 11, 2014.
<b>PY2 Workplan</b>	Approved	Submitted to USAID/West Africa on October 4, 2014, and approved on November 4, 2014.

### III. CHALLENGES AND PLANNING FOR SUCCESS

The Ebola outbreak remains the primary challenge to implementation of the project’s activities. In response to the outbreak, WAHO has sent its technical personnel (doctors and nurses) to outbreak coordination sites. To date, nine health agents have been sent to Guinea, Liberia, and Sierra Leone, as well as to less affected countries. WAHO has recently agreed to withdraw the

staff sent to affected countries and replace them with a consultant in each of the three countries. The scopes of work for the three consultants have not yet been shared with the LMG/West Africa project. During the quarter, the senior technical advisor participated in meetings related to the Ebola outbreak to better understand WAHO's strategy and commitments during the current and subsequent project implementation periods.

The availability of WAHO staff and member state representatives has become an obstacle to carrying out planned LMG/West Africa activities, as many are engaged in the response and coordination efforts of WAHO. Developing WAHO member state governance profiles has been delayed, for example, due to the unavailability of State Focal Points to prioritize this activity. During this quarter, WAHO was closed from December 19, 2014, through January 5, 2015, for the holidays, per ECOWAS guidelines, further challenging activity implementation. Most significantly, unreliable staff availability has required the project to postpone one LDP+ workshop (activity 1.1.3b). In the Implementation Protocol, LMG/West Africa requested that WAHO staff targeted for the project's activities be available to work with the senior technical advisor to complete activities. For activities that require the participation of several WAHO staff, such as the LDP+ workshop, the senior technical advisor requested that WAHO staff confirm several available dates and then selected the dates that worked for the majority of participants.

Since November, the LMG/West Africa senior technical advisor has been more involved in WAHO's planning and implementation processes, after the DG gave instructions to include him in all meetings that are relevant to the project's objectives. Nevertheless, leadership meetings are still restricted, unless a topic on the meeting agenda is specifically related to the LMG/West Africa project. To address this challenge, LMG/West Africa continues to seek out information related to WAHO's planning and implementation processes from professional officers and requests to be included in related discussions and meetings.

#### **IV. PROJECT ACTIVITIES IN THE NEXT QUARTER**

The following workplan activities will take place in the next reporting period, from January 1 - March 31, 2015 (see Annex B for full workplan and implementation calendar):

<b><i>Objective 1: Improved leadership, management and governance practices</i></b>	
<b>Output 1.1</b>	Leadership Development Programs focused on applying leadership, management and governance practices and executing the leadership dimensions of challenges applied to targeted technical staff in WAHO and appropriate actions developed to address the needs of WAHO State Focal Points
<b>1.1.2.a</b>	<i>Perform an individual assessment for each of three new State Focal Points, through in-person and virtual meetings, to determine their needs and challenges</i>

<b>1.1.2c</b>	<i>Conduct tailored coaching sessions with each of the three selected State Focal Points and provide support toward their achievement of their identified desired results</i>
<b>1.1.3a</b>	<i>Identify State Focal Points with common challenges and commitment to improving their leadership, management and governance skills to participate in a LDP+ cohort (identified in the course of activity 1.1.2a)</i>
<b>1.1.3b</b>	<i>Conduct LDP+ workshop 1 with first cohort of State Focal Points focusing on "analyzing the context" to assess the work climate and identify key challenges</i>
<b>Output 1.2</b>	WAHO staff trained in governance and leadership practices and approaches in order to support member state countries
<b>1.2.1a</b>	<i>Facilitate a 2-day workshop and provide technical support to WAHO to incorporate the pending interim strategic plan for 2014-2015 into the Management Result-based format while starting the 2016-2020 planning.</i>
<b>1.2.2a</b>	<i>Provide technical and financial support to WAHO to hold the Best Practices Forum planning workshop: identify desired outputs and develop a proposal for validation at the 2015 Assembly of Health Ministers</i>
<b>1.2.2c</b>	<i>Organize quarterly brownbag sessions for WAHO staff on selected leadership topics, such as leadership, management and governance practices and internal challenges</i>
<b>1.2.5a</b>	<i>Conduct an organizational baseline assessment using the defined governance indicators and develop an action plan to achieve set targets</i>
<b>1.2.6a</b>	<i>Conduct a situational analysis and collect data from five WAHO-member countries where YSRH efforts are more highly developed, in order to identify effective approaches and recommendations for YSRH strategies across the region</i>
<b>1.2.6b</b>	<i>Organize and facilitate a workshop to validate analysis recommendations and conclusions</i>
<b>1.2.7a</b>	<i>Assist the head of the Regional Reproductive Health Program to coordinate the establishment of a system of coordinated and informed purchasing of reproductive health commodities</i>
<b>1.2.7b</b>	<i>Provide coaching support to the head of the Regional Reproductive Health Program to strengthen his ability to build the institutional capacity of the Program</i>
<b>Output 1.3</b>	Organizational staff capacity and structure reviewed and 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
<b>1.3.1</b>	<i>Conduct a comprehensive organizational human resources assessment to identify staff skill strengths and areas for increased improvement, including a review and evaluation of job descriptions and an update of the current organogram</i>
<b>1.3.2</b> <b>(1.3.2a to c)</b>	<i>Support the development and implementation of an organizational staff development plan through an HR senior consultant</i>

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

<b>Output 2.1</b>	Strengthen the M&E Unit that will assess, implement, and monitor the HIS regional policy
<b>2.1.1a</b>	Assist WAHO management to strengthen and staff a robust M&E unit at WAHO, integrating both M&E and HIS functions
<b>2.1.1b</b>	Develop and institutionalize the use of a Performance Monitoring Plan (PMP) to guide monitoring of WAHO performance at both the country level and at the regional level
<b>2.1.1c</b>	Support WAHO to develop an M&E plan for the upcoming strategic plan for 2016-2020
<b>2.1.1e</b>	Document and share successes and lessons learned through project reports, publications, and presentations at all levels
<b>Output 2.2</b>	WAHO HIS data warehouse operationalized and actively managed
<b>2.2.1a</b>	Provide coaching support to WAHO data warehouse staff, through an expert consultant, to conduct training sessions on data transmission for technical staff in the 3 ECOWAS countries identified by WAHO leadership as priorities (Côte d'Ivoire, Guinea, and Mali)
<b>2.2.1b</b>	Provide technical support to the WAHO team in routinely analyzing and publishing national and regional data
<b>2.2.2a</b>	Virtually assess the profile of member states in collaboration with the WAHO Database Manager

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

<b>Output 3.1</b>	Advocacy plan and communication strategy developed under WA-LEAD implemented and monitored
<b>3.1.1a</b>	Conduct an internal evaluation with key WAHO staff (selected Program Officers and Directors) on the current progress towards the targets set in the 2013-2015 Advocacy Strategy operational plan and action plan
<b>3.1.2a</b>	Conduct an internal evaluation with key WAHO stakeholders on the current progress towards the targets set in the Communications Strategy 2013-2017, Communications Action Plan for 2013, and 5-year Communications Work plan (2013-2017)
<b>3.1.2b</b>	Develop an extended detailed action plan for the Communications Strategy 2013-2017 with revised targets
<b>Output 3.2</b>	WAHO business development plan developed and implemented
<b>3.2.3</b>	Recruit a medium-term Private Sector Partnership Coordinator (PSPC) to assist WAHO in promoting cooperation among countries in the sub-region, coordinating activities and funding for response efforts

**Table 3: Management priorities for next reporting period**

<b>Management priorities for next reporting period</b>	<b>Resources Needed (financial, human, supplies)</b>	<b>Comments</b>
<b>Continue to implement the LMG/West Africa project contingency plan</b>	Staff time	The second technical assistance mission proposed in the LMG/West Africa project contingency plan will be completed during the next reporting period.
<b>Collect cost share documentation</b>	Staff time	The project team will collect documentation of cost share opportunities identified in the cost share plan.
<b>Complete all required reports, including the Quarterly Accruals Report and Quarterly Report</b>	Staff time	This is an ongoing requirement.

## V. FINANCIAL BRIEF

<b>Total Estimated Contract/Agreement Amount:</b> \$1,543,370
<b>Obligations to Date:</b> \$1,543,370
<b>Project Expenditures through September 2014:</b> \$372,163.81
<b>October - December 2014 Expenses:</b> \$121,330.40
<b>Estimated/Accrued Expenditures for December 2014:</b> \$7,860.55
<b>Total Expenditures for Reporting Period:</b> \$129,190.95
<b>Total Project Expenditures (as of December 31, 2014):</b> \$501,354.75
<b>Obligated Funds Remaining (as of December 31, 2014):</b> \$1,042,015.25
<b>Estimated Expenditures for Next Reporting Period (January - March 2015):</b> \$290,702.00

## VI. ANNEXES

### ANNEX A: QUARTERLY TRAVEL PLAN

Traveler(s)	Itinerary	Dates	Approval status	Purpose
<b>TBD LDP+ Consultant</b>	TBD / Bobo Dioulasso / TBD	TBD: 4 weeks in February	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.
<b>5 ECOWAS LDP+ Participants</b>	TBD / Bobo Dioulasso / TBD	TBD: 7 days in February	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.
<b>TBD HIS Consultant</b>	TBD / Bobo Dioulasso / TBD	TBD: 3 weeks in February	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.
<b>TBD HR Consultant</b>	TBD/Bobo Dioulasso/	2 weeks in January	Approved by USAID/Washington	Conduct an audit of WAHO personnel

	TBD			capacity and assist WAHO to review and revise the organogram; Deliver an HR development plan.
<b>TBD Governance Expert</b>	Boston/Bobo Dioulasso/ Boston	8 days in March	Approval request to be submitted at the beginning of February 2015	Co-facilitate governance workshop with WAHO staff
<b>TBD Private Sector Coordination consultant</b>	TBD/Bobo Dioulasso/ TBD	March		Conduct a mapping of private sector companies and their assets/interests; Develop a resource mobilization plan for the private sector
<b>Kristin Cooney, MSH Reproductive Health Expert</b>	Boston/Bobo Dioulasso/ Boston	January 25-30, 2015	Approved by USAID/Washington	Prepare and lead technical sessions as well as provide MSH perspectives and experience on YRH best practices observed or implemented in West and Central Africa at the IBP planning workshop.
<b>3 ECOWAS Implementing Best Practices consortium partners</b>	TBD/ Bobo Dioulasso	January 26-30, 2015	Travel for five partners was approved by USAID/Washington in December 2014. Only three of the anticipated partners will be participate in the planning workshop for the forum.	Participate in the planning WAHO Reproductive Health Best Practices Forum planning meeting. The meeting will focus on planning the RH Health Best Practices Forum, scheduled for March 2015, compiling key documents of dissemination, and identifying, documenting, and writing abstracts for the forum.
<b>Abdoulaye Diagne and Jeanne Hamon</b>	Bobo Dioulasso/ Accra/Bobo Dioulasso	February 18-20 2015		Participate to USAID/RHO /WA meeting and present progress on the

				implementation of LMG/West Africa Project.
<b>Abdoulaye Diagne and Emmanuel Le Perru or Kristin Cooney</b>	Bobo Dioulasso/ Niamey/Bobo Dioulasso	March 10 to 14 2015		Participate in the Partners' meeting held before the Annual Health Ministers' Meeting (AHM) and attend the AHM.

***ANNEX B: WORKPLAN ACTIVITIES AND IMPLEMENTATION TABLE***

LMG/West Africa Workplan - PY2 October 2014 - September 2015			Program Manager: Emmanuel Le Perru Senior Technical Advisor: Abdoulaye Diagne														
Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
<b>Objective 1: Continued improvement in leadership, management and governance practices</b>																	
<b>Output 1.1: Leadership Development Programs focused on applying leadership, management and governance practices and executing the leadership dimensions of challenges applied to targeted technical staff in WAHO and appropriate actions developed to address the needs of WAHO State Focal Points</b>		# of participants completing all four workshops/individual coaching sessions of the Leadership Development Program (LDP) delivered by the LMG/WA project; % of teams participating in the LDP+ that have achieved their desired measurable result within six months of completing the training; % of teams participating in the LDP+ that have reported an improved work climate six months following the training															
1.1.1	Complete the implementation of the Leadership Development Program Plus (LDP+) for WAHO staff, 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											
1.1.1a	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		X												LDP Workshop #3 with the first cohort of two WAHO improvement teams completed December 17-18.		
1.1.1b	Conduct LDP+ Workshop 4 with the first cohort of WAHO staff with a focus on "preparation and presentation of results"				X										LDP Workshop #4 did not take place this quarter as planned, due to scheduling conflicts with LDP participants. The workshop is expected to take place in May 2015.		
1.1.1	Conduct coaching sessions with each LDP+ team between each workshop to reinforce learning and provide support toward the achievement of each team's identified desired result			X		X									The project held two coaching sessions in November and December with the WAHO Work Environment team. The WAHO Ebola Response team was unable to participate in these coaching sessions due to scheduling conflicts and their own commitments to the Ebola response.	The project will move forward with engaging with the Ebola team to (i) engage the WAHO POs who were involved in past LDPs to enlarge the group, (ii) identify ways to bring this group together for coaching, (iii) approach the DHR Director, who has already gone through an LDP, to provide more time for the groups to work, and (iv) advocate for the inclusion of the LDP+ Ebola team in the larger WAHO internal committee on the Ebola response.	The two teams will present their results during the final workshop in May 2015. The LMG/West Africa senior technical advisor will continue to conduct coaching sessions during the following quarter to assist teams in achieving their results.

Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
1.1.2	Assist WAHO State Focal Points to identify and fulfill L+M+G needs		X	X	X	X	X	X	X	X	X	X	X				
1.1.2a	Perform an individual assessment for each of three new State Focal Points, through in-person and virtual meetings, to determine their needs and challenges		X	X	X										The LMG/West Africa senior technical advisor, with the collaboration of the Benin State Focal Point, developed and tested a harmonized guide to share with the new State Focal Points to assess their needs and challenges.	This activity has been delayed due to the unavailability of State Focal Points, the political crisis in Burkina Faso, and lack of response. Despite multiple attempts to obtain this information (telephone, email, mailed manuscripts), the project still has not obtained responses from all State Focal Points.	With the new State Focal Points starting next quarter, it is an opportune time to engage them in leadership, management, and governance and determine their needs and challenges.
1.1.2b	Assess three new State Focal Points in their work environment to observe and address their specific needs and challenges					X										LMG/WA developed a questionnaire to assess State Focal Points needs. The questionnaire was distributed to the five new State Focal Points; however, only one response was received.	To promote a greater response rate, LMG/WA will assess needs by requesting State Focal Points to submit an application for the LDP program, in which they must describe the needs and challenges that they are currently facing in their roles.
1.1.2c	Conduct tailored coaching sessions with each of the three selected State Focal Points and provide support toward their achievement of their identified desired results						X		X		X		X				Coaching sessions will begin next quarter.
1.1.3	Carry out an LDP+ for five selected State Focal Points in order to improve their leadership, management, and governance skills for the effective management of their respective programs through a group-based performance improvement process		X	X	X	X	X	X	X	X	X	X	X				
1.1.3a	Identify State Focal Points with common challenges and commitment to improving their leadership, management and governance skills to participate in a LDP+ cohort (identified in the course of activity 1.1.2a)		X												The primary challenge identified by the Benin and Mali State Focal Points was "how to reconcile one's own work with that of WAHO's." The project is currently looking for alternative ways (direct call for application, needs assessments) to identify and involve motivated participants in the LDP+.		With the nomination of the new State Focal Points, the identification of final LDP+ individuals will most likely be made in February 2015.
1.1.3b	Conduct LDP+ workshop 1 with first cohort of State Focal Points focusing on "analyzing the context" to assess the work climate and identify key challenges				X											This process can only begin after the identification of the eligible Focal Points. This did not take place in the past quarter due to the lack of response and availability of State Focal Points.	The LDP Workshop #1 with State Focal Points will most likely take place in March 2015 so as to ensure completion of the cycle by September 2015.
1.1.3c	Conduct LDP+ workshop 2 with cohort of State Focal Points to "focus and plan," identifying a shared desired measurable result						X										This activity will be carried out next quarter.
1.1.3d	Conduct LDP+ workshop 3 with cohort of State Focal Points with a focus on "aligning, mobilizing and inspiring" towards achieving the participants' desired measurable result								X								This activity will be carried out in Q3.
1.1.3e	Conduct LDP+ workshop 4 with the cohort of State Focal Points with a focus on "preparation and presentation of results"												X				This activity will be carried out in Q4.
1.1.3f	Conduct coaching sessions with the SFP 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 the LMG/WA STA				X	X		X		X	X						Coaching sessions will begin after the first LDP+ workshop



Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
1.2.4	Train eight WAHO Senior Directors in key governance practices and in the implementation of governance tools, in coordination with LMG core-funded tools and technical experts				X	X	X	X	X	X	X	X					
1.2.4a	Adapt LMG Project governance tools for the WAHO context				X										The project has begun to hold planning calls with MSH's Governance expert, and to compile and share governance tools.		
1.2.4b	Develop 3-day Governance Academy curriculum based on LMG Project governance tools and manuals					X										This work will begin the next quarter.	
1.2.4c	Conduct a 3-day Governance Academy for eight WAHO Senior Directors							X								The Governance Academy will be held in either Q2 or Q3. LMG/West Africa held a meeting in December 2014 to discuss the objectives and proposed methodology of the Academy with the facilitator and will meet with the DG in early January to discuss dates for the workshop.	
1.2.5	Provide technical assistance and training to senior WAHO directors to lead the implementation of key governance practices across WAHO				X	X	X	X	X	X	X	X					
1.2.5a	Conduct an organizational baseline assessment using the defined governance indicators and develop an action plan to achieve set targets				X											This activity will begin next quarter.	
1.2.5b	Support one senior Director (DG or DDG) to attend an MSH home office governance training focused on equipping him to lead and motivate the implementation of key governance practices								X							This activity will be carried out in Q2.	
1.2.5c	Provide technical support to the trainee to apply governance practices and accountability measures to monitor and support senior WAHO managers to carry out transparent decision-making processes								X	X	X	X	X			This activity will be carried out in Q3-Q4.	
1.2.5d	Define accountability measures and indicators to monitor the implementation of governance practices, in collaboration with WAHO senior staff and senior management							X								This activity will be carried out next quarter.	
1.2.6	Provide technical and financial support to WAHO to develop a youth sexual and reproductive health (YSRH) strategy document as a guideline for WAHO member states' national strategies				X	X	X	X	X								
1.2.6a	Conduct a situational analysis and collect data from five WAHO-member countries where YSRH efforts are more highly developed, in order to identify effective approaches and recommendations for YSRH strategies across the region				X	X									LMG/West Africa continued discussions with WAHO's professional officer for child and adolescent health to advocate for the additional allocation of WAHO funds to support the activity.	This activity will be carried out next quarter. LMG/West Africa will provide assistance to the WAHO professional officer to develop the terms of reference for the activity.	
1.2.6b	Organize and facilitate a workshop to validate analysis recommendations and conclusions							X								This activity will be carried out next quarter following the situational analysis.	
1.2.6b	Develop and edit YSRH guidelines for developing a comprehensive YSRH strategy in WAHO member states							X	X							This activity will be carried out in Q3.	

Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
1.2.7	Provide technical support to WAHO, based on essential drugs policy strategy, in reviewing the reproductive health commodity security (RHCS) strategies for regional implementation in coordination with KfW commodity security support and other agencies					X	X	X	X								
1.2.7a	Assist the head of the Regional Reproductive Health Programme to coordinate the establishment of a system of coordinated and informed purchasing of reproductive health commodities					X											This activity will be carried out next quarter.
1.2.7b	Provide coaching support to the head of the Regional Reproductive Health Programme to strengthen his ability to build the institutional capacity of the Programme					X	X										This activity will be carried out next quarter.
1.2.7c	Coordinate with the head of the Regional Reproductive Health Programme create an advocacy plan for the implementation of a regulatory framework and harmonized reproductive health policies						X	X									This activity will be carried out next quarter and Q3.
Output 1.3: Organizational staff capacity and structure reviewed and 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		WAHO organogram revised and validated; Staff development plan and implementation targets finalized and validated; % staff development plan implementation targets achieved															
1.3.1	Conduct a comprehensive organizational human resources assessment to identify staff skill strengths and areas for increased improvement, including a review and evaluation of job descriptions and an update of the current organogram			X													
1.3.2	Support the development and implementation of an organizational staff development plan				X	X		X	X								
1.3.2a	Provide coaching assistance to WAHO Human Resources (HR) to identify priority staff development opportunities based on HR assessment results				X										The project is recruiting a consultant to begin the staff audit and to develop the WAHO staff development plan in the next quarter as planned, most likely in March.		This consultant will be hired and will begin working in the next quarter.
1.3.2b	Provide technical support to WAHO leadership and HR staff to develop an organizational staff development plan with implementation goals				X												This activity will begin next quarter with the HR consultant.
1.3.2c	Provide technical support to WAHO to develop a functional organogram with comprehensive job descriptions					X											This activity will begin next quarter with the HR consultant.
1.3.2d	Provide technical support to WAHO leadership to implement professional capacity building activities and monitor staff involvement and improvement through development plans							X	X								This activity will begin next quarter with the HR consultant.

Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
<b>Objective 2: Strengthened organizational monitoring and evaluation (M&amp;E) capacity and regional HIS management and implementation oversight</b>																	
<b>Output 2.1: Strengthen the M&amp;E Unit that will assess, implement, and monitor the HIS regional policy</b>		# Standard Operating Procedures for data collection, data quality assessment and reporting (from national level to WAHO) developed; # of harmonized data															
2.1.1	Provide technical support through a consultant to the M&E unit to develop a plan and a detailed timeline for developing/implementing tools to accompany the previously distributed HIS policy			X	X	X	X	X	X								
2.1.1a	Assist WAHO management to strengthen and staff a robust M&E unit at WAHO, integrating both M&E and HIS functions			X											This activity cannot begin until the HIS consultant is in place. The project team has reviewed CVs for this candidate and created a shortlist in December.	The unavailability of the two professional officers responsible for M&E and HIS has delayed progress on this activity.	This activity will be carried out in the next quarter after the HIS consultant is hired. Interviews with shortlisted candidates will be held in January 2015.
2.1.1b	Develop and institutionalize the use of a Performance Monitoring Plan (PMP) to guide monitoring of WAHO performance at both the country level and at the regional level				X												This activity will begin next quarter.
2.1.1c	Support WAHO to develop an M&E plan for the upcoming strategic plan for 2016-2020					X	X										This activity will begin next quarter.
2.1.1d	Provide technical support to WAHO M&E and HIS support staff, particularly for the launch and management of the data warehouse at WAHO and in the ECOWAS countries							X									This activity will be carried out in Q3.
2.1.1e	Document and share successes and lessons learned through project reports, publications, and presentations at all levels					X	X	X	X								This activity will be carried out in Q2 and Q3.
<b>Output 2.2: WAHO HIS data warehouse operationalized and actively managed</b>		# of ECOWAS country technical staff trained by WAHO trainers on data warehouse maintenance and data transmission; % of ECOWAS countries transmitting updated HIS data in the past three months; # epidemic profiles developed and validated before drafting the Strategic Plan															
2.2.1	Train WAHO staff and ECOWAS member state HIS technical leads from 3 priority countries selected by the HIS PO (Côte d'Ivoire, Guinea, and Mali) on the management and use of the data warehouse, in collaboration with the WAHO Database Manager			X	X	X	X			X							
2.2.1a	Provide coaching support to WAHO data warehouse staff, through an expert consultant, to conduct training sessions on data transmission for technical staff in the 3 ECOWAS countries identified by WAHO leadership as priorities (Côte d'Ivoire, Guinea, and Mali)			X	X	X									The project identified three top candidates, who will be interviewed by the WAHO HIS PO after he returns from vacation.		LMG/West Africa will interview the top three candidates early in the next quarter to recommend to WAHO, and hiring will be fast-tracked in order for the chosen consultant to quickly begin working.
2.2.1b	Provide technical support to the WAHO team in routinely analyzing and publishing national and regional data						X			X							This activity will be carried out in Q2 and Q3.

Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
2.2.2	Map the epidemiologic profiles of members states as a baseline for the 2016-2020 Strategic Plan					X											
2.2.2a	Virtually assess the profile of member states in collaboration with the WAHO Database Manager				X												This activity will begin next quarter.
<b>Objective 3: Strengthened capacity in internal and external communication and advocacy</b>																	
<b>Output 3.1: Advocacy plan and communication strategy developed under WA-LEAD implemented and monitored</b>		% Advocacy Strategy implementation targets in strategic plan achieved; % Communications Strategy implementation targets in strategic plan achieved; # of revised Communications Strategy targets achieved															
3.1.1	Facilitate monthly internal reviews with WAHO Communications and Advocacy Officers of progress towards the Advocacy Strategy action plan targets from the interim strategic plan			X	X	X	X	X	X	X	X	X	X	X			
3.1.1a	Conduct an internal evaluation with key WAHO staff (selected Program Officers and Directors) on the current progress towards the targets set in the 2013-2015 Advocacy Strategy operational plan and action plan		X														Since the Advocacy and Communication plans were not developed, as was planned following the 2014 WAHO retreat, it was difficult to do the internal evaluation.
3.1.1b	Develop an extended detailed action plan with revised targets for the 2013-2015 Advocacy Strategy		X														The project scheduled a meeting with the WAHO Professional Officer for Advocacy at the beginning of February to review and revise the targets in the plan.
3.1.1c	Facilitate Communications/Resource Mobilization workshops for WAHO Communications and Advocacy Officers to review action plans and provide coaching on their implementation		X						X								The project met with WAHO's Communications professional officer to review the process for approaching the DG for additional funding.

Activity No.	Objectives, Outputs, & Activities	Indicators	12 months												A: REPORTING PERIOD UPDATES: Please provide a detailed description of activities completed/initiated under each project objective/component <i>(Please reference Section 2 of Reporting Guidelines for more detailed instructions)</i>	B: CHALLENGES TO IMPLEMENTATION: Note activities that were planned for the quarter but could not be implemented and reasons for the delay <i>(Please reference Section 3 of Reporting Guidelines for more detailed instructions)</i>	C: PLANNING FOR NEXT QUARTER: Please review timelines for each planned activity and note any changes in dates <i>(Please reference Section 4 of Reporting Guidelines for more detailed instructions)</i>
			2014			2015											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept			
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	X	X	X	X	X	X	X				
3.1.2a	Conduct an internal evaluation with key WAHO stakeholders on the current progress towards the targets set in the Communications Strategy 2013-2017, Communications Action Plan for 2013, and 5-year Communications Work plan (2013-2017)			X										The WAHO website was updated this quarter, and priority events and WAHO's calendar is now kept up-to-date, as planned in the strategy.	The biggest challenge to the implementation of this activity was a lack of resources allocated by WAHO to support these evaluations.	Activities will begin following the presentation of both the Advocacy and Communications Strategic Plans during the January retreat	
3.1.2b	Develop an extended detailed action plan for the Communications Strategy 2013-2017 with revised targets			X										The project updated the action plan, however it was discovered that much of the challenges were due to the lack of funds and focus of the WAHO professional officer for communications to implement many of the activities. Funding availability will be communicated next quarter.		The project scheduled a meeting with the WAHO professional officer for communication at the beginning of February to review and revise the targets in the plan.	
<b>Output 3.2: WAHO business development plan developed and implemented</b>		# WAHO staff trained in Business Planning for Health (BPH); % Business development plan targets achieved in the past three months															
3.2.1	Conduct a Business Planning for Health (BPH) workshop for selected staff at WAHO to produce a business development strategy and detailed development plan							X								This activity will be carried out in Q3.	
3.2.2	Provide ongoing coaching, through concept notes and other proposals, for BPH team following completion of the workshop to monitor the implementation of the business development plans with virtual support from facilitators and onsite support from local project staff								X		X		X			This activity will be carried out in Q3 and Q4.	
3.2.3	Recruit and monitor a medium-term Private Sector Partnerships consultant to expand the reach of WAHO priorities and mobilize additional resources to respond to the region's most pressing health priorities				X	X	X	X	X	X	X			The project finalized the consultant's scope of work with USAID and WAHO, and has begun recruiting for the position.		The project will identify and hire a consultant, who will begin working in the next quarter.	

***ANNEX C: PERFORMANCE MONITORING PLAN***



**Performance Monitoring Plan (PMP) for the Leadership, Management and Governance (LMG)**  
**West Africa Field Support Project**  
**October 2013 - September 2015**  
**Final USAID/West Africa Approved - March 25, 2014**

This Performance Monitoring Plan (PMP) is 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 PY2. 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	Q4 target	Achieved to date	End of Project Target	Means of Verification		Comments	
								Data source	Frequency		
<b>Objective 1: Improved leadership, management and governance practices</b>											
<b>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</b>											
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	0	10	0	30	LMG/WA training records	Quarterly	LDP launched in PY1 and completed in PY2. The final LDP workshop for WAHO staff will be conducted in May 2015.
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	0	75%	LMG/WA training records and reports	Once, six months following final LDP workshop	The LDP will be completed in PY2. LMG/West Africa will conduct the follow-up evaluation in October 2015.
3	% of teams participating in the LDP that have reported an improved work climate six months following the training	0	0	0	0	0	0	75%	LMG/WA reports	Once, six months following final LDP workshop	LDP to be completed in PY2; 4-month follow up will be completed in PY2.

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	0	8	LMG/WA training records	Quarterly	Activity planned to begin in PY2 Q2
5	# accountability measures and indicators defined to monitor the implementation of governance practices among WAHO leadership	0	0	0	0	0	0	tbd	LMG/WA reports, WAHO PMP	Once	Activity planned to begin in PY2 Q2. Attendees will define accountability measures and indicators during a 2-day workshop.
6	% accountability measures and indicators with measured improvement	0	0	0	0	0	0	20%	LMG/WA reports	Quarterly	Activity planned to begin in PY2 Q3
7	Interim strategic plan developed for 2014-2015	0	0	0	1	0	1	1	WAHO records	Once	Completed
8	Strategic plan developed for 2016-2020	0	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	0	1	LMG/WA reports, WAHO records	Once	Activity planned to begin in PY2 Q2
Output 1.3: Organizational staff capacity and structure reviewed											
10	WAHO organogram revised and validated	0	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	Activity planned to begin in PY2 Q2 following the recruitment of the HR consultant.
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	0	1	WAHO records, LMG/WA reports	Once	Activity planned to begin in PY2 Q2 following the recruitment of the HR consultant.
12	% staff development plan implementation targets achieved	0	0	0	0	0	0	75%	WAHO PMP, LMG/WA reports	Quarterly	Activity planned to begin in PY2 Q2 following the recruitment of the HR consultant.

**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 developed and implemented**

14	Implementation plan for HIS policy tools developed and validated by regional partners	0	0	0	0	0	0	1	WAHO records, LMG/WA reports	Once	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant
15	% implementation plan targets for HIS policy tools achieved	0	0	0	0	0	0	100%	WAHO records, LMG/WA reports	Quarterly	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant
16	# Standard Operating Procedures for data collection, data quality assessment and reporting (from national level to WAHO) developed	0	0	0	0	0	0	1	WAHO PMP, LMG/WA reports	Once	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant
17	# of harmonized data collection tools adapted/developed and adopted by targeted ECOWAS states	0	0	0	0	0	0	2	WAHO PMP, LMG/WA reports	Quarterly	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant
18	# of Data Quality Assessments completed by WAHO in targeted ECOWAS states	0	0	0	2	0	2	5	WAHO PMP, LMG/WA reports	Quarterly	Activity will continue in PY2

**Output 2.2: 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	0	3	LMG/WA training records	Quarterly	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant
18	% of targeted ECOWAS countries transmitting updated HIS data in the past three months	0	0	0	0	0	0	75%	HIS database	Quarterly	Activity will begin in PY2 Q2 following the recruitment of the HIS consultant. Targets will be set once warehouse is operational and staff are trained on its use and maintenance

**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	0	75%	WAHO records, LMG/WA reports	Quarterly	The Advocacy Strategy implementation plan will be finalized in early PY2 with specific implementation targets and tools identified for development and dissemination; monitoring for this plan will continue through PY2
20	% Communications Strategy implementation targets in strategic plan achieved	0	0	0	0	0	0	75%	WAHO records, LMG/WA reports	Quarterly	Communications Strategy implementation plan will be finalized in early PY2 with implementation targets established for PY2 monitoring

**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	0	5	LMG/WA training records	Quarterly	Activity will begin in PY2 Q2
22	% Business development plan targets achieved	0	0	0	0	0	0	tbd	WAHO records, LMG/WA reports	Quarterly	Activity will begin in PY2 Q2
23	Number of formalized private sector partnerships facilitated by the Private Sector Partnership Consultant	0	0	0	TBD	TBD	TBD	TBD	Formalized MoUs/ agreements /grants between WAHO and Private Sector Partners	Quarterly	Number to be determined with WAHO Executive Director in Q3 during the onboarding of the private sector resource mobilization consultant

***ANNEX D: LETTER OF INTEREST TO USAID***



# WEST AFRICAN HEALTH ORGANISATION ORGANISATION OUEST AFRICAINE DE LA SANTE ORGANIZAÇÃO OESTE AFRICANA DA SAÚDE

Ref. : PART /16/USAID/D/2015/42/ssc

14<sup>th</sup> January, 2015

**Rachel Cintron**  
**Regional Health Office Director**  
**USAID/WEST AFRICA**  
**N0. 24 Fourth Circular Rd. Cantonnements**  
**PO Box 1630, Accra, Ghana**  
**Email : [rcintron@usaid.gov](mailto:rcintron@usaid.gov)**

Dear Mrs Cintron

## **Subject: Request of Partnership with USAID Regional Health Office on the Deployment of the Regional Strategic Response Plan**

Since March 2014, several Economic Community of West African States (ECOWAS) members countries are facing the most devastating epidemic of Ebola Virus Disease (EVD) ever known that is stressing the whole region. In spite of the collective efforts and support from the international community, the crisis up to date is yet to be contained.

As the prominent health institution of the ECOWAS with a unique political mandate to influence health policy at the highest level in the sub-region, the West African Health Organization (WAHO) is committed to leading with partners the regional response to the current health needs, and undertaking measures to strengthen health systems to better prepare for epidemics. This includes taking prompt actions in the prevention, treatment, monitoring, and recovery of the current Ebola virus disease (EVD) outbreak.

Effective collaboration with partners and donors, including the United States Agency for International Development (USAID) has strengthened WAHO's institutional capacity in leading specific strategic priorities in the region including developing and harmonizing the health policy environment, and collecting, analyzing, and disseminating health information for program decision-making in the sub-region.

More recently, WAHO has partnered with the World Bank on the West Africa Regional Disease Surveillance project (WARDS) with a very innovative approach that aims at strengthening the regional disease surveillance and response system of ECOWAS member States through implementing partners such as WHO, CDC, University of Oslo, Fondation Merieux, CCISD and University of Ghana.

Building on lessons from the WARDS project applied on the design of the upcoming West Africa regional center for disease surveillance and prevention (CRSEP), our regional collaborating center for the AU - CDC, WAHO has developed a three prongs regional strategic response plan including:

1. Strengthening the regional health information data warehouse that will lead the monitoring and evaluation of the effects of the EVD on a broad range of sectors and activities in the region including health, governance and social development determinants;

2. Developing a tracking system and database for technical experts in the field of epidemiology and disease surveillance, regional laboratories, commodity warehouse and stocks as well as short and long term trainings held across the region in the field of epidemiology and disease surveillance; and
3. Fostering the adoption of policies to facilitate and accelerate the movement of experts/goods/samples across the region, according to the need of specific countries.

WAHO is interested in partnering with USAID regional health office on the deployment of the above mentioned regional strategic response plan. Therefore, WAHO would like to initiate discussions with the USAID regional office on the matter and envisage collaboration in the implementation of the said regional strategic response plan.

While thanking you for your continued cooperation,

Sincerely yours.

  
**Dr Xavier CRESPIN**  
**Director General**



**ORGANISATION OUEST AFRICAINE DE LA SANTE**  
**ORGANISATION OESTE AFRICANA DA SAUDE**  
**WEST AFRICAN HEALTH ORGANISATION**  
**BOBO DIULASSO - BURKINA FASO**