

## **LMG/West Africa Trip Report : Jeanne Hamon January 2 – March 6, 2015**

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<b>1. Scope of Work:</b>	
Destination and Client(s)/ Partner(s)	Leadership, Management and Governance Project, West Africa (LMG/West Africa) West African Health Organization (WAHO), Bobo-Dioulasso, Burkina Faso
Traveler(s) Name, Role	Jeanne Hamon, Project Officer, Center for Leadership and Management
Date of travel on Trip	January 2 – March 6, 2015
Purpose of trip	Provide management and technical support to LMG/West Africa’s Senior Technical Advisor (STA) to advance key activities in the project’s workplan.
Objectives/Activities/ Deliverables	<p>This trip was the second of two planned trips during the period December 4, 2014, - March 15, 2015. The objectives of my scope of work for the entire period are as follows:</p> <ol style="list-style-type: none"> <li>1) Co-facilitate, with the STA based at WAHO, technical coaching sessions with the two WAHO teams participating in the LDP+ and ensure that teams are progressing towards their performance targets by the 3rd and 4th LDP+ workshops.</li> <li>2) Participate in individual phone calls with the WAHO state focal points and assist the STA in establishing needs’ profiles for each of them which will inform the LDP+ participants’ selection process.</li> <li>3) Prepare, with the STA and the LMG Governance Principal Technical Advisor (PTA), based in Arlington, the governance profile for WAHO and selected member states, develop governance tools for the WAHO context, and help prepare the 3-day Governance Academy curriculum for WAHO senior management.</li> <li>4) Assist the STA and PTA for LMG/West Africa, based in Arlington, in organizing a preparatory workshop to coordinate partners’ technical inputs to structure and frame WAHO’s Good Practices Forum in Health; provide technical and administrative support to the forum.</li> <li>5) Assist in the recruitment and management of a human resources and organizational development consultant.</li> <li>6) Assist in the recruitment and management of a Health Information System (HIS) consultant in charge of supporting the implementation of the regional HIS policy and strategy.</li> <li>7) Assist the WAHO Professional Officers (POs) for Communication and Advocacy to implement the advocacy plan and communication strategy and support the review of the annual action plan.</li> <li>8) Assist in the recruitment and management of a consultant to identify and secure private sector funding (resource mobilization) to respond to the region’s most pressing health priorities.<sup>1</sup></li> </ol>
Background/Context, if appropriate.	The two-year goal of the Leadership, Management and Governance Project (LMG) in West Africa is to strengthen WAHO’s organizational capacity as a

<sup>1</sup> In my initial scope of work I was asked to support the recruitment of two additional consultants to (1) support WAHO in its coordination role in the context of the Ebola virus outbreak, and (2) develop/maintain a regional Ebola information database (and other emerging diseases). However, USAID clarified that LMG/West Africa should not move forward with the recruitment of these consultants during a call on December 3, 2014.



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	<p>regional leader and health systems strengthening resource for member countries. We are achieving 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.</p> <p>LMG/West Africa has three main objectives towards this overall goal:</p> <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 HIS management and implementation oversight</li> <li>• <b>Objective 3:</b> Strengthened capacity in internal and external communication and advocacy</li> </ul> <p>LMG/West Africa is building 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. As part of the project's support to WAHO, there is a need to strengthen partnerships and build coordination, holding consultations at the highest levels of health governance through regional meetings such as the WAHO Health Partners' Forum and Assembly of Health Ministers. These events facilitate information sharing and decision making for regional programs and actions that improve the health of the population of the region.</p>
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**2. Major Trip Accomplishments:** Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

1) Co-facilitate, with the STA, technical coaching sessions with the two WAHO teams participating in the LDP+ and ensure that teams are progressing towards their performance targets by the 3<sup>rd</sup> and 4<sup>th</sup> LDP+ workshops.

The third LDP+ workshop was held December 17-18, 2014. Following this workshop, I co-facilitated with Dr. Diagne several technical coaching sessions with the LDP+ teams (work climate team and Ebola cross-border team):

Technical coaching sessions:

- January 9 (work climate team): Discussed the necessary steps for finalizing the work climate questionnaire in preparation for presentation at the annual WAHO retreat. Reviewed example questionnaires to identify appropriate styles and questions for the WAHO context.
- January 12 (work climate team): Reviewed feedback from team members on 1<sup>st</sup> draft of questionnaire and revised the questionnaire accordingly.
- January 14 (work climate team): Reviewed final list of questions with the head of human resources and developed definitions for key terminology used in questionnaire. Dr. Diagne shared the draft assessment with WAHO senior leadership on January 16 and requested feedback before the WAHO staff retreat.
- January 16 (Ebola cross-border): Reviewed action plan with the team leader and provided feedback, encouraging the team leader to work within existing WAHO structures to develop the cross-border plan



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instead of creating a separate committee to move this work forward. Several of the proposed activities in the action plan require funding so we discussed his plans for securing funding. As there is not currently any funding available from WAHO for these types of activities, we encouraged him to brainstorm additional strategies to achieve the result that do not require funding. The team leader shared the revised action plan with the two additional team members and requested feedback; no feedback was received. We brainstormed with the team leader ways to continue to encourage team members to be more engaged in the process.

- January 20 (work climate team): Dr. Diagne and Mr. Alexandre Gbaguidi, the team leader for the work climate LDP+ group, presented the work climate assessment during the WAHO annual staff retreat. This was a very important step for engaging staff in the process, and the DGA thanked LMG for the support provided to WAHO in this area. Some staff provided feedback that the questionnaire should be revised to rephrase or remove questions that targeted specific groups within WAHO (WAHO management, supervisors, etc.).
- February 19 (work climate team): Revised the questionnaire based on feedback from the retreat. The team leader sent the questionnaire to the two LDP coaches and rest of the team for feedback. The final version of the questionnaire was submitted for translation in the two additional official WAHO languages on March 10 (English and Portuguese).

Going forward, Dr. Diagne should continue to provide this level of support during coaching sessions to help teams achieve their results prior to the final LDP+ workshop. Next steps for the work climate team include administering the questionnaire, collecting and analyzing responses, presenting findings to WAHO staff, and developing recommendations to strengthen weaknesses identified in the questionnaire for adoption by WAHO management by June 2015.

Dr. Diagne and I continued to face challenges moving forward activities with the Ebola cross-border team. The team leader of the Ebola cross-border team was only available to meet once during the January-March period, and other team members are no longer actively engaged in the program. To help the team leader better integrate and collaborate with others working in Ebola response within WAHO, we asked the DGA to include him in WAHO's Ebola internal committee. The engagement level of the team leader still remains low, and Dr. Diagne plans to meet with the team leader to discuss the feasibility of achieving the result before the final results workshop, which is currently planned for June 2015.

We also discussed strategies for encouraging WAHO to continue to implement the LDP+ process when addressing other challenges within the workplace. Dr. Diagne will create brief guidelines for how to use the challenge model and apply leadership, management, and governance procedures when working to overcome challenges and achieve results.

- 2) Participate in individual phone calls with the WAHO state focal points and assist the STA in establishing needs' profiles for each of them which will inform the LDP+ participants' selection process.

To select participants for the LDP+ program, LMG/West Africa launched an application process for the program. We wrote the program announcement and application in English and French and worked with WAHO staff to post them on WAHO's website (posted on January 27). Dr. Diagne also emailed the announcement and application directly to state focal points on January 30. This strategy formalized the process of selecting candidates and proved to be more effective in selecting participants for the program than discussing the program with focal points through telephone calls. Focal points from four countries (Benin, Côte d'Ivoire, Guinea, and Liberia) submitted applications. After discussions with the DGA, we decided to also invite the new focal points



from Burkina Faso, Mali, Niger, Nigeria, and Togo, to participate in the program. In total, nine WAHO focal points were selected for participation in the LDP+. Common challenges identified by focal points include balancing their responsibilities as a focal point with other responsibilities in their day-to-day work, difficulties communicating with WAHO staff, the lack of logistical support to complete activities, and the lack of WAHO's visibility in member countries. The proposed dates and location for the 1<sup>st</sup> workshop are April 1-3, 2015, in Bobo-Dioulasso, Burkina Faso. The workshop will be co-facilitated by Dr. Diagne and a second regional LDP facilitator.

- 3) Prepare, with the STA and the LMG Governance PTA, based in Arlington, the governance profile for WAHO and selected member states, develop governance tools for the WAHO context, and help prepare the 3-day Governance Academy curriculum for WAHO senior management.

#### Governance profiles for WAHO and selected member states

In December 2014, Dr. Diagne requested assistance from MSH staff working in member states to complete the profiles with ministry of health officials. The MSH team in Nigeria worked with the Nigerian Ministry of Health's Department of Planning Research and Statistics to complete the governance profile for Nigeria at the beginning of January 2015. To date, governance profiles are available for five of the 15 member states (Burkina Faso, Benin, Liberia, Mali, and Nigeria). We shared these profiles with Mahesh Shukla, the LMG Governance PTA based in Arlington, who used this information to prepare for the WAHO governance academy. We followed-up with focal points in March 2015, asking again for their assistance in completing these profiles. The need to continue to develop these profiles for the remaining countries will be assessed during the governance academy.

#### 3-day governance academy

During my trip, Dr. Diagne and I took several steps to prepare for the governance academy. Engaging WAHO staff to commit to the academy was a key priority. We met with the WAHO DG on January 21 during the WAHO annual retreat to discuss the rationale and proposed methodology for the quarter. Following this meeting and with the support of the DG, Dr. Diagne and I worked with the DGA and other WAHO directors to confirm the dates for the academy.

We also met several times with Dr. Shukla, the academy facilitator, to help develop the content of the academy. I provided resources related to the WAHO governance context; and reviewed and provided feedback on the pre-academy questionnaire (included as an annex).

The academy agenda is included as an annex to this report. The team was previously considering the option of conducting the governance academy with two groups: (1) WAHO senior leadership; and (2) family planning leaders from WAHO member states. During a meeting with the DGA, we confirmed that WAHO would prefer to conduct a separate academy with only WAHO senior leadership. WAHO staff invited to participate in the academy include:

1. Dr. Xavier CRESPIAN – Director General
2. Dr. Laurent ASSOGBA – Deputy Director General
3. Dr. Johanna Lucinda AUSTIN BENJAMIN – Director of Primary Health Care
4. Dr. Stanislas KAMBOU – Director of Research and Health Information Systems
5. Mr. Kevin DAVIDSON – Director of Finance and Administration (interim)
6. Mr. Salifou ZOUMA – Director of Planning and Technical Assistance
7. Dr. Faria de Brito CARLOS PEDRO – Director of the Department for Response to Epidemics and other



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Disease (interim)

8. Pr. Abdoulaye DIALLO – Director of Human Resources (interim)

The governance academy was conducted at WAHO headquarters from March 25-27, 2015.

4) Assist the STA and PTA for LMG/West Africa, based in Arlington, in organizing a preparatory workshop to coordinate partners' technical inputs to structure and frame WAHO's Good Practices Forum in Health; provide technical and administrative support to the forum.

The planning and consensus workshop for the Economic Community of West African States (ECOWAS) Good Practices Forum in Health was held in Bobo-Dioulasso, Burkina Faso, from January 28-30, 2015. WAHO staff, international and regional partners, and technical experts met at WAHO in Bobo-Dioulasso, Burkina Faso, to outline the road map for working with countries and partners to identify and document good practices for regional scale up. Key outcomes of the workshop included reaching consensus on conceptual definitions for good, promising, and innovative practices; defining the criteria for selecting good practices; identifying preliminary good practices in family planning, maternal and child health, and adolescents; and outlining the next steps to prepare for the forum. The agenda, participant list, final report, and document of next steps from the workshop are included as annexes to this report.

- A **Good Practice** is defined as "a process, procedure, tool, principle or experience implementing a program or health intervention, based on evidence (with well-defined criteria) that contributes to improvements in expected results"
- A **Promising Practice** is defined as a practice where "sufficient evidence exists indicating that it can lead to good result, but for which more documentation of successful implementation experiences is required"
- An **Innovative Practice** is defined as "a new practice or approach to improving health programs, at an initial stage of implementation, for which more scientific evidence is required"
- Good practices will be **evaluated using the following criteria**: effectiveness, efficiency, relevance, possibility of replication or scale-up, sustainability, ethical validity/respects human rights, participation of key partners (communities, political engagement, etc.)

To help prepare for the forum, I worked closely with Namoudou Keita, WAHO PO for Primary Health Care, WAHO's internal organizing committee dedicated to the forum, the workshop facilitator, and Dr. Diagne. Specifically, I:

1. Populated and updated the "IBP planification" shared folder on Google Drive with technical and logistical documents to assist partners in preparing for the planning workshop  
[https://drive.google.com/drive/u/0/#folders/0B57YPuorW\\_BzR2xoU25fNWIFQzA](https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA)
2. Participated in two partner calls on January 8 and January 15 to plan for the upcoming workshop (meeting agendas and notes can be accessed on the shared Google drive). I worked with Mr. Keita and Dr. Diagne to define the agenda items for each call and prepared draft meeting notes for distribution.
3. Worked closely with Mr. Keita between partner calls to advance action items within WAHO.
4. Helped identify the facilitator for the workshop, Kristin Cooney (supported by the LMG/West Africa project).
5. Supported the workshop facilitator to revise the workshop agenda based on feedback from partners received during the call on January 8.
6. Participated in a meeting with the WAHO internal organizing committee prior to the workshop to brief staff on updates from partner calls, review the objectives of the planning and consensus workshop, review



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roles and responsibilities for the committee, and discuss the possibility of conducting an pre- or post-forum session on scale-up. The committee expressed interest in exploring scale-up as a topic in more details during one of these sessions, and decided that further discussions with partners, WAHO management, and ministers of health were necessary.

7. Provided oversight to LMG/West Africa's administrative assistant to organize the logistics of the workshop.

On the last day of the workshop, Sheila Mensah, USAID, met with Ms. Cooney, Dr. Diagne and I, and she expressed her satisfaction with LMG/West Africa's support to WAHO to organize and conduct the workshop. Ms. Cooney suggested that it would be helpful to have one person fully dedicated to working with WAHO to prepare for the forum. LMG/West Africa will continue to follow-up with USAID and WAHO to determine the best way that the project can continue to support WAHO achieve this result.

Following the planning workshop, I participated in several meetings with Mr. Keita and Dr. Diagne to follow up on next steps identified during the workshop. Key outcomes of these meetings included:

1. Confirmed the forum dates and location, scheduled for July 29-31, 2015, in Ouagadougou, Burkina Faso.
2. Met with WAHO internal committee members to review the outcomes of the planning and consensus workshop, the road map leading to the form, and roles and responsibilities of committee members.
3. Finalized and translated the forum's abstract tools (announcement of the form, abstract registration form, and guidelines and oral presentations). I provided additional feedback on the content of the tools and reviewed the English translations. The final versions of these tools are included as annexes to the report.
4. Reviewed and provided feedback on the tool to be used to document good practices.
5. Provided support to working groups in the three technical areas (family planning, maternal and child health, and adolescents) to finalize the matrices of good practices started during the workshop. At the end of my trip, we received completed matrices from the family planning and maternal and child health working groups. After all matrices are finalized, WAHO's internal organizing committee will select the good practices to be documented in member countries with support from WAHO and partners.

In late March, WAHO launched the call for abstracts for the forum (accessible on [WAHO's website](#)). The deadline for submitting abstracts is May 15, 2015.

- 5) Assist in the recruitment and management of a human resources and organizational development consultant

Dr. Diagne and I identified the top three candidates for this position in December 2014. Home office staff (Emmanuel Le Perru, Betsie Frei, and Karen Iacobelli) conducted the 2nd round of interviews for this position the first week of January 2015. Following a debriefing with the home office team, I prepared the selection notes documenting the group's choice. Mr. Jonathan Smith was identified as the preferred candidate. Of the three top candidates, Mr. Smith has more than 35 years of professional experience related to the assignment, including experience working in the region. He also has the most strategic profile, which will be very important, especially when working with WAHO senior management to explore their HR vision and developing a proposed, revised organogram according to organizational priorities. The period of performance for Mr. Smith's assignment is March 16-July 5, 2015.

To prepare for Mr. Smith's arrival, I met with Anne Marie Savage, WAHO PO for Human Resources to discuss the draft outline for his Mr. Smith's work (included as an annex to this report), the list of background documents that will be given to him to orient him to the role, and the necessary meetings that will be scheduled with WAHO staff. Home office staff will be responsible for finalizing Mr. Smith's consultant agreement and arranging his



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travel logistics.

- 6) Assist in the recruitment and management of an HIS international consultant in charge of supporting the implementation of the regional Health Information System (HIS) policy and strategy.

The ToR for HIS consultant activities was revised several times during the quarter. The original consultant terms of reference (ToR) for this consultancy position included activities related to strengthening WAHO's HIS and M&E units, including establishing one unit that integrates both HIS and M&E functions. During the interview process, it became clear that we needed to hire separate consultants for the HIS and M&E deliverables as the consultant profiles that we received were strong in HIS or M&E, but not both. Also, the timing of the HIS deliverables no longer aligns with the timing of the M&E deliverables. The HIS work will begin work immediately, whereas the timing for the M&E consultant must align with WAHO's planning process for the 2016-2020 strategic plan and annual planning cycle for 2016.

Accordingly, Dr. Diagne and I met with Mr. Tome Ca, the WAHO PO for HIS, at the beginning of February to confirm priority activities for the consultant. The priorities that Mr. Ca outlined during this meeting included: (1) conducting a mapping exercise of the health profiles of member states based on the list of tracer indicators to serve as a baseline for WAHO's 2016-2020 strategic plan; (2) providing technical support to WAHO HIS support staff to launch and manage the web-based data warehouse in identified ECOWAS countries; (3) developing country-specific road maps that outline the necessary steps remaining to have a fully functional data warehouse in each country visited; (4) reviewing the structure of WAHO's web-based data warehouse and make revisions as necessary to the platform; (5) coordinating closely with the WAHO PO for HIS to operationalize and implement the regional HIS policies and platforms; (6) coordinating, with WAHO staff and the University of Oslo, to conduct a training for the WAHO and ECOWAS database managers in the use of District Health Information Software, Version 2 (DHIS 2); and (7) conducting a quality assurance evaluation of data uploaded to the data warehouse in Ghana and Burkina Faso. We also decided that we would need to hire two HIS consultants to best support WAHO in achieving these deliverables in a timely and efficient manner.

Dr. Diagne and I conducted initial interviews for candidates during the month of January 2015 and the three top candidates were recommended for a 2<sup>nd</sup> interview with home office staff. Mr. Ca, was on vacation during the month of January and was not able to participate in these interviews; however, he confirmed that we could proceed without him. Ms. Frei and Mr. Le Perru conducted the 2<sup>nd</sup> round of interviews with the three recommended candidates the week of February 9-13, 2015. The final two candidates were selected at the beginning of March 2015 and will begin work the week of March 23. Home office staff will be responsible for finalizing Mr. Smith's consultant agreement and arranging his travel logistics.

During the visit with USAID the week of February 10-13, USAID requested further revisions to the HIS consultant ToRs to better clarify the responsibilities of LMG/West Africa and the WARDS (West Africa Regional Disease Surveillance) to better clarify the technical assistance provided by the two projects to WAHO to strengthen the regional HIS system. On February 16, Dr. Diagne and I met with Mr. Ca and Mr. John Ojo, the M&E Advisor for the WARDS project, to review and revise the ToRs accordingly. LMG/West Africa and the WARDS project's efforts are complimentary, as the WARDS project focuses only on the HIS system with respect to epidemiological data whereas LMG/West Africa's support to strengthen the WAHO HIS system encompasses all health areas included in the HIS system, including but not limited to epidemiological data. We discussed the need for the LMG/West Africa HIS consultant to collaborate with the WARDS project during implementation of project activities. The LMG/West Africa team will share the finalized ToRs (included as annexes to this report) with the project's Agreement Officer's Representative (AOR).



In addition to recruiting the two HIS consultants, Mr. Ca requested funding from LMG/West Africa to implement WAHO's annual meeting of data warehouse managers. We met with Mr. Ca and decided that LMG/West Africa will be able to provide funding for interpretation fees, stationery, meals, and facility rental costs.

7) Assist WAHO's POs for Communication and Advocacy in the implementation of the advocacy plan and communication strategy and support the review of the annual action plan.

To support WAHO in the implementation of its annual advocacy and communication plans, Dr. Diagne and I held two meetings in February 2015 with Kayode Egbeleye, WAHO PO for Advocacy, and Mactor Traore, WAHO PO for Communication, to develop targets for the two plans. During the process of developing annual targets, the WAHO POs for Communication and Advocacy also revised the content and timelines for some of the activities based on current priorities and discussions around the feasibility of certain activities. We shared these plans with Mr. Egbeleye and Mr. Traore for final validation on March 4. The revised plans with annual targets are attached as annexes to this report. As a next step, Dr. Diagne, Mr. Egbeleye and Mr. Traore will share the revised plans with the DG and DGA for validation and request additional funding for implementation, as several of the activities included in these plans are contingent on funding from WAHO that has not yet been confirmed for the year. In the meantime, LMG/West Africa should continue to support Mr. Egbeleye and Mr. Traore in implementing activities that do not require funding.

8) Assist in the recruitment a consultant to identify and secure private sector funding (resource mobilization) to respond to the region's most pressing health priorities

Dr. Diagne and I met with the WAHO Professional Officer for Resource Mobilization at the beginning of January 2015 to discuss and validate the ToR (included as an annex to this report) for this consultancy position. MSH's HR regional partner posted the ToR on January 19, 2015, and the team is in the process of reviewing CVs. The activities that this consultant will implement are priority activities for USAID and WAHO, and if qualified candidates are not identified, the team should consider revising the qualifications and activities in the ToR as necessary so as to not further delay the recruitment.

Other activities completed during my trip included:

- 1) Recruitment of a reproductive health/adolescents and youth consultant: LMG/West Africa is supporting WAHO, in collaboration with the KfW Regional Reproductive Health Program, to develop a guide for establishing national strategies for integrated health services adapted for adolescents and youth in the ECOWAS region through the recruitment of a consultant to lead this work. During my trip I met several times with Yves Mongbo, Cletus Adohinzi, Coordinator for the KfW Regional Reproductive Health Program, and Dr. Diagne to discuss next steps for advancing the activity and recruitment of the consultant. We worked together to finalize the activity ToR and budget, as well as the ToR for the consultant (included as annexes to this report). LMG/West Africa will finance the consultant costs, activity costs related to the situational analysis, and the costs to translate, print, edit, and distribute the final guide. KfW will finance the workshop to finalize the final guide. The consultant ToR was posted on MSH's website the week of February 23. Posting of the ToR on WAHO's website was delayed and had not yet been finalized at the end of my trip. The team is currently reviewing CVs to develop a shortlist of top candidates.
- 2) Attended the WAHO annual staff retreat. The WAHO annual staff retreat took place in Koudougou, Burkina Faso, from January 20-23, 2015. The retreat agenda and the DG's presentation outlining key WAHO priorities for the upcoming year are included as annexes to this report. In preparation for the



retreat, I collaborated with Dr. Diagne to create a document summarizing the priority planned activities for the quarter (January-March 2015) that was discussed with the DG during the retreat (also included as an annex).

- 3) Contributed to the LMG/West Africa quarterly report (October – December, 2014).
- 4) Attended the launch of the USAID-funded Capacity Strengthening Project (CAPS) project and participated in meetings with USAID. A USAID delegation including Rachel Cintron, USAID/West Africa Regional Health Office Director, Sheila Mensah, USAID/West Africa AOR for the CAPS project, and Josephine Kitongo, USAID/West Africa Acquisition Specialist, visited WAHO February 10-13, 2015. The purpose of their visit was to participate in the official launch of the CAPS project and to meet with WAHO and other partners, including LMG/West Africa, to discuss priorities and the implementation of project activities. Dr. Diagne and I attended the launch of the CAPS project. Many of the activities in the CAPS project are complementary to LMG/West Africa’s activities, and effective collaboration between the two projects is necessary to achieve the intended outcomes. Ms. Mensah clarified that LMG/West Africa’s role is to build the capacity of WAHO staff to implement the activities in the CAPS project in areas where LMG/West Africa is also providing technical assistance. Dr. Diagne also met separately with the USAID delegation to provide an update on key project activities and discuss challenges. Project activities supporting WAHO, in collaboration with KfW, in the area of commodity security are delayed. As a result of subsequent discussions with USAID, we agreed with Mr. Adohinzin that work related to the review and revision of the regional reproductive health commodity security strategy should move forward while commodity security assessments are ongoing in the region. Lessons learned from these assessments can be incorporated into the regional strategy once they are completed. LMG/West Africa should continue discussing the feasibility of completing other activities in this area with the project’s AOR.

**3. Next steps:** Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
1. Confirm the date for the 4 <sup>th</sup> LDP+ workshop	Abdoulaye Diagne and LDP+ participants	April 2015
2. Continue coaching sessions with LDP+ teams to monitor progression towards their performance targets	Abdoulaye Diagne	Ongoing through results workshop
3. Develop brief guidelines for implementing LDP+ tools and concepts for WAHO staff	Abdoulaye Diagne	June 2015
4. Prepare for and conduct the 1 <sup>st</sup> LDP+ workshop for WAHO focal points	Abdoulaye Diagne; LDP+ co-facilitator; Raissa Nana	April 1-3, 2015 (completed)
5. Prepare for and conduct the WAHO governance academy with WAHO senior management	Mahesh Shukla, Emmanuel Le Perru, Raissa Nana	March 25-27, 2015 (completed)
6. Continue supporting WAHO to prepare for the Good Practices Forum in Health	Abdoulaye Diagne; full time support	July 29, 2015



	staff (TBD)	
7. Finalize the consultant agreements for the HIS consultants and the HR consultant	Adele Broberg	Prior to the start dates of each agreement (completed)
8. Discuss the revised advocacy and communication plans and budgets with WAHO management and continue with implementation of these plans	Abdoulaye Diagne; Kayode Egbeleye; Moctar Traore	Ongoing
9. Finalize the recruitment of the private sector partnership coordinator consultant	Abdoulaye Diagne	As soon as possible
10. Finalize the recruitment of the reproductive health/adolescents and young consultant	Abdoulaye Diagne	As soon as possible
11. Work with WAHO and KfW to review and revise the reproductive health commodity security strategy	Abdoulaye Diagne	Ongoing

<b>4. Contacts:</b>			
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Mme DAO Aminata	Email: <a href="mailto:adao@wahooas.org">adao@wahooas.org</a> Tel: (+226) 76 60 36 31	WAHO Documentaliste	Member of LDP+ work climate team
Mr. DINGA Drissa	Email: <a href="mailto:ddinga@wahooas.org">ddinga@wahooas.org</a> Tel: (+226) 74 16 73 73	WAHO Information Technology	Member of LDP+ work climate team
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Rachel Idowu	Email: <a href="mailto:rbi0@cdc.gov">rbi0@cdc.gov</a> Tel: (404) 639-3698	Centers for Disease Control and Prevention	CDC Medical Epidemiologist; visited WAHO during the period February 10-13 to participate in the launch of the CAPS project and discuss the creation of the Centre Régional de Surveillance Epidémiologique et de Prévention de la Maladie (CRESP) with WAHO staff
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Josephine Kitongo	Email: <a href="mailto:jkitongo@usaid.gov">jkitongo@usaid.gov</a>	USAID/West Africa	USAID/West Africa



		Acquisition Specialist, CAPS project
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**5. Description of Relevant Documents / Addendums:** Give the document's file name, a brief description of the relevant document's value to other CLM staff, as well as the document's location in eRooms or the MSH network. Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

File name	Description of file	Location of file
LDP+ Work Climate Questionnaire Final_French	Work climate questionnaire prepared by the LDP+ work climate group	LMG/West Africa files
Application for LDP focal points WAHO_English	Application for the LDP+ for WAHO focal points (part 1)	LMG/West Africa files
Formulaire du program LDP_les points focaux d'OOAS_Francais	Application for the LDP+ for WAHO focal points (part 2)	LMG/West Africa files
Governance profile_Burkina Faso	Governance profile for Burkina Faso	LMG/West Africa files
Governance profile_Benin	Governance profile for Benin	LMG/West Africa files
Governance profile_Liberia	Governance profile for Liberia	LMG/West Africa files
Governance profile_Mali	Governance profile for Mali	LMG/West Africa files
Governance profile_Nigeria	Governance profile for Nigeria	LMG/West Africa files
WAHO governance academy questionnaire_JH edits	Questionnaire developed by Dr. Shukla that was administered to participants of the governance academy before the workshop	LMG/West Africa files
Governance academy schedule_FINAL_English	Schedule for the WAHO governance academy	LMG/West Africa files
Agenda de l'atelier	Agenda for the planning and consensus workshop for the ECOWAS Forum for Good Practices in Health	Google drive: <a href="https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA">https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA</a>
Participant list_planning and consensus workshop	Participant list for the good practices forum in health planning and consensus workshop	Google drive: <a href="https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA">https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA</a>



for good practices forum_January 28-30 2015_Bobo-Dioulasso-BF		<a href="#">zA</a>
Rapport_Atelier_OO AS preparatoire du Forum des BP_FINAL	Final report for the planning and consensus workshop for the good practices forum in health	Google drive: <a href="https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA">https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA</a>
GPF next steps_ENGLISH	Next steps to prepare for the good practices forum in health	Google drive: <a href="https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA">https://drive.google.com/drive/u/0/#folders/0B57YPuorW_BzR2xoU25fNWIFQzA</a>
Forum announcement_English_FINAL	WAHO announcement for the good practices forum in health	LMG/West Africa files
Abstract registration forum_GPF_2015_Eng_Final	WAHO abstract registration form for the good practices forum in health	LMG/West Africa files
Guidelines_Oral-Posters_presentation_Eng_Final	WAHO presentation guidelines for the good practices forum in health	LMG/West Africa files
Draft timeline for HR consultant	Draft timeline for completion of activities for HR consultant	LMG/West Africa files
Health Information Systems Consultant II_Position 1_FINAL	Final HIS consultant ToR (position 1)	LMG/West Africa files
Health Information Systems Consultant II_Position 2_FINAL	Final HIS consultant ToR (position 2)	LMG/West Africa files
WAHO 2014-2015_Advocacy Strategy Action Plan_Revised March 4 2015	Revised WAHO advocacy strategy action plan	LMG/West Africa files
WAHO 2015 Communication Action Plan_Revised March 4 2015	Revised WAHO communication action plan	LMG/West Africa files
Private Sector Partnership Coordinator_LTТА LMG-WA Dec14-March15_FINAL	Final private sector partnership coordinator consultant ToR	LMG/West Africa files
Budget_TDR pour développement d'un guide SSRAJ_revise	Budget for the activity to develop a guide for establishing national strategies for integrated health services adapted for	LMG/West Africa files

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27 02 2015	adolescents and youth in the ECOWAS region	
Consultant TDR_LMG- WA_SRAJ_ENGLIS H_FINAL	Final reproductive health/adolescents and young consultant ToR (English)	LMG/West Africa files
Consultant TDR_LMG- WA_SRAJ_FRANC AIS_FINAL	Final reproductive health/adolescents and young consultant ToR (French)	LMG/West Africa files
WAHO annual staff retreat agenda_2015	Agenda for the WAHO annual staff retreat, held January 20-23, 2015, in Koudougou, Burkina Faso	LMG/West Africa files
OOAS- Rapport 2014 DG Presentation RETRAITE Janvier 2015	DG's presentation at the annual WAHO staff retreat	LMG/West Africa files
Projet LMG_Activites prioritaires (janvier- mars 2015)	Summary of LMG/West Africa priority activities for the period January-March 2015	LMG/West Africa files
24 March 15_ParlerHealth article_LMG_WAHO	LMG article on the Forum for Good Practices in Health for the USAID ParlerHealth publication	LMG/West Africa files