

LMG/West Africa Trip Report : Jeanne Hamon December 4-21, 2015

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Jeanne Hamon/LMG/West Africa Trip Report/December 2014



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1. Scope of Work:	
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	December 4-21, 2014
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 first 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"> 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. 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. 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. 4) Assist the STA and PTA for LMG/West Africa, based on <u>Arlington</u>, in organizing a preparatory workshop to coordinate partners' technical inputs to structure and frame WAHO's Reproductive Health Best Practices Forum; provide technical and administrative support to the forum. 5) Assist in the recruitment and management of a human resources and organizational development consultant. 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. 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. 8) Assist in the recruitment and management of three consultants¹ to: <ul style="list-style-type: none"> - Support WAHO in its coordination role in the context of the Ebola virus outbreak; - Identify and secure private sector funding (resource mobilization) to

¹ 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>the fight against the spread of Ebola;</p> <ul style="list-style-type: none"> - Develop/ maintain a regional Ebola information database (and other emerging diseases).
<p>Background/Context, if appropriate.</p>	<p>The two-year goal of the Leadership, Management and Governance Project (LMG) in West Africa is to strengthen WAHO’s organizational capacity as a 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"> • Objective 1: Improved leadership, management and governance practices • Objective 2: Strengthened organizational M&E capacity and regional HIS management and implementation oversight • Objective 3: Strengthened capacity in internal and external communication and advocacy <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>

2. Major Trip Accomplishments:

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 3rd and 4th LDP+ workshops.

One technical coaching session was planned with the team leader of the LDP+ Ebola cross-border team during my December trip; however, it did not take place because the team leader was not available on several occasions to meet before the 3rd LDP+ workshop. Following the 3rd LDP+ workshop, I will work with Dr. Diagne and technical team leaders to develop a calendar for the technical coaching sessions that will take place between the 3rd and 4th workshops, and provide guidance during the sessions as needed to help teams achieve their identified results.

The 3rd LDP+ workshop for WAHO staff took place in Bobo Dioulasso, December 17-18, 2014. The focus of this workshop was aligning, mobilizing, and inspiring to achieve results. In total, seven WAHO staff participated in the workshop representing two LDP+ teams (work climate team and Ebola cross-border team). The *Directeur Général Adjoint* (DGA) was also present at the beginning of the workshop, and participated in the closing session.



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Dr. Diagne was the lead facilitator for the workshop. Namadou Keita, WAHO PO for Primary Health Care, and I were co-facilitators. The topics discussed during the workshop were as follows:

- Evaluating LDP+ progress, defining performance indicators, and techniques for sharing results (Diagne)
- Exploring the concepts of alignment and mobilization, and why they are important practices when leading, managing, and governing (Keita)
- Coaching practices to support others (Diagne)
- Engagement vs. compliance and the factors of motivation that drive each behavior (Hamon)
- Understanding roles in teamwork (Diagne)
- Making effective requests and reducing complaints (Hamon)
- Leading through breakdowns (Keita)
- What is inspiration and how can we inspire others? (Hamon)
- Inspire through building trust and acknowledgment (Diagne and Keita)
- Next steps (Diagne)

Key takeaways from the workshop include the following:

- Progress towards achieving results is delayed for both teams. Participants discussed challenges to achieving results during the workshop, including: competing priorities, lack of commitment from their directors (directors requesting participants to focus on other activities during the scheduled workshop time), and difficulties meeting together as a team between workshops to advance activities. To accelerate progress towards achieving results, Dr. Diagne and I will increase the frequency of coaching sessions with teams between the 3rd and 4th workshop and provide close support to team leaders to help them mobilize their teams to achieve results.
- Full participation in the program from WAHO staff remains a challenge. Dr. Diagne discussed this challenge with the DGA prior to the 3rd workshop and reinforced the need for continued support from WAHO senior leadership to address this challenge. The work climate team is the only team with sufficient participation from WAHO staff. Additional strategies will need to be developed to re-engage staff team members from the Ebola cross-border team.
- The measurable results for each team will likely need to be revised such that they remain achievable and realistic within the timeframe of the program. This should be a priority during the subsequent coaching sessions with team leaders.
- The work climate team currently shows the most potential for achieving results as team members are the most committed and engaged in the team's work. The team will also have the opportunity to present on work climate at the annual WAHO staff retreat in January 2015. To facilitate the team's next step of developing a work climate assessment, I shared the work climate assessment that was developed and field-tested by MSH.

The date for the 4th workshop will be determined with participants in January 2015.

- 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.

During previous phone calls with WAHO state focal points, Dr. Diagne identified focal points from five countries to participate in the LDP+ (Benin, Burkina Faso, Mali, Niger, and Nigeria). These focal points were identified as they are newly appointed to the position. To determine the need profiles of focal points, and to recruit additional focal points to participate in the program, we will ask all focal points to apply to the program online using the LeaderNet online platform. The online application will be disseminated to focal points at the beginning of



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January 2015.

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

Governance profile for WAHO and selected member states

The LMG/West Africa team had employed several strategies prior to my trip to complete the governance profiles for WAHO and selected member states, including: drafting a tool for collecting the necessary information, disseminating the tool to WAHO focal points requesting their help in completing it, sending hard copies of the tool with WAHO staff traveling to targeted countries, and communicating the request directly to Ministers of Health, via the *Directeur Général* (DG). Draft governance profiles are available for four of the 15 member states (Benin, Burkina Faso, Liberia, and Mali). To complete the remaining profiles, we requested the help of other MSH staff working with the ministries of health in these countries. We will request feedback from MSH staff on the challenges in collecting this information, and revise if necessary the profile tool.

3-day Governance Academy

On December 9, 2014, I participated in a call with Dr. Diagne, the LMG/West Africa home office project staff (Emmanuel Le Perru and Betsie Frei), and Mr. Shukla, to discuss the next steps for conducting the Governance Academy with WAHO senior leadership. The group reviewed the one-pager developed by Mr. Shukla, which outlines the rationale, objectives, proposed methodology, and other logistical information related to the Academy. The proposed timeframe for the Academy is February or March 2015, pending input from WAHO senior leadership. The team will also consider coordinating the timing of this event to occur just before or after the Assembly of Health Ministers (AHM) meeting or the Reproductive Health Best Practices Forum. The team is currently considering the option of conducting the Governance Academy with two groups: (1) WAHO senior leadership; and (2) family planning leaders from WAHO member states (LMG/West Africa has sufficient funding to cover travel expenses for five people from member countries). As a next step, Dr. Diagne and I will meet with WAHO senior leadership to discuss the proposed rationale and methodology for the Academy and confirm the list of participants. The selection of participants from WAHO member states should be given to representatives from countries with identified reproductive health priorities. LMG/West Africa will also identify two facilitators to conduct the Governance Academy in collaboration with Mr. Shukla. One potential facilitator could be Mr. Keita, who facilitated part of the LDP+ 3rd workshop, as WAHO has expressed interest in having a WAHO staff member be part of the facilitation team.

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

On December 15, 2015, I met with Dr. Diagne and Namadou Keita, WAHO's point person for the Reproductive Health Best Practices Forum, to discuss the current status of planning for the preparatory workshop and necessary next steps. We discussed the need to finalize the date for the preparatory workshop and schedule the next partners call. Following this meeting, Mr. Keita 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, schedule for January 8, 2014. To prepare for the partners call on January 8, I collaborated with Dr. Diagne to draft agenda items for the call and develop a draft tool that can be used to collect information regarding best practices from partners. Dr. Diagne shared the agenda items and tool with Mr. Keita for input and for circulation to the wider partners' planning group before the call on January 8.



I also participated in a call with Sarah Bittman (MSH Technical Officer), Kate Wilson (MSH Technical Advisor), Dr. Diagne, and LMG/West Africa home office staff (Emmanuel Le Perru and Betsie Frei) to discuss the proposed preconference concept note. LMG global staff discussed this initiative with Dr. Keita during his trip to Washington, D.C., earlier this year. The focus of the proposed preconference workshop is to discuss systematic approaches to scaling up effective technical, programmatic and managerial practices in reproductive health to end preventable maternal and child death. As a next step, Dr. Keita will discuss this initiative with other WAHO staff to determine the feasibility and interest in moving forward with planning for this preconference session.

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

The LMG/West Africa project received 20 applications for the human resources consultancy position. I reviewed all applications, and in collaboration with the Senior Technical Advisor and, Ms. Anne Marie Savage, WAHO's PO for Human Resources, finalized a shortlist of five candidates to interview and developed an interview evaluation guide. The first round interview panel (Dr. Diagne, Ms. Savage, and myself) interviewed three candidates on December 11, 2014, and two candidates on December 15, 2014, and recommended the top two candidates for a 2nd interview with MSH home office staff. The 2nd round of interviews for this position will take place the week of January 3, 2015.

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 LMG/West Africa project received 17 applications for the HIS international consultant position. I reviewed all applications, and in collaboration with Dr. Diagne, developed a draft shortlist of candidates for interviews. The final selection of shortlisted candidates is currently pending input from Mr. Tome Ca, WAHO PO for HIS, who is also participating on the interview panel.

7) Assist WAHO Communication Officer in the implementation of advocacy plan and communication strategy and support the review of the annual action plan.

Dr. Diagne worked with Kayode Egbeleye, WAHO PO for Advocacy, and Mactor Traore, WAHO PO for Communication, to revise the annual advocacy and communication plans for 2015 in September 2014. The draft five-year communication plan is available and currently under review by WAHO's PO for Communication. Dr. Diagne and I will meet with Mr. Egbeleye and Mr. Traore at the beginning of January 2015 to discuss next steps for implementing the annual advocacy and communication plans and finalizing revisions to the five-year communication plan.

8) Assist in the recruitment and management of a consultant to identify and secure private sector funding (resource mobilization) to the fight against the spread of Ebola and address other priority health needs in the region

During a call with USAID on December 3, 2014, USAID clarified that LMG/West Africa should not move forward with recruiting 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. LMG/West Africa will continue to move forward with recruiting the private sector funding consultant. Rachel Cintron, USAID/West Africa Regional Health Office Director, advised that the terms of reference (TOR) for this position should relay a sense of continuity between mobilizing private sector resources for the Ebola response and areas of health investment. The language in the TOR should also express the importance of building private sector partnerships, not solely mobilizing private sector funding. Ms. Cintron provided written feedback on the TOR on December 10, 2014. I worked with Dr. Diagne and other LMG/West Africa home office staff to revise the TOR based on this feedback.



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The revised TOR was shared with the USAID Regional Health Office on January 2, 2014. Dr. Diagne and I will discuss and validate the revised TOR with the WAHO Professional Officer for Resource Mobilization at the beginning of January 2015.

Other activities completed during my trip included:

- 9) Met with Tamari Chikhradze-Young, USAID Ebola and Health Systems Coordinator, on December 9, 2014, to discuss WAHO's health management information system (HMIS) project, and the organization's capacity and possibilities for inclusion in medium to long term Ebola virus disease (EVD) activities.

Key points from the discussion included:

- USAID has submitted an additional request to Congress to increase financing for Ebola preparedness and mitigation. This request for money reflects the shift in focus from Ebola treatment towards preparedness/mitigation. USAID would like to explore the possibility of collaborating with WAHO to track the impact of Ebola on health systems as well as other sectors such as trade, food and security, and peace in governance, in Guinea, Sierra Leone, and Liberia and bordering countries. To determine if this strategy is feasible USAID would like to better understand the capacity and readiness of WAHO's HMIS to undertake this initiative, and the risks of implementing this strategy with WAHO.
- WAHO's regional database platform exists, however WAHO is still in the early stages of populating the database with country data. One of the risks is therefore working with member states to upload complete data sets to the database in a timely manner. Some countries are already sending data to the database so we could start with those countries and learn from them as examples. The fact that the system is still new also provides a good opportunity to introduce new indicators and will demonstrate that the database can be modified to respond to the changing needs of the health environment. WAHO would need additional staff/consultants to effectively roll-out this strategy. WAHO's database is user-friendly and therefore can be modified to include other indicators.
- LMG/West Africa is in the process of recruiting an HIS consultant to support the implementation of the HIS strategy, and would be available to support the implementation of this strategy.
- Multiple partners are currently collecting Ebola-related data and we would need to discuss how this data would be shared among partners, as well as strategies to encourage partners to use this data.

Following this meeting, Dr. Diagne and I facilitated another meeting between Mr. Ca and Dr. Pierre-Marie Metangmo, Coordinator of the WARDS (West Africa Regional Disease Surveillance) Project, to obtain more information on the current implementation status of WAHO's HMIS and discuss WAHO's feasibility to implement such a strategy. Mr. Ca confirmed WAHO's interested in such an activity but expressed some uncertainty as to what this would actually entail technically and logistically. LMG/West Africa also shared with USAID the list of epidemiological indicators that are currently reported weekly by the majority of member states.

At the end of December, Ms. Cintron also raised the possibility of partnering with a private sector company to develop a larger database capacity. This suggestion is aligned with WAHO's interest of expanding its capacity to develop and maintain more partnerships with private sector partners and further discussions are encouraged to determine the feasibility of moving this strategy forward.

- 10) Attended the conference on the creation of a "*modèle de centre régional de surveillance épidémiologique et de prévention de la maladie*" (CRSEP).

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Dr. Diagne and I participated in the conference on December 9, 2014, at WAHO, focused on the creation of a CRSEP. WAHO's department leading this initiative presented the working paper which described the model and requested feedback from participants. 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.

3. Next steps: Key actions to continue and/or complete work from trip.		
Description of task	Responsible staff	Due date
1. Develop a calendar for LDP+ technical coaching sessions	Diagne, Hamon, LDP+ technical team leaders	January 2015
2. Co-facilitate with the STA, LDP+ technical coaching sessions	Diagne, Hamon	Ongoing, according to established calendar
3. Confirm the date for the 4 th LDP+ workshop	Diagne and LDP+ participants	January 30, 2015
4. Disseminate online application for LDP+ to WAHO focal points	Diagne, Hamon	January 16, 2015
5. Evaluate applications from focal points, identify needs profiles, and finalize selection of participants	Diagne, Hamon	January 27, 2015
6. Launch LDP+ program with focal points	Diagne, Hamon	February 2015 (date TBD)
7. Finalize governance profiles for WAHO member states	Diagne, Hamon	Ongoing, depending on responses collected
8. Confirm dates for Governance Academy with WAHO senior leadership and collaborate with Mr. Shukla to prepare for the Academy	Diagne, Hamon, LMG/West Africa home office team	To confirm date by January 2015; preparations for Academy are ongoing
9. Organize with partners the preparatory planning workshop for the Reproductive Health Best Practices Forum	Diagne, Hamon, LMG/West Africa home office team, Mr. Keita	Ongoing
10. Conduct 2 nd round of interviews with top two HR candidates and finalize selection of consultant	Emmanuel Le Perru, Betsie Frei, Diagne	Week of January 3, 2015
11. Conduct 1 st round interviews for HIS consultant	Diagne, Hamon, Mr. Ca	TBD (pending confirmation of Mr. Ca's availability)
12. Finalize the TOR for the WAHO private sector consultant and advertise post	Diagne, Joseph Kasse, Emmanuel Le Perru, WAHO PO for Resource	January 9, 2015

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	Mobilization	
13. Conduct meetings with WAHO staff to provide an update on the status of the recruitment process and discuss key steps that should be taken by WAHO and LMG/West Africa to support the achievement of the various consultants' objectives.	Diagne, Hamon	January 16, 2015
14. Support the implementation of the advocacy and communication plans	Diagne, Hamon	Ongoing

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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+ 3 rd workshop report	Report of the LDP+ workshop	To be completed by Dr. Diagne (finalized copy filed in LMG/West Africa files)
Governance Academy one-pager_ December 2014	Document outlining the rationale, methodology, and logistics for the Governance Academy with WAHO senior leadership and reproductive health focal points from WAHO member states	LMG/West Africa files

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Inventaire_ Comité interne organization	Tool developed to collect information on reproductive health best practices (to be shared with partners participating in the planning workshop)	Google drive: https://docs.google.com/spreadsheets/d/168YpuQokHsqS5cN7TtTVIHHW16607fP7e2Kckl2U9cs/edit#gid=1988785917
Scope of Work LTTA LMG- WA Dec 14- March 15_01_02_15_ FINAL	TOR for the WAHO private sector consultant (revised January 2, 2015)	LMG/West Africa files