

LMG/West Africa Trip Report : Emmanuel Le Perru March 20-29, 2015

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1. Scope of Work:	
Destination and Client(s)/ Partner(s)	Bobo-Dioulasso, Burkina Faso Leadership, Management and Governance Project, West Africa (LMG/WA) West African Health Organization (WAHO)
Traveler(s) Name, Role	Emmanuel Le Perru, Principal Technical Advisor, Center for Leadership and Management (CLM) Mahesh Shukla, Senior Technical Advisor, Governance, LMG, CLM
Date of travel on Trip	March 20 – 29, 2015
Purpose of trip	Prepare and conduct governance academy for senior WAHO officials
Objectives/Activities/ Deliverables	<ol style="list-style-type: none"> 1. Carry out preparatory work for the temporary duty assignment. 2. Conduct governance academy for senior WAHO officials. 3. Submit a trip report.
Background/Context, if appropriate.	<p>LMG:</p> <p>Through the Leadership, Management and Sustainability Program (LMS) and the West Africa Leadership and Management Strengthening Project Associate Award (WA-LEAD), USAID and Management Sciences for Health (MSH) worked closely from 2010-2013 with the West African Health Organization (WAHO) to strengthen its leadership and management capacities to be a more visible leader for health matters in West Africa.</p> <p>The Leadership, Management and Government (LMG) project supports the USAID/West Africa/Regional Health Office strategy, building on WA-LEAD achievements. Under the WA-LEAD Project, USAID supported the adoption of a regional Health Information System (HIS) policy and strategy document that was approved by the Assembly of ECOWAS Health Ministers during their 13th annual meeting. The project assisted WAHO to develop and adopt a communications strategy for the period 2013-2017 and worked with WAHO to design and implement an online survey for WAHO staff and external partners to help identify the organization’s key communications needs in June-July 2012. In collaboration with WAHO, WA-LEAD also helped develop and adopt an advocacy strategy for the period 2013-2015. Members of three WAHO workplace teams completed the Leadership Development Program (LDP). Now, LMG is focusing its interventions on supporting governance and leadership practices within the organization, reinforcing the management of the HIS as well as the M&E system, and supporting the strategic vision and planning.</p> <p>The two-year goal of the LMG/West Africa Project is to strengthen WAHO 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>



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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 HIS management and implementation oversight
- **Objective 3:** Strengthened capacity in internal and external communication and advocacy

The LMG Project in 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.

WAHO:

WAHO's mission is attainment of the highest possible standard and protection of health of the West African people through harmonization of the health policies of ECOWAS Member States, pooling of resources, and cooperation with one another and with others for a collective and strategic combat against the health problems of West Africa.

WAHO's vision is to be recognized by the ECOWAS Member States and the international community as the primary force for regional health integration that enables high-impact and cost-effective interventions and programs.

WAHO membership includes 15 countries: Nigeria, Ghana, Liberia, Gambia, Sierra Leone, Mali, Niger, Senegal, Togo, Cote d'Ivoire, Benin, Burkina Faso, Guinea, Guinea-Bissau and Cape Verde. Eight out of the nine Ouagadougou Partnership countries (Benin, Burkina Faso, Guinea, Ivory Coast, Mali, Niger, Senegal and Togo) are WAHO member countries and 14 out of 15 WAHO member countries are FP2020 countries.

The Authority of Heads of State and Governments is the supreme decision-making body of ECOWAS. The Council of Ministers of ECOWAS makes recommendations to the Authority of ECOWAS. The Assembly of Health Ministers advises the Council and the Authority on health matters. WAHO is headed by a Director General, assisted by a Deputy Director General. The Directorate General comprises six Technical Divisions.

WAHO has a unique political mandate enjoyed by no other health organization in the region, unique position to influence health policy at the highest level, direct line of communication with decision-makers from Member States, and ability to facilitate inter-country exchange of information, health personnel, and resources and to align health policies in the region.

Core funding of WAHO comes from ECOWAS Commission from the



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Community Levy received from Member States. WAHO also receives project based funding from its financial and technical partners. WAHO spends minimum of 60% of budget for programs and maximum of 40% of budget for administration.

WAHO has implemented two strategic plans in the past: First Strategic Plan 2003-2007 and Second Strategic Plan 2009-2013. WAHO is has recently begun formulation of its Third Strategic Plan 2016-2020.

A well-governed and well-managed WAHO has a potential to make a difference to the performance of the health ministries and health systems in its member countries. Governance failures in the ministries of health in the region and regional institutions have been widely discussed in the context of Ebola crisis in the region. West Africa is lagging in many of the family planning and reproductive health indicators.

To build the capacity of WAHO senior leadership team in developing its governance and engaging with member countries in developing governance of their health sectors, LMG in consultation with WAHO and LMG West Africa planned to conduct a face-to-face Governance Academy for senior WAHO officials. The learning experience in the Academy was expected to help the participating WAHO officials address their governance challenges.

2. Major Trip Accomplishments:

Using the five effective governing practices as the organizing framework, a three-day governance academy or governance workshop was conducted for senior WAHO officials on March 25-27, 2015, during which they created a governance development plan to advance overarching strategic objective of the organization and which they will implement over next 6 months. LMG/West Africa and LMG Senior Technical Advisor for Governance (core team) will evaluate the results at mid-term and at the end of six months through a meeting with WAHO's Governance Development Committee and review process that will track the status of each action included in the governance development plan.

The list of participants is provided in Annex 1. Participants were surveyed before the workshop regarding their learning expectations. Only 2 out of 9 responded to the survey. Facilitators decided then to reserve time at the beginning of the workshop to have all participants complete the survey to capture all expectations. Results of this survey are summarized in Annex 2. The participants were divided in two groups. They participated in 12 sessions which included sessions on governing roles and responsibilities, application of challenge model to governing, a session each on five practices of good governance, and sessions on governance of health sectors in member countries. Learning objectives are described in Annex 3, and the program schedule is contained in Annex 4.

The LMG Project Governance guides, Governance training facilitation handbooks, eManager on How to govern health sector and its institutions effectively, and Governance Chapter of the Revised MSH eHandbook were used as learning resources. The complete list is provided in Annex 5. Prior required and recommended readings in French and English languages were given to the participants in advance of the workshop.

Workshop sessions and activities consisted mainly of group work and practical exercises. Using Kirkpatrick



Four-Level (reaction, learning, behavior, and impact) Training Evaluation Model,

- Reaction of the participants was assessed using qualitative feedback forms at the end of each of the three days (See Annex 6 for a summary of the feedback)
- Gain in governance knowledge was assessed through written pre- and post- assessment of participants' knowledge of the key practices of good governance (See Annex 7)
- Baseline self-assessment scores were established for the five practices of good governance (See Annex 7).

Experiential and action learning was the main technique used in the academy. The main output of the academy was a governance development plan that will be implemented over next 6 months (See Annex 8).

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

Description of task	Responsible staff	Due date
Support the WAHO senior leadership team in the implementation of its governance development plan	Dr. Diagne, Institutional Capacity Building Advisor, LMG West Africa	April - September 2015
Support the WAHO senior leadership team in the mid-term review of its governance development plan	As above	July 2015
Support the WAHO senior leadership team in the evaluation of its governance development plan	Dr. Shukla and Emmanuel Le Perru	September 2015
Work with WAHO and support governance academy for three member countries to be identified in consultation with WAHO	As above	As above

4. Contacts:

Name	Contact info	Home organization	Notes
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Mr. DIALLO Abdoulaye	Email : adiallo@wahooas.org Tel : (+226) 76 68 73 55 (+226) 76 61 82 49 (secrétariat)	DHRD-WAHO	Directeur des Ressources Humaines et du Développement
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Dr. Felicité CHOKKI-LALEYE		PO- WAHO	Control des Maladies et Epidemies
Dr. Mallam EKOYE	Email: mekoye@wahooas.org	General Director's Technical Advisor	
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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.

1. Annex 1: List of participants – Page 6
2. Annex 2: Results of the pre-academy learning expectations survey – Page 7
3. Annex 3: Learning objectives – Page 12
4. Annex 4: Program schedule – Page 15
5. Annex 5: Learning resources – Page 17
6. Annex 6: Feedback at the end of Day 1, Day 2 and Day 3 – Page 18
7. Annex 7: Pre- and post-workshop governance knowledge assessment – Page 22
8. Annex 8: Governance development plan – page 23



Annex 1

List of participants

1. Dr. Xavier CRESPIAN – Director General
2. Dr. Laurent ASSOBGGA – Deputy Director General
3. Mr. Kevin DAVIDSON – Director of Finance and Administration (interim)
4. Mr. Salifou ZOUMA – Director of Planning and Technical Assistance
5. Professor Abdoulaye DIALLO – Director of Human Resources (interim)
6. Ely Noel DIALLO, DG’s Legal Advisor
7. Dr. Abdoulaye DIAGNE, Senior Technical Advisor, institutional Capacity Building at WAHO
8. Dr. Johanna Lucinda AUSTIN BENJAMIN – Director of Primary Health Care
9. Dr. Stanislas KAMBOU – Director of Research and Health Information Systems
10. Dr. Mallam EKOYE, DG’s Technical Advisor
11. Dr. Felicite CHOKKI-LALEYE, Program officer, Disease and Epidemic Control
12. Dr. Kofi BUSIA, Professional Officer for Traditional Medicines
13. Dr. Namoudou KEITA, Professional Officer for Health System Strengthening
14. Amoukou LALAISSA, Administrator

Group 1

1. Dr. Xavier CRESPIAN – Director General
2. Mr. Kevin DAVIDSON – Director of Finance and Administration (interim)
3. Mr. Salifou ZOUMA – Director of Planning and Technical Assistance
4. Professor Abdoulaye DIALLO – Director of Human Resources (interim)
5. Ely Noel DIALLO, DG’s Legal Advisor
6. Dr. Abdoulaye DIAGNE, Senior Technical Advisor, institutional Capacity Building at WAHO
7. Dr. Johanna Lucinda AUSTIN BENJAMIN – Director of Primary Health Care

Group 2

1. Dr. Laurent ASSOBGGA – Deputy Director General
2. Dr. Stanislas KAMBOU – Director of Research and Health Information Systems
3. Dr. Mallam EKOYE, DG’s Technical Advisor
4. Dr. Felicite CHOKKI-LALEYE, Program officer, Disease and Epidemic Control
5. Dr. Kofi BUSIA, Professional Officer for Traditional Medicines
6. Dr. Namoudou KEITA, Professional Officer for Health System Strengthening
7. Amoukou LALAISSA, Administrator



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Annex 2

Results of the Pre-Academy Learning Expectations Survey

1. What are three major barriers that hamper WAHO in accomplishing its mission?

Lack of good communication and information exchange
Institutional framework does not allow decision making in some areas
Limited financial autonomy
Inadequate financial resources
Disconnection between objectives to be reached and available resources
Lack of political will for regional integration
Difficult coordination with technical institutions
Need to work with three linguistic blocks
National priorities take precedence
ECOWAS Commission contract approval procedures
Management of files by ECOWAS
Lack of clear objectives to be achieved by departments
Accountability failure
Lack of clarity in administrative and financial procedures
Administrative burden
Lack of SOP manual
Inadequate strategic planning
Limited HR capacity and insufficient number
Lack of job descriptions
Key positions are vacant
Unfair treatment of staff

2. What are three major governance challenges that WAHO is currently facing?

Reorganize decision making process
Revise organogram
Planning and monitoring
Scarce resources given needs of the region
Mobilization of adequate resources
Coordination with stakeholders
Implementation of WAHO decisions by member countries
Member countries and partners have big expectations
Priorities are not clear
Determination of clear objectives by departments
Result are not achieved
Take the staff towards common vision
Efficient management of staff
Staff motivation
Objective evaluation of staff performance and sanction for poor performance



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Continuous HR Development

Recruit right people

Transparency

Unfair treatment of staff

Location outside of the capital of host nation

Long distance from ECOWAS HQ

Excessive paperwork

Administrative and financial management

Tension between regional approach and supporting individual member countries

3. What are three major governance challenges that the ministries of health in the WAHO member countries are currently facing?

Strategic planning

Planning and coordination with partner interventions

Inadequate financing for health

Effective and efficient management of resources

Dissemination of information

Timely decision making

Accountability and Enforcement

Regional integration and harmonization of policies

Improvement in health indicators

Providing access to health services

Adapting interventions to national realities

Staff turnover with political regime change

Adequate and competent staff in place

Staff motivation

Political influence

Inadequate budget

Nepotism

Excessive red tape

4. What are your three key learning expectations of this workshop in terms of new knowledge, skills, and practices?

Mobilize more resources for the organization

Identify clear objectives for each department

Ensure accountability of staff

Communicate governance concept to staff

Strengthen personal accountability

Understand good governance

Understanding good governance for health

Practice good governance

Practices of good governance



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- Improve practices of governance
- Monitor practice of good governance
- Master concept of governance
- Examples of good governance
- Governance development plan for WAHO
- Knowledge of governance practices and tools
- Clear definitions
- Ensure accountability in health sector
- Better management of existing resources
- Managing a team
- Performance evaluation

5. What is one important outcome that you want this workshop to accomplish?

- Awareness among all participants of their responsibility for better governance of the WAHO institution
- To know how to govern
- Monitor governance
- Better internal communication
- Agree on common results
- To know how to operationalize good governance
- To establish transparency and accountability at all levels
- Understanding governance as a continuous process improvement
- Team management tools

6. What content would you like to see included in this workshop that would strengthen WAHO's governance and performance as a regional health leader?

- How to sustain a reflection mechanism for governance
- Increased WAHO visibility
- Capacity to provide clear direction to the member countries
- Multiculturalism, training and honesty in governance
- Leadership essential for governance decision making
- Teamwork
- What to delegate and what not to delegate

7. What specific learning resources would be most valuable for you before and during the workshop?

- Governance tools
- Manuals
- Training tools
- Illustrations
- Experience sharing
- Online resources



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Resources for planning, programming, implementation, and M and E

8. What concerns might you have related to this workshop? What could go wrong? Please list up to three concerns.

Non-implementation of acquired knowledge
Lack of implementation of the plan developed in the workshop
Theoretical learning alone, not practical sort
Not considering WAHO priorities
Lack of discipline
Wastage of time
Not allowing dissent
Not considering participant experiences
Starting late
Lack of time
Key officials absent themselves
Truth is neither told nor discussed
Effective participation
Misunderstanding of concepts
Vague and unclear messages

9. Imagine that you have just attended the best workshop that you have ever attended. Think what made it the best, and offer suggestions to make this workshop a valuable experience for the WAHO leadership and good use of its time.

Frank conversations
Consider context
Concept and ideas are implemented after the training
Content and trainer quality
Participatory and interactive sessions
Training agenda is tightly organized
Facilitator knowledge
Tools and practices of good governance
Punctuality
Dissent is allowed
Recommendations are realistic
Achieve learning objectives
To finish workshop with clear ideas for implementation



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10. Score your understanding and knowledge of the following practices of good governance.

	P1	P2	P3	P4	P5	P6	P7	P8	Total score per item	% score per item
I know what governance leaders should do to govern well.	5	5	5	5	5	8	7	5	45	56
I know how to cultivate transparency and accountability in WAHO.	4	5	7	10	5	7	6	8	52	65
I know how to coordinate and collaborate with WAHO's stakeholders and establish a relationship of trust with them.	6	10	6	10	6	7	7	8	60	75
I know how to set a shared strategic direction for WAHO working with WAHO stakeholders and realize it in course of time.	0	10	7	7	5	7	4	7	47	59
I know how to mobilize resources to accomplish the mission of WAHO, and ensure their best use.	2	5	6	9	5	6	4	8	45	56
I know how to assess the governance effectiveness of WAHO and continuously improve it.	2	3	7	7	1	5	5	5	35	44
I am able to work together with the senior leadership team and establish a culture of transparency and accountability.	7	3		10	8	6	6	8	48	60
I am able to work together with the senior leadership team and build a relationship of trust with WAHO's internal and external stakeholders.	7	9	8	10	8	6	5	8	61	76
I am able to work together with the senior leadership team and set a shared strategic direction for WAHO.	7	9	5	10	8	6	5	8	58	73
I am able to work together with the senior leadership team, and raise and make best use of resources to accomplish WAHO's mission.	7	9	6	10	7	6	6	8	59	74
Total score per participant	47	68	57	88	58	64	55	73		
Total score across participants or across items										63.75

Notes

P1: Unnamed participant 1

P2: Unnamed participant 2

P3: Unnamed participant 3

P4: Unnamed participant 4 and so on



Annex 3

Learning objectives

Introductory session

1. Get to know each other better.
2. Each participant records the baseline level of knowledge about effective governance using an instrument for self-assessment.
3. Better appreciate the importance of good governance as an enabler of enhanced health system performance.
4. Express training needs and expectations from the academy.
5. Better understand the role of fellow participants in learning.

Session 1

Accessing Governance Resource Suite

1. Get to know the Governance Resource Suite and what is available in the suite.
2. Get to know how to access it and use it, when it becomes available.
3. Express any needs for other resource materials that will facilitate learning.

Session 2

Roles and responsibilities of a governing body

1. Get to know twelve key roles and responsibilities of a governing body.
2. Compare your own roles and responsibilities with the twelve key roles and responsibilities.
3. Identify, discuss, describe, and internalize key governance responsibilities.
4. Articulate your governance capacity building needs.

Session 3

Participants apply the Challenge Model to governance in their own setting

1. Discuss, define, and describe governance and good governance.
2. Discuss what is working, what is not working in your governance, and what could be done to improve it.
3. Apply the challenge model to governance in your own setting, discuss your current governance situation, identify obstacles and root causes that come in the way of governing well, define your key governance challenge, identify two to three strategic measures of organizational performance that your senior leadership team wants to influence through the use of good governance, and pinpoint key priority actions you will take to overcome the obstacles.
4. Articulate your governance capacity building needs.

Session 4

Cultivating accountability

1. Define and describe this effective governing practice.
2. Recall and discuss the enablers and the foundational principles of this practice.



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3. Brainstorm and clarify how to cultivate accountability in WAHO, i.e., what specific actions should be taken?
4. Review an individual self-assessment of this practice.

Session 5

Engaging stakeholders

1. Define and describe this effective governing practice.
2. Recall and discuss the enablers and the foundational principles of this practice.
3. Brainstorm and clarify how to engage with stakeholders of WAHO, i.e., what specific actions should be taken?
4. Review an individual self-assessment of this practice.

Session 6

Setting a shared strategic direction

1. Define and describe this effective governing practice.
2. Recall and discuss the enablers and the foundational principles of this practice.
3. Brainstorm and clarify how to set a shared strategic direction for WAHO, i.e., what specific actions should be taken?
4. Review an individual self-assessment of this practice.

Session 7

Stewarding resources

1. Define and describe this effective governing practice.
2. Recall and discuss the enablers and the foundational principles of this practice.
3. Brainstorm and clarify how to steward resources in WAHO, i.e., what specific actions should be taken to put it into practice?
4. Review an individual self-assessment of this practice.

Session 8

Assessing and enhancing governance

1. Describe this effective governing practice.
2. Recall and discuss the foundational principles of this practice.
3. Brainstorm and clarify how to periodically assess and continuously enhance governance of WAHO, i.e., what specific actions should be taken to put it into practice?
4. Review various governance assessments.
5. Brainstorm and adapt governance assessments you will use in WAHO.

Session 9

Governance enhancement planning for WAHO

1. Brainstorm and outline a governance enhancement plan for WAHO based on the discussions during the academy.



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2. Identify two to three strategic measures of organizational performance that WAHO senior leadership team wants to influence through the use of good governance.
3. Outline an action plan comprising specific and concrete action steps that the WAHO senior leadership team will take for consistent application of the five effective governing practices over six months to influence the two to three strategic measures of organizational performance.
4. Present the governance enhancement plan and governance action plan.

Session 10

State of governance in the health sectors of WAHO member countries

1. Discuss state of governance of health sectors and health service delivery in WAHO member countries.
2. Brainstorm what can be done about it.

Session 11

Governance enhancement in the health sectors of WAHO member countries

1. Brainstorm and outline a governance action plan for health sectors and health service delivery in WAHO member countries based on the discussions in the session 10.
2. Present the governance action plan for health sectors of WAHO member countries.

Session 12

Evaluating the learning experience

1. Evaluate the learning experience.
2. Make suggestions for its improvement for future participants.
3. Discuss next steps WAHO senior leadership team will take in the coming six months.



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Annex 4



**WAHO Governance Academy
Program Schedule**

Time	Activity	Type of activity
Day 1: Wednesday, 25 March 2015		
8:30 – 9:00	Registration	
9:00 – 10:00	Introductory session and learning expectations	Plenary discussion
10:00 – 10:30	Session 1: Accessing governance learning resources	Plenary discussion
10:30 – 11:00	Tea Break	
11:00 – 12:00	Session 2: Governing body roles and responsibilities	Group work
12:00 – 1:00	Session 3: Participants apply the challenge model to governance in their setting	Group work
1:00 – 2:00	Lunch	
2:00 – 4:00	Session 4: Cultivating accountability	Group work
4:00 – 4:15	End of the day evaluation (evaluation of sessions 1 to 4)	Evaluation
Day 2: Thursday, 26 March 2015		
8:30 – 10:30	Session 5: Engaging with stakeholders	Group work
10:30 – 11:00	Tea Break	
11:00 – 1:00	Session 6: Setting shared strategic direction	Group work
1:00 – 2:00	Lunch	
2:00 – 3:00	Session 7: Stewarding resources	Group work
3:00 – 4:00	Session 8: Assessing and enhancing governance	Group work
4:00 – 4:15	End of the day evaluation (evaluation of sessions 5 to 8)	Evaluation
Day 3: Friday, 27 March 2015		
8:30 – 10:30	Session 9: Compilation of governance enhancement plan for WAHO	Group work
10:30 – 11:00	Tea Break	
11:00 – 1:00	Session 10: Governance of health sectors and health	Group work



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	service delivery in WAHO member countries	
1:00 – 2:00	Lunch	
2:00 – 3:00	Session 11: Compilation of governance enhancement plan for health sectors and health service delivery in WAHO member countries	Group work
3:00 – 4:00	Session 12: Evaluating the learning experience Conclusion of the academy with discussion on what participants learned and next steps to be taken in the coming six months	Closing of the workshop in plenary session



Annex 5



WAHO Governance Academy List of Readings

Required reading before the governance academy

Governance guides

- Cultivating accountability for health systems strengthening ([English](#) | [French](#))
- Engaging stakeholders for health systems strengthening ([English](#) | [French](#))
- Setting shared strategic direction for health systems strengthening ([English](#) | [French](#))
- Stewarding resources for health systems strengthening ([English](#) | [French](#))
- Continuous governance enhancement for health systems strengthening ([English](#) | [French](#))

The eManager: **How to govern health sector and its institutions effectively** ([English](#) | [French](#) | [Portuguese](#) | [Spanish](#))

Recommended reading before the governance academy

Governance training facilitation handbooks

- For the Ministry of Health Governance Leaders and Staff ([English](#) | [French](#))
- For Provincial Health Office Governance Leaders and Staff ([English](#) | [French](#))
- For District Health Office Governance Leaders and Staff ([English](#) | [French](#))
- For Hospital Governance Leaders and Staff ([English](#) | [French](#))
- For Health Center Governance Leaders and Staff ([English](#) | [French](#))

MSH Publications

- Chapter 3 of MSH eHandbook: **Governance of health systems and health organizations** ([English](#) | [French](#))
- The eManager: **Good Governance in Civil Society Organizations** ([English](#) | [Spanish](#))

Peer-reviewed journal article

[Implementing people-centred health systems governance in 3 provinces and 11 districts of Afghanistan: a case study](#)

Governance Apps

- Govern4Health app** (Available at [App Store](#) and [Google Play Store](#) for free download on iPhone or Android phone)
- GovScore**, an app to **measure the governance maturity of an organization** (coming soon)



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Annex 6 Feedback at the end of Day 1, Day 2 and Day 3

End of the Day 1 Feedback

Did sessions 1 to 4 meet the learning objectives and did they meet your needs? Please explain.

Yes, overall satisfied (8 responses)

Yes, partly satisfied (1 response)

Specific comments

Sessions are instructive and educative

Sessions fit perfectly with our professional role

Sessions are well-facilitated with clear and precise examples

Sessions allowed us to discuss WAHO's governance challenges and strategies to overcome them

Improved our knowledge of the practices of good governance

Working in groups has already reinforced collective responsibility

Would have been more relevant had they focused on regional organizations like WAHO

*What did you find was the most valuable part of these four sessions? What part was not of much use? Please explain why. We appreciate any other specific comments on the **content** of the four sessions.*

Useful

Challenge Model as applied to WAHO governance since it helps to identify priority activities

Cultivating accountability

Nine domains of accountability

Definitions of governance, good governance and governance for health

Governing body roles and responsibilities

Specific comments

Sessions would have been more relevant had they focused more on regional organizations

Please provide specific comments on the structure of the sessions, mode of delivery of the sessions, their pace, structure of group exercises, reference and reading materials /handouts/guides/handbooks, etc.

Sessions

Sessions are well-structured, one flows into the next and so on

Session format simple and practical

Practical and group exercises are very relevant

Mode of delivery of appreciable standard

Learning materials



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Abundant reference materials

Specific comments

- Would have liked the reference materials more specific about WAHO
- Practical exercises and group exercises have been very helpful, allow more time to complete
- Too many things to learn in a short period of time
- Pace is sometimes a little faster
- Refine the French translation of the learning materials
- Self-assessment questions in French are ambiguous in a few instances
- More visuals will help
- Participants did not do prior readings thereby slowing things down

End of the Day 2 Feedback

Did sessions 5 to 8 meet the learning objectives and did they meet your needs? Please explain.

Yes, overall satisfied

Specific comments

- Practical exercises at the end of each session allow the participants to assimilate the content
- With one session each on the five practices of good governance, we can now master them
- Sessions have practical exercises to enhance governance at institutional level
- Methodology is highly participatory

*What did you find was the most valuable part of these four sessions? What part was not of much use? Please explain why. We appreciate any other specific comments on the **content** of the four sessions.*

Useful

- Group work and group exercises
- Sessions on the practices of good governance

Specific comments

- Content is relevant and useful
- Sessions need to go deeper so all staff can apply practices of good governance

Please provide specific comments on the structure of the sessions, mode of delivery of the sessions, their pace, structure of group exercises, reference and reading materials /handouts/guides/handbooks, etc.

Sessions

- Facilitators have good knowledge of the subject
- Sessions are well done and facilitate learning



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Learning materials

Reference material are interesting, time to read them is limited
Didactically sound learning materials

Specific comments

Pace is slower than Day 1 and it is helping
More efficient use of time than Day 1
Second day has been better than the first in all respects
Clear improvement in the way sessions were conducted
Better adapt the self-assessment instruments to WAHO context

End of the Day 3 Feedback

Did sessions 9 to 12 meet the learning objectives and did they meet your needs? Please explain.

Yes, overall satisfied

Specific comments

Learning objectives are achieved
We can now practice good governance
We were able to distill specific and concrete governance activities for WAHO
This workshop came at the opportune time and will help us in the strategic planning process
Our awareness of the governance development needs has improved
Helped us focus on governance of health systems in ECOWAS member states

*What did you find was the most valuable part of these four sessions? What part was not of much use? Please explain why. We appreciate any other specific comments on the **content** of the four sessions.*

Useful

Governance development planning in groups
We developed governance action plan working in groups
We went on identifying in each session next steps for WAHO
We identified steps for developing governance in health sectors of West African countries
Cases applied to WAHO

Specific comments

We identified steps for developing governance in health sectors of West African countries

Please provide specific comments on the structure of the sessions, mode of delivery of the sessions, their pace, structure of group exercises, reference and reading materials /handouts/guides/handbooks, etc.



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Sessions

Training methodology helped us assimilate the practices of good governance
Governance exercises allow better application of the acquired knowledge
We could identify gaps that need WAHO's attention

Learning materials

Well elaborated learning materials
Useful handouts
Quality of the material is appreciated
French translation should be improved

Specific comments

Socio-political environment of the countries should be discussed
Too much time in group discussion hinders progress
Time is still a bit short but the exercises are now adapted to available time
Plan a longer training, duration of a minimum of 5 days would be ideal
Learning material are suitable for countries, should now be adapted to regional institutions



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Annex 7
Pre- and Post-Workshop Governance Knowledge Assessment

Participant	Maximum score	PRE	POST
Unnamed participant	250	82	130
Unnamed participant	250	139	213
Unnamed participant	250	114	200
Unnamed participant	250	189	238
Unnamed participant	250	170	241
Unnamed participant	250	139	200
Unnamed participant	250	139	243
Unnamed participant	250	165	191
Unnamed participant	250	166	226
Unnamed participant	---	---	250
Average score		145	213
Percentage score		58%	85%
Gain in governance knowledge	27 percentage points		

Self-assessment of the Practices of Good Governance at Baseline

Practice of good governance	CA	ES	SD	SR	CGE
Maximum score	120	36	36	120	36
Unnamed participant	85	36	27	92	17
Unnamed participant	101	26	22	104	23
Unnamed participant	115	29	32	113	26
Unnamed participant	93	19	30	105	27
Unnamed participant	90	13	28	110	23
Unnamed participant	82	28	23	108	27
Unnamed participant	114	20	29	113	17
Unnamed participant	103	32	26	86	11
Unnamed participant	91	26	26	108	20
Unnamed participant	---	---	---	---	19
Percentage practice score across all participants	81	71	75	87	58
Average percentage score across all practices	74				

Notes

CA: Cultivating accountability

ES: Engaging stakeholders

SD: Setting shared strategic direction

SR: Stewarding resources

CGE: Continuous governance enhancement



Annex 8

Éléments de planification pour l'amélioration de la Gouvernance de l'OOAS (compilation des données de l'atelier des 25, 26 27 Mars 2015)

Gestionnaire du plan: Dr Xavier CRESPIAN, DG de l'OOAS
Période : Avril – Septembre 2015

Interventions	Cibles (Aimed at)	Indicateurs (Indicators)	Responsable Responsable	Chronogramme (Timeline)					
				Apr	May	Jun	Jul	Aug	Sep
Objectif 1 : Renforcer la responsabilité/ redevabilité au sein de l'OOAS									
1. Instituer les réunions hebdomadaires et trimestrielles des départements pour rendre compte des activités à tous les niveaux en utilisant les outils existants Establish weekly and quarterly meetings of the departments to account for activities at all levels using existing tools	Tout staff OOAS	# Of departments that hold weekly and quarterly departmental meetings using the existing tools.	DG/Directeurs	X	X	X	X	X	X
2. Evaluer le niveau de mise en œuvre des décisions prises lors des réunions de l'OOAS Evaluate the level of implementation of decisions taken at meetings of WAHO	DG/Directions	% of decisions implemented	C/DG	X	X	X	X	X	X
3. Organiser systématiquement des réunions entre les départements sur des actions transversales Systematically organize meetings between departments on cross-cutting actions	Directeurs/PO	# Of meetings, events, activities co-organized by two or more WAHO departments.	Directeurs	X	X	X	X	X	X
4. Evaluer à mi-parcours les performances du personnel en vue de renforcer les capacités de chaque agent sur la base de ses insuffisances à accomplir ses tâches Assess halfway through the performance of personnel in order to strengthen the capacity of each agent on the basis of its shortcomings in fulfilling its duties	Staff OOAS	% of WAHO staff participating in the mid-term performance evaluation scoring at least 75% or "Satisfactory" rating.	DG/Directeurs/ PO			X			
5. Alimenter le site web de l'OOAS avec toutes les informations pertinentes en temps réel Feed the website of WAHO with all relevant information in real time	Staff OOAS / Public extérieur	# of articles published on time on the WAHO website.	PO. Communication /Webmaster	X	X	X	X	X	X
6. Utiliser le SAP comme tableau de bord pour évaluer les niveaux de consommation des ressources des différents départements Use SAP as dashboard to assess resource consumption levels of various departments	Direction Générale	# of evaluation reports on WAHO departments generated by the SAP.	DG/Directeurs			X			X
7. Mettre en œuvre les recommandations du rapport sur le climat de travail (LDP+) à l'OOAS Implement the recommendations of the	Staff OOAS	% of recommendations implemented	DG/Directeurs		X	X	X	X	X



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report on the work environment (LDP +)									
Objectif 2 : Impliquer toutes les parties prenantes de l'OOAS									
8. Organiser des visites de terrain (pays) pour la collecte des informations stratégiques pour l'élaboration du plan stratégique 2016-2020 Organize country visits for the collection of strategic information for the development of the strategic plan 2016-2020	Pays membres	# of member countries visited by WAHO staff for SI collection and who provided the required information for the 2016-2020 Strategic Plan	DGA	X	X				
9. Organiser des réunions d'examen de la version 0 du plan stratégique 2016-2020 Organize review meetings to review version 0 of the strategic plan 2016-2020	Toutes parties prenantes	# of review meetings organized for the Strategic Plan 2016-2020.	DGA		X				
10. Organiser une AMS extraordinaire pour l'adoption du plan finalisé Organize a special Assembly of Health Ministers to adopt the final plan	Etats membres/ partenaires/ OOAS	2016-2020 Strategic Plan adopted by a special AMS.	DG					X	
11. Organiser une table ronde de mobilisation de ressources pour la mise en œuvre du plan Organize a round table to mobilize resources for the implementation of the plan	Partenaires	% of resource mobilized	DPAT						X
12. Organiser la réunion semestrielle de revue des projets et programmes Organize biannual review of projects and programs	Staff OOAS/ Partenaires	# of review conducted	DPAT		X (7/5/15)				
13. Evaluer les pratiques de gouvernance dans trois (3) pays membres (considérés comme pays pilotes) Assess governance practices in three member members (considered as pilot countries)	OOAS/ 3 Pays membres	# of member countries in which gaps in terms of governance at all levels have been identified.	DG/LMG			X			
14. Organiser un atelier de renforcement des capacités de gouvernance des cadres du ministère de la santé (niveau central) de chacun des 3 pays Organize a governance capacity building workshop for health ministry officials (central level) of each of the three pilot countries	Cadres des 3 pays membres	# of Governing bodies trained to fill identified gaps in IT Governance	DG/LMG						X
Objectif 3 : Etablir une orientation stratégique commune									
15. Finaliser et restituer l'évaluation externe du plan stratégique 2009- 2013 Finalize and return the external evaluation of the Strategic Plan 2009- 2013	OOAS/ CIP	Restitution and finalization of the external evaluation of the 2009- 2013 Strategic Plan conducted.	CIP						
16. Mettre en place un comité interne de planification (CIP) pour piloter l'élaboration du plan stratégique 2016-2020 Establish an internal planning committee to lead the development of the strategic	Staff OOAS	An internal planning committee (IPC) established and leading the development of the 2016-2020	DG						



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plan 2016-2020		strategic plan.								
17. Elaborer et valider les outils méthodologiques Develop and validate the methodological tools	Staff OOAS	# of methodological tools developed and validated.	CIP							
18. Collecter et analyser les informations pertinentes Collect and analyze relevant information	Staff OOAS	Relevant information collected and analyzed.	CIP							
Objectif 4 : Assurer une bonne gestion des ressources										
19. Mettre en application les logiciels ResHum et SAP Implement ResHum software and SAP	Staff OOAS	# of WAHO departments using the ResHum software and SAP.	DG/DAF		X	X	X	X	X	X
20. Finaliser le Manuel de Procédures administratives et financières de l'OOAS Finalize the manual of administrative and financial procedures of WAHO	Staff OOAS	WAHO Administrative and financial procedures manual available	DAF				X			
Objectif 5 : Améliorer de façon continue la gouvernance										
21. Mettre en pratique l'outil d'auto évaluation de l'instance décisionnaire de la Gouvernance To practice the self-assessment of the decision making	Directeurs	Self-evaluation tool for decision-making body of Governance available.	DG	X	X	X	X	X	X	X
22. Mettre en œuvre le plan de communication de l'OOAS (interne /externe) Implement the WAHO communication plan (internal / external)	Tout staff/ Partenaires et PP	# of WAHO communication with partners and PP based on the WAHO communication plan.	PO. C&P		X					
23. Organiser une réunion de revue à mi-parcours du Plan d'Action de gouvernance Organize a mid-term review meeting for review of the Governance Action Plan	DG/Directeurs	# of activities accomplished in the quarter	DG				X			