

Africa Unit

Health Management Program
Strengthening Management and Training Capacity
Management Development Plan (MDP)

Family Planning Management Development (FPMD)

Project Number: 936-3055

Agreement Number: CCP-A-00-95-00000-02

Office of Population, USAID

Management Sciences for Health
165 Allandale Road
Boston, MA 02130

June 2, 1997

**HEALTH MANAGEMENT
PROGRAM STRENGTHENING
MANAGEMENT AND
TRAINING CAPACITY**

**FAMILY PLANNING MANAGEMENT DEVELOPMENT (FPMD)
AND
AND CENTRE D'ETUDES SUPERIEURS EN GESTION
(CESAG)**

**MANAGEMENT DEVELOPMENT PLAN
(MDP)**

**Family Planning Management Development (FPMD)
Cooperative Agreement No.: CCP-3055-A-00-5000-00
Management Sciences for Health
400 Center Street
Newton, MA 02158**

FAMILY PLANNING MANAGEMENT DEVELOPMENT

FPMD PROJECT

AND

**CENTRE D'ETUDES SUPERIEURES EN GESTION
CESAG**

**HEALTH MANAGEMENT PROGRAM
STRENGTHENING
MANAGEMENT AND TRAINING CAPACITY**

**MANAGEMENT DEVELOPMENT PLAN
MDP**

Family Planning Management Development (FPMD)
Cooperative Agreement No.: CCP-3055-A-00-5000-00
Management Sciences for Health
400 Center Street
Newton, MA 02158

I BACKGROUND

CESAG (Centre d'Etudes Supérieures en Gestion) is a regional management training institution located in Dakar, Senegal providing masters level (MBA) courses in management in the fields of health management, auditing and commerce for all of French-speaking West Africa. CESAG was created in 1985 as one of the institutions of higher learning under the umbrella organization (CEAO) that grouped the Francophone West African States. In the area of Health Administration, CESAG has trained more than 100 professionals at masters degree level from all countries in Sub-Saharan Francophone Africa.

While it has been in existence for many years, it recently underwent a period of crisis where its future existence was very much in question. Because of the collapse of the CEAO, and the bloated payroll and questionable quality of staff at CESAG, it faced a period where expenses were not met and staff were not paid. However, in 1995 it was taken over by the Central Bank of West African States (BCEAO), a key organ of the Economic and Monetary Union of West Africa (UEMOA). Under the new ownership, the Director General has been replaced and 75% of the staff dismissed leaving only 6 full time teaching staff. However, the staff remaining are committed and strong, and CESAG has developed a strategic plan, and is in the process of redoing its curriculum to prepare for its new intake of masters students in October of this year. The bank has agreed to fund CESAG for the next five years, but at decreasing levels of support, and has invested substantial funds into renovating the excellent training facilities, dormitory and cafeteria, and both computer and language laboratories. The development of programs and remaining costs are to be financed through the resources generated by CESAG activities and by project funds.

In the context of the SARA Project and its relationship with CESAG, Management Sciences for Health, because of its capacity in management training and its experience with regional training institutions, was asked to develop a program to assist CESAG with the development of a masters level curriculum and a plan for marketing this program through the region. The first assessment visit was made in March, 1996 by Mr. Steve Reimann, MSH and Ms. Suzanne Prysor Jones, of the SARA project. The conclusion of that visit was that CESAG appeared to have recovered from its earlier crisis and was ready to position itself as a quality training institution in the region. Based on the outcome of this preliminary assessment, a second, more in-depth assessment visit was agreed upon and was made from September 5-22, 1996, to determine the potential role that MSH might play in providing assistance to CESAG as an institution, and to assist with the development of a curriculum for the program. This assessment was done by Dr. Marc Mitchell, MSH, with two objectives in mind; 1) an assessment of the capacity of CESAG to provide high quality training in health management, and 2) technical assistance with the initial design of the health management program. For this work, Dr. Marc Mitchell was joined by Prof. Roger Gosselin, Professor of Management at the University of Montreal, Canada who has worked previously with CESAG. It was the finding of these consultants that CESAG is an exciting and

viable institution with enormous potential for improving the access and quality of health services in the region.

II FINDINGS AND RECOMMENDATIONS OF THE ASSESSMENT

A. POTENTIAL AS REGIONAL INSTITUTION:

Professionally well positioned; Large alumni in senior health management positions in the regions;

CESAG has the potential to be an important regional institution both in health and in commerce. Its degrees are recognized by Conseil Africain et Malagache pour l'Enseignement Supérieur (CAMES), it participates in the African Network of Management Institutions (AIMAF) and has collaborative agreements with national public health training institutions. Its alumni network consists of managers in senior health management positions throughout the region, including regional medical directors, hospital directors, and national program directors.

Financial picture of the school looks bright;

The financial picture of the school looks bright, with substantial support from the parent Bank, including a complete refurbishing of the physical facility which is impressive. The Bank's support will diminish over time according to a 5 year strategic budget, with the loss of support to be offset by increasing revenues from the schools activities. This 5 year plan, while aggressive, appears to be realistic, and the school's director has clear plans for how this increased revenue will be achieved

B. FULL-TIME FACULTY:

Well qualified and motivated

CESAG currently has six full-time faculty, one of whom is in charge of the health management program. The others are specialists in MIS, accounting, project management, human resource management, and general management. The full-time faculty are very well qualified and enthusiastic about CESAG. Most impressive of all is the director of the health management program, whose experience, insight and tireless energy have made the health program the leading edge program in the school.

C. VISITING LECTURERS:

Quality uneven and courses not related to each other

Much of the training is done by visiting lecturers from a variety of disciplines who are paid for their teaching. In the past, this has meant that the quality of the training has been quite uneven, and the courses not necessarily related to each other. CESAG is planning to enhance the quality of its faculty through integration of the course modules in the context of the conceptual frame work of the curriculum and through professional development of its visiting lecturers. MSH/FPMD has been asked to support CESAG in this process.

D. HEALTH MANAGEMENT TRAINING PROGRAM AND CURRICULUM

Objectives of Health Management Program:

At the end of the health management program, the graduate will possess the necessary competencies to manage services both effectively and efficiently with specialized knowledge in one of three practical domains: hospital management, program management or financial management. In this area, the graduate will have demonstrated the ability to put into practice necessary operational, strategic and organizations changes, and internalized fundamental values essential for managing health services including: intellectual curiosity and rigor; creativity and innovation; pragmatism, the courage to change oneself; and effective human relations. The graduate will continue to increase his or her knowledge of health management and be dedicated to the dissemination of this knowledge to others with whom he or she works. The graduate will be committed to the use of this knowledge and competencies for the improvement of the quality of services provided to meet the needs of the population.¹

The framework and outline for a new curriculum have been developed. The new curriculum is in three stages. The stages from a self assessment of the student, and the role of the manager in African institutions to the development of key competencies in an array of skills, to the application of these skills in a variety of health institutions and programs. The program of 18 months offers specialization in three areas: program management, hospital management, and finance.

The process used to develop this conceptual framework had a holistic approach; rather than the traditional approach of having a group of teachers develop individual courses, CESAG started by identifying the outcome it wanted to achieve through its training - manager of health programs- and then looked at ways and approaches to achieve that goal. While this is not a revolutionary new construct, it serves to make the point that a training program must look beyond the content of its training to the context in which it works. It has as its goal the development of graduating students who will be competent managers, and to achieve this result, a school must look at the types of students it should admit, the types of managers that are needed in the future, profiles of its graduating students who will be in a position to become these managers, and the types of training that will be appropriate to the development of these students as managers.

CESAG is now in the process of developing the individual course modules within the conceptual framework of the three stages of the curriculum (Attachment I) and is requesting MSH/FPMD's assistance in this work.

Translated from French. The original is in appendix 2 of Assessment Report

D. THE FUTURE OF CESAG

According to the Assessment Report, there are three key areas that must be addressed for the continuing success of CESAG and to ensure its position as a viable and sustainable Regional Training Institution:

- **Finance:** Is there a basis for the financial security of CESAG?
- **Market:** Is there an existing market that can support the continuing presence of CESAG's training program?
- **Quality:** Can CESAG develop a program of sufficient quality to attract students to its program?

FINANCE:

CESAG is unusual in its financial position. While obviously recovering from the collapse of the CEAO, its new owner, BCEAO, has taken a solid interest in CESAG's success, putting its own director of training as the director-general, and providing capital for renovation and operations. This solid financial backing puts CESAG in a position to develop its program and activities with the understanding that these must be of sufficient quality to generate enrollment and to attract paying students. Further, the financial planning and management of the institution indicates an understanding of and commitment to this drive for financial sustainability.

MARKET:

There is little question that CESAG is addressing a clear need for in-depth management training of health managers who will become the hospital directors, program managers, and financial managers for the countries of West Africa. The challenge facing CESAG, however, will be the ability to attract students. Good financial management will not be sufficient if there are not enough students paying tuition to support the program. Therefore, it is important for CESAG to ensure that they offer the best quality health management program in the region and that they activity market that program. One of the recommendations, therefore, is that the number of entering students for the next two years be followed closely as MSH and other organizations look at the long term sustainability of CESAG.

QUALITY OF THE COURSE PROGRAM:

In the final analysis, it is the quality of the training at CESAG that will determine whether students want to come to CESAG and whether donors are willing to fund these students. While it is obviously too early to tell what the quality of the new curriculum will be, there are several very positive signs. One is the enthusiasm with which CESAG staff is willing to begin a process that will mean more work, more changes, and more uncertainty, at least in the short term. The second positive sign is the openness of the course director and of

CESAG to examine their past performance and to match the design of the curriculum to the identified needs of health managers in Africa.

It is in the area of Quality of Program that MSH/FPMD project can make its contribution to CESAG's overall goal, of becoming the best regional training institution in the Francophone region; one in the area of Improved Quality of Faculty and Visiting Lecturers and one in the area of Modified, Updated and New Course Modules.

III GOALS AND OBJECTIVES

GOAL: FPMD to contribute to CESAG's overall goal to become a leading regional training institute in the Francophone world and to the specific objectives of the Health management Program².

FPMD's contributions will be in **1) overall design of the Masters program, 2) the area of capacity building of the faculty and visiting lecturers and 3) the development of technical sound course modules, which promote CESAG's overall training philosophy.** Results of these efforts will be demonstrated in teaching staff using innovative and participatory teaching methods and a comprehensive curriculum, which has a clear focus on the management capacity of CESAG's graduates, yet provide in-depth and updated information in the subject matter of the individual modules.

OBJECTIVES

1. Overall design of the Masters program

The masters program design and structure reflects the goal of the program, - the development of competent managers of health programs and health organizations,- and hence provides the philosophical and practical framework for the training objectives, the development of the curriculum, the selection and enhancement of the teaching cadre and the recruitment for students.

2. Capacity building of the faculty and visiting lecturers

² Overall objectives of CESAG's Health Management Course in Attachment II

CESAG will have a professional faculty, both full time and visiting lecturers, who use innovative and participatory teaching methodologies and approaches, promoting students' self development and ensuring technical competence of its graduates.

3. Development of Course Modules and Case Studies:³

Technical sound, up-to-date course modules and pedagogical study materials, accompanied by suggested teaching approaches are included in the curriculum.

IV ACTIVITIES AND INTERVENTIONS

1. Overall design of the Masters program

Proposed Activities - MSH/FPMD

The initial design of the curriculum was done during a two week TDY in September, 1996 by Dr. Marc Mitchell of MSH and Prof. Roger Gosselin of University of Montreal in collaboration with the CESAG program staff. Following that effort, the overall structure was refined by Laurence Codjia of CESAG. While some modification of the design will no doubt occur as the curriculum is further developed and refined, it is anticipated that only minimal input into this overall design is still required, as the CESAG program director, Laurence Codjia, has an excellent vision of the purpose and objectives of the Masters program.

TIME FRAME: OCTOBER 1996 - SEPTEMBER 1997

OVERALL DESIGN TA	CONSULTANT	LEVEL OF EFFORT (LOE) AND TDY	TIME FRAME/ STATUS
Technical Oversight of the overall design of the Masters program	Dr. Marc Mitchell Dr. Gosselin	LOE: 7 days (one TDY to Senegal) University of Montreal	September 1996 - March 15,1997 Status: Overall Design Completed

2. Technical Oversight and Coordination:

³ Proposal for Course Modules, topics and contents Attachment XXX

Proposed Activities - MSH/FPMD

The overall upgrading of CESAG Health Management Program and the development of the course curriculum is supported by technical assistance from various development projects, namely BASICS and the SARA projects, and possibly by various donors. To ensure that the technical assistance provided is consistent with CESAG overall educational philosophy and that the various components of the new course modules are forming a comprehensive curriculum, Marjorie Smit, FPMDs Regional Director/Africa and Professor Roger Gosselin will provide CESAG with Technical Oversight and overall coordination of the technical assistance of FPMD, BASICS and possible other projects and/or donors.

TIME FRAME: OCTOBER 1996 - SEPTEMBER 1997

TECHNICAL OVERSIGHT	CONSULTANT	LEVEL OF EFFORT (LOE) AND TDY	TIME FRAME/ STATUS
Overall direction and oversight of FPMD activities and communication with CESAG	Marjorie Smit		Ongoing
Technical oversight and coordination of development of course modules and study cases	Roger Gosselin	LOE: 14 days (one TDY to Senegal)	March 1997 - September 1997 Status: Module Development in progress. To be completed by September 1997.

TIME FRAME: OCTOBER 1997 - SEPTEMBER 1998

TECHNICAL OVERSIGHT	CONSULTANT	LEVEL OF EFFORT (LOE) AND TDY	TIME FRAME
Technical oversight and coordination of development of course modules and study cases.	Marjorie Smit	LOE: 8 days, (one TDY to Senegal)	October 1997 - September 1998
	Roger Gosselin	LOE: 2 x 15 days (two TDYs to Senegal)	October 1997 - September 1998
Obtain accreditation for Master's programme	Roger Gosselin	(Same as above)	

3. Development of Teaching Cadre:

Proposed Activities - MSH/FPMD

Training of Trainers program, which include:

a. Training of Trainer workshop: three training of trainers workshops are planned, February, July and September 1997. The program will include the introduction to the new Health Management program, its curriculum and an orientation to the contents of the course modules. The workshop will bring together all the trainers who expect to do training in the MBA program. It focused primarily on the underlying philosophy of the new curriculum and redefined the objectives and training modules with input from the participants. The workshop will be facilitated by CESAG's Program Director (funded by CESAG), Prof. Roger Gosselin (funded by FPMD) and Prof. Pierre Jean (courtesy of the University of Montreal).

The workshops in July and September 1997 will focus on innovative and participatory teaching methods and approaches, and hence have a pedagogic character. Prof. Dr. Pierre Jean will conduct these workshops.

Two more workshops are planned for the period October 1997- July 1998 for continuing education of the faculty and visiting lecturers and in support of the on-the-job coaching and mentoring program.

b. On-the-job Coaching program: to follow-up and monitor progress in using the participatory teaching approaches sessions of continuing education for faculty and visiting professors are planned, as well as appraisal/feedback mechanisms from the students and or graduates will be developed. Prof. Pierre Jean is to work with the trainers as they develop their program and to ensure that the training methodologies to be used are appropriate to the content being taught.

This activity is planned for the period October 1997 - September 1998 and together with the two workshops mentioned above, will form the core of the continuing education program.

TIME FRAME: OCTOBER 1996 - SEPTEMBER 1997

TRAINING OF TRAINERS	CONSULTANT	Level of Effort (LOE) and TDY	TIME FRAME/ STATUS
Preparation and facilitation of TOT Workshop	Laurence Codjia and MSH/FPMD Boston Roger Gosselin	Memorandum of Understanding and CESAG LOE 7 days (one TDY to Senegal)	January 1997 and February 1997 Status: Completed
Planning of the training session in innovative pedagogical approaches	Pierre Jean	University of Montreal and CESAG	March 1997 Status: Completed
Develop the two follow-up workshop programs and workshop materials; facilitate workshop	Pierre Jean	LOE: 2 x 7 days (one TDY to Senegal in July 1997)	July 1997 September 1997 Status: Workshops in preparation

TIME FRAME: OCTOBER 1997 - SEPTEMBER 1998

TRAINING OF TRAINERS	CONSULTANT	Level of Effort (LOE) and TDY	TIME FRAME
Preparation, Organization and Facilitation of two TOT Workshops	Laurence Codjia and MSH/FPMD Boston Pierre Jean	Memorandum of Understanding and CESAG LOE: 2 x 7 days	October 1997- September 1998
Weekly session on continuing education for faculty	Pierre Jean	LOE: 40 days	October 1997 - July 1998 1 day/week for 10 months

4. Development of Course Modules:

Proposed Activities - MSH/FPMD

This is the largest single component of the assistance to be provided by FPMD to CESAG and includes two components. The first component is the development of Course Modules for the new curriculum. Prof. Roger Gosselin will work with CESAG's Program Director and selected Senegalese counterparts to develop these modules. He also will assist in the selection process of these consultants. The work done by the Senegalese counterparts will be verified, corrected and reviewed by Prof. Gosselin. Prof. Gosselin is also responsible for the coherence between the course modules and the overall consistency of the curriculum with the overall goal and objectives of the Master program.

The second component is the development of Case Materials. Boston based FPMD staff will assist CESAG in the selection of MSH Management Training materials which can be used as Case Study materials and assist in the adaptation of these materials to the current needs of Francophone Africa and CESAG's new management training philosophy.

TIME FRAME: OCTOBER 1996 - SEPTEMBER 1997

COURSE MODULE DEVELOPMENT	CONSULTANT	LEVEL OF EFFORT (LOE) AND TDY	TIME FRAME
Assist in the development of course modules based on FPMD/MSH Management Training materials; Monitor the integrity of curriculum structure and ensuring technical consistency.	Roger Gosselin	12 days LOE (<i>same TDY as mentioned in Technical Oversight</i>)	March -April 1997
		10 days LOE	June 1997
Research of MSH/FPMD technical assistance and course materials	Marianne DiMascio Ida Grum Marjorie Smit	3 days LOE 5 days LOE 2 days	March 1997- September 1997
Module Development - Cost	Senegalese experts and consultants.	Memorandum of Understanding	March 1997 September 1997

TIME FRAME: OCTOBER 1997 - SEPTEMBER 1998

COURSE MODULE DEVELOPMENT	CONSULTANT	LEVEL OF EFFORT (LOE) AND TDY	TIME FRAME
Curriculum Development Specialization: Hospital Management Program Management Financial Management Drug Management	MSH Staff TBD	19 days LOE (1 TDY to Senegal) 19 days LOE (1 TDY to Senegal) 19 days LOE (1 TDY to Senegal) 19 days LOE (1 TDY to Senegal)	October 1997 - September 1998
Administrative Support in Module Development	Secretary (locally)	90 days	October 1997 - July 1998