



Building capacity of senior officials and CSOs in ECOWAS countries to achieve greater value for money in social sectors

Abuja, ECOWAS Parliament Building, 21-23 February 2017

REPORT



Funded by the donors of the Value for Money Trust Fund:



ACKNOWLEDGEMENT

The African Development Bank, the Collaborative Africa Budget Reform Initiative and the World Health Organization as organisers of the Value for Money (VfM) workshop for senior officials from ECOWAS countries, wish to express their gratitude to the ECOWAS Commission for its support in organizing the workshop. We also express our gratitude to the ECOWAS Parliament for having authorized the use of its premises and mobilizing the necessary human resources to ensure adequate technical oversight and maintenance of conference equipment and the security of participants.

Thanks are also addressed to Norad and GAVI for their funding of the VfM Trust Fund, from which the bulk of workshop costs have been drawn, in co-financing with the World Health Organization.

‘This training on Value for Money, Sustainability and Accountability in Social Sectors is of immense importance to senior officials of targeted social sectors in the region as they play a pivotal role in resource allocation, ensuring delivery on results and enhancing accountability in social sectors’

Mrs Florence Iheme, Director Humanitarian and Social Affairs, ECOWAS Commission

Contact: Carol Obure c.obure@afdb.org - Fabrice Sergent f.sergent@afdb.org

1. INTRODUCTION

The African Development Bank (AfDB) in Collaboration with the World Health Organization/ Africa Region and the Collaborative Africa Budget Reform Initiative (CABRI) organised a capacity-building workshop for Senior Officials from the Ministries of Finance, Health, Education and civil society organizations in the ECOWAS countries. This event was held between 21 – 23 February 2017 in Abuja, Nigeria for ECOWAS member countries. It followed a series of similar events for Senior Officials of SADC and EAC countries, and for Parliamentarians form SADC and ECOWAS countries, in application of the *Tunis Declaration on Value for Money, Accountability and Sustainability*.

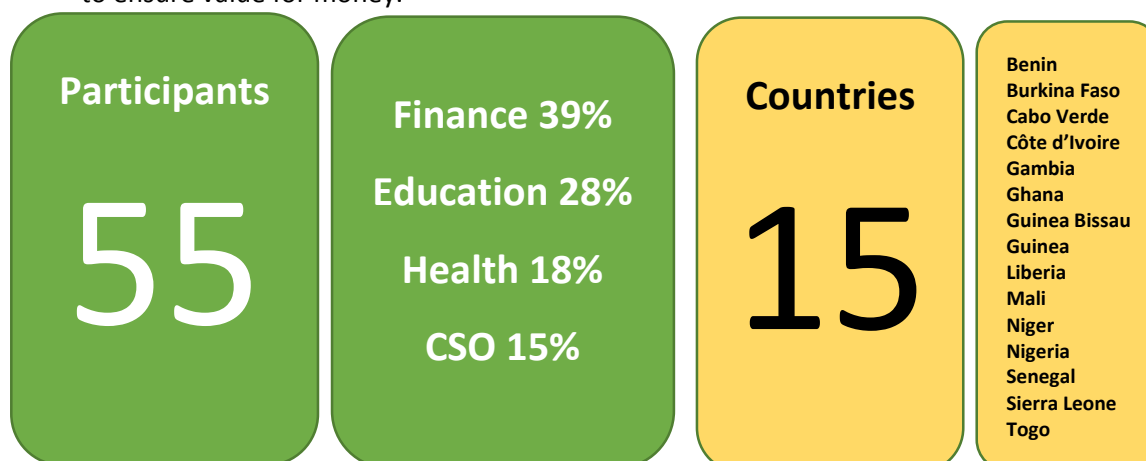
To foster and sustain progress in human development, African countries need to improve the level of results generated for the money they spend on social sectors. Evidence shows that social spending is often inefficient and ineffective, and there is consensus on the need and means to correct this situation. Countries achieve very different levels of results with comparable levels of social spending. This suggests that it is possible to obtain greater results from available resources.

The main sources of inefficiency in social spending are known and cut across sectors. They include, inter alia, inadequate resource allocation and financing options; policies and strategies insufficiently based on evidence; lack of focus on results. Inefficiencies affect both public and household spending, with the second representing a large share of social spending in Africa. This has a negative effect on economic development.

At the same time, a disconnect exists between social ministries and ministries of finance, as a result of the fact that these ministries have different identities, cultures, mandates and stakeholders, and that technical collaboration and communication between these ministries, as well as mutual understanding, is often weak.

The overarching goal of the capacity-building event was to enhance capacity of senior officials in the Ministries of Finance, Health, Education and CSOs in improving value for money, sustainability and accountability in the social sectors. The objectives of the event were to:

- Discuss key challenges and share knowledge and best practices in implementing strategies that improve value for money;
- Build capacity of senior officials in the ministries of finance, health and education to play their role in ensuring value for money;
- Identify areas of in-depth capacity building and continued learning on improving value for money;
- Identify key contextually relevant actions that participants can implement in their countries to ensure value for money.



2. METHODOLOGY AND CONTENT

The capacity-building event consisted of plenary presentations, country case studies, group work, plenary questions and answers sessions. Compared with previous editions, more time was devoted to group work to create a dynamic discussion and experience sharing, and the share of presentations and discussions related to the education sector was increased.

The workshop comprised 7 sessions as follows (see programme in annex):

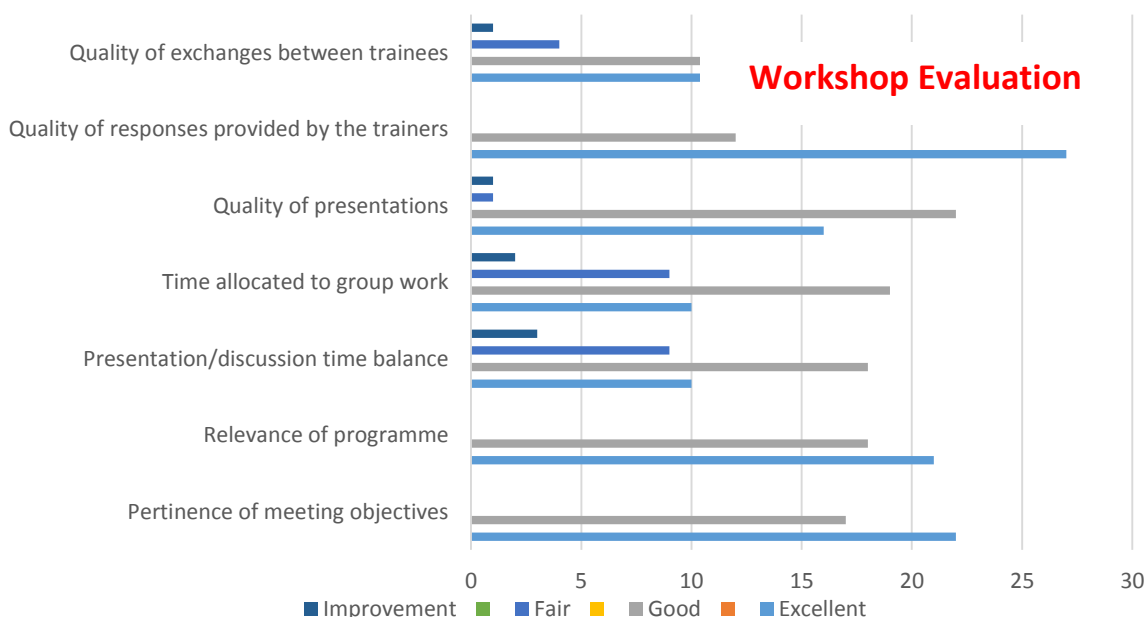
- Session 1: Introduction to value for money: concepts and issues (plenary)
- Session 2: High impact interventions and evidence-based planning (plenary)
- Session 3: Group work on the themes discussed during sessions 1 and 2
- Session 4: Issues in finance and equity in the health and education sectors (plenary and group work)
- Session 5: Resource tracking and accountability (plenary and group work)
- Session 6: Governance, accountability and communities' voice (plenary)
- Session 7: Applying the lessons (work within country delegations and plenary)

Facilitators:

Neil Cole, CABRI
 Nana Boateng, CABRI
 Semegan Barthelemy, WHO
 Zampaligre Fatimata, WHO
 Mamadou Ceesay, WHO
 Selassié D'Almeida, WHO
 Mara Karifa, WHO
 Fabrice Sergent, AfDB
 Carol Obure, AfDB

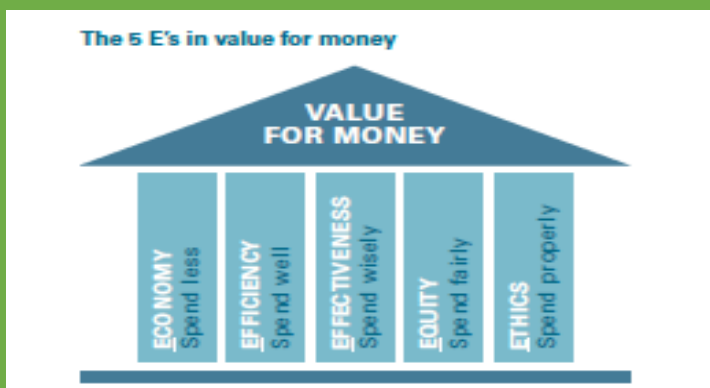
Interpreters:

French: Ms Awa Coulibaly (Team Leader)
 French: Ms Caroline Imboua-Niava
 Portuguese: Ms Sara Sefande
 Portuguese: Ms Maria-José Dos Santos
 English: Ms Jibola Sofolahan
 English: Ms Utibe Abasi-Nkanga



3. SALIENT POINTS OF DISCUSSION

3.1 The concept of Value for Money

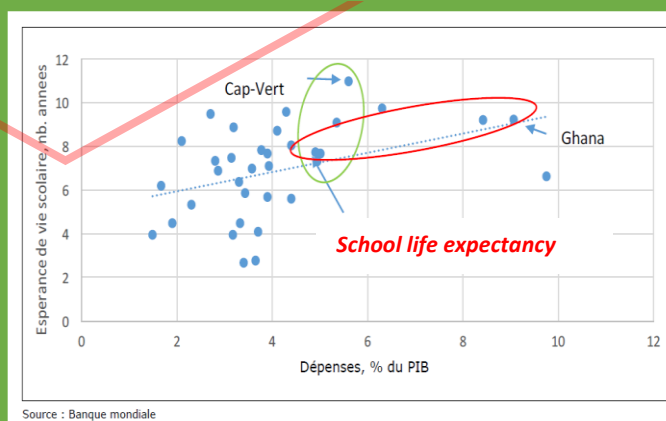
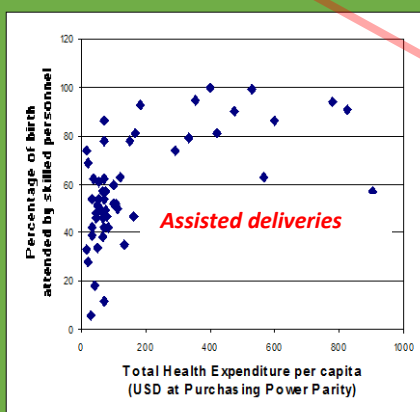


Economy: minimise the cost of inputs
Efficiency: maximise the outputs delivered from the inputs
Effectiveness: achieve the intended results of the service, project or programme
Equity: ensure public services reach their intended recipients
Ethics: manage services and programmes with integrity

THE WORKSHOP...

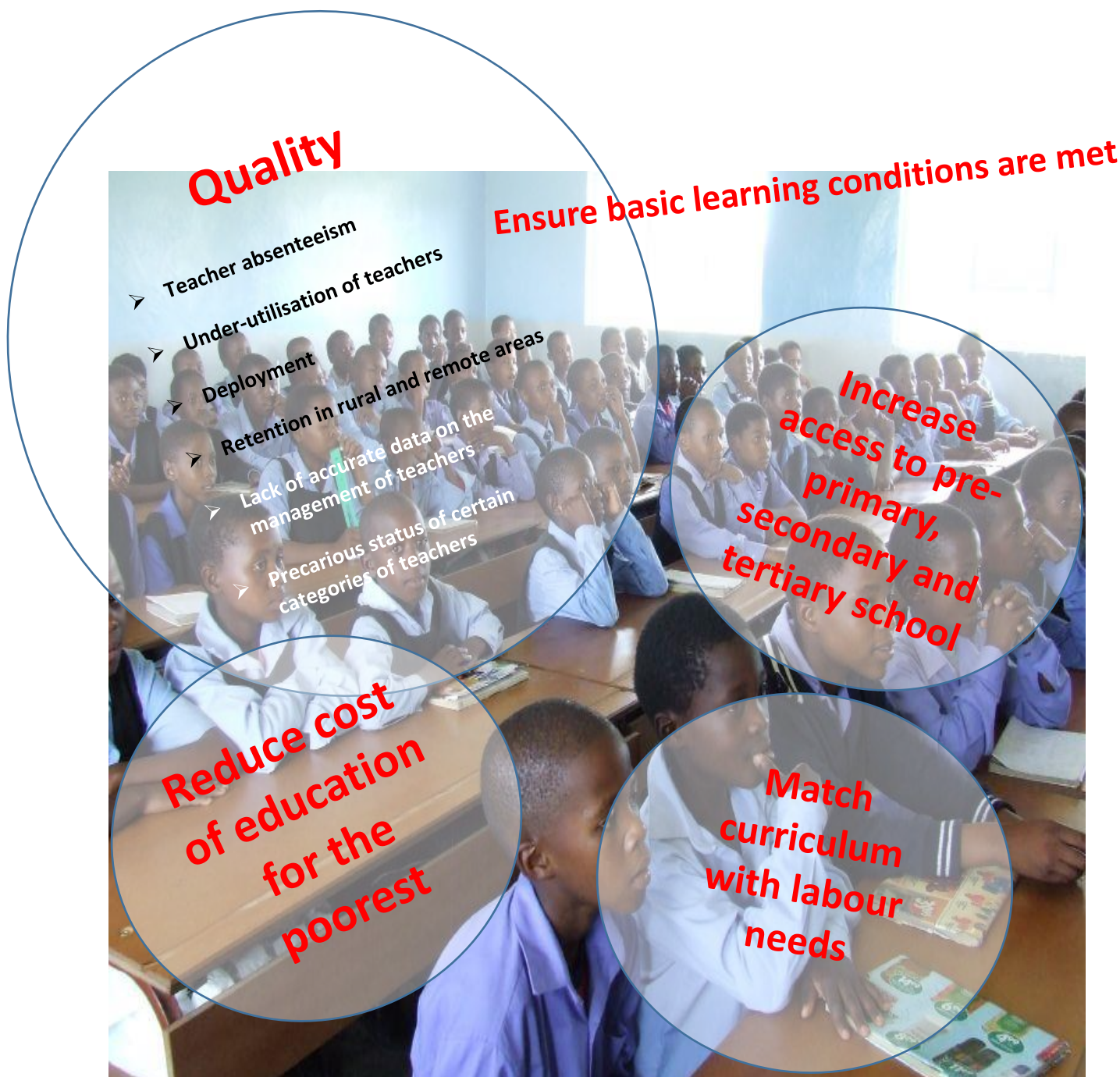
- Defined value for money and showed why value for money is important.
- Promoted understanding of general policy and implementation challenges faced in enhancing value for money.
- Allowed for exchange on interventions that enhance value for money and how they work.
- Raised awareness on how budget processes affect VfM (including issue of underspending): (1) Is the envisaged spending within the legislation and rules? (2) Is the spending affordable? ; (3) Will we get value for money from this spending?

Some countries achieve much more than others at the same level of financial effort



“In our constrained economic environment, countries need to do more with less, through allocative efficiency, improved governance, strong accountability and communities’ voice.” (AfDB)

3.2 Investing in High Impact Interventions: the Case of Education



Salient points from participants:

- With high fertility rates and 1 million children out of school in Nigeria, access remains an important issue.
- Investments are needed for learning materials, facilities and special needs children.
- Good practices such as vetting and testing teachers, eliminating ghost workers, putting aid on budget, monitoring funds have led to positive results in Liberia and Sierra Leone.
- Word from a ministry of finance: *“Too often interventions sound very intuitive, we need to be evidence-based”*. We need to increase the use of impact evaluation.

« Even if intentions are good there are difficulties to implement »

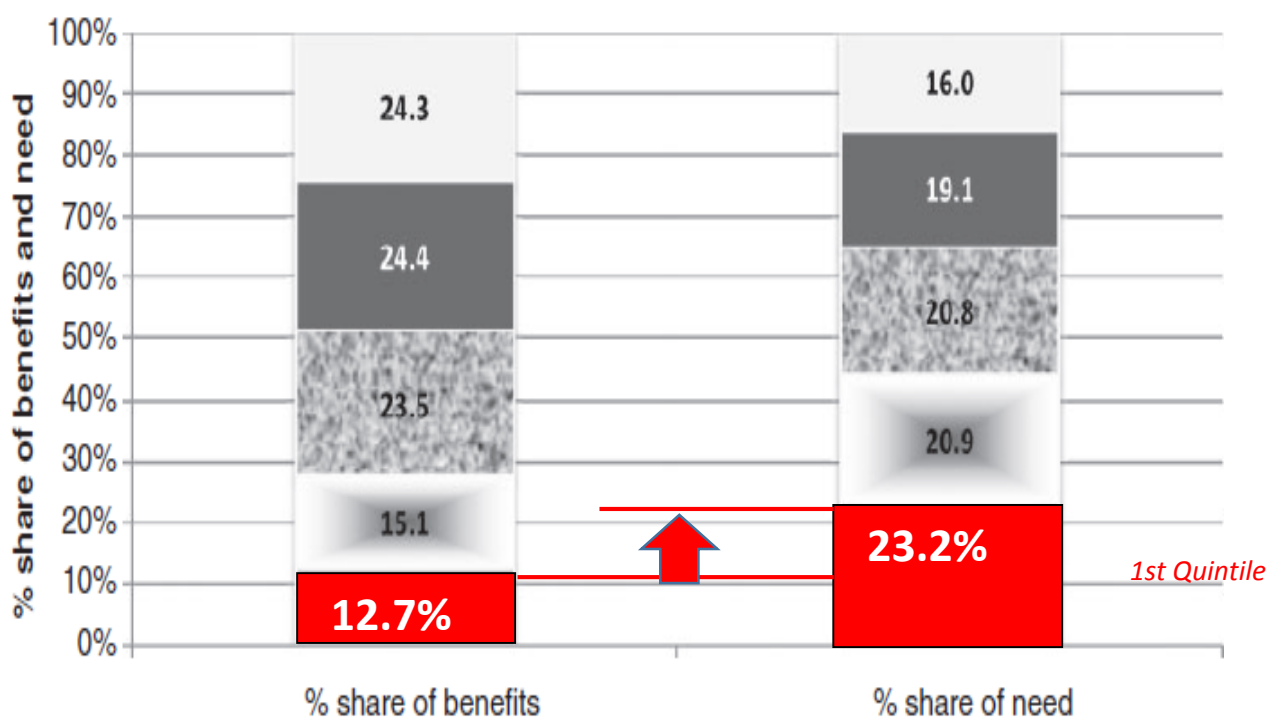
3.3 Health Financing Functions and Value for Money

Resource generation

- How much is available?
- Where do the funds come from?

Resource management/Risk pooling

- How resources are pooled and managed?
- Who is covered by different financing mechanism?



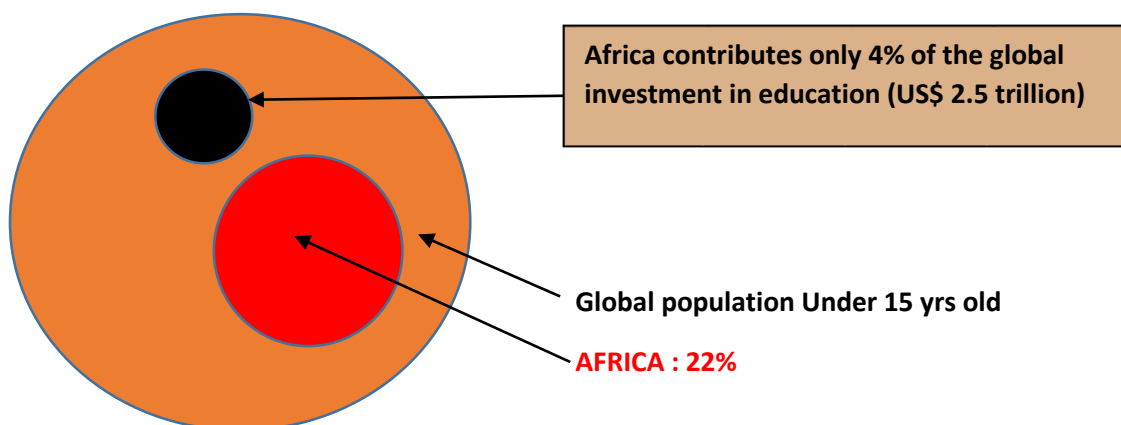
Strategic purchasing

- How are the resources allocated to cover different types of services?
- What services are purchased?
- What financial incentives are given to the providers and patients for better service delivery and service utilization?

Salient points from participants:

- Need for increased tax, budget prioritization and efficient use of resources at the same time.
- Need to strengthen CSOs so that they can fully play their role: CSOs and Gov. are partners.
- Innovative financing mechanisms e.g. sin tax have limited potential in the health sector.
- Important to consider absorptive capacity.

3.4 Finance and Equity in the Education Sector



1. Spend on the right things and on the right people

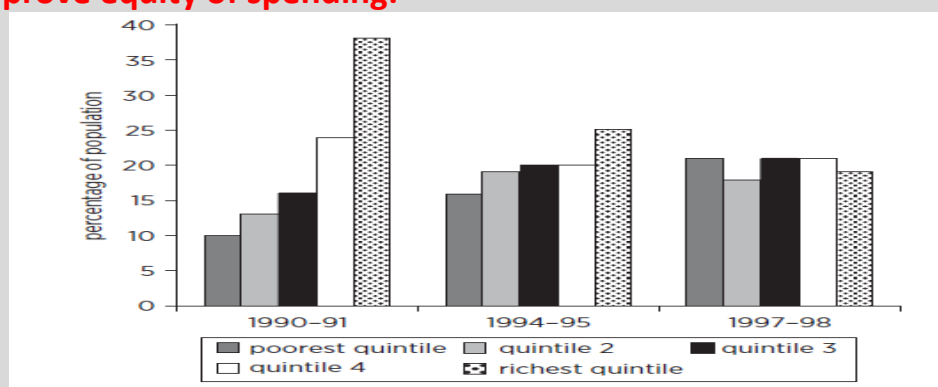
- Different levels of education: pre-primary/ECD, primary, secondary, tertiary
- Key related activities: child health and nutrition, conditional cash transfers, transport
- Right children: capture of government spend by the rich

2. Reform institutional structure to ensure accountability & the right incentives

- Education institutions
- Broader governance & PFM framework

3. Build research capacity for local evidence and learning

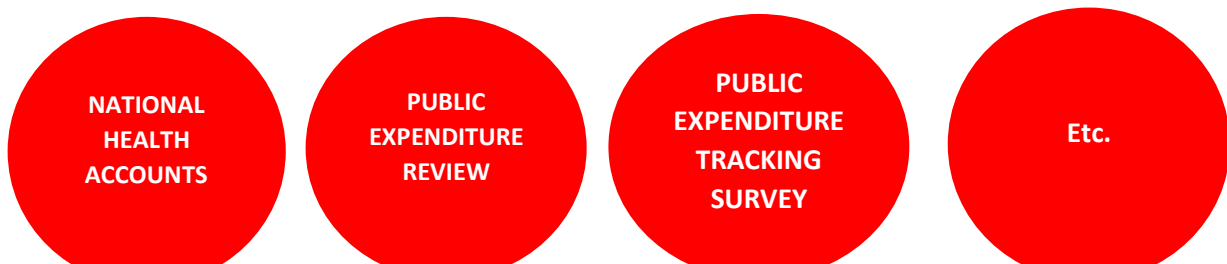
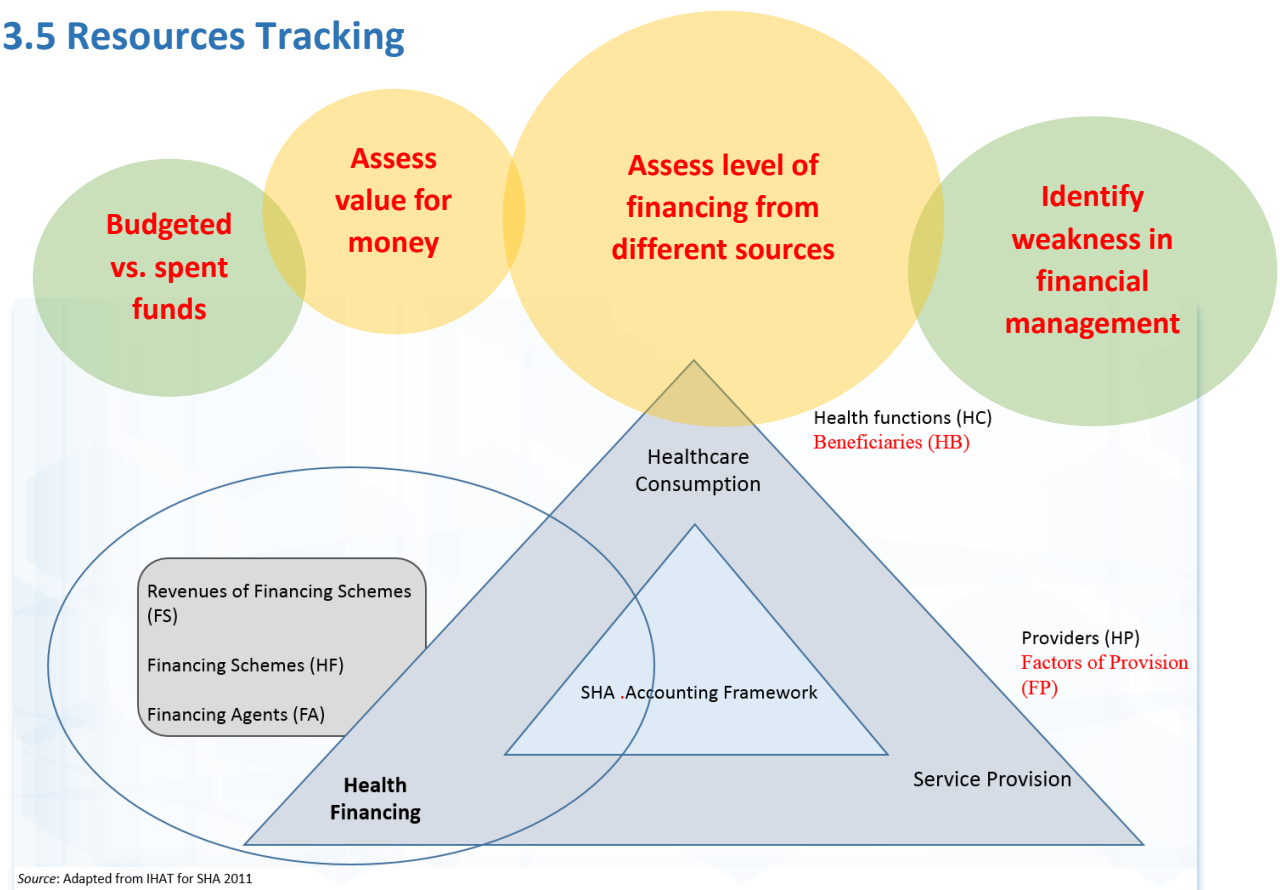
4. Improve equity of spending:



Salient points from participants:

- Tradeoff: increase access vs increase quality
- Sub-contracting tertiary education to private may not work as private operators may just poach teachers from the public sector.

3.5 Resources Tracking



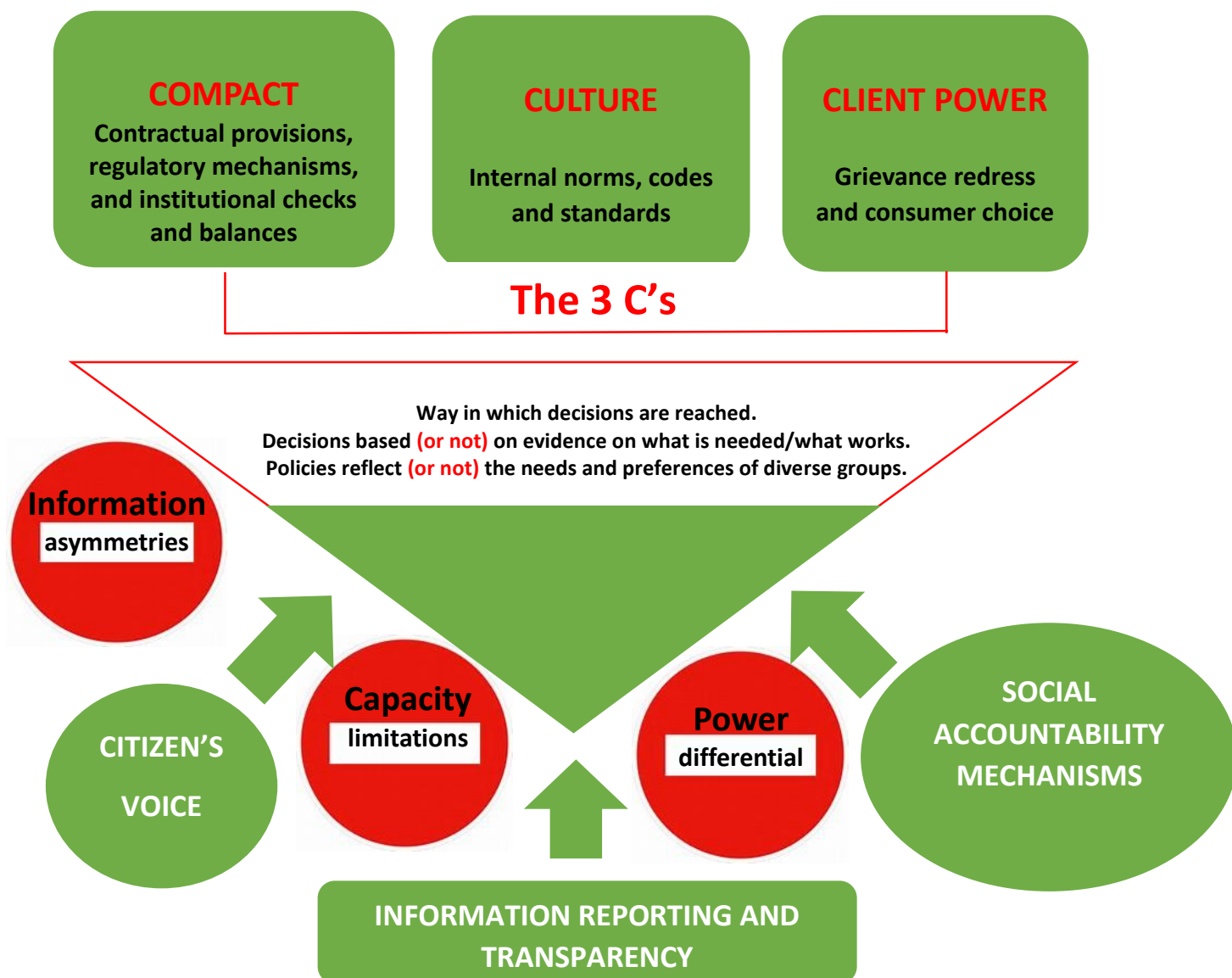
**Ensure comprehensiveness and completeness of information
and INSTITUTIONALISE!**

Salient points from participants:

- Senior Official: *“PETS in health, education and agriculture showed big leakages but after four rounds we observe improvements”.*
- CSO Representative: *Do States really make the necessary analytical effort to improve the situation of health systems”.*
- Audit reports come with 4-year delay.
- Budget is sometimes reshuffled right at the beginning of fiscal year.
- Need to share CSO experience in resource tracking.
- CSO: NHA is too complex. Need to strengthen existing resource tracking tools.

« The same importance should be attached to domestic resources as to aid»

3.6 Governance



Salient points from participants:

- Need to consider adding a fourth “C” for “Communication”.
- Health in country X: Alarming results from user satisfaction survey led to inclusion of specific topics in medical curriculum.
- Real CSO involvement is critical, from design to implementation, as CSOs represent those who can't talk for themselves.
- Need for coordinated accountability frameworks.
- Extreme politicization of decisions in Africa is a huge obstacle.
- Need to co-opt private sector.
- Need to consider doing a health-education comparative study on sector governance.

« There is no good governance without strong political will »

3.7 Problems and Ideas

**“Give me problems to solve,
not solutions to implement”**

①

**What is the problem?
&
Is it a real problem?**

②

Can action be taken?

- What authority is needed?
- Where can we find the authority
- How do we get the authority that we need?

Authority

Ability

Acceptance

- Communicate the problem and actions
- Convene teams
- Technical skills

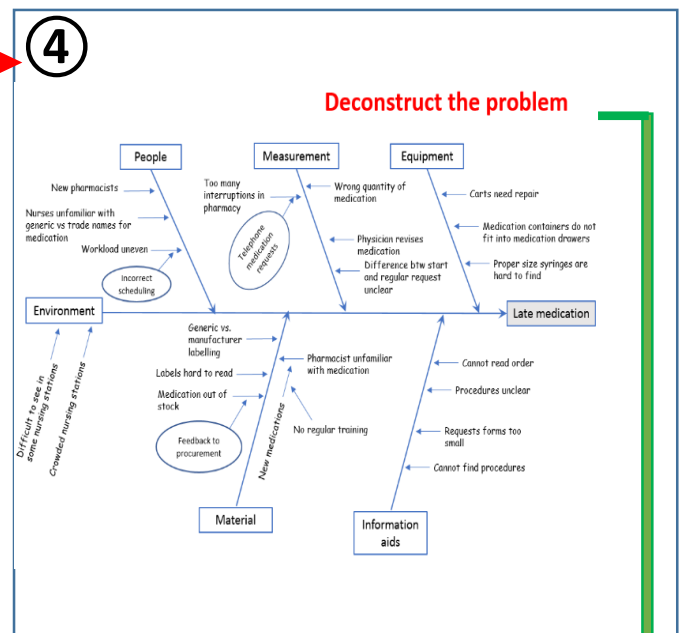
- Is proposed change acceptable
- Broad political acceptance, beyond authority

③

Just a complicated problem
Solutions known and step change required

vs.

A hard complex problem
Many unknown variables and solutions tried have not worked



SOLUTIONS

See Annex 2 for an example of group work done during the workshop

« Don't jump on solutions, try multiple things»

4. WAY FORWARD

In closing the workshop, the organisers emphasised that what was learnt needs to be translated into action and that in this regard, the workshop is the start of a conversation which must be pursued in each country and within countries. Country delegations were invited to:

- Disseminate information about the event among colleagues in their respective institutions;
- Continue to use the workshop mailing list to exchange and share best practices;
- Follow through with the ECOWAS Commission on ways to coordinate action toward greater VfM in member countries;
- Raise questions they may have with AfDB, CABRI and WHO; and
- Register in the relevant Communities of Practice of the Harmonization for Health in Africa.

AfDB and its partners are ready to provide further support, going deeper in the resolution of VfM bottlenecks at country level, while also intending to mobilise additional resources in order to establish the foundations for sustainable promotion and teaching of VfM as integral part of curricula.

To drive sustainable change, we must...

“show up, speak up, look up, team up, never give up and build others up”
(CABRI)

Annex 1: Opening Speech



**COLLABORATION ON CAPACITY BUILDING FOR SENIOR OFFICIALS OF
MINISTRIES OF FINANCE, HEALTH AND EDUCATION IN ECOWAS ON VALUE
FOR MONEY IN SOCIAL SECTORS 21st - 23rd FEBRUARY, 2017**

OPENING SPEECH

BY

Mrs. Florence Iheme

Director Humanitarian and Social Affairs

on Behalf of

ALAIN MARCEL DE SOUZA

PRESIDENT OF THE ECOWAS COMMISSION

ECOWAS PARLIAMENT 21st February 2017

PROTOCOLS

On behalf of the Economic Community of West African States, I wish to warmly welcome you to Abuja, the beautiful capital of the Federal Republic of Nigeria. That you were able to attend this training in such large numbers is an indication of your individual and institutional commitment to the social development of our dear region.

Let me also congratulate the organizers (AfDB and WHO) for their foresight in initiating and implementing this training.

Ladies and Gentlemen, the theme of this training is quite apt and the training could not have come at a better time than now when the global economic crisis has resulted in further depletion of funds allocated to the social sector.

You would agree with me that as an enabler of development, the social sector is deserving of serious attention. Yet, it is often neglected and not provided requisite funds needed in developing human capital, a sine qua non fundamental to development. This in turn manifests in the region's high disease burden, lack of basic infrastructure and social services, inadequate healthcare and services and poor access to basic education amongst others. This is despite the recognition by scholars and development practitioners that the greatest wealth of a nation is its people.

There is also evidence of inadequate inter-sectoral coordination and cooperation amongst the various social sector institutions on one hand and between them and economic institutions including government ministries on the other. This tends to be the case at both policy formulation and implementation stages.

But in addition to efforts to improve resource allocation to the social sector, there is an identified need to improve efficiency and effectiveness of current funding levels.

This training on **'Value for Money, Sustainability and Accountability in Social Sectors'** is therefore of immense importance to senior officials of targeted social sectors in the region as they play a pivotal role in resource allocation, ensuring delivery on results and enhancing accountability in social sectors.

Thus, ECOWAS is highly receptive of this training and I once again salute the organizers for putting it together.

Ladies and Gentlemen, in keeping with the spirit of the founding fathers and the vision 2020 of ECOWAS which revolves around the emergence of a people centric region, the Commission is implementing high impact programmes which would significantly contribute to the region's development. In the Education sector for example, our programmes are aimed at:

- Providing all Community citizens with greater access to quality education and making training opportunities available in the region
- Harmonizing criteria for admission into institutions of higher learning, research institutes, and vocational training centres;
- Ensuring access to quality education and training through harmonization of policies and programmes of education with a view to strengthening Human capital and to promote the mobility of students and labor in West Africa

Some of the tangible outcomes of our programmes in this sector include provision of support to Higher Education including academic mobility, teacher Development and education of Girls and other Vulnerable Groups.

In the health sector, ECOWAS has created a specialized institution; the West African Health Organization (WAHO), to be responsible for health issues in West Africa. Article III of the Protocol establishing WAHO stipulates that the objective of WAHO shall be the attainment of the highest possible standard and protection of health of the peoples in the region.

In its 45 years of existence, WAHO has made giant strides in the improvement of health systems and standards in the region. For instance, WAHO, along with other technical and financial partners has organized many capacity-strengthening trainings in health systems research methodology and resource mobilization.

The proactive role played by WAHO and the ECOWAS Commission during the outbreak of the dreaded Ebola Virus Disease (EBD) is particularly noteworthy. ECOWAS was the first organization in the world to respond to the Ebola crisis in a coordinated manner. It was the first to declare Ebola a regional security threat in March 2014. It also initiated high-level meetings and consultations to assist affected member states through WAHO.

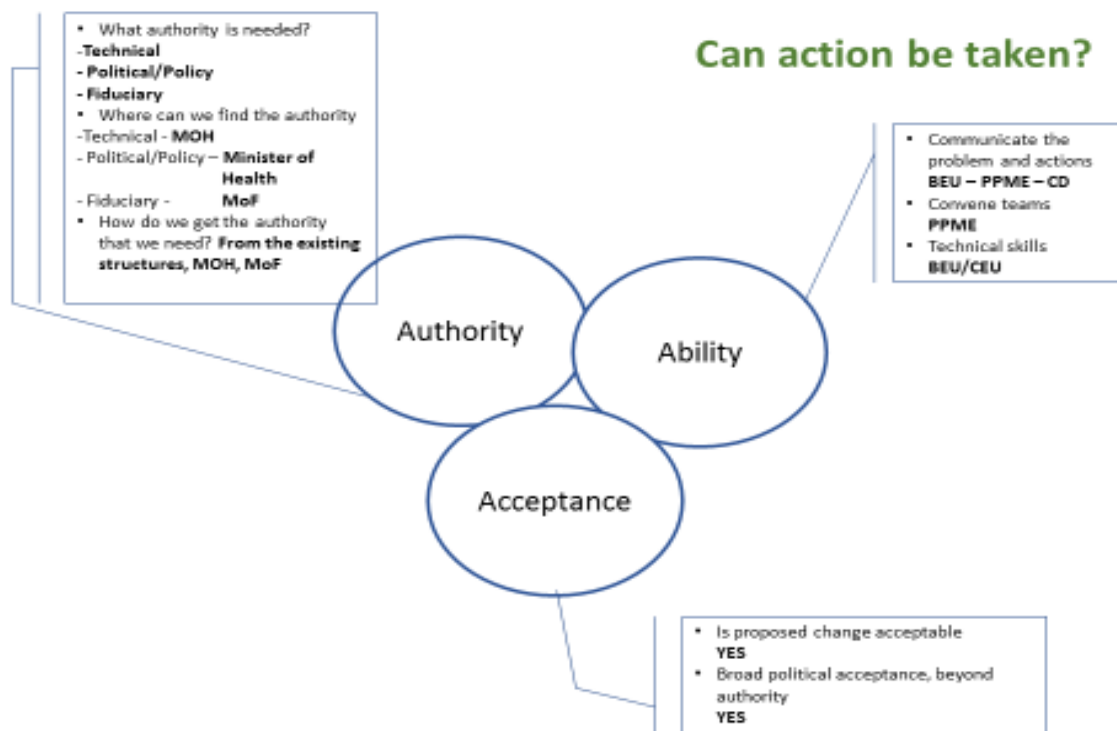
Dear Participants, Ladies and Gentlemen, ECOWAS has achieved significant progress in the above areas and will not relent in her efforts to perform better. Therefore, I wish to call on the AfDB and other key stakeholders not to waiver in their support of our work.

As I conclude my speech, I wish to reiterate our commitment to this process and urge all participants to participate keenly in it. It is our hope that at the end of this training, the capacity of our member states for evidence based planning, efficient resource transfer and tracking as well as the implementation of equity-focused interventions would have been greatly enhanced.

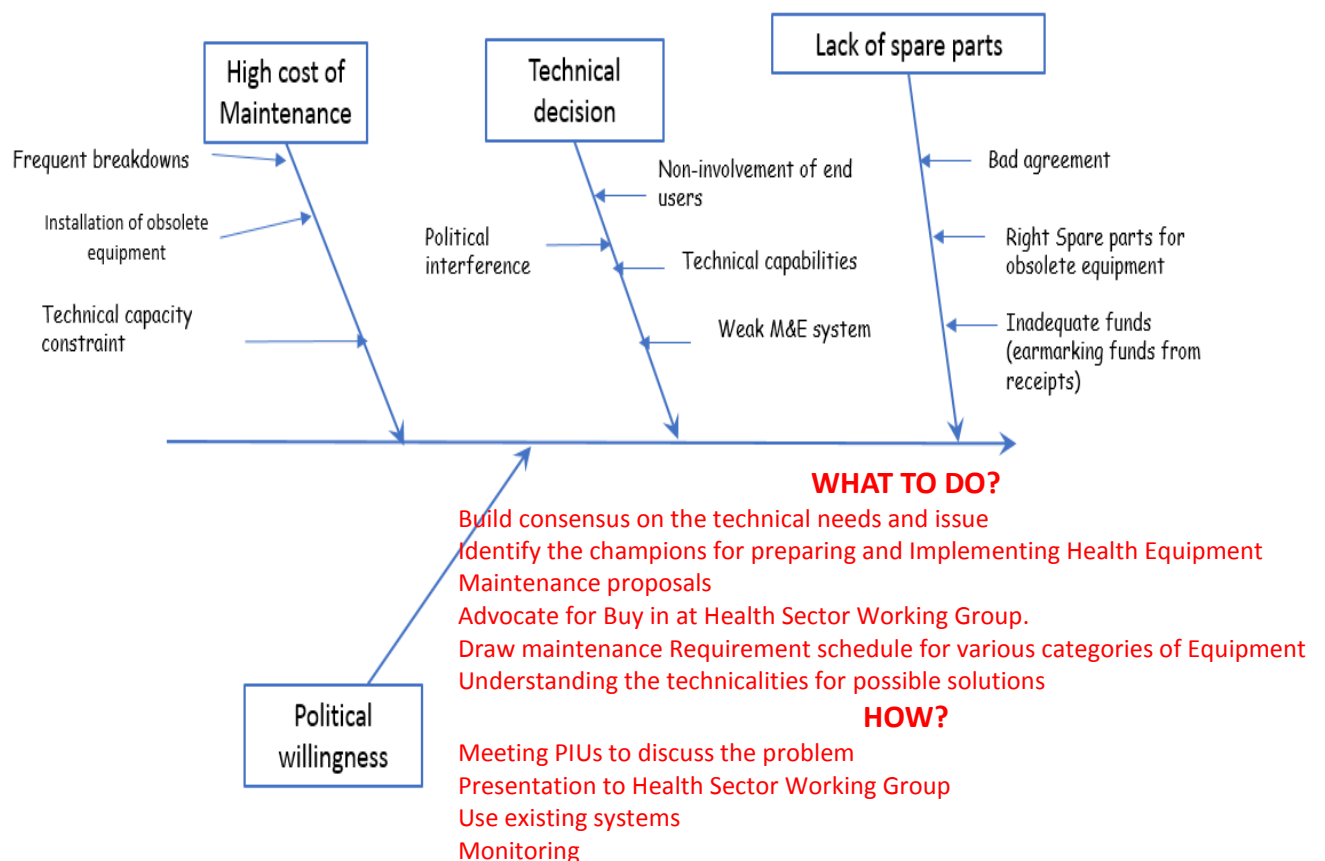
Ladies and Gentlemen, once again, it is my pleasure to welcome you to this occasion and urge you to find time to discover the sights and sounds of the Federal Capital Territory.

I wish you fruitful deliberations.

Annex 2-Example of group work: Weak hospital equipment management in Ghana



Deconstruct the problem



Annex 3: List of Participants

No	Countries	Name	Ministry	Title
1	BENIN	Gerard Menongbedji Kpaïnde	Ministre du Plan	Directeur de la Programmation et de la Prospective
2	BENIN	Honkpedji Noutai Rodrigue	MoE	Directeur de l'Administration et des Finances, Ministère de l'Enseignement Supérieur et de la Recherche Scientifique
3	BENIN	Ahokpossi Roch C Germain	MoE	Conseiller Technique à la Décentralisation, à la Déconcentration et à la Coopération, Ministère des Enseignements Maternel et Primaire
4	BENIN	Massim Oualé Alice	MoF	Secrétaire Générale Adjointe, Ministry of Finance
5	BENIN	Amoussou Raymond Aïme Kuassi	MoH	Directeur de la Programmation et de la Prospective, Ministère de la Santé
6	BENIN	Christian Marins	ROBS	
7	BURKINA FASO	Berlin Nyamba	MoF	Economiste, Chef de Service des études, Ministère de l'Economie, des Finances et du Développement
8	BURKINA FASO	Bagnikoue Bazongo	MoE	Directeur de la Prospective et de la Planification opérationnelle
9	BURKINA FASO	Clement Ilboudo	MoH	Chef de Service, Ministère de la Santé
10	BURKINA FASO	Hebie Oumarou	CSO	
11	CABO VERDE	Ana Paula Costa	MoE	Directrice Générale Planification Budget et Gestion, Ministry of Education
12	CABO VERDE	Teresa Lima	MoE	Gestionnaire Carte Politique Intégrée-Ete
13	CÔTE D'IVOIRE	Hien Sanson	MoF	Directeur des Prévisions, des Politiques et des Statistiques Economiques, Ministère de l'Economie et des Finances
14	CÔTE D'IVOIRE	Felix Momine Male	MoH	Sous Directeur de l'Information Sanitaire et de la Carte Sanitaire, Ministère de la Santé et de l'hygiène publique
15	GAMBIA	Mr. Gibiri Jaru	MoH	Deputy Director Planning, Ministry of Health and Social Welfare
16	GAMBIA	Abdoulie N. Baacha	MoE	Senior Budget Officer, Ministry of Basic and Secondary Education
17	GAMBIA	Sulayman Gaye	MoF	Principal Economist, Ministry of Finance
18	GAMBIA	Bai Madi Ceessay	MoF	Director of Budget, Ministry of Finance
19	GHANA	Bright Amisah-Nyarko	CSO	National Vice Chairman, Ghana coalition of NGOs in Health
20	GHANA	Mr Ernest Owusu Sekyere	MoF	
21	GHANA	Mrs Sally Esi Pobee Tetteh	MoH	Capital Investment Management Unit
22	GUINEE BISSAU	Samora Gomes	MoE	Chef de Répartitions des statistiques
23	GUINEE	Bah Alpha Abdoulaye	CNOSCG Guinée CSO	CHAIR for Guinean Civil Society National Council (CNOSCG)
24	LIBERIA	Hon Lalata Neufville Wei	MoE	Assistant Minister for Fiscal Affairs and Human Resources
25	LIBERIA	Yassah C. solo	MoF	Assistant Director, Ministry of Finance and Development Planning
26	LIBERIA	Mrs Abigail Korwood Walker	MoH	Accountant, Ministry of Health
27	MAU	Ismaila BERTHE	MoE	Directeur, Cellule de planification étude statistique Ministère de l'Education
28	MAU	Habiboulaye Dembele	MoF	Chef de Division Notification, Direction Générale du Budget
29	NIGER	Mr Samaila Mamadou	CSO	Secrétaire général du Regroupement des ONG et Associations du secteur de la santé (ROASSN)
30	NIGER	Mme Agali Ramatou Abdou	MoF	Point focal pour le financement de la santé à la Direction générale du Budget, Ministère des Finances
31	NIGER	Mr Abdou Ibrahim	MEP/A/PLN/EC	Directeur Général des Ressources, Ministère de l'Enseignement Primaire, de l'Alphabétisation, de la Promotion des langues nationales et de l'Education civique
32	NIGER	Mr Midou Kailou	MSP	Cadre de la Division Financement de la santé à la Direction des Etudes et de la programmation du Ministère de la Santé publique
33	NIGERIA	Roimi Sancore	Afri Dev	Coordinator of the African Health, Human and Social Development (Afri-Dev)
34	SENEGAL	Ndeye Maye Diouf	MoF	
35	SENEGAL	Amadou Cisse	CSO	Coordinator RESSIP/CONGAD
36	SIERRA LEONE	Aminata Dukuray	MoF	Senior Procurement Officer, Ministry of Finance and Economic Development
37	SIERRA LEONE	Joseph Lamin Ngegba	MoH	Assistant Director of Procurement
38	SIERRA LEONE	Aminata Suma	MoE	Senior Procurement Officer
39	TOGO	Affar Touré Morou	MoF	Economiste, Point focal secteurs sociaux, Ministère de l'Economie et des Finances, Direction du Budget
40	NIGERIA	Samson Olukayode Bamidele	CSO - HEFRON Abuja	
41	NIGERIA	Dr Joy Ndele	Federal Ministry of Education	Deputy Director, National and International Partnerships division
42	NIGERIA	Timothy Adedayo Komolafe	MoF	
43	NIGERIA	Dominica Udo Benjamin	MoF	
44	NIGERIA	Ms. Angela Onome Ifekawa	Change Managers	Program Manager
45	WHO	Dr. Bizo Moussa	Niger	
46	WHO	Mr. Semegan Barthelemy	Benin	
47	WHO	Dr. Zampaligre Fallimala	Burkina Faso	
48	WHO	Momadou Ceessay	Gambia	
49	WHO	Mr. Selassie D'Almeida	Ghana	
50	WHO	Dr. Mara Karifa	Guinea	
51	WHO	Helen Barroy	Switzerland	
52	ECOWAS	Dr Hassan Njai	ECOWAS Abuja	PPO Higher Education
53	ECOWAS	Mme Abimbola Oyolehunnu	ECOWAS Abuja	Program Officer Social Affairs
54	AfDB	Bolanle Patricia Olaoye	RDNG	Principal Education officer
55	AfDB	Baba Imoru Abdulai	RDNG	Principal Procurement Officer
56	CABRI	Neil Cole	CABRI Facilitator	Executive Secretary
57	CABRI	Nana Boateng	CABRI Facilitator	Programme manager: Fiscal and budget policy
58	AfDB	Carol Obure	Cote D'Ivoire (AfDB HQ)	Principle Health Economist, Task Manager
59	AfDB	Fabrice Sergent	Cote D'Ivoire (AfDB HQ)	Chief Health Analyst
60	AfDB	Souad Ben Yahya	Cote D'Ivoire (AfDB HQ)	Secretary/Logistics
61	AfDB	Greg Osubour	RDNG	Social Sector expert

Annex 4: Programme



Programme

Value for Money Capacity Building for Senior Officials from the Ministries of Finance, Health, Education and Civil Society Organizations

February 21- 23, 2017
































ECOWAS PARLIAMENT BUILDING, ABUJA, NIGERIA

DAY 1: Tuesday 21 February	
08:00-09:00	Participant registration
OPENING	
09:00-09:15	Introductory Remarks Presenters: Mr Andoh Obed Mensah, OIC RDNG and Mr. Neil Cole, CABRI
09:15-09:30	Welcome remarks and opening address President of ECOWAS Commission
09:30 -09:45	Group Photo
09:45-10:00	Coffee/tea break
SESSION 1: Introduction to value for money: concepts and issues Moderator: WHO	
10:00-10:30	Issues on value for money <i>Presenter: AfDB</i>
10:30-11:00	Improving value for money through the budget and PFM processes Overview of issues related to the budget and PFM process and collaboration between ministries <i>Presenter: CABRI</i>
11:00-12:15	Q&A and country interaction
12:15-13:30	Lunch
SESSION 2: High impact interventions and evidence-based planning Moderator: Fabrice Sergent, AfDB	
13:30-14:00	Spending on priorities and planning based on evidence <i>Presenter: AfDB/CABRI</i>
14:00-14:45	Q&A and country interaction
SESSION 3-Group work on the themes developed in sessions 1 and 2 Moderator: Mr. Selassie D'Almeida	
14:45-15:00	Introduction to group work - Mozambique Education Case Study Participants break away for group work into 3 groups
15:00-16:30	Group work (Coffee/Tea available)
16:30-17:45	Group reporting back and Q&A/Country interaction
18:00-19:30	Cocktail

Day 2: Wednesday 22 February	
SESSION 4- Issues in finance and equity in the health and education sectors <i>Moderator: Dr Joy Ndefo</i>	
09:00-09:30	Issues in finance and equity in the health and education sectors <i>Presenter: WHO/CABRI</i>
09:30-10:15	Q&A and country interaction
10:15-10:25	Introduction to group work - Burkina Faso Case Study Role Play Participants break away for group work
10:25-10:45	Coffee/tea break
10:45-11:45	Group work
11:45-13:00	Group reporting and facilitated discussion on problems and solutions <i>Facilitation: AfDB; WHO, CABRI</i>
13:00-14:00	Lunch
SESSION 5-Resource tracking and accountability <i>Moderator: Madame Massim Ouali Affo Alice</i>	
14:00-14:30	Resource tracking and accountability <i>Presenter: WHO</i>
14:30-14:45	Questions of clarification
14:45-15:00	Introduction to group work Participants break away for group work
15:00-16:30	Group work (Coffee/Tea available)
16:30-17:45	Group reporting and Q&A/Country interaction
Day 3: Thursday, 23 February	
SESSION 6-Governance, accountability and communities' voice <i>Moderator: Mr. Rotimi Sanoore, Afri-Dev</i>	
09:00-09:45	Governance, accountability and communities' voice <i>Presenter: AfDB</i>
09:45-10:30	Q&A and country interaction
SESSION 7-Appling the lessons (Country groups) <i>Moderator: Neil Cole, CABRI</i>	
10:30-11:00	Problems, Ideas and Actions
11:00-11:30	Coffee/tea break
11:30-13:00	Group work Participants assemble by country and discuss major problems either in health or education
13:00-14:00	Group work continued including Lunch Break
14:00-15:30	Group reporting, Q&A and country interaction
15:30-15:45	Workshop evaluation
15:45-16:15	Summary and closing
16:15-16:30	Certificate presentation

Annex 5: List of materials distributed

<\\usersrv\DOCS-OSHD\OSHD3\Value for Money\Abuja Feb 2017>

-  CABRI Burkina Faso Case Study 2016 PT.docx
-  Concept Note_ ECOWAS Capacity Building Final -ENG - 13022017.pdf
-  Concept Note_ ECOWAS Capacity Building Final- FR-14022017.pdf
-  DSC_0997.JPG
-  Problems and Ideas.pptx
-  Session 1a Issues on Value for Money.pptx
-  Session 1a Questions Portant sur l'Optimisation des Ressources .pptx
-  Session 1b VfM_budget & PFM - FR.pptx
-  Session 1b VfM_budget&PFM.PPTX
-  Session 2a High Impact interventions education (Trad FR).pptx
-  Session 2a High Impact interventions education.pptx
-  Session 3 CABRI Case Study Mozambique ENG Feb 2013 03a.pdf
-  Session 3 CABRI Case Study Mozambique FR.pdf
-  Session 3 CABRI Case Study Mozambique PT.pdf
-  Session 3 Mozambique Education Case Study.pptx
-  Session 3 Mozambique Education Case Study_French.pptx
-  Session 3 Mozambique Education Case Study_Portuguese.pptx
-  Session 4 CABRI Burkina Faso Case Study 2016 Eng Proof 3.pdf
-  Session 4 CABRI Burkina Faso Case Study 2016 FR.pdf
-  Session 4a Health Financing and Equity - FR.pptx
-  Session 4a Health Financing and Equity.pptx
-  Session 4b Equity and Finance (Trad FR).pptx
-  Session 4b Equity and Finance.pptx
-  Session 5 Resource tracking for Health - FR.pptx
-  Session 5 Resource tracking for Health.pptx
-  Session 6 _Gouvernance_Responsabilisation _Voix des Communautés FS....
-  Session 6 150814 Accountability case study final - PT.docx
-  Session 6 150814 Accountability case study final.docx
-  Session 6 150814 Accountability case study final_FR.docx
-  SESSION 6 Governance_ECOWAS_Workshop FS.pptx
-  Session 7 Problems and Ideas.pptx

Annex 6: Press articles on the workshop

<http://allafrica.com/stories/201702280776.html>

<http://www.ghananewsagency.org/social/afdb-schools-ecowas-members-on-value-for-money-in-social-service-delivery-113732>

<https://www.businessghana.com/site/news/business/142318/AfDB-schools-ECOWAS-members-on-value-for-money-in-social-service-delivery>

<https://dailytimes.ng/energy/afdb-support-development-sound-policy-environment/>

<http://www.publicfinanceinternational.org/news/2017/02/west-african-governments-meet-share-social-policy-ideas>

<http://jambo-congo.net/ynnews/news/view/105896>

<http://insidebusinessonline.com/index.php/2017/02/21/value-money-afdb-support-development-sound-policy-environment/>