

**TERMS OF REFERENCE FOR THE DEVELOPMENT OF THE
RISK MAPPING OF THE WEST AFRICAN HEALTH
ORGANISATION (WAHO) AND THE ESTABLISHMENT OF A
SYSTEM FOR THE PREVENTION AND MANAGEMENT OF
THESE RISKS**

I BACKGROUND

The socio-economic development of the 15-member Economic Community of West African States¹, regional integration and free movement of goods and persons sought by the Founding Fathers of the Community, are all based on the fundamental pillar of health, given that a healthy population is the springboard to sustainable development for any nation.

Thus, the West African Health Organization (WAHO), which is the specialized health institution of ECOWAS, was established in 1987 by Protocol A/P2/7/87 and adopted by the Heads of State and Government of the Member States: Article III of this Protocol specifies its mission, which is to **offer the highest level of health care services to the populations of the sub-region on the basis of:**

- policy harmonization
- pooling of resources and
- Cooperation among Member States and third countries

With a view to collectively and strategically resolving the health challenges of the sub-region. WAHO's vision is to be recognized by Member States and the International Community as the main instrument of regional integration in the field of health, enabling effective and high impact interventions and programmes.

To achieve its mission, WAHO has Strategic Plans, the third of which is currently being implemented, spanning over the period 2016 to 2020, and comprises 13 priority programmes, including those relating to improving maternal, newborn, child, adolescent, youth and elderly persons' health and WAHO's institutional capacity building.

Thus, WAHO, as part of the implementation of its priority programmes, with the technical and financial support of the Kingdom of the Netherlands, has set up the Project "Sexual and Reproductive Health of Adolescents and Young People in the ECOWAS Region (SRHAY ECOWAS)", in the amount of 6.6 million Euros for a period of two years starting in January 2018.

To ensure effective implementation of this Project, an analysis of WAHO's organizational capacity (COCA) was carried out, one of the key recommendations of which is the mapping of all the risks related to the Institution's activities and the implementation of a risk prevention and management system.

Therefore, as part of the implementation of this recommendation, WAHO intends to launch a consultation with a view to engaging the services of a firm responsible for carrying out the risk mapping.

The terms of reference contained herein specify the objectives and conditions for carrying out the mission.

¹ Bénin, Burkina Faso, Cap Vert, Côte d'Ivoire, La Gambie, Ghana, Guinée, Guinée Bissau, Liberia, Mali, Niger, Nigeria, Sénégal, Sierra Leone et Togo

II. MISSION OBJECTIVE

Overall Objective:

The overarching objective of the mission is to conduct a risk mapping exercise in order to obtain an overall inventory of existing vulnerabilities in the Organization and to propose not only preventive measures but also mitigation or management measures.

This will involve identifying the risks that could impede the effective and efficient implementation of the Organization's activities, objectives, goals and mission, graphically representing the hierarchy of risks for a rapid and effective understanding of dangerous situations, analyzing them and proposing an effective mechanism for their prevention and, in the event of their occurrence, a mitigation or impact management mechanism.

2.2. Specific Objectives

WAHO, through the risk mapping, aims at the following specific objectives:

- Identify thoroughly, from both internal and external sources, the risks that may affect the Institution's ability to achieve its objectives.
- Undertake an analysis of the risks identified and the consequences thereof.
- Develop an appropriate risk management approach to identify the oversight activities necessary to mitigate these risks and to effectively and efficiently achieve the Organization's objectives and internal control.

III. Tasks to Be Undertaken by the Firm

The role of the Consulting Firm will be to map out the risks and implement a risk management system that will have been identified. In other words, the Firm will support WAHO in its desire to have a comprehensive inventory of its vulnerabilities within a graphically defined perimeter. Specifically, the intervention of the Consulting Firm will perform a holistic risk analysis in order to guarantee:

- the achievement of the objectives, results and sustainability of WAHO (organizational risks);
- the achievement of the objectives of the various projects carried out by WAHO in terms of time, cost and safety before and during their execution (project risks);
- or the safety and performance of processes at all levels.

To this end, the Firm shall undertake the following tasks:

- identification of the risks to be mapped
 - Conduct a review of the database of possible risks already identified by WAHO;
 - Update the existing risk database by adding new and emerging risks
- Risk assessment- classification of risks
 - Assess, in collaboration with the WAHO team or the steering committee, the gross risks and residual risks;

- Classify the risks and propose a mapping of risks faced by WAHO.
- Assist the WAHO team in defining an action plan to be implemented for risk prevention and management and propose tools for conducting risk mapping
- Draft a detailed provisional report and final report after amendment by WAHO of the provisional report.

The consulting firm shall drive the entire process, in collaboration with the WAHO steering group, with a view to achieving the results set out below:

IV. EXPECTED OUTCOMES

The real and potential risks faced by WAHO in the implementation of its activities are identified and classified.

A dynamic risk map, that is amenable to updates by the stakeholders themselves, is developed. An integrated plan of action for the management and prevention of identified risks is developed. Management tools for the risk mapping are developed.

Key stakeholders of WAHO are trained and given orientation on the management of the map as well as how to carry out the periodic update.

DELIVERABLES

At the end of their work, the Consulting Firm shall provide the following to WAHO:

- a detailed report on the conduct of the mission;
- the risk map of WAHO
- a mechanism for the management and prevention of identified risks, including the checks to be conducted;
- a digital format of the updatable risk map.

VI. METHOD AND TOOLS

The firm selected on the basis of its technical and financial proposal meeting the requirements of the ECOWAS Code of Procurement will conduct a desk/documentary review, design appropriate tools and carry out work at WAHO headquarters based in Bobo-Dioulasso.

A scoping meeting shall be held at WAHO headquarters to validate the working method and tools as well as the modalities for the conduct of the mission.

At the end of its work, a preliminary report will be submitted to WAHO for its inputs and observations, which will be taken into account by the Consultancy in drafting the final and comprehensive report also including the prevention, mitigation and management of the risks identified.

Prior to the submission of the final report to WAHO, a debriefing session shall be held with key WAHO officials and stakeholders, the date of which will be mutually agreed upon.

A training or orientation session for key stakeholders on risk prevention and management and on updating the map will be held.

VII. 1- PROFILE OF THE CONSULTING FIRM

This mission will be entrusted to a firm with proven expertise in the field of risk assessment and institutional and organizational audit. It shall specifically have:

- A proven track-record in risk assessment and management, especially of an international organization or institution.
- Sound knowledge of the African health sector. Knowledge of WAHO's activities would be an added advantage;
- Experience in setting up internal controls and risk management.
- An operational team with proven experience in risk mapping and the implementation of internal control systems;
- Solid experience in health-sector evaluation or audit would be an added advantage.

VIII. STAFF OF THE CONSULTING FIRM

The consulting firm shall employ qualified personnel including, at least:

- A certified accountant, Head of Mission (Ph.D.) with at least 10 years of experience including at least 3 years in the health sector in Africa.
- A high level chartered accountant (with a Masters or its equivalent) with at least 8 years of experience and at least 2 years in the health sector in Africa.
- An Expert, specialist in organizational management (Masters or equivalent) with a sound knowledge of human resources management and 10 years of professional experience including at least 3 years in the public sector in Africa or in a sub-regional institution;
- A public health expert with a Masters or its equivalent and at least, 10 months of experience as well as thorough knowledge of the health sector in West Africa (3 years, at least).
- Human resources and assistants IT assistants

IX. DURATION OF THE MISSION

The mission shall be carried out in the premises of WAHO, in Bobo-Dioulasso, in Burkina Faso, at the Headquarters of WAHO and shall cover the entire entity and possibly branches in other countries. The contract shall be for 90 working Days.

A detailed provisional time schedule shall be proposed in the Consulting Firm's technical proposal.

X. FINANCING

The mission will be financed from the 2018 budget of the WAHO SRHAY Project financed by the Netherlands from line W40001904004 and in accordance with ECOWAS procedures.