



**WEST AFRICAN HEALTH ORGANISATION  
ORGANISATION OUEST AFRICAINE DE LA SANTE  
ORGANIZAÇÃO OESTE AFRICANA DA SAÚDE**

***2020-2024 REGIONAL STRATEGIC  
PLAN ON HEALTHY AGEING IN  
ECOWAS REGION***

---

**WAHO HEADQUARTERS/OOAS SIEGE – 01 BP 153 BOBO 01 – BURKINA FASO**

Tel: (226) 20 97 57 75 / 20 97 01 00 / 20 97 00 97 – Fax: (226) 20 97 57 72 – Site Web: [www.wahooas.org](http://www.wahooas.org)

## Table of content

<b>SUMMARY .....</b>	<b>4</b>
<b>DEFINITION OF KEY CONCEPTS .....</b>	<b>7</b>
<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>9</b>
<b>INTRODUCTION.....</b>	<b>10</b>
<b>I BACKGROUND AND RATIONALE.....</b>	<b>12</b>
I.1. Global context on ageing .....	12
I.2 ECOWAS: regional economic and political integration .....	12
I.3 ECOWAS Health Protection: The West African Health Organization.....	13
I.3.1 History and mission.....	13
I.3.2 WAHO's Vision and Strategy .....	13
I.3.3 WAHO decision making bodies.....	13
<b>II. SITUATION ANALYSIS OF OLDER PERSONS' HEALTH IN ECOWAS REGION</b>	<b>14</b>
II.1 The health situation of older persons .....	14
II. 2. SWOT ANALYSIS: Strengths, Weaknesses, Opportunities and Threats (SWOT) .....	18
II.3. Priority of action .....	22
<b>III. STRATEGIC FRAMEWORK .....</b>	<b>22</b>
III.1. Mission Vision Values .....	22
III.1.1. Mission .....	22
III.1.2. Vision: .....	22
III.1.3 Values.....	22
III.2. Logic of Intervention.....	23
III.2.1 Overall Objective.....	23
III.2.2. Strategic Axes.....	23
III.2.3 Summary table.....	25
<b>IV. MECHANISM FOR COORDINATION AND MONITORING-EVALUATION....</b>	<b>33</b>
<b>V FINANCING PLAN.....</b>	<b>33</b>
<b>APPENDICES:.....</b>	<b>35</b>
LOGICAL FRAMEWORK OF THE STRATEGIC PLAN .....	36
TABLE OF ACTIVITIES AND INDICATORS OF THE LOGICAL FRAMEWORK .....	44
DETAILED ACTION PLAN .....	48

## PREFACE

Created on May 28, 1975 and constituting one of the five African Regional Economic Communities, the Economic Community of West African States (ECOWAS) brings together fifteen (15) Member States (Benin, Burkina Faso, Cape Verde, Côte Ivory Coast, Gambia, Ghana, Guinée, Guinée-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo) with a population of over 350,000,000.

Like the rest of the world, the population of ECOWAS is ageing rapidly. Indeed, the population of people aged 60 and over will more than triple by 2050, rising from 16 million in 2017 to more than 53 million in 2050, or more than 30% of the elderly population in Africa.

These older persons have specific needs and problems of health, including chronic pathologies (cardiovascular with high blood pressure, stroke, diabetes, osteoarticular and ocular with a breakthrough cognitive disorders, the depression). But health systems and the community or family do not seem to have adequate measures or conditions for dealing with these problems effectively.

That is why the ECOWAS Ministers of Health were right at their June 2017 Ordinary Assembly in Abuja, asking the West African Health Organization (WAHO) to accompany Member Countries to develop more actions for the older persons' health. It should be noted that the Strategic Plan 2016-2020 of WAHO adopted by the 48<sup>th</sup> Conference of Heads of State of ECOWAS in December 2015 includes the health of the older person as a priority programme.

It is within this framework that WAHO conducted in 2018, the analysis of the health situation of the older persons in the ECOWAS Member Countries.

The results of this situation analysis have strongly informed the development of this regional strategic plan for "*healthy ageing*" in the ECOWAS region.

This plan represents a framework for countries and partners working in the region to define their interventions for improving the health and well-being of the older persons. It also represents a powerful tool for WAHO to mobilize resources and coordinate interventions for the health of the older person in the region.

At the end of the long process that led to the adoption of the plan, it is a place to thank all those who, from near and far, have contributed to this work.

My thanks go in particular to the Heads of State and Government, the Council of Ministers, the Assembly of Ministers of Health, and the ECOWAS Commission for the constant support to WAHO to truly play her role of regional leader in health. My thanks also go to the technical and financial partners and to the various departments of WAHO for their significant contribution to this work.

**Pr. Stanley OKOLO**  
**DG OOAS**

## **SUMMARY**

The West African Health Organisation (WAHO), adopted the priority programs of its 2016-2020 strategic plan in fulfilment of its mandate. Some of these include priorities relating to improving mother, newborn, child, adolescent, youth, and older persons' health.

Furthermore, the ECOWAS Assembly of Health Ministers at its June 2017 meeting in Abuja urged WAHO to assist countries in developing more actions in favor of the older persons.

WAHO therefore conducted an analysis on the health situation of the older persons in ECOWAS member countries in order to contribute to improving their social health care in the region. The report on the situational analysis of the health of the older persons helped identify the epidemiological profile of the ECOWAS region. This profile is characterized by the epidemiological transition with the persistence of infectious diseases and emergence of chronic non-communicable diseases. Predominant amongst these chronic non-communicable diseases are cardiovascular diseases, with high blood pressure followed by diabetes, followed by bone and joint, eye and cognitive disorders. Mortality is commonly linked to stroke, septic shock, malaria and cancer.

The report has identified the impediments and drivers of healthy ageing in all ECOWAS countries pertaining to the environment and health systems. The medical care of older persons is provided by conventional care structures that are not generally adapted to their needs.

This situation analysis served as a basis for the development of the 2020-2024 strategic plan on healthy ageing in the ECOWAS.

The regional strategic plan was designed against the backdrop of rapid ageing of the ECOWAS population, whose proportion of the population aged 60 and over will increase from around 16 million in 2017 to 53 million in 2050, more than tripling.

With such a high rate of increase in the number of the older persons in the region, Member States will have a shorter period of time to adapt and put in place the infrastructure and policies needed to respond to their rapid demographic change if concrete remedial measures are not implemented now.

The regional strategic plan has been designed at a time when ageing has been put on the front burner of the global agenda. Some of the key items on the agenda include: the 2002 International Action Plan on Ageing, WHO Ageing Plan and the Strategic Framework of the African Union Action Plan on Ageing. These documents serve as a guide to Member States for the development of national policies and programs for older persons.

WAHO's 2020-2024 Regional Strategic Plan is structured around five (5) strategic axis, ten (10) specific objectives and tied to eleven 11 expected results. They are as follows:

## **Axis 1: Policies and Strategies to Protect and Promote Older Persons' Health**

***SO1: Strengthen national frameworks for social protection, health promotion of older persons and the coordination and management of their care.***

R1. OS1: National social protection and health promotion frameworks for older persons are strengthened and oversight bodies of OPs is well identified and institutionalized in each ECOWAS country.

R2. SO1: An institutional funding package for programs for older persons' health is established in each country.

***SO2: Set up a federation of the associations of older persons in the ECOWAS region***

R1. OS2: Establishment of the West African Federation of Older Persons by WAHO

***SO 3: Support the development and implementation of national strategic plans for caring for older persons***

R1. SO3: ECOWAS countries develop strategic plans for older persons' health (OPH) and implement them

## **Axis 2: Enhancing the management of older persons' health in the West African region**

***SO1: Adapting health systems to the care of older persons through the integration of geriatrics in the health pyramid***

R1. SO 1: Geriatric care units are furnished and equipped in 30% of Public Health Facilities in the 15 ECOWAS countries

R2. SO1: A national reference center for geriatrics and gerontology is built in each of the 15 ECOWAS countries

***SO2: Facilitate access to health care services in health institutions for older persons;***

R1. SO2: Policies on free and subsidized health care and benefits for older persons are promoted in the ECOWAS region

## **Axis 3: Training and Research in Geriatrics Gerontology (GG)**

***SO 1: Strengthen the skills of medical, paramedical, social and community health workers in providing care for older persons.***

R1.SO1: A WAHO Regional Program for Basic and Continuing Medical and Paramedical Training in GG is to be set up in 2020.

***SO 2: Consolidate information, communication and research in the field of ageing***

R1.SO2. A regional center for health information and research on ageing to be set up by WAHO in 2024

R2.SO2: A regional network of researchers on human ageing in West Africa is set up

**Axis 4: Appreciation and empowerment of older persons**

*SO 1: Enhance the potential of older persons in the ECOWAS region by 2024.*

R1.SO1: Older persons are well represented in social and educational activities in ECOWAS region

*SO 2: Strengthen the management of older persons' frailty, disabilities and loss of autonomy*

R1.SO2: A regional program to empower older persons is set up.

**Axis 5: Management and coordination of the implementation of the strategic plan**

*SO1: Put in place a mechanism for the implementation, monitoring and evaluation of the regional strategic plan.*

R1. SO1: A mechanism for implementing, monitoring and evaluating the strategic plan is in place and functional

R2. SO2: A monitoring-evaluation plan for healthy ageing SP is developed

**Cost of the Strategic Plan:**

The total cost of the Regional Strategic Plan for Healthy Ageing in the ECOWAS is estimated at **Eleven billion, seven hundred and sixty-nine million, three hundred thousand (11,769,300,000) CFA Francs, or about US \$ 23,536,600 (US \$ 1 for 500 FCFA).**

## DEFINITION OF KEY CONCEPTS

**Autonomy:** ability to govern oneself

**Life expectancy<sup>1</sup>:** this is the average length of time that people in a given age group can expect to live. The most commonly used is life expectancy at birth. Life expectancy may be calculated at any age, for example at 60 years.

**Geriatrics:** it is the medical discipline that studies ageing and diseases of older persons.

**Geriatrician:** a doctor who practices geriatrics as a specialty and treats the diseases of older persons. It is for older persons what pediatrics is for children.

**Gerontology:** Gerontology is the study of ageing in all its aspects, in all its dimensions, especially social, economic, demographic, psychological, anthropological, ethical, cultural, medical and others.

**Gerontologist:** specialist in ageing-related issues and the care of older persons.

**Ageing:** corresponds to the set of physiological and psychological processes that modify the structure and function of the organism from the middle age. In other words, physiological process contributing to all the lasting changes occurring after the maturity phase.

**Old age:** Part of life that corresponds to the culmination of ageing. It refers to the older person who satisfies these several definitions:

- According to WHO: age criterion of 65 years and above,
- Social definition: 60 years and corresponds to the cessation of a professional activity or retirement age.
- In this study the 60 years limit was chosen because it corresponds to the average retirement age in the region and represents a moment of decline in the overall state of health and the socio-economic status of workers.

**Ageing of a population:** A population is old when the percentage of older persons exceeds 10% of the total population.

**Successful Ageing:** The concept of successful ageing (also used under the phrase "age well" in Quebec, refers to the ageing of an individual while preserving good physical and mental abilities allowing them to be independent and socially active.

According to WHO **"Healthy ageing"** is defined as the process of developing and maintaining functional skills that enable older persons to enjoy a state of well-being.

---

<sup>1</sup>Belmin J, Fulop T. Physiologie du vieillissement. Gériatrie pour le praticien. Paris : Elsevier Masson; 2019; p10-25

**Retirement:** The situation of a person fulfilling certain age requirements, of the duration of contribution to the old-age insurance, to quit his professional activity and to collect the pension to which the law or an agreement entitles them.

## **ACRONYMS AND ABBREVIATIONS**

**CAMES:** African and Malagasy Council for Higher Education

**ECOWAS:** Economic Community of West African States

**UHC:** Universal Health Coverage

**PHI:** Public Health Institutions

**NSSHD:** National School for Health and Social Development

**GG** : Geriatrics Gerontology

**OCCGE:** Organization for Co-ordination and Co-operation for the fight against Major Endemic Diseases

**WHO:** World Health Organization

**NGO:** Non-Governmental Organization

**WAHO:** West African Health Organisation

**SO:** Strategic Objective

**NHSDP:** National Health and Social Development Plan

**NPS:** National Pharmacy Supply

**TFP:** Technical and Financial Partners

**R:** Result

**R1.SO1:** Result 1 of the Strategic Objective 1

**OPH:** Older Persons' Health

**ICOP:** Integrated Care for Older Persons

**NHMIS:** National Health Management Information System

**WAHC:** West African Health Community

## INTRODUCTION

The 2020-2024 regional strategic plan for healthy ageing in the ECOWAS region was developed against the backdrop of rapid epidemiological transition coupled with a demographic transition characterized by the persistence of infectious diseases and the emergence of chronic non-communicable diseases. The stakes are high for our health systems which are not yet prepared to juggle with the challenges that come with a rapid ageing of the population.

One of the greatest challenges of the 21<sup>st</sup> century is the ageing of the world's population. All over the world, there is a rapid ageing of populations as a result of socio-economic development, accompanied by a sharp decline in fertility and an equally dramatic increase in life expectancy.

Between 2000 and 2050, the proportion of the world's population aged 60 years and above will increase from 11% to 22%. Although Africa has the youngest population in absolute terms, doubling the percentage of the older persons will occur within a much shorter period in Africa than it did in developed countries<sup>2</sup>.

The number of persons aged 60 years and above in Africa is projected to increase from 64 million in 2015 to 147 million by 2050, much of it in sub-Saharan Africa, particularly in ECOWAS member countries.

In this region, older persons are a vulnerable population, often neglected in public policy. More efforts must be made to ensure everyone has the right to healthy ageing<sup>3</sup>

With such a high rate of growth in the number of older persons in the region, Member States will have a shorter period of time to adapt and put in place the infrastructure and policies needed to meet their needs and solve their problems, even as their numbers are expected to rise steadily. This situation therefore calls for concrete measures to be implemented now, especially given that older persons have specific needs and health problems that need to be addressed.

The Strategic Plan highlights a holistic diagnosis of the health situation of older persons in the 15 ECOWAS countries, followed by the identification of strategic areas translated into specific objectives to guide WAHO's interventions in the region.

Also, by developing its 2020-2024 Regional Strategic Plan for Healthy Ageing, WAHO intends to make a significant contribution to improving the care for older persons in the 15 ECOWAS countries.

The development of this Regional Strategic Plan is based on the results of the situational analysis of the health of older persons in the ECOWAS region.

The Regional Strategic Plan includes the following five (05) main parts:

---

<sup>2</sup>WHO World report on ageing in health. Geneva, 2015

<sup>3</sup>Berthe A, Sanou LB, Konaté B, et al. Les personnes âgées en Afrique subsaharienne : une population vulnérable, trop souvent négligée dans les politiques publiques. *Sante Publique* 2013;25(3):367—71.

1. Situational analysis of older persons' health in the ECOWAS region
2. Strategic framework with the action plan
3. Implementation framework
4. Monitoring/evaluation mechanism
5. Financial plan

The situational analysis of older persons made it possible to review major challenges faced by this target in the ECOWAS region as well as identify the strengths and weaknesses of the existing support system in relation to the indicator considered relevant.

The strategic framework presents, inter alia, elements of WAHO's intervention logic for the management of healthy ageing in the region.

It consists of the following elements:

- Vision and values that will guide the Agency
- Intervention logic or strategy put in place to achieve the objectives

The intervention logic includes the overall objective, the strategic axes of intervention, the specific objectives and the summary table.

The overall objective recalls the target to be achieved.

The strategic axes of intervention summarize the results of a prospective analysis, based on external but also internal factors likely to influence the Organization's performance and desired institutional development. They reveal strategic options.

The specific objectives flow naturally from these strategic axes of intervention. The measures (actions) to be implemented and the indicators of the results to be achieved are determined on the basis of the specific objectives.

The summary table allows you to visualize the cause-and-effect links between the overall objective, specific objectives, results and activities.

The Action Plan allows both the implementation and the control of actions execution

## I BACKGROUND AND RATIONALE

### I.1. Global context on ageing

The 2002 global Action Plan on Ageing<sup>4</sup>, the WHO African Action Plan<sup>5</sup>, the African Union Strategic Framework and Action Plan on Ageing<sup>6</sup> serve as a guide for Member States to the develop national policies and programs.

The World Health Assembly in 2012 urged countries to take steps to improve the health care services of older persons as part of existing primary health care arrangements.

WHO has also, at the international level, developed a document entitled “Global Strategy and Action Plan on Ageing and Health” shared with representatives of African countries in October 2015.

The vision of this strategy is “a world where everyone has the opportunity to age in good health, that is to say, to age while remaining independent and preserving their functional abilities”. It was strongly recommended, before the end of 2016, that each country, particularly in Africa, adopt a National Policy on Healthy Ageing with the support of WHO.

### I.2 ECOWAS: regional economic and political integration<sup>7</sup>

ECOWAS was born following the first treaty of Lagos (Nigeria) signed in 1975 by the Heads of State and Government. It is a multilateral agreement signed by the Member States of the organization. A revised Treaty was signed in Cotonou (Benin) in July 1993 by ECOWAS Heads of State and Government. Member States are: Benin, Burkina Faso, Cabo Verde, Ivory Coast, The Gambia, Ghana, Guinea, Guinée-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

ECOWAS aims to promote economic and political co-operation among Member States.

Although today the Member States of this community use three different foreign official languages (English, French and Portuguese), they have more than a thousand local languages spoken by a population of more than 300 million inhabitants spread over an area of approximately 5.1 million km<sup>2</sup>.

In recent years, the West African population has grown from 70 million to nearly 300 million people between 1950 and 2010. By the end of 2014, this population was almost 40% of that of

---

<sup>4</sup>United Nations: Madrid Political Declaration and International Plan of Action on Ageing. Second World Assembly on Ageing, Madrid 8-12 April 2002. UN New York 2003 <https://social.un.org/ageing-working-group/documents/mipaa-fr.pdf>

<sup>5</sup>World Health Organization 2017 Towards long-term care systems in sub-Saharan Africa (WHO series on long-term care) ISBN 978-92-4-151338-8

<sup>6</sup>African Union and Help Age International. Strategic Framework and African Union Action Plan on Ageing. Nairobi, African Union and Help Age International, 2002 .

<sup>7</sup>ECOWAS : <http://www.ecowas.int/about-ecowas/history>

sub-Saharan Africa. According to United Nations projections, by 2050 the population of the region is expected to reach 550 to 600 million inhabitants.

West Africa is the youngest region in the world. In addition, with 5% of the world's population and an area covering 40% of sub-Saharan Africa, it is the most densely populated region.

West Africa will experience a rapid ageing of its population. Indeed, the population of people aged 60 years and above will more than triple by 2050 and will increase from 16,702,328 in 2017 to 53,100,234 in 2050<sup>8</sup>.

### I.3 ECOWAS Health Protection: The West African Health Organization<sup>9</sup>

#### I.3.1 History and mission

The West African Health Organization was created in 1987 by the Heads of State and Government of all fifteen ECOWAS countries which have ratified the Protocol establishing the Organization. This Protocol gives WAHO the status of Specialized Institution of ECOWAS and describes the mission of the Organization as follows:

“The mission of the West African Health Organisation (WAHO) shall be the attainment of the highest possible standard and protection of health of the peoples in the sub-region through the harmonisation of the policies of Member States, pooling of resources, cooperation with one another and with others for a collective and strategic combat against the health problems of the sub-region”.

The 1987 protocol of WAHO is a merger between the two inter-governmental health organizations that existed in the region, the Francophone Organization for Co-ordination and Co-operation for the fight against Major Endemic Diseases (OCCGE) and the Anglophone West African Health Community (WAHC). As a result, OCCGE and WAHC merged to form WAHO, an organization committed to go beyond the linguistic frontiers of the region to serve all fifteen ECOWAS Member States.

In October 1998, ECOWAS Heads of State and Government established WAHO's headquarters in Bobo-Dioulasso, Burkina Faso, and appointed a Director General and Deputy Director General, enabling the organization to start operating as the leading health authority in the region.

#### I.3.2 WAHO's Vision and Strategy

WAHO's vision is to be recognised 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.

#### I.3.3 WAHO decision making bodies

As a Specialized Institution of ECOWAS, WAHO has several decision-making bodies:

---

<sup>8</sup>United Nations, Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 Revision, custom data acquired via website

<sup>9</sup> WAHO: <http://www.ecowas.int/la-vie-dans-la-communaute/protection-sanitaire>

The Authority of the Heads of State and Government of the Member States is the supreme authority of the Community and is also WAHO's supreme decision-making body.

The Council of Ministers is a rotating panel of Ministers from ECOWAS Member States that may include Ministers of Integration, Economic Planning and Finance, and Foreign Affairs. The Council is responsible for the functioning and development of the Community and makes recommendations to the ECOWAS Authority on any action related to the objectives of the Community.

The jurisdiction of the Assembly of Health Ministers is principally limited to matters of health, and more particularly to the technical aspects appertaining thereto. The Assembly determines the general policies of WAHO and makes other appropriate decisions to promote or advance the objectives of the Organisation.

Although it is a Specialized ECOWAS Institution, WAHO enjoys administrative and financial autonomy. The Director General's Office of WAHO, which is responsible for implementing the organization's programmes and activities, is headed by a Director General.

The West African Health Organisation (WAHO), adopted the priority programs of its 2016-2020 strategic plan in fulfilment of its mandate. Some of these include priorities relating to improving mother, newborn, child, adolescent, youth, and older persons' health.

In addition, the Assembly of Health Ministers of ECOWAS at its June 2017 meeting in Abuja, instructed WAHO to assist countries in developing further actions for older persons.

It is in this context that WAHO intends, in collaboration with all key stakeholders, to carry out a diagnosis of the management of ageing in the ECOWAS region so as to proffer coherent and tailor-made strategies for its improvement.

The results of this analysis contributed to the development of the 2020-2024 Regional Strategic Plan on Healthy Ageing in the ECOWAS region.

## II. SITUATION ANALYSIS OF OLDER PERSONS' HEALTH IN ECOWAS REGION

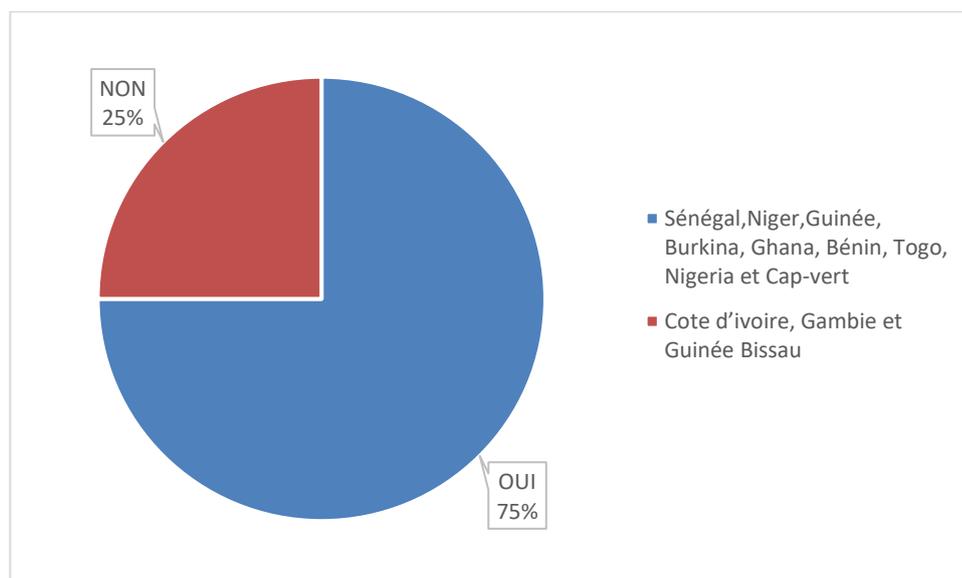
### II.1 The health situation of older persons

The analysis of older persons' health (OPH) in the West African region made it possible to take stock of the overall situation of care for older persons. In its broad outlines, it highlights:

- Policies and programmes for older persons in the 15 ECOWAS countries,
- The social life of older persons
- The number of specialists (geriatricians and gerontologists) in the ECOWAS region
- The epidemiological profile of older persons
- Factors impeding healthy ageing
- Factors promoting healthy ageing

Regarding the socio-political environment, the management of OPH is diluted in several institutions and the report notes the existence of 1 to 4 ministries involved. Senegal, Niger,

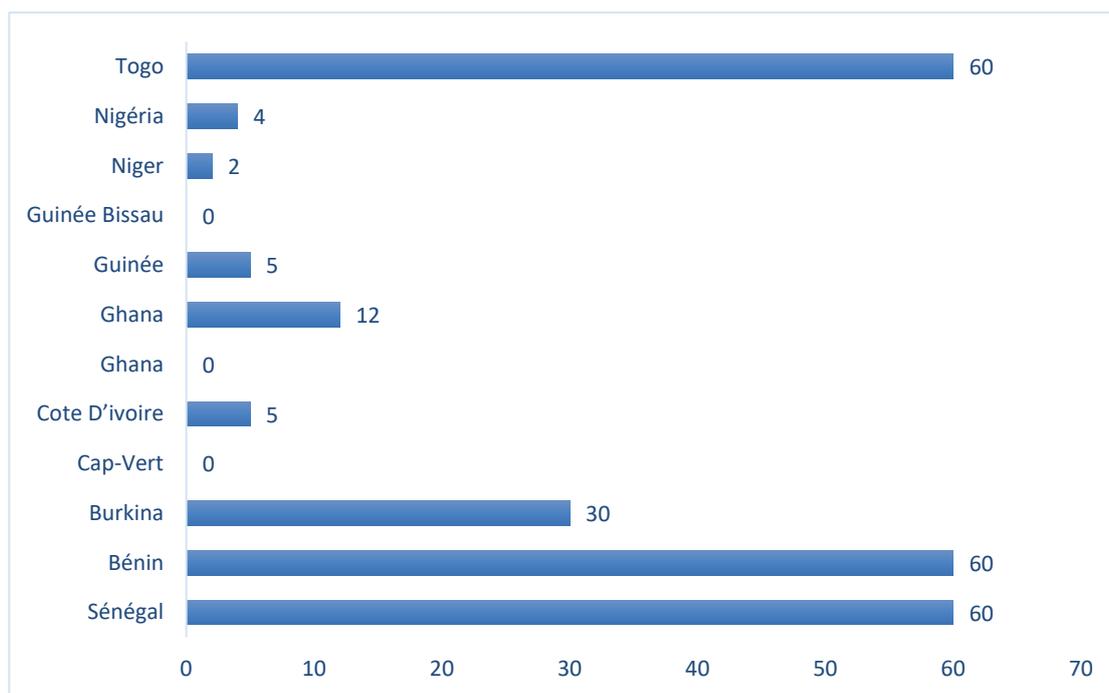
Guinea, Burkina Faso, Ghana, Benin, Togo, Nigeria and Cabo Verde have policy or strategy documents for the promotion of older persons (75%).



**Figure 1: Distribution of countries with and without policy or strategy documents for the promotion of the health of older persons, 2018**

**Source: Situation analysis of OPH in ECOWAS region, 2018**

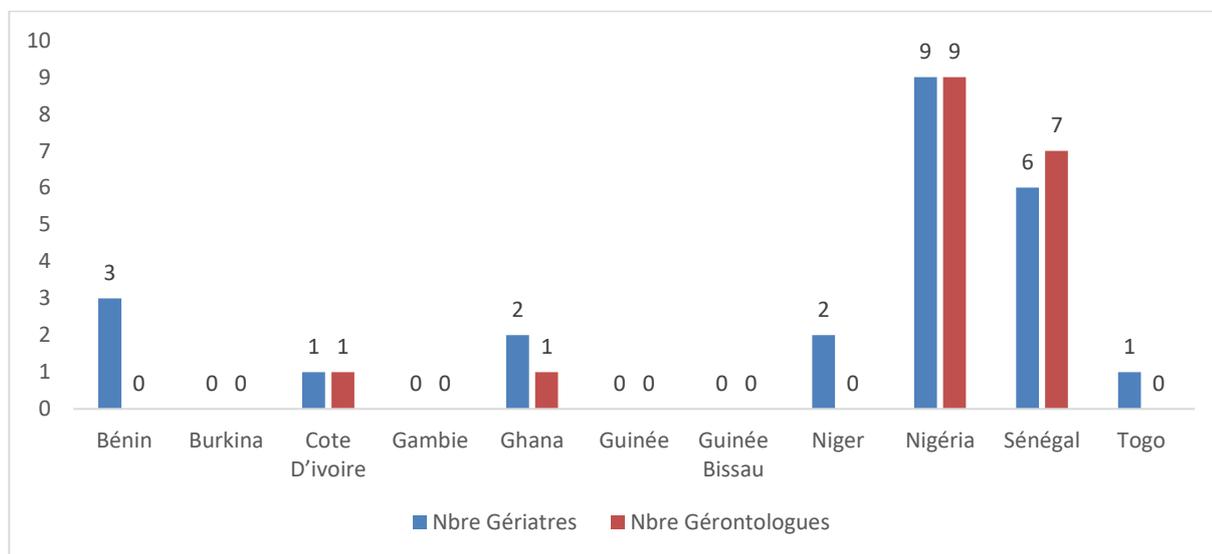
All countries, except The Gambia, Guinée-Bissau and Cabo Verde have older persons' associations. The largest number of older persons' associations is registered in Senegal, Benin and Togo with a total of 60 associations counted in each of these countries. They are followed by Burkina Faso with 30 associations counted.



**Figure 2: Number of associations of older persons by ECOWAS country, 2018**

**Source: Situation Analysis of OPH in ECOWAS region, 2018**

The situation analysis highlighted the low number of geriatricians and gerontologists in the region. Senegal and Nigeria are the countries with the highest number of geriatricians and gerontologists. Nigeria has 9 geriatricians and 9 gerontologists, while Senegal has 6 geriatricians and 7 gerontologists, most of whom (87.5%) reside in the capital, Dakar.



**Figure 3: The number of geriatricians and gerontologists per ECOWAS country in 2018**

**Source: Situation Analysis of OPH in ECOWAS region, 2018**

Regarding the epidemiological profile of the ECOWAS region, it is characterized by the epidemiological transition with the persistence of infectious diseases such as malaria, respiratory diseases and especially chronic non-communicable diseases:

Predominant amongst these chronic non-communicable diseases are cardiovascular diseases, with high blood pressure followed by diabetes. Then bone and joint affections and eye diseases, including cognitive disorders. Then followed by urogenital diseases, cancers, stroke, depression and respiratory diseases.

Mortality is commonly linked to stroke, septic shock, malaria and cancer.

Medical care of older persons is globally provided through conventional care structures not incorporated in geriatrics.

The factors hindering healthy ageing in the countries of the region are:

- Low income of older persons and less-than-optimal living conditions,
- Unhealthy lifestyle (physical inactivity, smoking, alcohol),
- Crumbling family solidarity and the isolation of older persons,
- Lack of quality diet,
- Inadequate prevention of infectious diseases,
- Failure to consider palliative care,
- Older persons with chronic conditions do not have access to suitable healthcare services and medications.
- There is no specific care and management of dependent older persons,
- Inadequate structures for the promotion and proper management of older persons' health.
- Lack of vaccination of older persons
- Lack of a rehabilitation and leisure centre for older persons
- Inadequate non-contributory social security benefits for older persons

Finally, with regard to factors promoting healthy ageing in all ECOWAS countries relating to the environment and health systems, including sustainable ones (at home, in the community, in institutions); they revolve around the following points:

- A healthy lifestyle with regular physical activity,
- Access to health services and specialists as well as medications,

- Healthy diet,
- The existence of home and community-based care,
- An appreciation of older persons' expertise through the transfer of competence and the existence of a framework of inter-generational dialogue,
- Increased income.
- Setting up structures for the development and adequate management of older persons' health.
- Capacity building of human resources for the management of OPH at all levels
- Existence of Associations of Older Persons

## II. 2. SWOT ANALYSIS: Strengths, Weaknesses, Opportunities and Threats (SWOT)

The situation analysis of older persons' health in the ECOWAS region has allowed us to identify the following strengths, weaknesses, opportunities and threats:

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• the commitment of ECOWAS Health Ministers to pay more attention to OPH</li> <li>• the existence of successful experiences in taking care of the health of older persons in some ECOWAS countries</li> <li>• the existence of successful geriatrics and gerontology education system experiences in some ECOWAS countries</li> <li>• the existence of geriatric gerontology expertise</li> <li>• the existence of paramedical training schools and universities</li> <li>• Ageing at home is a welcome idea in African culture</li> </ul>	<ul style="list-style-type: none"> <li>• health services not suited to the care of older persons</li> <li>• lack of geriatric services</li> <li>• poor access to care, diagnostic and medication aids for older persons;</li> <li>• poor home care and palliative care for older persons</li> <li>• lack of empowerment programs for older persons</li> <li>• medical personnel not trained in the reception and care of elderly patients</li> <li>• medical and paramedical personnel not well trained to manage OPH</li> <li>• shortage of geriatricians and gerontologists;</li> <li>• shortage of social workers to manage OPH</li> <li>• poor implementation of gerontology and geriatrics education in the LMD system;</li> <li>• inadequate training in geriatrics and gerontology in the ECOWAS region</li> <li>• data on older persons' health not properly included in health information systems;</li> <li>• inadequate prevention and social protection policy for older persons;</li> <li>• lack of specific institutional arrangements for caring for elderly people</li> <li>• poor coordination of government activities for care of older persons with an average of two ministries still involved in care of older persons in the ECOWAS region;</li> <li>• absence of an umbrella framework for associations of older persons</li> <li>• inadequate legislative provisions for the social protection of older persons;</li> </ul>

	<ul style="list-style-type: none"> <li>• weak application of existing texts for the protection of older persons</li> <li>• shortage of policies and national strategic plans for the care of older persons or non-implementation of these strategic plans in the countries that have them;</li> <li>• low involvement of technical and financial partners in matters relating to the care of older persons;</li> <li>• low funding for the health of older persons in ECOWAS countries.</li> <li>• Low value accorded older persons who are not properly represented in society;</li> <li>• Low development of multisectoral approaches in the multidimensional provision of care for older persons;</li> <li>• insufficient partnership with international institutions specialising in caring for older persons</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• The legal framework is conducive with the adoption at the 26<sup>th</sup> Ordinary Session of the Conference of Heads of State and Government in Addis Ababa on 31<sup>st</sup> January 2006 of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Older Persons.</li> <li>• The commitment of the World Health Organization to support African countries in the implementation of integrated long-term care for older persons in African region</li> <li>• The decade of ageing that starts in 2020.</li> <li>• The 2020-2063 development agenda for the African continent.</li> <li>• The ongoing processes at the Organization for the Islamic Conference to develop and implement a strategic plan for member countries in Africa.</li> <li>• demographic dividend</li> </ul>	<ul style="list-style-type: none"> <li>• The rapid pace of ageing of the population in the ECOWAS region</li> <li>• Lack of financial resources</li> <li>• TFP's low commitment to the health and social protection of older persons</li> <li>• Emergence of new priorities</li> <li>• Various government priorities</li> <li>• Socio-political Instability</li> <li>• Insecurity</li> <li>• Inappropriate training in geriatrics and gerontology</li> </ul>

- SDGs asking to leave “nobody behind” and the “ One Health” approach
- Universal Health Coverage (UHC) for equity and care for all
- The approval of the African and Malagasy Council for Higher Education (CAMES) to integrate the teaching of geriatrics into the education curriculum
- South-South cooperation among ECOWAS Member States

## II.3. Priority of action

Priorities for action should revolve around the following points:

- Promote a legislative, regulatory and organizational framework for older persons
- providing integrated care for older persons based on access to appropriate care and medications,
- Providing a living condition conducive to a healthy lifestyle and proper integration of the older person into the community.
- Ensuring that specialized health services can provide a supportive and age-friendly environment for older persons and well-trained caregivers in caring for older persons, including home care and palliative care.
- Putting in place a good policy of diagnosis and prevention of diseases responsible for the loss of autonomy.
- Setting up a suitable research and training program in geriatrics and gerontology.
- Improving the living conditions of older persons by valuing their expertise and enabling them to have access to decent incomes.

## III. STRATEGIC FRAMEWORK

### III.1. Mission Vision Values

#### III.1.1. Mission

As part of this strategic plan, WAHO's mission will be to promote healthy ageing in ECOWAS. To this end, it is necessary *to provide the best services fit for older persons in an environment conducive to their fulfilment and ensuring their autonomy and dignity.*

#### III.1.2. Vision:

***“An ECOWAS where all persons age in good health”.***

#### III.1.3 Values

They are articulated around the principles of the United Nations for older persons: Independence, Participation, Care, Personal Fulfilment and Dignity.

Equitable access to basic health care and services for older persons should enable them to fully play their role as custodians of African heritage values and to ensure their traditional role as social mediators while allowing them to contribute to the development of their countries.

They refer to the African tradition according to which "An old man who dies is a library that burns" (Hampathé BA)

## III.2. Logic of Intervention

### III.2.1 Overall Objective

The overall objective of WAHO's Healthy Ageing Strategic Plan is as follows:

**By 2024, contribute to the improvement of the social health care of older persons within ECOWAS.**

### III.2.2. Strategic Axes

For each of the 5 strategic axes, specific objectives (SO) have been set:

#### **Axis 1: Policies and Strategies to Protect and Promote Older Persons' Health**

The management of the concerns of older persons is spread across various ministerial departments without real co-ordination. This situation blurs out government action despite efforts made. To address this shortcoming, institutional frameworks for managing the health of older persons through appropriate social protection systems for older persons will have to be harmonized. It will involve public institutions and associations of older persons.

The aim will be to support countries that do not yet have any association, to create the legal, institutional and physical environment for the promotion of OPH, including the development of strategic documents for healthy ageing.

The specific objectives of Axis 1 are as follows:

- **Specific Objective 1: Strengthen national frameworks for social protection, health promotion of older persons and the coordination and management of their care.**
- **Specific Objective 2:** Set up a Federation of the associations of older persons in the ECOWAS region;
- **Specific Objective 3:** Support the development and implementation of national policies and strategic plans for caring for older persons

#### **Axis 2: Enhancing the management of older persons' health in the West African region**

This axis aims at aligning health structures with the needs of older persons in order to enable them have better access to benefits (care, diagnostic aids, and medicines).

The axis also takes into account home care and palliative care.

It also includes a screening and prevention components for successful ageing.

The specific objectives of Axis 2 are as follows:

- **Specific Objective 1:** Adapting health systems to the care of older persons through the integration of geriatrics at all levels of the health pyramid;
- **Specific Objective 2:** Facilitate access to health care services in health institutions for older persons;

### **Axis 3: Training and research on older persons' health**

This will involve training health personnel in caring for older persons and strengthening geriatric gerontology training.

This axis will also aim at improving the tools for analysis, monitoring and research on healthy ageing.

The specific objectives of Axis 3 are:

- **Specific Objective 1:** Strengthen the skills of medical, paramedical, social and community health workers in providing care for older persons.
- **Specific Objective 2:** Consolidate information, communication and research in the field of ageing, including the establishment of a regional health information and research center on ageing and the establishment of a West African Network of researchers on human aging.

### **Axis 4: Empowerment of older persons**

This involves improving the living conditions and the incomes of older persons through enhanced expertise in an environment conducive to their progress.

It also involves taking care of the maintenance of the physical and sensory abilities of older persons for effective social integration.

The specific objectives of Axis 4 are:

- **Specific Objective 1:** Enhance the potential of older persons in the ECOWAS region by 2024;
- **Specific Objective 2:** Strengthen the management of older persons' frailty, disabilities and loss of autonomy in the ECOWAS region by 2024.

### **Axis 5: Management and coordination of the implementation of the strategic plan**

The West African Health Organisation will coordinate support for the implementation of these strategic plans from countries that need to make an effort to increase funding for health and social protection of older persons.

One specific objective for Axis 5:

**SO1: put in place a mechanism for the implementation, monitoring and evaluation of the regional strategic plan.**

### III.2.3 Summary table

STRATEGIC AXES	SPECIFIC OBJECTIVES	RESULTS	ACTIVITIES	INDICATORS
<b>Axis 1 : Axis 1: Policies and Strategies to Protect and Promote Older Persons' Health</b>	SO1: Strengthen national frameworks for social protection, health promotion of older persons and the coordination and management of their care.	R1. OS1: National social protection and health promotion frameworks for older persons are strengthened and oversight bodies of OPs is well identified and institutionalized in each ECOWAS country.	Conduct advocacy campaigns with ECOWAS decision-making bodies	Number of advocacy bodies
		R2. SO1: An institutional funding package on programs for older persons is implemented in each member country	A1.R2.SO1: Conduct advocacy campaigns to Member States and donors to formalize and strengthen OP health funding through the establishment of a dedicated institutional fund	Number of Advocacy - Financing Fund
	Establish a federation of the associations of older persons in the ECOWAS region	R1. SO2: The West African Federation of older persons is set up by WAHO	A1.R1.SO2. Write the articles of association and texts governing the West African Federation of older persons	Texts establishing and stating operation of WAFOP adopted
			A2.R1.SO2: At the federation level, designate country representatives of the Association	The list of representatives by country

			A3.R1.SO2: Organization of the constituent general assembly	Minutes of the Constituent General Assembly
	SO3 : Support the development and implementation of national strategic plans on caring for older persons	R1. SO3: Countries develop strategic plans for OPs and implement them	A1.R1.SO3. To make an inventory on the development of the strategic plans and the progress of their implementation in the 15 ECOWAS countries	Number of strategic plans developed; Number of countries to support in developing or updating their plan
A2.R1.SO3: Evaluate the implementation of the former plans and support the development of new strategic plans for the countries that have them.			Level of implementation of older strategic plans	
A3.R1.SO3: Help craft feasible strategic plans for countries that do not have them.			Number of new Strategic Plans developed	
<b>Axis 2 : Enhancing the management of older persons' health in the West African region</b>	Adapting health systems to the care of older persons through the integration of	Geriatric care units are furnished and equipped in 30% of Public Health Institutions in the 15 ECOWAS countries	Develop criteria and standard protocol of conformity of health structures suitable for the needs of older persons	The regional white paper for compliance of a health system adapted to the needs of OPs available (geriatrics)

	geriatrics in the health pyramid		A2.R1.SO1. Identify the number of active Public Health Institutions in each country	the number of functional Public Health Institutions identified
			A3.R1.SO1. Equip the selected PHIs in each country	the number of equipped PHIs
			A3.R1.SO1. Equip the selected PHIs in each country	Number of PHIs equipped / nature of equipment
			A5.R1.SO1. Draft the legislation and framework for implementing home care and palliative care	Texts and implementation framework
			A6.R1.SO1. Integrate home care and palliative care into PHIs service delivery	Number of home care and palliative care in PHIs (Activity Reports)
	R2.SO1: A national reference center for geriatrics and gerontology is built in each of the 15 ECOWAS countries	A1.R2.SO1. Develop the design and equipment kits of a Geriatric Reference Centre	The architectural plan and the list of necessary equipment	
		A2.R2.OS1: Develop operating procedures for a geriatric centre	The white paper of a geriatric center	
		A3.R2.SO1: Identify sites through the provision of land by the States	Proceedings for sites allocation	

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

			A4.R2.SO1: Construction of reference centres	Buildings constructed
			A5.R2.SO1: Reference centres equipment	List of equipment
			A6.R2. SO1: Provide Reference Centers with competent geriatricians and human resources	Number of competent geriatricians and human resource practicing
			A7.R2.SO1: Include home care and palliative care in reference centres	Number of home care and palliative care in activity reports
	SO2- Facilitate access to health care benefits for older persons ;	R1. SO2: Policies on free and subsidized health care and benefits for older persons are promoted in the ECOWAS region	A1.R1.SO2: identification of basic health care benefits packages for older persons	Ministerial letters governing the packages
			A2.R1.SO2: Support countries in developing a list of essential geriatric medicines	List of essential medicines
			A3.R1.SO2: Helping countries in seeing to the availability of geriatric medicines in Central Medical Stores	Stock of essential medicines in CMS

			A4.R1.SO2: Establish a subsidy fund in countries for free access to care and medical benefits for older persons	Established Funds
			A5.R1.SO2: Harmonize Targeting of older person beneficiaries	Ministerial order
Strategic Axis 3: Consolidation of training and research in Geriatrics Gerontology (GG)	Strengthen the skills of medical, paramedical, social and community health workers in the care of older persons.	R1.SO1: A WAHO Regional Program for Basic and Continuing Medical and Paramedical Training in GG is to be set up in 2020.	A1.R1.OS1: Harmonize the models, programs and syllabus (university medical level - post-graduate and paramedical)	Models and Syllabus
			A2.R1. SO1: Organize a Regional Training Workshop to train Trainers on Integrated Care for Older Persons (ICOP)	Seminar report; list of participants Number of trainers trained
			A3.R1.SO1: WAHO Support for human and educational resources on the implementation of GG training in the 15 ECOWAS countries	Grant Agreement and Pedagogical Reports And number of staff trained
			A4.R1.SO1: Organize a regional seminar annually on OPs palliative care.	Seminar report And number of staff trained

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

			A5.R1. SO1: Post-training oversight mission on the Competence-based Approach to the training by WAHO	Mission report Number of staff supervised
	SO2: Consolidate health information, communication and research in the field of ageing	R1.SO2.: By 2024, WAHO is to set up a regional centre for health information and research on ageing	A1.R1.SO2: Organize a regional workshop to develop and harmonize tools for data collection on older persons' health	Workshop Report and Participant Lists Harmonized tools available
			A2.R1.SO2. Include harmonized country data on OP health into NHMIS	NHMIS Reports Data fed into WAHO Portal
			A3.R1.SO2 Organize a regional mission to oversee the implementation of WAHO guidelines on health information for OPs in 15 the countries	Supervision report
			A4.R1.SO2. Establish and equip a West African centre for information and research on the health of older persons	Record of receipt of building and list of equipment
			A5.R1.SO2 Equip the Information and Research Centre with (material, human and financial) Resources	Work contracts and material list

DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO

		R2.SO2: A regional network of researchers on West African human ageing is set up	A1.R2. SO2. : Identifying potential researchers in the field of ageing	List of researchers
			A2.R2.SO2. : Organize a Regional Symposium on Ageing and Older Persons' Health in West Africa and set up the Network	Report of the workshop and Record of Network creation
Axis 4 : Appreciation and empowerment of older persons	SO1: Enhance the potential of older persons in the ECOWAS region by 2024.	R1.SO1: Older persons are well represented in social and educational activities in the ECOWAS region	A1.R1. SO2. : Organize a WAHO Regional Workshop on development of value adding framework for older persons	The white paper on the normative value adding framework for older persons in ECOWAS available
			A2.R1.SO1. WAHO support for the implementation of 30% of <b>priority measures of the white paper</b> on the promotion of older persons in the 15 countries	Percentage of implementation of the priority measures <b>of the White Paper</b> in the 15 countries
			A3.R1.SO1. Organize every year, the regional day for older persons in the ECOWAS region	WAHO report on the holding of the day in each country and media reports.

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

	SO2 : Strengthen the management of older persons' frailty, disabilities and loss of autonomy	R11: A WAHO older persons' empowerment program is implemented.	A1.R1.SO2: Subsidize up to 30% the ocular or auditory implants and devices	Percentage of subsidized auditory and eye implant equipment
			A2.R1.SO2: Identify WAHO Reference Centres for Rehabilitation of older persons in the Countries	Number of identified centers
			A3.R1.SO2: In identified centres, support training, equipment and human resources	Number of training - list of equipment - employment contracts
<b>Axis 5 : Management and coordination of implementation of the regional strategic plan</b>	SO1: Set up a mechanism for the implementation, monitoring and evaluation of WAHO's strategic plan	R1. SO1: There is a functional mechanism for implementing, monitoring and evaluating the strategic plan	A1.R1.SO1: Organize an operational plan development workshop for the implementation of the strategic plan	Operational plan available
		R2.SO1. SO2: A monitoring-evaluation plan for healthy ageing SP is developed	A1.R2.SO1: Organize a workshop to develop tools for monitoring and evaluation of the strategic plan	Monitoring and evaluation tools including M & E plan

#### **IV. MECHANISM FOR COORDINATION AND MONITORING-EVALUATION**

The overall coordination of the implementation of the strategic plan is ensured by the WAHO General Directorate in collaboration with all other specialized agencies and departments of the ECOWAS Commission to ensure synergy and complementarity of health actions in the ECOWAS region.

At WAHO, technical coordination will be provided by the Professional Officer (PO) for “Child Adolescent, Youth, and Older Persons’ Health” and under the supervision of WAHO's Director of Healthcare Services. The human, material and financial resources’ capabilities of this unit for older persons will have to be strengthened to last for over five years, to oversee this ambitious regional program of care for healthy ageing in the ECOWAS region.

Similarly, the project monitoring and evaluation unit can be expanded and strengthened to better co-ordinate and monitor the plan.

The timeline for implementation of the detailed action plan is indicative but depends entirely on WAHO's Directorate General and ECOWAS Ministers of Health.

#### **V FINANCING PLAN**

Funding for the plan will be largely from Community resources through the Community levy managed by the Finance Department of the ECOWAS Commission.

Financial partners, the private sector and non-governmental organizations will also contribute to financing the strategic plan. Their contribution will be mobilized through financing and partnership agreements with WAHO and the ECOWAS Commission.

WAHO's advocacy strategy and communication plan will help enhance resource mobilization.

TABLE ON FUNDING OF STRATEGIC AXIS

STRATEGIC AXIS	AMOUNT		PERCENTAGE
	FCFA	USD	
<b>STRATEGIC AXIS 1: Policies and Strategies to Protect and Promote Older Persons' Health</b>	86 000 000	172 000	1%
<b>STRATEGIC AXIS 2 : Enhancing the management of older persons' health in the West African region</b>	10 028 000 000	20 056 000	85%
<b>STRATEGIC AXIS 3: Training and Research in Geriatrics Gerontology (GG)</b>	490 500 000	981 000	4%
<b>STRATEGIC AXIS 4: Value and empower older persons</b>	1 157 800 000	2 315 600	10%
<b>STRATEGIC AXIX 5: Management and co-ordination of implementation of the regional strategic plan</b>	7 000 000	12 000	0,48%
<b>GRAND TOTAL</b>	<b>11 769 300 000</b>	<b>23 536 600</b>	<b>100%</b>

## **APPENDICES:**

- 1. LOGICAL FRAMEWORK**
- 2. TABLE OF ACTIVITIES AND INDICATORS OF THE LOGICAL FRAMEWORK**
- 3. DETAILED ACTION PLAN**

## LOGICAL FRAMEWORK OF THE STRATEGIC PLAN

<b>OVERARCHING OBJECTIVE</b>	<b>Improve the social health care of older persons within ECOWAS by 2023.</b>			
<b>STRATEGIC AXIS 1 :</b>	<b>Policies and Strategies to Protect and Promote Older Persons' Health</b>			
<b>LOGIC OF INTERVENTION</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS: OVI</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>	
<b>Specific Objective 1</b>	Strengthen national frameworks for social protection, health promotion of older persons and coordination and management of their care.	Number of countries that have identified and institutionalized the Sector Ministries with oversight over issues of older persons; Number of countries having institutionalized funding for older persons	WAHO Mission Reports  Decree and financial laws of member countries	Involvement of ECOWAS bodies Political choice Reluctance of some governments Political and economic stability
<b>Result 1 of SO1</b>	National social protection and health promotion frameworks for older persons are strengthened and oversight body of OPs is well identified and institutionalized in each ECOWAS country.	Number of countries that have identified oversight bodies for issues related to older persons Decree appointing ministers and organizing governments	Publication of decrees in the country's official gazette	Low membership of countries Political choice
<b>Result 2 of SO1</b>	An institutional funding package on programs for older persons is implemented in each country	Number of countries with a financing fund for the health of older persons Percentage of funds compared to the overall health budget of countries	Meeting Report of the ECOWAS Minister of Finance Reports of the Assembly of Health Ministers of ECOWAS	Low membership of countries Availability of financial resources ; WAHO's capacity to persuade and mobilize resources for older persons

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

			Country budget reports	
<b>Specific Objective 2</b>	Set up a federation of the associations of older persons in the ECOWAS region	1. Number of countries with OP associations or National Convention on Ageing Number of activities (congresses) organized by the federation,	Publication of decrees in the country's official gazette Receipt of organizations issued by internal ministries; Federation Activity Report	Numerous OPs associations; Lack of consensus for the choice of country representatives, Massive adherence of countries Political and economic stability
<b>Result 1 of SO2</b>	The West African Federation of older persons is set up by WAHO	1. Number of countries that have acceded after having adopted the statutes and rules of the Federation	WAHO reports Statutory Meeting report	Numerous OPs associations; Lack of consensus for the choice of country representatives, Massive adherence of countries Existence of funding for the Federation
<b>Specific Objective 3</b>	Support the development and implementation of national strategic plans on caring for older persons	Number of countries that have developed a OPH Strategic Plan;	Draft validated OPH strategic plans;	Political will Lack of resources
<b>Result 1 of SO3</b>	Countries develop strategic plans for OPs and implement them	Number of countries that have developed a OPH Strategic Plan; Percentage of implementation of OPH Strategic Plan	OPH strategic plan documents, Implementation evaluation report Activity reports	Political will Availability of resources
<b>Activities (see activity table and logical framework indicators: Axis 1)</b>				

<b>STRATEGIC AXIS 2 :</b>	<b>Enhancing the management of older persons' health in the West African region</b>			
	<b>LOGIC OF INTERVENTION</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS: OVI</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>Specific Objective 1</b>	Adapting health systems to the care of older persons through the integration of geriatrics in the health pyramid	Number of countries that have adopted the regional white paper for compliance of a health system adapted to the needs of OPs, Percentage of Implementation of Integrating Geriatrics into the Health Pyramid	WAHO report, NHSDP of countries; Health Report in the ECOWAS region	Poor adherence of the country Ministries of Health, Availability of human resources Availability of financial resources
<b>Result 1 of SO1</b>	Geriatric care units are furnished and equipped in 30% of Public Health Institutions in the 15 ECOWAS countries	Number of countries with geriatric units in the PHIs; Percentage of geriatric unit development and equipment in (30%) PHIs; Number of WAHO funding agreement with ministries of health of member countries	WAHO reports NHSDP of countries;  Financing agreements signed	Poor adherence of the country Ministries of Health, Commitment of the medical community; Involvement of the social partners, Availability of human and financial resources
<b>Result 2 of SO1</b>	A national reference center for geriatrics and gerontology is built in each of the 15 ECOWAS countries	Number of countries having adopted a geriatric center white paper; Number of countries with a geriatric national reference center built with support from WAHO; Number of WAHO funding agreements	WAHO reports NHSDP of countries;  Financing agreements signed	Poor commitment of country ministries of health; Involvement of the social partners, Availability of resources
<b>Specific Objective 2</b>	Facilitate access to health care benefits for older persons ;	Number of countries with a social protection system for older persons; Number of countries with UHC s for OPs; Number of countries having set up a subsidy fund for free access to	WAHO reports Country official gazette	Political will Much more priority given to pregnant women and children; Poor PHIs adherence; Public debt of PHIs;

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

		healthcare and medication benefits for older persons; Number of countries that have harmonized the targeting of older person beneficiaries (eligible for free access)		Poor commitment from governments,
<b>Result 1 of SO2</b>	Policies on free and subsidized health care and benefits for older persons are promoted in the ECOWAS region	Number of countries that have identified a package of essential care benefits for older persons; Number of countries with a list of essential geriatric medicines	Report Country Pharmacy and Drugs Directorate, CMS reports WAHO evaluation report	Political will Much more priority given to pregnant women and children; PHIs adherence; Government indebtedness to hospitals
<b>Activities (see activity table and logical framework indicators: Axis 2)</b>				

STRATEGIC AXIS 3 :		Consolidation of training and research in Geriatrics Gerontology (GG)		
LOGIC OF INTERVENTION		OBJECTIVELY VERIFIABLE INDICATORS: OVI	SOURCES OF VERIFICATION	ASSUMPTIONS AND RISKS
<b>Specific Objective 1</b>	Strengthen the skills of medical, paramedical, social and community health workers in providing care for older persons.	Number of countries with geriatricians and gerontologists; Numbers of geriatricians and country gerontologists and their distribution in urban and rural areas	Table of the National Medical Council per country; NHSDP reports; WAHO reports	Political will Membership of ministries concerned (health and education); Membership medical and paramedical community; Availability of resources
<b>Result 1 of SO1</b>	A WAHO Regional Program for Basic and Continuing Medical and Paramedical Training in GG is to be set up in 2020.	Number of countries adopting WAHO harmonized program models and syllabus for GG training (university medical level - postgraduate and paramedical); Percentage of institutions training applying curricula harmonized in the ECOWAS region; Number of countries participating in the Regional Training of Trainers Workshop at ICOP	Harmonized Manuals from WAHO; WAHO report	Political will; Membership of Ministries concerned ; Membership of the scientific and academic community; Lack of interest in specialization
<b>Specific Objective 2</b>	<b>Consolidate health information, communication and research in the field of ageing</b>	Number of countries that have integrated harmonized WAHO data on OPs health into their NHMIS; Number of member countries of the regional network of researchers on West African human ageing; Number of WAHO funding agreements	DHS report, Country NHMIS report; WAHO report	Membership of ministries in charge of health and statistics; Availability of resources

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

<b>Result 1 of SO2</b>	By 2023, WAHO is to set up a regional centre for health information and research on ageing	Number of countries that have joined the creation of the Regional Center for Research on Ageing; Level of mutual agreement of the ECOWAS authorities on the choice of country to host the research center	WAHO report	Political will; Availability of resources
<b>Activities (see activity table and logical framework indicators: Axis 3)</b>				

STRATEGIC AXIS 4 :		Appreciation and empowerment of older persons		
LOGIC OF INTERVENTION		OBJECTIVELY VERIFIABLE INDICATORS: OVI	SOURCES OF VERIFICATION	ASSUMPTIONS AND RISKS
<b>Specific Objective 1</b>	<b>Enhance the potential of older persons in the ECOWAS region by 2023.</b>	Number of countries that have adopted the white paper of the ECOWAS normative framework for priority measures for the promotion of older persons; Level of implementation of older persons' welfare enhancement white paper	WAHO report	Political will; Low level of local community support for older persons Commitment of the West African Federation of older persons
Result 1 of SO1	Older persons are well represented in social and educational activities in the ECOWAS region	Level of representativeness of older persons in the social and educational life of member countries	Report on regional Federation of Older Persons' Associations. WAHO report	Willingness of the Ministries; Commitment of the West African Federation of Older Persons Involvement of institutions and youth association Availability of resources;
<b>Specific Objective 2</b>	Strengthen the management of older persons' frailty, disabilities and loss of autonomy	Number of countries with social protection systems for older persons, Number of countries implementing and integrating ICOP in healthcare for older persons; Number of WAHO funding agreements	Official gazette DHS surveys report WAHO report ;	Political will; Involvement of local authorities and NGOs
Result 1 of SO2	A WAHO older persons' empowerment program is implemented.	Subsidy rate for eye or hearing implants and equipment; Number of WAHO Reference Centers for OP Rehabilitation and Distribution	WAHO report ; NHSDP report	Availability of human and financial resources ;
<b>Activities (see activity table and logical framework indicators: Axis 4)</b>				

<b>STRATEGIC AXIS 5</b>		<b>Management and co-ordination of implementation of the regional strategic plan</b>		
<b>LOGIC OF INTERVENTION</b>		<b>OBJECTIVELY VERIFIABLE INDICATORS: OVI</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS AND RISKS</b>
<b>Specific Objective 1</b>	<b>Set up a mechanism for the implementation, monitoring and evaluation of WAHO's strategic plan</b>	Number of supervision missions of the various stakeholders coordinated by WAHO,	WAHO supervision reports	Availability of material, human and financial resources ;
Result 1 of SO1	The coordination and monitoring-evaluation unit of the strategic plan is set up	Number of WAHO meetings for setting up the monitoring and evaluation unit of OPHs Strategic Plan Unit's place in WAHO's organizational chart Level of implementation of the activities of the strategic plan	WAHO report	Availability of material, human and financial resources ;
Result 2 of SO1	<b>A monitoring-evaluation plan for healthy ageing SP is developed</b>	Number of implementation document tools; Number of monitoring and evaluation tools Number of monitoring and evaluation activities of OPH plan by the WAHO monitoring and evaluation unit	WAHO report	Availability of material, human and financial resources ;
<b>Activities (see activity table and logical framework indicators: Axis 5)</b>				

## TABLE OF ACTIVITIES AND INDICATORS OF THE LOGICAL FRAMEWORK

	ACTIVITIES	INDICATORS
<b>STRATEGIC AXIS 1</b>	A1.R1.SO1: Conduct advocacy campaigns with ECOWAS decision-making bodies	Number of advocacy
	A1.R2.SO1: Conduct advocacy campaigns with Member States and donors to formalize and strengthen OP health funding through the establishment of a dedicated institutional fund	Number of Advocacy - Financing Fund
	A1.R1.SO2: Write the articles of association and texts governing the West African Federation of Older Persons	Texts establishing and stating operation of WAFOP adopted
	A2.R1.SO2: At the federation level, designate country representatives of the Association	The list of representatives by country
	A3.R1.SO2: Organization of the constituent general assembly	Minutes of the Constituent General Assembly
	A1.R1.SO3: Make an inventory on the development of the strategic plans and the progress of their implementation in the 15 ECOWAS countries	Number of strategic plans developed for 15 countries
	A2.R1.SO3: Evaluate the implementation of the former plans and support the development of new strategic plans for the countries that have them.	Level of implementation of former strategic plans
	A3.R1.SO3: Help craft feasible strategic plans for countries that do not have them.	Number of new Strategic Plans developed

ACTIVITIES		INDICATORS
<b>STRATEGIC AXIS 2</b>	A1.R1. SO1. Develop criteria and standard protocol of conformity of health structures suitable for the needs of older persons	The regional white paper for compliance of a health system adapted to the needs of OPs available (geriatrics)
	A2.R1.SO1. Identify the number of active Public Health Institutions in each country	Number of functional Public Health Institutions identified
	A3.R1.SO1. Equip the selected PHIs in each country	Number of equipped PHIs
	A4.R1.SO1. Equip the selected PHIs in each country	Number of PHIs equipped / nature of equipment
	A5.R1.SO1. Draft the legislation and framework for implementing home care and palliative care	Texts and implementation framework
	A6.R1.SO1. Integrate home care and palliative care into PHIs service delivery	Number of home care and palliative care in PHIs (Activity Reports)
	A1.R2.SO1. Develop the design and equipment kits of a Geriatric Reference Centre	The architectural plan and the list of necessary equipment
	A2.R2.OS1: Develop operating procedures for a geriatric centre	The white paper of a geriatric center
	A3.R2.SO1: Identify sites through the provision of land by the States	Proceedings for sites allocation
	A4.R2.SO1: Construction of reference centres	Buildings constructed
	A5.R2.SO1: Reference centres equipment	List of equipment
	A6.R2. SO1: Provide Reference Centers with human resources	Number of practicing geriatricians
	A7.R2.SO1: Include home care and palliative care in reference centres	Number of home care and palliative care in activity reports
	A1.R1.SO2: identification of basic health care benefits packages for older persons	Ministerial letters governing the packages
	A2.R1.SO2: Support countries in developing a list of essential geriatric medicines	List of essential medicines
	A3.R1.SO2: Helping countries in seeing to the availability of geriatric medicines in Central Medical Stores	Stock of essential medicines in CMS
	A4.R1.SO2: Establish a subsidy fund in countries for free access to care and medical benefits for older persons	Established Funds
	A5.R1.SO2: Harmonize Targeting of older person beneficiaries	Ministerial order

ACTIVITIES		INDICATORS
<b>STRATEGIC AXIS 3</b>	A1.R1.OS1: Harmonization of models and program syllabus (university medical level - post-graduate and paramedical)	Models and Syllabus
	A2.R1.SO1: Organization of a Regional Train the Trainer Workshops at ICOP	Training reports; list of participants
	A3.R1.SO1: WAHO Support for human and educational resources on the implementation of GG training in the 15 ECOWAS countries	Grant Agreement and Pedagogical Reports
	A4.R1.SO1: Organize a regional seminar annually on OPs palliative care.	Training Reports
	A5.R1.SO1: WAHO Training Evaluation Mission	Mission report
	A1.R1.SO2: Organize a regional workshop to develop and harmonize tools for data collection on older persons' health	Workshop Report and Participant Lists
	A2.R1.SO2. Include harmonized country data on OP health into NHMIS	NHMIS Reports
	A3.R1.SO2 Organize a regional mission to oversee the implementation of WAHO guidelines on health information for OPs in 15 the countries	Supervision report
	A4.R1.SO2. Establish and equip a West African centre for information and research on the health of older persons	Record of receipt of building and list of equipment
	A5.R1.SO2 Equip the Information and Research Centre with (material, human and financial) Resources	Work contracts and material list
	A1.R2. SO2. : Identifying potential researchers in the field of ageing	List of researchers
	A2.R2.SO2 .: Organize a Regional Symposium on Ageing and Older Persons' Health in West Africa and set up the Network	Report of the workshop and Record of Network creation

ACTIVITIES		INDICATORS
<b>STRATEGIC AXIS 4</b>	A1.R2. SO1. : Organize a WAHO Regional Workshop on development of value adding framework for older persons	The white paper on the normative value adding framework for older persons in ECOWAS available
	A2.R1.SO1. WAHO support for the implementation of 30% of priority measures of the white paper on the promotion of older persons in the 15 countries	Percentage of implementation of the priority measures of the White Paper in the 15 countries
	A3.R1.SO1. Organize every year, the regional day for older persons in the ECOWAS region	WAHO report on the holding of the day in each country and media reports.
	A1.R1.SO2: Subsidize up to 30% the ocular or auditory implants and devices	Percentage of subsidized auditory and eye implant equipment
	A2.R1.SO2: Identify WAHO Reference Centres for Rehabilitation of older persons in the Countries	Number of identified centers
	A3.R1.SO2: In identified centres, support training, equipment and human resources	Number of training - list of equipment - employment contracts
	A1.R1.SO1: Organize an operational plan development workshop for the implementation of the strategic plan	Operational plan available
	A2.R2.SO1: Organize a workshop to develop tools for monitoring and evaluation of the strategic plan	Monitoring and evaluation tools including M & E plan

DETAILED ACTION PLAN

<b>STRATEGIC AXIS 1: Policies and Strategies to Protect and Promote Older Persons' Health</b>								
<b>SPECIFIC OBJECTIVE 1: SO1: Strengthen national frameworks for social protection, health promotion of older persons and coordination and management of their care.</b>								
<b>RESULT 1: R1. SO1: National social protection and health promotion frameworks for older persons are strengthened and oversight bodies of EPs is well identified and institutionalized in each ECOWAS country.</b>								
ACTIVITIES	OFFICERS		IMPLEMENTATION TIMELINES					TOTAL BUDGET (FCFA)
	COORDINATION	IMPLEMENTATION	2020	2021	2022	2023	2024	
A1.R1.SO2: Conduct advocacy campaigns with ECOWAS decision-making bodies	WAHO	WAHO			X	X	X	5 000 000
<b>RESULT 2: R2. SO1: An institutional funding package on programs for older persons is implemented in each member country</b>								
A1.R2.SO1: Conduct advocacy campaigns with Member States and donors to formalize and strengthen OP health funding through the establishment of a dedicated institutional fund.	WAHO	WAHO			X	X	X	5 000 000
<b>SPECIFIC OBJECTIVE 2: SO2: Set up a Federation of the Associations of Older Persons in the ECOWAS Region</b>								
<b>RESULT 1:R1. SO2 : The West African Federation of Older Persons is set up by WAHO</b>								
A1.R1.SO1. Write the articles of association and texts governing the West African Federation of Older Persons	WAHO	WAHO			X			2 000 000

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

A2.R1.SO1: At the federation level, designate country representatives of the Association	WAHO and Country			X					-
A3.R1.SO1: Organization of the constituent general assembly		WAHO and Country		X	X	X	X		20 000 000
<b>SPECIFIC OBJECTIVE 3 : SO3: Support the development and implementation of national strategic plans on caring for older persons</b>									
<b>RESULT 1: R1. SO3: Countries develop strategic plans for OPs and implement them</b>									
A1.R1.SO3. Make an inventory on the development of the strategic plans and the progress of their implementation in the 15 ECOWAS countries	WAHO	WAHO	X						4 000 000
A2.R1.SO3: Evaluate the implementation of the former plans and support the development of new strategic plans for the countries that have them.	WAHO	WAHO and Country		X					20 000 000
A3.R1.SO3: Help craft feasible strategic plans for countries that do not have them.		WAHO and Country		X	X	X	X		30 000 000
<b>TOTAL AXIS 1</b>									<b>86 000 000</b>
<b>STRATEGIC AXIS 2 : Enhancing the management of older persons' health in the West African region</b>									
<b>SO1-Adapting health systems to the care of older persons through the integration of geriatrics in the health pyramid</b>									
<b>RESULT 1: R1.SO1: Geriatric care units are furnished and equipped in 30% of Public Health Institutions in the 15 ECOWAS countries</b>									

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

A1.R1.SO1. Develop criteria and standard protocol of conformity of health structures suitable for the needs of older persons	WAHO	WAHO	X					4 200 000
A2.R1.SO1. Identify the number of active Public Health Institutions in each country	WAHO	COUNTRY	X					-
A3.R1.SO1. Equip the selected PHIs in each country	WAHO	WAHO		X	X			750 000 000
A4.R1.SO1. Equip the selected PHIs in each country				X	X			750 000 000
A5.R1.SO1. Draft the legislation and framework for implementing home care and palliative care	WAHO	WAHO	X					2 800 000
A6.R1.SO1. Integrate home care and palliative care into PHIs service delivery								-
<b>RESULT 2. R2.SO1: A national reference center for geriatrics and gerontology is built in each of the 15 ECOWAS countries</b>								
A1.R2.SO1. Develop the design and equipment kits of a Geriatric Reference Centre	WAHO	WAHO						4 200 000
A2.R2.OS1: Develop operating procedures for a geriatric centre	WAHO	WAHO						2 800 000
A3.R2.SO1: Identify sites through the provision of land by the States	WAHO	COUNTRY						-
A4.R2.SO1: Construction of reference centres	WAHO	WAHO			X	X		7 500 000 000
A5.R2.SO1: Reference centres equipment	WAHO	WAHO			X	X		
A6.R2. SO1: Provide Reference Centers with human resources	WAHO	COUNTRY			X	X	X	

**DRAFT PLAN STRATEGIQUE REGIONAL 2019-2023 DU VIEILLISSEMENT EN BONNE SANTE DANS L'ESPACE CEDEAO**

A7.R2.SO1: Include home care and palliative care in reference centres	WAHO	COUNTRY			X	X		
---	------	---------	--	--	---	---	--	--

<b>SPECIFIC OBJECTIVE 2: SO2- Facilitate access to health care benefits for older persons ;</b>							
<b>RESULT 1: R1. SO2: Policies on free and subsidized health care and benefits for older persons are promoted in the ECOWAS region</b>							
A1.R1.SO2: identification of basic health care benefits packages for older persons	WAHO	WAHO	X				1 200 000
A2.R1.SO2: Support countries in developing a list of essential geriatric medicines	WAHO	WAHO	X				2 800 000
A3.R1.SO2: Helping countries in seeing to the availability of geriatric medicines in Central Medical Stores	WAHO	WAHO		X	X		1 000 000 000
A4.R1.SO2: Establish a subsidy fund in countries for free access to care and medical benefits for older persons	WAHO	COUNTRY		X			
A5.R1.SO2: Harmonize targeting of older person beneficiaries	WAHO	COUNTRY		X			10 000 000
<b>TOTAL AXIS 2</b>							<b>10 028 000 000</b>

**STRATEGIC AXIS 3: Consolidation of Training and Research in Geriatrics Gerontology (GG)**

**SPECIFIC OBJECTIVE 1: Strengthen the skills of medical, paramedical, social and community health workers in providing care to older persons.**

**RESULT 1: A WAHO Regional Program for Basic and Continuing Medical and Paramedical Training in GG is to be set up in 2020.**

A1.R1.OS1: Harmonization of models and program syllabus (university medical level - post-graduate and paramedical)	WAHO	WAHO		X				40 500 000
A2.R1. SO1: Organize a Regional Training Workshop to train Trainers on Integrated Care for Older Persons (ICOP)	WAHO	WAHO		X				50 000 000
A3.R1.SO1: WAHO Support for human and educational resources on the implementation of GG training in the 15 ECOWAS countries	WAHO	WAHO			X			100 000 000
A4.R1.SO1: Organize a regional seminar annually on OPs palliative care.	WAHO	WAHO		X	X	X		50 000 000
A5.R1.SO1: WAHO Training Evaluation Mission	WAHO	WAHO			X			5 000 000

<b>SPECIFIC OBJECTIVE 2 : SO2: SO 2: Consolidate information, communication and research in the field of ageing</b>								
<b>RESULT 1: R1.SO2.: By 2023, WAHO is to set up a regional centre for health information and research on ageing</b>								
A1.R1.SO2: Organize a regional workshop to develop and harmonize tools for data collection on older persons' health	WAHO	WAHO			X			50 000 000
A2.R1.SO2.Include harmonized country data on OP health into NHMIS	WAHO	COUNTRY			X			-
A3.R1.SO2 Organize a regional mission to oversee the implementation of WAHO guidelines on health information for OPs in 15 the countries	WAHO	WAHO				X		5 000 000
A4.R1.SO2. Establish and equip a West African centre for information and research on older persons' health	WAHO	WAHO					X	100 000 000
A5.R1.SO2 Equip the Information and Research Centre with (material, human and financial) Resources	WAHO	WAHO					X	50 000 000
<b>RESULT 2: R2.SO2: A regional network of researchers on West African human ageing is set up</b>								
A1.R2. SO2. : Identifying potential researchers in the field of ageing	WAHO	COUNTRY			X			
A2.R1.SO2 .: Organize a Regional Symposium on Ageing and Older Persons' Health in West Africa and set up the Network	WAHO	WAHO				X		40 000 000
<b>TOTAL AXIS 3</b>								<b>490 500 000</b>

<b>STRATEGIC AXIS 4: Value and empower older persons</b>								
<b>SPECIFIC OBJECTIVE 1 : SO1: Enhance the potential of older persons in the ECOWAS region by 2023</b>								
<b>RESULT 1: R1.SO1: Older persons are well represented in social and educational activities in the ECOWAS region</b>								
A1.R2. SO1. : Organize a WAHO Regional Workshop on development of value adding framework for older persons	WAHO	WAHO						2 800 000
A2.R1.SO1. WAHO support for the implementation of 30% of priority measures of the white paper on the promotion of older persons in the 15 countries	WAHO					X	X	500 000 000
A3.R1.SO1. Organize every year, the regional day for older persons in the ECOWAS region	WAHO		X	X	X	X		50 000 000
<b>SPECIFIC OBJECTIVE 2 : SO2: Strengthen the management of older persons' frailty, disabilities and loss of autonomy</b>								
<b>RESULT 1: R1: A WAHO older persons' empowerment program is implemented.</b>								
A1.R1.SO2: Subsidize up to 30% the ocular or auditory implants and devices	WAHO	WAHO			X	X	X	500 000 000
A2.R1.SO2: Identify WAHO Reference Centres for Rehabilitation of older persons in the Countries	WAHO	WAHO				X		5 000 000
A3.R1.SO2: In identified centres, support training, equipment and human resources	WAHO	WAHO				X	X	100 000 000
<b>TOTAL AXIS 4</b>								<b>1 157 800 000</b>

<b>STRATEGIC AXIS 5 : SO1: Management and co-ordination of implementation of the regional strategic plan</b>							
<b>SPECIFIC OBJECTIVE 1: SO1: Set up a mechanism for the implementation, monitoring and evaluation of WAHO's strategic plan</b>							
<b>RESULT 1: R1. SO1: A mechanism for the implementation, monitoring and evaluation of the Regional Strategic Plan is functional</b>							
A1.R1.SO1: Organize an operational plan development workshop for the implementation of the strategic plan	WAHO	WAHO	X				5 000 000
<b>RESULT 2: R2.SO1: A monitoring-evaluation plan for healthy ageing SP is developed</b>							
A1.R2.SO1: Organize a workshop to develop tools for monitoring and evaluation of the strategic plan	WAHO	WAHO	X				2 000 000
<b>TOTAL AXIS 5</b>							<b>7 000 000</b>
<b>GRAND TOTAL IN FCFA</b>							<b>11 769 300 000</b>
<b>GRAND TOTAL IN USD</b>							<b>23 538 600</b>

