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Health Systems Development
Projects / Programs Design, Implementation, Monitoring and Evaluation
Twenty five years Experience in International Health

RÉSUMÉ

After an initial "Doctorat d'État" in medicine, I enrolled in a number of specialized courses in tropical medicine and epidemiology, Public Health, Administration and Health policy.

In the past twenty five years, I have held a number of **managerial field positions** (District Medical Officer in Côte d'Ivoire, Expanded Program of Immunization Project Officer in Madagascar) and **teaching positions** and have undertaken numerous **short term consultations**, mainly in Africa, but also in Russia, Estonia, the Ukraine, Kazakhstan, Cambodia, Indonesia, Lebanon and Yemen.

My employers have included: Multilateral organizations (World Bank, UNICEF, EU), Bilateral Development agencies (CIDA, USAID), NGOs (PATH, World Vision, CARE) and Regional Development Banks (African Development Bank).

Specific skills:

- ✓ Health Planning: Systems analysis, needs assessment, priority setting, program and resources planning, implementation. Preparation of project documents to be submitted to possible donors.
- ✓ Monitoring and Evaluation: Design and organization, performance indicators definition and analysis, results-based projects assessment, logical framework approach, participatory methods.
- ✓ HIV/AIDS, EPI, Health Data Systems: HIV/AIDS Project monitoring and evaluation, National Strategic Planning, Development of epidemiological surveillance systems, NIDs and EPI coverage surveys.
- ✓ Institutional Reinforcement: Strengthening of planning and management capacities of health services personnel, improvement in allocation of available resources.
- ✓ Staff Training: Training of health personnel, in-service education of middle-level managers, training of trainers.
- ✓ Health Financing and Cost Recovery: Review of Health sector financing, implementation and assessment of cost recovery systems, cost-effectiveness analysis.

COUNTRIES on assignment

Côte d'Ivoire, Senegal, Guinea, Madagascar, Mauritania, Morocco, Malawi, French Guyana, Benin, Burkina, Ghana, Gambia, Tanzania, Uganda, Congo, Cameroon, Sudan, Rwanda, Chad, Niger, Togo, Canada, France, Russia, Ukraine, Moldova, Estonia, Kazakhstan, Cambodia, Indonesia, Lebanon, Yemen.

LANGUAGES spoken and written

French (native) - English

CONSULTATIONS

Health Planning

To **translate into operational activities** the strategic orientations of the **Policy and Strategies** for 2002-2006; to prepare a **detailed work program** with MOH during the next **five years**, including the **estimation of costs**, the identification of **accompanying measures** to ensure the successful implementation of this plan (BÉNIN, *World Bank*, 2003).

Assess the progress made under the pilot project geared testing the effectiveness of partnership between PVOs/NGOs and DHMT as a means for improving the delivery of Maternal and Child Health Services. Provide the basis for deciding on ways of further **strengthening the district public-private partnership** (MALAWI, *LTG / USAID*, 2002).

Assist in the **preparation of bids** (projects funded by USAID) : Angola **Child Survival Project**, Madagascar Child Survival extension, Guinea Health Finance Study (USA, *MCDI*, 2001).

Identification Mission for health projects, taking in account strategies and programmes of Government of Canada, Government of Congo, other donors (Congo, *ACDI*, 2000).

Team Leader: Co-ordination of the work of a 7-member team to define a **Health Mapping** and Minimum Packages of Activities. Review the **standard norms** for all types of facilities including architectural specifications, equipment and staff. To define the total facility needs and to assist the MOH in preparing a **investment program** cover all levels of facilities, and provide forecast for 5 years and 10 years (GAMBIA, *AEDES / World Bank*, 1999).

Child Development Project prepared by the **World Bank and UNICEF**: Assess the coherence of the project with the **Health Sector Reform**. Recommendations to improve the health component of the project and to include this component in a **District Health System approach**. (YEMEN, *UNICEF*, 1999).

Support missions for UNICEF Health Section: Collaboration to the UNICEF - Burkina-Faso Co-operation programme **Mid-Term Review**, Implementation of the **'98 Action Plan** including National Immunization Days, preparation of the **'99 Action Plan** (BURKINA, *UNICEF*, 1998).

Institutional reinforcement missions to design **National Health Policy** and to **deliver 5-year Health Master Plan** oriented to **decentralization** and **cost recovery** (MAURITANIA, *WORLD BANK*, 1997).

Identification missions for a **Population, Nutrition and Health** project: review and analysis of current **health policy**, service delivery and management systems. Definition of an **essential package of activities** at district level (CÔTE D'IVOIRE, *WORLD BANK*, 1994 - 1995).

Preparation mission for a Health project to **expand primary health care** service delivery and to **support sector and institutional reforms** (NIGER, *WORLD BANK*, 1994).

Identification mission for **humanitarian relief** and health projects (KAZAKHSTAN, *MERCY*, 1993).

Prepare document for PHC project (with strong **immunization** component) to be implemented in the East of Cameroon, taking in account of the funding CPHA criteria (CAMEROON, *CARE*, 1992)

Feasibility study for a **Micronutrient Initiative integrated to Primary Health Care** (BURKINA-FASO GHANA, *PATH Canada / CIDA*, 1992).

Chief of Party for the preparation of a **Health Master Plan** for the Senegal River Basin: Definition of health requirements, development of a system of epidemiological surveillance, recommendations for improving health programs, proposals for a three-tiered planning system (SENEGAL, *MCDI / USAID*, 1991-1992).

Team Leader: Co-ordination of the work of a 6-member team for the **development of projects in the health sector**: Training of health staffs (creation of a training and documentation centre, setting-up of a training department). Restructuring of the pharmaceutical sector. Improvement of health services coverage in Kankan region (infrastructure, supplies, training) (GUINEA, *African Development Bank / CREDES*, 1987 et 1988).

Monitoring and Evaluation

Team Leader: Mid-term evaluation of « projets d'appui aux zones sanitaires KTL et Bassila ». Analysis of rationale, performance, impact, efficiency, and sustainability. Identification of lessons learned. Recommendations for further health sector interventions (BÉNIN, Stratec / CTB, 2006).

7^e EDF **Final evaluation** and 8^e EDF **mid-term evaluation**. **Results** analysis, **impact** assessment and **orientations** recommendations for 9^e EDF health interventions (BÉNIN, AGEF / UE, 2005).

Technical and administrative monitoring consultant for the team of the project « Appui technique à la région sanitaire Nord-Gabon ». Advisor, expert and resource person for CIDA. Implementation of a **regional hospital** within an **integrated PHC, good governance and decentralization approach** (CANADA-GABON, ACDI, 2004-2006).

Rapid assessment to assess the **effectiveness** of the Rwandan **child health program**, and to provide a **framework** for **future interventions** to reduce the high levels of infant and child mortality (RWANDA, UNICEF, 2005).

Analysis of the various evaluation **approaches** for the **community mobilization** in **public health projects**. Recommendations for the most relevant approach for Foundation's mandates in **prevention** (CANADA, *Fondation Lucie et Andrée Chagnon*, 2004)

Delivery of Improved Services for Health. To identify and document **best practices and lessons** learned from DISH II project. To assess the extent to which the project has contributed to increased **IMCI, immunization coverage, reproductive and maternal and child health service utilization**. (UGANDA, TVT / USAID, 2003).

Team Leader (4-member team): Mid-Term Evaluation of the **family planning and health project** PRISM. **Gauge overall performance** to date. Determine the project's contribution to the MOH's decentralization policy. Determine the project performance to address USAID Health Strategic Objective. (GUINEA, LTG / USAID, 2001).

Team Leader (8-member team): End-of-project evaluation of the Health and Nutrition Project. Key areas: **Health Policy; PHC services at the district level**; Human resources; Pharmaceutical sector; Health care financing initiatives. (TANZANIA, MCDI / WORLD BANK, 2000).

Team Leader: End-of- project evaluation of the two health components of the PGI (Projet Grande Irrigation): **Primary Health Care Project** and **Shistosomiasis Project**. Project purpose: **Access to Services** and **Quality of Health Care** improvement (NIGER, CREDES/UE, 1999).

Examination of **rationale, efficiency, effectiveness and impact** of the Provision of Canadian Advisory Services to the World Bank Estonia Health Project. Recommendations made on **future technical assistance programming** (ESTONIA, CIDA, 1998).

Review of various efforts of USAID to combat **infectious diseases** in Russia and Newly Independent States (RUSSIA, UKRAINE, MOLDOVA, TVT Associates / USAID, 1997).

CIDA's Basic Human Needs Performance Review. Assessment of the Indonesia component of the **Iodine Deficiency Disorders** Project (INDONESIA, E.T. Jackson / CIDA, 1997).

Assessment of the implications of **decentralization** on the **missions, the organization** and the **working of the Ministry of Health**. Appraisal of the MOH capacity to perform its new missions (MADAGASCAR, *Université de Montréal / World Bank*, 1997).

Team leader for « Projet d'Appui aux Services de Santé » mid-term evaluation. Major objectives: **decentralization** reinforcement, **health district system** implementation, **essential drugs** supply (CAMEROON, FUTURS GROUP / European Union, 1996).

Team leader (15 members) for a mid-term evaluation of a **Rural Health and Development Project** (CAMBODIA, *WORLD VISION*, 1994).

Assessment of **CIDA's support in the health field**: Comprehensive review of Uganda's needs in term of external support and absorptive capacity. Drawing-up of recommendations for future involvement of CIDA (UGANDA, *Canadian International Development Agency*, 1992).

Team leader: Evaluation of EEC-funded health projects over the last five years, with emphasis on the **hospital sector**. Recommendations made for the next funding-cycle (BENIN, *SANIPLAN / UE*, 1991).

HIV/AIDS, EPI, Health Data Systems

Support to the **setting up of a National HIV/AIDS Monitoring and Evaluation System** by the CNLS and the ONUSIDA country advisor (CPO) and to improve and to strengthen the monitoring and evaluation system of the **Multisectoral AIDS Projects**. Assist in preparation of new **National Strategic Plans** (BENIN, CAMEROON & CAR, *World Bank and ONUSIDA*, 2005).

Mid-Term evaluation of the **AIDS Program** "Appui à la lutte contre le sida en Afrique de l'Ouest 2001 – 2006": analysis of the rationale, effectiveness and efficiency, of the program (9 AFRICAN COUNTRIES, *CIDA*, 2004).

Assist local team in the development and the formulation of the **National HIV/AIDS Strategic Plan**; participate in and facilitate a **consensus building workshop** (LEBANON, *World Bank*, 2003)

Support to develop **monitoring and evaluation of AIDS Projects**. Review of the indicators and preparation of progress report tables. Participation in **developing a behavior change questionnaire** (CAMEROON & CAR, *World Bank*, 2002).

Technical Assistance during supplementary activities for **Polio Eradication**. Contribution to the preparation of micro planning for NIDs and recommendations to improve work with national and state level staff. Assistance for two **low coverage / high risk states** in planning, implementation and monitoring of the NIDs. (SUDAN, *UNICEF*, 2000)

Contribution on planning the implementation of the SEPIG (Système de Surveillance Epidémiologique de Guinée / **Disease Surveillance System** of the Ministry of Health of Guinea. (GUINEA, *ASE - FNT*, 1996).

Mid-Term evaluation of the **AIDS Program**: analysis of the rationale, effectiveness and efficiency, of the program (12 French-speaking African countries, *CIDA*, 1992).

Survey of the **different health care options** offered to patients by hospital and non-hospital physicians. Results of survey intended for the design of a **5-year hospital work plan** (FRANCE, *DEMOSCOPIE*, 1991).

Evaluation of **EPI operations at central and provincial level**: review of the situation and recommendations to improve program management (MADAGASCAR, *REACH / USAID*, 1988).

Health sector pre-investment studies: Responsibility for **all aspects of the Expanded Program on Immunization**: evaluation of the capacity of all parties involved, definition of future needs, proposals to increase immunization coverage; in charge of therapeutical practices review to determine drug needs (MAURITANIA, *African Development Bank / CREDES*, 1987).

Development of a **data-gathering strategy** allowing the use of computers for planning and evaluation of EPI activities (MOROCCO, *WHO / UNICEF*, 1987).

Health sector pre-investment studies: **Evaluation of the EPI**, critical analysis of interventions, definition of needs and recommendations concerning the **increase of immunization coverage** (GUINEA, *African Development Bank / SODETEG / CREDES*, 1987).

Participation in the design of a **computer program aimed at tropical disease surveillance** (FRANCE, *Université de Bordeaux*, 1984).

Staff Training

Workshop organization and animation for the health partners in order to identify health interventions areas for the new **USAID Strategic Plan** for Benin (BÉNIN, *USAID*, 2004).

Evaluation of a Primary Health Care Project, with emphasis on the infrastructure improvement, on the **Health workers abilities** and the involvement of the community (CAMEROON, *CARE /UE*, 2002).

Development of a proposal on financial and administrative **management of training specialists**, including organization of workshops and study tours, expertise transfer in planning and implementation of training (CÔTE D'IVOIRE, *MCDI/WORLD BANK*, 1998).

"**Health Sciences Faculty Project** and Bangui Community Hospital." Project relevance appraisal, assessment of outcomes, stakeholders' performance and project sustainability (CAR, *MCDI / African Development Bank*, 1997).

Restructuring of the Health personnel training system: assessment of medical staff training programs. New training policies re-oriented to better respond to population needs (SENEGAL, *ÉDUPLUS / WORLD BANK*, 1994).

Assistance in turning MCH clinic into a **training site for health workers** (CHAD, *MCDI/USAID*, 1993).

Continuing Education: Organization of workshops for professionals in the health sector (FRANCE, *Epidemiology for Development Network*, 1991).

Health Financing and Cost Recovery

Public Health Expenditure Review 1995-2001. Performance assessment of the public and private health services. Participation and presentation at a round table for health partners (GUINEA / *MCDI - World Bank*, 2002).

Contribution to a case study in Guinea: Measuring the burden of disease and **the Cost-Effectiveness of Health Interventions**, including disability-adjusted life years (**DALY**) technique (GUINEA, *WORLD BANK*, 1995).

Assessment of the **sustainability** of child survival projects in African countries. Identification of opportunities and constraints to sustainability (RWANDA GUINEA, *Atlantic Resources Corporation / USAID*, 1993).

Formulation of an evaluation worksheet for selecting a cost recovery system: Member of a **Working Group** on "**Drug Cost Recovery** in Developing Countries: Judicial and Financial Aspects" (FRANCE, *Drug Supply Network for Developing Countries*, 1991).

Design of co-operation modalities between the newly-established decentralised territorial councils in France (Region, Department) and developing countries. Work undertaken **mainly focused on financing of the health system** in Mali (FRANCE, *Independent*, 1986).

POSITIONS HELD

International Consultant (CANADA, Saninter, Santé Internationale, 1991- actual)

Carrying out consultancies listed above within my own registered company.

Organizational Project Officer (CANADA, Centre de Santé et des Service Sociaux, 2006-2007)

Organizational project officer in the development of a dementia screening and **management network** in the south-west Quebec territory.

Responsible for **best practices implementation** in a new and innovative role transformation model.

EPI Project Officer (MADAGASCAR, UNICEF, 1988 - 1990)

- **Strengthening of the EPI management capacities of the Ministry of Health**, to improve the quality of existing services and expand coverage: Provision of managerial guidance and daily assistance to the Chief of EPI Division, Ministry of Health. Advice given on planning, organization and implementation of EPI activities. Design and implementation of management and supervision systems. Assistance in organizing and undertaking epidemiological investigations. Participation in discussion on policies and strategies related to UCI.
- **Support to the UNICEF Area Office in the EPI/UCI field**: Recommendations to the UNICEF Area Representative concerning the reallocation of funds to increase the overall impact of UNICEF inputs. Preparation of annual plans of action. Preparation of draft proposals for funding.

Medical Inspector of Public Health (FRANCE, Ministry of Health, 1986 - 1987)

- **Implementation** of public health policies in Nièvre (departement de la région Bourgogne); Evaluation of health programs. **Inspection** of medical activities within health establishments and of training conditions of health personnel. Advice given Director of Social Services on appropriate courses of action.

Lecturer (FRANCE, Université de Bordeaux , 1984 - 1985)

- **Co-ordination of courses dealing with "management of health services"** offered to physicians planning to work in developing countries.

"Medecin-chef de santé rurale" (CÔTE D'IVOIRE, Ministry of Health, 1979 - 1983)

As Chief Medical Officer in Boundiali (North of Côte d'Ivoire), responsible for the overall Public Health activities.

- ✓ **Public Health Planning**: Evaluation of needs and available means. Organisation, follow-up and evaluation of related activities (Estimated population: 125.000)
- ✓ **Management: Personnel** (120 people): recruitment, placement. **Budget** (\$200,000): responsible for the budget allocated. **Infrastructure** (15 health centers and a five-building main office).
- ✓ Implementation of **data-gathering systems** (epidemiological surveillance, chronic and acute diseases). Setting-up of a health management information system.
- ✓ **In-service training of medical and paramedical personnel.**
- ✓ Strengthening **co-operation with international development agencies**: UNICEF for health education, setting-up of "pharmacies scolaires"; Fonds Européen de Développement (FED) for rural water supply; Canada for the health centres construction.

OTHERS

✓ **Standing offers** with the Canadian International Development Agency (1997 – 2005) for:

- 1- **Health Policy, Planning, Management and Finance,**
- 2- **Public Health and Primary Health Care** (including epidemiology, health promotion, education and communication and children's health).

EDUCATION

- 1986 "Diplôme" in **Health Services Administration, Health Policy**
(1 year - Ecole Nationale de Santé Publique de Rennes - France)
- 1985 "Certificat d'Études Spéciales" in **Public Health** (2 years - Bordeaux - France)
- 1985 "Certificat" in **Medical Data Processing** (1 year - Bordeaux University)
- 1984 "Certificat" in **Medical Research** (6 months - Paris VI University)
- 1983 "Certificat" in **Statistics applied to Epidemiology** (1 year - Paris VI University)
- 1978 "Diplome" in **Tropical Medicine** (1 year - Bordeaux University)
- 1977 "**Doctorat d'État**" in **Medicine**. (7 years - Bordeaux University)

MEMBERSHIPS and AWARDS OF DISTINCTION

Member of:

- ✓ **Canadian Public Health Association (CPHA)**
- ✓ **Canadian Society For International Health (CSIH)**
- ✓ **Canadian Coalition for Global Health Research (CCGHR)**
- ✓ **Global Health Council (GHC / USA)**

1995: Member of the Board of Directors of **Canadian Association of International Development Consultants.**

1986: **Member of the Board of Directors** of "Ecole Nationale de Santé Publique de Rennes (France)", as representative of the students and vice-president of the student council.

1983: "Chevalier de l'**Ordre de la Santé Publique**" de Côte d'Ivoire.

1970: **Representative of the medical students** at the Bordeaux University Council.

MISCELLANEAOUS

2001 **Private Pilot** Licence (Aeroplane)

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Qualifications

- Experienced in projects / program design, implementation, monitoring & evaluation
- Demonstrated abilities in:
 - ✓ Health planning
 - ✓ Assessment
 - ✓ HIV/AIDS, EPI, Health data systems
 - ✓ Institutional reinforcement
 - ✓ Staff training
 - ✓ Health financing and cost recovery
- Ability to work in French and English.

Experience

- Twenty five years experience working in managerial field positions and as a short term consultant.
- Employers have included multilateral organizations, bilateral development agencies, NGOs and regional development banks.
- Standing offers with the CIDA for Health policy, planning, management and finance, and for Public Health and Primary Health Care (including epidemiology and health promotion)
- Countries worked in have been mainly in Africa, but also in Europe, Asia and the Americas.

INTERNATIONAL CONSULTANT IN HEALTH SYSTEMS DEVELOPMENT

Design, Implementation, Monitoring and Evaluation

Employment

Self-employed International Consultant (1991 – Present)
SANINTER, Montreal, Canada

Project Officer (2006 – 2007)
Centre de Santé et des Service Sociaux, Montréal, Canada

Project Officer (1988 – 1990)
UNICEF, Antananarivo, Madagascar

Medical Inspector of Public Health (1985 – 1987)
Ministry of Health, France

Chief District Medical Officer (1979 – 1983)
Rural Health Sector, Boundiali, Côte d'Ivoire

Education

“Doctorat d'État” in Medicine (M.D.), Bordeaux University, France, 1977
Tropical and Epidemiology Studies, Paris, France, 1978
Specialisation in Public Health (M.P.H. equivalent), France, 1985
Health Policy and Management, National Public Health School, France, 1986

References available on request