# GOVERNANCE AND LEADERSHIP *for* HEALTH SECURITY

## Strong leadership and good governance practices are critical factors for epidemic preparedness and response.

**Recent outbreaks of infectious disease, including the Ebola crisis in West Africa and the emergence of Zika across the Americas, highlight the need for effective governance systems through which national and local stakeholders set shared direction, make policy and strategy decisions, and define, raise, and deploy the necessary resources. Robust governance systems enable transparent oversight and performance monitoring, and help ensure accountability for continuous improvement to effectively respond to disease outbreaks and prevent epidemics.**

## About MSH

For more than 45 years, Management Sciences for Health has strengthened leadership and governance for health, helping countries establish the critical skills needed to build resilient and sustainable health systems and promote health security. MSH has developed approaches and tools to strengthen these capacities locally and to empower governing bodies to work urgently and decisively to mitigate and defeat health security threats. MSH cultivates ownership and accountability, supports improved stewardship of resources, and fosters organizational effectiveness and sustainability.

## MITIGATING AND DEFEATING HEALTH SECURITY THREATS

Through our work in more than 40 countries, MSH has supported participatory leadership development, strengthened networks and coalitions, and established oversight and accountability mechanisms to support effective and coordinated emergency preparedness plans and cross-sectoral action when outbreaks happen.

## GOVERNANCE MODEL

### PLANNING, COLLABORATION, AND ACTION FOR GREATER HEALTH SECURITY

**Cultivating Accountability**
- Foster mutual accountability at local, national, and international levels
- Enable civil society to hold government accountable
- Promote multidisciplinary and cross-sectoral dialogue and information exchange
- Measure performance with transparency

**Engaging Stakeholders**
- Identify key stakeholders and map actions required for rapid mobilization
- Engage and mobilize communities and multisectoral stakeholders for crisis response
- Build engagement across countries

**STRONG LEADERSHIP**

**Stewarding Resources**
- Define and mobilize resources needed
- Facilitate the use of information and evidence for decision-making
- Build management capacity and define efficient and sustainable processes

**Setting Shared Direction**
- Establish shared vision and strategy
- Develop risk communication skills, encourage community discussion and behavior change
- Promote alignment of national regulatory frameworks and preparedness plans with the International Health Regulations

**Continuous Governance Enhancement**
- Define authority and clarify chain of command
- Adapt leadership style to respond with urgency
- Establish or strengthen cross border and regional networks
- Develop leadership at all levels

**msh**
Management Sciences for Health

## STRONGER LEADERSHIP FOR HEALTH SECURITY

MSH's flagship Leadership Development Programs help leaders address key system or policy challenges faced by their institutions, and enable them to take action when emergencies strike. Through innovative learning approaches including simulations, role playing, and virtual learning, MSH supports senior leaders, multisectoral stakeholders, and management and organizational teams to identify and execute strategies that promote joint action. MSH strengthens teams at every level of the health system, allowing them to face health security challenges, and to mobilize others to envision and realize a better future for all.

In **Liberia**, with support from the US Agency for International Development (USAID), the MSH-led *Collaborative Support for Health Program* helps the Ministry of Health and six counties build the leadership and governance skills necessary to develop the capacity of the health workforce and strengthen management and use of medical supplies and data.

## ROADMAPS FOR GOVERNANCE IN HEALTH SECURITY

To prevent, rapidly detect, and respond effectively to global health threats, MSH helps countries address underlying governance issues related to how decisions are made, how power is distributed, and how systems and structures are organized. Through practical guides and roadmaps, MSH enables stakeholders to map regulatory and decision-making processes and identify barriers and actions to overcome them. The roadmaps require minimal adaptation during the development of preparedness plans, provide lessons gained in similar settings, and offer resources to support effective governance for health.

## FRAMEWORKS FOR IMPROVED GOVERNANCE

MSH supports the development and update of regulatory frameworks, policies, and laws for effective governance and country ownership. MSH developed a methodology that, with contextual adaptation, helps countries review their laws and policies, determine where amendments or new legislation is needed, draft relevant documents, conduct stakeholder reviews, and support enactment of laws and bills.

## OVERSIGHT COMMITTEES AND DASHBOARDS FOR DECISION-MAKING

MSH helps build accountability mechanisms by strengthening oversight bodies and developing user-friendly dashboards to facilitate evidence-based decision-making, transparency, and accountability.

Following the Ebola epidemic in West Africa, MSH helped **Benin, Guinea, Mali,** and **Sierra Leone,** to strengthen governance structures for effectively managing essential medicines and supplies. Through the USAID-funded *Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program*, MSH has built the capacity of regional, district, and health facility groups—such as drug and therapeutic committees—to establish logistics, information, and monitoring systems, including dashboards for early warning and stock status monitoring.

## SOCIAL ACCOUNTABILITY FOR HEALTH SECURITY

MSH helps mobilize civil society and ensure fair representation in multidisciplinary governing bodies. Through implementation of constituency feedback and communication plans, MSH ensures that civil society representatives are a legitimate and informed voice for their constituency in country deliberations.

In **Sierra Leone,** MSH introduced a Continuous Results Monitoring and Support System framework, with each of the country's 13 districts—and 1,000 of 1,300 health facilities—reporting on disease morbidity, and medicine consumption and availability. An electronic information system and dashboard are helping health facilities and district teams make better decisions on procuring and allocating pharmaceutical products.

In **Cote D'Ivoire,** MSH worked across government sectors—including regional and district health offices, hospitals, health centers, and the water, sanitation, agriculture, animal, and fishery sectors—to improve epidemic preparedness and build leadership, management, and governance practices under a One Health approach. Through its flagship Leadership Development Program, MSH increased cross-sectoral collaboration, supported the development of epidemic prevention and response plans, and improved surveillance systems.

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