GOVERNANCE

MFL Resource Package Training

September 2019
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<thead>
<tr>
<th><strong>Topic</strong></th>
<th><strong>Estimated Time</strong></th>
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<tbody>
<tr>
<td>1. Introduction to governance</td>
<td>5 Minutes</td>
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<tr>
<td>2. Key Elements for governance</td>
<td>45 Minutes</td>
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<tr>
<td>3. Addressing potential challenges</td>
<td>10 Minutes</td>
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<tr>
<td>4. Stakeholder Analysis</td>
<td>30 Minutes</td>
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<td>5. Action planning</td>
<td>80 Minutes</td>
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Session Learning Objectives

• At the end of today’s session participants will be able to:
  – Define governance and its importance
  – Identify leadership and their roles and responsibilities for the MFL
  – Describe stakeholder engagement in the MFL
  – Identify any policies for the MFL governance
  – Describe sustainability for the MFL
Review of Terms

- Steering Committee
- Technical Working Group (TWG)
Governance and Its Importance
Governance

• Four Key Elements to Governance:
  – Leadership
  – Stakeholder Engagement
  – Policy Environment
  – Institutionalization and Sustainability
Governance Importance to the MFL

- Governance provides structure for the MFL by facilitating:
  - Common vision and local ownership
  - Collaboration and inclusion of stakeholders to establish and maintain the MFL
  - Coordination and pooling of resources
  - Establishment of procedures, roles, and responsibilities
  - Transparency and accountability
  - A means to establish and set standards
  - Integration across other systems
  - Continued commitment and the sustainability of the MFL
  - A reduced burden on health system personnel
Key Elements for Governance: Leadership
Key Elements of Governance: Leadership

• Role of Leadership
  – Advocate for MFL
  – Provide oversight and direction for the establishment and maintenance of the MFL
  – Ensure a favorable policy and regulatory environment
  – Secure funding
  – Facilitate planning to guide future investments

• Leadership includes: Steering Committee, Technical Working Group, MFL Champion
Leadership: Steering Committee

- Steering Committees should serve as leadership for the MFL
  - They should have a clear vision on the decision making process
  - They should establish clear roles and responsibilities for members

- Primary responsibilities:
  - Promote stakeholder engagement
  - Make critical decisions about the MFL
  - Develop an overall vision and strategic plan for the MFL
  - Delegate responsibilities
  - Push through the MFL agenda when roadblocks occur
Leadership: Steering Committee

• A steering committee should include:
  – Ministry officers
  – Individuals who can advise on data requirements, data sources, and mechanism for data collection
  – Individuals who can advise on the technological solutions for the facility registry service that will store and share the MFL data
  – At least one representative from the technical working groups set up to implement key MFL activities

• Steering committee can be an exiting body or newly formed
• Their role will vary to fit the needs of the country
Leadership: Technical Working Group

• Technical working groups:
  – Implement procedures for establishing and maintaining the MFL and facility registry service
  – Develop work plans to achieve goals of MFL
  – Coordinate and manage the technical staff
  – Can include local and international members

• After the TWG is established, it should rely more on local staff for continued support and sustainability
Leadership: MFL Champion

• An MFL Champion:
  – Advocates for the MFL
  – Convinces stakeholders of the benefits of the MFL
  – Secures commitments and political will to establish and strengthen the MFL
  – Obtains buy-ins
  – Brings appropriate stakeholders to the table

• Often governments may think their current systems are sufficient, and the MFL champion helps to justify why the MFL needs to be improved

• MFL Champion can help maintain momentum for the MFL as well
Key Elements for Governance: Stakeholder Engagement
Key Element: Stakeholder Engagement

- Stakeholders participate in:
  - Governance structure
  - Decision making process
  - Information to shape the MFL policy
  - Contribute to implementation of specific activities

- Essential to engage stakeholders early on in the MFL

- Stakeholder engagement promotes accountability and transparency by open sharing of information on decisions and progress

- Stakeholders and their roles may differ by country
Key Element: Stakeholder Engagement

- Stakeholder’s should be engaged at critical points of the decision making process, such as:
  - Deciding on the minimum data content of the MFL
  - Determining where the MFL will be housed
  - Establishing the requirements of the facility registry service
  - Defining standard operating procedures
Key Element: Stakeholder Engagement

- Consider the following when engaging stakeholders:
  - Cost of facilitating and maintaining stakeholder engagement
  - Coordination mechanisms
  - Competing donor initiatives
  - Differing stakeholder agendas
  - The Ministry’s mission and agenda
Activity 1: Discussion on Stakeholder Engagement

- Who is a stakeholder?

- What is their involvement?
Key Elements for Governance:
Policy Environment
Key Element: Policy Environment

• Policies for the MFL:
  – Provide guidance and regulation
  – Establish compliance measures
  – Set limits for MFL data
  – Align stakeholders and development partners around a government-led strategy

• Many policies can affect the MFL that implementers should be aware of
  – Policies are often associated with HIS, eHealth, and data sharing

• An MFL policy should enforce the use of the MFL across the HIS, especially the facilities’ unique identifier
Key Element: Policy Environment

• Prior to creating a MFL policy, consider:
  – Who leads the decision making process
  – Which key stakeholders should be involved
  – If and how the MFL will be institutionalized
  – What requirements will be set for the institutional home
  – To what degree will public sharing of the MFL be allowed

• If the MFL is being implemented in stages, a policy can be modified or expanded over time

• An MFL policy should enforce the use of the MFL across the HIS, especially the facility’s unique identifier
Key Element: Policy Environment

• An MFL policy should define:
  – Responsibility for implementation, oversight, revisions, and updates
  – Accountability for the MFL and the facility registry service that houses it
  – Granting access and sharing the MFL
  – Funding mechanisms for the recurring costs of maintaining the MFL
  – Coordinating stakeholders to enable establishment, maintenance, and sustainability of the MFL
  – Responsibility for defining required MFL data and elements
Key Elements for Governance: Institutionalization and Sustainability
Key Element: Institutionalization

- Embed the MFL in an institution with a standardized management procedure to maintain the MFL long-term
- Institutionalization enables planning and the allocation of resources
- Institutional home is responsible for:
  - Oversight and management of the MFL
  - Coordination and leadership
  - Dedicated Staff support for the MFL
  - Accountable for how resources are spent
  - Ensures MFL meets data consumers’ needs
Key Element: Institutionalization

• Best practices for the institutionalization of the MFL include having:
  – A mandate
  – Clear roles and responsibilities, management processes, and lines of authority
  – Well defined standard operating procedures
  – A permanent line item in the budget to support the work
Key Element: Institutionalization

- Align the institutionalization and management of the MFL with the governance structure in the country

- Governance structures can be
  - Centralized
  - Decentralized
  - Federated

- The governance structure will determine how decision-making processes and responsibilities are distributed
Key Element: Sustainability

• Institutionalization supports sustainability by holding the institution accountable and establishing management procedures

• Sustainability requires additional inputs, consider:
  – MFL funding beyond the initial seed money
  – Dedicated workforce to maintain the MFL
  – Adequately trained workforce
  – Oversight to ensure people carry out their roles and responsibilities
  – Mechanisms for feedback from data consumers
  – Systems to address high staff turnover
Key Element: Sustainability

- Funding is critical to sustainability
- Often international organizations fund MFL’s when there is none
- Important to define what is needed to maintain the MFL in order to determine funding needs
Potential Challenges
Potential Challenges

• Tensions between various stakeholders
• Various authorities involved but lacking in power
• Limited funding
• High staff turnover
• No champion
• Lack of procedures
• Lack of buy in from some stakeholders
• What other challenges are you facing?
• What are some potential solutions?
Activity 2: Stakeholder Analysis
Small Group Exercise

- Break into small groups to create a stakeholder analysis
  - For each stakeholder identify and create a table including:
    - Stakeholder Name
    - Role/Contribution to MFL
    - Interest (High, Medium, Low)
    - Involvement (High, Medium, Low)
    - What is important to the stakeholder
    - How could they block the project
    - Strategy to engage the stakeholder
    - Role in sustainability (if any)
Group Exercise

• Using the stakeholder analysis, create a stakeholder matrix to plot stakeholder by high/low involvement and high/low interest
Group Exercise

- Using the stakeholder analysis, create a stakeholder matrix to plot stakeholder by high/low power and high/low interest

<table>
<thead>
<tr>
<th>High Interest</th>
<th>Low Interest</th>
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<tbody>
<tr>
<td>High Involvement</td>
<td>Keep Satisfied</td>
</tr>
<tr>
<td>Low Involvement</td>
<td>Monitor</td>
</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>High Involvement</td>
<td>Encourage and Influence</td>
</tr>
<tr>
<td>Low Involvement</td>
<td>Keep Informed</td>
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Summary and conclusions