Webinar 2
Governance Challenges and Civil Society Organization (CSO) Governing Boards
Housekeeping rules

• Participants will be automatically muted
• Audio through computer
• Feedback function
• Q&A chat function

Social media #govern4health

Meredith Schlussel
Project Associate,
LMG Project
Smart Governance Series

- Two Webinars Illustrate Practices in six settings:
  - March 11 Public Sector Governing Bodies
  - April 15 Civil Society Governing Bodies
- LeaderNet Learning Experience May 11-13

Key Messages from Series:

- Good governance occurs in many venues
- Good governance is the big enabler for those who deliver and manage health services organizations
- Smart governance is focused on the continuous improvement of four essential practices
Governance Enables Stronger Health Systems and Greater Health Impact

Governance is a structured process wherein a group of people (usually referred to as a governing body) make decisions about policy, plans and rules of collective action that wield power and resources intended to define, promote, protect and achieve the health mission of an organization, system, program, country or institution.

Implementing this definition requires a focus on essential practices

These practices occur in many venues in LMICs:
- Public and Private
- All Health Issues
- All levels
Watch for Key Words …

**Governing Intertwined with …**

1. Citizen Engagement
2. Multi-Sectoral and Integrated Governance
3. Many Levels have Governance Boards/Bodies
4. Many Types of Organizations:
   - Service Delivery, Supply Quality, Advocacy
5. Many Names: Boards, Commissions, Councils, Committees, Task Forces
6. All Health Challenges
7. Country Ownership
8. Sustainability and Resilience
Smart Governance
Considers Social Determinants of Health

**Governance**
People who govern cultivate governing competencies, establish governance infrastructure, (structure, policies, and information) and apply practices of good governance.

**Management**
Competent managers manage people, information, medicines, and funds effectively and efficiently.

**Service Delivery**
Competent health service providers have medicines, equipment, and facilities available and they provide prevention and treatment services that are effective, efficient, equitable, safe, timely, and responsive.

**Determinants of Health**
Income, education, and environmental and social determinants of health.

**CONTEXT**
Social, cultural, and organizational context, both past and present

**DRIVERS**
Economic incentives, Political will

**ENABLERs**
Leadership skills; Ethics and integrity; Use of information, evidence, and technology; and Performance measurement

**Healthier Population**
People with health literacy and self-efficacy adopt healthy behaviors and use health services.
Smart Governance: CSO Applications
Webinar April 15, 2015

- Victims of Torture CSO
  - Challenges
  - Lessons

- Family Planning CSO
  - Challenges
  - Lessons

- HIV-AIDS CSOs
  - Challenges
  - Lessons
HIV & AIDS
Organizations – Board Governance Challenges
Karen Johnson Lassner
Overview

1. Board Governance Challenges Facing HIV & AIDS organizations

2. Top 3 Board Governance Challenges in HIV & AIDS Organizations: Actions You Can Take/Tools You Can Use to Improve Governance Performance
# Typical Board Governance Challenges of HIV & AIDS Organizations

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Structure &amp; Decisionmaking</th>
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<tr>
<td>Poor attendance</td>
<td>Weak Chair</td>
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<tr>
<td>Poorly organized</td>
<td>Ineffective committees</td>
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<tr>
<td>No board meetings held</td>
<td>“Founder’s Syndrome”</td>
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<td>No succession plan</td>
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<table>
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<tr>
<th>Board Members</th>
<th>Specific to HIV &amp; AIDS CSOs</th>
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<tbody>
<tr>
<td>Don’t know their roles &amp; responsibilities</td>
<td>No representation of PLHIV &amp; key populations</td>
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<td>No performance evaluation</td>
<td>Confidentiality &amp; threat of human rights violations</td>
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<td>No term limits</td>
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<td>Conflict of interest</td>
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Three Most Common Governance Challenges Facing HIV & AIDS Organizations

1. Poorly organized board meetings

2. Board members don’t know their roles & responsibilities

3. Founder’s Syndrome

Let’s take a look at tools you can use and actions you can take to face these governance challenges
Challenge 1: Board Members Don’t Know Their Roles & Responsibilities

✓ TORs for board members
✓ Signed board member agreements
✓ New member orientation
✓ Board member handbook
✓ Continuing board member education
✓ Board performance evaluation
✓ Evaluation of individual board member performance
Challenge 2: Poorly Organized Board Meetings

✓ Board calendar & objectives
✓ Well-prepared agenda
✓ Timely meeting invites
✓ Board packet sent ahead
✓ Keep to the agenda
✓ Time management
✓ Dashboard
✓ Summarize conclusions
✓ Board meeting evaluation
✓ Follow-up at next meeting
Challenge 3: “Founder’s Syndrome”

✓ Recognize you have the syndrome
If you’re the “founder”:
✓ Get a coach
✓ Restructure the board
✓ Develop a working credo based on your vision and values
✓ Develop a succession plan
✓ Train someone to take your place
Contact information
Karen Johnson Lassner
klassner-consultant@msh.org

www.LMGforHealth.org
@LMGforHealth
EMPATHY
Rehabilitation Centre for Victims of Torture (RCT)
Tbilisi, Georgia

Presented by Joseph Dwyer
EMPATHY
Brief History

• Founded in 1996 (One of the first NGOs in Georgia)
• Successfully implemented many projects
• Positive international feedback
• Founders are professional psychiatrists and other society members
• Values based on Principles of Democracy
EMPATHY
Mission

- Provide medical, psycho-social and legal support to
  - victims as per UN Convention,
  - victims of violation of international humanitarian law,
  - refugees,
  - asylum-seekers, and
  - victims of torture

- Main Goals
  - Assistance in prosecution
  - Assistance and rehabilitation of the victims of torture
  - Support to their family members
Governance Strengths

• Dedicated Board
• Wealth of expertise, connected professionally with this work
• Excellent reputations in Georgia
• Director is a Founder and President of Board - embodies the values of the organization
Governance Opportunities

- Same Board continues since inception in 1998
- Too much on shoulders of Director and Board President
- All eight Board members trained in psychiatry
  - Except one who is a former diplomat

- What skillsets are not currently represented on Board?
  - Fundraising
  - Finance
  - Human resources management
  - International perspectives
Steps That Can Help

Board Self-assessments
- Identify strong areas and areas that need more attention

Board member recruitment
- Diversify the board

Expand governance structures (vision for future)
- International Advisory Council
Setting Strategic Direction
Establishment of Regional Trauma Centre

Board can help with…

- Articulate the business case why a regional trauma centre is needed
- Identify and mobilize resources
- Engage with stakeholders
  - Engage with the Government of Georgia to explore if it can help with land / building
- Establish International Advisory Council to tap international perspectives
Peace Bridge
Talented Board Chairperson
Hon. Sylvia Ssinabulya
Member of Parliament. Chairperson RHU.
A Uganda Family Planning CSO
Reproductive Health

Hon. Sylvia Ssinabulya
Member of Parliament. Chairperson Reproductive Health Uganda. RHU is a member of the International Planned Parenthood Federation (IPPF).

It now provides services in 29 of the country’s districts through 768 service points: 17 static clinics, 74 mobile facilities, 35 associated clinics and a network of hundreds of community-based distributors/community-based services (CBDs/CBSs). RHU’s comprehensive range of services include family planning, the prevention and treatment of HIV and AIDS, the diagnosis of sexually transmitted infections and post-abortion care.

The work is led by a full-time staff of 19, supported by nearly 4,000 volunteers. These include 56 community-based distributors, 118 peer educators and a Youth Action Movement which has nearly 1,000 members.

In 2011, RHU delivered:
- 5.1 million condoms
- 545,000 contraceptive services
- 1 million other sexual and reproductive health services
- 426,000 HIV-related services
- 845,000 services to young people under 25 years
Interview Questions:

1. Board Support for Providers?
2. Improve Board Work?
3. Board Education?
4. Key Messages?
LMG Project has made governance learning resources available for use of the governing bodies in the health sector

**Governance guides**

1. Cultivating accountability for health systems strengthening ([English](#) | [French](#))
2. Engaging stakeholders for health systems strengthening ([English](#) | [French](#))
3. Setting shared strategic direction for health systems strengthening ([English](#) | [French](#))
4. Stewarding resources for health systems strengthening ([English](#) | [French](#))
5. Continuous governance enhancement for health systems strengthening ([English](#) | [French](#))

**Governance training facilitation handbooks**

1. For the Ministry of Health Governance Leaders and Staff ([English](#) | [French](#))
2. For Provincial Health Office Governance Leaders and Staff ([English](#) | [French](#))
3. For District Health Office Governance Leaders and Staff ([English](#) | [French](#))
4. For Hospital Governance Leaders and Staff ([English](#) | [French](#))
5. For Health Center Governance Leaders and Staff ([English](#) | [French](#))

**MSH publications**

1. The eManager: How to govern health sector and its institutions effectively ([English](#) | [French](#) | [Portuguese](#) | [Spanish](#))
2. The eManager: Good governance in civil society organizations ([English](#) | [Spanish](#))
3. Chapter 3 of MSH eHandbook: Governance of health systems and health organizations ([English](#))

**Peer-reviewed journal article**

Implementing people-centred health systems governance in 3 provinces and 11 districts of Afghanistan: a case study

**Governance apps**

1. Govern4Health app ([Available at Google Play Store](#) and [App Store](#) for download on Android or iPhone)
2. GovScore, an app to measure the governance maturity of an organization (coming soon)