MODULE 10:

LEADERSHIP FOR MALARIA SURVEILLANCE, MONITORING, AND EVALUATION

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This module describes the role of leadership in surveillance, monitoring, and evaluation (SME) of malaria control programs.

Module Objectives

By the end of this module, you will be able to:

- Identify leadership challenges for various program roles
- Carry out strong leadership at various levels of the health information system (HIS)
- Understand how routine and survey data are governed

Leadership for Malaria SME

Effective leadership is essential for a health system to provide high-quality care and succeed. All managers at all levels of an organization,

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who depend on others for efficient and effective work performance, require strong leadership skills.

Who Is a Leader?

You are a leader no matter what position you hold. If you are not leading a company, a department, or a family, you are leading yourself. You have to determine in which direction you intend to go and who affects your input and output in whatever you are doing. However, leadership should not be confused with management. Leadership refers to the ability to develop a vision that motivates others to work passionately toward a common goal. Management focuses on the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost-effective manner.

Approaches to Effective Leadership

A leader may be proactive or reactive:

- Proactive: A leader takes responsible initiatives to change situations and attitudes through people.
- Reactive: A leader responds to events and instructions.

Regardless of which approach a leader takes, effective leadership must achieve the following:

- Provide a vision that influences those who work in the organization
- Ensure confidence in one's vision and oneself
- Project and communicate the vision
- Initiate and guide change
- Mobilize commitment to and support for change
- Resolve conflicts
- Build trust
- Build sustainability
- Develop and promote others

There are different styles to leadership for decision making. Autocratic leaders use their authority to make decisions and announce them without giving subordinates freedom to share their ideas or provide input into the decision. Consultative leadership means that the leader presents an idea and allows questions only from the subordinates. Participative leadership means that the leader presents the problem to subordinates to get their suggestions, and the leader also consults the subordinates before making any decisions. In a democratic leadership, the leader defines the limits before asking the subordinates for their inputs. In laissez-faire leadership, the subordinates have greater freedom to function within the limits set by their supervisor.

Figure 31. Continuum of leader decision-making authority

Manager makes decision and announces it.	Manager presents ideas and invites questions.	Manager presents tentative decisions subject to change.	Manager presents problem, gets suggestions, makes decisions.	Manager defines limits, asks **group** to make decisions.	Manager permits subordinates to function within limits defined by superior.
1 Autocratic	**2 Consultative**	**3 & 4 Participative**		**5 Democratic**	**6 Laissez-Faire**

Role of Leadership in Malaria SME

The role of a leader in malaria SME is to develop and communicate a clear and convincing vision of SME and to encourage the involvement and commitment of the team and all key actors. Specific leadership skills are to:

- Manage the development of evidence-based, strategic, and operational plans for the malaria program (including long- and short-term goals and objectives, risk assessments, and resource implications)
- Develop, regularly update, harmonize, and communicate SME plans that include identified data needs, standardized indicators, and data collection procedures and tools
- Adopt SME planning and implementation processes into national process
- Support a unified and effective SME system through planning and implementation of activities and SME capacity building at individual, organizational, and system levels
- Build and maintain partnerships among in-country and international stakeholders who have key roles in SME system operations

Role of Leadership in Health Data Governance

Good leadership in data governance starts with a good health data legal and regulatory framework and legislation. A good leader promotes accountability and transparency for health data by increasing

transparency and accountability of health system units, departments, managers, and staff for proper routine health information system operations, management, and use. A good leader also works to foster partnership and coordination for health data by maintaining good coordination and collaborative partnerships for the development of HIS and for the effective operation and sustainability of important HIS functions.

Example of Leadership in Governance of Health Data at the Country Level

At the country level, good governance of health data starts with a defined health data policy and strategic plan. A health data policy is a document that refers to decisions, plans, and actions undertaken to achieve specific development objectives, strategies, and results for health data. HIS strategic plans usually cover five to 10 years and can take three to six months to develop. These two documents are combined into a health data policy and strategic planning document.

Characteristics, Steps, and Products of HIS and Routine HIS Strategic Planning

An HIS strategic planning process is typically undertaken by ministries of health that want to identify and enhance the more important HIS functions and subsystems. The product of the planning process is usually a document that lays out the priority needs for HIS development, agreed-on strategic interventions and development efforts planned for a five-year period, along with estimated development and operational costs, and the definition of program responsibilities for plan implementation. The HIS strategic planning process is usually sponsored by the health ministry or by a higher-level office if more than one ministry is participating.

Sponsorship, Management, and Organization

The management and organization of the process is often structured similar to the following, with participation as indicated:

An **HIS development steering committee** oversees the progress and products of the planning process and provides policy guidance. It comprises 12–20 senior policy makers from all ministries involved; bureaus and institutes external to and from the health ministry with important information management functions (census bureau, civil registration and vital statistics); and directors-general of relevant departments. Senior representatives of international and donor agencies supporting the information system are also useful on this committee.

An **HIS core team** provides the technical management of the process and all of its steps. It usually comprises six to eight managers and senior technical staff of the departments that will be implementing system improvements, such as the following:

- The health ministry's health information department
- The census planning and analysis department
- The department of civil registration of the ministry of interior
- Other departments and institutes heavily engaged in social and health measurement
- Technical advisors engaged by the health ministry

The **HIS stakeholder working group** carries out the technical discussions for each step of the process and related products. It has 40–60 members from offices and programs that are in a position to contribute to the design of information system improvements, and who will eventually take responsibility

for implementing the strategies and activities that fall in their functional areas of work. These include offices such as policy and planning, budgeting and financial management, human resources management, monitoring and evaluation, disease surveillance, major health programs and service areas, other ministries and departments as appropriate, important health nongovernmental organizations and representatives of the private sector, and external technical and donor agencies interested in the subject.

The following guiding principles should be taken into account:

- Ensuring country leadership and ownership of the process
- Defining and addressing country needs and demands
- Building on existing initiatives and systems
- Striving for broad-based consensus through extensive stakeholder involvement
- Pursuing gradual and incremental developmental progress toward the achievement of a long-term vision

Module 10 Assessment

Questions

Correct answers are provided on the next page.

1. What is the role of leadership in the surveillance, monitoring, and evaluation (SME) of malaria programs?

   a. Develop and communicate a clear and compelling vision and mission for SME
   b. Manage the development of evidence-based, strategic and operational plans for the program (including long- and short-term goals and objectives, risk assessments, and resource implications)
   c. Build and maintain partnerships among partners who have key roles in SME system operations
   d. a and c
   e. a, b, and c

2. Management is defined as:

   a. Providing a vision that influences those who work in the organization
   b. Organizing resources and coordinating tasks to reach a goal
   c. Ensuring confidence in one's vision and oneself
   d. Resolving conflicts
   e. Building trust
   f. Developing others

3. *True or false:* Proactive leaders respond to events and instructions.

   a. True
   b. False

4. *True or false:* Reactive leaders take responsible initiatives to change situations and attitudes through people.

   a. True
   b. False

Correct Answers

Correct answers are noted in bold.

1. What is the leadership role in the surveillance, monitoring, and evaluation (SME) of malaria programs?

   e. a, b, and c

2. Management is defined as:

   b. Organizing resources and coordinating tasks to reach a goal

3. *True or false:* Proactive leaders respond to events and instructions.

   b. False

   Proactive leaders take responsible initiatives to change situations and attitudes through people.

4. *True or false:* Reactive leaders take responsible initiatives to change situations and attitudes through people.

   b. False

   Reactive leaders respond to events and instructions.