

# Leadership and Political Economy of Health System Strengthening

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Abt Associates Inc.

*In collaboration with:*

Avenir Health | Broad Branch Associates | Development Alternatives Inc. (DAI) | Johns Hopkins Bloomberg School of Public Health (JHSPH) |  
Results for Development Institute (R4D) | RTI International | Training Resources Group, Inc. (TRG)



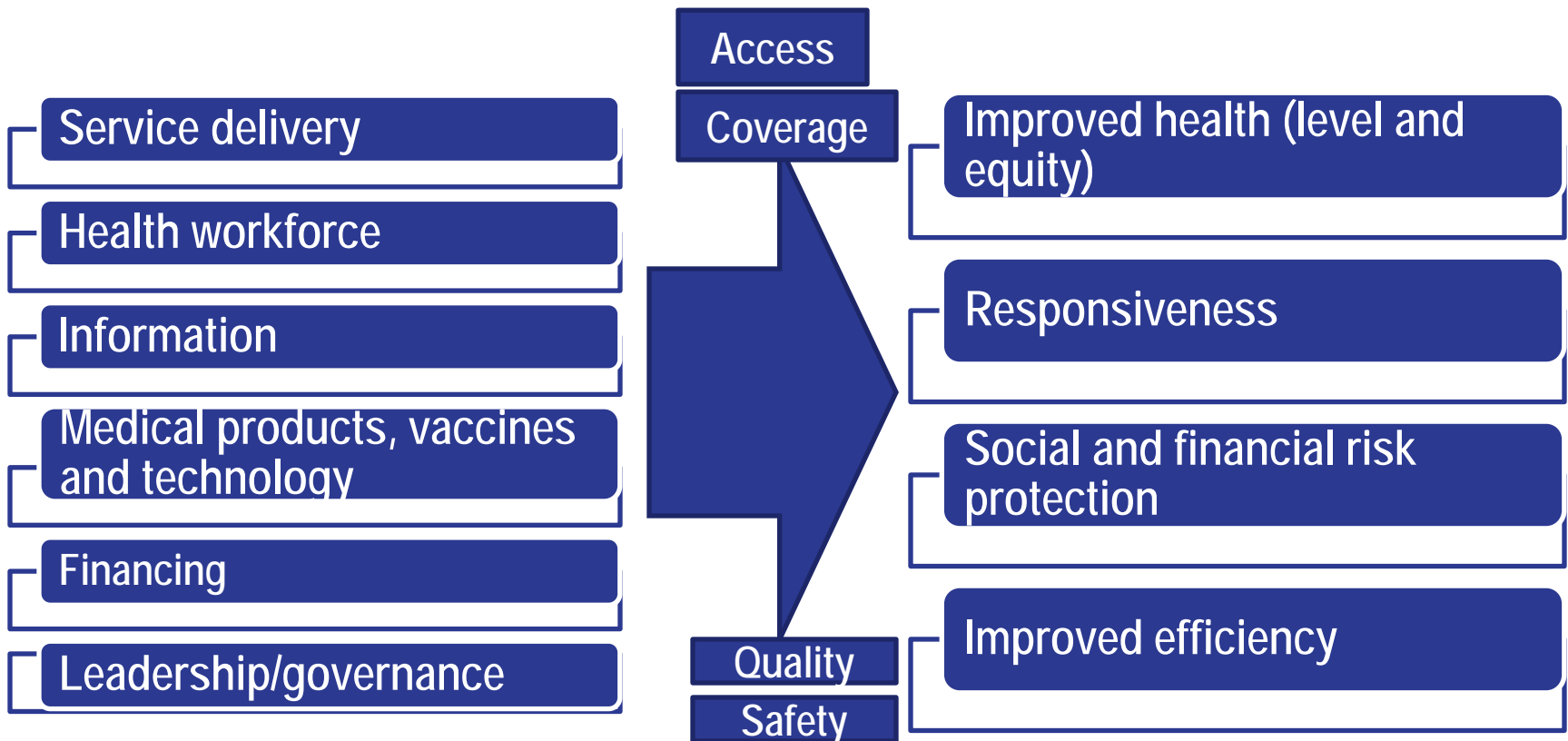
# Presentation Outline

- ▶▶ Introduction to health system framework
- ▶▶ What is leadership?
- ▶▶ Leadership functions
- ▶▶ What does a leader need to function
- ▶▶ How to manage change/transformation
- ▶▶ Leadership development frameworks
- ▶▶ An overview of political economy
- ▶▶ How to overcome political economy obstacles

# Introduction- Health System Framework

▶▶ System building blocks

▶▶ Overall goals/outcome

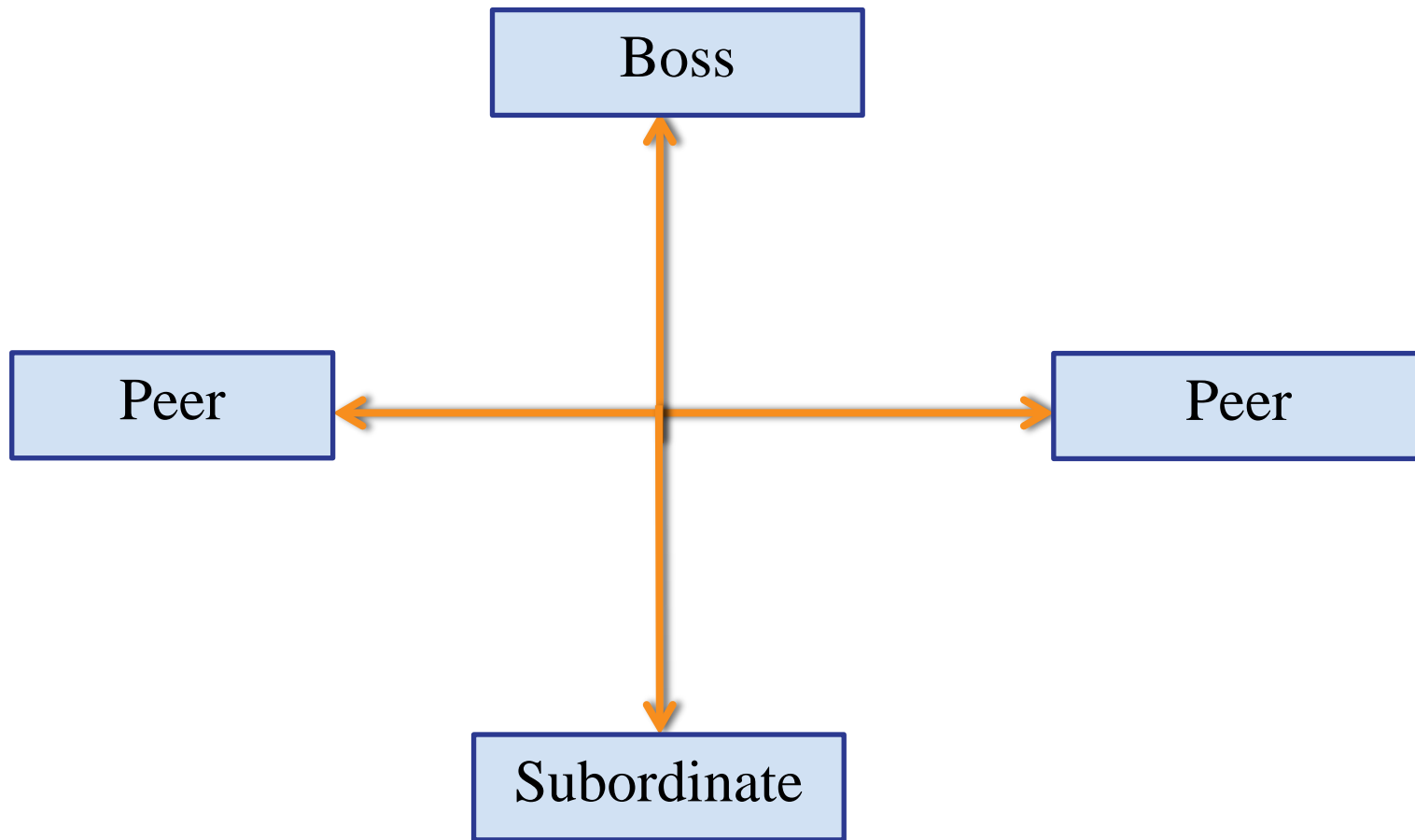




# What is Leadership?

- ▶▶ Different types of definitions
- ▶▶ But three words are important.....*positive social influence*
- ▶▶ Is it a behavior or position?...*hierarchical vs behavioral* paradigm
  - .....*I am the boss but you are the leader.....*
- ▶▶ Are leaders born or made?
  - ❖ Nurture or Nature?
- ▶▶ Position, wealth and knowledge make us powerful, *positive social influence makes us leaders*
- ▶▶ System is a vehicle, leadership is the driver

# Dimensions of Behavioral Leadership





# Leadership Functions

- ▶▶ Leaders give **direction** (purpose and vision)
  - ❖ The way to go, from bad to good, from poverty to prosperity, from inefficiency to efficiency, from inequity to equity, from impunity to accountability, from insensitivity to responsiveness, from illness to health
- ▶▶ Leaders **align** others
  - ❖ Guidance to align to the new direction (mentorship)
  - ❖ Consistent message
  - ❖ Leadership by example and change management
- ▶▶ Leaders **motivate** others
  - ❖ Create incentive for positive behavior
  - ❖ Nurture leadership



# What Does a Leader Need to Function

## ▶▶ Empathy

- ❖ Genuine interest in other people, organization and society
- ❖ Social civility

## ▶▶ Character

- ❖ Integrity breeds trust. "Trust is the glue of life" .....Steven Covey
- ❖ "What you do speaks so loud that I cannot hear what you say"  
.....Ralph Emerson

## ▶▶ Competence

- ❖ Knowledge enhances informed leadership
- ❖ Skills

## ▶▶ Courage

- ❖ Courage to develop and remain committed to a vision
- ❖ Mandela demonstrated highest level of courage



# Principles of Positive Social Influence I

- ▶▶ Stakeholders must not only be made to **see the problem** but **see it as a problem** and demonstrate willingness to solve it
- ▶▶ Knowledge is key; understand the **problem**, the **people**, the **context** and the **content** of interventions
- ▶▶ Understand the **whole** before you fix the **part** and mobilize those that will fix the **rest**
- ▶▶ **Leadership** matters; identify and nurture leadership qualities
- ▶▶ Let **context** shape the **content** of your interventions – Innovation is crucial





# Principles of Positive Social Influence II

- ▶▶ Pay attention to both **big picture** and **details** and **connect** the two – Never separate the **means** from the **end**
- ▶▶ Check your **values** again; let *'making a difference'* in the lives of other people rank higher
- ▶▶ Be **empathic** in your communication; strive to understand before being understood: [Learning from Cicely Williams](#)
- ▶▶ Demonstrate high level of **Emotional Intelligence (EI)**; The difference between a highly performing executive and a struggling one is often EI and not cognitive brainpower
- ▶▶ Understand and effectively apply **change management** techniques. Development is a realm of change

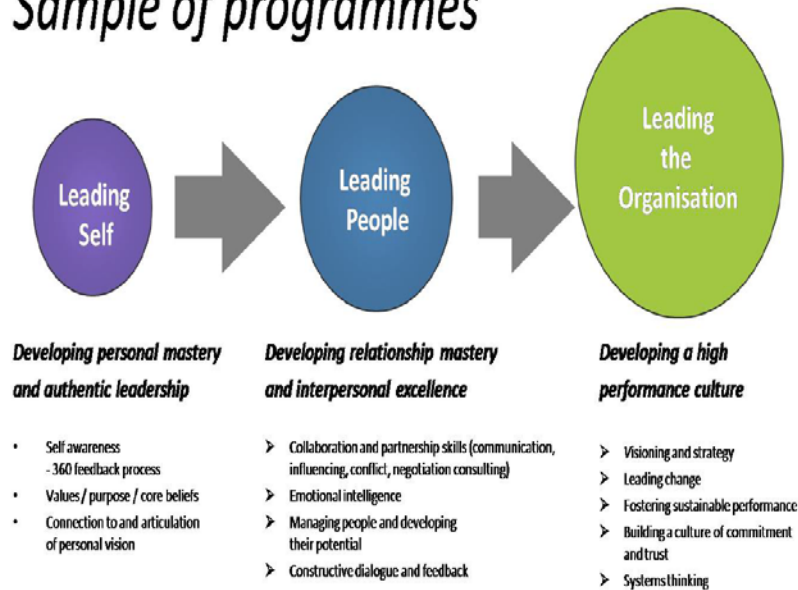


# Why leadership matters for development

- ▶▶ Strategy, policy and plan will never work without leadership – system is a vehicle, leadership is the driver
- ▶▶ Strong leadership is needed to manage the change process
- ▶▶ Strong leadership is needed for ownership and sustainability
- ▶▶ Strong leadership is needed to mobilize necessary support
- ▶▶ Strong leadership is needed to overcome inevitable challenges

# Leadership development frameworks

## Leadership Development Sample of programmes



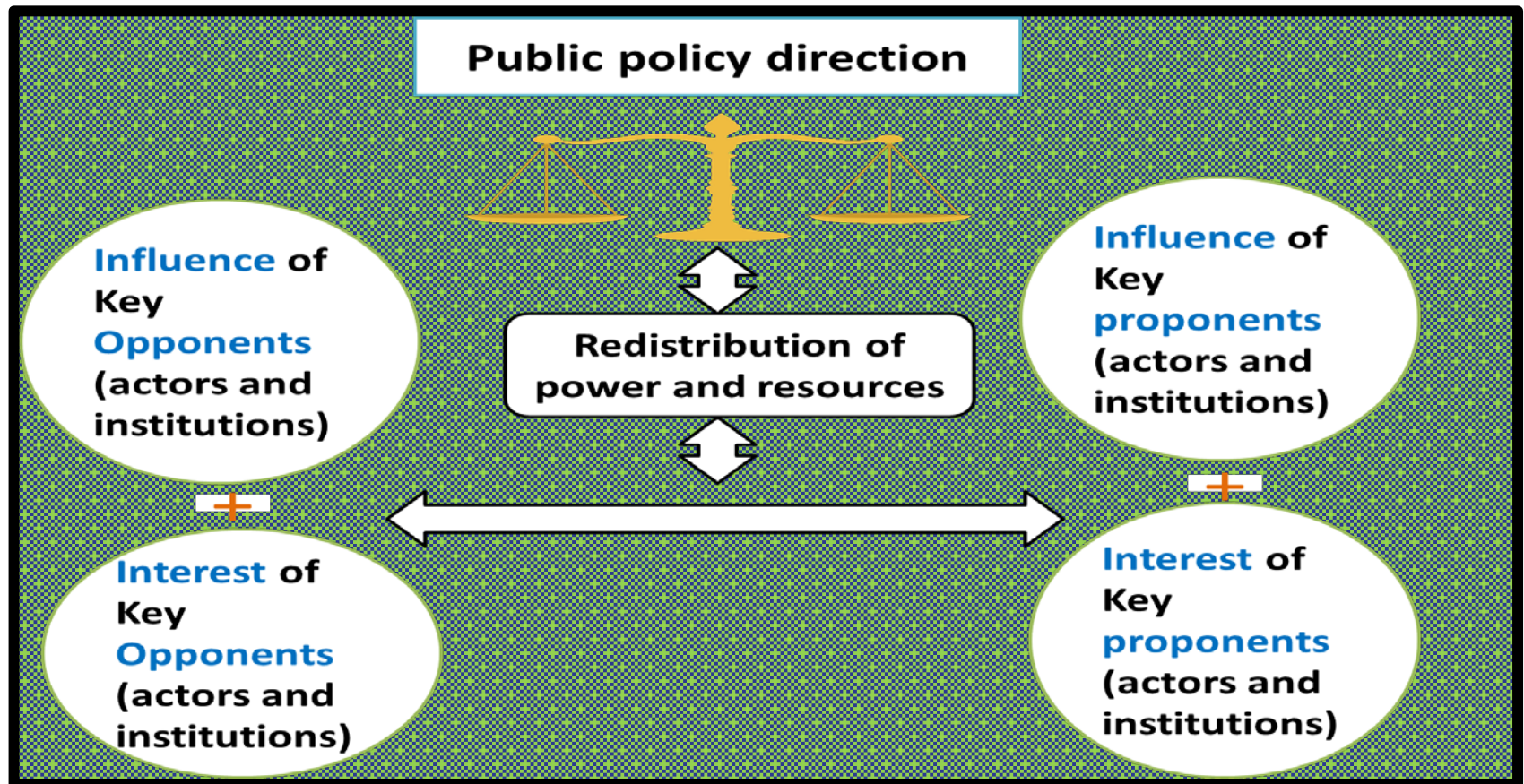
- Tailored and experiential modularise programs
- Sustainable learning with coaching, action learning and support tools between modules



# Political Economy

# An Overview of Political Economy of Public Policy I

Political Economy is the interplay of interest and influence of key actors and institutions on distribution of **Power** and **resources** and their impact on specific public policy or societal development as a whole.





# An Overview of Political Economy of Public Policy II

## ▶▶ Interest: Value-based desire

### ❖ Bases for value

- ▶ Economic capital
- ▶ Political capital
- ▶ Altruistic value (e.g. social entrepreneurship)
- ▶ Identity-based value (Ethnic, religious, geographical, race, nationality, gender, class, blood relation etc.)
- ▶ Mixed or confounding (one interest masking the other)

## ▶▶ Influence: Power, control

### ❖ Sources of influence

- ▶ Resources and wealth
- ▶ Position
- ▶ Knowledge
- ▶ Social network

# Examples of Contemporary Public Policy Debates in Nigeria



Remove fuel subsidy

Devalue the Naira

Restructure the country

Use HMOs for SSHIS

Don't remove fuel subsidy

Don't devalue the Naira

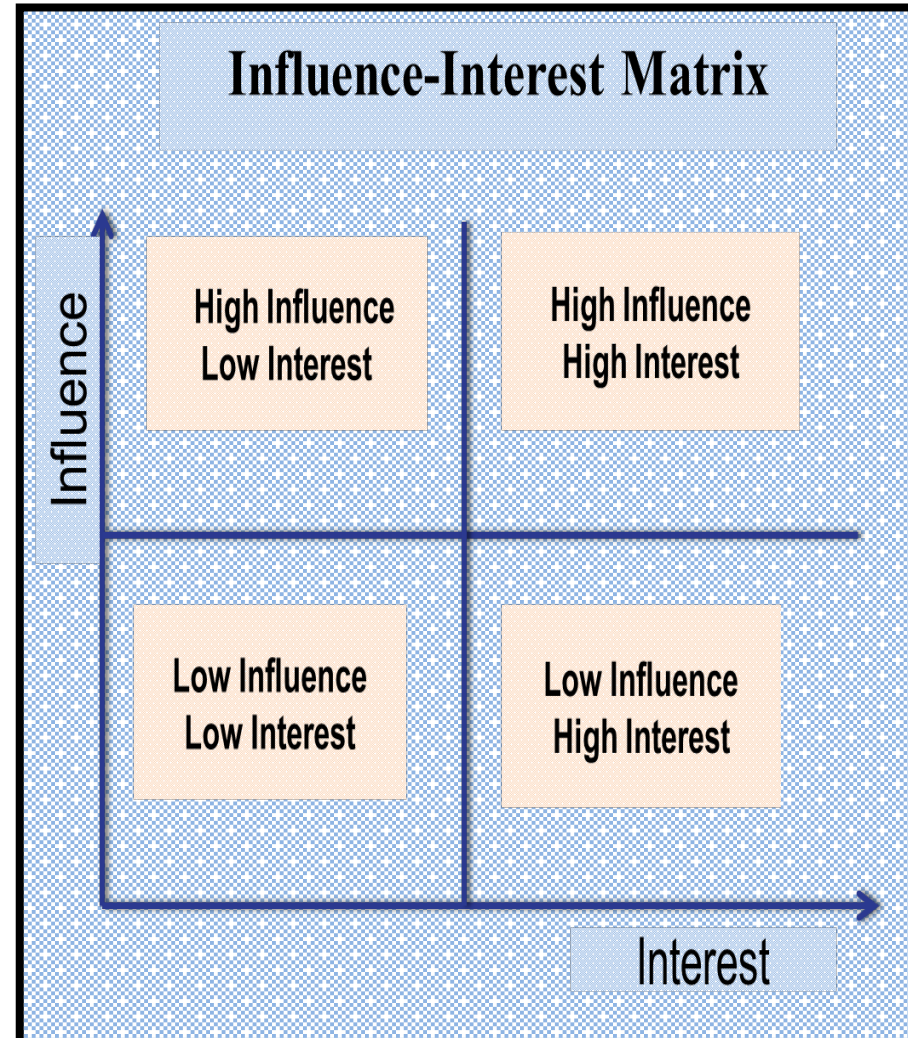
Don't restructure the country

Don't use HMOs for SSHIS

*They are all political economy debates.....*

# How to Overcome Political Economy Obstacles

- ▶▶ Analyze policy options and identify those that generate political economy debates
- ▶▶ Identify Key actors and institutions that have stakes
- ▶▶ Analyze influence and interest of the key actors and institutions
- ▶▶ Engage and negotiate with the actors and institutions effectively
- ▶▶ Create win-win incentives as much as possible



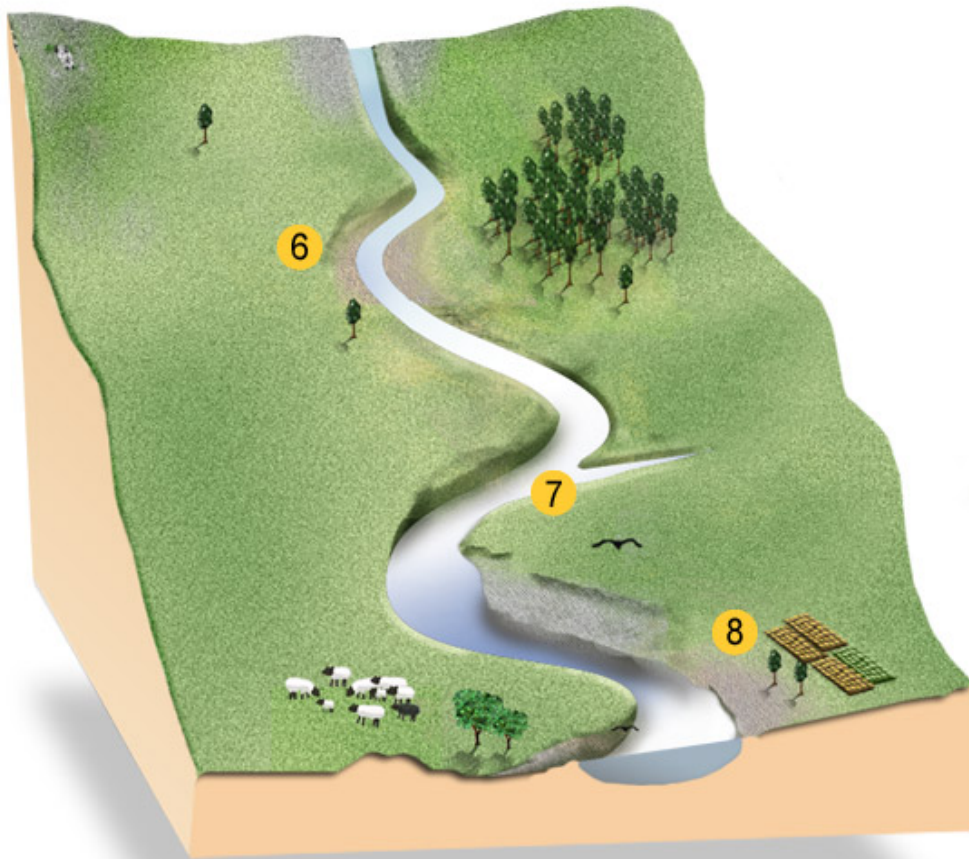


# Important features of political economy of reforms to note:

- ▶▶ Reforms have benefits and costs;
- ▶▶ Reform creates winners and losers but with creative cooperation everybody can be a winner;
- ▶▶ It may enhance influence of some and diminish influence of others but with win-win spirit everybody will be happy at last;
- ▶▶ Human beings are naturally averse to loss of power and resources;
- ▶▶ Reforms could involve important and difficult trade-offs;
- ▶▶ Remember that some people tagged enemies of progress are pursuing legitimate interests.

# Lessons from the course of a River

Middle Course



- ▶▶ The course of a river is never straight
- ▶▶ River negotiates and circumvents every obstacle
- ▶▶ Obstacle never stops a river, it can only affect its course
- ▶▶ Principle of three Ds: **Destination, Direction and Determination**



# The Voice of Wisdom.....

“Women are not dying of disease we cannot treat .....they are dying because societies have yet to make the decision that their lives are worth saving”

- Mahmoud Fathalla

“The starting point in the journey of Universal Health Coverage is not technical but social and ethical consensus that health is human right”

- Julio Frenk

Thank you

[www.hfgproject.org](http://www.hfgproject.org)



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