<table>
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<tr>
<th>Governance practices</th>
<th>Principles</th>
<th>Governing actions</th>
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| CULTIVATE ACCOUNTABILITY | Accountability Transparency Legal, ethical and moral behavior Accessibility Social justice Moral capital Oversight Legitimacy | 1. Establish, champion, practice and enforce codes of conduct that uphold the key governance principles and demonstrate the legitimate authority of the governance decision-making processes.  
2. Embed accountability into the governing institutions by creating mechanisms for the sharing of information and by rewarding behaviors that reinforce the key governance principles.  
3. Make all reports on finances, activities, and plans available to the public, and share them formally with stakeholders, staff, public monitoring bodies, and the media.  
4. Set an expectation that stakeholders share similarly.  
5. Establish oversight and review processes (internal and external monitoring and evaluation by committees; judicial board) to continuously assess the impact and appropriateness of decisions made.  
6. Establish a formal consultation mechanism (open forums, special status at meetings, etc.) through which constituencies may voice concerns or provide other feedback.  
7. Sustain a culture of integrity and openness that serves the public interest. |
| ENGAGE STAKEHOLDERS | Participation Representation Inclusion Diversity Gender equity Conflict resolution | 1. Empower marginalized voices, with emphasis on women’s empowerment, by giving them a place in formal decision-making structures.  
2. Ensure appropriate participation of key stakeholders through fair voting and decision-making procedures.  
3. Create and maintain a safe space for the sharing of ideas, so that genuine participation across diverse stakeholder groups is feasible.  
4. Provide an independent conflict resolution mechanism accessible by all stakeholders and interested parties.  
5. Elicit, and respond to, all forms of feedback in a timely manner.  
6. Build coalitions and networks, where feasible and necessary, and strive for consensus on achieving the shared direction across all levels of governance.  
7. Establish alliances for joint action at whole-of-government and whole-of-society levels. |
| SET SHARED DIRECTION | Stakeholder alignment Leadership Management Advocacy | 1. Working with the governed (organization, community, country), develop a shared vision of the ‘ideal state’ and a shared action plan to achieve it, oversee the process for implementing this shared action plan, and realize the shared vision.  
2. Advocate on behalf of stakeholders’ needs and concerns, as identified through the formal mechanisms; making sure to include these in defining the shared direction.  
3. Document and disseminate the shared vision of the ‘ideal state’.  
4. Oversee the process of setting goals to reach the shared vision of the ‘ideal state’.  
5. Set up accountability mechanisms for achieving goals that have been set, using defined indicators to gauge progress toward goal achievement.  
6. Advocate for the ‘ideal state’ in higher levels of governance, other sectors outside of health, and other convening venues with a role to play in its realization.  
7. Oversee the process of realization of the shared goals and the desired outcomes. |
| STEWARD RESOURCES | Financial Accountability Development Social responsibility Capacity building Country ownership Ethics Resourcefulness Efficiency Effectiveness | 1. Champion the acquisition and deployment of resources to accomplish the organization’s mission and plans.  
2. Protect and invest wisely those resources entrusted in the governing body to serve stakeholders and beneficiaries.  
3. Collect, analyze and use information and evidence for making decisions on the use of resources, including human, financial and technical resources, and align resources in the health system and its design with health system goals.  
4. Build the health sector’s capacity to absorb resources and deliver services that are of high quality, appropriate to the needs of the population, accessible, affordable, and cost-effective in their consumption of scarce resources.  
5. Advocate for using resources in a way that maximizes the health and well-being of the public and the organization, and invest in communication that puts health on the policy making agenda.  
6. Inform and allow the public opportunities to monitor raising, allocation, and use of resources, and realization of the outcomes. |
LMG Project Conceptual Model: Leading, Managing and Governing for Results

People and teams empowered to lead, manage and govern

**Leading**
- Scan
- Focus
- Align/Mobilize
- Inspire

**Managing**
- Plan
- Organize
- Implement
- Monitor/Evaluate

**Governing**
- Cultivate
- Accountability
- Engage Stakeholders
- Set Shared Direction
- Steward Resources

Improved health system performance

- Enhanced work environment & empowered male and female health workers
- Responsive health systems prudently raising and allocating resources
- Strong management systems

Results

- Increased Service Access
- Expanded Service Utilization
- Better Quality
- Lower Cost

Sustainable health outcomes and impact aligned with national health goals and MDGs 3, 4, 5, and 6

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