



# Management, Leadership Monitoring & Evaluation in Primary Healthcare



Khyber Pakhtunkhwa – Human Capital Investment Project

## MODULE ONE

### UNDERSTANDING MANAGEMENT, LEADERSHIP & GOVERNANCE IN PRIMARY HEALTHCARE SETTINGS





## Session 1.1

# Concepts of Leadership and Management



## Learning Objectives



By the end of this session, participants will be able to:

- Define leadership, management and governance in the context of PHC.
- Distinguish between these three concepts and explain how they complement each other.
- Describe the WHO Health System Building Blocks and leadership's role within them.
- Recognize the importance of good governance in improving healthcare performance.



# Introduction

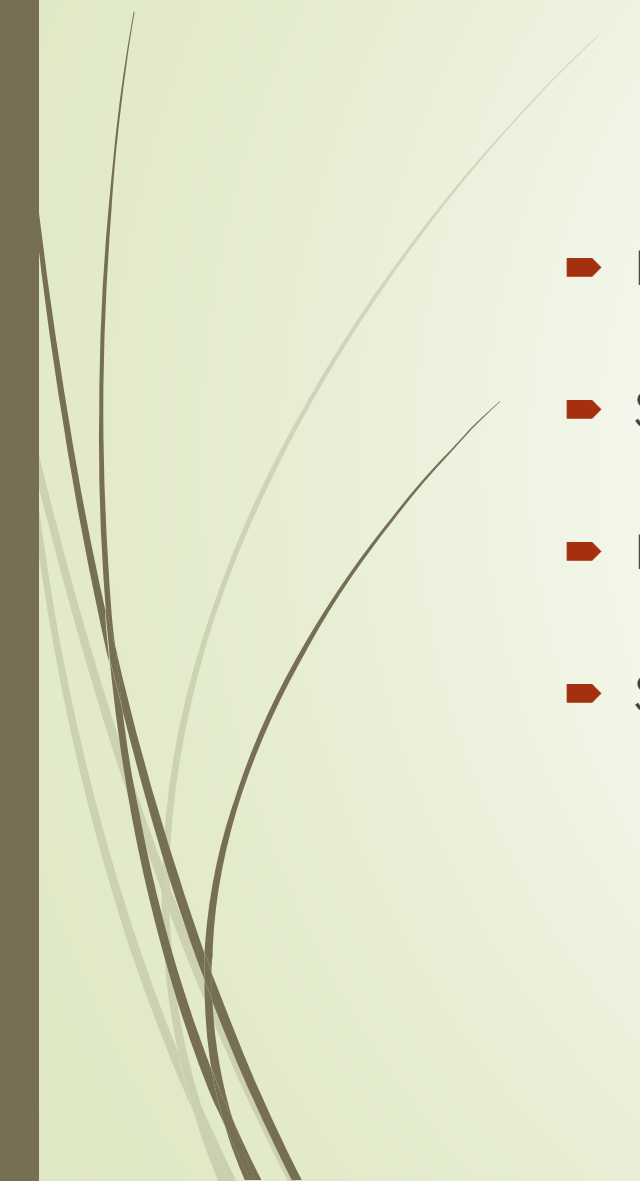


- Leadership, management, and governance are **the foundation of effective health systems**.
- In PHC, they ensure **accountability, quality, and equity**.
- In KP, PHC workers face **limited resources, remote geography, and high demand**, yet continue to deliver care through leadership and innovation.
- “Leadership sets the vision, management turns vision into action, and governance keeps everyone accountable.”





# Why These Concepts Matter in PHC

- 
- Direct impact on **service quality and outcomes**.
  - Support **team coordination** and **community trust**.
  - Drive progress toward **UHC and SDGs**.
  - Strengthen **system resilience** during crises.

Concept	Definition (Simple)	Key Focus	Example in PHC Context (KP)
Leadership	The ability to influence, inspire and guide others toward achieving shared goals.	Vision, motivation, change, innovation.	A medical officer encouraging teamwork and community participation to improve immunization coverage.
Management	The process of planning, organizing, coordinating and controlling resources to achieve results.	Efficiency, planning, resource use, supervision.	A Lady Health Supervisor ensuring supplies, schedules and reports are properly managed at a BHU.



# Relationship Between Leadership, Management, and Governance

- Leadership = Vision and motivation.
- Management = Planning and implementation.
- Governance = Oversight and accountability.

## Example:

- **Leader:** Identifies low vaccination rates.
- **Manager:** Plans outreach, assigns staff, tracks progress.
- **Governor:** Ensures transparency and reporting.





## **Individual reflection**

From your experience, have you ever influenced colleagues or being influenced by someone in your workplace? And how that happened?



**It is a  
Process**

**It  
involves  
Influence**

**It  
involves  
common  
Goals**

**It occurs  
in Groups**

**Leadership**



# Leadership in Health Systems

- Sets a **clear vision** for service improvement.
- Inspires **responsibility and ethical behavior**.
- Adapts to challenges using **data and feedback**.
- Promotes **equity and community participation**.
- “Effective health leadership transforms limited resources into lasting impact.”



# Examples of Leadership in KP

- Mobilizing teams during floods or outbreaks.
- Engaging community elders for vaccination drives.
- Supporting staff morale in remote facilities.
- Coordinating cross-sector collaboration (e.g., with education or local NGOs).



### *Group work*

From your previous understanding on the generic concepts of Leadership & Management;  
Discuss the basic functions and characteristic differences between leadership and management.  
*Share your consensus points to the plenary.*

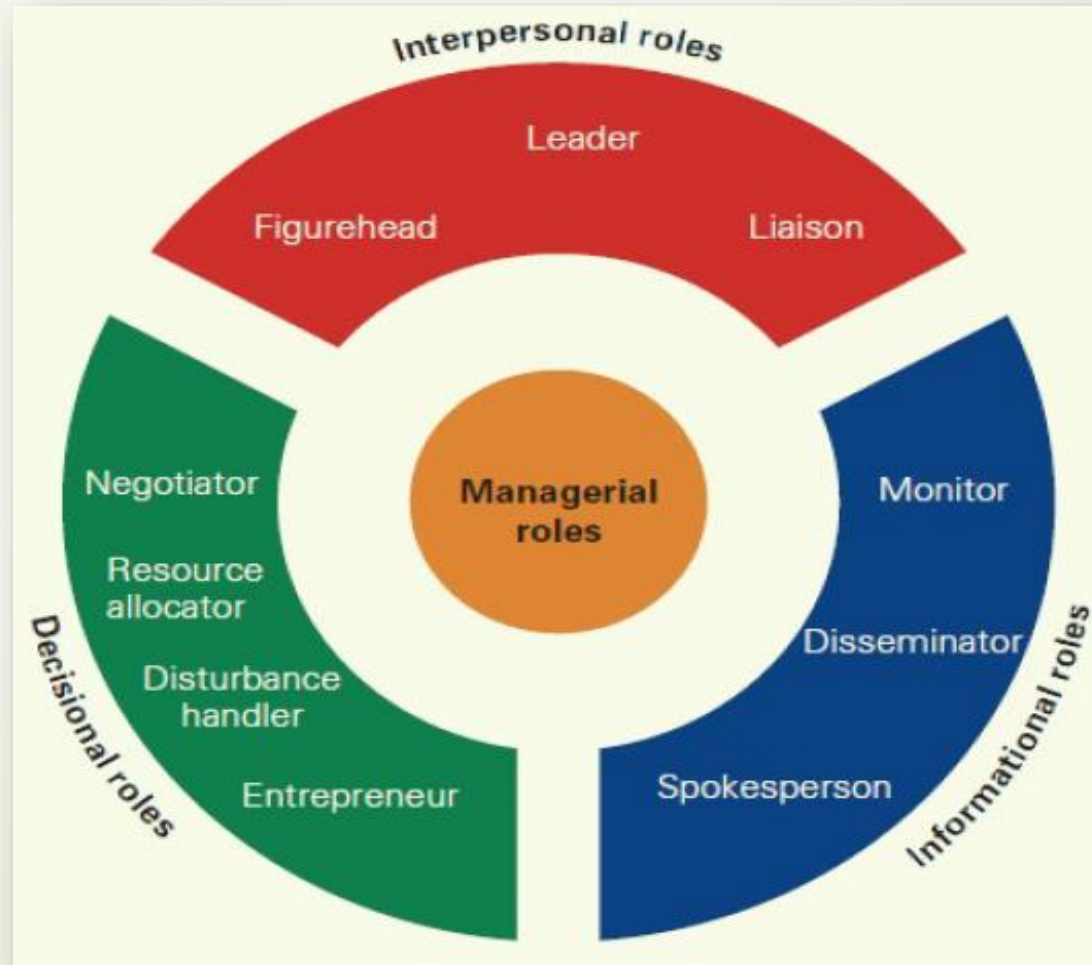
# Management in PHC

- Ensures **efficient use of human, financial, and material resources**.
- Involves six core functions:





# Managerial Roles (Overview)

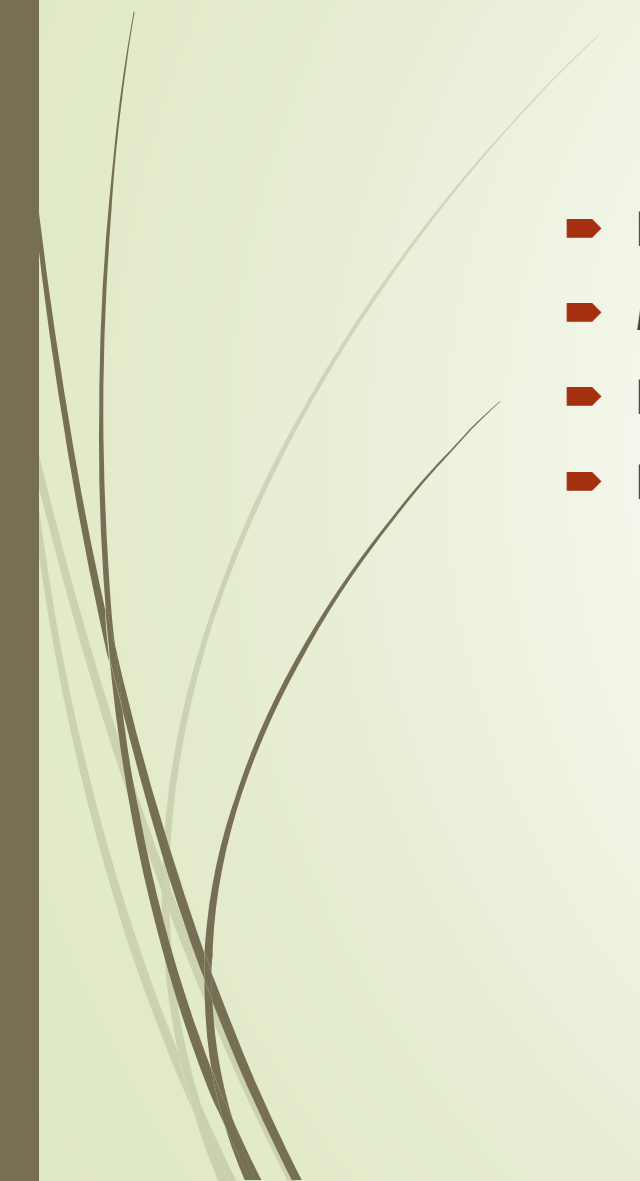


# Managers vs. Leaders

Functions / Characteristics	Managers	Leaders
Primary Focus	Manage complexity	Inspire change
Core Activities	Plan, organize, budget	Motivate and align people
Role with Staff	Direct and supervise	Empower and develop
Approach to Problems	Control and monitor	Encourage innovation
System Orientation	Administer and maintain	Challenge status quo
Time Orientation	Short-term focus	Long-term vision
Questioning Style	Ask “how” and “when”	Ask “what” and “why”
Style of Work	Imitate established methods	Innovate new approaches
Guiding Principle	Do things right	Do the right things



# Managers and Leaders in PHC

- Both are **vital for system performance**.
  - Managers provide **structure and accountability**.
  - Leaders provide **vision and motivation**.
  - Effective PHC professionals **blend both roles** for sustainable outcomes.
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# Governance in Health Systems

- **Governance = How decisions are made and who makes them.**
- Key WHO Principles:
  - **Accountability**
  - **Transparency**
  - **Participation**
  - **Equity**
  - **Rule of Law**

# The WHO Health System Framework

## System Building Blocks

SERVICE DELIVERY

HEALTH WORKFORCE

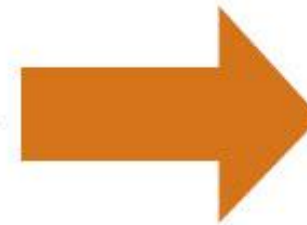
INFORMATION

MEDICAL PRODUCTS,  
VACCINES & TECHNOLOGIES

FINANCING

LEADERSHIP / GOVERNANCE

ACCESS  
COVERAGE



QUALITY  
SAFETY

## Overall Goals / Outcomes

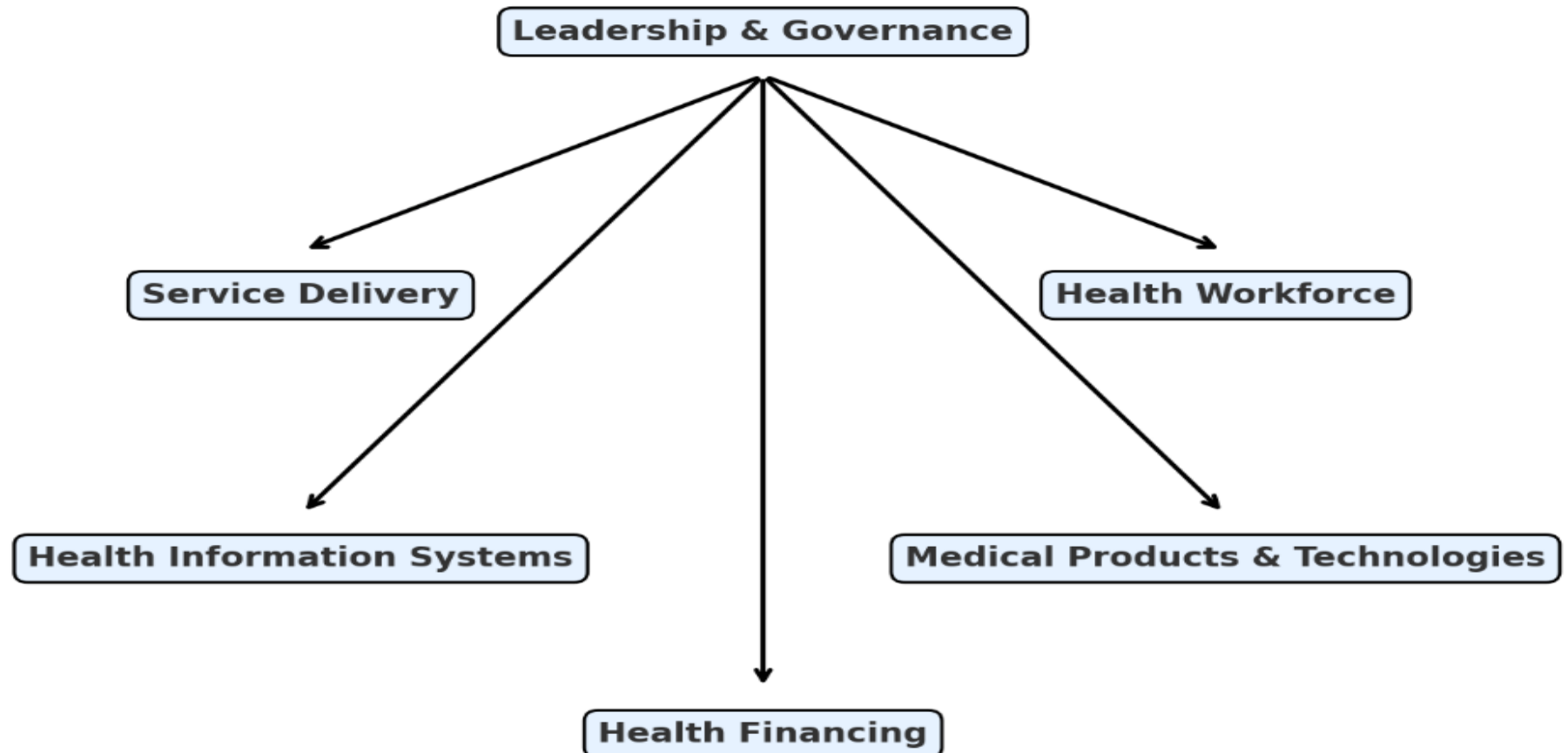
IMPROVED HEALTH  
(level and equity)

RESPONSIVENESS

SOCIAL & FINANCIAL RISK  
PROTECTION

IMPROVED EFFICIENCY

## WHO Health System Framework: Governance and Building Blocks



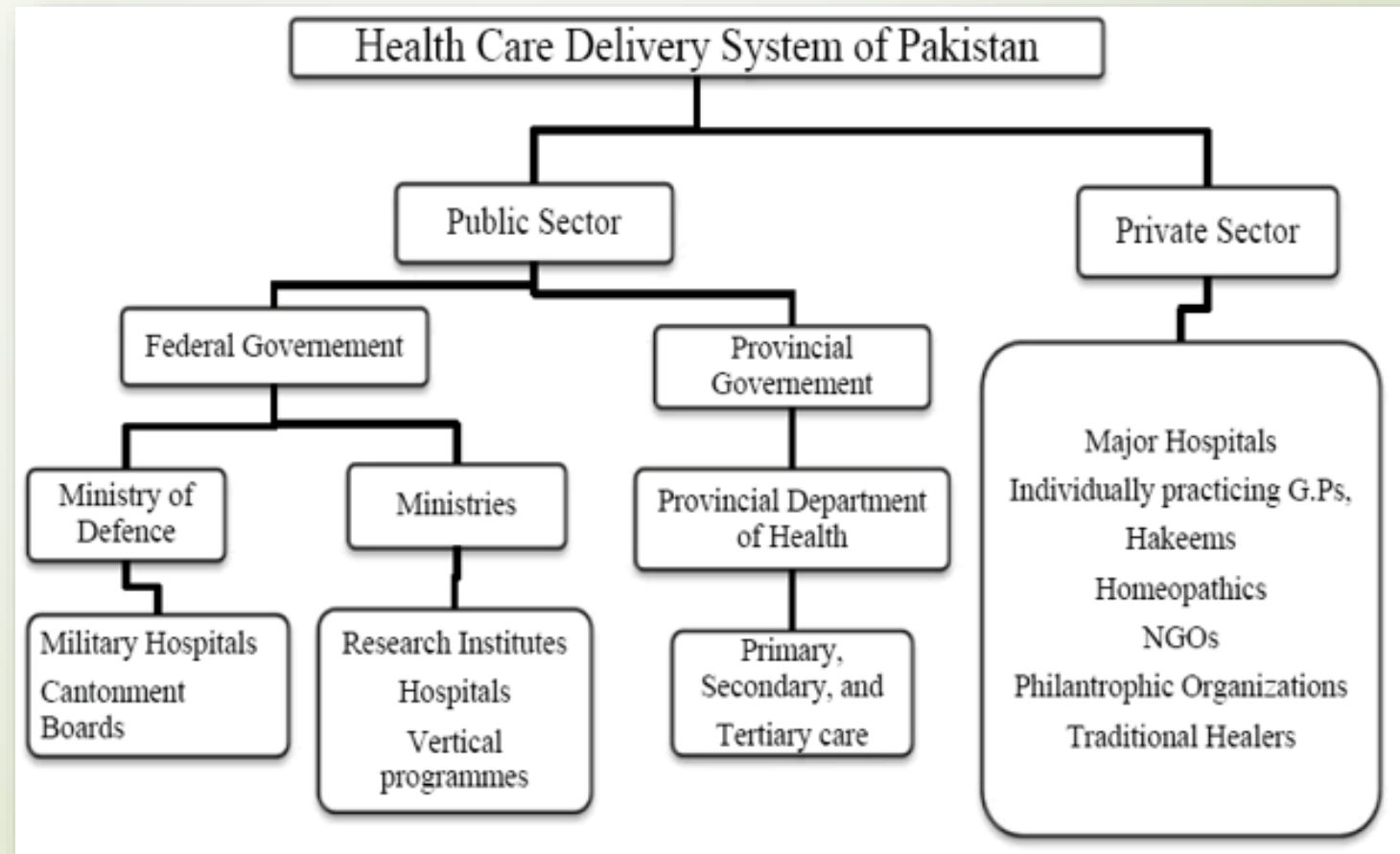




# Principles of Good Governance

WHO Building Block	Description	Role of Leadership and Governance
Service Delivery	Quality and equitable services provided to all.	Leaders ensure effective planning, supervision and quality improvement.
Health Workforce	Skilled and motivated personnel.	Leadership motivates, supports and manages performance.
Information Systems	Reliable data for decision-making.	Governance ensures data accuracy, confidentiality and use.
Medical Products, Vaccines and Technologies	Availability and safety of essential supplies.	Leaders manage logistics and accountability for use of resources.
Health Financing	Adequate and fair funding.	Governance ensures transparency and efficiency in financial management.
Leadership and Governance	Stewardship, policy, oversight	Provides direction, accountability

# Importance of Governance & Leadership in KP and Pakistan: From Health System Perspective





## Key Takeaways

- Leadership, management and governance are distinct but complementary concepts.
- Leadership provides direction, management ensures action and governance maintains accountability.
- All three are essential to building an efficient, transparent and people-centered PHC system.
- The WHO's six building blocks framework places leadership and governance at the heart of the health system.
- Strong leadership and governance in KP's PHC system are vital for achieving UHC and the SDGs.



# Reflection Questions

- How do leadership and management complement each other?
  - Which managerial role do you play most often?
  - How can good governance strengthen your facility's performance?
  - What leadership qualities are most valuable in your context?
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