

**Coalition for Epidemic Preparedness and Innovations:  
“Lassa epidemiology programme  
Governance and principles”**



NORWEGIAN  
GOVERNMENT



The  
Federal Government

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GATES *foundation*



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DEPARTMENT OF BIOTECHNOLOGY  
Ministry of Science & Technology



# Outline

- Good governance
- Principles of partnership
- Partnership deliverables
- Partnership outcomes
- Proposed governance

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# Good governance

The **process of decision making** and **the process by which decisions are implemented** (or not implemented).\*



# Reason for project failure

- Lack of a clear link with key strategic priorities
- Lack of ownership and leadership
- Lack of effective engagement with stakeholders
- Lack of skills and proven approach to project and risk management
- Lack of long-term value
- Too little attention to breaking down development and implementation into manageable steps
- .....

# Principles for governance of project management\*

1	The board has overall responsibility for governance of project management.
2	The roles, responsibilities, and performance criteria for the governance of project management are clearly defined.
3	Disciplined governance arrangements, supported by appropriate methods and controls, are applied throughout the project life cycle.
4	A coherent and supportive relationship is demonstrated between the overall business strategy and the project portfolio.
5	All projects have an approved plan containing authorization points at which the business case is reviewed and approved. Decisions made at authorization points are recorded and communicated.
6	Members of delegated authorization bodies have sufficient representation, competence, authority, and resources to enable them to make appropriate decisions.

# Principles for governance of project management

7	The project business case is supported by relevant and realistic information that provides a reliable basis for making authorization decisions.
8	The board or its delegated agents decide when independent scrutiny of projects and project management systems is required, and implement such scrutiny accordingly.
9	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organization.
10	The organization fosters a culture of improvement and frank internal disclosure of project information.
11	Project stakeholders are engaged at a level that is commensurate with their importance to the organization and in a manner that fosters trust.

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# Principles of partnership

## 1. Strategic

- Agree on the stated mission, objectives and outcomes of the research project
- Agree on defined roles, norms, and procedures regarding partner contribution in the consortium

## 2. Harmonised & contextualised

- Agree on a harmonized protocol for conducting the planned studies
- Incorporate context-based peculiarities into the protocol without compromising the ability to meaningfully combine data across sites and research groups

## 3. Responsible, trust & committed

- Maintain equity and respect in the allocation and use of research project resources
- Maintain mutual trust, respect and commitment towards the implementation and completion of the project
- Share the credit related to project implementation success and appreciate each other

# Principles of partnership

## 4. Effective

- Build on strengths and assets, identify gaps and addresses needs

## 5. Inclusive & consensual

- Agree on the need for performing stakeholder analysis covering all actors involved in the implementation of the project, including mitigation plans for expected challenges
- Maintain consensus when making decisions regarding project related matters

## 6. Communicative/transparent

- Agree on project management and communication strategies among the consortia members and CEPI
- Ensure knowledge sharing among all stakeholders

## 7. All parties support capacity building

- Leverage the respective strengths of consortium partners to support increasing capacity of local institutions to build toward independent clinical trial capacity, e.g. through data management, operations and logistics, increasing laboratory capacity, advanced study design and quality management

*Global Humanitarian Platform*

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# Partnership deliverables

- Harmonised protocol/workplan: written, reviewed, accepted, execution
- Establishment of formal partnership agreements
- Development of roles and responsibilities (division of tasks) among participating consortium members
- Detailed initial project implementation plans and reports
- Allocation and disbursement of funds and other resources to support project implementation

# Partnership deliverables

- Training plan for research assistants and data managers/clerks
- Regular project monitoring reports indicating milestone achievements
- Numerous project-related meetings held and meeting outcome reports
- Project mid-term evaluation (based on agreed timeline) meetings and reports
- High quality data for each of the research questions to be addressed in the project
- Publications consistent with data sharing policies and with publication policy established by the partnership

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# Partnership outcomes

- Completed epidemiological study with high quality Lassa fever data that will enable Lassa fever vaccine candidate development
- Strengthen Lassa fever research and surveillance capacity in the countries involved
- Establishment of a large Lassa fever research network
- Improvement of in-country/site capacity for clinical research

# Outline

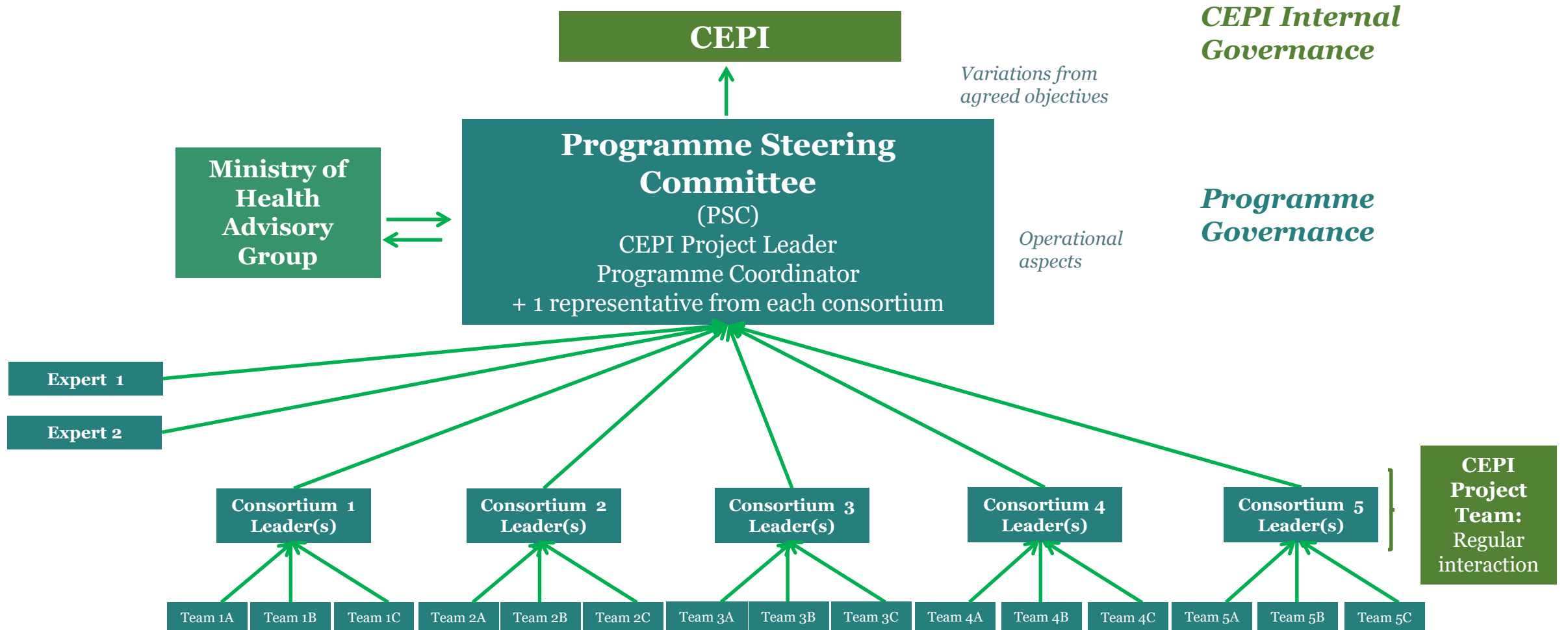
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# Proposed governance structure

- Current consortia
- Simplicity
- Avoid duplication
- Four options
  - one large consortium,
  - two consortia based on geographic location and existing networks,
  - country specific projects (five countries each), and
  - seven individual consortia
- Discussion with consortium leads

# Programme Governance Structure



# Thank You!



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# Good governance

The **process of decision making** and **the process by which decisions are implemented** (or not implemented).\*

**Characteristics** of good governance:

- 1. Participatory** - Participation is a key cornerstone of good governance and as such needs to be informed and organized.
- 2. Consensus oriented** - There are several actors and as many view points. Good governance requires mediation of the different interests.
- 3. Accountable** - Who is accountable to who varies, depending on whether decisions or actions taken are internal or external to an organization. In general, an organization is accountable to those who will be affected by its decisions or actions.

# Good governance

4. **Transparent** - Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement . It also means that enough information is provided and that it is provided in easily understandable forms and media.
5. **Participatory** - Participation is a key cornerstone of good governance and as such needs to be **Responsive** - Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.
6. **Effective and efficient** - Good governance means that processes and institutions produce results that meet the needs of stakeholders while making the best use of resources at their disposal.
7. **Equitable and inclusive** - A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.
8. **Follows a rule of law** - Good governance requires fair legal frameworks that are enforced impartially.