

Leadership for Universal Health Coverage (LUHC)

Monitoring & Evaluation Plan

16 January 2017

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1 Introduction

1.1 Project Summary

Title	Leadership for Universal Health Coverage (UHC): Asia (EN) & Africa (FR)
Duration	November 2015 – July 2017
Partners	GIZ, World Bank, WHO, Expertise France, USAID, JICA
Target Area	Asia & Africa
Beneficiaries	Benin, Cambodia, Chad, Cote d'Ivoire, Lao PDR, Madagascar, Nepal

1.2 Project details

1.2.1 Overall goal of the L4UHC Program

To move the UHC process forward in the participant countries by supporting the country counterparts (as individuals and as country teams) with leadership competency development, coalition building support and results-oriented collective action initiatives.

1.2.2 Structure of the program

The Program is based on peer-to-peer exchange, facilitated by experienced coaches who bring in leadership and change theory as well as UHC-related technical expertise of P4H partners. The Program has 3 multi-country workshops with high level participants who are expected to participate in the Program throughout.

The **3 regional modules** take place as follows (opening dinner + core program):

Asia 2016-17 (EN)

Module 1: 17-20 May 2016 (Philippines)

Module 2: 22-26 Aug 2016 (Malaysia)

Module 3: 24-28 Apr 2017 (Japan)

Africa 2016-17 (FR)

Module 1: 08-11 Nov 2016 (Tunisia)

Module 2: 16-20 Jan 2017 (Morocco)

Module 3: 16-19 May 2017 (France)

The edition in francophone Africa is followed by country teams from Benin, Chad, Ivory Coast and Madagascar. The English Edition in Asia is followed by teams from Cambodia, Lao and Nepal.

Each of these countries has to develop its own path towards UHC. The experience of other countries can provide ideas for the participant countries, but no blueprint, because UHC does not only require fixing technical challenges, but also addressing adaptive challenges in the public policy domain. To move towards UHC, a common understanding of the challenge is required. Different values and priorities need to be balanced, for example economic performance incentives and growth on one side, and solidarity, poverty reduction and protection of the most vulnerable on the other side. Change has to happen in more places simultaneously than a single actor can control. Therefore, support from high level champions from all stakeholder groups interested in and affected by UHC reforms is required. UHC will only come about in a co-creative process based on their cooperation.

1.2.3 Target group

The target group of this Program is relevant stakeholders and high level leaders (i.e. Permanent Secretaries and Directors in Ministries, as well as Managing Directors, Chief Executive Officers and similar positions in parastatals, publicly owned enterprises, representative organizations, civil society organizations) as well as other eminent persons in the area of SHP/UHC.

The L4UHC Program is based on the insight that unless leaders have a personal connection to UHC as well as to other leaders in the field, their capacity to deliver on something as big as UHC will be very limited. Exploring and strengthening these connections by discovering the stories that connect them is therefore an important part of the concept. When leaders decide intentionally to work collectively, they achieve much more results much faster.

Secondly, what enables leaders to come up with solutions they may not have thought about previously is total immersion into the UHC challenge at a fast pace. Conditions are to be created where leaders see UHC challenges in a new light and develop new ideas. Part of this is an emphasis on experience-based learning that goes beyond intellectual understanding. Therefore different media will be used, resource people will be invited, participants brought into the dialogue rooms and leaders be taken out of the rooms. During

the modules, the participants will interact with different stakeholders in the host countries in so-called “Sensing Journeys”. These Sensing Journeys are not mere field trips, but very elaborate and logistically intense didactic tools that allow the participants to directly connect with and learn from the other actor’s leadership experiences.

2 Logical Framework

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	L4UHC has helped to move the UHC process forward in the participants countries	At least 80% of stakeholders answer positively	Survey 1 & 2	Perceived progress is used as a proxy for actual progress.
		At least 80% of stakeholders answer positively	Survey 1 & 2 / RRI monitoring	Goals of RRIs are usually defined on output level, impact on UHC process might have to be measured by the proxy “perceived impact”.
Outcomes	Individual:			
	Increased understanding of the complexity of UHC	At least 80 % of participants answer positively	Survey 1, Narratives & Triads	Self-assessment, perception as proxy for actual gains in capacity
	Increased personal connection to UHC	At least 80 % of participants answer positively	Survey 1, Narratives & Triads	Self-assessment, perception as proxy for actual gains in capacity
	Increased self-leadership competencies with regards to UHC reform	At least 80 % of participants answer positively	Survey 1, Narratives & Triads	Self-assessment, perception as proxy for actual gains in capacity
	Increased capacity to recognize	At least 80 % of participants	Survey 1, Narratives & Triads	Self-assessment, perception as proxy for

	and deal with adaptive challenges	answer positively		actual gains in capacity
	Increased capacity to engage stakeholders	At least 80 % of participants answer positively	Survey 1, Narratives & Triads	Self-assessment, perception as proxy for actual gains in capacity
	Collective:			
	L4UHC has helped to build a sustainable and effective coalition for UHC in the participant countries	At least 80 % of participants answer positively	Survey 1 & 2, Narratives & Triads	Perception as proxy
	L4UHC has increased the alignment among the key stakeholders in the participant countries	At least 80 % of participants answer positively	Survey 1 & 2, Narratives & Triads	Perception as proxy
Outputs	Regional modules	At least 80% satisfied	Module evaluations	<Insert>
	RRI Coaching	At least 80 % of participants answer positively	Survey 1	
	P4H partner support during L4UHC	At least 80 % of participants answer positively	Survey 1	
Activities	Monitored on Zoho	Monitored on Zoho	Monitored on Zoho	Monitored on Zoho

3 Data Collection (EN)

3.1 Personal details

Personal details for all surveys:

Employer

Government ministry

- Health
- Social Affairs/Labor
- Finance
- Governance/Decentralization
- Other, pls specify:

Government agency

Civil Society

Social Health Insurance

Public provider

Private provider

Private insurance

Professional association

P4H partner organization

Other, pls specify:

Position

Minister

Secretary of state

Member of Parliament

Secretary general

Director general

Director

CEO

President

Other, please specify:

Respondent Code (this will be pre-defined and distributed to each participant beforehand)

Name (optional)

3.2 SenseMaker® Survey Instrument

Delivered to: participants (refer to Powerpoint slides for full survey layout)

Timing: end of each module

Mode of delivery: on site (personal devices + 2 laptops set up by staff)

Questions

Increased understanding of the complexity of UHC

Opening statement	Triad elements		
In the experience I shared, I have come to understand that UHC is about...	health	social justice	change
In the experience I shared, enhancing population-, service- and cost coverage requires...	technical skills and solutions	political solutions and will	concrete action
In the experience I shared, what influenced UHC decisions was...	Values and beliefs	Stakeholder interests	Power relations
The experience revealed that I (or others) perceive UHC as...	A state of mind more than personal responsibility	Requiring nation-wide solidarity	Needing consensus building across sectors and levels

Increased personal connection to UHC

Opening statement	Triad elements		
The experience has helped me better understand...	the inequalities in access to health services in my country	possible options for making UHC happen in my country	How I can be a visible agent for change
The experience has enhanced my awareness...	About my personal commitment to UHC	About my own role and potential to move the UHC agenda forward	That success as an intervenor comes from within
The experience has helped me...	Recognise the windows of opportunity to bring UHC on the agenda	Better communicate UHC as a right and catalyst for social development	Advocate for health as a national investment

Increased self-leadership competencies with regards to UHC reform

Opening statement	Triad elements		
In the experience I shared, what inspired innovation was...	Taking creative risks	Creating safe spaces	Learning from mistakes
In the experience I shared, what was crucial to innovation was...	Knowledge	Vision	Courage
In the experience I shared, what helped was...	Formal authority	Informal authority	Assistance and support
In the experience I shared, what helped was...	Empathy	Understanding	Facilitation
In the experience I shared, what helped with managing stakeholders was...	Moving swiftly	Thinking / acting strategically	Staying focussed
In the experience I shared, what helped with delivering results was...	Building	Designing	Receiving feedback
In the experience I shared, these actions / behaviours were at play...	Facing and working with conflicts	Overcoming fears and working with the unknown	Dealing with sudden changes
In the experience I shared, these traits / qualities were exhibited...	Calmness and trust	Persistence and perseverance	Adaptability and flexibility

Increased capacity to recognize and deal with adaptive challenges

Opening statement	Triad elements		
In the experience I shared, what helped me face challenges was...	deeper listening by suspending judgment and cynicism	developing a joint vision and strategy	initiating and implementing change
In the experience I shared, what was crucial to innovation was...	distinguish between technical and adaptive challenges	better understand multiple, pro- and opposing perspectives	effectively deal with trade-offs, winners and losers of reform

In the experience I shared, being effective as a leader or team member in meeting challenges was because...	Hierarchical thinking was reduced	The focus was on the purpose of the team	We understood the importance of being fully present
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Increased capacity to engage stakeholders

Opening statement	Triad elements		
The experience refers to new insights and skills that help me engage key stakeholders by...	knowing who and where they are	exploring their positions on UHC	assessing their power and influence on UHC reform
The experience refers to new insights and skills that help me engage key stakeholders by...	facilitating a common language and quality interactions	building up trust between stakeholders	agreeing on a common process
The experience refers to new insights and skills that help me engage key stakeholders by...	facilitating inclusive dialogue and consensus building	advocating for high level involvement and leadership of UHC reform	seizing windows of opportunity and ensuring continuity of process

Collective Outcomes

Opening statement	Triad elements		
In the experience I shared, L4UHC has had an impact on ...	The effectiveness of my UHC coalition	The alignment of stakeholders in my country	My own effectiveness as a leader

Multiple-choice questions in relation to the narrative

Who mainly needs to pay attention to this learning / experience?

No-one, it's just a reflection

Me

My team

The in-country coaches

Facilitators

WHO

World Bank

GIZ

Not sure

Other, pls specify:

This learning / experience primarily relates to:

Individual leadership

Multi-stakeholder collaboration

Working in complexity

Leading by listening

Not sure

Other, please specify:

3.3 Survey 1

Delivered to: Participants

Timing: end of module 3

Mode of delivery: on site (personal devices + 2 laptops set up by staff)

Questions

Answering scale for all questions: Strongly positive – mildly positive – neutral - negative

- 1) Our Rapid Results Initiative (RRI) has been successful
- 2) I was satisfied with the RRI coaching
- 3) I was satisfied with the P4H partner in-country support during the L4UHC program
- L4UHC has...
- 4) ...increased my understanding of the complexity of UHC
- 5) ...increased my personal connection to UHC
- 6) ...increased my leadership competencies in regard to UHC reform
- 7) ...increased my capacity to recognize and deal with adaptive challenges
- 8) ...increased my capacity to engage stakeholders
- 9) ...increased the alignment among the key stakeholders in my country
- 10) ...helped to build a sustainable and effective coalition for UHC in my country
- 11) ...helped to move the UHC process forward in my country

3.4 Survey 2

Delivered to: P4H partners and other relevant actors in the respective country

Timing: end of module 3

Mode of delivery: virtual, personal e-mail from L4UHC staff

Questions: 1, 9, 10,11 from survey 1

3.5 Module evaluation

Delivered to: participants

Timing: end of each module

Questions: see separate docs

3.6 RRI monitoring

Integrated in the RRI process

4 Data collection (FR)

4.1 Informations personnelles

Informations personnelles (pour tous les sondages):

Employeur

Ministère gouvernemental

- Santé
- Affaires Sociales / Travail
- Finances
- Gouvernance / Décentralisation
- Autre (veuillez préciser):

Agence gouvernementale

Société civile

Assurance santé sociale

Prestataire public

Prestataire privé

Assurance privée

Association professionnelle

Organisation partenaire du P4H

Autre (veuillez préciser):

Position

Ministre

Secrétaire d'Etat

Membre du Parlement

Secrétaire général

Directeur général

Directeur

PDG

Président

Autre (veuillez préciser):

Code du répondant (Celui-ci sera prédéfini et distribué à l'avance à chaque participant)

Nom (facultatif)

4.2 Instrument de Sondage SenseMaker®

Administré à: participants (se référer aux diapositives PowerPoint pour la structure complète du sondage)

Timing: à la fin de chaque module

Mode d'administration: sur le site (dispositifs personnels + 2 laptops mis en place par l'équipe)

Questions

Compréhension accrue de la complexité de la CSU

Déclaration introductive	Éléments de la triade		
Durant l'expérience que j'ai partagée, je suis parvenu(e) à comprendre que la CSU concerne...	La santé	La justice sociale	Le changement
Durant l'expérience que j'ai partagée, réhausser la couverture de la population, du service et des coûts nécessite...	des connaissances et solutions techniques	des solutions et une volonté politiques	des actions concrètes
Selon l'expérience que j'ai partagée, ce qui a influencé les décisions en matière de CSU étaient...	les valeurs et les croyances	les intérêts des parties prenantes	les relations de pouvoir
L'expérience a révélé que la CSU est perçue par moi-même (ou par d'autres) comme étant...	un état d'esprit plutôt qu'une responsabilité personnelle	quelque chose qui nécessite une solidarité à l'échelle nationale	quelque chose qui nécessite la formation de consensus à travers les secteurs et les niveaux.

Connexion personnelle accrue à la CSU

Déclaration introductive	Éléments de la triade		
L'expérience m'a aidé(e) à mieux comprendre...	Les inégalités en matière d'accès aux services de santé dans mon pays	Les options possibles pour faire de la CSU une réalité dans mon pays	Comment je pourrais être un acteur visible pour le changement
L'expérience m'a rendu(e) plus conscient(e) de...	Mon engagement personnel pour la CSU	Mon propre rôle et potentiel à faire	Du fait que le succès en tant

		avancer l'agenda CSU	qu'intervenant vient de l'intérieur de soi-même
L'expérience m'a aidé(e) à...	Reconnaître les fenêtres d'opportunité pour mettre la CSU sur l'agenda	Mieux faire comprendre la CSU en tant que droit et catalyseur pour le développement social	Plaider pour la santé en tant qu'investissement national

Compétences accrues en leadership personnel en matière de réformes CSU

Déclaration introductive	Éléments de la triade		
Durant l'expérience que j'ai partagée, ce qui inspirait l'innovation était..	La prise de risques créatifs	La création d'espaces sécurisés	Le fait d'apprendre des erreurs.
Durant l'expérience que j'ai partagée, ce qui était crucial à l'innovation était..	La connaissance	La vision	Le courage
Au cours de l'expérience que j'ai partagée, ce qui a aidé était...	L'autorité formelle	L'autorité informelle	L'assistance et le soutien
Au cours de l'expérience que j'ai partagée, ce qui aidait était...	L'empathie	La compréhension	La facilitation
Au cours de l'expérience que j'ai partagée, ce qui a aidé dans la gestion des parties prenantes était le fait de...	Avancer rapidement	Penser/ agir stratégiquement	Rester focalisé
Au cours de l'expérience que j'ai partagée, ce qui a aidé à produire des résultats était le fait de...	Construire	Concevoir	Recevoir un feedback
Durant l'expérience que j'ai partagée, les actions / comportements suivants étaient mis en jeu :	Faire face aux conflits et travailler avec	Surmonter les peurs et travailler avec l'inconnu	Faire face et gérer les changements imprévus
Durant l'expérience que j'ai partagée, les traits / qualités suivants se sont manifestés.	Calme et confiance	Persistance et persévérance	Adaptabilité et flexibilité

Capacité accrue à reconnaître et faire face aux défis adaptatifs

Déclaration introductive	Éléments de la triade		
Durant l'expérience que j'ai partagée, ce qui m'a aidé(e) à faire face aux défis était...	Une écoute plus profonde en suspendant le jugement et le cynisme	Le développement d'une vision et d'une stratégie communes	L'initiation et la mise en œuvre du changement
Durant l'expérience que j'ai partagée, ce qui était crucial pour l'innovation était de...	Faire la distinction entre les défis techniques et les défis adaptatifs	Mieux comprendre les perspectives multiples, favorables et opposées	Gérer de façon efficace les compromis, les gagnants et les perdants des réformes
Durant l'expérience que j'ai partagée, l'efficacité pour relever les défis en tant que leader ou membre d'équipe était grâce au fait que...	Le raisonnement hiérarchique était réduit	Le point de mire était sur l'objectif de l'équipe	Nous comprenions l'importance d'être entièrement présents

Capacité accrue à engager les parties prenantes

Déclaration introductive	Éléments de la triade		
L'expérience est liée à de nouvelles perceptions et compétences qui m'aident à engager les parties prenantes en...	Sachant qui et où ils sont	Explorant leurs positions par rapport à la CSU	Estimant leurs pouvoirs et leurs influences sur la réforme CSU
L'expérience est liée à de nouvelles perceptions et compétences qui m'aident à engager les parties prenantes en...	Facilitant un langage commun et des interactions de qualité	Développant la confiance entre les parties prenantes	Se mettant d'accord sur un processus commun
L'expérience est liée à de nouvelles perceptions et compétences qui m'aident à engager les parties prenantes en...	Facilitant un dialogue inclusif et le développement de consensus	Plaidant pour une implication et un leadership de haut niveau en faveur des réformes CSU	Saisissant des fenêtres d'opportunité et en assurant la continuité du processus

Résultats collectifs

Déclaration introductive	Éléments de la triade		
Au cours de l'expérience que j'ai partagée, le programme de Leadership pour la CSU a eu un impact sur...	L'efficacité de ma coalition CSU	L'alignement des parties prenantes dans mon pays	Ma propre efficacité en tant que leader

Questions à choix multiples en rapport avec le récit

Qui a le plus besoin de prêter attention à cet apprentissage / cette expérience ?

Personne, c'est juste une réflexion

Moi

Mon équipe

Les coaches dans les pays

Les facilitateurs

L'OMS

La Banque Mondiale

La GIZ

Incertain(e)

Autre (veuillez préciser):

Cet apprentissage / cette expérience concerne en premier lieu:

Le leadership individuel

La collaboration entre plusieurs parties prenantes

Le travail dans la complexité

Le fait de diriger par l'écoute

Incertain(e)

Autre (veuillez préciser):

4.3 Sondage 1

Administré à: Participants

Timing: fin du module 3

Mode d'administration: sur le site (dispositifs personnels + 2 laptops mis en place par le personnel)

Questions

Répondre suivant cette échelle pour toutes les questions: très positif – moyennement positif – neutre - négatif

- 1) Notre Initiative à Résultats Rapides (IRR) a été réalisée avec succès
- 2) J'étais satisfait(e) du coaching sur le IRR
- 3) Durant le programme Leadership pour la CSU, j'étais satisfait(e) du soutien du partenaire P4H dans le pays

Le programme de Leadership pour la CSU a ...

- 4) ...accru ma compréhension de la complexité de la CSU
- 5) ...accru ma connexion personnelle à la CSU
- 6) ...augmenté mes compétences en leadership par rapport à la réforme CSU
- 7) ...accru ma capacité à reconnaître et faire face aux défis adaptatifs
- 8) ...accru ma capacité à engager les parties prenantes
- 9) ...augmenté l'alignement parmi les parties prenantes clés dans mon pays
- 10) ...aidé à construire une coalition pérenne et efficace pour la CSU dans mon pays
- 11) ...aidé à faire avancer le processus CSU dans mon pays

4.4 Sondage 2

Administré à: Partenaires P4H et autres acteurs concernés dans les pays respectifs

Timing: fin du module 3

Mode d'administration: virtuel, email individuel de l'équipe du programme Leadership pour la CSU

Questions: 1, 9, 10,11 du sondage 1

4.5 Evaluation du Module

Administrée à: participants

Timing: fin de chaque module

Questions: voir documents séparés

4.6 Surveillance des IRR

Intégrée dans le processus IRR

5 Roles & Responsibilities

Role	Responsibilities
Project Manager	To compile all data into one coherent format
M&E Officer	To ensure data collection at the regional modules
Facilitators	Deliver questionnaires
RRI coaches	Provide regular updates on the RRI's
Cognitive Edge	Provide SenseMaker® survey instrument, data analysis and report writing support

6 Data Management

6.1 Storage

SenseMaker® data is collected on Cognitive Edge servers hosted by Amazon Web Services, with automatic backups. A Singapore or EU server can be chosen. Data is stored in two formats, .csv and .sms (proprietary format based on .xml). Data is stored for as long as the client requests it, and will be deleted from the servers when requested.

6.2 Analysis

SenseMaker® data can be analysed on Cognitive Edge's proprietary Explorer software. The .csv data output can also be prepared for use in third-party tools such as SPSS and Tableau.

6.3 Privacy

SenseMaker® does not collect any identifiable information such as names, phone numbers, addresses and email addresses. Upon request, SenseMaker® can also include the option for the respondent to withhold the text of their narrative but consent to share the metadata i.e. triad responses.