



The P4H Leadership for Universal Health Coverage Programme

Tackling the political dimension of UHC reform

The global movement for Universal Health Coverage (UHC) seeks to ensure that people everywhere have access to the health services they need without fear of financial hardship. All countries have committed to the achievement of UHC as part of the 2030 Agenda for Sustainable Development.

While there is widespread support for the idea of UHC, actually realising UHC at country level is contentious. Key players and groups hold divergent interests, and technical efforts to advance reform often stall when these interests cannot be aligned. Skilled leadership is required to work through competing views, unite diverse groups behind a shared vision, and broker the trade-offs and compromises that are needed to keep complex UHC reform processes on track.

The Leadership for Universal Health Coverage Programme (L4UHC) was developed to address this leadership challenge and to complement existing capacity development measures for UHC, which focus primarily on technical solutions. While important, these are – on their own – not enough. Political solutions are also required to create the basis for collective action and to move beyond policy impasses.

A new approach to capacity development from the Providing for Health network (P4H)

L4UHC is a capacity development programme which aims to move the UHC process forward in participating countries and to help build effective and sustainable coalitions for UHC.

The year-long programme is based on peer-to-peer exchange, facilitated by experienced coaches and resource persons who bring in leadership and change theory, as well as UHC-related technical expertise. L4UHC is organised around a sequence of modules which take place in different host countries that have UHC-relevant reform experiences to share. Between modules, participants jointly prepare for and carry out a short-term initiative in their own countries. High-level representatives of the main UHC stakeholder groups are invited to take part in L4UHC and are expected to participate throughout the entire programme.

L4UHC is one of the core programmes of P4H, a global network which brings together a diverse group of international organisations, development partners, and key stakeholders in partner countries who approach UHC from different angles, but have converged around this common goal. The programme is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the World Bank and the World Health Organization, in cooperation with other partners within the P4H network.

An innovative approach to building and supporting UHC leaders

L4UHC builds both the individual and collective capacities of people who are in a position to move UHC forward in their countries.

During the programme, individual participants drawn from diverse backgrounds are gradually transformed into the nucleus of a national UHC coalition. L4UHC does this by providing a safe space for participants



Family in Cambodia benefiting from UHC reform. Photo: © GIZ Cambodia

to work together intensively and to test out ideas outside their normal daily roles. Participants are challenged to examine their existing views and to deepen their understanding of others' values, needs, beliefs and interests. Over the course of L4UHC, participants learn, among other skills, to:

- Analyse the UHC reform environment and the interests at stake, including how to identify potential allies and sources of opposition;
- Take into account multiple perspectives, let go of old patterns of thinking and open up to new ways of doing things;
- Come up with a shared vision for UHC as a starting point for incremental change;
- Work in a sustained manner to broker consensus on core issues which have to be resolved for reforms to advance; and
- Build political commitment for needed changes and mobilise different groups to work together to advance reform.

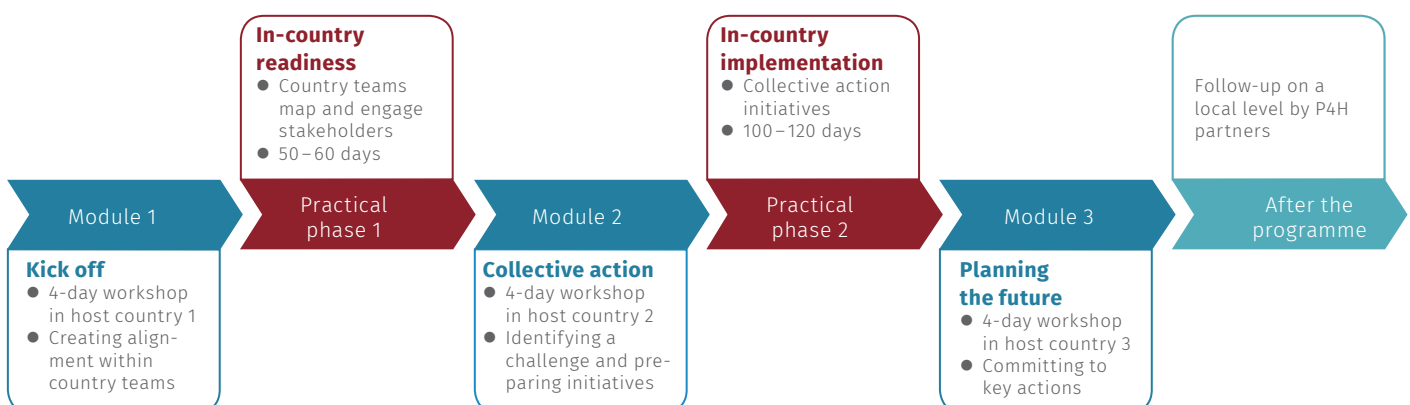
In each participating country, the L4UHC process helps to create a platform for collaboration aligned to national UHC agendas. After the programme, partners in the P4H network provide follow-on support which keeps the country teams focused on results. L4UHC also helps to create strong regional networks of UHC reformers, and many participants continue to engage with their counterparts from other countries after the programme is over.

The structure of the programme

L4UHC is organised in a series of three modules and two practical phases. During each module, partici-

pants undertake field visits to immerse themselves in the details of the host country's UHC experience, including meetings with reform leaders who represent different institutions and stakeholder groups. During the practical phases in their home countries, participants meet and work together as country teams, with support from local coaches.

- The **first module** focuses on the individual leadership capacities that are needed for collective action. Participants are immersed into the complexity of UHC and learn to identify underlying values and interests which might be conflicting. They practice the listening and dialogue skills that are essential for multi-stakeholder collaboration. They identify and articulate a personal connection to UHC and work with other members of their country team to identify an underlying value and a factor which aligns them across the different institutions from which they are drawn.
- During the **first practical phase**, teams meet in their home countries to practice the skills introduced during the initial module. Together, they undertake a stakeholder mapping exercise and identify other actors who need to be involved. They also shadow and engage with key UHC stakeholders in their own country to see challenges from other perspectives.
- The **second module** focuses on collective action. Participants learn skills for improving the quality of interactions with different stakeholders and practice coalition-building strategies. Together with technical and leadership experts, country teams identify an initial collective action



challenge that they can jointly tackle through a structured intervention designed to generate rapid results.

- In the **second practical phase** that follows, the country teams implement their collective action initiatives, supported by local coaches.
- The **final module** focuses on the future of UHC reform. Reflecting back upon the programme as a whole, and the collective action process in particular, participants define the next steps towards UHC reform in their countries and commit themselves to a set of key actions. These results

are shared with relevant stakeholders and development partners, who will continue to support the reform process after L4UHC has ended.

Participant profile

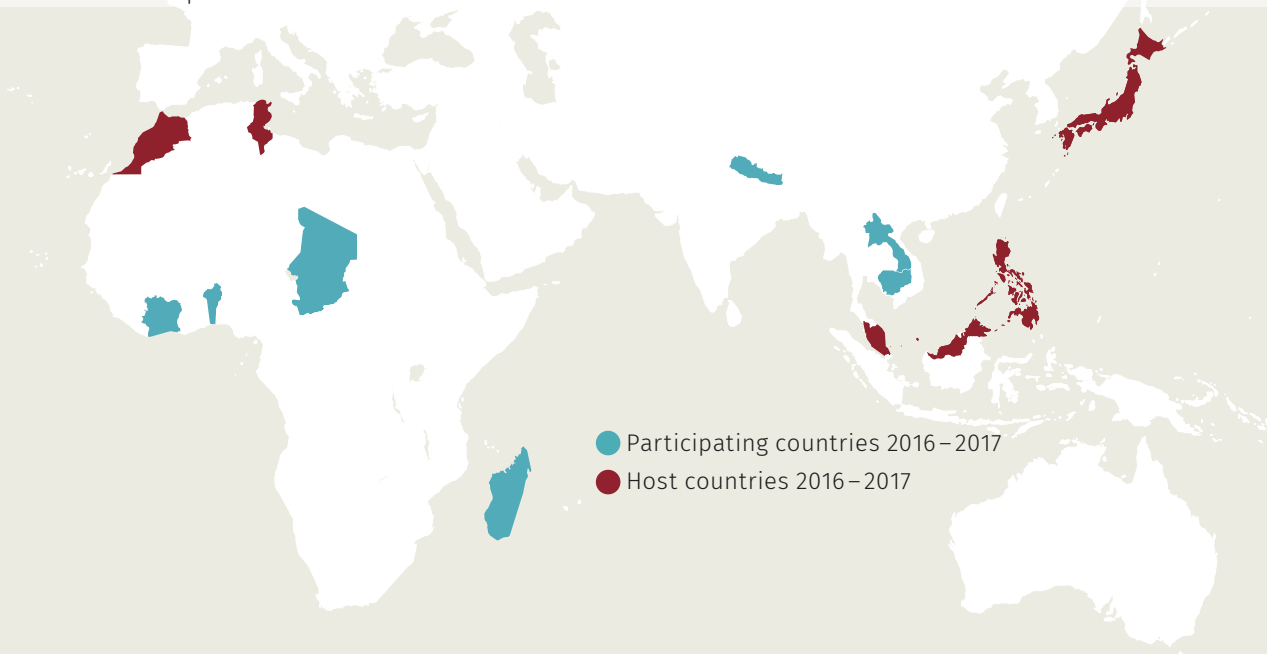
L4UHC brings together high-level representatives from government, the private sector and civil society who have the authority and credibility to catalyse social change in their respective countries. Once back home, these leaders widen their coalition and mobilise their implementing teams.

Institution	Level
Ministries of Health, Labour and Finance Other relevant ministries, e.g. Planning Prime Minister's office Thematic commissions	Ministers Director level or above
Parliamentary committees responsible for health/social protection	Members of Parliament
Social health insurance agencies Social security funds Private health insurance companies	Directors General Chief Executive Officers and Deputies
Civil society organisations Medical associations Trade unions Employer associations	Directors General Chief Executive Officers Managing or Executive Directors
Health service providers (public and private)	Directors General Chief Executive Officers Managing or Executive Directors

Customised programmes in Africa and Asia

Teams from multiple countries participate in each L4UHC programme cycle. The programme for each cycle is tailor-made and evolves, over the course of the year, alongside the work of the country teams.

L4UHC was first piloted in 2014-15. After further development, it is being implemented in parallel processes in Asia and Francophone Africa in 2016-17.



Special features of the L4UHC programme

- The composition of the country teams. L4UHC uses its convening power to bring together participants who reflect the UHC stakeholder landscape in the country. The programme actively identifies and works to secure the participation of people who are in a position to move the UHC agenda forward.
- The alignment of personal transformation and collective action. Collective action on UHC becomes possible when individuals challenge their own assumptions and open themselves up to new options for reform. L4UHC helps participants to see UHC from other perspectives and to identify, alongside members of their country team, a shared vision of the future as a starting point for change.
- The programme's relationship with the P4H network. L4UHC is integrated into the ongoing operations of the P4H network, thereby ensuring continuous support from the network's diverse

institutional members both during and after the programme. Through this unique institutional arrangement, L4UHC is positioned to make a continuous contribution to the 2030 Agenda for Sustainable Development.

Learn more!

L4UHC is gaining momentum. As the approach demonstrates its ability to create space for progress on UHC, more and more countries and organisations, both national and international, are interested in becoming involved.

Follow-up in the pilot countries has already shown remarkable results. To learn more, please visit <http://health.bmz.de/L4UHC>.

More information is also available from David Scheerer, david.scheerer@giz.de, Michael Adelhardt, madelhardt@worldbank.org or Claude Meyer, meyerc@who.int.

The P4H Network

Launched in 2007 as a G8 political initiative, P4H has since evolved into the major global network for health financing. It comprises the African Development Bank, the Asian Development Bank, France, Germany, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the International Labour Organization, Spain, Switzerland, the USA, the World Bank and the World Health Organization.



Published by



On behalf of



Published by:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

Address
Friedrich-Ebert-Allee 36
53113 Bonn, Germany
T +49 228 4460-3337
F +49 228 446080-3337
E info@giz.de
I www.giz.de

Photo credits, Title: GIZ/Mohammed Chamali

URL links:

Responsibility for the content of external websites linked in this publication always lies with their respective publishers. GIZ expressly dissociates itself from such content.

Maps:

The maps printed here are intended only for information purposes and in no way constitute recognition under international law of boundaries and territories. GIZ accepts no responsibility for these maps being entirely up to date, correct or complete. All liability for any damage, direct or indirect, resulting from their use is excluded.

GIZ is responsible for the content of this publication.

Bonn, March 2017