World Bank Institute

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Zusammenarbeit (GIZ) GmbH

Leadership for Universal Health Coverage

Supporting Leaders to Deliver Results

UHC – "a politically profound process"
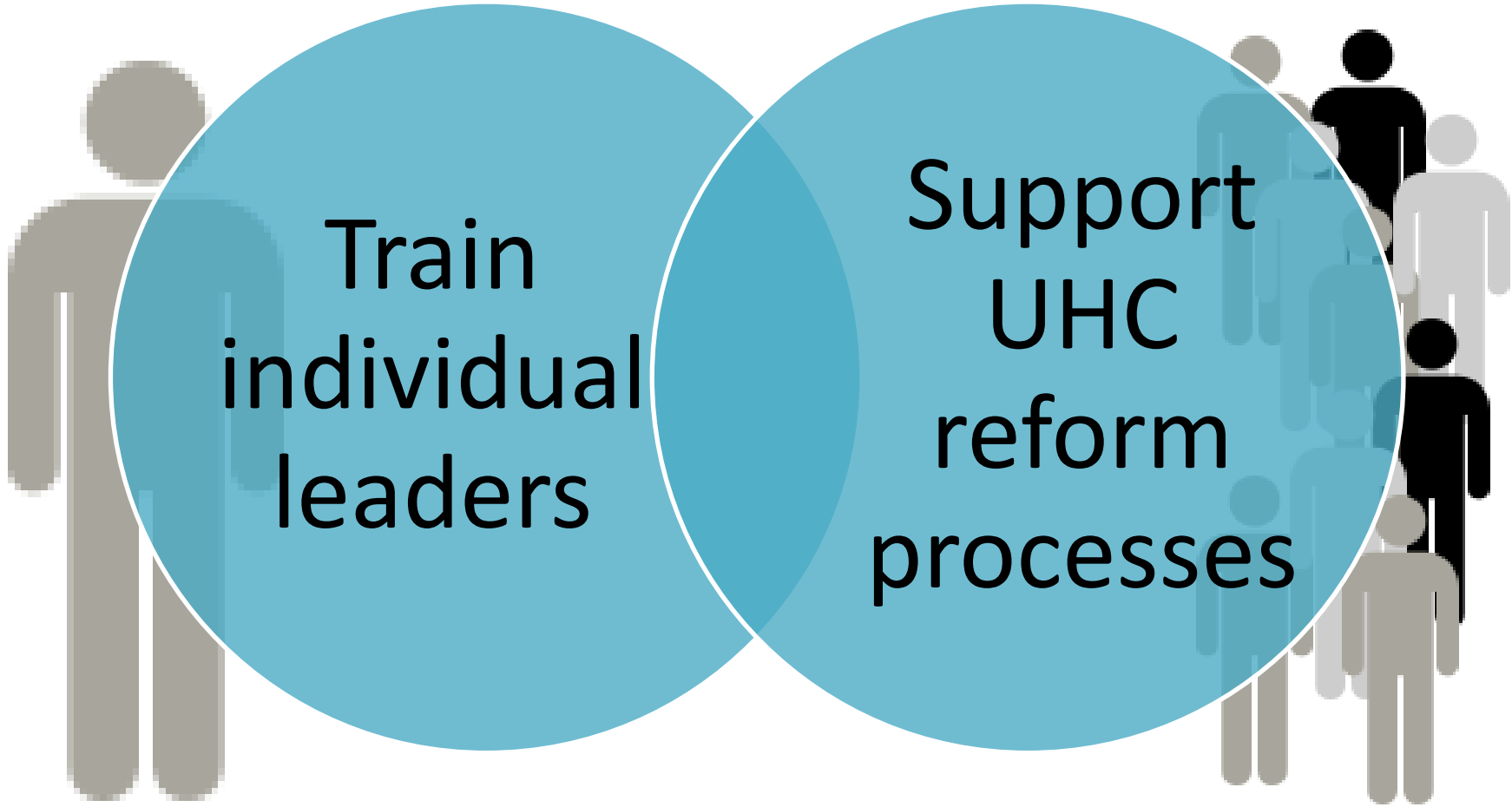
https://www.youtube.com/watch?v=uf85V9XASeo

Mpuma Kamanga, National SHI Coordinator, MOH Zambia on challenges in UHC reforms

Leadership for UHC – Dealing with complexity
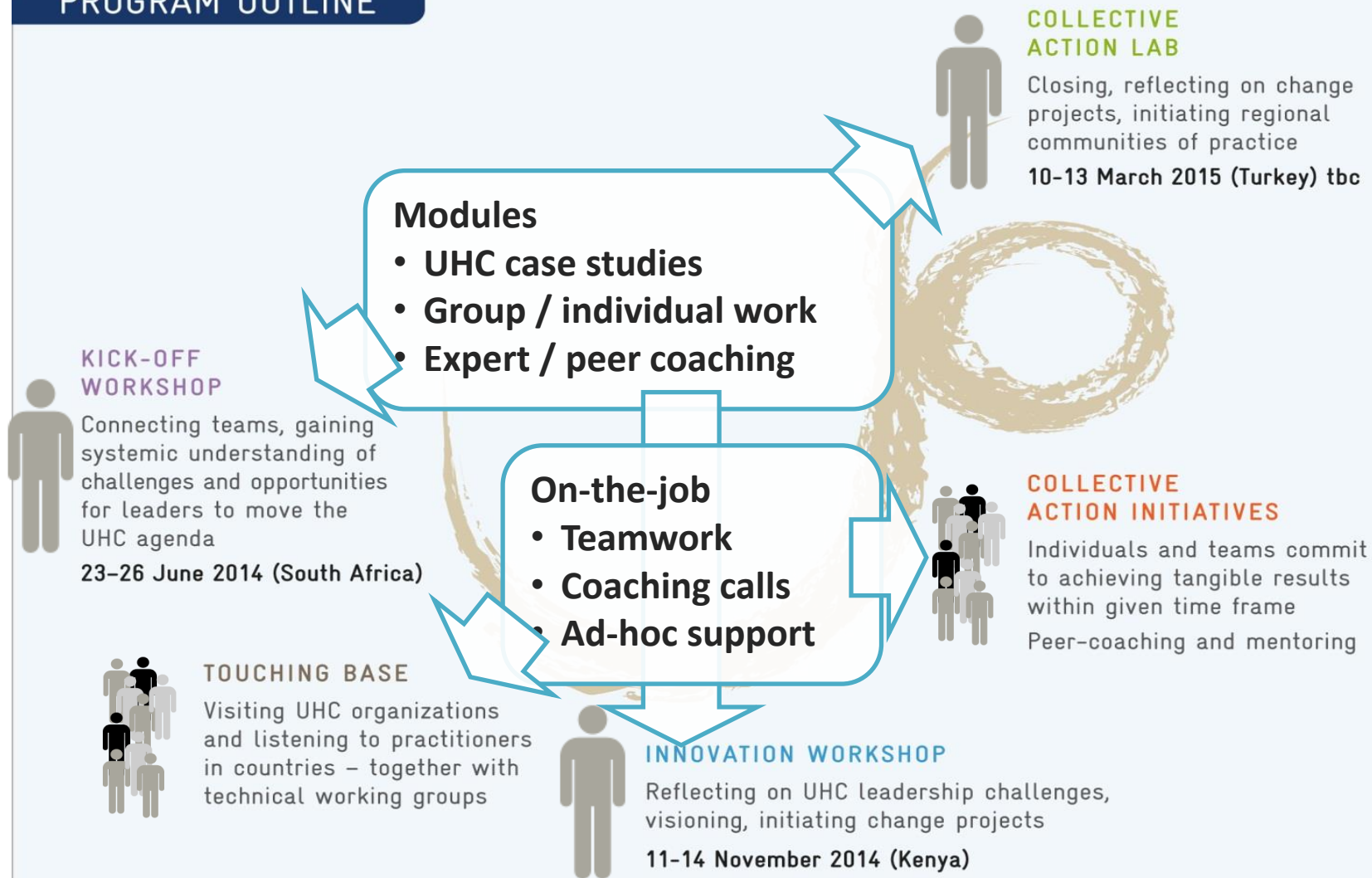
Achieving results on two levels

Train individual leaders

Support UHC reform processes

The tool - a leadership journey

PROGRAM OUTLINE

COLLECTIVE ACTION LAB
Closing, reflecting on change projects, initiating regional communities of practice
10–13 March 2015 (Turkey) tbc

Modules
- **UHC case studies**
- **Group / individual work**
- **Expert / peer coaching**

KICK-OFF WORKSHOP
Connecting teams, gaining systemic understanding of challenges and opportunities for leaders to move the UHC agenda
23–26 June 2014 (South Africa)

On-the-job
- **Teamwork**
- **Coaching calls**
- **Ad-hoc support**

COLLECTIVE ACTION INITIATIVES
Individuals and teams commit to achieving tangible results within given time frame
Peer–coaching and mentoring

TOUCHING BASE
Visiting UHC organizations and listening to practitioners in countries – together with technical working groups

INNOVATION WORKSHOP
Reflecting on UHC leadership challenges, visioning, initiating change projects
11–14 November 2014 (Kenya)

Developing competencies of leaders

Deepen understanding of value-base of UHC reform →
- **Fair choices in UHC reform**
- **Drill-down on values**

Gain competency in analysis of political-economy of UHC →
- **Adaptive Challenges**
- **Constraints to collective action**

Improve coalition building & consensus brokering skills →
- **Stakeholder analysis**
- **Communicating results**
- **Working across sectors**

Improve learning from success & failure →
- **Results-based planning**
- **Structured project review**

Strengthen willingness to seek & ability to give peer advice →
- **Training of different methods of peer advice**

Help leaders to strengthen their resolve & commitment →
- **Establish personal connection**
- **Reflection exercises**

Moving the local UHC reform processes

|	
Strengthen engagement of leaders in UHC reforms	**Recruitment of participants from different consitutencies** (amap)
Move a priority issue in the reform process	**Participants develop a Collective Action Initiative; feedback to TWG**
Strengthen contacts between decision & technical level	**Recruitment of participants from different levels**
Strengthen interaction with P4H network	• **Results-based planning** • **Structured project review**

TWGs on Health Financing (or similar) and Partner Groups on Health are informed and consulted for participation and participant selection

1st edition: Anglophone Africa
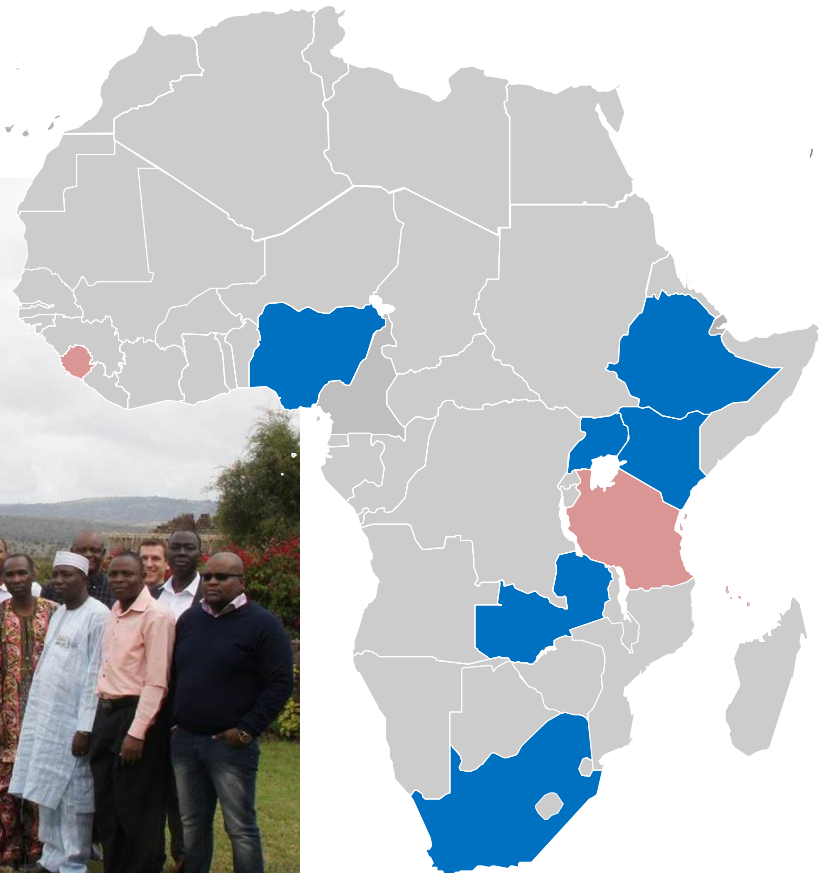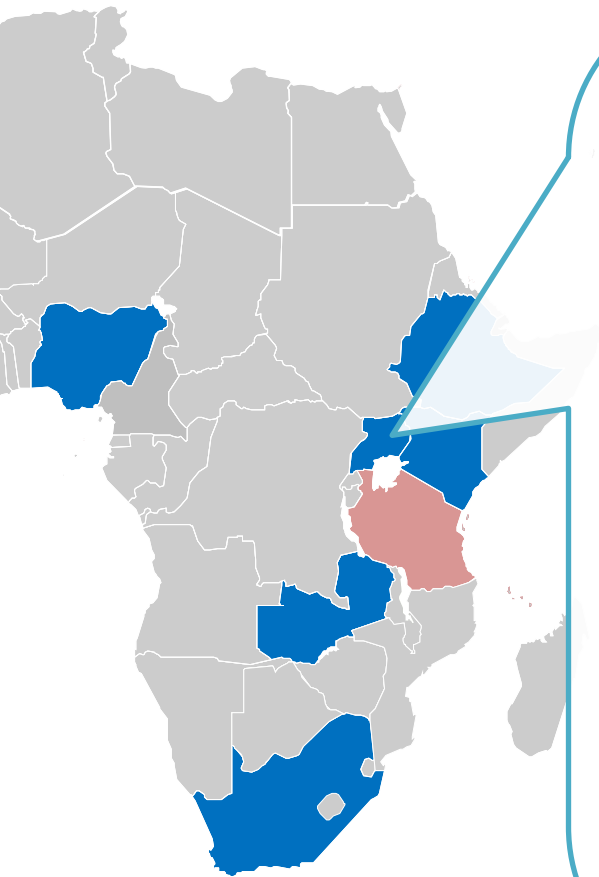
Preliminary results at individual level

Nigeria

Olalekan Olubajo, Nigeria National Primary Health Care Development Agency on the difference the "Leadership for UHC" Program makes:

https://www.youtube.com/watch?v=zVDgvJ1ZjBk
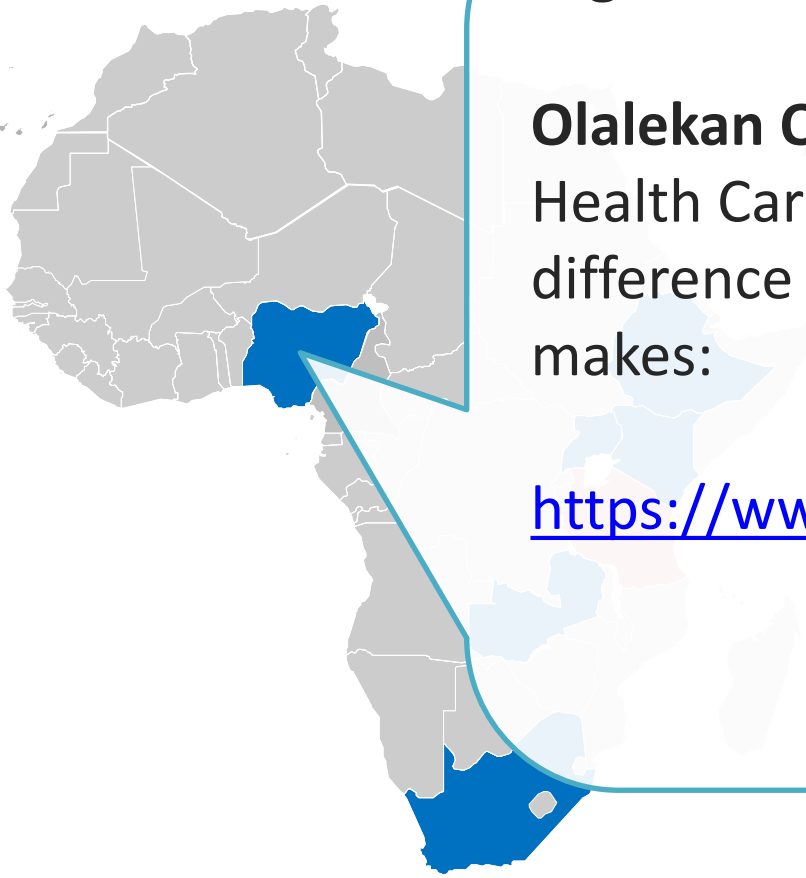
Preliminary results at UHC reform level

Uganda

Team: MOH: Minister, Director Policy and Planning; CEO Patients Rights Organization; WHO & WB

CAI: Establish a consultation architecture and facilitate effective dialogue for the development of a Roadmap for Universal Health Coverage

Preliminary results:

- Developed a concept note for a dialogue process with a roadmap for 2015
- Briefing note on UHC to facilitate dialogue and help build shared understanding
- Expansion of team to include Minister
- MOH planning a meeting with MOF on executive level

Looking ahead to 2015 and beyond

Early 2015: Evaluation

- **Individual learning results**
- **Results of Collective Action Initiatives**
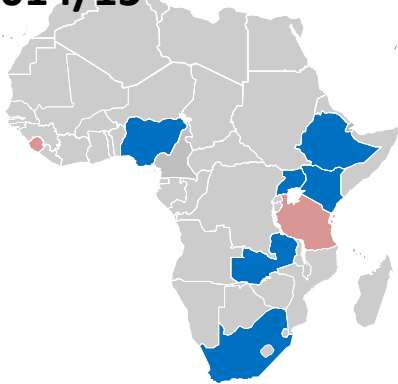
Mid 2015

Countries: ?

2016/17

Francophone Africa??

2nd edition Anglophone Africa??

2nd edition Asia??

Collaboration in the P4H network

2014/15

2015

... beyond

Opportunities to engage:

- UHC expert for Module 3 Anglophone Africa edition

- UHC experts for Asia edition

- Selection of program countries Asia edition

- Support participant nomination and selection

- Support team to attend and implement Collective Action Initiative
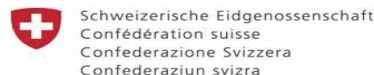
ADDITIONAL INFORMATION

The Program Organizers

The program is jointly designed and implemented by GIZ (Gesellschaft für internationale Zusammenarbeit) and the World Bank. Both organizations have extensive experience in health policy and in leadership development. At GIZ, the P4H Sector Project and the Leadership Group at the Academy for International Cooperation (AIZ) are involved; at the World Bank, it the World Bank Institute's Leadership and Health Practices, and the Africa Region.

AIZ and WBI have delivered successful leadership trainings in sectors as different as Water, Biodiversity and Energy, and provide well-known programs on health and social protection.

It is implemented as part of GIZ and WB's collaboration in the P4H partnership. P4H is a global network for Universal Health Coverage (UHC) and Social Health Protection (SHP). It was launched as a political initiative for SHP at the G8 summit 2007.
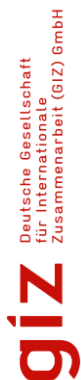
Financing partners:

BMZ — Federal Ministry for Economic Cooperation and Development

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

THE WORLD BANK
Working for a World Free of Poverty

Implementing partners:

giz — Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

World Bank Institute

P4H — Social Health Protection Network

The project team

Project Lead:

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Project Lead UHC
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Project Lead Leadership
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UHC Experts:

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Funders:

BMZ ✻ Federal Ministry for Economic Cooperation and Development

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

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Who is the Program for?

Key issue: Variety across organizations, sectors, age, gender… enough to create constructive friction but not to bring deadlock

Institution	Level
Ministries of Health, Labor, Finance. Planning, Prime Minister's Office, AIDS Commissions, etc.	Director Level or above, those responsible for Policy, Planning and Implementation
Health Insurance / Social Security Funds	Directors General / Chief Executive Officers, & Deputies
Civil Society / Medical Associations / Trade Unions / Employer Associations	Directors General / Chief Executive Officers, Managing / Executive Directors
Parliament: Committee responsible for Health / Social Protection	Members of Parliament
Health Service Providers (Associations, Tertiary / Teaching Hospitals)	Directors General / Chief Executive Officers, Managing / Executive Directors

Martin Kalungu-Banda (Leadership Facilitator)

Martin Kalungu-Banda is a consultant in leadership development; a designer and facilitator of innovation and organizational change; a trainer and coach.

Since September 2010, Martin has been serving as adviser to the Africa Governance Initiative of the Tony Blair Office, playing the role of Thinking Partner with Chiefs of Staff to African Heads of State. Martin has headed leadership-training and mentoring programs for cabinets and executives of South Africa, Namibia, Rwanda, Liberia, Libya, Ghana and Zambia.

Between March 2005 and May 2008, Martin served as Special Consultant and Chief of Staff to the President of Zambia. Together with the Presencing Institute, he prototyped new ways of responding to the HIV & AIDS pandemic in Zambia, Mozambique and Angola.

Martin has facilitated a variety of initiatives, on diverse issues from reducing the cost of heart surgery to raising a new crop of leaders in the banking industry, and in countries as varied as the UK, Abu Dhabi, and Argentina. He is the author of the bestseller "Leading Like Madiba: Leadership Lessons from Nelson Mandela" (2006) and " It's How We End That Matters: Leadership Lessons from an African President" (2009). His third book, "On the Wings of Others: How to Access Life's Greatest Opportunities," will be published soon.

What is a collective action initiative?

"collective action initiative" = UHC change project = "learning while doing"

"collective action initiative" because participants are expected to choose a challenge that is not only of a technical nature, but one that requires joint action of stakeholders; examples:

- Multisectoral team from Ministries Health, Finance, Labor, other government bodies → Health Financing Strategy their initiative → use program as an "incubator

- Team of hospital administrators / health insurance executives → common claims disputes → develop an arbitration process or new claims procedures

- Team of (local) government officials / civil society representatives → health services fail to meet community expectations → jointly develop and implement a social audit/citizen feedback and accountability initiative for primary health care facilities

Participants will receive leadership coaching, and mentoring by UHC experts

From all of Sub-Sahara Africa
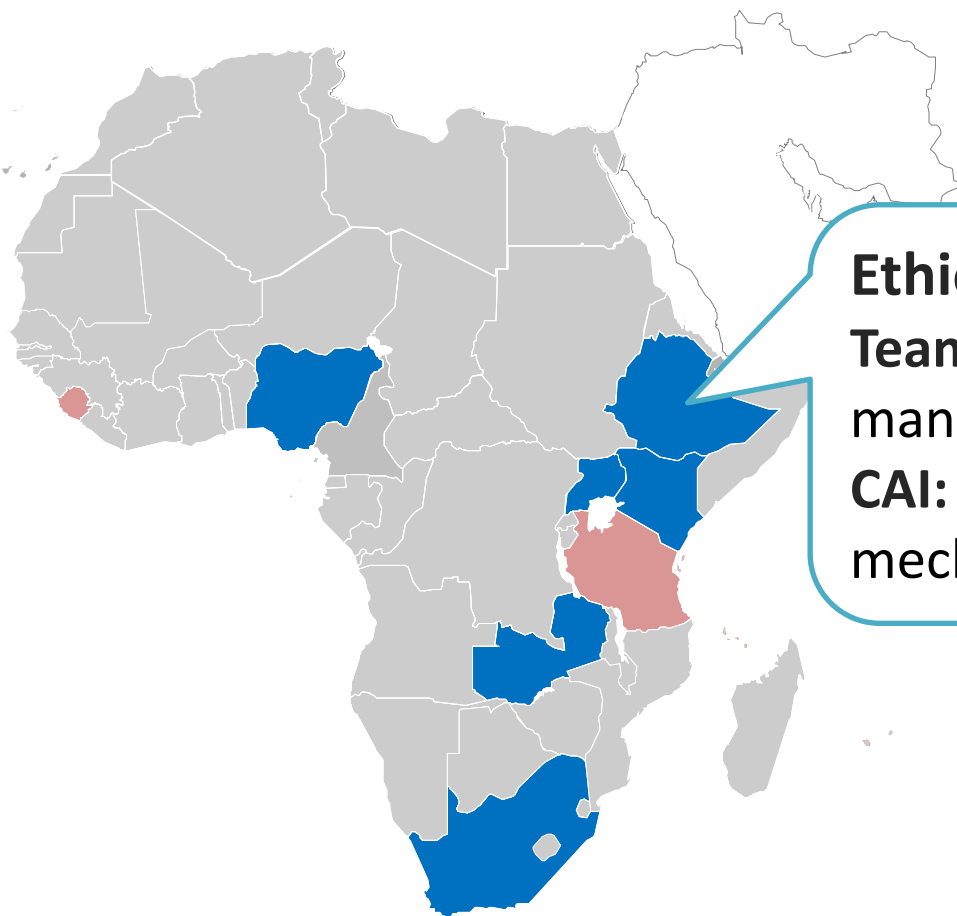
The six teams in the Leadership Program

Nigeria

Team: MOH Health Financing; DCEO and Zone Manager NHIS; PHCA – national and state level

CAI: Establish national and state level coordination mechanisms (Steering Committee & Technical Working Group

Leadership for UHC
A High-Level Program to Help Leaders Deliver Results

From all of Sub-Sahara Africa

The six teams in the Leadership Program

Ethiopia
Team: Ag. DG, Directors & Branch managers of EHIA
CAI: Create a supportive supervision mechanism for CBHI at the EHIA

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From all of Sub-Sahara Africa
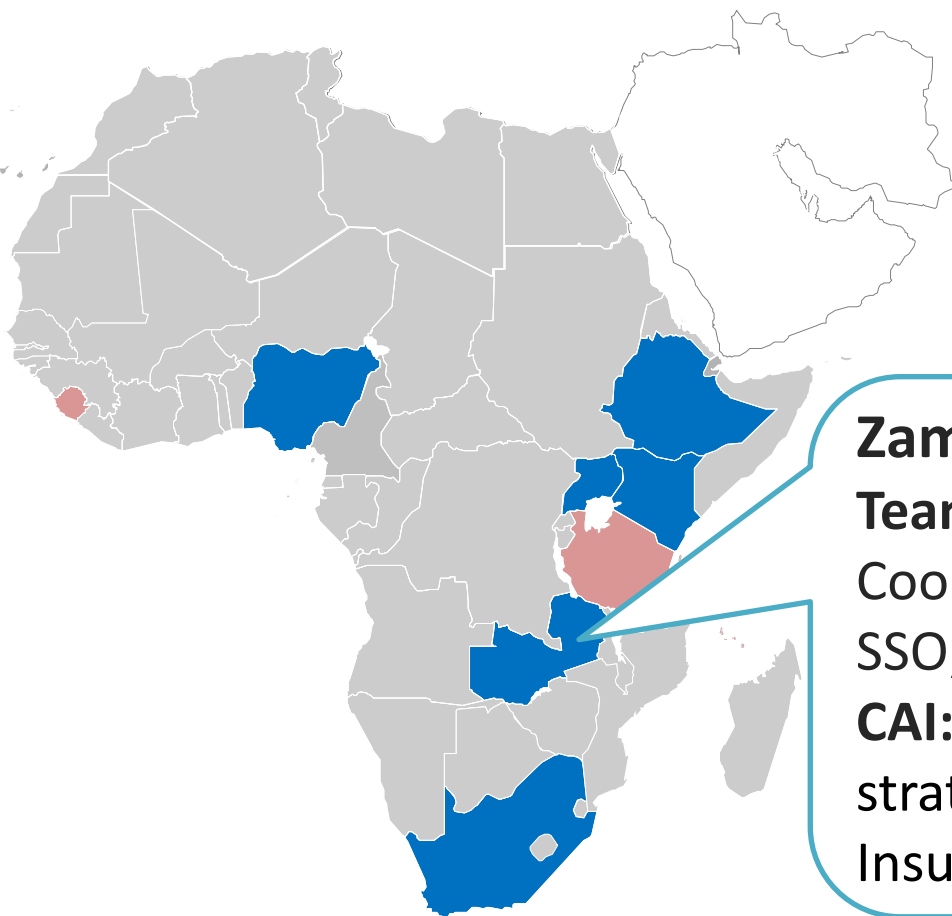
The six teams in the Leadership Program
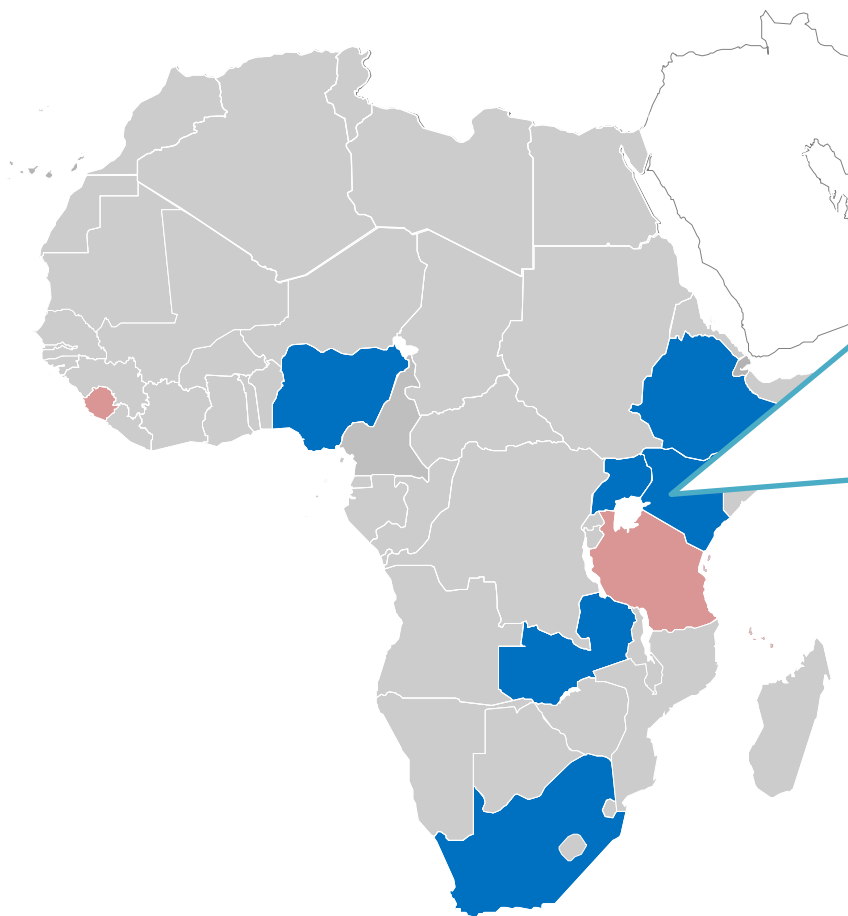
Kenya
Team*:* County Governor and Minister of Health; NHIF Director; MOF
CAI: Engage additional stakeholders from the decentralized level in the UHC Technical Working Group

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From all of Sub-Sahara Africa
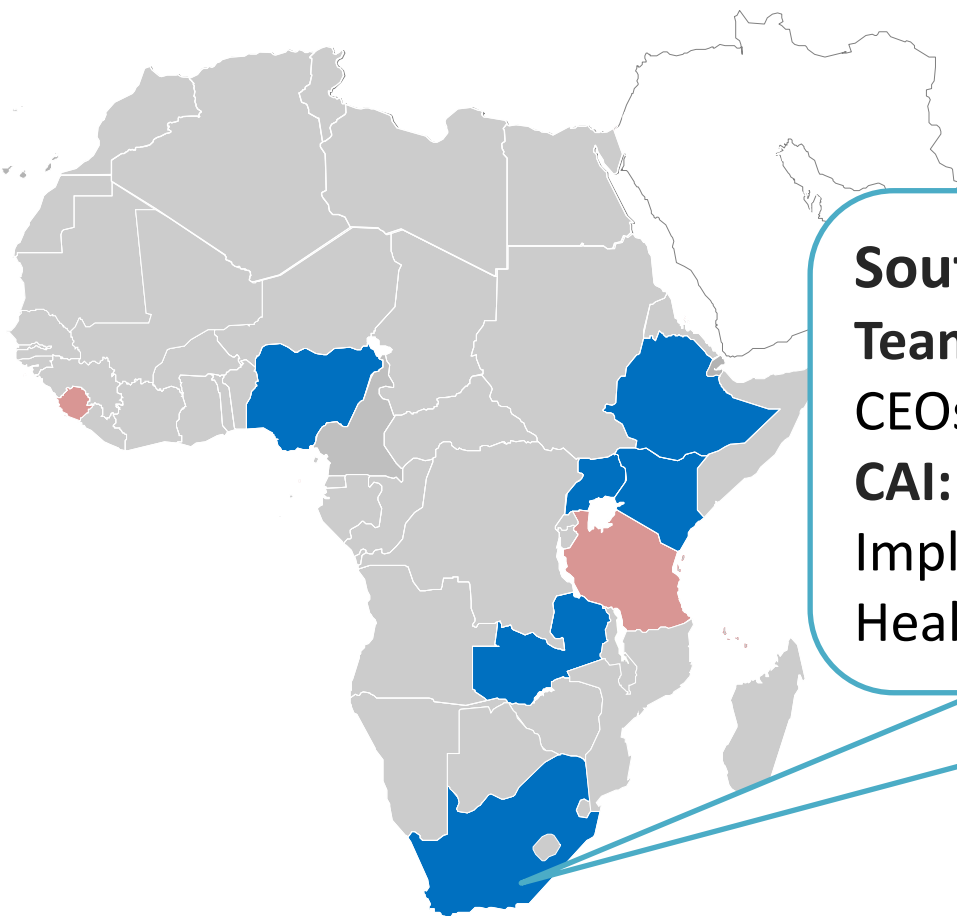
The six teams in the Leadership Program

Zambia
Team: MOH: Director P&P + TSS, SHI Coordinator, PMO; MOCDM&CH; MOL SSO; MOF SBA
CAI: Develop a communication strategy for the Social Health Insurance