

## Leadership for UHC program (LDP) - what is it?

The LDP

- Has been developed by WB and GIZ under the umbrella of P4H; it is year-long program that supports country practitioners and teams on the **“how to” of UHC reform** with face-to-face workshops, action learning and coaching support; it has been first piloted in Africa region including teams from Ethiopia, Kenya, Uganda, Nigeria, South Africa, and Zambia.
- Is based on an understanding that solutions to society-wide challenges such as UHC reform are not found in blueprints from elsewhere; they need to be developed in an **adaptive process** by those involved in and affected by change.
- Is based on the assumption that UHC will only happen if leaders bring their individual qualities into a **collective effort**.
- Supports individual leaders to develop their **leadership competencies**; and facilitates ongoing UHC reform processes by bringing together a team of selected **influential stakeholders**.
- Helps building **effective leaders** who observe the reform landscape, convene stakeholders and build coalitions for change; who bring diverse people together and enable them to work, innovate and transform together; who provide guidance based on personal commitment and positive values; who sustain the energy needed for the job because they know why they are in the game.
- Is not a stand-alone activity. The program tightly links and creates synergies with (P4H supported) country processes and operations.

## Rationale and expected P4H added value

Countries often struggle with UHC reforms because they are **complex**; they are demanding in design and involve trade-offs that are political and value-driven. Experience shows that moving closer towards UHC requires not only strong technical expertise, but also **time and space for stakeholders** to find common ground and develop a shared vision. It needs a concerted and collaborative effort within and among different Ministries, and across the public, private sector and civil society sectors. Such collaboration requires effort and cannot be taken for granted where there is no history of working together or talking to each other.

The LDP can

- Lead to more inclusive and multi-sectoral **stakeholder involvement** by strengthening the awareness of the need for broad ownership of change to achieve sustainable results;
- Assist in unblocking, reviving and accelerating UHC processes by **establishing trust** between stakeholders through a joint project and a protected environment;
- Be a **catalyst for P4H supported Health Financing strategy processes**, complementing and leveraging technical inputs (studies, flagship, etc.) with skills and tools for dealing with the adaptive aspects of UHC reform.
- Enhance operations and interactions between P4H members and partner countries.

## Reality check: encouraging results - some untapped potential

The analysis of the first program cycle is still ongoing, but a first review of the data is encouraging. Participants and development partners working with the participants in their day-to-day job have confirmed three areas of change:

- Participants engage with their work on a deeper level providing additional strength to put in the extra work required to affect real change.

- They seek out information for decision-making more effectively through greater inclusiveness and openness towards diverse views.
- They are more aware of the need to find allies and build champions for the cause.

Even though a direct attribution of this change is not possible, the correlation of the timing of the program and the changes observed make it quite plausible that the program played a conducive role. One clear lesson from the first edition is that the LDP can only be as effective as the participating individuals and teams. This holds for the development of individual leadership qualities, but even more so for the success of the collective effort of country teams to move their domestic UHC agendas through their “collective action initiatives”, a team project that is embedded in the program. To maximize the program’s potential, P4H partners can work together in the selection of teams of participants with a focus on mandate, influence and diversity.

### How can we make more and better use of the LDP?

**Share results and learnings** from the LDP: focus on the strategic value and potential of the LDP to leverage ongoing work and strengthen the sustainability of technically oriented support.

Build on success: **expand and roll-out the LDP** based on systematic, in-depth learning from this first edition. Consultations with resource persons from P4H partners and other actors should guide the selection of priority countries and the timing of the initiative.

**Involve other interested partners** based on their interests, commitments and contributions.

Link capacity development of partner countries with **staff development** of P4H members.

**Starting points** for this work are the following areas:

- Building understanding for program goals, content and results among P4H members active in candidate countries for new program cycles (e.g. roadshow);
- Optimizing the recruitment of teams and participants by strengthening the involvement of all P4H members in applying countries;
- Tailoring content to the country situation and needs (joint assessment by P4H members);
- More involvement of P4H members at country level in follow-up and integration in ongoing country support on HF strategy development and implementation;
- Links to and synergies with other capacity development activities (e.g. flagship course) and networks (e.g. JLN - complementarity of technical hands-on peer-to-peer capacity building with the how of UHC reform on adaptive policy and strategy issues).