



Leadership for Universal Health Coverage

Supporting Leaders to Deliver Results

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

What this Program Offers You

You are working to make universal access to health services a reality. You want to make change happen, but it is an uphill struggle. This program is for you. Top-notch Universal Health Coverage (UHC) and leadership experts will support you to:

- Define the resources you have and the challenges you face in your work – investigate the values involved and the trade-offs to be made on the way to UHC.
- Analyze your UHC reform environment – identify what interests are at stake, who your allies are, and sources of opposition.
- Gain skills to build effective alliances and broker consensus and commitment for needed changes.
- Apply modern management techniques to UHC reform – use an expert mentor's support to learn from successes and failures in implementing your own UHC change project.
- Get peer-support – build a network of practitioner-advisers from your co-participants.

Achieving your UHC Agenda – a Leadership Challenge

Worldwide, 1.3 billion people do not have access to effective and affordable health care. Every year 100 million are pushed below the poverty line because they fall ill, use health services, and pay out of pocket. At the same time, poverty increases the risk to fall sick. UHC can break this vicious circle.

Leaders committed to working towards UHC are faced with complex tasks and conflicting interests:

- Different stakeholders, institutions and organizations may have their own UHC-related strategies, and often lack a shared vision that would enable them to jointly move towards shared goals;
- Cooperation among the relevant ministries (e.g. Health, Finance, Labor) is limited and different government and private sector stakeholders don't fully understand each other's roles and relevance, or have conflicting interests;
- Communication and cooperation between technical experts and the political leaders responsible for making UHC happen is often insufficient and not sustained;
- Policy makers often are not sufficiently aware of the challenges faced by those who have to implement their policies at the local level (e.g. hospital administrators);
- Successful change needs flexible and thoughtful adjustment of policies and plans as unforeseen challenges emerge. This requires good information on what is happening, openness to acknowledge problems, and a willingness to work towards common solutions.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

These issues are highly interrelated and cannot be solved by one actor alone. Effective reforms depend on the collaboration and dialogue between stakeholders across sectors at local, regional, national and international levels. Leadership is needed to develop new ways of thinking and working to design and implement reforms. Next to the ‘what’, success depends equally on the ‘how’ and ‘who’ of reforms: leaders need to be able to drive processes, understand the challenges, build strong coalitions towards shared goals, and co-create innovative solutions across institutional and sectoral boundaries.

Who is the Program for?

The program aims to bring together leaders from all relevant ministries as well as from the private sector, health insurance funds and health service providers (see table below). Ideally, a team from each country of at least four leaders representing different institutions should participate.

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

To ensure peer-to-peer learning among countries in the same region, applications are invited from East- and Southern Africa (e.g. Ethiopia, Kenya, Rwanda, South Africa, Tanzania, Uganda, Zambia) for an Africa program, and from countries in South/East Asia (e.g. Bangladesh, Cambodia, Indonesia, Nepal) for an Asia Program.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

Program Outline

Leaders' time is precious and scarce. Therefore the program is designed as a focused and intensive learning and leadership journey. Over a period of 6-8 months, it consists of three regional face-to-face workshops, individual and group-based activities at country level, online coaching and mentoring sessions.

PROGRAM OUTLINE

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)

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

15-18 October 2014 (Kenya)

COLLECTIVE ACTION LAB

Closing, reflecting on change projects, initiating regional communities of practice

03-06 March 2015 (Ethiopia)

COLLECTIVE ACTION INITIATIVES

Individuals and teams commit to achieving tangible results within given time frame

Peer-coaching and mentoring



Catalyzing Ongoing Reform Processes

The program is integrated into ongoing UHC reform processes. Participants are selected, individually and as teams, based on their potential to succeed in tackling a key challenge of the reform process that requires collective action. Typically, country teams work jointly on a shared initiative, but subgroups or individuals can also develop their own “collective action initiative”.

Initiatives should be innovative and results-oriented and should support the UHC reforms under way in the leaders’ country. Each initiative will be unique to the country context and the composition of a country team. The following examples illustrate a few possible hypothetical initiatives only – these are not a “menu of options” to choose from:

- A multisectoral team from Ministries of Health, Finance, Labour and other government bodies could make the development of a Health Financing Strategy their initiative and use the program as an “incubator” for ideas.
- A team of hospital administrators and health insurance executives from an environment where claims disputes are common could choose to develop an arbitration process or new claims procedures through the program.
- A team of (local) government officials and civil society representatives from a country where health services fail to meet community expectations could agree to 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 during the implementation of their initiative. The facilitators and experts in the program are highly experienced advisors that have worked at top levels and across sectors.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

Faculty



Martin Kalungu-Banda (Lead 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.



Chris Atim (Lead UHC Expert)

Dr. Chris Atim is a senior health economist with 20 years of post-doctoral experience in health economics and financing in developing countries, with special emphasis on Africa. He holds a PhD from the University of Sussex in the UK, and currently works as a senior health economist in the World Bank’s health systems hub based in Senegal. Before that he worked extensively providing leadership and technical assistance in health financing in more than two dozen African countries and through a number of organizations, including the HLSP Institute (UK), Abt Associates Inc. (USA), and the ILO.

Between 1999 and 2004, he was Resident Regional Advisor for West and Central Africa and Senior Economist for USAID’s Partnerships for Health Reform (PHR/PHRplus) project. He currently also serves as the executive director of the African Health Economics and Policy Association (AfHEA) and was also a member of Ghana’s PNDC Government at an earlier stage.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

Benjamin Kafka (Facilitator)



Benjamin is a facilitator and social entrepreneur, focusing on transformational leadership and participation in diverse multi-stakeholder environments. He is co-founder of the Berlin-based social enterprise Impuls - Agentur für angewandte Utopien („agency for applied utopia“) that develops innovative processes supporting the transformation towards post-growth societies. Previously, he has been engaged in value chain analysis and rural development in Tanzania, Bosnia and Herzegovina and Burkina Faso, for UNDP and GTZ, among others. Benjamin recently co-authored the GIZ „Toolbox Leadership for Global Responsibility“ . He has studied Economics, Political Science

and Social Anthropology at the University of Freiburg, Germany, and he holds an M.A. in International Economics from the University of Sussex, UK.

Ceren Ozer (Leadership Expert)

Ceren has been leading the work on Collective Action at the Leadership Practice of the World Bank Institute. She has been working as a development economist in the past 12 years with increasing responsibilities in policy, technical and front-line operations.

She worked in the World Bank’s East and South Asia Regions as an economist; and was previously a researcher in premier economic policy think-tank, the Center for Global Development. Ceren was based in Dhaka, Bangladesh working for the World Bank on economic policy and governance reform during 2007 - 2009.



She has a Ph.D. in political economy from the Johns Hopkins School of Advanced International Studies (SAIS) in progress; an M.A. in international relations, conflict management and international economics from SAIS, and a B.A. in economics from the Bogazici University. Ceren co-authored A Better Globalization: Legitimacy, Governance, and Reform with Kemal Dervis focusing on reform of the United Nations; trade reform; and offering policy proposals to deal with middle-income countries’ debt burden, and low-income countries special challenges. Ceren served as the elected Chairwoman of the World Bank – IMF Turkish Staff Association, and is on the advisory board of the Silk Road Society, the Freer and Sackler Galleries’ membership group.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

Klaus Althoff (Leadership Expert)



Klaus Althoff is a leadership expert, facilitator and coach at GIZ. With his team and network partners he co-created 'Leadership for Global Responsibility' - GIZ's value-driven and competency-based leadership development approach that offers change drivers from around the world a space to further develop core leadership competencies, collaboratively design innovative prototypes for work-related challenges, and build effective leadership networks on a global scale. Klaus works for GIZ's Academy for International Cooperation and is based in Bonn, Germany.

He has a long track record in International Cooperation with Human Capacity Development projects mainly on issues of good governance and regional integration in East Africa, Southern Africa, Central and South East Europe. He studied Political Science, (East European) History and Political Philosophy in Cologne, London and Krakow.

Kai Straehler-Pohl (UHC Expert)



Kai Straehler-Pohl is an Advisor for Social Health Protection at the GIZ in Germany. He has advised Governments in several African countries on the process of social health protection (SHP) reforms and developed capacities in ministries of health and others to enable them to move towards Universal Health Coverage (UHC). He sees health and social protection systems as key tools to allow everyone to realize their full potential and lead a life in dignity. Kai has worked on behalf of the German, British and Danish Governments. He holds an M.Sc. in Health Economics (University of York, U.K.) and a B.A. in International Relations (Technical University of Dresden, Germany).

Peter Senge (Leadership Expert and Program Advisor)



Peter Senge is Senior Lecturer at the Sloan School of Management, Massachusetts Institute of Technology, and Founding Chair of the Society of Organizational Learning (SoL), a global network of people and institutions working together for systemic change. His work centers on promoting shared understanding of complex issues and shared leadership for creating healthier human systems. Today, this involves major cross-sector collaborative projects focused on global food systems, climate change, circular (zero waste) business models and regenerative economies, and youth leadership and the future of education.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

Peter is the author of *The Fifth Discipline: The Art and Practice of the Learning Organization* (over two million copies sold worldwide), co-author of the three related field-books, *Presence: An Exploration of Profound Change in People, Society, and Organizations* and most recently, *The Necessary Revolution: How Individuals and Organizations are Working Together to Create a Sustainable World*. *The Fifth Discipline* was recognized by *Harvard Business Review* as “one of the seminal management books of the last 75 years,” and by the *Financial Times* as one of five “most important” management books. *The Journal of Business Strategy* named him as one of the 24 people who had the greatest influence on business strategy in the 20th century. Peter has a bachelor’s degree from Stanford University (where he received the F.E. Terman senior engineering award) and a Masters and Ph.D. from MIT.

Otto Scharmer (Leadership Expert and Program Advisor)



Dr. C. Otto Scharmer is a Senior Lecturer at the Massachusetts Institute of Technology (MIT), and founding chair of the Presencing Institute. Scharmer chairs the MIT IDEAS program and helps groups of diverse stakeholders from business, government, and civil society to innovate at the level of the whole system. He co-founded the Global Wellbeing and Gross National Happiness (GNH) Lab, which links innovators from Bhutan, Brazil, Europe, and the United States in order to innovate beyond GDP. He is working with governments in Africa, Asia, and Europe and has delivered award-winning leadership and innovation programs for clients including Alibaba, Daimler, Eileen Fisher, Fujitsu, Google, Natura, and PriceWaterhouse.

Scharmer introduced the concept of “presencing” - learning from the emerging future - in his bestselling books *Theory U* and *Presence* (the latter co-authored with P. Senge, J. Jaworski, and B. S. Flowers). His new book *Leading From the Emerging Future: From Ego-system to Eco-system Economies* (co-authored with Katrin Kaufer) focuses on transforming business, society, and self (published in July 2013).

He currently is a Vice Chair of the World Economic Forum’s Global Agenda Council on New Leadership Models and holds a Ph.D. in economics and management from Witten-Herdecke University in Germany.

LEADERSHIP FOR UHC

Supporting Leaders to Deliver Results

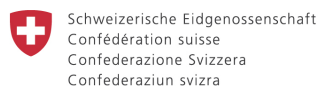
Organizers

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.

The program 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:



Implemented by: Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH and the World Bank.



A partnership in:



Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Friedrich-Ebert-Allee 40
53113 Bonn
T +49 228 44 60-0
F +49 228 44 60-17 66
E info@giz.de
I www.giz.de