



Leadership for Universal Health Coverage (UHC)

Supporting Leaders to Deliver Results

Asia

LEADERSHIP FOR UHC

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Leadership for Universal Health Coverage (UHC) Program

The **Leadership for UHC Program** is implemented as part of **GIZ and World Bank's** collaboration in the **Providing for Health (P4H) Network**. P4H is a **global network for UHC and Social Health Protection (SHP)**. Launched in 2007 as a G8 political initiative, it now comprises of the following members: African Development Bank (AfDB), Asian Development Bank (ADB), France, Germany, International Labour Organization (ILO), Spain, Switzerland, USA, World Bank (WB), World Health Organization (WHO).

The Program is jointly designed and implemented by GIZ and the Leadership Learning, and Innovation (LLI) Vice Presidency of the World Bank Group (WBG). Both organizations have extensive experience in the field of UHC and in leadership development. At GIZ, the Sector Project P4H and the Leadership Group at the Academy for International Cooperation (AIZ) are involved; at the World Bank, the LLI and the Global Health Practice are partners.

The vision

One billion people lack access to needed health care and 100 million fall into poverty paying for care every year. To tackle this challenge, the **2030 Agenda for Sustainable Development** aims to achieve worldwide **Universal Health Coverage (UHC)**. UHC means that all people are able to receive needed health services of sufficient quality to be effective, without fear that the use of those services would expose the user or family members to financial hardship. Technical design solutions to create equitable health financing mechanisms are well known: prepayment, progressive financing sources, universal risk pool including poor and rich alike, one universal benefit package. However, the political challenges can be immense. The process of moving closer to UHC is complex and time consuming.

We believe that a big part of moving the UHC agenda forward is a leadership challenge. A lot of support to UHC leaders and practitioners focuses on finding technical solutions to problems, starting with diagnoses of “what’s wrong”, to recommendations of “good practice”, to assistance in transferring those “good practices”. Mixed results arising from this approach suggest that addressing UHC reform challenges, in particular the political economy of UHC, includes more than deploying technical solutions.

Successful implementation of UHC reform requires individuals, groups, and organizations to effectively work together toward achieving complex objectives and staying focused on results. This process usually requires taking into account multiple perspectives as well as accepting and adopting new ways of doing things. Simply put, this is part of the “How of UHC reforms”, which ranges from project level initiatives to large-scale policy change.

The Leadership for UHC Program supports countries in advancing and accelerating their UHC agenda by supporting the country counterparts (as individuals and as country teams) with leadership training, coalition building support and results-oriented collective action initiatives. The Program’s main focus rests on “how to” tackle political economy and adaptive challenges of the UHC agenda.

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Why leadership for UHC matters

UHC is complex. To reach a state where everyone can use the promotive, preventive, curative, and rehabilitative health services they need, of sufficient quality to be effective, without facing financial hardship or impoverishment, requires technical as well as political solutions. While there is international consensus that access to health services is a right – not an earned privilege – such a call for equity in health puts many countries, in particular with lower incomes, under immense pressure: can we afford UHC and how do we cover those who cannot afford to pay? Besides the technical challenge of building sustainable systems responsive to the needs of the population, countries face tough political choices and trade-offs between the three dimensions of UHC: population, service and cost coverage.

UHC concerns us all – it is everyone’s business. Moving closer towards UHC needs a concerted and coordinated effort within and across involved sectors and stakeholders. UHC is increasingly being promoted by the health sector, and it is not uncommon that health ministries lead the technical agenda of UHC. However, UHC goes beyond the health sector. UHC can also be viewed as part of broader social protection guaranteeing basic health services to the population. Furthermore, with public financing forming a fundamental pillar for UHC, the Ministry of Finance and various other health budget holders, in particular local governments in decentralized settings, need to be part of a national solution for UHC. Many stakeholders, levels and sectors also means conflicting and competing interests, with some stakeholders pulling in different directions. Leaders can play a crucial role in getting everyone on board and broaden the ownership of the common agenda. They can become champions of change that connect stakeholders, facilitate dialogue and help building consensus and coherent UHC related policies within and across sectors.

What are key leadership needs related to UHC?

In the process of developing this program, key leadership needs related to the UHC agenda were identified based on interviews with our staff, key counterparts in Ministries (e.g. Health, Labor, Social Affairs, Finance), Health Insurance Funds, Civil Society Organizations as well as other partners in the sector in various countries. We also learned from the experience of the successful Health Financing Flagship Program that has been running for 17 years now in order to identify what participants need and where a new offer could add value.

Designed based on these insights, the Leadership for UHC Program was first piloted in English-speaking Africa in 2014 – 2015, with the participation of teams from six countries: Ethiopia, Kenya, Uganda, Nigeria, South Africa, and Zambia.

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Results show that the Program serves the UHC reform process via several levers:

- **Analyzing the UHC reform environment** by defining the available resources and the challenges faced, identifying the interests at stake both from allies and opposition, and investigating the values involved and trade-offs to be made on the way towards UHC.
- **Leadership skills** for improved communication, dialogue and trust building – moving towards UHC requires a varied number of stakeholders to effectively work together across sectors (in particular health, social development and finance) as well as at political and technical levels. Leaders need to introduce sustainable mechanisms to model, cultivate and improve communication, dialogue and trust across sectors.
- **Establishing effective collaboration mechanisms** – collaboration among relevant ministries (e.g. Health, Finance, Labor) and other groups (in the case of decentralized countries for example between central authority and states or counties) is a key requirement to advance the UHC agenda; often there is scope for improving the mutual understanding of goals, roles and relevance of the different government, CSO and private sector stakeholders.
- **High-level thinking partnership and support** from subject-matter and leadership experts – while leaders are often experts in the UHC field, mentorship on “how” of coalition building and implementation by experienced UHC practitioners is critical. The experts and the field staff of WBG, GIZ and Partners – from ILO to Global Fund – play that role.
- **Innovative learning by doing** and demonstration of successful implementation – country teams launch Collective Action Initiatives.
- **Peer learning and knowledge exchange** – country teams learn from each other’s experience and establish a support network. Also through the inclusion of high level thinking partners and field visits in the host countries, there is a strong element of south-south learning about reform coalitions and leadership for UHC.

Participant profile:

The Program brings together high level representatives from government (such as all relevant ministries), the private sector (health insurance funds and health service providers) and civil society (key associations integral to UHC reform processes).

The Program operates at two levels. First face-to-face engagement starts with senior representatives who lead the UHC agenda (see table below for examples) and who have the authority and credibility to forge coalitions and develop innovative solutions towards advancement of reforms.

In the next stages of the Program these leaders mobilize and engage their implementing teams in their respective countries. Some country teams may also opt for widening their UHC coalition and the Program can support this in-country process. In this way the Program supports the mobilization and work of a much larger team of people in each country.

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Institution	Level
Ministries of Health, Labor, Finance and other relevant Ministries (e.g. Planning, Prime Minister's Office, AIDS Commissions, etc.)	Ministers and Director Level or above
Health Insurance / Social Security Funds	Directors General / Chief Executive Officers, & Deputies (Social Security Funds: Director Health Insurance)
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

Geographic focus

After its first edition in Anglophone Africa in 2014 – 2015, the Program is now offered in Asia and Francophone Africa separately with different timelines in order to ensure peer-to-peer learning between countries where learning synergies are highest.

Leadership for UHC in Asia: program objectives, content and phases

The Asia Program will include about **30 participants from Cambodia, Lao and Nepal** (each with a team of 7 – 10 participants). Each workshop will take place in a country in Asia that has important UHC experiences to share and the Program will have deep engagement with these countries as well. **Host countries are fellow travelers on the road to UHC** whose diverse experience and comparative progress can provide great inspiration. In this regard, learning from past mistakes and unsolved challenges is just as important as learning from the numerous successes the host countries have been able to achieve. This is also a **fruitful experience for the host countries themselves**, as it stirs in-depth reflection on their own UHC processes.

Key objectives of the Program are:

- To get a deeper understanding of UHC-related political economy issues and adaptive leadership challenges.
- To jointly reflect on change towards UHC from a leadership perspective, including the role of self-mastery and quality of interactions with other stakeholders.
- To acquire skills for initiating and making change towards UHC happen.

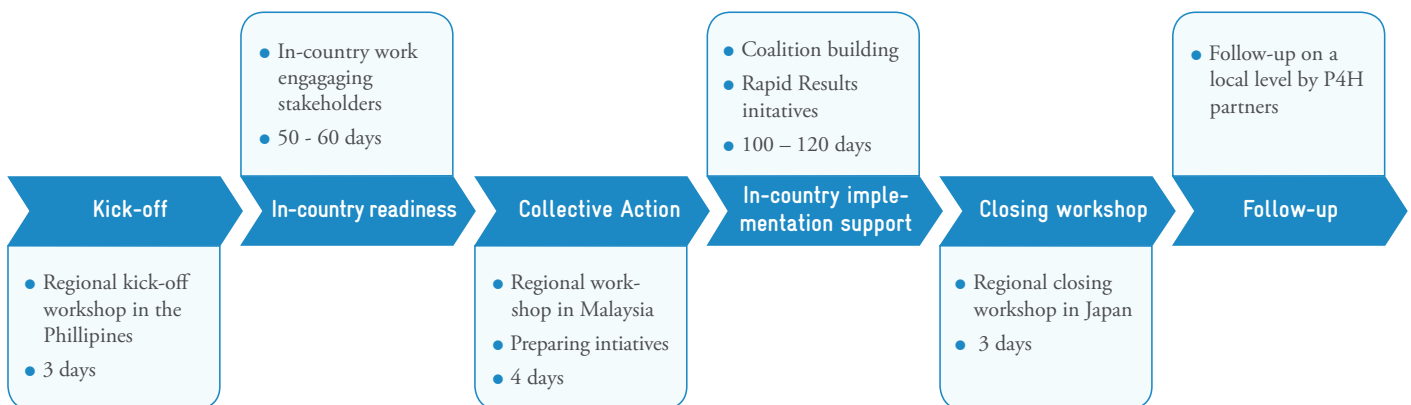
In this respect, the Program operates at four levels — first, supporting individual change agents in personal transformation and acquiring leadership skills needed to navigate complexities of the UHC process; second, working with country core teams of reformers who are the seed of broader in-country coalitions; third, widening the team's reach by in-country work with results-oriented implementation and coalition building support; and, fourth, developing a strong peer community of reformers during the one-year engagement in the Program and beyond.

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.

Part of the Program focuses on the personal connection to UHC and on establishing personal commitment. Participants use this deeper understanding and commitment to take action in the form of results-oriented Collective Action Initiatives, which identify core political economy constraints and aim at supporting UHC reform. Participants reflect on and learn how to remove obstacles for change through engagement with stakeholders and coalition building. These initiatives are complemented by in-country implementation support in close collaboration and alignment with the operations of the P4H partners using the Rapid Results methodology. Furthermore, participants will interact with reform leaders of the host country to jointly reflect on successes and failures, opportunities and challenges in moving the UHC agenda forward.

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1. Workshop 1 Kickoff Workshop, Philippines, May 2016

A first 3-day face-to-face workshop:

- The use of “Self as an instrument” for bringing about profound systemic change.
- Immersion of participants deeply into the complex issues and challenges of UHC.
- Listening and dialogue skills for collaborative leadership.
- Identify and distinguish adaptive versus technical elements of UHC challenges.
- Understand change and the underlying mental models, which enhance or erode progress towards UHC.
- Sessions on understanding stakeholders, mapping stakeholders, strategic communications.
- Discussions on alliances/coalitions and broker commitment needed to make change possible.
- Field visits in host country, including interactions with UHC reform leaders, which increase awareness and widen perspectives on UHC.

2. Post-workshop Activities and Coaching Support

Homework: engaging with colleagues and stakeholders.

- Shadowing and engaging with key UHC stakeholders to see the system from other perspectives.
- Mapping stakeholders and current network with team.
- Identifying who else needs to be involved.

Leadership coaching - The Program faculty provides coaching support to individuals and country teams, focusing on learnings since Workshop 1 such as: ‘Self as a leader’, how they have been practicing leadership differently; what they have learned from ‘shadowing visits’; the challenges/opportunities that have been surfacing.

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3. **Workshop 2** Collective Action Workshop, Malaysia, August 2016

A second 4-day face-to-face workshop:

- Retreat character, deepening inner connection to this work.
- Helping each country team identify a collective action challenge that they will tackle.
- Further refining the collective action challenge focus area and design interventions to resolve these challenges.
- Interaction with technical experts, P4H partner country operations, and leadership experts and coaches on the identified challenges. Coalition building strategies, improving the dynamics and quality of interactions with involved stakeholders to accelerate progress towards UHC.
- Field visits in host country, including interactions with UHC reform leaders, which increase awareness and widen perspectives on UHC.

4. **In-country Implementation Support, in each Participating Country**

The country teams start implementing their Collective Action Initiatives. In some countries this may involve building a larger stakeholder coalition around the Initiative, and in others, it may involve teams across ministries and agencies collaborating to accelerate implementation of work that is essential to the UHC agenda. Or, both. A key vehicle for this is the Rapid Results methodology which focuses on delivering results and building teams for action with local facilitators who provide coaching support.

During the country program implementation, coaches will support the launch, mid-point (around the 50-60 day point) and final reviews (at the end of 100-120 days) of the teams' Rapid Results Initiatives. In between, teams meet weekly and carry out the activities needed to reach their goals. Coaches support weekly team meetings as well.

5. **Workshop 3** Closing Workshop, Japan, January 2017

The last face-to-face workshop:

- Participants reflect and share learnings from the overall program and particularly their Collective Action Initiative process.
- Building on their Initiatives' results, participants define next steps and commit to a set of key actions on the road to UHC.
- Country results are shared with relevant stakeholders and development partners, participants are connected to resources and support so that they can continue to make gains towards UHC without official program support.
- Field visits in host country, including interactions with UHC reform leaders, which increase awareness and widen perspectives on UHC.

6. **Follow-up**

There will be a follow up by P4H partners in order to maintain and further expand the impact of the Program.

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Financing partners:



Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



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