1. Who asked for a leadership program?

Or alternatively: Why a leadership program? UHC is an explicit priority for many countries. At the same time, many UHC practitioners and advisers report that they find it hard to successfully develop and deliver a meaningful UHC reform program. The skillfully developed technical reform proposals do not get traction with those who are making the decisions. The technical and the political processes are not aligned, communication between levels is limited, and progress stalls. Prior to incepting this program, we **consulted leading global and local advisers and practitioners across constituencies** (government, civil society, health service providers and insurers, public as well as private) – they all confirmed that they see a need to develop capacities of UHC practitioners to be leaders, not only technical experts. One of the experts consulted is Chris Atim, and Senior World Bank Health Economist for the African Region and Executive Director of the African Health Economics Association. According to him "the program is highly relevant; it really fills a gap". In fact, he considered it so relevant, that he joined the program as the lead UHC expert.

2. What are competencies developed in this program?

Or alternatively: How do practitioners become leaders? Effective reform implementation requires not only applying known solutions and technical fixes to problems, but also a process of creating a joint understanding of complex challenges and triggering attitude and behavior change. It requires a focus on the how – how to mobilize various individuals, groups, and organizations to work collaboratively toward achieving a complex set of objectives in a sustainable way. Therefore, this program supports key UHC practitioners gain competences, skills and tools to understand and analyze problems as **challenges of collective action**; to analyze **stakeholder environments** and find the key entry points to build successful **change coalitions**; to use **strategic communication** and engagement and to **mobilize stakeholders** and transform values, mindsets and behaviors. In addition to these outward oriented skills, the program will also develop the inward oriented competencies successful leaders need: the **ability to connect** to challenges on a personal level; the openness to create solutions in a **participatory process**; and the ability to **stay focused** during times of stress and unpredictability. The program will not only train participants in the concepts of such leadership, but will also coach and mentor them in the application of these skills during the implementation of a change project (see Q3 and Q5).

3. What do you do to develop these competencies?

Or alternatively: What do you do when you meet? And what do you do in-between? The program is structured by a series of three workshops and two practical phases. This structure emulates the **five steps of achieving successful change**. The **first step** is to gain a deeper understanding of the challenge by strengthening the skills of observation. The first workshop will therefore focus on reflecting on the role of leaders and to practice active listening and open dialogue through exercises and a joint field trip to the "UHC front line". The **second step** is that participants acquire more information on the environment of the UHC challenge in their own countries. They will practice their observation skills

and improve their feel for the practical challenges of those implementing UHC by organizing a field trip. The impressions from these trips will be used during in making the **third step** in the second workshop. Guided reflection exercises will help participants to find a personal connection to the challenge that will serve as a motivation for their change project. The second part of this workshop will focus on selecting a change project and building the skills for the successful implementation it. This includes modules on the analysis of challenges, strategic communication and negotiation, coalition building and value-based behavioral change. Expert input and discussion panels will help to translate the concepts directly to a UHC context. Then participants will be ready for the **fourth step**, implementing their change project. Participants will be coached by leadership and UHC mentors to develop problem-solving approaches based on the prototyping model, which means quick reality testing of several ideas and developing the most promising into a prototype ready for larger scale implementation. The **fifth step** is to share the experiences and jointly reflect on them to draw lessons that will help participants to use their new skills and tools successfully on scaling up their change project and addressing any other leadership challenge.

4. How are participants selected?

Or alternatively: How do we make sure that our people are on the program? The program has twin objectives: To develop individual leadership competencies and to move domestic UHC reform processes. Targeted participants are key change agents who can achieve results in a priority area of the reform agenda within the and through the program. To get to these people we rely on WB and GIZ staff working in and with countries who know the reform agenda and the movers and shakers. In co-operation with local reform groups (e.g. technical working groups on UHC), they should propose teams and individual candidates who can move reforms ahead in a priority reform area. Preference is given to teams who can work together on a collective challenge, but individuals with a strong domestic support network can also participate. All participants need to commit to an integrated sustainable engagement beyond attendance of the face-to-face workshops. *WB and GIZ country offices and team leaders can propose candidates (individuals and teams) until 01 April 2014* to one of the contacts provided at the end of this FAQ sheet. Participants and teams will then be screened and results communicated back within 3 days. It is strongly encouraged that the local selection process is coordinated with in-country donor coordination mechanisms.

5. What is a "collective action initiative"?

Or alternatively: What is the difference between the practical project on this program and those of other programs? Underlying the design of this program is the assumption that **change is a collective effort**. Individuals can lead these efforts, but they will not succeed by going it alone. The practical projects therefore aim at strengthening such collaboration, at being a "collective action initiative". They will be supported by program faculty in a variety of ways, depending on the unique circumstances of the project. A team focusing on the implementation of an aligned reform agenda will be supported through rapid results coaching, i.e. the way of structuring reforms to achieve sustained momentum. Teams working on achieving alignment and a broader stakeholder engagement for a reform agenda will receive support with strategic communications. Yet others may need support in building the necessary action-oriented coalitions to move forward.

## 6. What support does the program team need?

Or alternatively: What is expected of local technical working groups and development agencies? WB and GIZ country offices and team leaders are the eyes and ears for the leadership program team in participating countries. The program team relies on them for **identifying individual and team candi-**

dates, as explained in Q4. However, where country offices are present, they will also be asked to help as hands and legs during the implementation of the program. This specifically includes **organizing a field trip** for participants between the first and the second workshop. This trip will be aimed at letting participants immerse themselves in the environment where reforms will need to be implemented in practice and to get first-hand information from the "front line". Country offices will receive more information on objectives and methods of the field trip through program faculty before planning the field trip. Lastly, they will also be asked to **support** program participants during the implementation of **the collective action initiative** (see Q5). Program faculty will support through coaching, mentoring etc., but in many cases, participants may also require some hands-on support in the country, which cannot be delivered through program faculty. We are aware that this support is more than is usually asked for by "external" capacity development programs. At the same time, this modus operandi also guarantees that the program will stay on track in supporting a country-driven UHC reform process and will not develop an unconnected, parallel reform stream. We believe that this create a win-win situation and make the efforts worthwhile.

7. How do we know that this actually helps leaders?

Or alternatively: What is your track record with this? The methods used in this program have already helped leaders to succeed in designing reforms and implementing change in a variety of fields and sectors. **Public sector applications** of our methods include the development of a cross-sectoral leadership initiative for collective action on HIV/AIDS in Zambia – results included the posting of an HIV/AIDS advisor with the President of Zambia and work on defining a new role of the media on HIV/AIDS matters. Others examples are an Urban Development initiative involving the eight largest cities in South Africa, and Solid Waste Management initiative for the Balkan countries. **In the private sector**, large multinational corporations such as Hewlett-Packard and Royal Dutch Shell have made use of the methods we employ. The Common to all these programs has been that participating leaders have been provided with a set of tools and techniques that enabled them to act as change agents. They practiced to analyze challenges in a new way and developed processes for collective action instead of looking for ready-made technical solutions. This approach enabled participating leaders to trigger a change in attitudes and behavior that allowed real progress to be made where they had been stuck in quagmires before.

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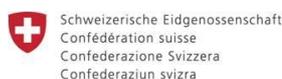
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