

Developing a Public-Private Partnership in Health Systems Management

Strengthening Inter-Agency Cooperation and Coordination in Ghana

November 19, 2007

World Economic Forum Mission Statement

The World Economic Forum is an independent non-profit organization committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

Forum partners include global private sector companies, governments, UN agencies, international organizations, foundations and non-governmental organizations.

The Forum's headquarters are located in Geneva, Switzerland.



The Global Health Initiative (GHI) of the World Economic Forum



Catalyzing partnerships to tackle
HIV/AIDS | **Tuberculosis** | **Malaria** | **Health Systems**

The GHI was launched in 2002 by Kofi Annan at the World Economic Forum's Annual Meeting in Davos, Switzerland, to mobilize businesses to work in partnership with governments, UN agencies, international organizations, foundations and non-governmental organizations to address global health challenges.

Health Systems Strengthening Project Purpose

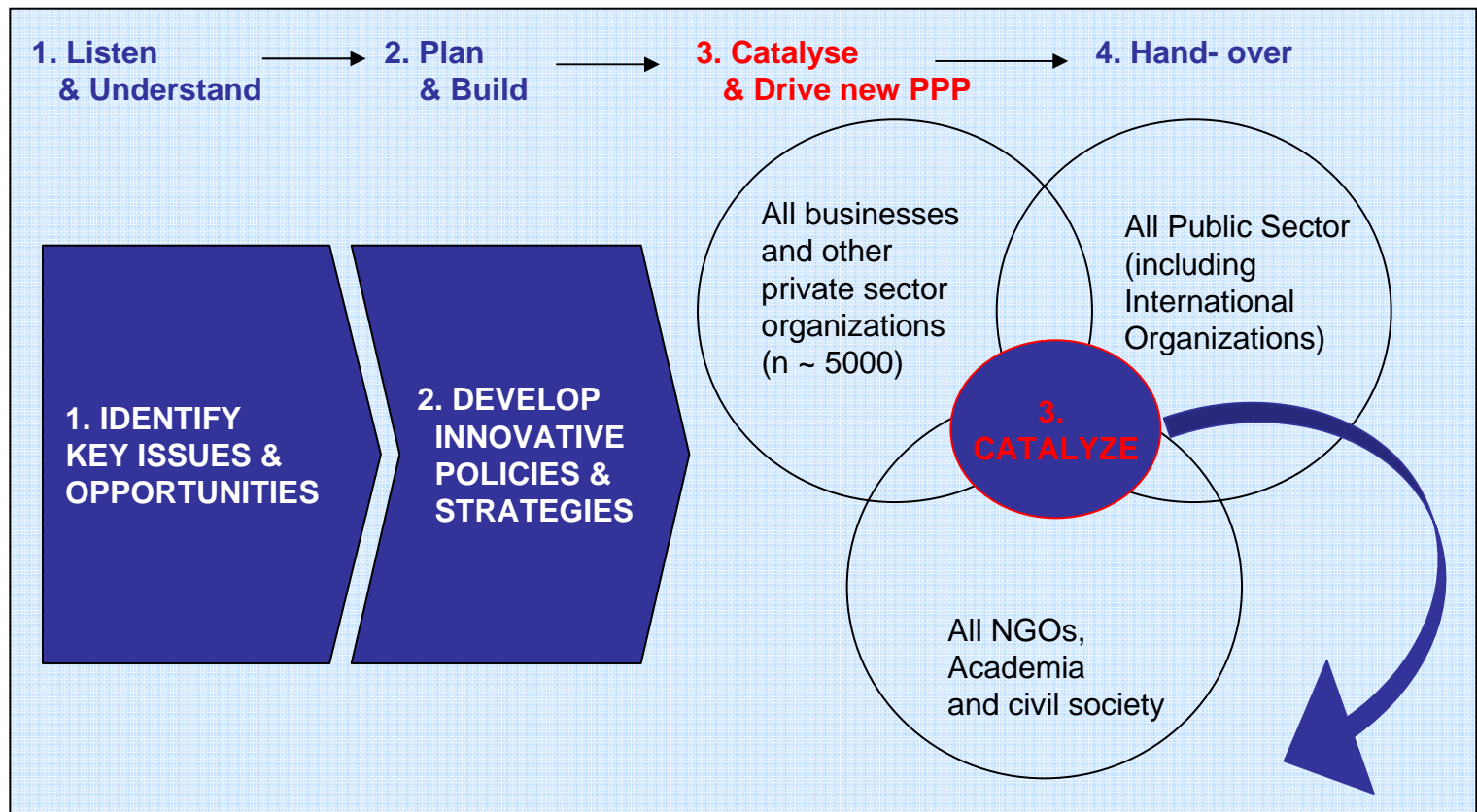
To contribute to the strengthening of health systems in Sub-Saharan Africa, starting with a pilot in Ghana, by tackling the issue of system management and by leveraging the untapped knowledge and skills of the private sector in this area to benefit the public sector

“Health services will only be as good as the health systems within which they function”

Over 15 public-private sector partners have been engaged in the design of this overall project

- **Key Public Institutions**
 - Ministries of Health in selected countries including Ghana
 - Relevant other public institutions e.g. Ministry of Finance
- **Business Sector**
 - Accenture
 - Becton Dickinson
 - Bristol-Myers Squibb
 - Merck & Co.
 - Sudler & Hennessey (part of WPP group)
- **Other**
 - GHI Non-executive board
 - Health Metrics Network (HMN)
 - The African Medical and Research Foundation (AMREF)
 - The GAVI Alliance
 - The International Council of Nurses
 - The World Health Organization (WHO)
 - UNAIDS
 - UNICEF

The Health Systems Strengthening Project is in its third phase: country implementation



TODAY

Ghana was selected as the pilot country for the project because:

- Fulfills the partners collective set of criteria for such a PPP
- Positive reputation of the MoH
- Government recognizes the in-country challenges in achieving some of the health related MDGs
- Government recognizes ongoing management challenges in implementing successful SWAp and the innovative creation of the Ghana Health Service
- Builds upon considerable management training experience in country to date

The focus on health system management responds to an identified need in Ghana

- Repeated written recognition of the issue in annual reports/reviews:
 - Sub-optimal communication and collaboration between the MoH and the 13 agencies was highlighted as a critical factor impeding the good functioning of the Health System
- Two assessment visits in Ghana (May and Sept. 2007) highlighted the following challenges:
 - Challenges in coordination and communication between the MOH Advisory Committee and the boards of the 13 agencies;
 - Particular challenges linked to the coordination between the MOH and the Ghana Health Service (GHS)

The focus of the work in Ghana will be on two specific areas

While ensuring ownership of the project by the MoH at the highest level:

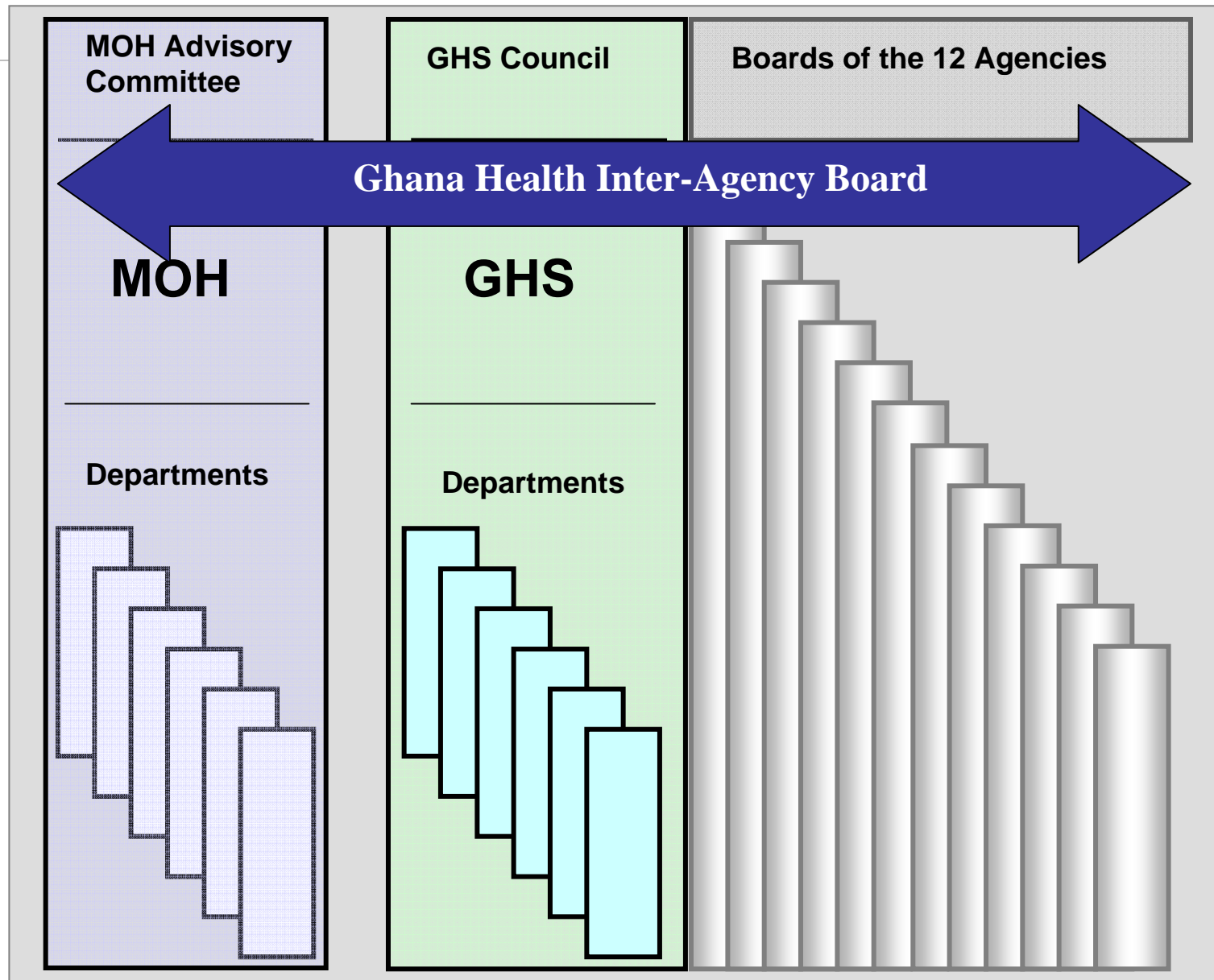
1. Work strategically to support effective coordination, cooperation & communication across MOH, GHS and the Boards of the 12 other agencies
2. Strengthen management practices to facilitate cross-functioning & communication between the MoH, the GHS and the 12 other agencies for improved results



The work will be carried out through the following methods

- Revitalize the 'Heads of Agency Committee' by reforming the group as the 'Inter-Agency Board' - increase effectiveness through improved communication and collaboration across the multiple agencies
- Concentrate particularly on horizontal team management and leadership development, e.g.
 - Facilitate agenda setting and planning
 - Define roles & responsibilities
 - Facilitate goal setting
 - Develop performance management and accountability standards
 - Mentor Inter-Agency Board members on cross agency specific collaboration

The PPP will catalyze the work of this new Board



Potential Outputs & Long Term Outcomes

Outputs

- Consistent and effective meetings between the Agencies
- A set of processes and tools that can be used for leadership development to strengthen governance
- A change management process that can be implemented more widely throughout the health system
- Documentation of the successes and challenges of total efforts to be shared with other countries

Outcomes

- Donors perceive the health sector as able to absorb the increased availability of funds e.g. GFATM, GAVI
- Increased efficiency of the governance of the system enables stronger service delivery by MoH, GHS and other 12 agencies

This ambitious project necessitates that critical success factors are addressed

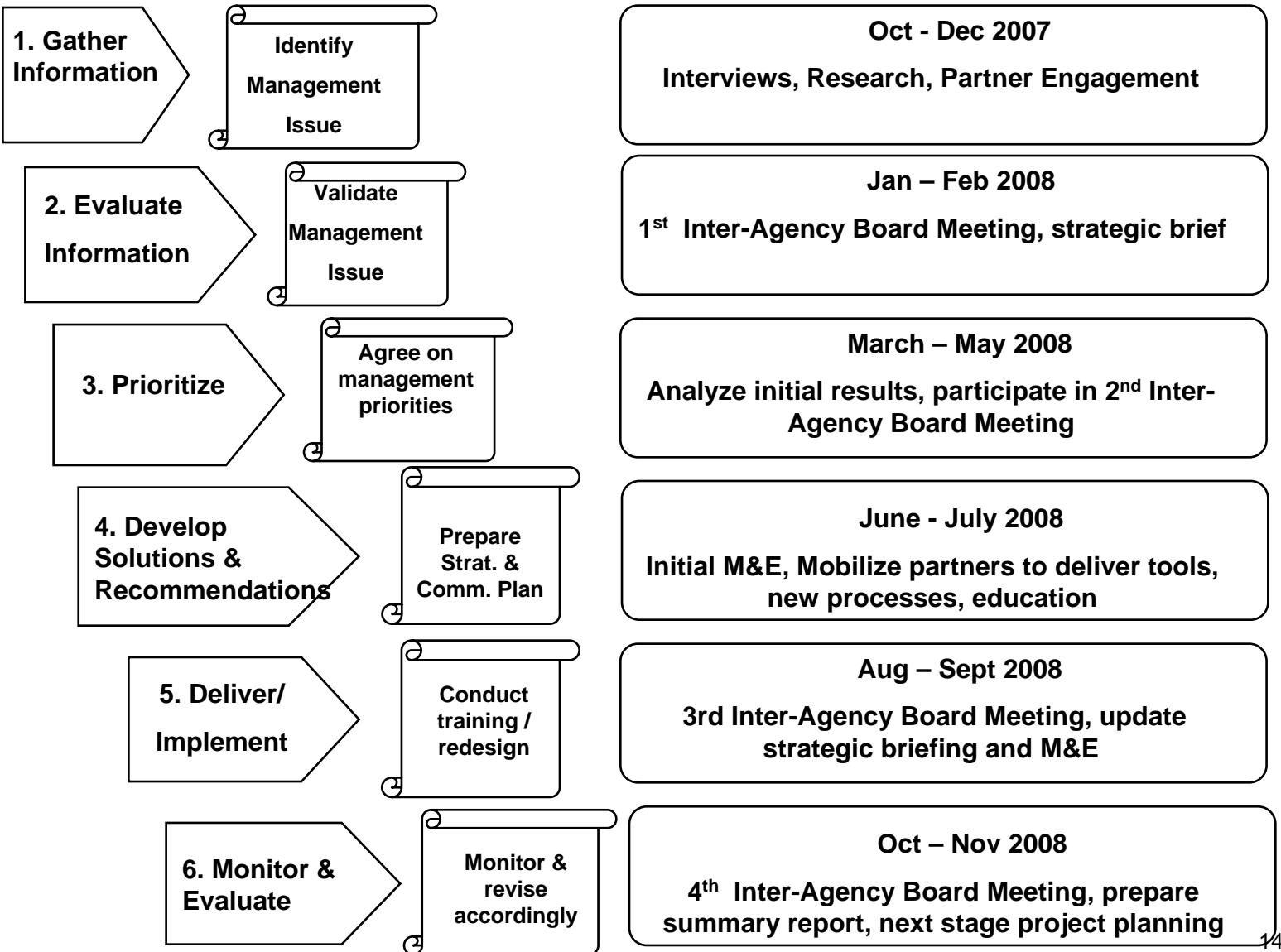
Ghana MoH/GHS

- Time commitment by all identified Heads of Agencies
- Time commitment by the lead person identified to work with the Forum partners
- Sustained institutional commitment
- Business management expertise transferred effectively
- Agreed upon metrics for assessing outcomes

Forum Partners

- 'Step by Step' approach
- Strong focus, sensitivity and coordination between all partners
- Senior level participation in country
- Commitment over project duration by all partners
- Project fully funded
- Agreed upon metrics for assessing outcomes

High Level Work plan



Next Steps

- Distribute project policy brief
- Perform baseline survey
- Finalize dates for the 4 Inter-Agency Board meetings in 2008
- Receive background documentation
- Interview with individual Heads of Agency
- Meet with other stakeholders (e.g. donors, NGOs, government)