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Finding the Middle Ground: Active Stewardship of the African Public and Private sectors

Barbara O'Hanlon
Senior Policy Adviser, *PSP-One*
O'Hanlon Health Consulting



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What is Stewardship?

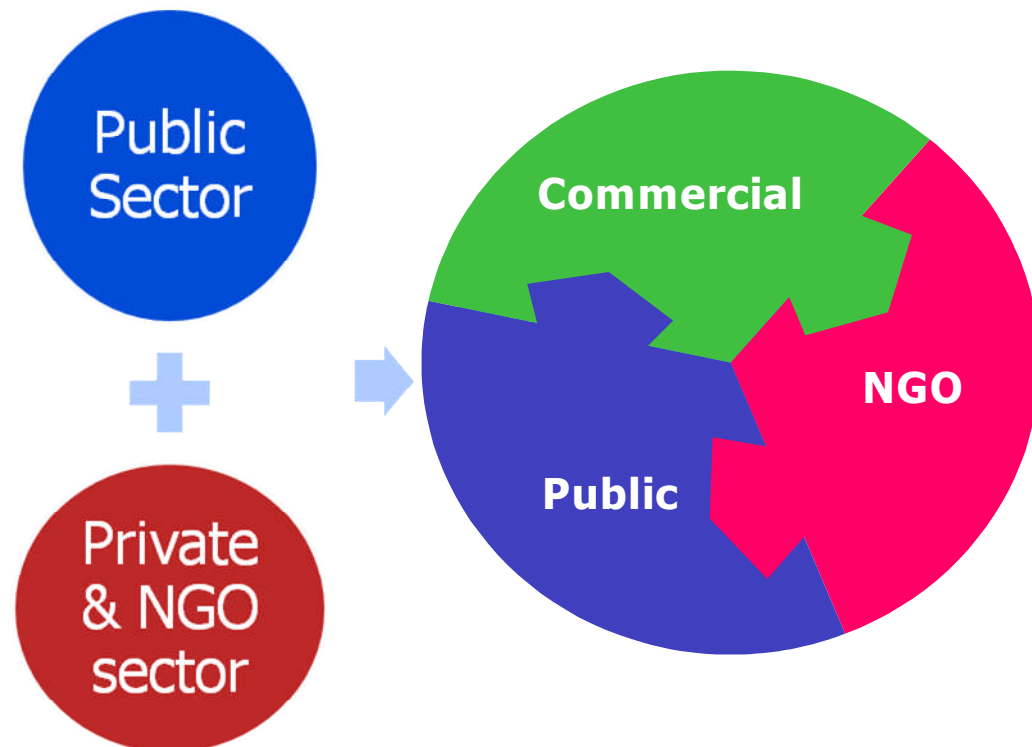
Public Sector Stewardship of the Private Sector

- Public sector has the fundamental responsibility to
 - Set the rules of engagement with the private sector
 - Provide the private sector with overall policy direction
 - Define clear roles for the both public and private sectors
 - Establish a clear, transparent and predictable environment

(WHO, Working Paper #2)

Towards a New Stewardship Approach: Integration of the Health Sector

- Current: two parallel systems co-existing
- Minimal oversight and regulation of private/NGO sectors
- New vision: integration of all health actors
- Comparative advantage of all sectors leveraged to achieve public health objectives





Why Renewed Interest in Stewardship of the Private Sector....Particularly Now?

Why this Point in Time?

- There is growing recognition among developing country governments that public sector needs the private sector
 - Private sector manages more than half of the health infrastructure
 - In some countries, the private sector employs more health professionals than the public sector
 - Consumers seek care and buy products in private sector
- Private sector also realize they need the public sector to
 - Regulate quality
 - Level the playing field
 - Recognize their contribution

Challenges in Engaging the Private Sector

- Deep rooted suspicion and mistrust of each other
- Private sector fragmented, diverse
- Shift in role and dynamics places new demands on MoH
 - Requires MoH *engage* and *partner* with the private sector
- Public sector often lack capacity and skills to effectively engage the private sector
 - Requires specialized expertise
 - Requires larger array of tools



PSP-*One* Approach to Stewardship

Modeling Engagement to Bridge the Divide

Getting started.....

- Gather information on the private health sector
- Bring all the important actors together to talk
- Create a forum for continued dialogue
 - Formal vs Informal
 - Establishing the rules for dialogue
 - Providing seed money and technical assistance

Building Capacity of Public Sector Partners

- With Repositioning FP funds, developed one-week workshop based on WBI Flagship
 - Adapted to Africa context
 - Provides introduction to stewardship concept and policy tools
- Conducted workshop on two occasions
 - Regional workshop -in collaboration with WHO- May, 2008
 - National-level workshop – in collaboration with Rockefeller – in Nigeria March, 2009
- Converted workshop presentations and materials to E-Learning sessions available on Network for Africa website

Building Capacity of Public Sector Partners

- Provided in-country TA to four MoHs (Ethiopia, Kenya, Nigeria and Zambia)
- Provided TA through Virtual Leadership Development Program (VLDP) with MSH's L&M Project
 - MoH teams from Ethiopia (2), Kenya (2), Nigeria (2) & Ghana (1)
 - 4 NGOs (Swaziland, Nigeria, Ethiopia) & 1 Private Professional Association
 - Team topics examples:
 - PPPs for RH/FP and HIV/AIDS
 - Contracting-out for primary health care
 - Improving quality in private sector

Creating a Tool Box to Assist MOHs

- Policy Briefs on regional experiences stewardship and policy reform (African Bureau support)
 - Comparative analysis on African MoHs approaches to stewardship of the private sector
 - Comparative analysis on effective regulatory frameworks in Africa to create favorable policy environments
 - Comparative analysis on Voucher Programs
- FP Voucher Innovations Workshop (Repositioning support)
 - 3 African Countries and 2 South Asian Countries
 - Shared implementation lessons learned
 - Drafted Action Plan to improve FP voucher program

Creating a Community of Practice



- Created virtual community of public sector leaders working with the private sector
 - 230 members and 26 countries registered in the Network
- Resource center
 - Reviewed and posted articles, references relevant to PPPs
- E-Learning component
 - Addis Workshop technical presentations available (4,092 hits)
 - On-line chats (contracting, vouchers and PPP Units)
- Information on private sector events in region
- Directory of members – networking opportunity



Results from Stewardship Initiatives

Results

- Capacity building of the public sector partner
 - Helped identify MoH staff and/or create PPP Unit responsible for engaging private sector (Ethiopia, Kenya)
 - Strengthened PPP capacity (Ethiopia, Kenya, Nigeria)
- Creative engagement of the private sector
 - Established interim PPP Health Council in Kenya
 - Federal-level PPP Unit in Nigeria actively dialoguing with private sector actors
 - Drafted PPP Guiding Principles – Policy framework to engage the private sector – under consideration by Ministers in Kenya and Ethiopia

Results

- Moving towards partnerships
 - to strengthen quality - VLDP prompted Kenya Ntl AIDS Commission to open-up training to private sector workers in integration of FP and HIV/AIDS services
 - to expand VCT training and services – VLDP empowered IPPF/Nigeria to negotiate with MoH for resources and support



What Have We Learned?

Lessons Learned

- Simple interventions *can* bridge the divide and build trust between public and private sectors
- Policy dialogue requires an honest broker to create the spark and launch the engagement process
- Successful dialogue involves upfront investments to establish “rules of the road” and set the path
- Newly acquired skills empower the public sector to engage and partner with the private sector