



Step 6: Develop an advocacy strategy and identify immediate next steps



Abt Associates Inc.

In collaboration with:

- Aga Khan Foundation
- BearingPoint
- Bitrán y Asociados
- BRAC University
- Broad Branch Associates
- Forum One Communications
- RTI International
- Tulane University's School of Public Health
- Training Resources Group



Objectives of Presentation

- For you to –
 - Recognize the need to develop an advocacy strategy to foster stakeholder buy-in, ownership, and mitigate potential opposition
 - Be familiar with the types of stakeholders that should be consulted
 - Understand some of the immediate actions that should be taken after this workshop

Key Concept: Health reform is political as well as technical

- National Insurance in Ghana
- Decentralization in Indonesia
- User fee ban in Afghanistan

Technical design must conform to the political environment

Develop your political strategy: Four key steps

1. Identify stakeholders: Who is impacted by P4P reforms?
2. Assess how reforms impact stakeholders – who wins and who loses?
3. Identify major champions and opposition: who are the most powerful stakeholders?
4. Develop strategy to minimize political resistance

Step 1: Identify Stakeholders

- **Stakeholders:** Groups that have an interest in the organization and delivery of health care, and who either conduct, sponsor, or are consumers of health care services, such as patients, payers, and health care practitioners.
 - Examples:
 - representatives from the government,
 - community groups,
 - physician associations,
 - donors, and
 - NGOs

Step 2: Assess impact of P4P on stakeholders

- Anticipate what each stakeholder will win and/or lose
- Consider how each stakeholder will react to new incentives
 - Don't forget about perverse incentives!
- Remember: P4P affects many, including --
 - Those who receive rewards
 - Those who do not
 - Those who oversee and administer programs
 - Those working towards same performance goals (e.g. Donors supporting Maternal mortality reduction initiatives)

Step 3: Identify champions and opposition

- Identify the power of each stakeholder
- Carefully identify powerful detractors
 - Leaders who are not convinced about P4P
 - Stakeholders who have much to lose with P4P
- Leverage powerful champions:
 - Understand the context of the country
 - Have the ability to influence detractors
 - Effectively communicate the value of P4P

Step 4: Develop strategy to minimize political resistance

Strategy 1: Broad stakeholder engagement

- Use when you have powerful winners, weak losers, strong champions
- Can create trust and develop a sense of partnership among detractors.
- Can improve design (eg. Russia & Latin America CCT)
- Risk that reform will not pass or will become inflated with “special interest” considerations (eg. Ecuador, USA)

Step 4: Develop strategy to minimize political resistance (2)

Strategy 2: Limited stakeholder engagement

- Used when you have strong political will, powerful detractors, weak supporters
- Risky strategy that can result in mistrust and disempowerment; ultimately undermining reform
- A political reality: Has been successfully used to pass major reforms in many settings including the US and Ghana

Points to remember

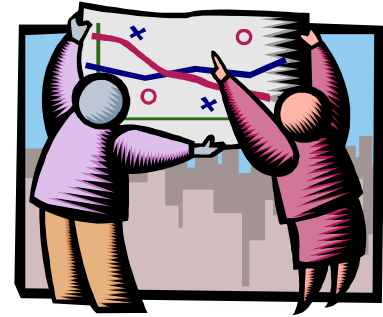
1. Political strategy is highly context specific
2. Stakeholder consultation can improve design
 - Stakeholders will know the underlying causes of poor performance.
 - Stakeholders will know what would be most motivating to them (Intrinsic motivations and extrinsic incentives)

What else is needed to turn design into reality?

- **Perhaps funds, technical support for assessment/investigations to determine if ...**
 - Existing HIS produce reliable service statistics that can be used in the initial stages of your P4P program?
 - Existing fiduciary rules and processes allow paying for results? Will modifications be needed to your system of transferring public funds from national to local, facility, community, and individual levels?
 - The capacity to manage and administer P4P exists in national entities? Where? Where are the gaps? What strategies might be considered to enhance capacity and address gaps?
 - Recipients have the ability to receive payments and the autonomy to manage funds? What changes are needed to accommodate P4P? For example, do communities need to be registered in some formal way to be able to receive fund transfers? Can facilities manage bank accounts?
 - The essential inputs in place that are needed to achieve performance targets or do recipients have the means to solve input problems “from the bottom up”? What is needed to ensure that essential inputs are in place?

Group Work Assignment

Blueprint Table for **Step 6: A) Advocacy Strategy**



Stakeholder (institution)	Stakeholder contact person and position	Degree of Potential Support	Approach to generate buy-in

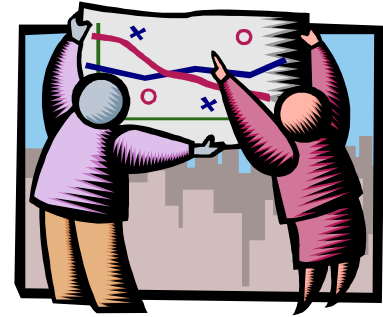
- Discuss and address the tasks associated with Step 6.
- Document your decisions in the *Blueprint* table template (excel file)

Developing your action plan

- “pledge” among team members to turn the blueprint into a reality.
- The steps and timeframe for their implementation **MUST** be realistic and that team members commit to their completion.
- Highly individualized and country-specific

Group Work Assignment

Blueprint Table for **Step 7: Action Plan**



Tasks	Way Forward		Deadline for completing tasks
Immediate actions	1.		
	2.		
	3.		
Key individuals to be briefed and message that should be conveyed to each person	Name	Message	
	Name	Message	
	Name:	Message	
	Name:	Message	
Additional resources/support (financial and technical) needed to follow-up on plans			
Continued work by Blueprint authors to support P4P development process			

- Discuss and address the tasks associated with Step 6.
- Document your decisions in the *Blueprint* table template (excel file)



Thank you!