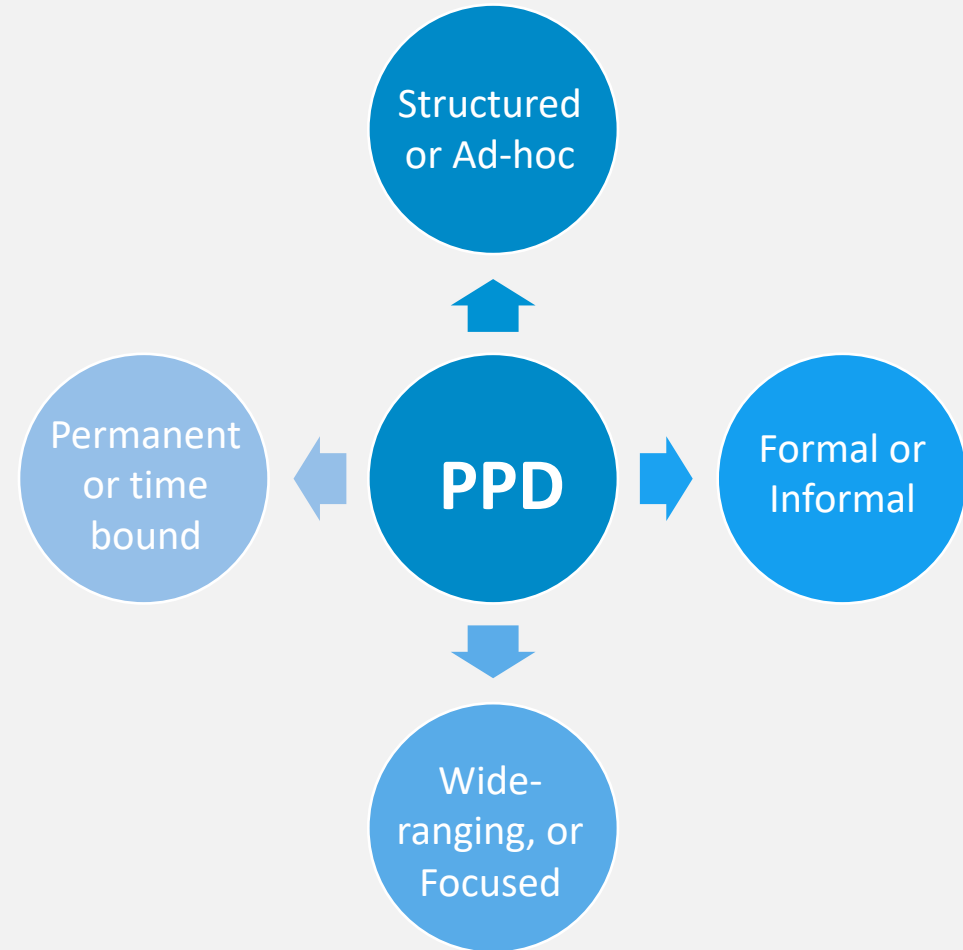

Public-private dialogue process and key considerations

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What do we mean by **Public-Private Dialogue (PPD)**?

PPD are ongoing processes where multiple public and private stakeholders come together on a common issue to negotiate, learn, problem solve and make decisions.

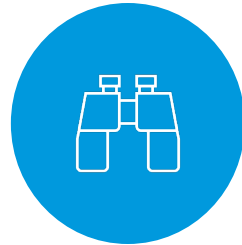


Why is Public-Private Dialogue Important?

Why is PPD important?



Encourages the public sector to regard the private sector and civil society as **equal partners**.



Encourages the public sector to become more **transparent** in their decision-making and interactions with the private sector



Pushes the **private sector to take more responsibility** in representing sector-wide interests, and not those of individual entities



Facilitates civil society organizations to play an instrumental role in **giving voice to health consumer needs and perspectives**.



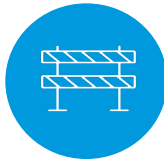
BENEFITS of PPD



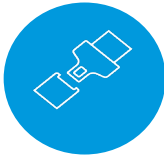
Better diagnosis and policy design



Better understanding of a health ministry's reform objective



Removes implementation bottlenecks



More predictable business environment



Mitigates risk



Builds trust



RISKS of PPD



Cherry picking of private sector favorites



Over or under representation of public and private sector groups.



Talk Shop where no results or actions are achieved



“One person” show



Monopolized by a small group of powerful businesses



Politicizing the process

Life Cycle of Public-Private Dialogue

Life Cycle of Public-Private Dialogue

Discovery

PHASE I:



Partners build trust, collaborate and discuss synergies and differences

May yield limited results but generate “quick wins”

High Impact Results

PHASE II:



Partners become encouraged by early results, confident and motivated to work together to discuss and problem solve on difficult issues

The **most productive** phase

Future Direction

PHASE III:



Partners explore future direction

Institutionalize, Transfer or Dissolve

How to conduct a Public-Private Dialogue?

Six Steps to Conducting a PPD process

Discovery

PHASE I:



Step 1: Build foundation

Step 2: Set rules

High Impact Results

PHASE II:



Step 3: Formalize process

Step 4: Set direction

Step 5: Orchestrate partners

Future Direction

PHASE III:



Step 6: Decide future

Step one: build the foundation

Laying the groundwork for an inclusive dialogue process is dependent on a **core leadership group** comprised of public, private, and civil society representatives

Tasks of core leadership group:



Identifying key public, private and civil society **stakeholders** to become partners in the dialogue process.



Selecting an **appropriate or existing mechanism and/or platform.**



Ensuring there is **appropriate and balanced** representation.



Determining if an **“honest broker”** is needed to facilitate the process and guide the leadership group.

Step One Implementation Tips

- Involve private actors from the start
- Select only relevant private actors
- Form a core group of champions
- Invest in collecting data

Step two: **set the rules**

Align interests, create group norms, and agree on the dialogue process' purpose to build trust, mutual understanding, and shared values.

Objectives of dialogue partners:



Jointly establish the **'rules of engagement'** among and between partners



Create processes that embody the **values of a collaborative initiative** (e.g., balanced membership, joint decision-making and transparency in all communications)



Establish **mechanisms to resolve conflict**

Step Two Implementation Tips

.....

- Invest time to build the rules of engagement
- Avoid the “blame game”
- Codify the rules
- Enable champions to lead

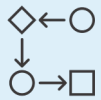
Step three: formalize the process

Establish a formal structure to provide “back bone” support to the public private dialogue to succeed.

Partners need to:



Create a **formal structure** that serves as the “backbone” of the process
(e.g. secretariat)



Establish **systems and processes for key functions**
(eg: meeting agenda, minute taking, data collection and monitoring)



Mobilize resources to hire staff, fund the secretariat and carry out the PPD activities
(e.g. data collection and analysis, training and capacity building in dialogue skills, regular meeting and communications, etc.)

Step Three Implementation Tips

- Look for resources immediately
- Secure resources – funds and in-kind - from all PPD partners

Step four: set direction for the process

Mutually reinforcing activities ensure that efforts, and activities are aligned towards achieving a common purpose.

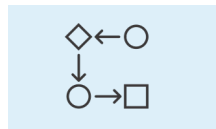
To set direction, partners need to:



Develop an **action plan** that serves as the driver for **mutually reinforcing activities**



Define **“success”** and agree on **metrics** by which to measure it



Develop a **simple system to collect and report** on PPD processes and progress on mutually reinforcing activities



Create a **culture of learning** that enables dialogue partners to learn from both their successes and failures.

Step Four Implementation Tips

- Build consensus on what “success” looks like for PPD process
- Agree on data to measure success
- Secure PPD partner commitment to share data

Step five: orchestrate partners

Orchestrate partners to **establish collective ownership, balance tensions around coordination and accountability, negotiate compromises and defuse potentially contentious issues.**

Enabling dialogue partners to realize each other's potential entails:



Managing all partners' commitments



Holding all partners accountable to their commitments and to mutually reinforcing activities



Building each partner's capacity and helping them mobilize resources to play their role to the best of their ability



Continuously engaging partners to build trust

Step Five

Implementation Tips

- Invest in building partner competencies and skills
- Honest broker can model new skills
- Maintain strict meeting and reporting schedule

Step six: **decide the future**

Dialogue partners can decide together if:



the PPD process has **achieved its purpose and should be disbanded**

OR



if it should be **repurposed for another health system challenge**

OR



ultimately, **institutionalized** to become an established forum for public and private interactions in health.

Step Six

Implementation Tips

- Ending is not a sign of failure
- Ending may open new opportunities

Key Considerations

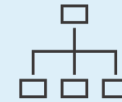
Good Practices of Public-Private Dialogue



**Balanced
Representation**



Aligned vision



**Organized
structure**



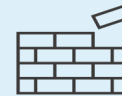
Honest broker



**Core leadership
group**



**Accountability
through shared
metrics**



**Mutually reinforcing
activities**



Enabled partners

Sectoral organisation can **aid** or **impede** dialogue

Government structures are often *well* defined at the local, district, and central levels – but may be weak or dependent on personalities rather than institutions

Private sector structures may be *less* defined and organised by profession, level of care or profit orientation

- councils and associations
- not-for-profit providers
- for-profit hospitals
- NGOs and other civil society
- Traditional medicine practitioners

These sub-entities may **not** share one common vision. They may **compete rather than cooperate** within the private sector, which may **weaken the quality of the engagement with the public sector.**

Key Messages

- **Effective MoPH stewardship** requires sufficient organizational and institutional capacity in the private sector to help providers begin to self-regulate, strengthen ethics and accountability, and interact with the MoPH on various regulatory matters.
- Afghanistan has functional private associations which can represent the private sector to the MoPH.

Effective dialogue is critical to the realization of health policy goals

Government has the responsibility for:

- **Defining** the policy goals
- **Implementing** the policies to meet these objectives
- **Monitoring**

This may be constrained in contexts where institutional capacity and financial resources in the public sector are severely limited

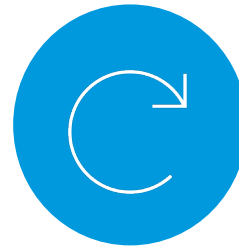
Dialogue is thus influenced by the governance arrangements in place for both public and private actors

1. *How are decisions made?*
2. *How is consensus built?*
3. *Who is at the negotiation table? Whom are they representing?*
4. *What is the mechanism for feedback to the constituencies?*
5. *In whose interest is the agenda?*

A key element of governance is maintaining engagement—through dialogue and information sharing



Dialogue is a continuous process



Actors facilitate and sustain flows of communication



Access to spaces for information and knowledge exchange is increased

Afghanistan is NOT starting from scratch

Previously, dialogue has been facilitated in Afghanistan using to build and sustain relationships, coalitions and partnerships inside and outside the government



Developing intergovernmental relationships



Fostering public-private dialogue



Promoting partnerships with private associations

Key messages

- Public-Private Dialogue (PPD) are ongoing processes where multiple public and private stakeholders come together on a common issue to negotiate, learn, problem solve and make decisions
- Effective dialogue is critical to the realization of health policy goals. This may be constrained in contexts where institutional capacity and financial resources in the public sector are severely limited. Dialogue is thus influenced by the governance arrangements in place for both public and private actors
- A key element of governance is maintaining engagement—through dialogue, facilitating and sustaining communication and information sharing
- There are both benefits and risks of PPD
- The lifecycle of PPD can extend to five years and beyond. The lifecycle includes:
 1. *Discovery Phase*, where partners build trust, collaborate and discuss synergies and differences
 2. *High Impact Results*, where partners become encouraged by early results, confident and motivated to work together to discuss and problem solve on difficult issues
 3. *Future Direction*, where partners to decide to institutionalize, transfer or dissolve its structure

Key messages

- There are six steps to conducting a PPD process:
 1. **Build Foundation-** This includes laying the groundwork for an inclusive dialogue process. This step is dependent on a core leadership group comprised of public, private, and civil society representatives
 2. **Set Rules-** This includes aligning interests, creating group norms, and agreeing on the dialogue process' purpose to build trust, mutual understanding, and shared values.
 3. **Formalize Process-** This includes establishing a formal structure to provide “backbone” support to the public private dialogue to succeed.
 4. **Set Direction-** This includes implementing mutually reinforcing activities ensure that efforts, and activities are aligned towards achieving a common purpose.
 5. **Orchestrate Partners-** This includes orchestrating partners to establish collective ownership, balance tensions around coordination and accountability, negotiate compromises and defuse potentially contentious issues.
 6. **Decide Future-** This include partners to decide whether the PPD process should be disbanded, repurposed or institutionalized

Thank You!

Public-private dialogue process and key considerations

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