



Bringing Health Governance Forward in the MENA Region

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منتدى السياسات الصحية في الشرق الأوسط وشمال أفريقيا
MIDDLE EAST AND NORTH AFRICA HEALTH POLICY FORUM



Introduction

- Health systems are by nature complex and multifaceted touching every citizen
 - The demands of the populations in the region are higher than they have ever been
 - Healthcare services are being provided within turbulent, uncertain environments with limited resources and capabilities
- Need for governance framework in healthcare
- It articulates the need to work on the roots of problems through proposing structural reform

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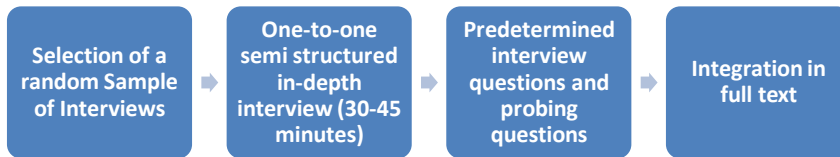


Conceptual Framework

Conceptual Framework

- This work recaps on the ongoing activities and efforts undertaken for governance in the healthcare sector across the MENA region by different stakeholders and zooms particularly in giving insights on certain case studies from Egypt.
- Policy implications and repercussions to push governance forward in the healthcare sector are drawn out of the work.

- *“A Glance on different Efforts to Strengthen Healthcare Governance in the MENA Region”*



- *“Governance Initiatives in the Healthcare Sector: The Case of Egypt”*



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A Glance on Efforts to Strengthen Healthcare Governance in the MENA Region

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Role of different Stakeholders in Healthcare Governance

- Different governance initiatives led by individual champions, civil society, and government authorities took place in the MENA region
- On a country level, every stakeholder takes a different access point to healthcare based on the difference in interest and schools of thought
- Setting a pattern to coordinate between different rights and interests of different stakeholders, whether conflicting or aligned

Academic Institutions

- Role
- Involvement
- Challenges

Civil Society Organizations (CSO)

- Role
- Involvement
- Challenges

Academic Institutions

Role

- Dedicating efforts to their number one mission center: education and research that feeds in different developmental fields
- Bridging the gap between theory and practice
- Putting academic knowledge in practice
- Enhancing the implementation of innovative solutions

Involvement

- Fostering linkages and strong positioning enables academic scholars to put governance on the agenda of decision makers
- Creating the need for healthcare reform
- Having direct relationships and strong representation on governmental and policy level creates a healthy dynamic that embraces evidence-based material and topics



Academic Institutions

Challenges

- Academic scholars prefer medical and clinical topics over governance
- Governance in healthcare is not given substantial weight among other topics
- Scholars are treated in government led initiatives as visitors rather than owners of the process
- Accentuating the importance of governance in other sectors (politics and financial sector) rather than in healthcare



Civil Society Organizations

Role

- Participating in the design of strategies
- Healthcare service provider through community organizations and national NGOs
- Watchdogs to ensure government fulfillment of commitments

Involvement of CSOs

- Opinion shaping
- Advocacy
- Mobilizing masses
- Involvement in healthcare reform
- Fostering social accountability
- Evidence-informed policy processes



Civil Society Organizations

Challenges

Internal Pressures

- strong division within the civil society
- the lack of collective actions
- weakness of strategic thinking
- short-term funding cycles
- focus on project funding encroached on the expense of organizational development and capacity building

External Pressures

- weak inclusion in existing transition mechanisms
- short-term funding cycles and uncertainty
- restrictive regulatory environment
- donor's capacity for action
- state-controlled donor legislation



Governance Initiatives in the Healthcare Sector

The Case of Egypt

Case Studies from Egypt



Social Accountability and Participatory Planning in Healthcare

Social Contract Center (SCC), Information and Decision Support Center, Egyptian Cabinet

- Quasi-governmental body
- World Bank definition of “good governance”
- Participatory planning
- Governance assessment
- Social accountability

Clinical Governance as a Framework for Good Governance

Health Governance Unit, Medical Research Institute, Alexandria University

- Academic institution
- Clinical governance
- Development of academic curricula and courses on governance
- Governance Assessment Tools

Bringing Institutional Governance in the Healthcare Sector

Healthcare Governance and Transparency Association (HeGTA)

- Civil society organization for advocacy
- Institutional governance
- Multi-stakeholder approach to healthcare
- Participatory approach and stakeholder engagement
- Capacity building and awareness creation in governance

A Platform to Unleash Opportunities and Overcome Challenges

Multi-stakeholder Partnership for Governance and Social Accountability

- Independent platform
- Social accountability
- Health system governance
- Constructive dialogue with different stakeholders

Pushing Governance Forward: A Government-Led Initiative

Taskforce for Governance and Social Accountability , Ministry of Health and Population

- Government-led initiative
- National plan for governance and social accountability
- Multi-Stakeholder representation

Key Policy Implications

- **Need for Multi-stakeholder Representation and Approaches**

- Strong position of certain groups of stakeholders in carrying out activities
- Limited groups of stakeholders are attracted to the topic
- Representation of various stakeholders is through personal networks
- Deficiency in the representation stakeholders groups
- Need for scientific stakeholder mapping exercises and management techniques
- Importance of multi-stakeholder perspective and connectedness
- Need for enlarging the network from stakeholder groups
- Moving from project-based to process-based approach for better sustainability

- **Need for more Information Sharing and Documentation**

- Dire repercussions because of lack of solid consolidated information on health systems governance
- Limited literature and cases on the different efforts of governance in the healthcare on a regional level
- Need for documentation cases and success stories to lay hard-edged foundation for cooperation between different stakeholders on a regional and national level
- Need to overcome these hampering factors for better publications and information sharing

- **Need for more Collaboration/ Cooperation/ Coordination**

- ❑ Striking efforts of collaboration and coordination
- ❑ Leading multi-stakeholder platforms needs a participatory approach
- ❑ Institutionalizing governance efforts for better sustainability and better distribution of roles and responsibilities

- **Need for Unified Understanding**

- ❑ Diversity in definitions and schools of thought addressing governance
- ❑ Each expert, champion and institution based its efforts on a different definition and school of thought
- ❑ Seeing governance differently creates misunderstanding in collaborative platform
- ❑ Need for a unified understanding for better outcomes
- ❑ Need for buy-in of policy makers and the creation of ownership

- **Need to Remove Challenges facing Governance Efforts**

- Lack of resources
- Bureaucracy and centralization
- Lack of information sharing and documentation
- Creation of opportunities for pooling of resources and a joint movement in the MENA region
- Exchange of cases with shared problems and their solutions paving the way for universal health coverage

THANK YOU!

