

# **The Last Mile: Collaborating to Achieve Greater Results in Global Health**

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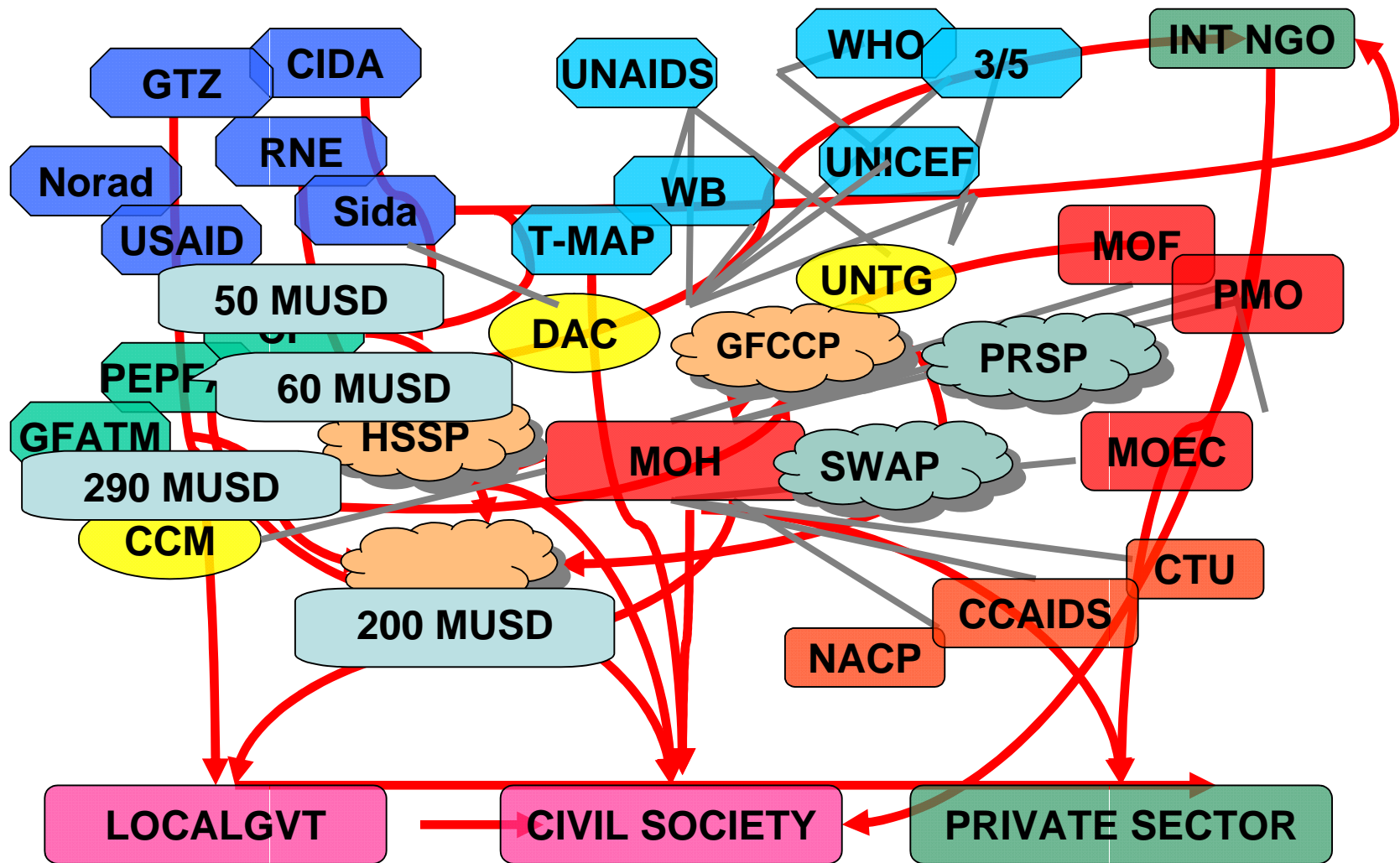
**The Center for Global Health Collaboration  
The Task Force for Child Survival and Development**

**Mark L. Rosenberg and Lisa Hayes**

# People are dying because of our failure to collaborate

- There are many challenges to effective collaboration
- Past collaborations provide a foundation of knowledge that can help leaders improve the likelihood of success
- Donors are positioned to play a critical role in encouraging collaboration and they should be held accountable

# Impact of Non-Harmonized Action & Insufficient Collaboration



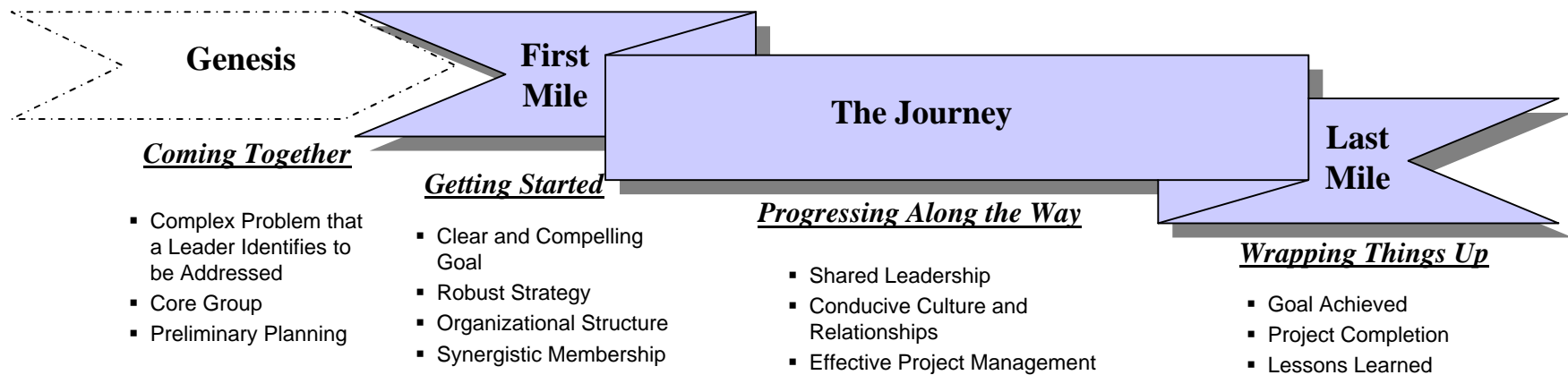
Thanks to Michel Sidebe

# Challenges Affecting Collaboration

- An influx of funds from multiple sources has made disease control compete with donor control
- Global health architecture is fragmented
- Global health is not good at the business of global health—we are not strong in program delivery and implementation
- Internal dynamics within the partnership pose barriers—  
(Jim Austin's 7 "C's")
  - **Culture**
  - **Conflicting Goals**
  - **Confusion**
  - **Control**
  - **Capabilities**
  - **Competition**
  - **Costs**

# Framework for Creating Successful Collaborations

Our framework, derived from the common elements of successful collaborations, provides a pathway for meeting challenging goals.



Collaborative partnerships have the best chance for success when members lay the foundation in the first mile for the last mile success and take mutual responsibility along the journey for leadership, management, and culture within the partnership

# Ways Donors Can Encourage Collaboration

## Leverage Grants to Encourage Collaboration within Specific Partnerships

- Require explicit statement of how collaboration will occur
  - How will the partners work with each other?
  - How will the partnership provide for feedback from individual partners?
  - How will resources be used to support meetings and other means of communication between partners?
  - How will the partners work with the MoH and MoF in countries being served?
- Provide guidance on measuring impact
- Emphasize the critical First Mile activities (membership, goal, structure, strategy and organizational roles)
- Give grantees resources for learning how to improve effectiveness of partnerships.
- Provide partnerships with reasonable assurance of sustainability

# Ways Donors Can Encourage Collaboration (2)

## Adapt Policies to Strengthen Support for Infrastructure

1. Standardize grant requirements to minimize the reporting burden on developing countries.
2. View each partnership as an opportunity to build local skills.
3. Develop channels for ensuring that "the voice of the South" is heard.
4. Consider creative ideas from grantees for incorporating development of health monitoring and evaluation systems into projects.
5. Support broad efforts for standardizing data collection.

# Ways Donors Can Encourage Collaboration (3)

## Support Development of Leadership and Management Skills

- "Perhaps a traditional way to think about business is 'Write us a big check, please, and then go away.' That's leaving a lot of value on the table. . . . I think what is emerging is that business can bring other competencies to the solution."  
*James Austin, Professor Emeritus, Harvard Business School, Carter Center Symposium*
- "I just don't think there's a science of scale-up in global health. I know more about how Southwest Airlines works—from business school case studies—than how smallpox was eradicated. Smallpox should be one of the cases used to teach global clinical health science."  
*Jim Kim, Harvard Medical School, Interview on March 10, 2006*
- **Shared leadership is different:**
  - **Credible convener**, known for technical expertise, with ability to facilitate collaborative interactions
  - **Negotiator**, with the political and human relations savvy to navigate the complexities of the landscape and negotiate among people and organizations, and resolve conflicts productively
  - **Outcome-seeker**, always keeping the goal in front of members
  - **Relationship-builder**, fostering relationships
  - **Entrepreneur**, an innovator who encourages innovation
  - **Inspirational Advocate**, with the ability to see a vision and inspire others to see it

# Ways Donors Can Encourage Collaboration (4)

## Sponsor Forums for Global Health Leaders to Reach Consensus on Priorities

1. Bring together those leaders who are working on a particular disease or threat so they can reach consensus about the best ways to coordinate efforts.
2. Hold a series of donor coordination conferences, each focused on a specific country.
3. Convene forums for discussing priorities across global health and how efforts can be coordinated.

# Ways Donors Can Encourage Collaboration (5)

## Model Collaborative Behavior

1. Take only joint credit when funding joint projects, suppressing egos just as highly collaborative leaders do.
2. Create a donor watch that monitors donor results. This practice would "put donors on the hook to be responsible to make coalitions work, rather than saying 'Here's how things work.'"
3. Work in tandem within a country. When organizations like WHO and the World Bank make joint visits it's a signal to the country leaders that they're truly working together. Countries notice that.
4. Create a workshop for staff members about the ingredients for success in real collaboration so they can contribute ideas for improving collaboration in partnerships and serve as role models themselves.

# Challenges

- How to avoid overlooking the fact that successful collaboration depends on people and the human factors, the ability to respect each other and work productively together. How to stay focused on the human element of coalitions, collaboration that involves the human element: *Real Collaboration*
- How to remodel the current stock of sub-prime partnerships (to reduce transaction costs while promoting effective collaboration)
- How the US as a donor can promote effective collaboration
- How can US influence outcomes in the direction it wants—(eg increase accountability, measurable objectives, scientific soundness) without going it alone (as in the PEPFAR Plunge)

# Project Staffing

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