

Engaging the private sector in delivering quality maternal and newborn health services

- A Guide for Policy Dialogue

Version 1.0

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Introduction

To accelerate progress to reach the Sustainable Development Goals for ending preventable maternal, newborn and child deaths, it is critical that both the public and private health service delivery systems invest not only in increasing coverage of interventions, but also in quality, and ensuring that quality is sustainable at adequate scale. Private health care is one of the fastest growing segments of the health-care system, and private providers (i.e., non-government providers for profit individuals, facilities and businesses) are an important source of health care. Little is known about how to sustain and ensure that the private sector delivers quality care in low and middle-income countries, and what the public sector needs to do to facilitate this process. This gap must be addressed, particularly in countries with a significant proportion of the population seeking care in private health care facilities.

The purpose of this guide is to assist countries in planning, organizing and facilitating a multi-stakeholder policy dialogue on private sector delivery of quality maternal and newborn health services. This guide provides a recommended approach for conducting multi-stakeholder policy dialogues but is not intended to be prescriptive, as the processes should be adapted to suit the needs of the country where it is being used.

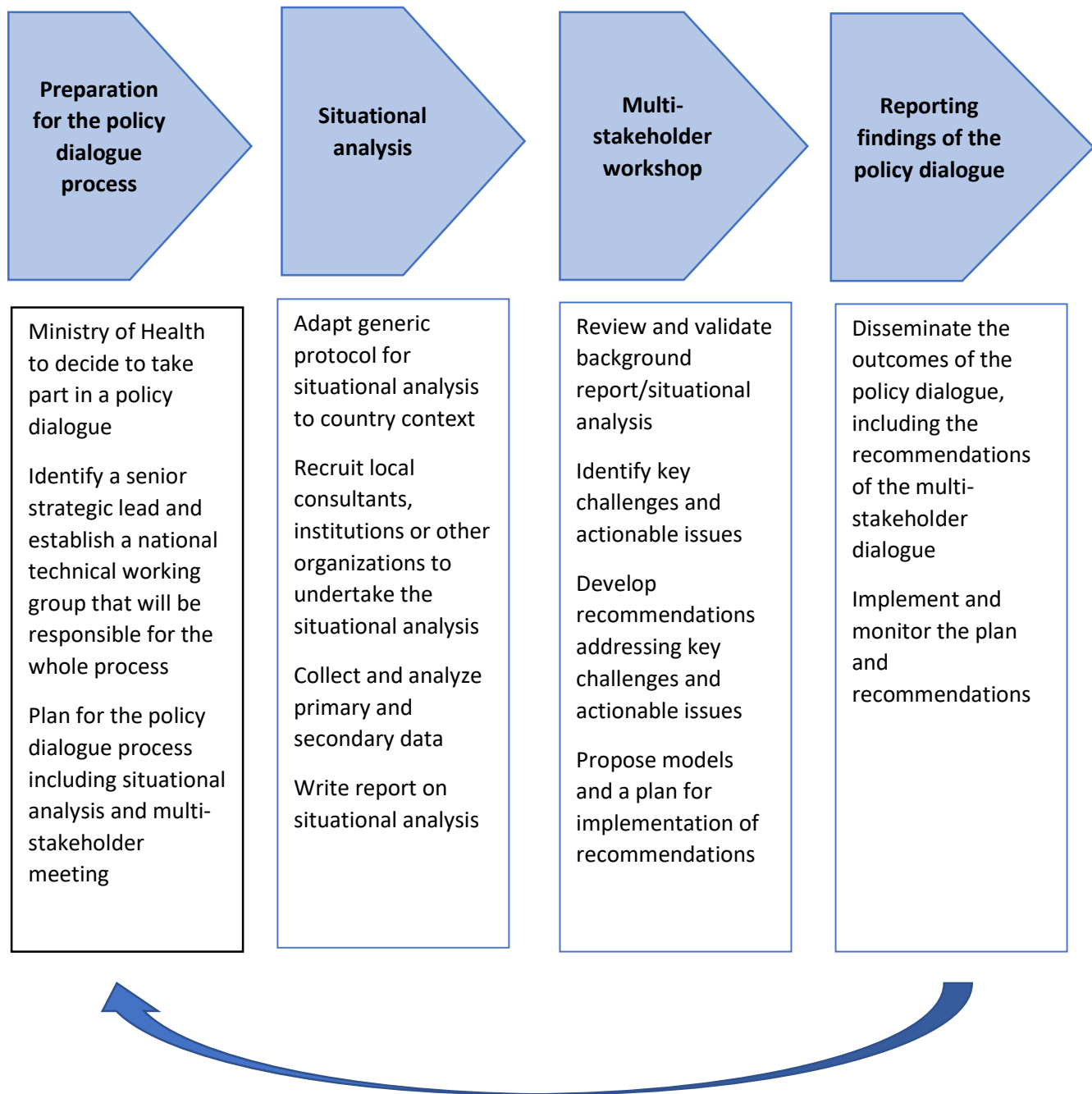
The guide outlines the main steps for coordinating a multi-stakeholder policy dialogue, including:

- Preparation for the policy dialogue process
- Situational analysis
- Planning and facilitating the multi-stakeholder dialogue workshop
- Reporting findings of the policy dialogue

The target audience for this guide is those who are organizing and facilitating a multi-stakeholder policy dialogue on private sector delivery of quality maternal and newborn health services.

Overview of the Policy Dialogue process

Figure 1. Overview of the Policy Dialogue process



I. Preparation of the policy dialogue

Often, efforts have focused on strengthening the public health sector without addressing the role and contribution of the private sector. However, in countries where the private sector plays a substantial role in the delivery of health care, the engagement of this sector is critical for making progress towards reducing maternal and newborn deaths and stillbirths in health facilities. The starting point for conducting a policy dialogue is an expression of the government's commitment to improving quality of care in public *and* private sector health facilities and to engaging local implementation partners.

The overall aim of the policy dialogue is to propose models and plans for effective engagement of the private sector within the national health system for implementing quality maternal and newborn health services.

Each country will decide how to best prepare and conduct the policy dialogue process. It has, however, proven useful to:

1. Identify a senior strategic lead in the Ministry of Health (director level);
2. Establish a national technical working group to advise on the process

The national technical working group may include stakeholders from the Ministry of Health, public and private service providers, organizations working to involve the private sector, academia, and professional organizations.

The senior strategic lead, together with the national technical working group, will make a plan for and oversee the:

- ✓ Situational analysis and data collection
- ✓ Multi-stakeholder meeting
- ✓ Reporting and implementation of findings and recommendations

II. Situational analysis

The purpose of the situational analysis is to:

1. Analyze the drivers and determinants of the current engagement of the private sector to deliver quality maternal and newborn health services
2. Identify opportunities for involving the private sector in working within the national health system to deliver quality maternal and newborn health services

The situational analysis is comprised of three components:

- (1) a literature review;
- (2) a stakeholder assessment; and
- (3) key informant interviews.

A detailed protocol for conducting the situational analysis is available (ANNEX 1). It details the research methods for collecting and analyzing primary and secondary data for the situational analysis report.

Following data collection and analysis, the country team should prepare a situational analysis report that will form the basis for discussions and recommendations at the multi-stakeholder meeting. This report presents findings, key challenges and opportunities involving the private sector, and preliminary recommendations. As presented in a sample situational analysis report (ANNEX 2), this report may include the following:

Introduction

Research objectives

Methodology

- Project logic model
- Study design and setting
- Study population and selection
- Data collection and analysis
 - Primary data collection and analysis
 - Secondary data collection and analysis
- Methodological and data limitations

Landscape

- Health care system
- Health sector actors

Findings

- Overview of the private health sector
 - Private sector engagement in maternal and newborn health services
 - Type, size, and scope of private sector maternal and newborn health services
 - Maternal and newborn health market demand, supply, and segmentation
- Characteristics of interview respondents
- Emerging themes
 - Available inputs for the private sector
 - Private sector processes
 - Private sector outputs
 - Private sector outcomes
 - Available mechanisms to encourage private sector engagement

Conclusion

Recommendations

References

The role of the senior strategic lead and technical working group in conducting a situational analysis:

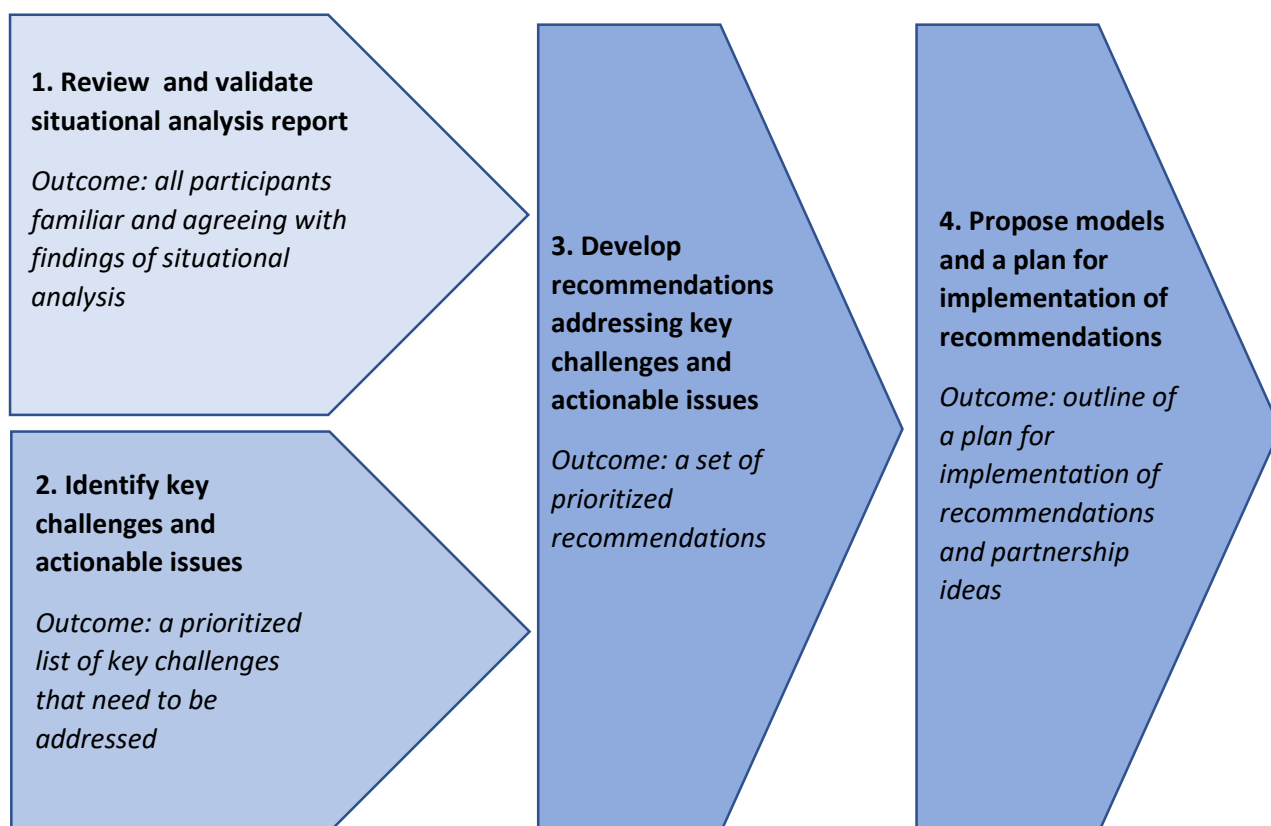
- ✓ Adaptation of the generic protocol and situational analysis report to the country context
- ✓ Recruitment of local consultants, institutions or other organizations to undertake the data collection and analysis
- ✓ Inputs to selection of interview respondents
- ✓ Preliminary feedback on situational analysis report before it is presented at the multi-stakeholder workshop

III. Multi-stakeholder workshop

The objectives of the multi-stakeholder workshop are:

- To jointly review the findings of the situational analysis on the private sector's involvement in delivering quality of care for maternal and newborn health;
- To identify opportunities for involving the private sector in working within the national health system to deliver quality maternal and newborn health services;
- To identify and prioritize key challenges and actionable issues that need to be addressed;
- To propose models and a plan for addressing key issues and challenges for effective engagement of the private sector within the national health system for implementing quality maternal and newborn health; and
- To propose models for the implementation and monitoring of the plan.

Figure 2. Flow of multi-stakeholder workshop



The role of strategic lead and the national technical working group in logistics and planning of the multi-stakeholder workshop:

- ✓ Decide whether the workshop will be held face-to-face or virtually and if face-to-face, select a venue
- ✓ Decide on list of participants
- ✓ Adapt the agenda
- ✓ Prepare presentations for the workshop
- ✓ Prepare copies of materials (or circulate electronically), including: agenda, participant list, situational analysis report, and other relevant materials
- ✓ Prepare questions for polls and virtual platform(s) to be used
- ✓ Make preliminary assignments of participants to subgroups, if needed
- ✓ Select facilitators for the workshop and brief them on their tasks

Sample processes and agendas for virtual and face-to-face multi-stakeholder workshops are provided below. The agendas may be condensed or lengthened to suit a country's needs, and the sessions may be adjusted for shorter or longer times. Consider the best time to conduct the workshop in order to ensure participation from the private sector. It may be late in the day/evening or during weekends. The suggested steps/sessions, however, should be conducted in order, as the sequence matches the logic flow of the multi-stakeholder process in Figure 2.

SAMPLE PROCESS AND AGENDA FOR THE MULTI-STAKEHOLDER WORKSHOP

Virtual format

Tasks prior to the workshop (a week ahead):

Task	Medium/format
<ul style="list-style-type: none"> Distribute a welcome pack to all participants that explains the process of the multi-stakeholder dialogue and includes the situational analysis report. Obtain consent forms from participants, if needed 	e-mail
<ul style="list-style-type: none"> Poll participants on basic information on themselves and validation of the report findings 	Poll #1 (See ANNEX 3)
<ul style="list-style-type: none"> Conduct questions and answers (Q&A) on content of the report and respond to questions as they are posted 	Chatroom
<ul style="list-style-type: none"> Poll participants on key challenges and actionable issues that need to be addressed for private sector engagement in delivering quality maternal and newborn and health services and expectations for the workshop 	Poll #2 (See ANNEX 3)
<ul style="list-style-type: none"> Synthesize polling results and questions 	PowerPoint

Stakeholder meeting session # 1: Identify, prioritize and further detail out key challenges and actionable issues that need to be addressed. 2.5 hours

Agenda items	Time
Welcome and introductions	15 min
Presentation of key findings of the report and results of validation poll (facilitators)	30 min
Presentation of most frequently asked questions/comments (from chatroom) followed by Q&A	20 min
Bio and coffee break	5 min
Presentation of results of prioritization poll and introduction to w/groups	10 min
Break out groups (3 to 4) to discuss & agree on key challenges and actionable issues that need to be addressed and further detail out problem statements	45 min
Report back from each working group	20 min
Wrap Up/Next steps	5 min

Tasks between stakeholder session #1 and session #2

Task	Medium/format
<ul style="list-style-type: none"> Working groups to send reports or PPT slides to facilitators on key challenges and actionable issues that need to be addressed and further detailed out problem statements 	e-mail
<ul style="list-style-type: none"> Synthesize working group's reports and circulate to participants (facilitators) 	e-mail
<ul style="list-style-type: none"> Poll participants on recommendations and partnership ideas – each participant propose 1-3 recommendations to each prioritized challenge and problem statement 	Poll #3 (See ANNEX 3)
<ul style="list-style-type: none"> Synthesize polling results – group recommendations 	PowerPoint

Stakeholder meeting session # 2: Develop recommendations addressing key challenges and actionable issues. 2.5 hours

Agenda items	Time
Re-cap of previous steps	5 min
Presentation of results from poll on recommendations and partnership ideas	15 min
Discussion	30 min
Bio and coffee break	5 min
Break out groups to agree and further elaborate on recommendations and partnership ideas	60 min
Report back from each working group	20 min
Wrap up and next steps	15 min

Tasks between Stakeholder meeting session #2 and session #3

Task	Medium/format
<ul style="list-style-type: none"> Working groups to send reports or PPT slides to facilitators on recommendations and partnership ideas 	e-mail
<ul style="list-style-type: none"> Synthesize working group's reports and circulate to participants (facilitators) 	e-mail

Stakeholder meeting session #3 (may only include members of the national technical working group) : To propose models and a plan for implementation of recommendations and partnership ideas addressing key issues and challenges. 2 hours

Agenda items	Time
Re-cap of previous steps	5 min
Develop outline of a plan for implementation of recommendations and partnership ideas addressing key issues and challenges for effective engagement of the private sector within the national health system for implementing quality MNH services: For each key issue/challenge and related recommendation detail out <ul style="list-style-type: none"> Main next steps/tasks Who is responsible Timeline How to monitor 	70 min
Dissemination of the plan and outcomes of the Multi-stakeholder dialogue – how and to whom	30 min
Wrap up and next steps	15 min

Face-to-face meeting

Tasks prior to the workshop:

Task	Medium/format
<ul style="list-style-type: none"> Distribute a welcome pack to all participants that explains the process of the multi-stakeholder dialogue and includes the situational analysis report. Obtain consent forms from participants, if needed 	e-mail
<ul style="list-style-type: none"> Poll participants on basic information on themselves and validation of the report findings 	Poll #1 (See ANNEX 3)
<ul style="list-style-type: none"> Synthesize polling results and questions 	PowerPoint

Day 1

Time	Activity	Format
8:30 – 9:00	Registration	
9:00 – 9:30	Welcome and opening	Plenary
9:30 – 10:00	Introduction to multi-stakeholder process and steps: Discussion and questions	Plenary
10:00 – 11:00	Presentation of key findings of the report and results of validation poll followed by discussion	Plenary
11:00 – 11:30	Break	
11:30 – 12:00	Introduction to Step 2: Prioritization of key challenges	Plenary
12:00 – 13:00	<i>Group work 1:</i> Prioritize 1-2 key challenges under each of the 4 headings: a) Overall policy environment, b) Quality regulatory framework and enforcement, c) Market conditions and d) Private sector engagement ¹	Group work
13:00– 14:00	Lunch	
14:00 – 15:00	Presentation of group work 1	Plenary
15:00 – 15:30	<i>Group work 2:</i> Further detail out key challenges as identified in Group work 1 and develop problem statements	Group work
15:30 – 16:00	Break	
16:00 – 17:00	<i>Group work 2</i> continued	Group work
17:00 – 18:00	Facilitators' meeting	

¹ Headings may be different depending on country context. In workshops in Ghana and Nigeria, headings were Policy administration, Regulation, Service delivery and Crosscutting issues

Day 2

Time	Activity	Format
9:00 – 10:30	Presentation of Group work 2 followed by discussion	Plenary
10:30 – 11:00	Introduction to Step 3: Develop recommendations addressing key challenges and actionable issues	Plenary
11:00 – 11:30	Break	
11:30 – 13:00	<i>Group work 3:</i> Develop recommendations for each key challenge and related problem statements	Group work
13:00– 14:00	Lunch	
14:00 – 15:30	Presentation of group work 3 followed by discussion	Plenary
15:30 – 16:00	Break	
16:00 – 17:00	Conclusions and next steps	Plenary

Day 3: Meeting of national technical working group

Time	Activity	Format
9:00 – 9:30	Recap of outcomes of multi-stakeholder dialogue	Plenary
9:30 – 11:00	Develop outline of a plan for implementation of recommendations and partnership ideas. For each key issue/challenge and related recommendation detail out <ul style="list-style-type: none"> • Main next steps/tasks • Who is responsible • Timeline • How to monitor 	Plenary
11:00 – 11:30	Break	
11:30 – 13:00	Develop outline of a plan for implementation - continued	
13:00– 14:00	Lunch	
14:00 – 15:00	Dissemination of the plan and outcomes of the multi-stakeholder dialogue – how and to whom	Plenary
15:00 – 15:30	Closing	

WORKSHOP FACILITATION TIPS

Stakeholder meeting session # 1 (virtual)/Group work 1 and 2 (face-to-face): Discuss and agree on key challenges and actionable issues that need to be addressed and further detail out problem statements

The key challenges that will be discussed depend on the results of the poll prioritizing the most important challenges or the results of the first group work in the face-to-face meeting. The challenges in the poll/group work are, however, formulated in broad terms. In the breakout groups, these challenges should be further detailed out into specific problem statements for which concrete recommendations can be made.

Example:

Challenge: There is lack of data sharing between private and public sector.

Problem statements/root causes:

1. There are no standardized reporting requirements, including indicators
2. The Ministry of Health has little capacity (human and financial resources) to collect data
3. Private sector has no incentives to report data
4.

You may use different techniques for this. For example, using a fishbone diagram organizing possible causes into a visual format that is quickly understood (<https://fishbonediagram.org>) or using the “5 WHY technique” drilling down to the challenge/problems root cause by asking “Why?” five times. The problem statements should be based on information in the report and participants additional knowledge of the topic.

Combined online and face to face participation:

If some participants are not able to join meetings where the majority meets face to face, consider setting up a link for virtual participation. It is important to engage those participants, including setting up specific online working group(s), using chat functions and other ways to ensure their contributions throughout the workshop.

Stakeholder meeting session # 2 (virtual)/Group work 3 (face to face): Develop recommendations addressing key challenges and actionable issues:

The report has already identified some preliminary solutions and recommendations – use these as a starting point for the discussions.

The facilitator should guide participants to identify solutions to key challenges that:

- Address causes of the problem
- Are feasible with available human, material and financial resources
- Build on existing activities when possible

Solutions vs. recommendations

Solutions help to address and overcome the causes of the most important problems.

Recommendations are the specific actions that need to be taken to achieve these solutions to problems.

Recognize that it may not always be possible to identify feasible solutions to a problem. If additional data are required, note these data needs and include them as a recommendation for further action. If problems cannot be immediately solved, then a recommendation may be to allocate responsibility for working on the problem in the longer term.

The recommendations should provide detail on how the solutions identified may be carried out. The recommendations should be specific, action-oriented, feasible and realistic to incorporate into a plan for implementation.

A sample group work template is found in ANNEX 4

Training/briefing of facilitators:

Prior to the workshop, it may be useful to conduct a training/briefing of the facilitators by a person familiar with format and flow of the workshop. It can happen virtually or face to face. The main objectives of the training/briefing are:

- To familiarize facilitators with the steps and facilitation techniques of the workshop
- Ensure that each facilitator read the situational analysis report carefully
- To assign facilitators to the groups under the different headings of challenges. The facilitator should prepare for their group work by identifying possible challenges and recommendations in the situational analysis report they can list as options, if participants need to be prompted
- Identify a floater(s) from the project team going between working groups in order to ensure everyone is on same track.
- Discuss any other issues relevant for the workshop

Following the multi-stakeholder workshop, the country team should prepare a meeting report that presents an overview of the meeting proceedings and details the validation of the situational

analysis, key challenges, solutions, recommendations, and next steps. The report of the multi-stakeholder workshop (ANNEX 4) may include:

Acknowledgements

Abbreviations and acronyms

Executive summary

This summary should highlight the key issues that emerged from the multi-stakeholder dialogue and are covered in detail in the body of the report.

Introduction

In this section, the background on why the multi-stakeholder workshop was carried out and the context

- **Meeting overview**
- **Objectives:** See under III. Multi-stakeholder Workshop
- **Methodology:** The main methods used to collect, summarize and analyze the information used for the workshop should be reported. This can include a brief description of the Multi-stakeholder workshop, sources of data, etc.

Review and validation of the situational analysis

This section should include the validation of the situational analysis and identification, prioritization and further detailing out key challenges and actionable issues that need to be addressed.

Recommendations addressing key challenges

In this section, solutions and recommendations for each key challenge and related problem statement should be stated. If a plan for implementation of recommendations and partnership ideas has been developed in connection with the workshop, detail it out for each key issue/challenge and related recommendation:

- Main next steps/tasks
- Who is responsible
- Timeline
- How to monitor

Conclusion and next steps

ANNEXES

Resources used to conduct the review should be included. Some examples include:

- Agenda
- List of participants and facilitators

IV. Reporting outcomes of the policy dialogue

The outcomes of the policy dialogue include:

- ✓ A situational analysis report
- ✓ A report of the multi-stakeholder workshop
- ✓ A plan for implementation of the recommendations
- ✓ A country case study

The four outcomes are inter-linked but may serve slightly different purposes. The situational analysis report (ANNEX 2) serves as reference for the broader policy dialogue and is main the background document for the multi-stakeholder workshop. The multi-stakeholder workshop report (ANNEX 4) includes recommendations for the Ministry of Health and the private sector to consider, whereas the implementation plan (ANNEX 5) may serve as a more internal tool to help with the execution and monitoring of agreed action. The country case study (ANNEX 6) pulls together information from the situational analysis report, the multi-stakeholder report, and the implementation plan. It may include additional inputs and proposed models for effectively engaging the private sector in the national health system to deliver quality care for maternal and newborn health. Sample outlines for the documents above are available in the annexes.

The outcomes may be presented and disseminated in different ways depending on the specific country context.

The role of strategic lead and the national technical working group in reporting outcomes of the policy dialogue:

- ✓ See that the reports of outcomes of the policy dialogue are produced and agreed upon by stakeholders
- ✓ Organize the dissemination of the outcomes (e.g. events, meetings, press release/conference, web-publishing)
- ✓ Manage and monitor the implementation of recommendations
- ✓ Continue the policy dialogue process and cycle as needed

V. Annexes

ANNEX 1: Link to generic protocol for conducting the situational analysis

ANNEX 2: Link to situational analysis report outline

ANNEX 3: Notes for polls (see below)

ANNEX 4: Sample group work template

ANNEX 5: Link to multi-stakeholder workshop report

ANNEX 6: Link to the implementation plan (FORTHCOMING)

ANNEX 7: Link to country case study outline (FORTHCOMING)

ANNEX 3: NOTES FOR POLLS

Poll # 1

Provide Basic Info

- Name
- Title
- Org
- Workshop Expectation

Validate report findings

- Validate general description of private health sector: (i) landscape, (ii) private sector type, role general, (iii) private sector role MN health
- Validate challenges with available PSE inputs : (i) enabling environment, (ii) PSE organization and resources

Validate challenges with available PSE mechanisms:
(i) regulatory mechanisms,
(ii) values and ethics

Poll # 2

Prioritize key challenges

- Prioritize enabling conditions: (i) overall policy framework, (ii) quality reg' framework, (iii) market conditions
- Prioritize private sector engagement: (i) relations (ii) mechanisms

Poll # 3

Propose recommendations

- Propose 1-3 recommendations to each prioritized challenge and problem statement

POLL # 1 VALIDATE REPORT (Findings Section of the Situational Analysis)

A. Validate General description of private sector

Question format will be a combination of yes and no paired with multiple choice and open ended questions allowing participant to input his/her comments.

- *Validate landscape:* Agree with typology; If not, what would you change? Are key groups missing? If so, who and how would you classify them?
- *Validate definition of private sector:* Agree with typology (public, non-profit, self-financing)? If not, what terms would you use?
- *Validate description of private sector role:* Agree with general description of private sector contribution to health sector? If not, what would you add/change?
- *Validate maternal and newborn health market demand:* Agree with analysis of DHS data? Was the data useful in describing private sector role in maternal and newborn health? If not, why not? Did you learn something new about private sector role? If so, what?

B. Validate Analysis of challenges with available input for PSE

Question format will be a combination of yes and no paired with multiple choice and open ended questions allowing participant to input his/her comments. See example below.

- *Validate enabling environment:* Agree with analysis of policies and regulations supporting private sector role? Agree with analysis of quality of public and different private sector entities? Agree with regulatory challenges? Agree with analysis of market conditions facing private providers? Are other issues we did not include? If so, please comment.

The analysis of available inputs for developing an enabling environment for PSE presents below key findings/challenges. Do agree with them? Please check Yes if you agree. Check no if you do not. If you do not, please tell us why not.		Comments
1. Agree with analysis of policies and regulations supporting private sector role?	Y N	
2. Agree with analysis of quality of public and different private sector entities?	Y N	
3. Agree with the identified regulatory challenges?	Y N	
4. Agree with analysis of market conditions facing private providers?	Y N	
5. Other challenges we did not include but are relevant?	Y N	
Open	Add additional comments	

C. Validate Analysis of challenges with available mechanisms for PSE

Question format will be a combination of yes and no paired with multiple choice and open ended questions allowing participant to input his/her comments. See example above with available inputs.

- *Validate organization and mechanisms:* Agree with analysis of regulatory organization and processes barriers? Agree with analysis of reporting and accountability issues? Agree with Values, ethics, and motivation of the private sector? Are other issues we did not include? If so, please comment.

POLL# 2: PRIORITIZE CHALLENGES

Question format will use likert scale and one open ended question allowing participant to input his/her comments. See examples below

- *Prioritize enabling environment challenges: (i) overall, (ii) quality, (iii) market conditions*

Please rank in order of importance the challenges in the overall policy environment supporting private sector engagement.			
1 – not very important	2 – moderately important	3 – very important	
Political will but no action on private sector policies.	1- not	2- moderate	3- very
No strategy in place to engage private sector.	1- not	2- moderate	3- very
Private sector (self-financing) not routinely included in policy design and planning.	1- not	2- moderate	3- very
Insufficient MOH capacity to collect private data and integrate it into policy and planning.	1- not	2- moderate	3- very
Private sector under-reports to MOH and other government agencies.	1- not	2- moderate	3- very
Add additional comments			

Please rank in order of importance the challenges related to quality regulatory framework and enforcement .			
1 – not very important	2 – moderately important	3 – very important	
Weak enforcement of existing quality regulations (e.g. under investment in MOH staff and resources).	1- not	2- moderate	3- very
Quality regulations more strictly enforced with self-financing providers.	1- not	2- moderate	3- very
Quality regulations are cumbersome for private sector (e.g. multiple reports, duplicate reports, untimely govt response, etc.).	1- not	2- moderate	3- very
Unclear and inconsistent definition of quality (e.g. KII indicators are different).	1- not	2- moderate	3- very
Fragmented, uncoordinated and overlapping quality functions between multiple government agencies.	1- not	2- moderate	3- very
Add additional comments			

Please rank in order of importance the challenges related to market conditions that impact private sector ability to deliver quality services.			
1 – not very important	2 – moderately important	3 – very important	
Lack of financial incentives (e.g. contracting, vouchers, tax relief, access to affordable loans) enabling private providers to invest in quality improvements.	1- not	2- moderate	3- very
Low reimbursement rates and slow payment by NHIS.	1- not	2- moderate	3- very
Unfair competition between public and private facilities.	1- not	2- moderate	3- very
Unfair competition from unregulated private sector providers.	1- not	2- moderate	3- very

Competition for skilled HRH.	1- not 2- moderate 3- very
Add additional comments	

- *Prioritize PSE organization and mechanism:*

Please rank in order of importance the challenges related to private sector engagement .	
Lack of formal public private dialogue mechanism and process to engage all stakeholders equally and fairly.	1- not 2- moderate 3- very
Private sector does not have collaborative working relationship with MOH like FBOs.	1- not 2- moderate 3- very
Private sector fragmented and not organized in representative organizations, making it challenging for MOH to engage them	1- not 2- moderate 3- very
Public and private sector stakeholders lack skills for public private dialogue.	1- not 2- moderate 3- very
Add additional comments	

Poll # 3: PROPOSE RECOMMENDATIONS

Question format will follow the key challenges and problem statements identified in Multi-Stakeholder workshop session # 1

Please propose 1-3 recommendations to each key challenge:	
Overall policy environment supporting private sector engagement:	
Key challenge 1 Problem statement a,b,c,.....	Recommendation 1 Recommendation 2 Recommendation 3
Key challenge 2 Problem statement x,y,z,.....	Recommendation 1 Recommendation 2 Recommendation 3
Quality regulatory framework and enforcement:	
Key challenge 1	
Key challenge 2	
Market conditions that impact private sector ability to deliver quality services:	
Key challenge 1	
Key challenge 1	
Private sector engagement organization and mechanism:	
Key challenge 1	
Key challenge 2	

ANNEX 4: Sample group work template

Thematic Area	Key challenges Identified	Problem statements/Root causes	Recommendations	Key Activities	Reponsible Person(s) / Organization(s)	Time Frame