

Exploring Areas for Collaboration between Global Health & Humanitarian Organizations & INSEAD Humanitarian Research Group (HRG) and Empower Swiss

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Joint presence in:
Geneva, Paris, Abu Dhabi, New Delhi, Singapore, Bangkok

Overall Value Proposition

- Deep domain knowledge
 - Global presence
 - Leadership & Governance
 - Accelerate and Scale-up support
 - Private sector engagement
 - Organizational Resilience
- Cumulatively we bring over 10 Centres of Excellence and a physical presence in 6 cities across Europe, Africa/Middle East and Asia
 - Provide evidence-based transformative leadership and governance to produce long-term and measurable results
 - Accelerate & transform pilots into sustainable programs (or social businesses)
 - Leverage our expertise in the field of global health and humanitarian supply chain and technology across 40 countries
 - Develop strategy and measure impact of multi-stakeholder and private sector engagement
 - Support the creation of scalable and continuous learning organizations that are sustainable and resilient by leveraging technology/ e-learning solutions
 - Leverage students, alumni and faculty, corporate partners (CSR) making us cost efficient

INSEAD HRG and Empower jointly bring a global reach and expertise of the following Centers of Excellence

- Humanitarian Research Group
- INSEAD Corporate Governance Initiative (ICGI)
- eLab
- Emerging Markets
- Entrepreneurship
- Gender initiative
- Global Leadership

- Healthcare Management Institute
- INSEAD-Sorbonne University Behavioral Lab
- Learning Innovation and Teaching Excellence
- Social Impact Initiative
- Sustainability Centre
- INSEAD-World Economic Forum Partnership

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Governance, Leadership, Management & Coordination

Focus areas: Leadership & Management Support

- Trained and coached over 1,000 senior leaders in Ministry of Health, UN agencies and private sector
- Collaborating with former heads of state for mentoring
- Working with Board members, CEOs, UN representatives, international NGOs, Directors and MoH



INSEAD
Humanitarian
Research Group

Our experience has shown LGM to be one of the weakest areas in the development sector and in Ministries of Health. Building leadership capacity and strengthening management systems, while not easy, yields long-term and sustainable results. INSEAD and Empower have worked in these areas extensively, including:

- Supporting various private sector UN agencies, various Ministries of Health, international NGOs
- Partnered with HE President Kufuor and his foundation for mentoring and coaching (for West Africa)
- Leadership development: several decades of experience with executive education programs for senior leadership including: women in leadership,
- INSEAD and World Economic Forum's **Global Leadership Fellows programme** is preparing the next generation of leaders for the management challenges since 2007
- High level forums: Directors Forum (Corporate Governance Center), the CEO Forum (with the WEF)
- Management trainings including: time management, project management, performance management, change and crisis management, team management, supportive supervision,



Strengthening Governance and Accountability

Governance
Programs include:

Leading from the
Chair

Certificate in
Corporate
Governance

Women Leaders
Program

- INSEAD has a very successful and effective Governance Center, which gathered 150 CEOs on campus for the recent conference
- The Governance Center focuses on roles and responsibilities of boards, gender equality, diversity and inclusiveness; senior management, structures, effectiveness and impact
- The Governance Center organizes executive education programs and workshops and publishes reports
- The approach of the Governance Centre is multi-disciplinary and brings together INSEAD's other centres of excellence
- The approach of the Governance centre can be applied to strengthen country policy and governance structures including GF's CCMs (Board equivalent), UN country representatives, MoH's Public Health Program Directors, and also relationship between the MOH central-regional and district level structures

Example 1: UNICEF Executive Leadership Development Programme



- The program was run at INSEAD in groups of 40 participants (total of some 200+ people over 5 years)
- Focus on high potentials: develop leadership/managerial talent (e.g. to take on country rep positions)
- Develop capability to work with multiple stakeholders (government, other humanitarian organizations, private business, etc.)
- Help make the transition to supporting government instead of executing themselves
- Sandwich program with two modules on campus and individual project in-between
- Individual coaching by INSEAD faculty
- Mix of UNICEF and INSEAD faculty from multiple disciplines
- Mix of teaching (mornings) and group work/discussions (afternoons)

Empower Global Health Leadership Program
in collaboration with
**John A. Kufuor Foundation and
INSEAD Humanitarian Research Group**

**7 MONTH PROGRAM
INTERNATIONAL WORKSHOP & COACHING ON
STRATEGIC LEADERSHIP AND MANAGEMENT**

**9-11 October 2018
Accra, Ghana**

Program includes a key note address by H.E. John Agyekum Kufuor, the former President of Ghana



Example 2: Executive Leadership Development Programme



“Universal health coverage needs global public health leaders with vision and the capability to bring about change. Empower’s work in leadership and human resources for health has played a vital role in creating global impact.”

*His Excellency John A. Kufuor,
Former President of Ghana*

“Empower’s vision is, quite simply, to create ‘Public Health Super Heroes!’ With mentoring from HE President Kufuor, the support of CEOs from the public and private sectors, and application of innovative learning technologies we can do it, and we can do it at scale.”

*Prof. Paul Lalvani,
Director, Empower Group*



“INSEAD School of Business has been guiding and shaping senior management to create high impact leaders that can navigate in times of crises, change and in the new digital age. INSEAD’s Humanitarian Research Group focuses on socially impactful sectors, including health, nutrition, supply chain, agriculture. The partnership between INSEAD and Empower brings together the joint capacity of both institutions to create leadership and management excellence.”

*Prof. Luk Van Wassenhove
Director, INSEAD Humanitarian Research Group*

Multi-country Coordination Support in Asia (for Supply Chain, funded by Global Fund)



Partnering with Global Fund to launch the Asia Resource Centre (planned for Q4 2018)

Promoting collaborations

Transforming supply chains

Harnessing and aligning global stakeholders

- There are a large number of stakeholders working in public health supply chain with little or no coordination, working in silos, leading to significant inefficiencies and waste of resources. In order to realize the potential for synergy of these stakeholders, Gates Foundation and Global Fund are funding the Africa and Asia Resource Centres
- The objectives of the 'ARCs' are to coordinate among all stakeholders and programs; build and share a knowledge repository; catalyze cross-fertilization and learning in the countries; and among the ARCs
- The Asia ARC countries in Phase 1 will include India, Pakistan, Papua New Guinea, Bangladesh, and one more (country priorities are not fixed)
- The ARCs will benefit any stakeholder working in procurement and supply chain in the target countries

Piloting and Scaling

Focus areas: Accelerating & transforming pilots into sustainable projects

ACCLERA+OR

Catalyzing Scale-up and Sustainability

The world is littered with ideas and pilots struggling to reach scale. We have been conducting research and catalyzing scale-up and sustainability for over a decade. Jointly the partnership brings the collective strengths of 8 Centres of Excellence:

- We are in discussions with and supporting several UN agencies, IFRC (Red Cross), the largest humanitarian organization and hundreds of startups
- We organize start-up bootcamps, entrepreneurship projects, work with inside/with our incubators and accelerators
- INSEAD scholars, faculty and advisors, and 300 + global alumni provide support to help scale ideas

Procurement and Supply Chain Management

Focus areas: Procurement and Supply Chain Management

Our Output

1. Published the 1st book on “Humanitarian Logistics” (2009)
2. Conducted procurement and supply chain (PSM) assessments and trainings across 40 countries
3. Published 50 high level research articles and 40 pedagogical case studies
4. Supported colleges in teaching humanitarian operations
5. Organized over 50 conferences and workshops on PSM

Most public health programs struggle with PSM, however, with application of evidence-based interventions, we are helping the global community and make a difference

- Optimizing Supply Chains and Supply Chain Assets
- Optimizing fleet management, waste management, disaster recovery
- Introducing and scaling new health and eLMIS technologies
- Supply Chain Mapping and Gap Analysis
 - Supported UNHCR, WFP, ICRC, IFRC, Global Fund, UNICEF, Marie Stopes, North Star Alliance, UNAIDS, DFID, DFAT, RBM, APLMA
- Restructuring organizations and building capacity of PSM teams for working with data, making better decisions
- Trainings conducted in PSM, forecasting, LMIS, optimization of supply chains, technologies in PSM, solarizing supply chains, waste management, among others

Multi-sectoral Partnerships and Engaging the Private Sector

Focus areas: Multi-sector Partnerships and Engaging the Private Sector

Conducted 20 years of research on the evolution, benefits, risks, challenges, and determinants of success and failure in multi-sectoral partnerships

This is one of the most under-leveraged areas; although there is interest from the public and private sectors to engage with each other, there is limited research and experience on how. We can support by:

- Exploring working models in private sector that can be applied for promoting public health and humanitarian goals
- Conducting scalable pilots with the private sector to create a shared vision and a sustainable model
- Incubating and accelerating socially impactful business models that are self sustainable (e.g. our work with Red Cross)
- Examples: TNT/ WFP "Moving the World" partnership, North Star Alliance, Agility, Tulipe, and Medicines for Malaria Venture

Building HR and Institutional Capacity

Focus areas: Building HR and Institutional Capacity by deploying Scalable and Continuous Learning & Capacity Building

SHAPING PUBLIC HEALTH AND SUPPLY CHAIN CHAMPIONS

Consulted with UNDP, WHO, USAID, UNICEF, various Ministries of Health, and supported over 5,000 public health staff across 100 countries

INSEAD
Humanitarian
Research Group

With continuous changes in policies, staffing, new technologies and new suppliers, the health staff in most countries are often operating one 'wave' behind recommended treatments. Due to lack of training and capacity, countries tend not to adopt or implement new policies, or change suppliers. Our areas of work:

- Conducting TNA (training needs assessment) at scale and low cost, supported by continuous learning and technical assistance, leveraging technology and personal interaction
- Developing the right competencies, organizational structures, and culture to swiftly and adequately respond to the many uncertainties humanitarian/ public health actors are subject to
- Free tools, jointly developed between Empower/INSEAD, PtD/ UNICEF and UNDP, including Competency Assessment Tool for PSM, Fundamentals of PSM in Global Health PSM course

**INSEAD Humanitarian Research Group and
Empower School of Health**
enter into a strategic partnership to support the development sector

INSEAD Humanitarian Research Group, INSEAD School of Business

Since 2001, INSEAD Humanitarian Research Group (HRG) has been striving to increase the capacity of humanitarian stakeholders by facilitating cross-learning between humanitarian organisations, private-sector, governments and donors). HRG works to identify and transfer best practices from the private sector to the humanitarian sector. HRG is also a leader in health and humanitarian supply chain optimization, and is one of the organizing partners of Health and Humanitarian Logistics Conference.

INSEAD is one of the world's leading and largest graduate business schools with campuses in Europe (France), Asia (Singapore) and Middle East (Abu Dhabi). More than 50,000 alumni and 11,000 executives have been through INSEAD's rigorous management and leadership programs. INSEAD's innovative programmes are internationally recognized, and of particular note, the Financial Times has ranked INSEAD as the #1 MBA programme in the world for two years in a row (2016 & 2017).

Empower School of Health

Empower is a global health academic, research and consulting institute supporting the areas of leadership, digital innovation and health systems strengthening (focus areas: procurement and supply chain management, monitoring and evaluation, regulatory sciences, quality assurance and access to medicines and vaccines).

Empower helps to shape managers and leaders that can function effectively in an environment that is volatile, uncertain, complex and ambiguous (VUCA). We have worked with health professionals from more than 40 countries to strengthen institutional capacity of global health programs. We also conduct assessments, research and provide advice to donors, governments and UN agencies on leadership, management, sourcing, logistics, drug regulations, local production and technology transfer. We are present in Geneva, New Delhi and Bangkok

Some of our partners and funders



INSEAD Humanitarian Research Group & Empower School of Health



Academic expertise

- Technology & Operations
- Strategy
- Business Models
- Statistics & Optimization



Domain expertise

- Disaster Preparedness & Response
- Health Supply Chains
- Asset management and deployment
- Environment and Waste
- Multi-Sector Partnerships



Consulting

- Evaluations
- Data Analytics
- Strategic Advice

