WHO's Website
for
Health Service Managers

To navigate this presentation, click the forward ➤ and back ◀ arrows below. There are 28 slides
If your internet connection is not good, click ✰ Save a copy above, and save this MAKER help file to your computer.

If necessary, adjust the size to 100% so that you can see the whole of one slide on the screen, and can read the text easily.

WHO's Website for Health Service Managers
This is the MAKER home page

From anywhere in the MAKER site, click on **MAKER** to get back to the MAKER home page.
This is the left navigation panel. It is always visible, anywhere in the MAKER site. It allows you to go to different topics of interest at any time.
Top line navigation

This is the top navigation line. It is also always visible, anywhere in the MAKER site. You can go to these pages at any time – just click on the one you want.
This is the right navigation panel. It is visible from the MAKER home page and from the first page of each of the topics listed in the left panel.

More information on this panel will be presented later.
Selecting topics

To select a topic you are interested in, just **click** on it with your mouse.
Subtopics

Next you see a list of sub-topics related to the topic you chose.

Click on one of the sub-topics to get a list of documents.

Note:

Often on the web, underlining indicates to "click here" for more information.

Unfortunately, this is not consistent, and you can often navigate further where things are not underlined.
Groupings of materials

1. The first group of documents you see are categorised as **Concepts and Issues**

2. You can also see another set of materials if you click on **Tools and guidelines** in the right-hand panel.

- **WHO PRODUCTIONS**
  - **The Role of Contracting in Improving Health Systems Performance**
    - Contractual arrangements, types of agreements, roles, regulations, examples
    - (65 pages, pdf 892KB)

- **OTHER PRODUCTIONS**
  - **Forging Public and NGO Partnerships through Contracts**
    - Public sector, NGOs in PHC, payment risks and incentives
    - (16 pages, pdf 16KB)

  - **What Can Be Done About the Private Health Sector in Low-Income Countries?**
    - Health services/supply and distribution, private sector, marketing of health services, quality of health care, legislation, health, consumer advocacy, developing countries
    - (6 pages, pdf 3KB)
1. For both sets of materials **Concepts and Issues** and **Tools and guidelines** materials are further grouped as **WHO productions** or **Other productions**.

2. For all entries, the number of pages and size of the document are provided, or link to webpage noted.
Selecting documents

Click on the underlined heading of the document you are interested in, ...

World Health Organization

Partnerships management
Working with the private sector

Concepts and Issues

WHO PRODUCTIONS

:: The Role of Contracting in Improving Health Systems Performance
Contractual arrangements, types of agreements, roles, regulations, examples
(65 pages, pdf 892KB)

OTHER PRODUCTIONS

:: Forging Public Sector / NGO Partnerships through Contracts
5 country study, NGOs in PHC, payment risks and incentives
(2 pages, pdf 16KB)

:: What Can Be Done About the Private Health Sector in Low-Income Countries?
Health services/supply and distribution, private sector, marketing of health services, quality of health care, legislation, health, consumer advocacy, developing countries
(6 pages, pdf 3KB)
Linked directly to the document

... and you are linked directly to the document.
Finding opened documents

1. If after you click on a document name, **it seems not to open**, there are 2 possibilities:
   - either you do not have the necessary programme (see slide number 17)
   - or the document has opened in another window (see 2. below)

2. If the document has opened in another window, there will be a button on your computer task bar at the bottom of your screen: click on that button to find the opened document.
1. As most of the files are in PDF format, they require and will open in **Adobe**.

2. You can scroll forwards and backwards through the document by clicking on the arrows at the bottom of the screen.
1. You can search the document for particular words or phrases:
   a) click on [search] icon,
   b) in the next box, type your words
   c) click search again

2. You can change the size of the text on the screen.
1. You can save the document on your computer.

2. You can print a copy of the document.

World Health Organization
Geneva

THE ROLE OF CONTRACTING IN IMPROVING HEALTH SYSTEMS PERFORMANCE

DISCUSSION PAPER
NUMBER 1 - 2004

Department "Health System Financing, Expenditure and Resource Allocation" (FER)
Cluster "Evidence and Information for Policy" (EIP)
1. In the print request box, ensure the correct printer is selected (use ▼ to find options).

2. In **Properties**, you can request to print in portrait or landscape.

3. You can print all or part of the document by entering a page range.

4. When you have made all your selections, confirm the print request by clicking **OK**.
Partnerships management
This section is concerned with managing partnership relationships for effective health services delivery.

You will find information on the following topics:
- Partnerships and coordination
- Stakeholder analysis
- Accountability to stakeholders
- Intersectoral collaboration
- Working with the private sector

If you do not have the programme necessary for reading PDF files, you can download ADOBE for free.

In the right-hand panel click where indicated and follow the instructions on the Adobe website.
Other websites

In addition to documents, MAKER provides you with links to other web pages. These might provide:

- material for you to read
- self-paced learning packages with tools and tests
- additional links for you to explore
Managing Budgets

One of the ways in which organisations attempt to achieve their strategic objectives is by preparing budgets, then monitoring actual performance against them. A budget can be described as a plan set out in monetary terms, prepared and approved prior to a defined period of time, and usually showing either the planned income to be generated and the expenditure to be incurred during that time period.

In order to be in full control of his or her area of the operation, a manager needs to be able to prepare and use budgets effectively.

The budget is a financial expression of a business plan or proposal and should, therefore, be in tune with the operational plan for future activities. There are various methodologies for budgeting, and these include incremental budgeting, which uses last year’s figures as a starting-point, and zero-based budgeting, which involves starting each area of revenue and cost anew, at the beginning of the budgeting process. Incremental budgeting assumes that the last year should provide a base for the next year; zero-based budgeting, in contrast, makes no such assumptions, and budgetary control is achieved by comparing actual costs, revenues and performances against the set budget.

Robert Rashlin (1) has described successful budgeting as resulting from the careful development and evaluation of all aspects of the budgeting process. He goes on to suggest that this can mean higher profits, increased company stability and, ultimately, a well-led, well-managed and successful organisation.

To ensure that budgeting is effective in an organisation, it is essential to ensure that:

- appropriate people are involved in the preparation of the budget, and are aware of it;
- the budget is achievable;
- regular monitoring of actual performance against the budget is carried out on, at least, a monthly basis;
- action is taken to correct poor performance or repeat good performance against the budget;
- lessons are learnt from any mistakes or problems, and lead to improvements the next time the budget is prepared.

An effective, well-implemented budget should help an organisation to plan, monitor and control its activities and to achieve its strategic goals.

Reference

If you want to print from a webpage, always look for and click on the message: Print Page or Printer Friendly Version. If there is not one, and if you lose material on the right of the page when you print, try setting the options in your printer setup properties, to landscape, before you confirm the print request (see slide 16).
1. To close a document or webpage and return to the MAKER website, you can click on ☑️ in the top right hand corner of the screen.

2. Alternatively, if you want to keep the document or webpage open, you can return to the MAKER website by clicking on the WHO Management window button in your task bar.
1. All WHO sites have a search facility. You can choose to search only the MAKER site, or all of the WHO sites.
   Type your search term or phrase in the box, and click on **Search**.

2. Results appear in the screen: click on the underlined heading of any item of interest.

3. You can also click on **Advanced search** in case you did not find what you wanted.
These 3 interaction opportunities can also be reached from the top navigation line, which is always visible anywhere in the MAKER site.

MAKER provides 3 opportunities for you to interact with us and with other managers: **Health Manager’s Diary, Share and Exchange and Quick Feedback.**

In the right-hand panel, click on the underlined text to get the form to write to MAKER.

Types of interaction with MAKER
It is the same form for **Health Manager's Diary, Share and Exchange** and **Country Experience**. The form has options for you to identify your purpose: click ▼ and then click on your choice.
Write to MAKER

Please complete the following form to add to the health manager’s diary or to suggest an item to share with other health managers.

(Note: where indicated, click the arrow to see the options, and click on your choice.)

About you:

The country where you are working:

Your profile:

Your email address:

Type of item to share:

About your submission:

Details of item:

Note, if a news article, please give the name and date of the newspaper.

Properties of item:

Number of pages:

Date developed:

Developed by:

Most suitable for use at what level of health service delivery?

Select a profile

Brief description of item and why you think it is worth to share:
Write to MAKER

Please complete the following form to add to the health manager’s diary or to suggest an item to share with other health managers.

(Note: where indicated, click the arrow to see the options, and click on your choice.)

About you:

The country where you are working:
Select your country
Your profile:
Select your profile
Your email address:

Type of item to share:
Please choose

About your submission:

Details of item:
Please choose
Note, if a news article, please give the name and date of the newspaper.
Properties of item:
Number of pages:
Date developed:
Developed by:
Most suitable for use at what level of health service delivery?
Select a profile
Brief description of item and why you think it is worth to share:

1. Please take care when completing your e-mail address. If it is not correct, we cannot respond to you.

2. Continue completing all parts of the form, and click ▼ when indicated to make your selections.

3. Add your text, and when you have completed and are satisfied with your form, click on Submit.
To easily return to MAKER another day, make it one of your favourites.

1. Click on ★Favourites in the menu bar.

2. Then click on Add, and shorten the name provided to MAKER.

3. Next time you log onto the web, access the MAKER website by clicking on MAKER in your list of favourites.
Remember, you can always access this Help from the top navigation line, anywhere in the MAKER site.