

Strategic investments at the country level

A progress report

Report to the 31st Programme Coordinating Board

11-13 November 2012

Zero new HIV infections.
Zero discrimination.
Zero AIDS-related deaths.



Background

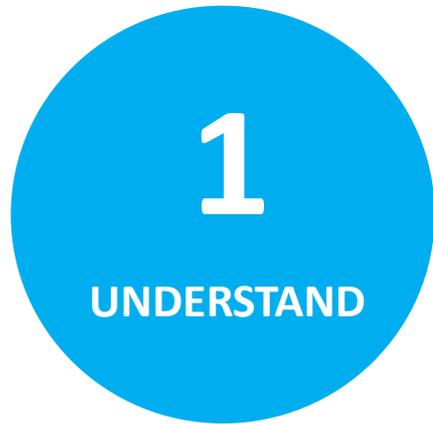
- **Board decision 29th PCB:** *UNAIDS Secretariat to launch as soon as possible a process of inclusive consultations, to consider approaches to strategic investment, including the new investment framework for the global HIV response*
- Ambassador Tom Mboya led an inclusive consultation process and presented to the **30th PCB** the tool: *“Investing for results. Results for people”*
- The Board expressed broad support for the tool and the consultation process and requested UNAIDS *to report on the experiences of countries in applying strategic investment approaches at the 31st PCB*
- Today: Progress report and two country case studies (South Africa and Cambodia)



Countries are moving

- The report draws from the experience in 29 countries for which information was available *at the time of report writing*
- Countries from all regions are represented in this report:
 - 19 are High Impact Countries
 - 15 are in sub-Saharan Africa
- Many more countries are now applying investment thinking to national planning and programming (e.g. Mauritius, DRC)
- UNAIDS to proactively document and share these experiences as living platform, promoting joint learning and South-South collaboration

The tool – apply investment thinking to your response: 4 simple steps



Know your epidemic



The What:
Focus on the
right things



The How:
Doing things the right
way to go to scale



Sustain for impact

We are not starting from scratch! Virtually all countries have a national strategy

The tool is meant to support countries to identify - and act upon - opportunities for improvement

The tool – apply investment thinking to your response: 4 simple questions

1

UNDERSTAND

Know your epidemic



Where were the last 1000 infections (Who and Where)?

2

DESIGN

The What:
Focus on the right things



Are there obvious mismatches?

3

DELIVER

The How:
Doing things the right way to go to scale

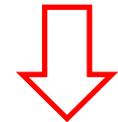


Cutting cost (cost drivers!) and efficiency in delivery

4

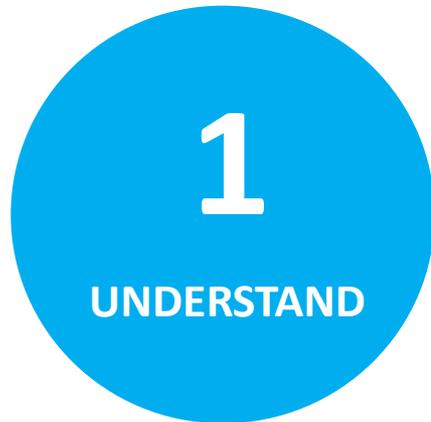
SUSTAIN

Sustain for impact



Shared responsibility, innovative financing

The tool – apply investment thinking to your response: Not a “one off” process



Know your epidemic



The What:
Focus on the
right things



The How:
Doing things the right
way to go to scale



Sustain for impact

- Country process is not linear – work can happen in parallel
- Most countries know their epidemic pretty well
- Start with opportunities for immediate gains
- Continue to improve as experience and new evidence becomes available (operations research)



Know your epidemic

Countries are well advanced in knowing the epidemic

- Sentinel surveillance, Demographic and Health Surveys
- Modes of transmission studies
- Epidemiology syntheses
- National AIDS Spending Accounts and other resource-tracking exercises
- Key population size estimates



Focusing on “the right things”: Opportunities to identify mismatches

- Developing new strategic plans (Morocco)
- Mid-term reviews and other reviews of national plans (Tanzania, Indonesia, Zambia)
- Global Fund grant renewal and re-programming exercises (Namibia, Benin, Tanzania, Indonesia)
- *“Sustainability strategy for a comprehensive HIV response in Central America and Dominican Republic”*: road map for sustainability developed by the Central America and Dominican Republic HIV Coordination Mechanism



Doing the “right things” the right way: Cutting cost and efficiency in delivery

- Identify cost drivers – start with the big items
 - Cutting ARV costs through tender reforms (Swaziland, South Africa)
- Consolidating services and increase efficiency by integrating HIV services with sexual and reproductive health (Jamaica)
- Community approaches to increase uptake and retention (Zambia)
- Cost effectiveness studies



Shared responsibility and innovative financing

- Alignment of programmes and budgets around strong national investment cases
- AIDS, Trust funds (Zimbabwe, Kenya, Tanzania, Uganda)
- Mobile phone taxes (Burkina Faso, Kenya, Gabon)
- Income levy on non-mining firms (Botswana)
- Explore fiscal space – social health insurance schemes – sustainable financing studies

Multiple and on-going stakeholder consultations at all levels

- Stakeholder consultation process led by Ambassador Mboya
 - Civil society and investment in generalized epidemics (Tanzania, 2012)
 - Civil society and investment in concentrated epidemics (Bangkok, 2012)
 - Central America PEPFAR Mid-Term Review (Guatemala, Sept. 2012)
 - Central American HIV Coordination body meeting (Panama, 2012)
 - Latin America Horizontal Technical Cooperation Group meeting (Brazil, Sept. 2012)
 - Francophone Africa Parliamentarians meeting (Gabon, Oct. 2012)
 - Southern African Development Community NAC Directors meeting (Mozambique, Oct. 2012)
 - First regional consultation on efficiency, effectiveness, and sustainability of national responses (IAS, UNAIDS, World Bank, Kenya, May 2012)
-

Many approaches to stakeholder consultation at the country level

- Tanzania: key informant interviews, focus group discussions, consultative meetings and workshops
- Malawi: stakeholder dialogue on combination prevention, to explore the potential of enhanced investment
- Namibia: meeting with parliamentarians on the integration of sexual and reproductive health and HIV programmes; consultation with civil society on concrete roles and responsibilities
- Jamaica: meetings with community leaders, civil society organizations, youth representatives, people living with HIV, private sector organizations, UN and government officials, the Planning Institute of Jamaica, the Health and HIV development partners group, Ministries of Health and Finance

Challenges

‘Measuring’ critical enablers:

- You manage what you measure – critical enablers difficult to measure and highly context-specific
- Human rights and gender – its not “just” about the principles, it is about results
- Newly established MERG will focus on measurement of enablers

Engaging civil society globally, regionally and nationally:

- Limitations in dedicated funding for civil society
 - Structural barriers (including legal barriers) that undermine full civil society engagement in some places
 - Often uneven representation and participation in national dialogue
-

Priorities for future work: Country programme implementation

- Roll out 4 step toolkit, including ‘know-your-epidemic’, ‘know-your-response’ and efficiency studies, in collaboration with PEPFAR, Global Fund, WB, others
- Support countries in a robust country dialogue with all relevant stakeholders to achieve synergistic funding from multiple partners
- Support the transition and learning phase of the Global Fund’s new funding model (incentivizing investment cases);
- Support countries in Global Fund grant renewals and reprogramming, based on strategic investment opportunities
- Further work to “unpack” critical enablers, including attention to measurement challenges

Priorities for future work:

Country programme implementation

- Broaden engagement
 - ✓ Better understand and promote the role of civil society as investment partner
 - ✓ Involve youth and promote innovative solutions
 - ✓ Encourage South-South learning through an information platform
- Conduct operations research and country evaluations to understand what works best in programme implementation (MERG)
- More focused effort on the 2011 HLM targets (opportunity: mid term review 2013)