Multi-Disciplinary Evidence on Coordination and Health Systems Strengthening (HSS) in Countries under Stress

A LITERATURE REVIEW AND SOME REFLECTIONS ON THE FINDINGS

First Face-to-Face Meeting of the UHC2030 Working Group on Support to Countries with Fragile or Challenging Operating Environments
8-9 November 2017 | Geneva, Switzerland

INSTITUTE OF TROPICAL MEDICINE ANTWERP

uhc2030
International Health Partnership

Background

uhc2030
International Health Partnership

Literature Review

Coordination & Health Systems Strengthening in Countries under Stress

"Development of **guidance** for improved **coordination** of **development and humanitarian** partners around resilient **health systems strengthening** in fragile countries"

"What does the **literature evidence** tell us about what works in **health systems strengthening** and **actor coordination** in countries with **fragile environments**? How? Why?"

Objectives of the Report

Multi-Disciplinary Evidence on Coordination and Health Systems Strengthening (HSS) in Countries under Stress: A literature review and some reflections on the findings

UNDERSTAND

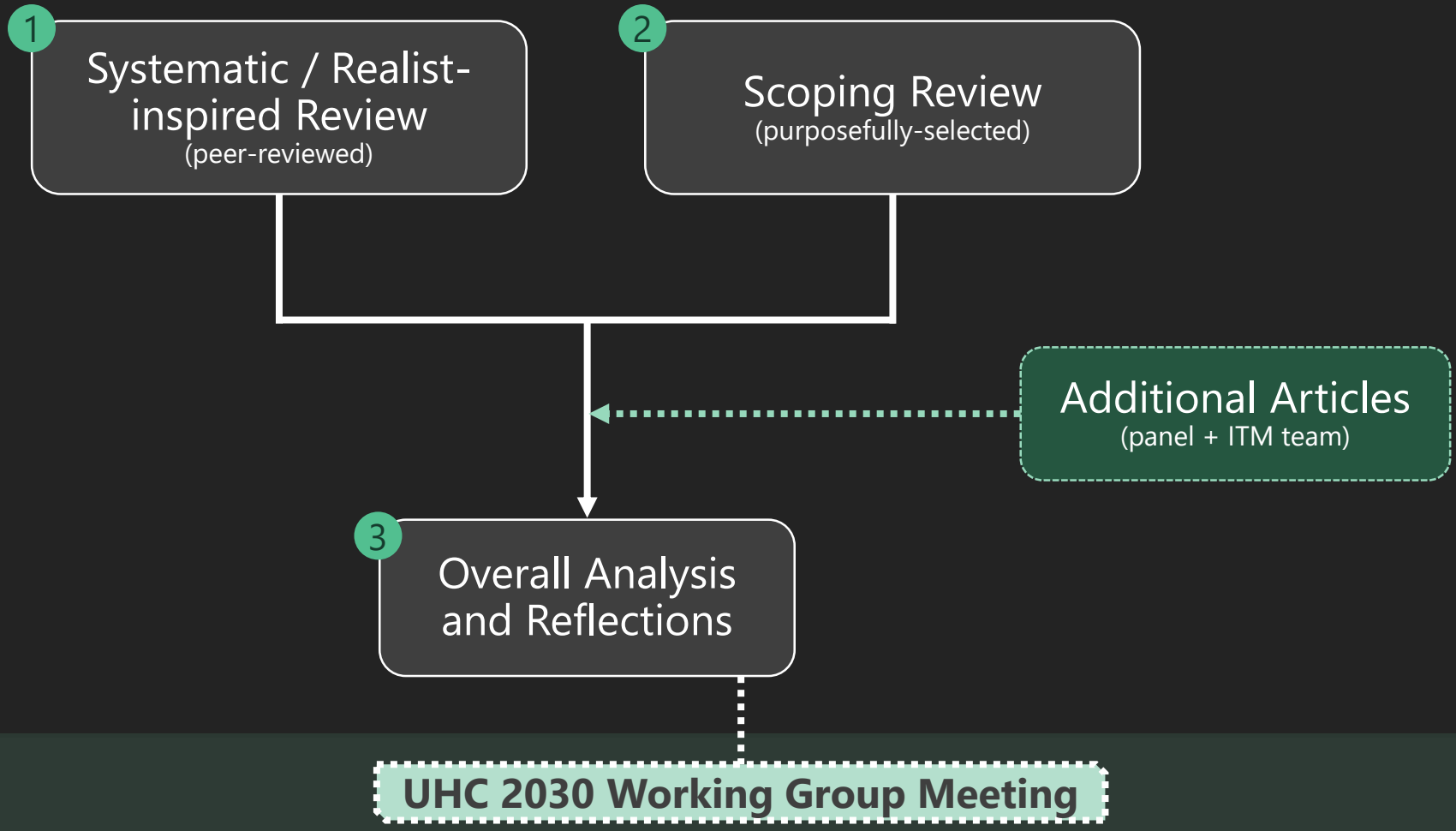
- Drivers of health systems strengthening interventions in fragile or challenging operational environments
- Mechanisms driving government stewardship, engagement with non-state-actors and accountability

EXPLORE

- Humanitarian actor coordination and modes of operation
- Configuration and coordination between actors
- Modes of operation in the transition phase from relief to development

Methodology

3 PHASES



Types of Interventions

FINDINGS OF THE STUDY

Rapid Health Service Delivery

Health Systems Strengthening

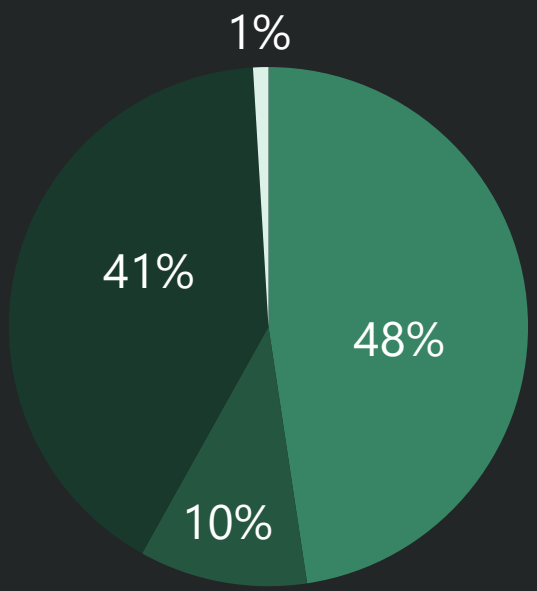
Actor Coordination

Types of Interventions

FINDINGS OF THE STUDY

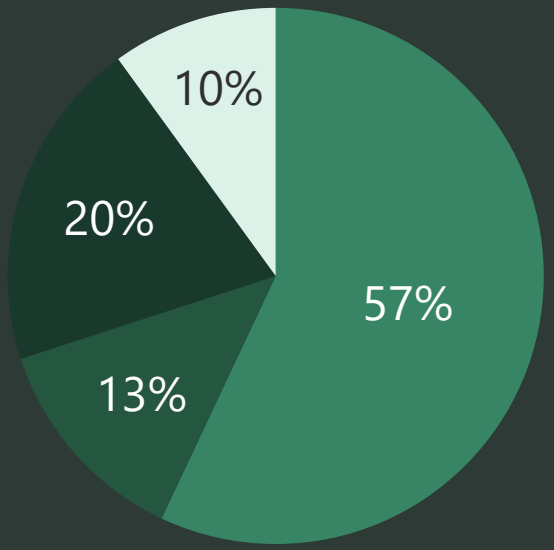
Phase I: Systematic Review

n = 105 studies



Phase II: Scoping Review

n = 99 studies



- Health Systems Strengthening
- Rapid Health Service Delivery
- Actor Coordination
- Others

Rapid Health Service Delivery

FINDINGS OF THE STUDY: TYPES OF INTERVENTIONS

Some recurring interventions:

- Basic Package of Essential Health Services
- Contracting out to NGOs
- Strengthening community-based health workers

Pertinent references

Health Systems Strengthening

FINDINGS OF THE STUDY: TYPES OF INTERVENTIONS

VARIOUS HSS INTERVENTIONS

- Governance
- **Financing**
- **Human Resources**
- Health Service Delivery
- Information Systems
- Medical Products & Technologies

"These different health systems elements **complement each other** and needs are highly **context dependent**"

Health Systems Strengthening

EXAMPLES OF HSS INTERVENTIONS

International Actors, GHIs, Vertical Programs	**Financing**	**Human Resources**	Governance	Health Service Delivery
▪ Cash-based support ▪ Emergency funds ▪ Vertical programs	▪ Fee-exemption policies ▪ Performance-based financing ▪ Multi-donor trust funds	▪ Strengthening workforce performance ▪ Equitable HRH distribution ▪ Training of CHWs	▪ Community scorecards ▪ District-level management & planning	▪ Basic package of health services ▪ Operational tools ▪ Health facility assessment
"Government leadership is crucial"	"Be mindful of system-wide effects and health system preparation"	"Capacity building at mid-level"	"Issues of legitimacy of actors and interventions"	"Gaps in monitoring and evaluation (ie HMIS)"

Actor Coordination

FINDINGS OF THE STUDY: TYPES OF INTERVENTIONS

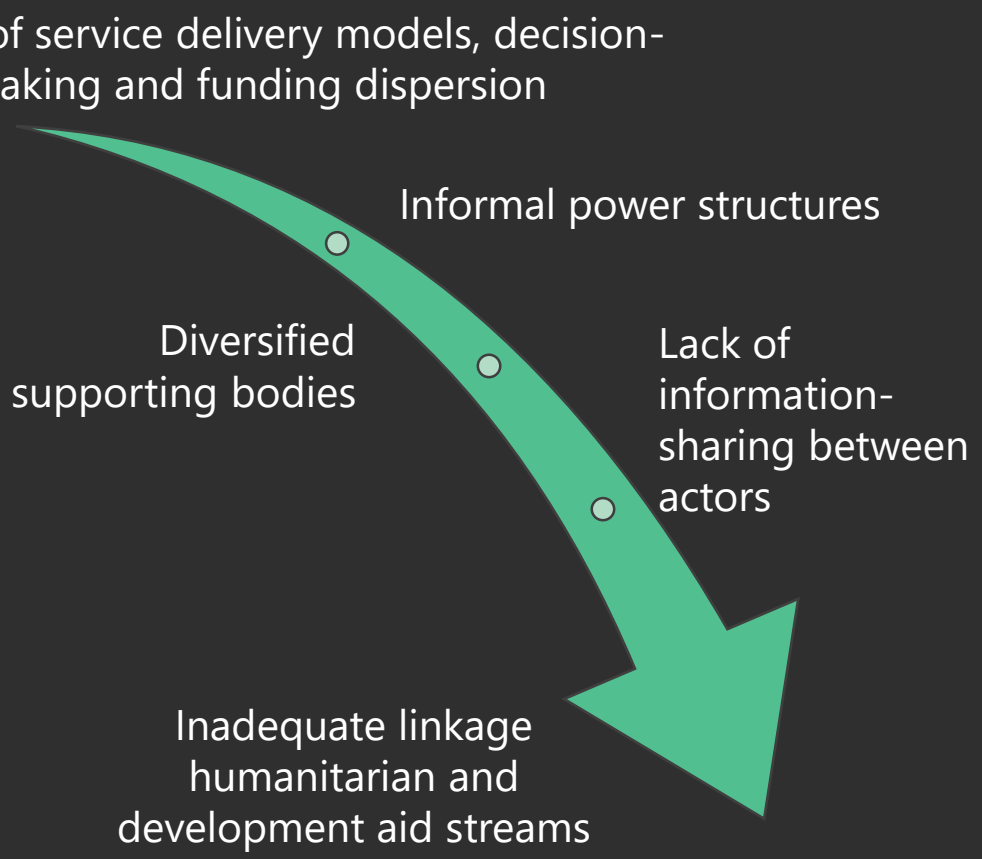
EXAMPLES OF ACTOR COORDINATION INTERVENTIONS

- Sector Wide Approach (SWAP)
- Sector Wide Management (SWIM)
- Inter-Sectoral Partnerships
- Pooled Funds
- Poverty Reduction Strategy Papers (PRSPs)
- Global Health Partnerships
- Advocacy Coalitions
- Transitional Programming
- Health Clusters
- Financing Mechanisms (e.g. contracting)
- Programme Grant Agreements
- UN Development Assistance Frameworks
- Country Programs/Instruments
- Inter-Agency Consultations and Coordination Committee, Bilateral Meetings

Actor Coordination

FINDINGS OF THE STUDY: TYPES OF INTERVENTIONS

"One sees a lack of alignment and coordination between government, donors, and **humanitarian and development actors**."

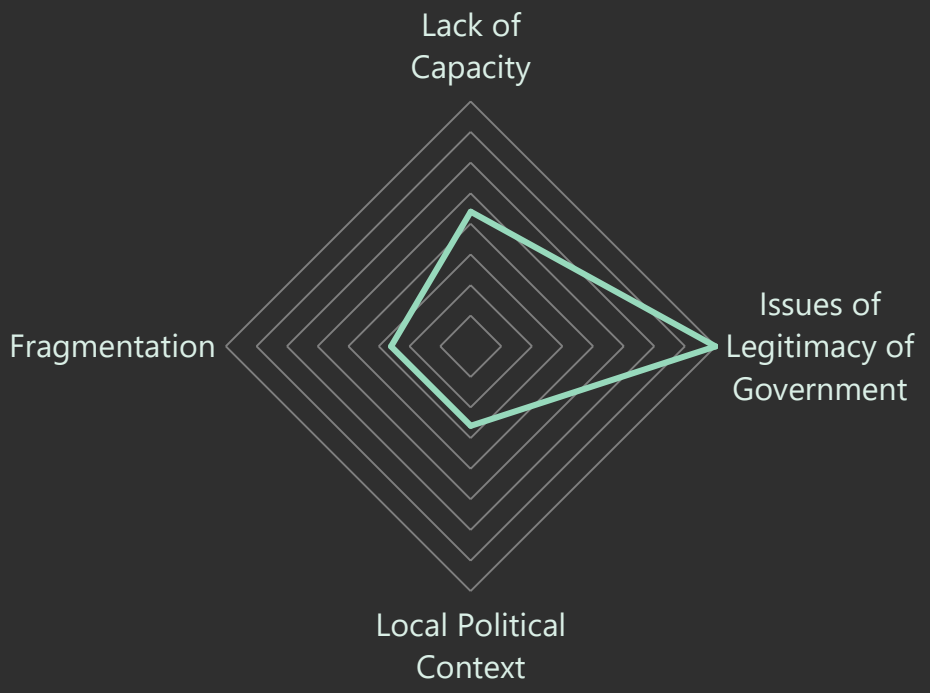


Contextual Factors

- Type of Fragility
- Level of Government Engagement
- Sociocultural and Political Factors
- Geography
- Gender Issues
- Regional Dynamics
- Spontaneous Developments

Level of Government Engagement

Governance Issues by Theme
(Phase II)



Discussion

WEAK

LITERATURE EVIDENCE BASE

Weak evidence in published public health literature due to:

1) limited research capacity
2) challenges relating to insecurity
3) low prioritisation of research

Understandable lack of **solid e**vidence, given subject and context

“Unfortunately, the circumstances that make information collection so important are precisely those that make it extremely difficult to do.”

Clarke, Paul Knox, and James Darcy. “INSUFFICIENT EVIDENCE? The Quality and Use of Evidence in Humanitarian Action: ALNAP Study.” London, 2014.

Local Perspective

Legitimacy and Accountability

[Humanitarian] Health System Challenges

Gaps

Local Perspective
People’s voice
Local Organizations
Institutional interest

Local Perspective

"Local partners treated not as true partners but as sub-contractors"

"Illiteracy" on demand side: Lack of capacity to grasp local ideas?

Fear of participation: Why would opinions be volunteered?

Opportunistic reasons: Publication bias?

Legitimacy and Accountability

Issue of growing importance:

- Upward & downward accountability
- Input & output Legitimacy
- Expulsion, sustainability and equity are global issues
- In a multipolar world, values are contested

Receiving government
Private sector
Donor government
UN bodies
NGOs
CSOs
Diaspora
Legitimacy and Accountability

Legitimacy and Accountability

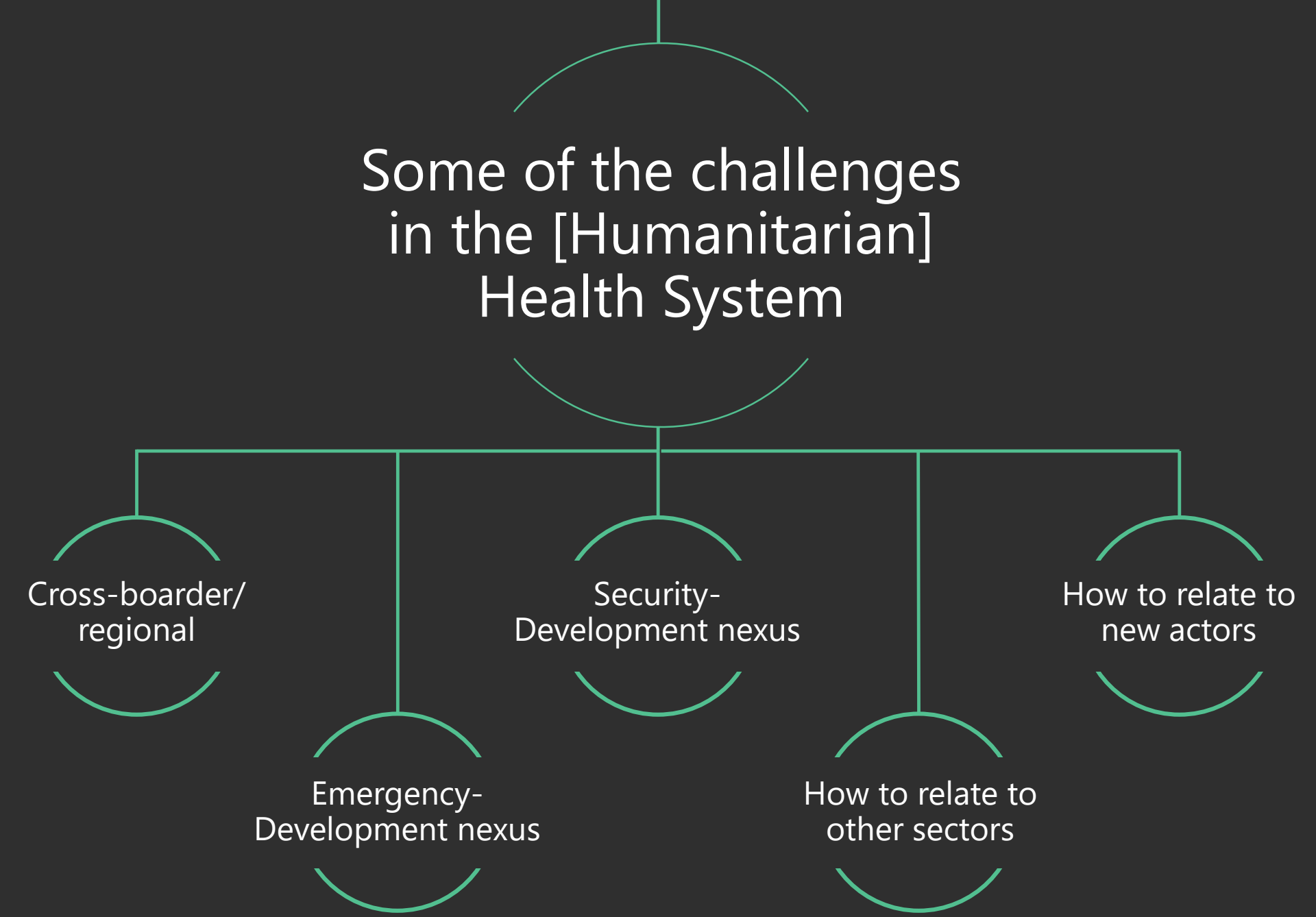
"Accountability is not going to be improved through more 'tweaking' with technical or procedural fixes. It requires **a change in mind-set** to acknowledge that each and every person affected by and engaged in humanitarian crises has different roles and responsibilities to play, and that they need to be accountable to one another as well as to the collective goals"

CHS Alliance, "On the Road to Istanbul: How Can the World Humanitarian Summit Make Humanitarian Response More Effective?

Legitimacy and Accountability

1) of all actors and their intentions?
2) of New Actors?
3) of Coordination Mechanisms?
4) of Global Politics?
5) of Conflicting Values?

Some of the challenges in the [Humanitarian] Health System



Security-Development

NEXUS

The nexus between counter terrorism, development and Agenda 2030 brings together CdM Members and decision makers from the EU and the UN

September 14, 2017

Former Presidents and Prime Ministers Joyce Banda (Malawi), Hamadi Jebali (Tunisia), Olusegun Obasanjo (Nigeria) Mary Robinson (Ireland) and Danilo Turk (Slovenia) will engage next Tuesday 19th of September in New York in a debate about the critical nexus between security and development, with high level intergovernmental policy makers from both the European Union and United Nations

- After 9/11, security became priority (funds follow)
- The military is part of humanitarian agenda
- Aid = politics
- Motives are seen as suspicious
- Governmental inclusion more problematic

Emergency-Development NEXUS

There are lots of recommendations to improve LRRD

How to move forward?

Wider

PERSPECTIVE

Tailored Response | Knowledge Management

High-intensity Conflict Settings

- Lack of basic infrastructure
- Logistics
- Lack of access
- Too few aid organisations in area – those which are there feel overburdened
- High population movements

Low Intensity Conflict Settings

- Funding scarcity
- Differing priorities state vs INGOs
- Unsustainability of programs Overstretching of INGO portfolios to get funding
- Low capacity local actors and high rotation of international staff

Post Conflict Settings

- INGOs and competition are overwhelmed
- Culturally inappropriate programs
- No exit program
- Lack of basic infrastructure
- Political sensitivities below surface that cannot be openly considered 'conflict' or reported about

CONFIRMED IN ALL MODELLING:
DIFFERENT SETTINGS, DIFFERENT RESPONSES

HIC
High-intensity Conflict

- Mobility
- Adaptive management
- Lowering expectations
- Strictly defining projects

LIC
Low-intensity Conflict

- Groundedness
- Cultural understanding
- Local networks
- Working with local NGOs on sensitive issues

PC
Post Conflict

- Long-term development
- Prevention
- Working with civil society groups
- Exit programs

Van Voorst and Hilhorst. "Humanitarian Action in Disaster and Conflict Settings: Insights of an Expert Panel"

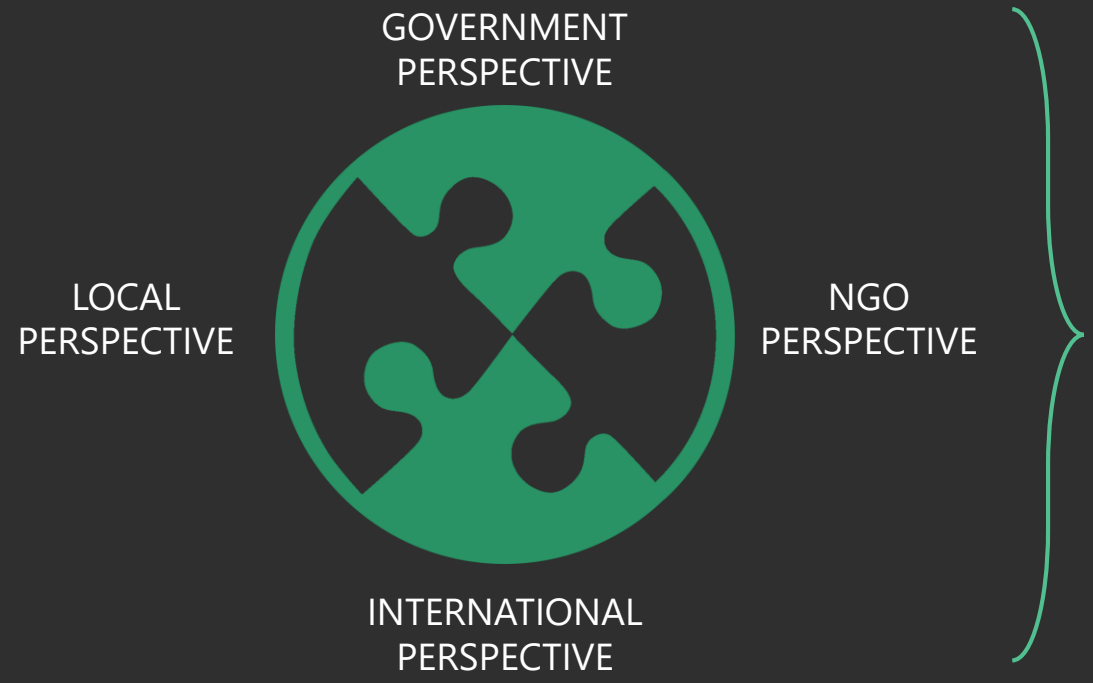
WORLD HUMANITARIAN SUMMIT

"The notion of **collective outcomes** has been placed at the centre of the **commitment** to implement the New Way of Working." (WHS, 2016)

Guidance for practitioners?

"joint sense-making"

COLLECTIVE THINKING



New approaches / practices:

- Problem-driven iterative adaptation
- Capability traps
- Applying complexity thinking
- Collaborative intelligence

How to move forward?

The Nature of Evidence, Data & Research

EVIDENCE

- Strengthen the quality of evidence
- Not always ‘scientific evidence’

DATA

- Building data commons
- Data Mining & Analytics
- Utilizing social media

RESEARCH

- Apply apt research designs and evaluation methods
- Utilize action research

Conclusions

WHAT TO ADDRESS

Legitimacy and Accountability

Local Perspective

[Humanitarian] Health System Challenges

HOW TO DO IT

New methods of evaluation

Data revolution in the aid industry

Food for Thought

1. What is our common ground?
2. What are the innovative or promising ways of working according to you?
3. How to engage with new actors?
4. How to collaborate on producing knowledge?
5. How do we align our agenda to the UHC 2030 Forum in Tokyo?

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