

Aligning for better results
IHP+ roadmap for intensified action by all development partners
Version July 2013

Introduction

At the December 2012 IHP+ meeting in Nairobi, participants identified a number of critical areas where behaviour change is needed by international development partners to accelerate progress on the MDGs. Recent meetings of global health leaders have strongly supported renewed action on seven behaviours which, if implemented, would bring visible results.

The seven behaviours

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1. Agreement on priorities that are reflected in a single national health strategy and underpinning sub-sector strategies, through a process of inclusive development and joint assessment, and a reduction in separate exercises.
 2. Resource inputs recorded on budget and in line with national priorities
 3. Financial management systems harmonized and aligned; requisite capacity building done or underway, and country systems strengthened and used.
 4. Procurement/supply systems harmonized and aligned, parallel systems phased out, country systems strengthened and used with a focus on best value for money. National ownership can include benefiting from global procurement.
 5. Joint monitoring of process and results is based on one information and accountability platform including joint annual reviews that define actions that are implemented and reinforce mutual accountability.
 6. Opportunities for systematic learning between countries developed and supported by agencies (south-south/triangular cooperation).
 7. Provision of strategically planned and well-coordinated technical support.
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On this basis, two separate but interrelated sets of activities are being initiated. The first is international partner change in relation to the seven behaviours, with organization-wide effect. The second is about work in countries to fast-track implementation and learn about results. This roadmap identifies the main dimensions and timeframes for this intensified action. It is an integral part of IHP+'s overall programme of work¹ and overseen by the same management arrangements.

1. Country dialogue and action

Core elements

In each participating country, the three core elements to this work are:

- Rapid review and diagnosis
- Agreement on actions, timeframe and local expected results
- Documentation and learning.

For each element, some issues to consider

¹ In Nairobi partners agreed to intensify efforts in three core areas: increased alignment behind one health plan; strengthening and using country systems, especially financial management and procurement; one platform for monitoring and accountability for results. They agreed to put a greater focus on: delivery and results; development agency change, and greater South-South cooperation, with more systematic approaches to learning within and across countries.

Rapid review and diagnosis involves a stocktake by MOH and development partners of development partner behaviour locally on each of the seven behaviours; if a behaviour is considered problematic, further enquiry to understand why it remains a problem despite commitments.

Agreement on actions and expected results involves deciding what targets to aim for and how to advance towards them: what can be changed now with early results; what later on? What can be done locally, what needs HQ action? What individual, what collective action? This would include changes both between agencies, like harmonisation, and within each agency.

Documentation and learning involves agreeing on an approach that relates not only to what has changed but how this was achieved, and sharing the lessons learned. In terms of tracking change and results, for 5 of the 7 behaviours there are fairly well-established benchmarks to refer to.

Actions and timeframe

- Country interest confirmed by Ministers of Health
- Country processes of diagnosis initiated locally by MOH and partners
- Support provided from agency HQ and IHP+ Core Team, if requested
- Agreement on actions, timeframe and expected results

Country-specific timeframe

- process already started in Senegal
- others are expected to get started over next 3 months

2. International development partner dialogue and action

Core elements

Action by participating international development partners involves two core elements

- Diagnosis/self-assessment for each of the seven behaviours (see box)
- Defining actions, targets and milestones by each agency
- Sharing findings and plans with IHP+ partnership and with its country offices

For each of the seven behaviours, agencies will consider the following:

- What are the current policies? Are these in line with international commitments?
 - Is existing guidance on standard operating procedures consistent with policy intent? Are there any rules that contradict policy? How much flexibility is there in interpreting policy and applying rules and guidelines in different country contexts?
 - To what extent does actual practice in the field differ from given policy directions and organisational rules? What messages have been received from field offices about implementation issues which may require clearer policy guidance and/or adjustment of relevant rules and procedures?
 - Are institutional and staff incentives conducive to harmonization with other agencies and alignment with country systems? What should and could be changed?
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Actions and timeframe

- Following agreement reached on April 18 and further discussed at the World Health Assembly, all agencies should undertake the diagnosis/self-assessment exercise within the next two months and share findings and plans in September.

3. Review issues and current practice regarding technical support and south-south cooperation

Core elements

For five of the seven behaviours, there are fairly well-established benchmarks to refer to when developing targets, based on the Paris Declaration and the Global Partnership on Effective Development Cooperation. For two (technical support, south-south cooperation) additional conceptual work is needed to capture existing approaches and to define baselines and benchmarks with regard to greater harmonisation and alignment in these areas.

Actions and timeframe

- An expert consultation on baselines and benchmarks for technical support and south-south co-operation to be held during the third quarter/beginning of fourth quarter of 2013.

4. Approaches to tracking change, documentation and learning

Core elements

As part of a stronger focus on delivery, more systematic approaches to learning within and across countries will be adopted. Emphasis will be placed on sharing findings, ensuring that lessons learned inform further action, and strengthening south-south and triangular cooperation. A special effort is needed to capture the more qualitative aspects of change, documenting not only *what* changed, but *how* this was achieved. For tracking what has changed, the issues agreed in Nairobi and their associated indicators², cover the first five of the seven behaviours .

Actions and timeframe

- An expert consultation on the approach to documenting change and results, and to sharing experiences and learning, producing an options paper with guidance to countries and agencies, to be held by the end of 2013
- Local reviews of progress through existing partnership bodies, with timing locally defined
- Sharing documented lessons widely through multiple modalities. Experience can feed into the periodic IHP+ performance reports, including the one scheduled for 2014. This would include south-south learning

5. Role of the IHP+ core team

The Core Team's role in the above activities is to

- Facilitate and support the above activities that will be carried out by countries and international development partners, based on demand
- Organise two expert consultations
- Maintain an overview of progress against agreed targets, and share with all partners.

These activities are an integral part of IHP+'s overall programme of work.

² These are being reviewed by the IHP+ Mutual Accountability Working Group in June.

6. Strengthening high level oversight within IHP+

In recent years, IHP+ high level oversight arrangements have not been functioning as originally planned. There a need to re-establish and strengthen high-level oversight for IHP+ as a whole, including the activities set out in this note. As part of follow-up to the Nairobi meeting, and in connection with the revitalised IHP+ agenda, the oversight arrangements as stipulated in 2009 are therefore being revisited and possible options will be reviewed and discussed with key stakeholders.

7. Framework for follow-up by IHP+ management

An operational framework for regular and timely follow-up is needed to enable IHP+ to monitor progress along two dimensions: international partner and country action. Its key function is to identify whether and where progress is unsatisfactory so that remedial action can be taken.

To track progress, baselines and ‘benchmarks’ need to be defined (see also section 4). Specific milestones and timelines, agreed by individual countries and by each international partner, are also needed. In order to support this work, additional explanation and guidance for each of the behaviours, with benchmarks and possible milestones, will be developed and field tested over the next three months, in conjunction with the initial country dialogue and the results of agency self-assessments.

The following timeframe is proposed:

	2013			2014			
	q2	q3	q4	q1	q2	q3	q4
Country dialogue and action							
Rapid review and diagnosis; agreement on actions, timeframe							
Documentation and learning							
International partners' dialogue and action							
Diagnosis/self assessment; define agency actions, targets, milestones							
Benchmarks for technical support, south-south cooperation: consultation							
Approaches to tracking change, documentation and learning: consultation							
Additional guidance on seven behaviours developed and tested							
Oversight and follow up of progress							
In-country reviews of progress through existing partnership bodies							
Overall progress reported 6 monthly to IHP+ oversight/management bodies							
IHP+ 2014 performance report includes country experience							