

Sustainable VMHC Programmes:

Frameworks for Diagnosing and Improving Program Sustainability



Marelize Gorgens
The World Bank

Why focus on Sustainability?

✧ **Unpreparedness of some countries to cope with decreased financial resources**

✧ **Changed funding landscape**

✧ By 2030, 28 developing countries, representing a population of 2 billion people, will exceed the income threshold for official development assistance (ODA) eligibility (OECD)

✧ **Global burden of non-communicable diseases & changing funding priorities**

So what is a sustainable HIV response?

- Programs are sustainable if ...
 - the country has the ability to maintain key programs, delivery capacity and health benefits for an extended period of time after a major reduction in domestic financing, or in the financial, managerial or technical assistance provided by an external donor.
- About **MORE** than financial sustainability (i.e. sources of funding)
- Requires transition planning

Definitions: Sustainability and Transition



Sustainability

Transition

Sustainability:

- The ability of a health program to reach and maintain service coverage at a level that will provide continuing control of a health problem even after the removal of external funding.

Transition:

- The mechanism by which a country moves towards fully funding and implementing its health programs independent of donor support (financial or otherwise).
- Transition includes transition from support altogether and to a decreased level of support – any changes in funding sources

Immediate Challenges in VMMC Transition Planning

- **General challenges for all programmes**
 - Changing funding sources
 - Changing program modalities
- **Additional Immediate Challenges in VMMC transitions**
 - Limitations in terms of volume of medical staff to perform procedures
 - Political will for continued implementation

Sustainability and transition planning in other health programmes: the example of **GAVI**

- GAVI utilizes a clear eligibility policy based on GNI with differentiated co-financing requirements based on income classification.
- At highest income level, co-financing requirements ramp up over 5 year time period – considered graduation period.
- Engagement with countries prior to and during graduation includes assessment, and development of a transition and monitoring plan
- Country available for HSS support during entire graduation period
- Always engaged with both MOH and MOF!

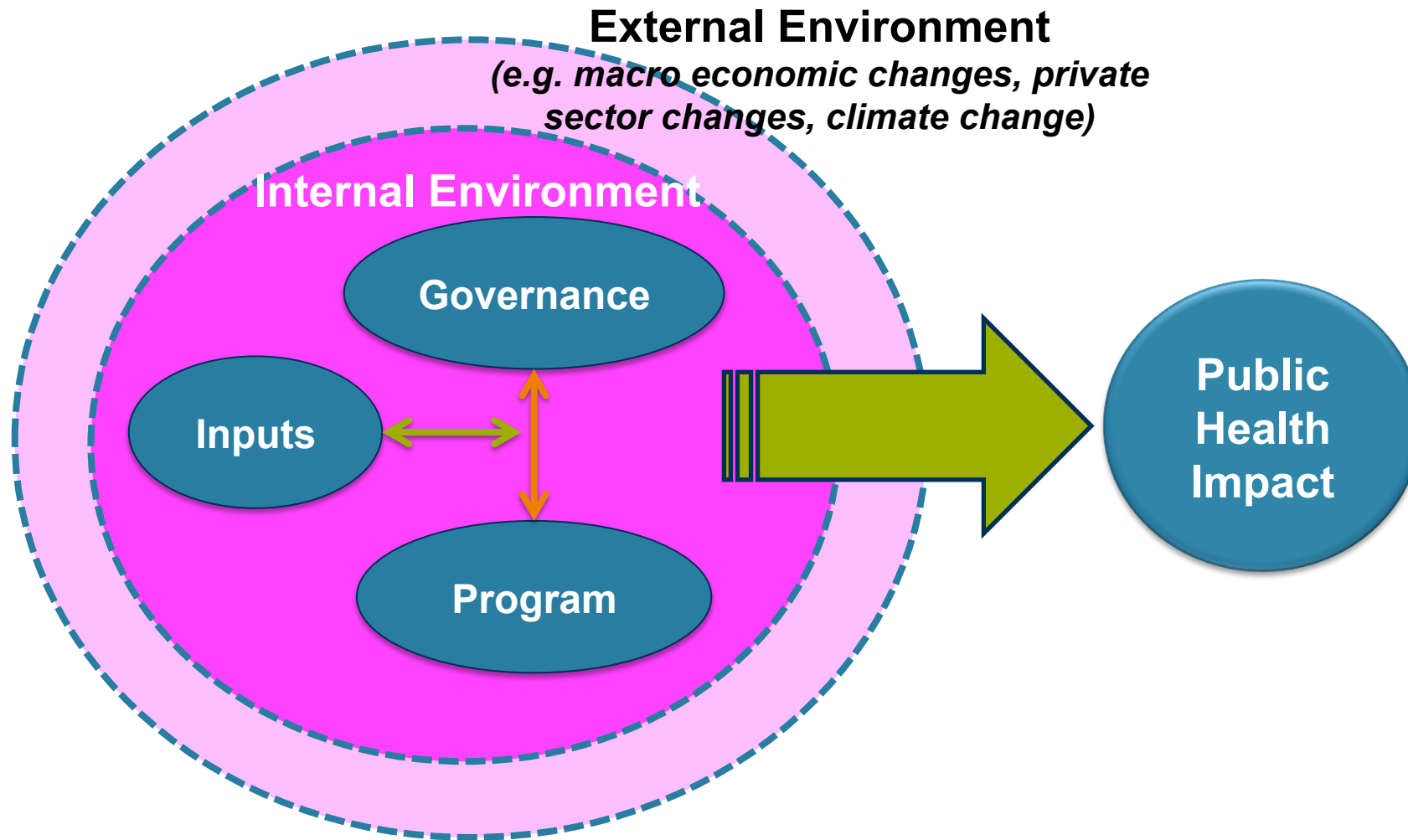
Lessons from the Avahan Transition

- Early planning and allocation of funds for transition
- Continued alignments with government at each stage of transition, including signing formal MoUs
- Provision of technical and managerial support to build domestic capacity, and institutionalization of support mechanisms
- A phased approach to provide space for course correction
- Provision of post-transitional support to maintain quality

Lessons from USAID family planning transition

- Systematic phase-out approach required
- Need to work on NGO sustainability for a long time
- Need technical criteria for phasing-out financing: income not enough
- Need institutionalization of policies
- Need to build capacity in public sector for a long time
- Until there is high use/prevalence/diffusion of an intervention difficult to be sustainable
- Don't necessarily need to sustain what you have today
- Behavior change at population level through diffusion (use of products, avoiding risks, or health seeking behavior) may be enough

The Global Fund's Proposed Sustainability Assessment Framework



World Bank Checklist for HIV Transition Planning



Checklist for Transition Planning of National HIV Responses

Background/Context
The global AIDS funding landscape is evolving with shrinking donor budgets along with changes in global economies.

Some previously low income countries have gained middle income status that changes their eligibility for accessing international aid, and with their economic growth there is an increased focus on domestic financing. The necessary shift of funding support from countries that have the capacity to take full domestic ownership of their HIV responses to countries that are continuously in need of external support is unavoidable. Many countries experience a "triple squeeze" on the resourcing of their HIV programs: rising HIV program costs with new commitment to access targets and growing ART expenditure; limited availability of domestic resources due to recession and other competing priorities in the health and social sectors; and shrinking donor budgets for HIV.

The World Bank in partnership with key funding agencies and partners, and in consultation with Governments has developed this checklist to support transition planning of national HIV/AIDS responses. The checklist focuses on areas that are critical in transition planning and for the sustainability of national HIV responses, ranging from governance, to planning, implementation, service integration, monitoring, and integration of funding and financing streams. The checklist also includes the identification of potential bottlenecks and risks for sustainability, and the development of a transition plan.

This checklist has been informed by country experiences in undertaking transitions of HIV programs as well as other health programs e.g., the transition of the Avahan program from the Gates Foundation to the Government of India in 2006.

How do we define transition?
For the purposes of this checklist and the associated technical support that will be provided we define transition at three levels:

- 1 Governance/Institutional transition** – changes in the institutions/entities responsible for leading and managing the HIV response including changes in the institutional arrangements
- 2 Service delivery transition** – changes in the service delivery modalities and the scope and level of services provided; and
- 3 Financing transition** – changes in the source of financing or the level of financing available

How do we define sustainability?
Programmatic sustainability is defined as "the ability of the country to maintain key programs, delivery capacity and health benefits for an extended period of time after a major reduction in domestic financing, or in the financial, managerial or technical assistance provided by an external donor."

Checklist audience
The checklist is designed as a flexible and evolving tool to guide transition planning efforts. The primary audience is the technical assistance teams supporting Governments with transition planning.

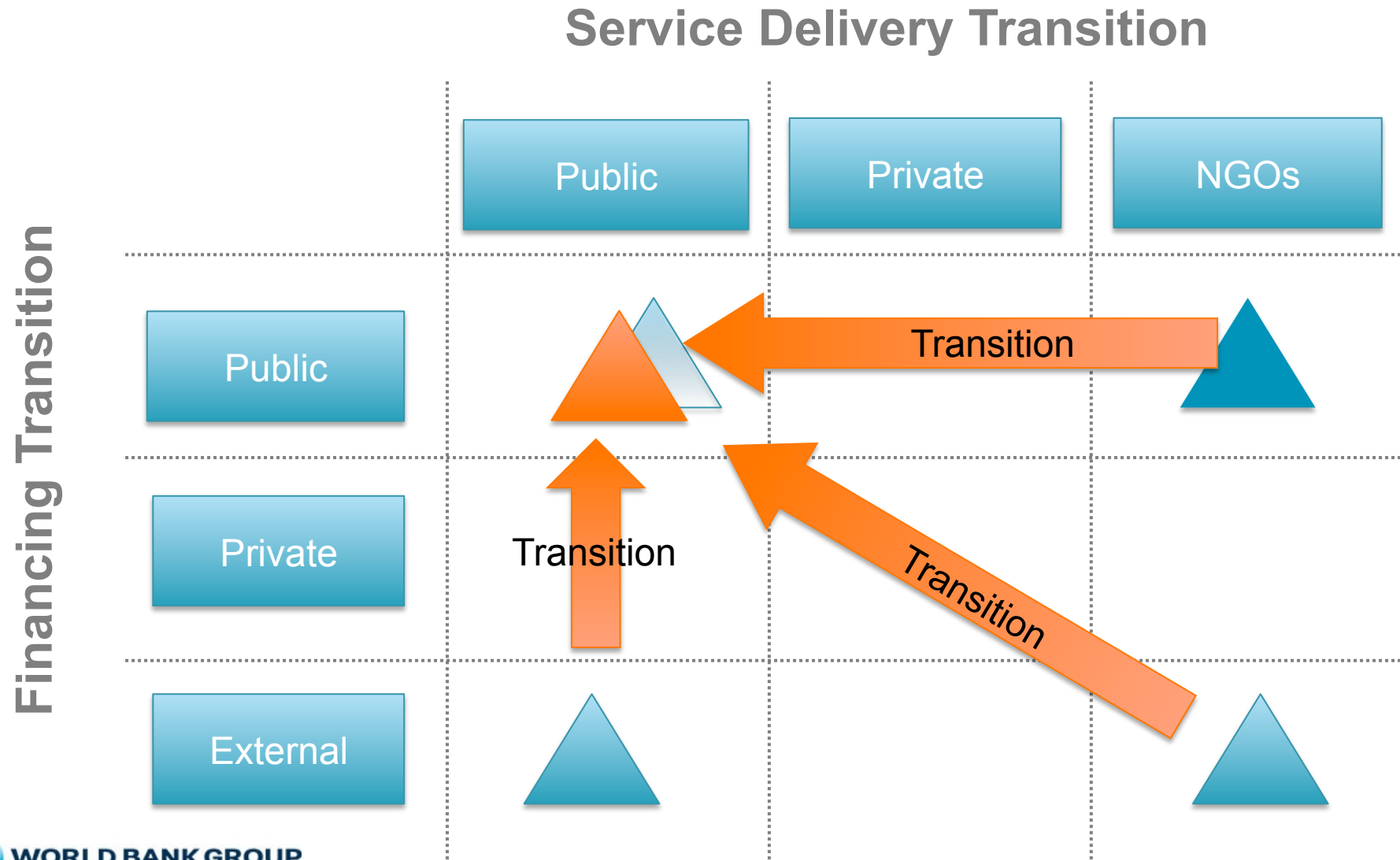
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	UNDERSTAND	ASSESS	PLAN
	Program Intelligence (Understand the current program context and issues that may affect the future sustainability of the program)	Assessment of Programmatic Sustainability to inform transition planning	What should be included in the transition plan
Contextual Factors	<ul style="list-style-type: none"> Understand the country's economic situation Understand the epidemic situation including level and trends Understand the temporal dimension and extent of the transition required What are the most urgent and pressing issues that need to be dealt with in the transition (these could be context and epidemic specific) Understand the policy and legal issues that may influence or impact the transition 	<ul style="list-style-type: none"> Which entity (ies) will be responsible for the transition process including making decisions and managing the transition process? Conduct a stakeholder analysis Who are the likely Champions that can be relied upon in the transition planning process? Who are the potential detractors and how can they be better engaged? Identify the factors that are important in ensuring sustainability of the HIV program Assess the financial impact of the reduction of external funding What are the legal and policy issues concerning service delivery and contracting for service delivery in the health sector Assess the TA needs, and the TA secured and potentially available for transition planning <p>Tools Optima—Optimization and prioritization tool</p>	<ul style="list-style-type: none"> Articulate the incremental nature of the transition from a governance/ institution, service delivery and financial perspective Articulate the policy and legal issues that need to be addressed to implement the transition Articulate the TA needs and identify potential sources of TA
Service Delivery Issues	<ul style="list-style-type: none"> What does service delivery currently look like? Which services, where and how are they delivered? 	<ul style="list-style-type: none"> Assess the allocative efficiency of the national HIV program Assess the essential services needed, and for which populations, and geographic areas What is the minimum package of services and what are the service delivery mechanisms/modalities? What are the consequences of not continuing service delivery including for specific populations and geographical areas? Assess the possible integration of services (which facility and community based services can be integrated) What will happen to the facilities where HIV-specific/exclusive services are provided? Identify the existence and the level of performance of the monitoring and evaluation system. Measure and track quality service delivery gaps to identify and prioritize problems for corrective actions, and to measure the quality and impact of the program. Assess the adaptability of the service delivery modalities. How much adaptation or change of the program components can occur while still maintaining the effective and sustained interventions? 	<ul style="list-style-type: none"> Offer different options including maintaining the status quo. What level of service delivery will need to be financed in the future? Articulate the metrics for assessing the effectiveness of the transitions?

World Bank's Diagnostic Tool for HIV Transition and Sustainability Planning

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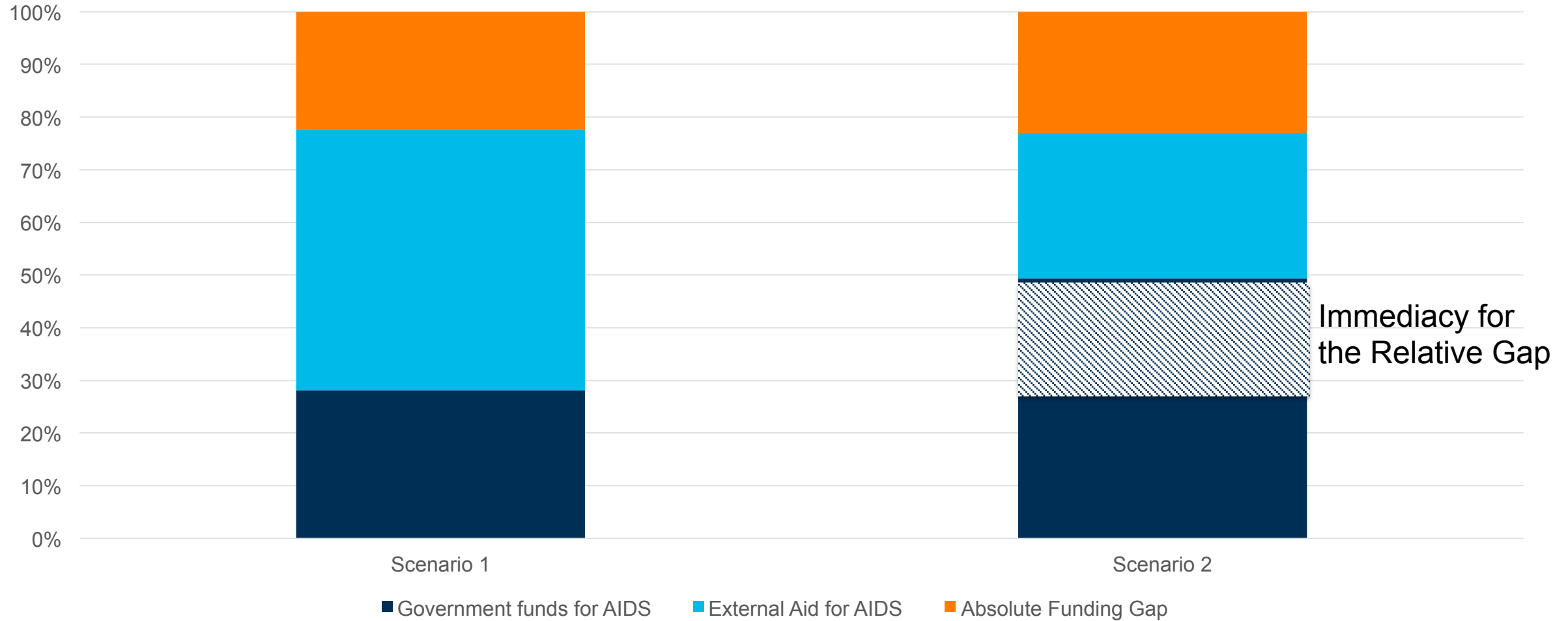
HIV Transition Planning: Understand, Assess and Plan



Understanding and quantifying the **financial dimensions** of the transition of HIV Programmes: World Bank approach



Estimating the HIV program financing gap



HIV Program Financing Gap

- Strategies for meeting the gap are the same for absolute or relative gap levels; the difference is in the level of difficulty and the scope of the challenge
- In many ways, this challenge is no different from the kind of issues that most low income countries facing hard budget constraints deal with across all sectors of the economy
- The big difference is in the urgency of this need: it cannot be put off without entailing a real risk to life
- At the same time, there is a moral hazard issue here: countries can, based on past trends, reasonably expect continued foreign aid assistance
- The problem is more immediate, but relatively easier, for countries graduating out of aid eligibility

World Bank Checklist for HIV Transition Planning



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