

Developing a Road map for the IC process

Thursday December 12, 2019



Goal of GFF seminars / But des séminaires du GFF

During the seminar:

- Share knowledge to improve operationalization of GFF at country level
- Emphasis on sharing experiences between countries

Au cours du séminaire:

- Partage d'expériences pour améliorer l'opérationnalisation du GFF au niveau des pays
- Accent placé sur le partage d'expériences entre les pays

Goal of GFF seminars / But des séminaires du GFF

After the seminar:

- Engagement of individual country platforms in country
- Use seminars as opportunity to gather country platform representatives to discuss topics relevant to advancing operationalization

Après le séminaire:

- Travail conjoint des plateformes nationales au sein de chaque pays
- Saisir l'occasion présentée par les séminaires pour réunir les membres de la plateforme nationale et discuter des thèmes importants pour faire progresser la mise en œuvre

Logistics / Logistique (1/2)

For simultaneous translation to work with multiple countries:

- Each country office is either “English” or “French”
- Please only speak the language of your office, even if you are fluent in the other language

Please identify a chair / facilitator for this seminar, who can coordinate platform representative introductions, and facilitate the in-country discussion

Pour que la traduction simultanée fonctionne avec plusieurs pays:

- Chaque pays a été identifié comme étant « anglophone » ou « francophone »
- S'il vous plaît ne parlez que la langue de votre pays, même si vous parlez couramment l'autre langue

Veillez identifier un président pour ce séminaire. Son rôle sera de coordonner l'introduction des membres de la plateforme nationale, et faciliter la discussion dans le pays

Logistics / Logistique (2/2)

- For anyone speaking during the seminar, we ask that you please approach a live microphone and speak clearly for all countries to hear
 - During the in-country discussion, please prepare 2 questions / comments per country
 - In order to make the meeting more efficient, please email these questions / comments to Petra Vergeer (pvergeer@worldbank.org)
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- Pour tous ceux qui prennent la parole au cours du séminaire, nous vous serions gré de bien vouloir parler clairement dans le microphone pour que tous les participants puissent vous entendre
 - Au cours des discussions dans chaque pays, veuillez préparer 2 questions / commentaires par pays
 - Afin de rendre la réunion plus efficace, veuillez envoyer vos questions / commentaires à Petra Vergeer (pvergeer@worldbank.org)

Agenda

07h00	Welcome and Introductions <i>Bienvenue et Introductions</i>	Petra Vergeer
07h20	Developing a Roadmap for the IC process Élaborer une feuille de route pour le processus du dossier d'investissement	Robert Scherpbier
	Country experience/ <i>Expérience du pays</i> : Zambia	Mr. Kansembe,
	Country experience/ <i>Expérience du pays</i> : Zimbabwe	Mr. Kadzere
07h50	In-country discussion and each country to email 2 questions/comments to pvergeer@worldbank.org <i>Discussion dans chaque pays et envois de 2 questions/commentaires à pvergeer@worldbank.org</i>	Petra Vergeer
08h00	Responses and Discussion / <i>Réponses et discussion</i>	Presenters Présentateurs
09h10	Updates and closing remarks / <i>Information et remarques de clôture</i>	Petra Vergeer

Petra Vergeer

Developing a Road map for the IC process

Thursday December 12, 2019



Process for Investment Case Development

Preparation	Situation Analysis	Prioritization	Operationalization	Investment Case	Implementation Plan
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Preparation

- Create shared understanding, clarity of IC development process
- Assign roles in Roadmap & timeline for donor financing

Process & Intermediate Deliverables

- Country platform (CP) is formed
- Government focal point (GFP) is named and Liason Officer (LO) is recruited
- Independent Support Team (IST) is appointed
- IC task force is appointed by CP to lead development of IC
- **IC task force develops IC Process Roadmap that is approved by CP**

Deliverables: IC Process Roadmap & the IC task force

Roadmap value addition during the IC development and in country partnership building process

Its an important first step in defining a step by step procedure of the process that will be followed in developing the investment case:

- *More specifically, the roadmap will:*
 - Create the first avenue of understanding each stakeholder's comparative advantage
 - Create a coordination, accountability and monitoring mechanism of the IC development process
 - Creates clarity in the sequence of events and task needed for the finalization of the IC
 - Helps to align participants' activities towards achieving a common agenda and shared goals.
 - The process of the roadmap and its operationalization is of critical value because it's a building block in the development of partnerships that will eventually drive the GFF process in country

The power of collaboration in the IC development process does not come from number of participants but rather from leveraging everyone's core skill/contribution effectively and coordination of their activities.

Suggested Outline of the IC Process Roadmap

1. Background: *Where IC process stands, purpose of the IC Roadmap etc.*

2. Purpose of the IC: *What does the IC seek to achieve in the country, e.g. Prioritize a national health strategic plan, reduce fragmentation in financing etc.*

3. Principles of the IC process: *What principles will guide the process? E.g. It is a collaborative process, it aims to build on previous analytical work, etc.*

4. Minimum Requirement for the IC: *these are summarized in the Guidance from GFF Secretariat*

5. Matrix of tasks and responsibilities

Task	Deliverable	Deadline	Responsible	TA partners
Preparation Phase				
Map deadlines for financing for different financiers of IC	Mapping of donor deadlines	Dec 31, 2019	Ms.. X, Head of planning, MOH	Ms. Y, WHO
Map out government planning and budget cycle	Section to be included in IC	Dec 31, 2019	Mr. X, Budget department, MOF	Mr. Y, World Bank
Collect all relevant strategies that will input into IC	Shared folder with files	Dec 31, 2019	Ms. Z, M&E expert, MOH	Ms. K, GFF LO
Situational Analysis				
Conduct root-cause analysis of weak performance using Equist	Section to be included in IC	Jan 30, 2019	Ms.. X, Head of planning, MOH	Ms. T, UNICEF

Tips for developing matrix of tasks and responsibilities

- Assign roles (tasks/deliverables) in Roadmap & timelines to the different stakeholders, including financing for the activities
- Indicate the deadline for each activity as well as when deliverable is open/closed for feedback
- Look for the comparative advantage that each stakeholder brought on board and agree parameters for engagement:
 - Ensure there is clarity on what resources the stakeholder will bring: Is it financial, technical or both?
 - List the Organization & the contact person, including how best to reach them
- List activities which are a Government priority but that no one is supporting. Country platform should discuss & recommend how these will be achieved
 - The end result is a first draft of matrix with tasks and responsibilities
 - Look for resources for priority areas that haven't been supported yet

The IC Task Force

Why

- IC process requires analytical and strategic engagement which is often rigorous and demanding. This requires a select dedicated lean and agile team.

Who

- Lead by Government (normally the Chair of the CP)
- Composition varies
- Normally includes technical partners, experts in RMNCAH-N, health system areas & interested financial and technical partners.
- Clear deliverables are usually laid out in the roadmap
- Consultants with specific skills can be added

Main Tasks

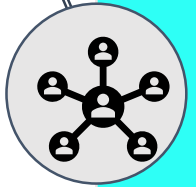
- Drive IC development work forward
- Coordinate inputs from stakeholders
- Produce the deliverables outlined in IC process
- Deliver high quality Investment Case

Frequency of meetings will be determined by the progress on each deliverable, however a bi weekly meeting will allow for continuous engagement prior to debriefing the country platform

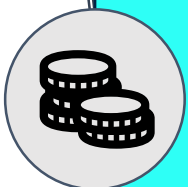
In summary: the IC Roadmap



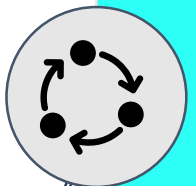
Helps you manage: the IC Roadmap is a management tool to go through a complex multi-partner process and get a quality product (Investment Case)



Ensure appropriate stakeholder engagement is outlined in the roadmap to ensure an inclusive process and ownership. Yet not everyone needs to be involved all the time.



Have a Budget & know what resources are available: Non funded activities usually never get done.



It's alive: the IC Roadmap is a living document to be modified as you go forward



Track Progress & document the milestones: The product of these milestones not only act as draft sections of the IC but are also as feedback to Country Platform

Country experience/*Expérience du pays:*

Zambia



Zambia: Work to date

- Established Country Platform – modified existing ICC-RMNCAH&N Steering Committee TORs; inclusion of CSOs and private sector
- Held introductory meetings with Cooperating Partners and with CSOs
- Moving towards finalization of key resource documents – RMNCAH&N Roadmap; MTR of the National Health Strategic Plan; 2018 DHS, including equity analysis
- Multi-stakeholder workshop to finalize the RMNCAH&N Roadmap and develop timeline and TA needs for I.C. development

Preparation (Finalize by Dec 31, 2019)

Activity/Task

Understand when different partners that will finance the Investment Case require information

Map out Government planning and budget cycle. When would IC priorities need to be communicated in this process and what is the strategy for influencing planning and budget decision

Collect all relevant strategies and data for the preparation of the IC

Situational Analysis (Finalize by Jan 30, 2020)

Activity/Task

Review and analyze all existing data/evidence and strategies to understand current situation with focus on:

Performance in RMNCAH-N indicators

Key health financing & health system indicators and performance

Root causes of weak performance /Bottleneck analysis

Summarize potential strategies to address weak performance areas/bottlenecks

Initial resource mapping of external financing: who is financing currently, with how much and for what/where? (baseline for IC)

Review trends in Public expenditure: how is money currently being spent (baseline for IC)

Consultations with other line ministries on their potential contribution

Prioritization (Finalize by Feb 29, 2020)

Activity/Task

Cost-effectiveness analysis of benefit package/services

Impact analysis to prioritize health system interventions/Equist

Consult key financiers including MOF to understand their willingness to finance priorities (political/financial feasibility)

Based on potential impact, technical, political & financial feasibility prioritize:

- Key RMNCAH-N services
- 1-5 most important HSS reforms
- Health financing reforms

Results framework & Costing (Finalize by March 31, 2020)

Activity/Task

Cost IC priorities

Develop theory of change: activities, outcome, output and impact

Develop Results framework with activities (broad description), and baseline, annual and endline targets, sources of data for monitoring as well as a data use strategy

Develop plans to operationalize priority areas with key milestones for first years

Finalizing the Investment Case (By May 15, 2020)

Activity/Task

Aggregate plans from prioritization and operationalization stages and identify synergies

Finalize detailed resource mapping and gap analysis based on costed IC priorities

Do second round of prioritization based on refined resource mapping

Develop Investment Opportunity Summary (IOS)

Secure external commitments to IC

Secure domestic commitments to IC

Finalize IC

Review and validation of Investment Case

Submit Investment Case to ICC for endorsement

Submit Investment Case to Honorable Minister of Health for approval

Country experience/*Expérience du pays:*

Zimbabwe



Zimbabwe Investment Case Development Process



Timelines

Proposed Timelines in the Roadmap



Investment Case Development Roadmap

Stage	Activity	Responsible	Timeline	Status Update	Colour coding
Preparation	Feedback to the MoHCC Principals PS PMDs meeting	CD Planning	18 October 2019	done	Green
	Feedback to the current HDF CCM Steering committee on the Tanzania GFF Country Workshop and adoption of this to be the National Health Sector Coordination platform. Presentation of the roadmap	HDF-CCM Steering committee	28 October 2019	done	Green
	Appointment of an Independent support team	Country platform	28 October 2019	outstanding	Red
	Appointment of an Investment case TWG	Country platform	By 1 November 2019	done	Green
	TA plan developed and costed	IC TWG	By 1 November 2019	done	Green
	Recruitment of the TA to lead the IC development process	GFF Secretariat	By 1 November 2019	Using TA from GFF secretariat costing scheduled for 3 rd week of December	Yellow
	Bridging mechanisms put in place for the different funding streams for 2020 (Request letter for a no cost extension to WB in process)	WB	By end of 2019	Concept note for the GFF 25 Million project to be submitted by December 31 2019	Yellow
	Situation analysis	Synthesized SITAN from the MTR and other review process	Investment Case TWG (Task force) with all stake holders including communities and private sector	Before 26/10/2019	Done by week ending 22 November 2019
Situation Analysis presented to the country platform		Investment Case TWG		Outstanding – to be presented at the country platform meeting to be held on 12 December 2019 Work done so far presented to the MoHCC TMT	Red
Update resource Mapping		Health financing TWG	20/10/2019	Still outstanding- NHA work currently ongoing to take care of this aspect.	Yellow

Investment Case Development Roadmap

Stage	Activity	Responsible	Timeline	Status Update	Colour coding
Prioritization	Engagement of TA for the prioritization and costing of the IC Package if need be	GFF	November 2019	TA for costing already identified by GFF Secretariat and to be in-country 3 rd week of December 2019.	Green
	Meeting to review the Situation analysis and develop PACKAGE of services and Theory of change for the investment case (identify key interventions by Thematic area what are we doing differently)	TWG with all stake holders including communities and private sector	By 26/10/2019	Situation analysis completed	
Operationalization	Costing of the package and prioritization process (Use Validated current NHS costing to develop the prioritized package for the Investment case (this to also include 1-5 HSS reforms)	Costing using ONE HEALTH Tool, Equist or List TOOL , or Health Intervention Prioritization tool (HIP Tool) with support from WHO and or UNICEF, World Bank	December 2019	Template shared with IC thematic committees to guide the prioritization of interventions. TA to be availed 3 rd week of December for costing.	Red
Investment case	Second round of prioritization based on refined resource mapping	IC TWG	December 2019	Outstanding	Red
	Develop investment case		December 2019	Outstanding	
	Develop an Investment case opportunity summary for areas with funding gaps for joint advocacy eg with MOFED		December 2019	Outstanding	
	Review of the IC by country platform and Independent Support Team		December 2019	Outstanding	
	Country Platform and Minister of Health and Childcare approves Investment case			Outstanding	
Implementation	Implementation plan developed and operationalization of the IC		June 2020	Outstanding	Red

Thank you

Background

The current NHS is coming to an end in 2020

A Mid-Term Review of the current NHS provided the baseline for the next strategic direction for the health sector post 2020.

Global Fund current grants, HDF will be coming to an end in 2020

New funding streams – GFF and UNSDG

Community Health Strategy been developed and on adoption it was agreed to to develop an investment case.

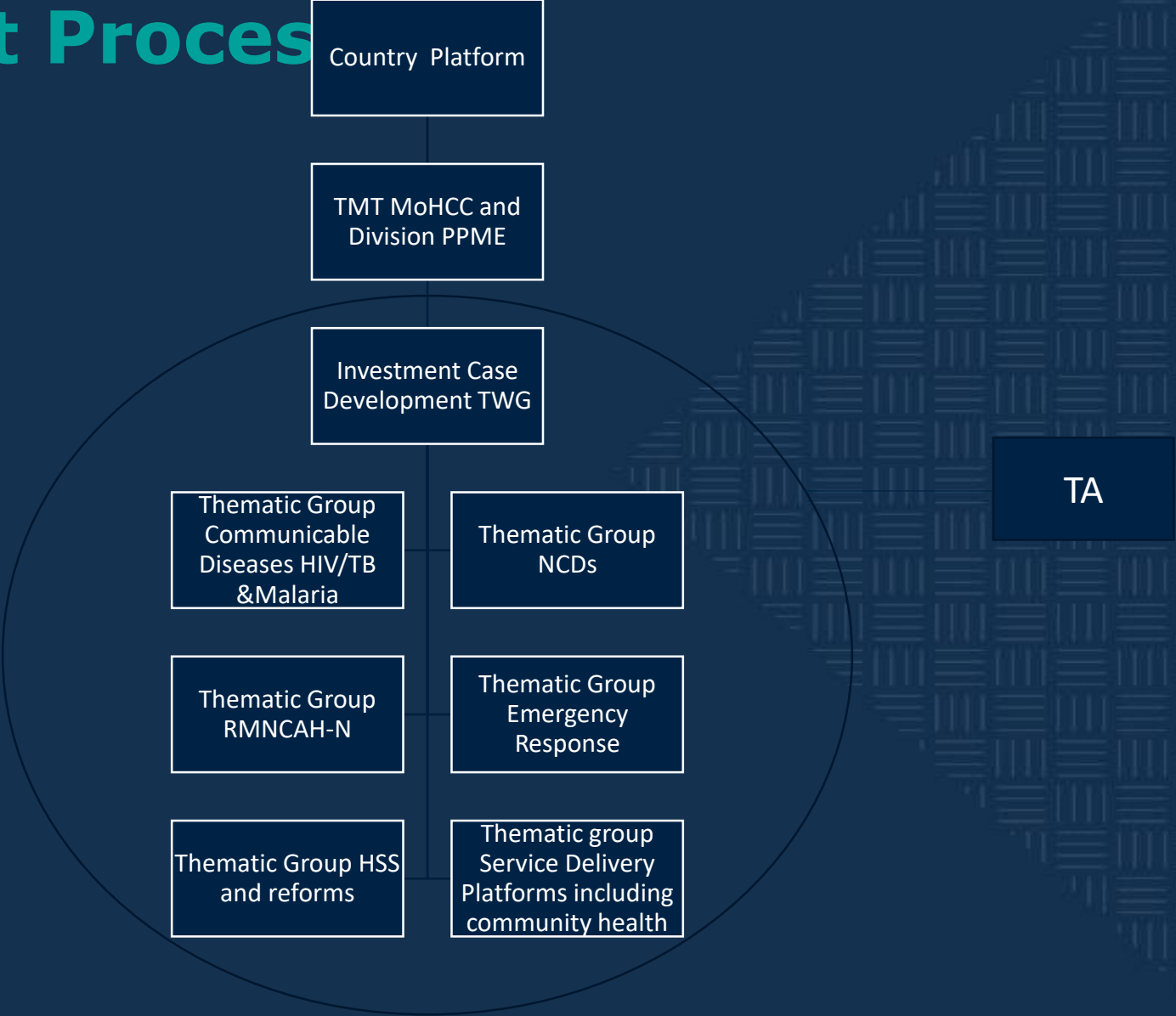
Globally, to ensure attainment of SDG3, a Global Action Plan for Healthy Lives and Well-being for All was launched at the United Nations General Assembly on 24 September 2019 to guide member countries

Zimbabwe as a signatory to the global international commitments and strives to accelerate progress towards Universal Health Coverage.

National Development Results framework (NDRF) to guide the National Development Plan 1 2021-2025 is now in place

To that extend the MoHCC intends to develop an Investment Case for the Health Sector to guide post 2020 priorities including the Health Resilience for Sustainability Fund (Current HDF) among others.

Coordination/Implementation of the development Proces



Funding for the Process

MoHCC through the GOZ (PCU)- funded the inaugural IC Development TWG meeting

UNICEF- funded first writing session

GFF- funded the 2nd and current third writing sessions

Discussion

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