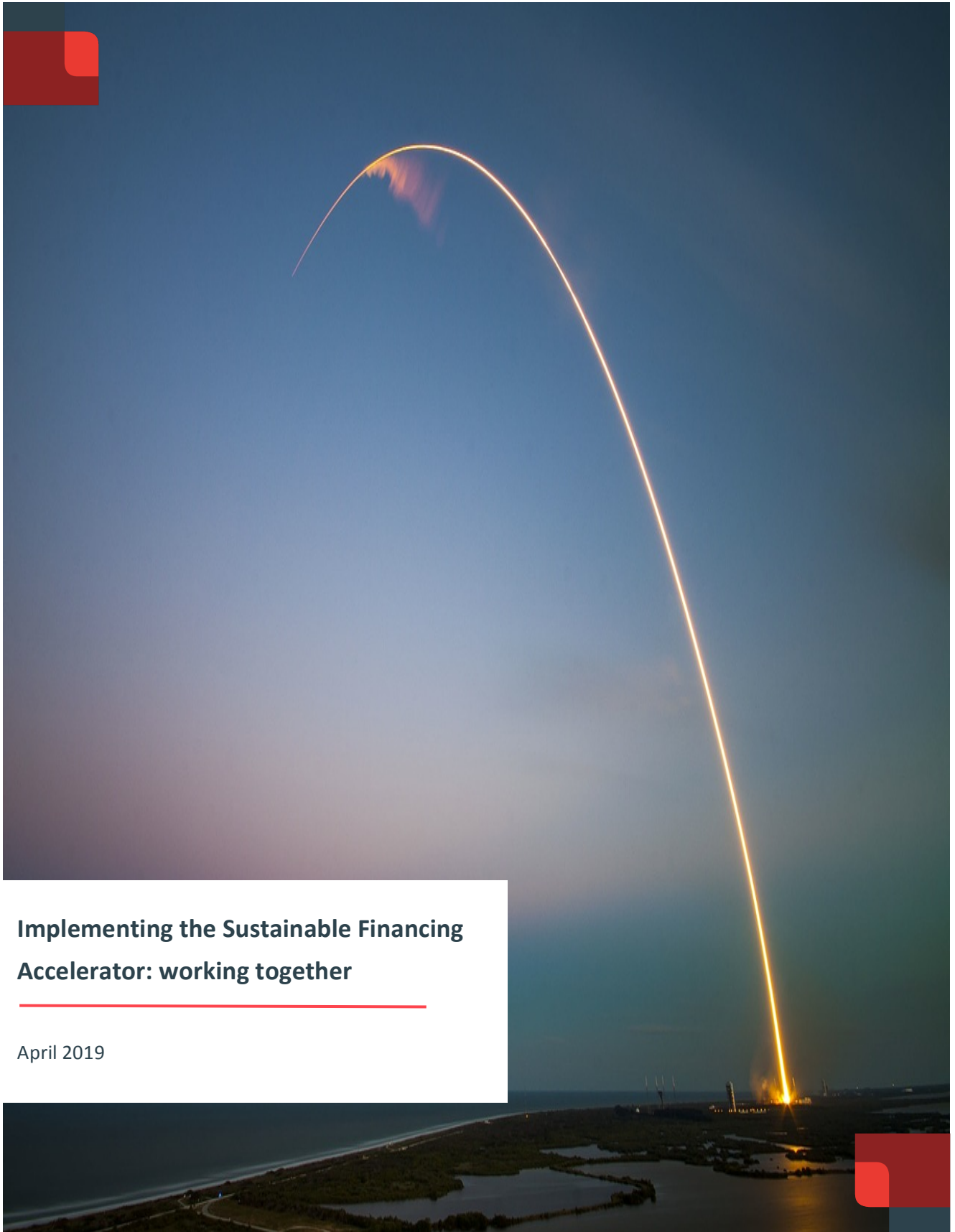


Health Financing Collaborative



Implementing the Sustainable Financing Accelerator: working together

April 2019



Outline



This document aims at presenting an offering of services from the Health Financing Collaborative / P4H Network to support the implementation of the Sustainable Financing Accelerator. In order to respond to this objective, the document specifically sketches out:

- Our understanding of the GAP & Accelerator dynamics
- Our analysis of the needs, opportunities and pitfalls
- Our positioning and ability to respond to those needs
- Our offering to fast track the Accelerator and meet its objectives
- In an Annex, a snapshot of the latest data on global health for contextualisation purposes



This document in a nutshell:

- The Global Action Plan (GAP) which leadership was entrusted to WHO as the global health organisation spawned 7 Accelerators which are collaboration spaces across health systems functions, fostering commitments from multilateral organisations to better align to produce results at country level, i.e. fast track progress towards UHC.
- One of these Accelerators is the Sustainable Financing Accelerator, which garners support from 12 multilateral organisations and is led by the World Bank and the Global Fund. At a time where development aid represents less than 1% of global health spending but still proves vital in particular for low-income countries committed to meeting the SDG targets, this Accelerator may prove a springboard for success.
- However, in order for the Accelerator to thrive and soar, a certain number of challenges ought to be addressed, pertaining to the facilitation of collaboration between a range of partners; the interface with key players in health financing (such as bilateral partners) which are not part of the Accelerator; and the development of work processes and products to enhance country-level co-ordination.
- In order to address these challenges and in line with the GAP which recommends to rely on existing structures and mechanisms as well as avoid duplications, the Health Financing Collaborative designed an offering to help fast track the Accelerator. This Collaborative is the informal gathering of main stakeholders in the global health financing ecosystem and is facilitated by the P4H Network for health financing.

- This is a collaborative space enabling the 18 member organisations of the P4H Network (including WHO, the World Bank, the Global Fund and the GFF which are also members of the Accelerator) to reach out farther and build stronger partnerships with important organisations such as DFID or NORAD for instance.
- The P4H Network has been in operation for 11 years and is present in 35+ countries. Its team comprises 3 Geneva-based Co-ordinators (WHO staff) and 14 Regional or Country Focal Points (staff of member organisations) facilitating the alignment of Health Financing strategies in accordance with country co-ordination mechanisms designed by the Network. The offering developed by the P4H Network to bolster the Accelerator's dynamics include:
 - tailored method of work;
 - availability of co-ordinating staff;
 - PM techniques and tools;
 - and digitisation to broker real time insight between global and country levels as well as engage ecosystems and monitor progress.
- The scope of work engagement proposed by the P4H Network spans the breadth and depth of the Accelerator's operations:
 - definition of strategic objectives and operational outputs
 - mapping out stakeholders
 - engaging with countries
 - designing implementation matrices
 - facilitating collaborations
 - supporting technical expertise mobilisation
 - managing footprint and stakeholders' engagement
 - ensuring M&E and insight brokering
 - supporting ad hoc communications
 - digitizing work processes and co-producing UHC-related knowledge
- In order for the P4H Network to structure this offering, member organisations ought to decide on the availability of resources within the Co-ordination Desk as well as Focal points in regions/countries.



Our understanding: Acceleration dynamics



Mind the GAP

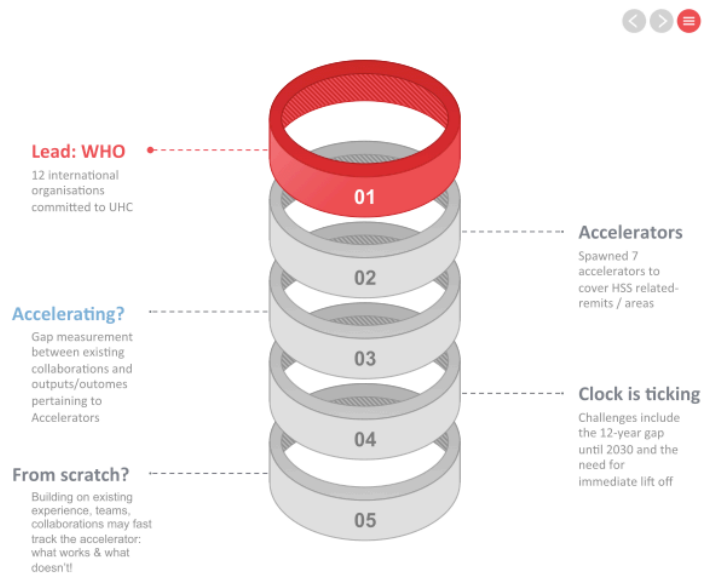
- The Global Action Plan (GAP) triggered by a high-level request from Germany, Ghana and Norway addressed to WHO and asking the WHO Secretariat to take the lead to fast track progress towards UHC across countries lagging behind the objectives set out across the SDGs. As a result, 12 multilateral organizations have followed that lead.

Mind the GAP!

GAP: A country-triggered initiative to entrust better international alignment to WHO; led to 12 international organisations striving to better work collaboratively towards UHC, while relying on “existing mechanisms”

Accelerators: The Accelerators stem from the GAP and enable agencies to co-lead on the choice design and implementation of these collaborations.

The **Sustainable Financing Accelerator** musters several members of the Health Financing Collaborative such as WHO, the World Bank, the Global Fund or the GFF.



- The GAP therefore intends to build the case for streamlined investments towards low-income and fragile countries in order to fast track progress towards UHC. This requires to leapfrog contingencies such as: limited health stewardship and financial absorption capacities at countries level as well as structural hindering factors to health systems development (whether political; economical; social; or a mix of those).
- The GAP also caters for better collaborations and harmonization between external partners, as illustrated by the excerpt from the GAP seminal document hereunder:



- In addition, the Global Action Plan sketches out a framework for collaborative ventures across Health Systems functions (i.e. Accelerators). Subsequent official documents resulting from discussions between founding partners (available [here](#)) also emphasise the necessity to set out operational objectives, relying on existing mechanisms in health financing.
- A common trait across the strategic documents founding the GAP and agreed with the 12 original organisations that are part thereof is that existing mechanisms should be relied upon, as underlined by the quote below.



The Accelerators in a nutshell

- The very idea of setting-up Accelerators spanning areas of health systems strengthening stems from the GAP in order provide effective, high-impact technical as well as financial assistance to countries. These Accelerators are being set-up with the following remits:
 - Accelerator 1. Sustainable financing
 - Accelerator 2. Frontline health systems/Primary health care
 - Accelerator 3. Community and civil society engagement
 - Accelerator 4. Determinants of health
 - Accelerator 5. R&D, innovation and access
 - Accelerator 6. Data and digital health
 - Accelerator 7. Innovative programming in fragile and vulnerable states and for disease outbreak response
- More specifically, the Sustainable Financing Accelerator (hereinafter referred to as “the Accelerator”) aims primarily at increasing “sustainable domestic resource mobilization for health, whether from fiscal reforms to raise more public funds and/or from giving greater priority to health in budgets with spending on the right things.
- Depending on the country, this will be observed at the sub-national as well as national levels”, according to the Global Action Plan (Phase 1).



Sustainable Financing Accelerator at a glance

- Amongst other specific objectives pursued by the Accelerator are improved efficiency in resource mobilisation, pooling and use; better priority settings mechanisms as well as strengthening of Public Financial Management, and more equity in resource allocation.
- Overall, the Accelerator strives to increase collaboration between global financing agencies, and with countries, to ensure streamlining of DAH and focus on country priorities. It advocates more coordinated “action around issues that support sustainable financing – for example, on public health-related taxes (sub-regional harmonization of tobacco or SSB taxes, e.g. for the East African Community), tax avoidance”. In sum, it promotes the global health financing agenda and technical support operational framework, as is the case for instance of the Global Health Financing Collaborative facilitated by the P4H Network.
- Pursuant to this agenda which reflects the commitment of international stakeholders to Health Systems Strengthening (HSS) and Universal Health Coverage (UHC), the Accelerator started by garnering support from 12 several multilateral agencies such as WHO or the World Bank as well as Global Health Initiatives such as the Global Fund, the GFF or GAVI.



The Accelerator in motion

- Several meetings have been organised over the first quarter of 2019 and held at the invitation of the Global Fund (GF) and facilitated by a staff from the World Bank. GAVI, the GFF and WHO participate in these meetings. A PowerPoint presentation summarising the proposed framework of action of the Accelerator is under preparation to be presented formally during forthcoming high level events as well as at the Spring meeting organised by the World Bank in Washington D.C.
- Regular meetings are organised by the two co-leads of the Accelerator, i.e. the World Bank and the Global Fund, and hosted by the GF in Geneva. Summary of meetings held in February and April are available from the P4H Network.
- The GAP caters for 12 multilateral organisations only. However, bilateral partners play a decisive role in the development of health financing and HSS for UHC at country level, in addition to being constituents and funders of multilateral organisations. The prominence of these partners in the countries considered as pilot countries therefore advocates for a potential alignment of efforts from international partners beyond the sole multilateral organisations that are currently part of the Accelerator.
- Unfolding the collaborations between and across the multilateral organisations that are part of the Accelerator as well as reaching out to these bilateral partners which are instrumental in mobilising resources as much as supporting countries’ efforts will prove one of the main challenges and drivers of success for the Accelerator.



Our Analysis Accelerator: Opportunities & Pitfalls Assessment



Inclusiveness: the only game in town?

- At a glance, the GAP as well as related framework documents for the Accelerator show unambiguous preference for existing Networks as well as co-ordination to facilitate the Accelerator as shown in the excerpt from the GAP hereunder.



- There is a cogent case for tapping into the existing expertise available across the global health financing expertise. This is the approach condoned by the Countries authoring the letter requesting WHO to take the lead to set-up an Accelerator for sustainable financing.
- This is also the perception of the Health Financing Collaborative, whose meeting facilitated by the P4H Network on 21-22 January in Geneva was an opportunity to share insights into the Accelerator and garner congruent perspectives from a variety of international health organisations (bi and multilateral) represented.
- One of the conclusions was that in order to ensure a rapid growth of the accelerator at a time where aid ought to focus on the most vulnerable to strengthen health systems, it appeared more effective to use existing platforms than duplicate mechanisms that have proved efficient and effective over time.
- This is the case of the Health Financing Collaborative, garnering the key players across the health financing ecosystem and committed to working collaboratively to promote UHC. This Global Collaborative is facilitated by the P4H Network for health financing which brings its know-how, array of products and methodologies as well as regional and country focal points across Africa and Asia (see below “Our Positioning”).
- The Health Financing Collaborative facilitated by the P4H Network believes in openness and inclusiveness. As such, it aims at contributing to the Global conversation on HSS and UHC, together with its members and partner organizations. The objectives of the ideas shared hereunder are therefore to ensure that the long-standing dynamics of better collaboration and alignment of international partners to support health financing growth at country levels prevail, reflecting the commitment of the Health Financing Collaborative since its inception.



United we stand: how to make the best of the Accelerator?

- A high-impact, streamlined collaboration of all interested parties in health financing is advisable and is indeed the view expressed by the global health community participating in the Health Financing Collaborative.
- The Accelerator's dynamics have garnered support as well as commitment from most of the member organisations of the P4H Network, which illustrated this readiness of the global health community to use existing platforms to set-up and grow the Accelerator.
- This was discussed already in September 2018 on the occasion of the Annual Steering Group meeting of the P4H Network as per the excerpt of the minutes below.



- In order to yield optimal outcomes, the Accelerator ought to welcome all participants with a role to play, including bilateral partners. As such, it is expected that the 3 countries (namely Germany, Ghana and Norway) that called upon WHO to lead the Accelerators' co-ordination may wish to participate actively.
- The pool of countries pre-identified during the meetings organised by the World Bank and the Global Fund to flesh out the content of the Accelerator's activities are mainly situated in Sub-Saharan Africa, and many of them in Francophone Africa.
- It appears therefore critical that other members of the global health community bring their invaluable experience as well as their knowledge of long-standing technical assistance and funding support in those countries. In addition, engaging those countries amongst which Belgium, France, Switzerland, or the USA is essential to ensure perspectives are fully aligned.
- Given the need to operationalise the Accelerator, which strategic and business plans are not yet finalised, the organisational support from the P4H Network may prove useful. Notwithstanding the facilitation of the Health Financing Collaborative, the Network offers
 - A membership base similar to the Accelerator with WHO, the World Bank, the Global Fund, the GFF being member organisations of the P4H Network.
 - A 10+ years' experience in developing products for international collaboration in the field of health financing
 - An unrivalled interactive Web platform to digitize international collaboration
 - a team of focal points at regional and/or country level to harmonize collaborations between member organisations (e.g. WHO, World Bank, GFF, and Global Fund).



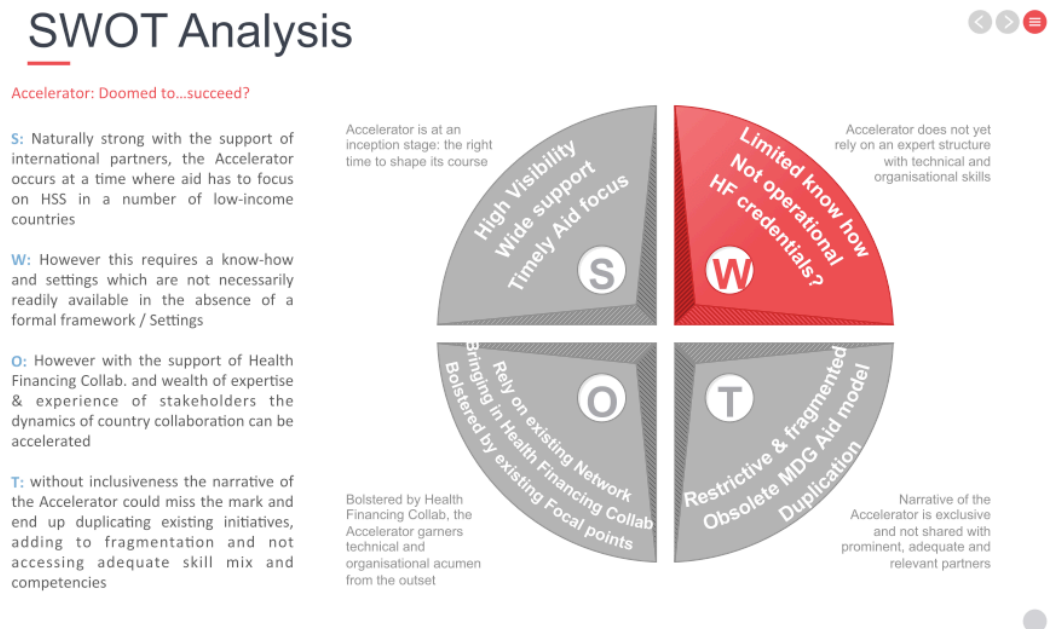
Operationalising the Accelerator: Potential pitfalls

- The sketching out of a Sustainable Financing Accelerator has so far triggered interest from a wide range of partners. One of the main concerns raised by numerous global health stakeholders pertains to the **duplication** of existing structures: global health is a crowded landscape and setting-up a new structure may result in a dilution of collaborations between partners as well as added confusion at country and global levels alike, for little or no gain.
- The challenge of **cost-effectiveness** also echoes concerns voiced by global health stakeholders: would the setting-up of another structure/team in charge of operationalising the Accelerator be cost-effective, while an existing Network is performing similar tasks in the very same contexts or sometimes countries where the Accelerator aims at demonstrating progress, and commissioned by most of the Accelerator's existing partners?
- The risk of **fragmentation** has been mentioned by several partners who are cognisant of the existing trends in setting-up multiple structures, an approach asymmetrical to the SDGs and HSS integrated perspectives. Partners did set up a Health Financing Network which operates a Global Collaborative and may be called upon to facilitate the Accelerator.
- In terms of **value-added** to existing mechanisms, thoughts were shared by partners committed to harness expertise in an inclusive manner. The Health Financing Collaborative aims precisely at marrying the technical competencies of its members and work collaboratively on the breadth and depth of health financing as well as economics for more effective policy guidance. The scope of this value is already readily available through existing mechanisms for the benefit of partner countries and the rationale to draw-up a new structure ex-nihilo not clear.
- The **technical acumen** is also an important point: the rhetoric is increasingly moving from a vertical development aid agenda to a horizontal, collaborative venture-based agenda. The Health Financing Collaborative fully embraced this agenda and taps into the analytical capabilities available at WHO but also the World Bank, Regional Development Banks and other health stakeholders to grow effective policy agendas.
- Inclusiveness is a key to sustainable development reiterated by a number of global health stakeholders. Achieving significant progress in UHC requires to **avoid exclusion** of countries engaged in bilateral co-operation programmes which ought to be fully empowered and at the helm of the international co-operation mechanisms, as well as key partners in particular bilateral agencies (e.g. BMZ and GIZ for Germany, SDC for Switzerland or the Ministry of Foreign Affairs and Expertise France for France).
- **Organisational skills** and methods of work are required from the outset of the Accelerator, which is yet to be rolled out. Given the ambitious timeline and activities outlined during preliminary meetings, relying on existing organisation, work process and available teams may prove decisive in securing the setting up of operational collaborations.
- **Clear rationale for country selection** may also be required. Selecting countries where resources are concentrated ought to abide by a clear criteria-based selection process in order to overcome the risk of a biased selection relying on already demonstrable progress achieved by countries.



Rapid SWOT analysis

- In sum, while the Accelerator may prove a source of effective support for targeted low-income and fragile countries, it is paramount to pay attention to the conditions of operationalisation of the Accelerators’ dynamics.
- Writing the narrative of a successful Accelerator probably requires different perspectives and the insight of a larger number of prominent global health stakeholders.
- The Accelerator is still at the inception phase, and partners striving to sketch out its objectives and work processes. In order for it to become fully operational and thrive, attention is drawn to the tentative synoptic summary of strengths and weaknesses (intrinsically driven) as well as opportunities and threats (external influences) presented hereunder.



- The Accelerator is supported by several international partners. This occurs at a time where aid has to focus on HSS in a number of low-income countries, and embrace the new SDGs approach. However this requires a know-how and settings which are not necessarily readily available in the absence of a formal framework / Settings.
- With adequate input (expertise & experience) of stakeholders the dynamics of country collaboration can be accelerated. Without inclusiveness the narrative of the Accelerator could miss the mark and end up duplicating existing initiatives, adding to fragmentation and not accessing adequate skill mix and competencies
- In a nutshell, the success factors of the Accelerator rely on the capacity of partners to co-produce value through marrying the right skill mix and competencies, while fast tracking collaborations through existing initiatives.



Our Positioning: facilitators



Health Financing Collaborative and P4H

- The Health Financing Collaborative Facilitated by the P4H Network aims at harnessing competencies and commitment to progress towards UHC through better health financing. This Collaborative is the informal gathering of main stakeholders in the global health financing ecosystem and is facilitated by the P4H Network for health financing.
- This is a collaborative space enabling the 18 member organisations of the P4H Network (including WHO, the World Bank, the Global Fund and the GFF which are also members of the Accelerator) to reach out farther and build stronger partnerships with important organisations such as DFID or NORAD for instance.
- The Health Financing Collaborative is facilitated by the P4H Network. The P4H Network has been in operation for 11 years and is present in 35+ countries. Its team comprises 3 Geneva-based Co-ordinators (WHO staff) and 14 Regional or Country Focal Points (staff of member organisations) facilitating the alignment of Health Financing strategies in accordance with country co-ordination mechanisms designed by the Network.
- The Network promotes a PARK approach in order to engage the whole diversity of expertise and capabilities of the health financing stakeholders.

Global Insight

PARK Approach

In order to formalise its work processes and commit to continuous performance improvement in health financing, the P4H Network focuses on the 4 sets of dynamic operations to create value:

- Product development in the area of international collaboration
- Activity management at global, regional and country levels
- Relationship growth, ie strengthening the outreach and engagement capacity of the Network
- Knowledge co-production to stimulate collaborative ventures and tailored solutions.



- As detailed above this PARK approach stands for: Product development; Activity management (at global, regional and local levels); Relationships brokering as well as Knowledge co-production across the health financing ecosystem.



P4H at a glance

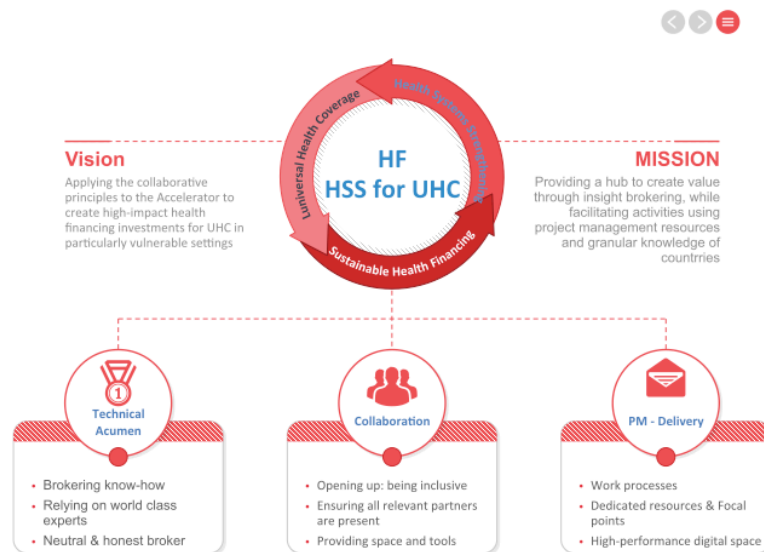
- More information can be found in the annual review available at: www.p4h.world/ar. Illustrative of the approach above are:
 - Products: design of an interactive web platform with a dedicated secured space but also tied to other global health networks concurring to UHC and instrumental to contextualise UHC-prone policies: 8 networks and soon the Gates one share the same platform. Another product is the Turnkey Network Tool (TNT) enabling to operate a network, including with country co-ordination mechanisms;
 - Activity: facilitation of collaborations at country level in the field of health financing, support to the mobilisation of technical expertise in areas pertaining to health financing (i.e. DRM, PFM, strategic purchasing, health taxes, legislative and regulatory frameworks). Country facilitation ensured by a team of Focal Points at regional and country levels, currently 13 Focal points in Burkina Faso (covering West Africa), Cambodia, Cameroon, Chad, Haiti, Kazakhstan, Madagascar, Malawi, Mozambique, Niger, Senegal, Tanzania (covering the EAC space) and Vietnam (covering also Lao and Myanmar).

Vision & Mission

The **Health Financing Collaborative** strives to grow sustainable health financing to strengthen health systems. In turn, this enables countries to deliver better health and progress towards UHC.

This is **congruent with the GAP's** overall objective to support countries through a mix of high-value collaboration and channeling of resources in a synergetic manner to yield rapid and high-impact results.

This vision and the correlated mission statement of the **Network** could prove **instrumental** to achieve the objectives set out for the Accelerator.



- Over the past 11 years, this enabled more integrated and streamlined investments in health financing strategies, leadership for UHC, strategic purchasing and capital investment in health, PFM, priority-setting and cost-effectiveness analyses, benefit package or HTA definition or else value for money of investments in NCDs for instance, bolstered by the technical expertise and political commitment of all partners engaged.
- The vision developed by the Health Financing Collaborative and the P4H Network is congruent with the ethos of the Accelerator. It primarily consists in applying the collaborative principles to the Accelerator to create high-impact health financing investments for UHC in particularly vulnerable settings; and providing a hub to create value through insight brokering, while facilitating activities using project management resources and granular knowledge of countries.



Our offering: delivering results



Scope of work engagement

- One important issue to address at the outset of the Accelerator is the question of stakeholders. The Health Financing Collaborative aims at welcoming all actors involved and committed to sustainable health financing. This is what happened at the last meeting organised by the P4H Network and held on 21-22 January in Geneva. This was an occasion to discuss the Accelerator and the best ways to support its dynamics.
- The Accelerator dynamics require a country-driven priority agenda to ensure empowerment, ownership and full congruence of vision. Inclusiveness is the nexus between collaboration and success, and requires the span of the health financing ecosystem. Alignment between the Accelerator’s members and a larger ecosystem will prove necessary (in particular to secure support from key bilateral partners engaged in country support).

How could it work?



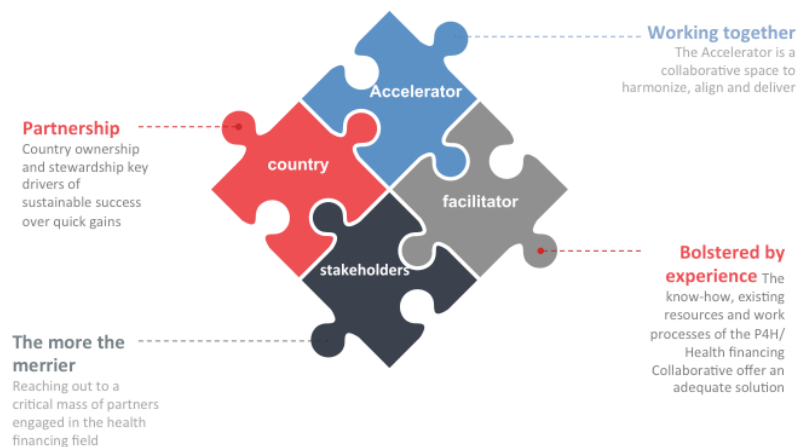
So what could be the organisational process?

The real question is: “who should be on board”. The ambitious Accelerator dynamic requires a country driven priority agenda to ensure empowerment, ownership and full congruence of vision.

Inclusiveness is the nexus between collaboration and success, and requires the span of the health financing ecosystem

The Accelerator is a collaborative function ensured by the Facilitator, a collaborative venture space for stakeholders to streamline their activities and achieve the objectives set out to the Accelerator

Facilitating this space ought to be a job for the existing Health Financing Collaborative with a know-how of over 10 years and a membership base comprising of the main parties interested in the Accelerators.



- The Accelerator is a collaborative function ensured by the Facilitator or a collaborative space for stakeholders to streamline their activities and achieve the objectives set out to the Accelerator. Facilitating this space seems a natural outlet for the existing Health Financing Collaborative with a know-how of over 10 years and a membership base comprising of the main parties interested in the Accelerators.
- Entrusting the facilitation of the Accelerator to the Health Financing Collaborative would allow for experts mobilisation across key international health players, and in particular through the wealth of expertise available at the Health Financing Unit of WHO. It would also increase the visibility of the Accelerator, relying on the Health Financing Collaborative network of organisations, partnering countries, as well as web and social media footprint.



A relevant know-how & experience

- The Health Financing Collaborative facilitated by the P4H Network offers a unique ability to respond to the Accelerator's expectations. The following tasks/functions can be made available to the Accelerator immediately:
 - Facilitation of health financing alignment and support to the provision of technical expertise at country level thanks to a network of focal points
 - Know-how and capabilities in the facilitation of complex collaborations between multi-stakeholders at global and country level
 - A health financing remit which makes it the global health network in the field of health financing, thus in a position to draw expertise through its ecosystem
 - An organisational acumen translated in effective work processes and outcome-oriented ethos: this is a Network that delivers, at a time where the Accelerator needs to fasten its pace
 - Credentials in fostering inclusive collaboration, delivering results and being identified as a catalyst for synergetic work between countries, bi and multilateral organisations as well as a broader range of stakeholders.

- The above is the core proposal of competencies and corresponding skill mix offered by the Health Financing Collaborative, to leverage the dynamics of the Accelerator and start delivering across the board as per the illustrative list of deliverables hereunder:

Quick win: Delivering!

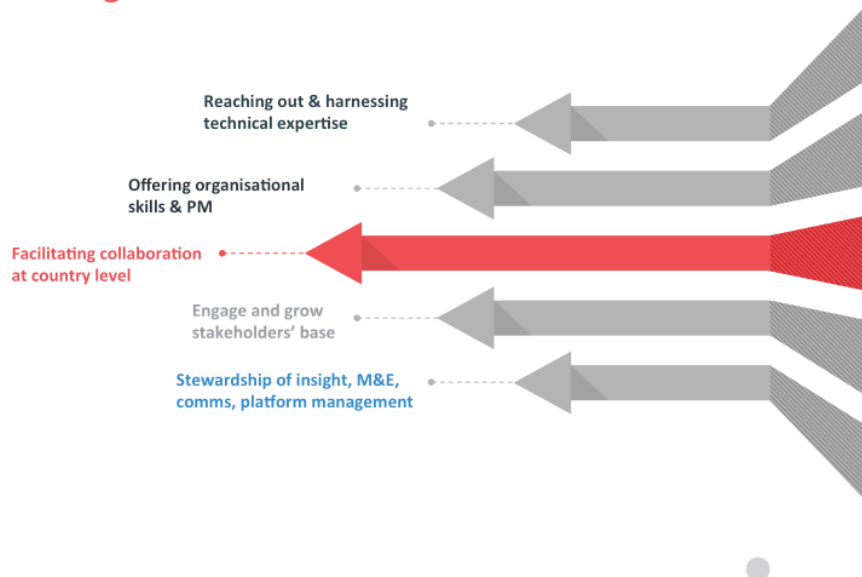
Here is what the **Health Financing Collaborative** could bring at the outset

Access to a wide range of technical expertise through its ecosystem

Facilitation of activities, projects so as to ensure delivery of agreed outcomes

Country and regional **presence** in the focus area of the Accelerator through network of existing Focal Points

Full ecosystem **engagement** through an interactive, versatile Web platform (digital environment shared by major global health networks).



- Our perspective is that the quick wins of the Accelerator are not limited to show casing examples of local collaborations between agencies. Sustainable achievements are reached through increased technical expertise available, facilitation of activities and stakeholders' engagement. Through these outputs, stewardship of health systems at national level is expected to strengthen, and resource mobilisation to enable to cover the necessary sustainable investment on health. The roll-out of this facilitation could be further eased by the existing team of 13 Focal points at regional/national levels available across the Network.



Where do we go from here?

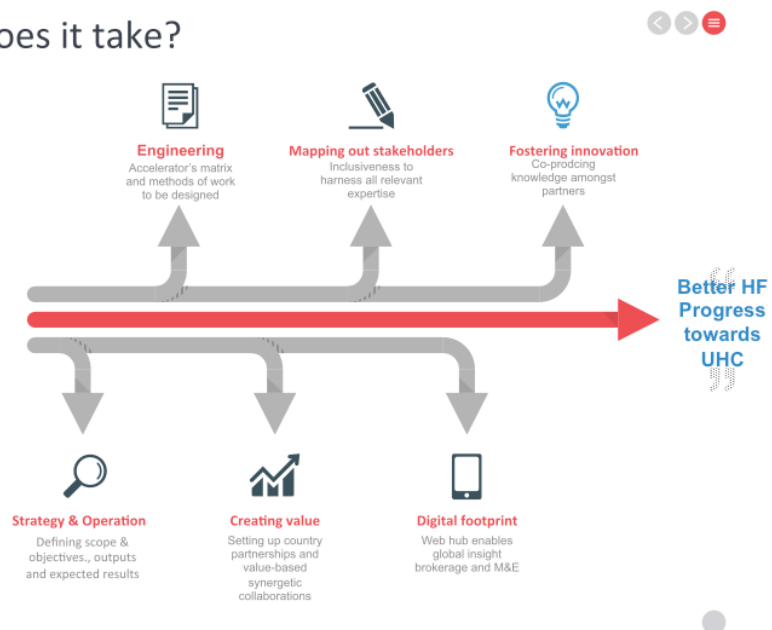
- The Health Financing Collaborative could facilitate the activities of the Accelerator and ensure a swift inception phase. At the moment, with a strategic and an operational plan still in discussion, as well as a country selection process which criteria do not appear perfectly clear, there is room for strengthening project engineering and management skills. This is the first offer of the Collaborative.
- The Co-ordination team –comprising of a pool of executives based at WHO and the World Bank as well as the regional and national focal points in countries– of the P4H Network would support the organisations participating in the Accelerator in the drawing up of an appropriate narrative to entice countries and other international stakeholders to participate in the synergetic dynamics.

Lifting off: what does it take?

Expert resources in **activity and project facilitation** are available at P4H: the Co-ordination team with its WHO based experts and network of focal points can be mobilised to lift off the operations of the Accelerator.

In addition, **digital presence and social media** presence can help amplify the collaborations set-up within the framework of the Accelerator as well as advocate for Health Financing for UHC.

The **Health Financing Collaborative** can bring its wealth of experience to bolster synergies amongst its ecosystem.



- On an operational level, the Collaborative proposes in a nutshell to go ahead with the steps indicated above. Based on in-house competencies available, the team could help lift the Accelerator off the ground by prioritising the following within a short time frame:

- Draw up a method of work and project engineering matrix
- Agree on aims & objectives, expected outcomes and outputs
- Design an integrated performance M&E process to continuously improve performance across collaborations fostered by the Accelerator
- Map out technical capacity across health financing and economics
- Mobilise resources (HR, technical and financial) to facilitate the Accelerator
- Implement collaborations across selected partner countries
- Build up continuous improvement processes to deliver incremental value
- Generate and garner insight and knowledge
- Ensure digital presence to inform and broker information
- Advocate for synergies across the ecosystem through digital footprint.

- Country cooperation being quintessentially the core objective of the Accelerator, it is suggested to use the process designed to engage country authorities and stakeholders, through securing the cohesion of partners committed to health financing, and which collaborative action is facilitated locally by a focal point.
- A project management structure and corresponding digital tools ought to be drawn up in order to pilot the delineation of the collaborations in tangible outputs as per plan. Monitoring and evaluation will also be integrated processes, based on a prior definition of KPIs centred around the alignment and harmonization of partners' activities.

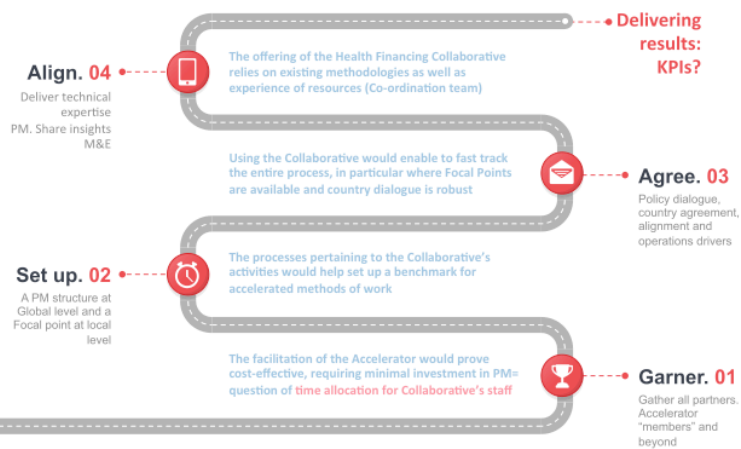
Focus: Country Coordination Mechanism

Process: country collaboration mechanisms conceptualised by P4H have been in operation for over a decade across 30+ countries

They entail gathering partners (Accelerators plus relevant ones); Setting up a focal point (regional or local level); Securing agreement and support at country level; Clearing a PM structure to contribute to UHC with technical progress (using illegal frameworks; Capacity building, PFM, strategic purchasing, investment cases; etc) and continuous policy dialogue; Rigorous set up of KPIs and M&E to fully grasp the accelerator's outcomes

Limitations : hurdles along the road? They can be fixed:

- HQ need to communicate with regional/country teams
- Lack of alignment of third parties with vested interest can significantly influence UHC policies
- KPIs more output than outcome-related: how to isolate outcomes or impact share of collaboration? How to attribute success?



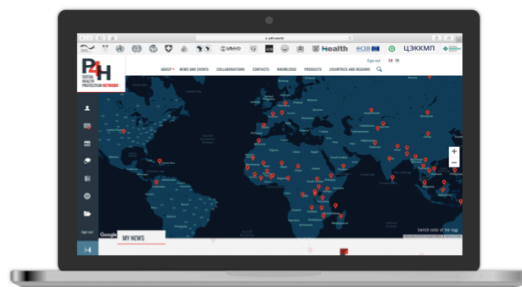
First steps?

- The scope of work engagement proposed by the P4H Network spans the breadth and depth of the Accelerator's operations. It requires the mobilisation of resources from the Network to provide the following:
 - definition of strategic objectives and operational outputs
 - mapping out stakeholders
 - engaging with countries
 - designing implementation matrices
 - facilitating collaborations
 - supporting technical expertise mobilisation
 - managing footprint and stakeholders' engagement
 - ensuring M&E and insight brokering
 - supporting ad hoc communications
 - digitizing work processes and co-producing UHC-related knowledge
- In order for the P4H Network to structure this offering, member organisations ought to decide on the availability of resources within the Co-ordination Desk as well as Focal points in regions/countries. In particular, Co-ordination time and skill mix have to be made available to facilitate the overall acceleration process.

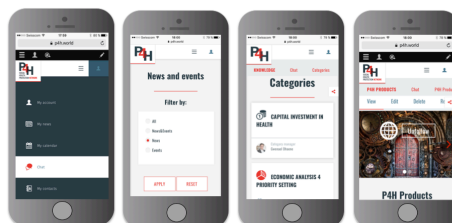


Digital standard of collaboration: gearing up the Accelerator

- The P4H Network created a state-of-the-art Web platform that incorporates innovative functionalities to allow the management of collaborative activities; network and broker as well as co-produce knowledge; develop contacts and interactions amongst others.
- The Web platform is designed to foster quality work standards and process, improving project as well as activity management, while complying with the stringent copyrighted materials use and data confidentiality protection requirements from all member organizations and stakeholders. All users are therefore called to agree on terms and conditions prior to using the restricted space of the platform.



- Users own their dashboard to define the areas of knowledge they are interested to follow, the community of users they want to interact and collaborative with, and what countries and regions they want to be involved with.
- The Web portal was designed to empower members and stakeholders in accessing, diffusing, sharing knowledge. It also aims at proposing to network members a comprehensive perspective on the work activities, planning and ultimately link the different work streams together to amplify the efficiency, impact and added-value of the work achieved.
- It incorporates unprecedented functionalities such as a calendar that syncs with all devices in all settings (including tablets and mobile phones even in low internet settings); the possibility to have instant surveys on any topics to engage stakeholders; instant chat rooms to engage a worldwide audience; and completely secure, confidential spaces to co-edit, share and work on sensitive insights and documents.



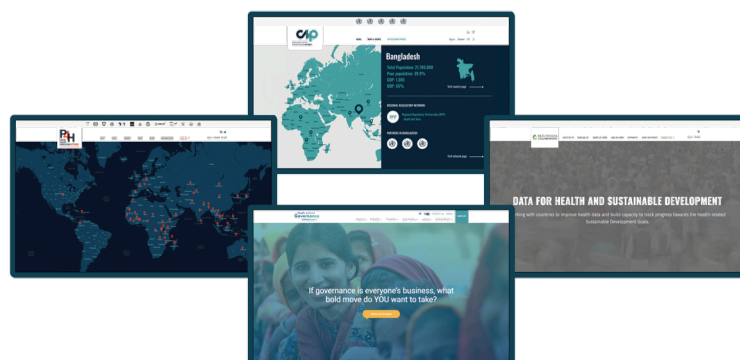
- This product is in line with the P4H Network’s mandate to empower global collaboration across the global health community and enable sister global health networks to develop effective, high-performance digital work spaces to bolster engagement of their stakeholders.

- As a result, the Network offered the platform and accompanied already 8 Global Health Networks with remits in health economics; information systems; governance; health workforce; development aid; and social protection in thus the P4H platform, postulating natural collaborations with the Accelerator across the spectrum of HSS.

- The Web platform is therefore a digital tool that enables to enhance collaborative users' experience through:
 - A personal, right-based and user –friendly dashboard to manage preferences and activities
 - Real time insight sharing at global and local levels through a calendar that synchs with any devices, semi-automated newsletters and alerts
 - Access to interactive knowledge (case studies, good practices, communities of practice) that can be co-produced between groups and communities through a range of tools
 - Country and regional activity involvement with distinct collaborative areas
 - Access to topical information (news & events, synched with social media accounts)
 - Engagement through a variety of tools design for a more interactive users' experience such as in in-build chat available on all pages and between users as well as an in-house instant survey module enabling consultations
 - Contact development through a personal contact book and a possibility to send contact requests to registered users (while personal details are protected)
 - Intuitive understanding of the web spaces' organisations through « universal object » page structuring enhancing UX throughout the platform as well as similar networks' web portals (e.g. infographic-intensive pages to prompt key data, interactive timeline for an understanding at a glance of the projects in place or the policy agenda steps)
 - A unique ability to manage spaces, projects or the whole platform through a sleek back-end that operates on any devices.

- Accelerator's stakeholders can therefore own their dashboard to define the areas of knowledge they are interested to follow, the community of users they want to interact and collaborative with, and what countries and regions they want to be involved with.

- All of these services will enable them to do better what they do best: work towards UHC with unprecedented insight into health systems, as well as harnessing competencies beyond the scope of health financing for better integration in HSS-prone policies: the P4H Web platform is used by already 8 Global Health Networks spanning health information systems, human resources in health, social protection or governance. This would amplify and optimise collaborative ventures and streamline health financing towards aligned contributions to UHC.





Annex: Contextualising Health Financing



Achieving the SDGs: can we afford to wait?

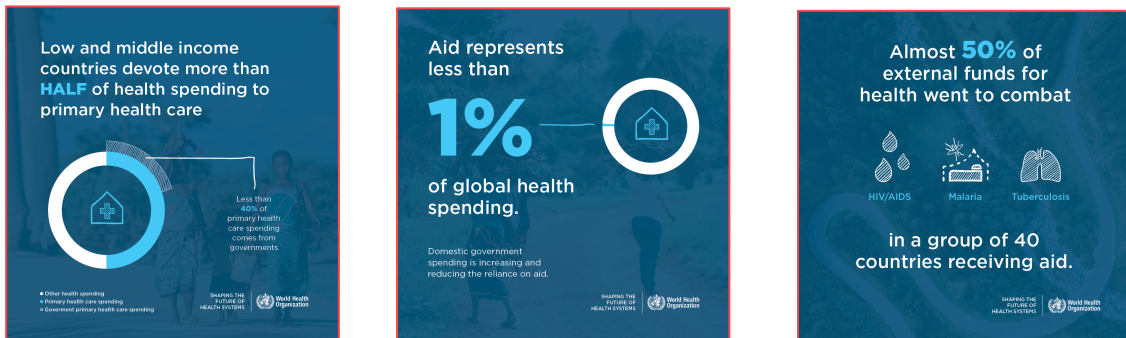
- Insight from WHO make it clear that low-income and fragile states will rely more than others on external aid, which is the only way that efforts would yield the results set out in the SDGs decided by countries. At granular level, the main cost drivers of achieving the health-related targets are:
 - Health workforce – accounting for 36% of the total cost
 - Infrastructure – accounting for 34% of the total cost
 - Drugs and Consumables – accounting for 16% of the total cost
- More than ever, these insights call for better collaboration between health policy and decision makers across the spectrum of public policy, i.e. calling on public finance as well as social, economic sectors but also a multisectoral approach to progressive realization of UHC.
- Specific technical assistance in fields such as domestic resource mobilisation; PFM alignment with health priorities; strategic purchasing; capital investment in health; or the use of tax and other stringent normative tools to enhance health.
- The political economy of health also requires an alignment of perspectives as much as a commitment of the whole global health ecosystem and its components.
- In addition, it is worth highlighting that according to the WHO Global Health Financing report 2017, while the world spends more than 10% GDP on health, 800 million people still spend more than 10% of households' budget on healthcare. This, combined with the staggering 100 million falling into poverty traps due to catastrophic health expenditure as underscored by the combined WHO and World Bank catastrophic expenditure tracking, underpins the dire need for urgent action towards to worse-off.



Snapshot on external aid

- The latest Global Health Spending report launched by WHO in 2019 informed the global health community about the architecture of health financing. Amongst positive news, public health expenditure is continuously incrementing, thus contributing to a health sector growth that is bigger than the GDP growth over the period considered. However, while health representing 10% of global GDP, more granular level data are required to appreciate the situation of fragile and low-income countries.
- One highlight in this context is the swift growth of health expenditure, which is particularly true in low- and middle-income countries where health spending is growing at over 6% annually compared with 4% in high income countries on average. This translates in an average of US\$60 per person spent on health by governments in lower-middle income countries and close to US\$250 in upper-middle income countries.

- In low and middle income countries, new data suggests that more than half of health spending is devoted to primary health care. Governments fund less than 40% of this spending though. In sum, governments are investing more and there is a transformation underway, which is clearly visible through the expenditure trends (see media square below).



- A key finding of the report is that external aid represents 1% of global health expenditure only. A breakdown shows how aid is spent in low and middle income countries (see media squares above). Currently almost 50% of external funds are devoted to three diseases – HIV/AIDS, TB and malaria – another 10% is spent on reproductive health and a further 10% on non-communicable diseases. External funding allocation was discussed at the recent Health Financing Collaborative meeting held in Geneva on 21-22 January.
- Against this backdrop, the design of health accelerators spanning areas of health systems strengthening appears as a strategic move to focus resources; financial efforts; and expertise to leverage achievements and quick gains across low-income countries committed to UHC. More specifically, the remit of the sustainable financing accelerator focuses on low-income countries and fragile States.



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