

# Action Proposal Cover Note

Based on OIG Advisory Report dated on 26 March, 2019

## Grant Implementation in Western and Central Africa (WCA)

Overcoming barriers and enhancing performance in a challenging region

4 April 2019

Geneva, Switzerland

# Key Areas of Focus

## As per OIG Advisory Report



The Global Fund  
Processes

- The Challenging Operating Environment Policy is not effectively operationalized
- Imbalance between financial and fiduciary risk mitigation measures and grant implementation
- Absence of a regional approach to grant management
- Limited granular data available from support functions



Implementation  
Arrangements

- Implementation at central level by PRs with limited mandate in delivering health services and no hierarchical, functional or financial relationship with service delivery entities
- Vertical implementation and lack of integration among the three diseases are not conducive to efficiency
- INGOs and UN Agencies can fill significant gaps and have a strong track record but they are typically more costly



Technical  
Assistance (TA)

- Limited TA coordination between key partners at country level
- Expertise France operating model
- Global Fund financed technical assistance not based on needs assessment, not specific nor monitored regularly against KPIs.
- Lack of effective coordination and implementation mechanisms at country level



Access to Health

- Financial barriers: costs to patients in accessing health care
- Geographical barriers
- Social barriers

# Secretariat Response

## Overview

In line with the report's articulation of the domains of Global Fund influence the Secretariat will:

1. *Review and update policies/guidelines and processes as identified* by the report;
2. *Conduct country by country reviews*, that will address most, although not all, recommendations in the report, *resulting in country action plans* with clear accountabilities for the Global Fund, countries and partners. We intend to adopt a practical, risk-based approach that is appropriately tailored to each country; and
3. *Work closely with partners and countries*, as many of the challenges identified are not within the control or mandate of The Global Fund alone.

# Secretariat Response

## Overview

### Advisory Report



### Secretariat Approach



Country Facing



- Update Additional Safe Guards Policy
- Tracking tool for Restricted Cash Policy
- WCA Regional Approach
- User fees analysis
  
- Revise Implementation arrangements – Principle recipient and the supporting network of implementers
- Central level integration of management functions
- Central and decentralized service delivery
- Grant management capacity building plan
- COE flexibilities
- ASP status and approach
- Cash flow options
- Fiscal agent need and capacity building plan
  
- Coordinated and jointly supported program technical assistance
- Community level integration.
- Co-financing
- Program results reviews

## INTERNAL POLICIES AND PROCESSES

Review and update The Global Fund policies / guidelines / processes



### OIG Report

- *The Challenging Operating Environment Policy is not effectively operationalized*
- *Imbalance between financial and fiduciary risk mitigation measures and grant implementation*
- *Absence of a regional approach to grant management*
- *Limited granular data available from support functions*

### Additional Safeguard Policy (ASP)

**(Update completed)**

Revise to include guidance on periodic review/evaluation of the ASP.

### Restricted Cash Policy

Includes a range of options that can be tailored to align with country context. The Secretariat will support by establishing a tool that will allow to have a consolidated view and track the evolution and performance of the policy implementation in each country

### Restricted Cash Policy

Improve regional coherence and ways of working in the WCA by:

- Designating focal points for all key initiatives and partners
- Developing sub-regional focus to address pertinent programmatic needs
- Improving knowledge sharing, both on grant management and programmatically

### User fees

Ongoing assessment of users fees on selected WCA countries to be complete by Q3 2019, which will provide options for the Secretariat positioning and grant management design.

### Data

As the Grant Operating System (GOS) continues to expand its scope and reporting ability, data will be available on a more granular basis. So as part of the response to this advisory we will not be addressing this issue specifically

## COUNTRY FACING OPERATIONAL IMPROVEMENTS

Country facing: Review of Grant-Implementation arrangements by country



OIG Report

- *Implementation at central level by PRs with limited mandate in delivering health services and no hierarchical, functional or financial relationship with service delivery entities.*
- *Vertical implementation and lack of integration among the three diseases are not conducive to efficiency and increase burden on service delivery functions at lower levels.*
- *INGOs and UN Agencies can fill significant gaps and have a strong track record, but they are typically costlier.*

The Secretariat will therefore review the country portfolios in a phased manner to ensure the following principles are instituted in the grant design, as part of the next implementation cycle, to ensure:

- a) The central role of MOH.
- b) Grants have clear and formalized implementation and reporting flows between the central level and the decentralized level agencies / authorities.
- c) Implementation arrangements leverage the mandate and competence of institutions and departments to balance the programmatic needs and fiduciary responsibilities.
- d) There is a network of implementers that complete the requirements for strategic planning, grant management, program management and technical support, for those context where no single PR will be able to adequately fulfill all the roles required
- e) Balanced approach to risk management.
- f) Grant management capacity building needs are identified, and plans developed with partners for assistance.

# COUNTRY FACING OPERATIONAL IMPROVEMENTS

Country facing: Country and partner engagement



Access to Health

OIG Report

- *Financial barriers: costs to patients in accessing health care*
- *Geographical barriers*
- *Social barriers*



Technical Assistance (TA)

OIG Report

- *Limited TA coordination between key partners at country level*
- *Other partners operating models*
- *TA not based on identifiable needs assessment, not specific not monitored regularly against KPIs.*
- *Ineffective in country coordination and implementation mechanisms.*

The Secretariat will engage with countries and to define country action plans with clear accountabilities for The Global Fund, countries and partners.

To contribute to improving access to services, The Secretariat will:

- Work with selected WCA counties to support Health financing plans and activities.
- Ensure that the grant Implementation Arrangements review identify clear structures for coordination and accountabilities down to subnational and service delivery levels.
- Work with countries and partners to integrate community activities for the three diseases to ensure a common package.
- Be more prescriptive in co-financing requirements where possible, including around Human Resources for Health.
- Work with Partners and CCMs to monitor the use of counterpart financing to ensure increased visibility on the utilization of funds.
- Build on the thematic review to be completed on User Fees, with appropriate application in each country.
- Engage with countries and partners to:
  - Identify a lead agency to coordinate and lead joint program specific technical assistance planning
  - Enable the development of a plan to deliver the identified TA
  - Identify efficient mechanisms for procuring, managing and periodic monitoring and evaluation of TA

# Way Forward

## Immediate steps

