

MANY PATHS, ONE VISION: UNDP HEALTH SYSTEMS SOLUTIONS TO ACCELERATE SUSTAINABLE HEALTH OUTCOMES

The diverse modalities through which the United Nations Development Programme (UNDP) works with the Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund) and other partners to offer countries integrated packages of health and development support



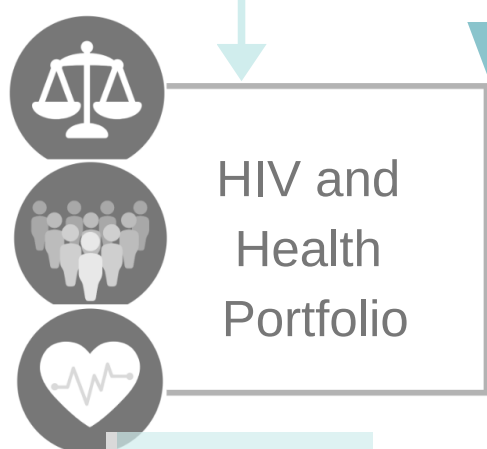
UNDP's **approach to health implementation is grounded in its mandate to support countries' achievement of the 2030 Agenda for Sustainable Development.** As a development agency, UNDP is uniquely positioned to advance progress towards universal health coverage by tackling the social, economic, and environmental determinants of health.

This work is informed by UNDP's broader mission to eradicate poverty, build resilience, and catalyze structural transformations for development.



UNDP's Strategic Plan 2022-2025 identifies six 'Signature Solutions' as areas of comparative advantage in which it is best equipped to deliver integrated responses to complex development challenges. In partnership with The Global Fund, UNDP supports countries towards three directions of change - **structural transformation, leaving no one behind, and building resilience** - by leveraging six signature solutions that span issues of **gender equality, governance, energy, environment, resilience, and poverty and inequity**, and illustrating the relevance of three enablers: **strategic innovation, digitalization, and development financing**.

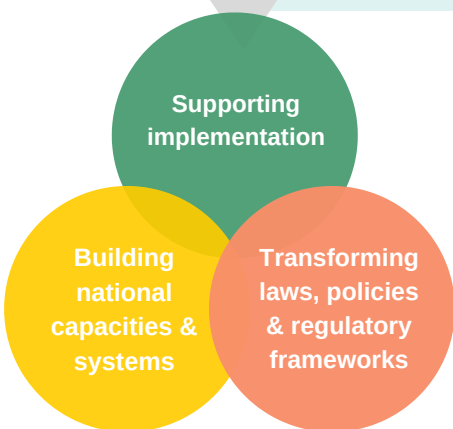
Each solution contributes to and benefits from UNDP's work on HIV and health. Whether through efforts to 'green' and reduce the environmental impact of the health sector whilst strengthening its resilience, or through technical assistance to ensure that principles of gender equality, human rights, and good governance are embedded in the design and implementation of health programmes and policies, UNDP draws from a broad pool of expertise to connect the dots across sectors and partners.



As based on this comprehensive development approach and outlined in the UNDP HIV and Health Strategy, 2022-2025, UNDP's policy and programme support for health encompasses three core action areas:

- 1) **Reducing inequalities and social exclusion** that affect health and drive pandemics
- 2) Promoting **effective and inclusive governance** for health;
- 3) Building **resilient and sustainable systems for health.**

The three areas are closely interlinked and illustrate the need for **integrated approaches** that address immediate health needs whilst laying the building blocks for strong health systems and addressing barriers to service access.

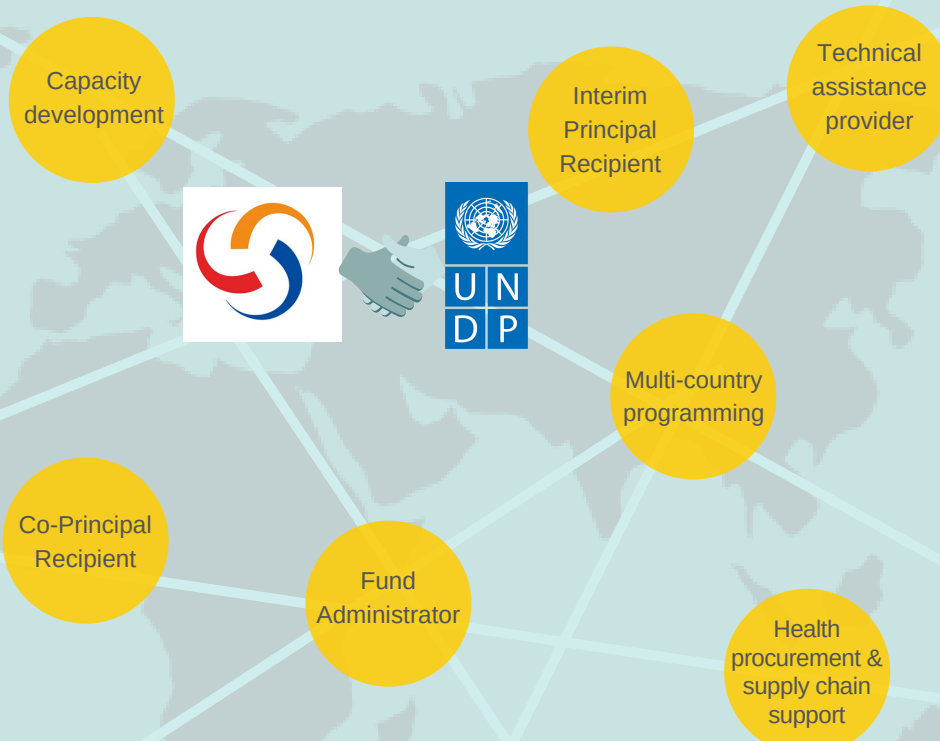


UNDP currently provides support to strengthen systems for health in over 60 countries. A major component of this work is its **partnership with the Global Fund to help countries implement large-scale health programmes** in some of the most challenging settings.

To foster sustainability and effectiveness in the management of health programmes, UNDP combines **end-to-end implementation support** with **capacity development** to bolster national systems and **policy engagement** to promote enabling environments for vulnerable and marginalized populations to access quality health services.

As countries managing Global Fund grants move **across the development continuum**, the support required from partners such as **UNDP also evolves**. In some cases, support continues to be needed across all functional areas. In others, temporary support is needed in one area to address a gap and lift performance. UNDP is also requested to provide specialized technical assistance on select aspects of programme implementation, capacity building and policy beyond the traditional role as interim Principal Recipient (PR). It **often combines multiple support modalities**, building on its experiences as PR. This includes providing countries with pandemic preparedness and response support, in line with the 2023-2028 Global Fund Strategy.

The following pages describe some of the **key partnership modalities and services** that UNDP offers according to the context.



A CONTINUUM OF SUPPORT

Snapshot of UNDP support options based on the context

Key principles that underpin UNDP's approach to health implementation and the identification of the most appropriate mechanisms through which to deliver it include:

- **Integration between health implementation and development:** All UNDP support, regardless of the modality or scope, incorporates a strong component of capacity building of implementing partners, national systems and enabling environments for health access.
- **A continuum of support:** Flexibility in support mechanisms is critical as countries move across the development continuum and ultimately transition away from donor-funded health programmes.
- **National ownership and sustainability:** Adaptable modalities tailored to the unique country context and existing capacities aim to foster national ownership whilst mitigating risks through gradual transition.
- **Multi-sectoral response:** UNDP helps governments to strengthen synergies across players and sectors, leveraging existing collaboration with other UN agencies, global health partners such as Gavi, the Vaccine Alliance and networks of civil society and key population groups.

Full implementation support

UNDP is called upon to implement Global Fund programmes as interim PR of grants in countries facing significant capacity constraints, complex emergencies, and other difficult circumstances. This role is temporary and underpinned by capacity development to facilitate sustainable transitions to national ownership once sufficient capacity is in place and circumstances permit. Since 2003, UNDP has served as PR in 51 countries and transitioned out of 33 countries, contributing to 7.3 million lives saved.

- Key features:**
- Extensive experience in fragile/challenging operating environments (COEs): Historically, UNDP served as PR in 21 COEs. In 2022, UNDP is PR in 9 COEs and 8 countries under Global Fund Additional Safeguards Policy;
 - End-to-end implementation model with robust frameworks for risk management demonstrated by strong performance: 93 percent of UNDP grants are rated positively (A1, A2, or B1) despite being in high-risk contexts;
 - Emphasis on sustainability through integrated approach that combines programme implementation with capacity development and policy support, leveraging UNDP's development expertise and coordination role.

Country example: As PR of 4 grants in **Afghanistan** since 2015, UNDP has supported an increase TB case detection by 50%, treatment for 1.1 million people for malaria, and strengthened access through community-based healthcare services, including through innovative partnerships with the private sector.

With its distributed country presence and strong network of governments, civil society, and other partners engaged in national health responses, UNDP brings unique added value to the development and implementation of multi-country grants and other regional initiatives. It has managed five Global Fund multi-country grants as PR since 2003, covering 39 countries in total.

- Key features:**
- Unique capacity to connect dots across borders for South-South learning, collaboration, and enhanced synergies on regional issues;
 - Strong partnerships with and empowerment of regional civil society organizations (CSOs) and key population groups as key factor for effective implementation and sustainability;
 - Regional efforts reinforce the impact and outcomes of in-country programming;
 - Expertise as neutral convener at regional level to catalyze progress on sensitive policy issues at country level, particularly on policy and legal action on human rights and HIV service access for key populations (see Lessons Learned from regional work with key populations in Africa)

Example: Through a Global Fund multi-country grant, UNDP is working with UNHCR to reach mobile and refugee populations in **Afghanistan, Iran, and Pakistan** with TB prevention and treatment services. In 2021, 1,153,103 people were screened for TB in the three countries combined.

UNDP is well positioned to support programming in the context of health emergencies. It is a pre-approved administrator of the Global Fund Emergency Fund Special Initiative. It additionally has experience implementing above-allocation funding, re-programming existing funds, and mobilizing complementary resources in close coordination with the Global Fund and other UN agencies.

- Key features:**
- Ability to harness the collective capacity of the UN family, including through an MoU with WHO prioritizing joint work on health emergencies. It also works closely with WFP and UNHCR in crisis;
 - Capacity to bridge humanitarian and resilience-building efforts through health systems strengthening focus, including digital solutions for health information systems and logistics management (see examples of UNDP's offer in this evaluation of UNDP health support in crisis contexts):
 - Established services that can be rapidly activated, including for human resource surge support.

Country example: In 2021, **Haiti** was hit by a 7.2 magnitude earthquake and Tropical Depression Grace, which limited access to early treatment for malaria, causing an increase in malaria transmission. The Global Fund approved nearly \$1 million in emergency funding, which UNDP Haiti requested. This will enable coverage of 500,000 affected Haitians spread throughout southern regions of the country and allow malaria supplies and activities to reach displaced and hard-to-reach communities.

In transition

UNDP plays a co-PR role in countries where there has been an identified need to strengthen systems and build capacity, where short-term technical assistance is not sufficient to achieve the desired health outcomes. As an interim step towards the gradual transition of responsibilities to national entities, the role is guided by a transition plan and exit strategy with clear milestones.

- Key features:**
- Country ownership: enables national stakeholders to maintain PR roles in contexts where capacity gaps or structural issues may impede grant performance;
 - Efficient implementation: Improves management arrangements for accelerated service delivery while strengthening national capacity for gradual task shifting to national entity;
 - Risk management: Ensures robust assurance and risk management framework and addresses deficiencies in internal control environment.

Country example: In **Chad**, after acting as Principal Recipient for malaria grants since 2009, UNDP manages the current malaria grant through a 'co-Principal Recipient' role, whereby UNDP and the Ministry of Health share responsibilities for successful implementation of the grant, and UNDP is building capacity and systems of the Ministry to prepare for successful transition.



In contexts where weaknesses in financial management systems, internal controls, or capacities of a national PR pose risks for the management of Global Fund grant funds, UNDP can support the fund management capacity as a Fund Administrator.

Fund Administrator

Key features:

- Supports disbursements and implementation of risk management measures to mitigate the risk of loss of Global Fund funds;
- Ability to use existing UNDP risk assessments, aligned with Global Fund policies and guidelines;
- Through review of internal systems, spot checks, and capacity building, helps to strengthen national PR capacity for financial management and reporting;
- Experience strengthening and monitoring financial management at the Sub-recipient (SR) level.

Country example: Complementary to its role as PR of the HIV grant in **Zimbabwe**, UNDP was appointed as a Fund Administrator for the TB and malaria grants managed by the national PR in 2015. As part of the Global Fund's Additional Safeguards Policy in place, UNDP's Fund Administrator function has served as a risk mitigation measure through oversight, disbursement, and capacity development support to the national PR and SRs.



UNDP can support the financial management processes of the Country Coordinating Mechanism (CCM) as a CCM funding recipient, as well as manage Global Fund support to Board constituencies as a constituency funding recipient. As of May 2022, UNDP is CCM funding recipient in 15 countries. In cases where a government requires a highly specific and limited technical service, in which the government is fully accountable for the project results, UNDP can also provide technical support through a memorandum on the provision of services (MPS).

Key features:

- As CCM funding recipient, UNDP is designated as the entity responsible for receiving and managing funds to support administrative costs incurred by the CCM. Similar arrangements can apply to regional coordinating mechanisms and steering committees;
- The MPS enables UNDP to provide flexible management and support services, such as ICT support, that contribute to a government's programme results.

Other non-PR support



Example: In **Tajikistan**, as CCM Funding recipient for the 2017-2019 and 2020-2022 grant rounds, UNDP has helped to enhance coordination and functional capacities of the CCM, including through oversight and planning support, training for CCM members on core skills, and support to ensure equal representation and full engagement of civil society members and key population representatives.

Financing agreements



Leveraging expertise gained through the Global Fund portfolio, UNDP is increasingly requested to support countries in accessing and delivering quality, affordable health products and strengthening their procurement and supply chain management capacities. Financing agreements draw either on governments' own health budgets, or Global Fund resources managed by governments. As of August 2022, UNDP has financing agreements to support health procurement for HIV, TB, malaria as well as for non-communicable and other diseases.

Health procurement & supply chain

Key features:

- Integrated approach: health procurement support coupled with capacity development of national procurement and supply chain management systems to ensure sustainability;
- Specialized expertise and end-to-end support across the procurement process and supply chain, including on IP and regulatory issues, quality assurance, logistics management systems;
- Value for money: established global procurement architecture allows countries to tap into economies of scale, reduce risks, and achieve cost savings;
- Sustainability: support to 'greening' procurement, including through joint UN market power.

Example: UNDP's financial agreement with **Azerbaijan's** Ministry of Health to procure quality-assured Antiretroviral (ARV) pharmaceuticals resulted in savings of about \$181,400 USD. This success will allow additional procurement of quality and cost-effective ARV pharmaceuticals for 7,867 patients for 7-10 months.



Through financing agreements with ministries of health, including those funded by complementary partners such as Gavi, the Vaccine Alliance, UNDP provides a range of technical support services to contribute to resilient and sustainable systems for health. Based on need, UNDP offers targeted support, for instance, to strengthen public financial management systems, monitoring and evaluation capacities, health system infrastructure, including solar energy and waste management, among others.

Key features:

- A support role based on national ownership and government demand for specific services that will strengthen the resilience of core health system building blocks;
- Ability to promote synergies with existing programmes (Global Fund and others), mobilize complementary funding, and strengthen domestic financing.

Other health systems strengthening



Example: UNDP provides health infrastructure support to **Mozambique's** Ministry of Health, which acts as PR of the Global Fund HIV and TB grants, to strengthen the health products supply chain in the country. The first milestone was reached in July 2021 with the completion and inauguration of the Chimoio regional warehouse in the Manica Province, which is fully equipped and can supply 72 Health Units in the district of Chimoio and surrounding districts.

Other technical assistance



As countries graduate from Global Fund assistance, UNDP can provide support as a technical partner during and post-transition, even in the absence of a formal agreement, to enhance the enabling environment for effective and equitable service delivery. Leveraging its cross-cutting health policy expertise, country presence, and development coordination role, UNDP offers services such as:

- Support to conduct an HIV or TB Legal Environment Assessment;
- Coordination support for civil society, with a focus on strengthening existing networks;
- Policy guidance to address legal and other human rights barriers to health service access;
- Technical assistance to strengthen the mobilization and use of domestic financing for the diseases;
- Support to establish governance mechanisms after the CCM ends.

Example: After **Panama** became ineligible for Global Fund grants, UNDP worked to ensure funding would continue for CSOs to carry out essential activities to respond to HIV and TB, particularly for marginalized populations. The MoH, with UNDP and other partners, developed a social contracting mechanism, which enabled the Ministry to channel domestic funds to CSOs for interventions to support prevention, diagnosis, and treatment among those most in need.



Strengthening enabling environments

BRINGING THE PIECES TOGETHER

Based on government demand, UNDP often combines multiple partnership modalities to deliver an integrated package of health implementation, capacity development, and policy support tailored to the country context. The examples on this page illustrate some ways that UNDP brings together programmes and policy, partners, resources, and expertise to maximize the impact of Global Fund investments and build the resilience and sustainability of systems for health.

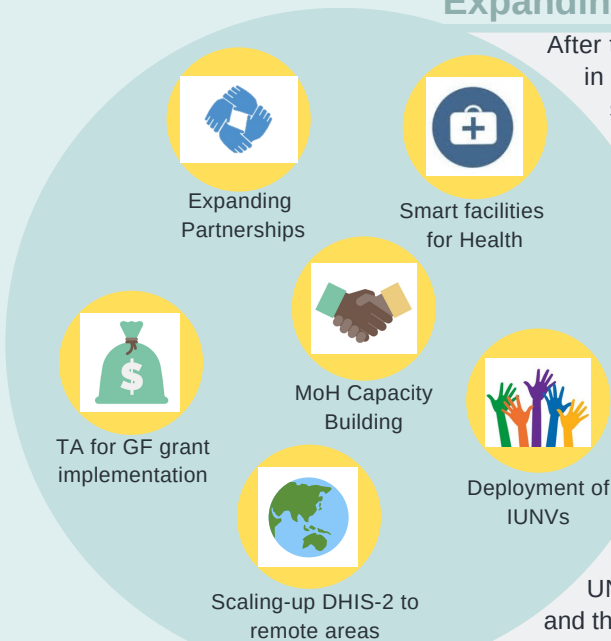
Complementing the PR role: Zimbabwe

In addition to its role as **PR** of the Global Fund HIV grant, UNDP assists the Ministry of Health and Child Care (MoHCC) in its capacity as PR through its role as a **Fund Administrator**, and bolsters the capacity of the CCM as **CCM fund recipient**. As PR, it provides comprehensive services to address socio-cultural and economic barriers for **adolescent girls and young women (AGYW)** through catalytic funding. Its **Solar for Health** initiative has powered over 1000 health facilities. As part of a MoHCC capacity development plan, UNDP has helped **CSOs coordinate** on HIV through a database and CSO charter. Evidence generated through a **legal environment** has informed the HIV and TB response. Building on experiences in other regions, it is helping the MoHCC to pilot a **corruption risk** assessment to strengthen transparency. Its project on **sustainable procurement** has contributed to a 'greener' health supply chain.



Expanding partnerships: São Tomé and Príncipe

After transitioning the PR role to the Ministry of Health (MoH) in 2020, UNDP continued to provide **capacity development** support to the MoH in various domains. This support is complemented by **technical assistance** to support the newly established Programme Management Unit in the implementation of Global Fund grants. With the French Development Agency (AFD), UNDP helped the MoH **deploy five International UN Volunteers (IUNVs)** to respond to the COVID-19 pandemic. UNDP is also helping the **scaling-up of District Health Information System 2 (DHIS-2)** to the most remote areas through on-job training of health personnel. UNDP is working closely with the MoH in establishing **two smart facilities** at National TB Laboratory and the Institute for Innovation and Knowledge to enhance operations and reduce overall footprint. To **strengthen the capacity of the Malaria Programme on Vector Control**, UNDP signed an agreement with the University of California and the MoH focusing mainly on the biology of African Malaria-transmitting mosquitoes.



Multiplying impact by connecting the dots on health and...

Governance

As part of the Steering Committee for the **Coalition for Accountability, Transparency, and Anti-Corruption in Health** with the Global Fund, WHO and the World Bank, UNDP supports country-led action to reduce health sector vulnerability to corruption. It has supported several countries to pilot **Corruption Risk Assessments** that inform targeted mitigation measures across the health system. UNDP also assists ministries of health to strengthen **internal audit** and other accountability systems.

Climate and environment

As part of a multi-faceted global portfolio on **planetary health**, UNDP leverages its support to health implementation as an entry point to enhance the resilience of health systems. This includes through the **Solar for Health** initiative, implemented thus far in 15 countries through Global Fund and government resources. UNDP also provides technical assistance to foster sustainable procurement and environmentally-sound health care waste management. This includes by hosting the inter-agency task team on **Sustainable Procurement in the Health Sector**.

Human rights

Under the UNAIDS division of labor, **UNDP convenes action on human rights**, stigma and discrimination. It leverages its coordination role, global partnerships, and **existing tools** to mainstream rights-based approaches in Global Fund programmes. Through several **regional programmes**, including the **Global Fund Africa Regional Grant on HIV**, UNDP has contributed to law and policy reforms, empowerment of regional and local key population networks, and capacity building of health workers, judges, and legislators to address stigma and legal barriers.

Innovation

UNDP embeds innovation into its health implementation support to help countries achieve inclusive and efficient service delivery. In particular, it has helped numerous countries to leverage **mobile and digital technologies** to strengthen the effectiveness and transparency of public financial management, risk management, logistics management, and information and reporting systems for health. This includes the roll-out of the **electronic Vaccine Intelligence Network** in India and its adaptation and scale up to other countries to support supply chains for medicines.

Harnessing expertise by connecting key players

Strong partnerships are the cornerstone of UNDP's work to strengthen systems for health. In its support to countries, UNDP works closely with other UN agencies, development organizations, civil society, the private sector, academia, and key populations.



As a **key partner to Gavi** on health systems strengthening, UNDP can help to strengthen synergies between Gavi and Global Fund investments.

Stop TB Partnership

As a member of the **Stop TB Partnership** alongside 1,500 partners, UNDP helps to connect countries to the existing resources, tools, and network of players to accelerate progress on human rights-based approaches to TB.



As part of the more than 500-member **RBM Partnership to End Malaria**, UNDP contributes to guidance and action to scale up multi-sectoral responses to malaria in alignment with the Global Malaria Action Plan.



UNDP and PEPFAR partner to scale up key population-led efforts to address discriminatory laws and HIV-related criminalisation in PEPFAR-supported countries.



As an operational backbone for the UN, UNDP is uniquely positioned to harness the collective capacity of the **UN family** for health implementation. It engages other agencies as technical partners or as SRs of Global Fund grants, drawing on respective areas of comparative advantage. This includes WFP's logistical expertise, IOM and UNHCR's capacity to serve hard-to-reach and mobile populations in challenging contexts, and UN Volunteer's human resource support.

UNDP is a major partner to **civil society** in countries, collaborating with over 300 NGOs in the health sector alone. Whether in the role of interim PR or as a technical partner to government, UNDP helps to strengthen the role of civil society groups and community-level actors in national HIV, TB, malaria, and other responses. This includes engaging key population-led organizations in the design and implementation of programmes.