

Introduction to The Alignment Working Group

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Background

- ▶ The Alignment Working Group (AWG) is a collaboration between partner countries and donors mandated following discussions about the need to bolster alignment efforts.
- ▶ Grounded in the basic alignment tenets of one plan, one budget and one report, the goal of the AWG is to maximize the effectiveness of health spending in order to improve health outcomes by:
 1. **Developing and delivering guidance and policy recommendations** that helps optimize existing country-led processes to enhance alignment and to objectively track progress over time; and
 2. **Operationalizing short and medium-term activities** to assist partner countries to advance their alignment efforts

AWG membership

To make the working group small and effective, and ensure that there is a strong representation of partner countries, the members of the AWG represent different constituencies that are part of the GFF Investors Group:

1. **Ministers of health from GFF partner countries**

Four active members: Burkina Faso, Central African Republic, Ethiopia and Rwanda

Five new members: Cote d'Ivoire, Ghana, Mozambique, Senegal and Sierra Leon

2. **UN** (one member)

World Health Organization

3. **Global health fund** (one member)

Gavi, The Vaccine Alliance

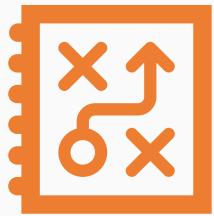
4. **Bilateral agencies** (two members)

United Kingdom and United States

5. **Foundations** (one member)

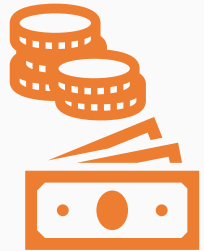
Bill and Melinda Gates Foundation

Technical challenges



One Plan

A country-wide, shared and agreed operationalized plan arrived at through extensive stakeholder consultation



One Budget

Comprehensive budgeting to reflect contributions of stakeholders to match the priorities outlined in the one plan



One Report

A shared set of indicators to monitor progress in achieving the targets and results stipulated in the one plan

Lack of alignment -> inefficiencies such as poor prioritization, fragmentation, duplication

Decreasing public and donor financing due to covid-19 economic impact = resources must be designed and used as efficiently and effectively as possible

Important for Government's ability to maintain effective stewardship over health sector activities

Alignment across entire sector and all dimensions – government, donors, private sector, civil society

Good internal alignment gives countries stronger platform to raise issues at the global level

Adaptive challenges: Political economy of alignment

- To understand the varying levels of success experienced by countries working to better align health service health service delivery and financing, a political economy analysis is ongoing. So far, it has documented the following key trends:
 - **The health partnership, particularly when it comes to alignment, is at different levels in different countries**, and even within a particular country, alignment is dynamic and subject to rapid change.
 - **Alignment to national priorities is possible only if an adequate enabling environment is in place that both donors and partner countries have been actively involved in creating**, and which is backed by strong leadership and political will.
- Although each country's alignment status may be unique, **there are principles that help understand different dynamics that relate to the political economy of alignment.**
 - There is **currently no clear framework that lays out the stages of alignment** – from rudimentary to mature. Developing a maturity model would strengthen alignment efforts.
 - There is also **no comprehensive tool to assess the status of alignment and identify key gaps.**
- The summary draft of the assessment has been shared with the AWG for review. It will incorporate comments and be finalized following additional one-on-one interviews with members.

AWG broad objective, principles and activities

Objective:

To advance the alignment agenda at the country level and give voice to partner countries in the discussion around how external and domestic financiers can better align their support and technical assistance to country priorities and systems.

Principles:

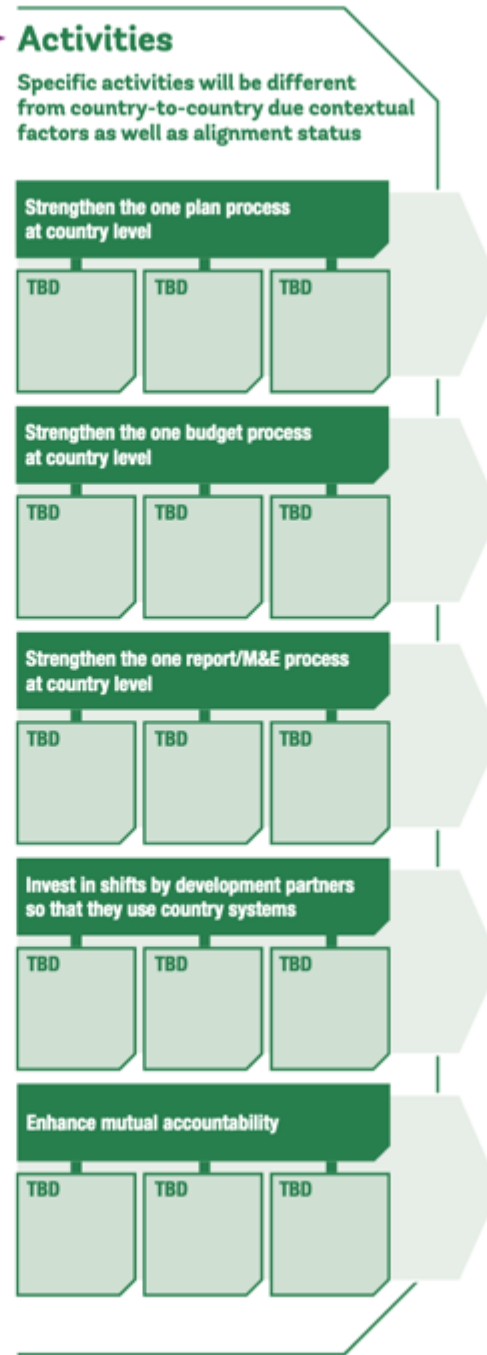
- ✓ Country leadership
- ✓ Alignment to drive results
- ✓ Evidence driven

Activities:

- ✓ Political economy analysis
- ✓ Maturity Model
- ✓ Diagnostic Tool

THEORY OF CHANGE ON ALIGNMENT

Problem:
Governments and development partners are failing to work together effectively and efficiently to maximize resource to meet country needs



Outcome

Enhanced efficiency and value for money

Impact

Contribution towards improved universal health coverage and reaching the unreached

Role of the Country Team:

As part of the alignment working group, participating countries designated a Principal (Minister) and a Technical alternate.

- Principal participates in the Minister's networking forum & the Principal working group
- Technical Alternate to participate in the alternate working group

At the Country level:

- Creation of a working group to ensure Buy in from stakeholders
- Country team to provide implement the Diagnostic exercise & Mapping on maturity model
- Participation in the Strategic Leadership Program to be run by the GFF

Implementation Approach

- The **Diagnostic Exercise serves as a “Health Check”**
 - intended as a preliminary process to be conducted by government & DPs as an entry point for dialogue.
- The **Maturity Model**, tracks & maps progress towards alignment
 - help facilitate a discussion on potential actions and enforcement plans.
 - The tool could also be used on a routine basis to monitor progress over time.

Three enablers of success for applying the tool have been identified:

1. Clarity on tool ownership at global and country levels
2. Strong political will, ideally outside the health sector, to get partners to coalesce around the alignment agenda
3. Operational capacity (e.g., trained staff) at the country level to facilitate and deploy the tool

Further discussion

