MANY PATHS, ONE VISION:
UNDP HEALTH IMPLEMENTATION SUPPORT TO ACHIEVE SUSTAINABLE HEALTH OUTCOMES

The diverse modalities through which UNDP works with the Global Fund to Fight AIDS, Tuberculosis, and Malaria and other partners to offer countries integrated packages of health and development solutions

Eradicate poverty in all its forms and dimensions

Build resilience to shocks and crises

Accelerate structural transformations

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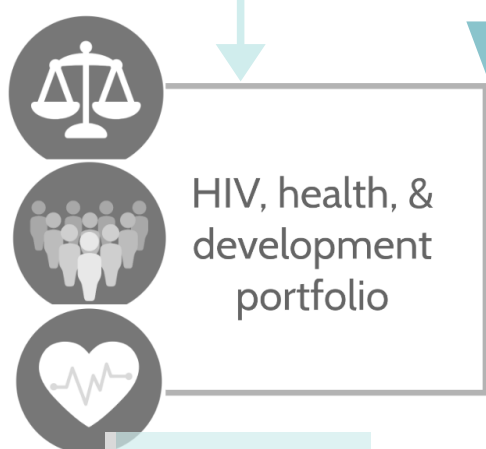
This work is informed by UNDP's broader mission to eradicate poverty, build resilience, and catalyze structural transformations for development.

Crisis prevention and resilience

Nature-based solutions for development

Governance for peaceful, just, & inclusive societies

Clean, affordable energy

Keep people out of poverty

Women's equality and gender empowerment

UNDP's Strategic Plan 2018-2021 identifies six 'Signature Solutions' as areas of comparative advantage in which it is best equipped to deliver integrated responses to complex development challenges. They reflect a **service offer that spans issues of gender, governance, energy, climate and environment, crisis, and poverty**.

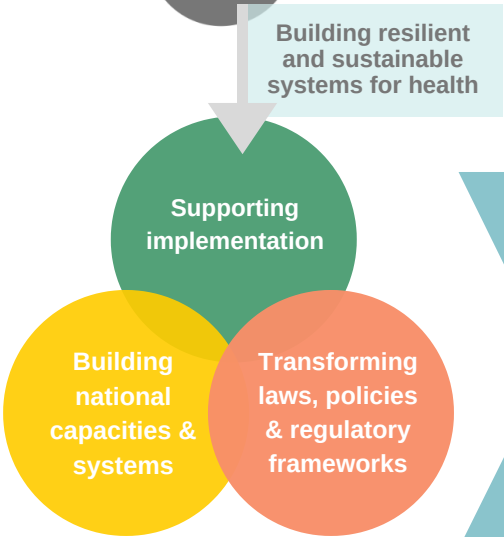**Each solution contributes to and benefits from UNDP's work on HIV and health**. Whether through 'green' health procurement and other efforts to reduce the environmental impact of the health sector whilst strengthening its resilience, or through technical assistance to ensure that principles of gender 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.

HIV, health, & development portfolio

As based on this comprehensive development approach and outlined in the UNDP HIV, Health, and Development Strategy 2016-2021, UNDP's policy and programme support for health encompasses three core action areas:

1) **Reducing inequalities and social exclusion** that drive HIV and poor health;
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.

Building resilient and sustainable systems for health

Supporting implementation

Building national capacities & systems

Transforming laws, policies & regulatory frameworks

UNDP currently provides solutions to strengthen systems for health in some 60 countries. A major component of this work is its **partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) to help countries implement large-scale health programmes** in some of the most challenging settings.

UNDP combines **end-to-end implementation support** for health programmes with **capacity development** to strengthen 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 support beyond its traditional role as interim Principal Recipient (PR). It **often combines multiple support modalities**, building on its experiences as PR.

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

Capacity development

Interim Principal Recipient

Technical assistance provider

Multi-country programming

Co-Principal Recipient

Fund Administrator

Health procurement & supply chain support

The Global Fund
To Fight AIDS, Tuberculosis and Malaria

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 out of 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 transitions.
- **Multi-sectoral response to health issues:** UNDP helps governments to strengthen synergies across players and sectors, leveraging existing collaboration with other UN agencies, global health partners, and networks of civil society and key population groups.

Full implementation support

Interim PR

UNDP is called upon to implement Global Fund programmes as interim PR of grants in countries facing capacity constraints, complex emergencies, and other development issues. 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 53 countries and transitioned out of 31 countries, contributing to 4.5 million lives saved.

Key features:
- Extensive experience in challenging operating environments (COEs): In 2019, UNDP was PR in 6 COE and 8 countries under the Global Fund Additional Safeguards Policy;
- End-to-end implementation support model with robust frameworks for risk management demonstrated by strong performance: All UNDP grants are rated positively (A1, A2, or B1);
- Emphasis on sustainability through integrated approach that combines programme implementation with capacity development and policy support, leveraging UNDP's development expertise and integrator role.

Country example: As PR of 4 grants in **Afghanistan** since 2015, in partnership with the Ministry of Health (MoH), UNDP has helped to increase TB case detection by 50%, treat 1.1 million people for malaria, and strengthen access through community-based healthcare services, including through innovative partnerships with private sector. See more results here.

Multi-country programmes

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 organisations 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)

Country example: Through a Global Fund multi-country grant, UNDP is working with IOM and UNHCR to reach mobile and refugee populations in **Afghanistan, Iran, and Pakistan** with TB prevention and treatment services.

Emergency response

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;
- 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: UNDP has drawn on its experience with outbreaks such as Ebola to support countries to respond to the COVID-19 pandemic whilst ensuring the continuity of other health services. This includes procuring urgently needed commodities, strengthening health systems, empowering community responses, and leveraging digital technology. In **Guinea Bissau**, UNDP supported the MoH to integrate a COVID-19 tracker into its national health management information system. Find more stories here.

In transition

Co-PR

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: After serving as a PR in **El Salvador**, UNDP assumed a co-PR role with the MoH in 2007, focusing on capacity strengthening of key institutions and CSO partners as well as procurement, human rights, and community systems support. In 2013, UNDP exited as co-PR but continued to provide technical assistance to the national PRs, with the government taking on full implementation of all grants for the first time in 2015.

Fund Administrator

In contexts where additional support is required to strengthen financial management systems and internal controls for the management of Global Fund grants, UNDP can support national PRs as a Fund Administrator to facilitate the effective use of grant resources.

Key features:
- Supports disbursements and implementation of risk management measures to promote optimal management of 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 interim 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, UNDP's Fund Administrator function has provided additional risk mitigation through oversight, disbursement, and capacity development support to the national PR and SRs.

Other non-PR support

UNDP can support the financial management processes of Global Fund Country Coordinating Mechanisms (CCM) as a CCM funding recipient, as well as manage Global Fund support to Board constituencies as a constituency funding recipient. As at July 2020, UNDP is CCM funding recipient in 17 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 contractual modality enables UNDP to provide flexible management and support services, such as ICT support, that contribute to a government's programme results.

Example: In **Tajikistan**, as CCM Funding recipient for the 2017-2019 and now 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

Health procurement & supply chain

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 at July 2020, UNDP has financing agreements to support health procurement in 17 countries for HIV, TB, and malaria, as well as non-communicable and other diseases.

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 regulatory issues, quality assurance, and 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 for 'greening' procurement, leveraging the UN's joint market power.

Example: In **Ukraine**, UNDP's support on procuring quality-assured generics and negotiating a landmark price for Hepatitis C medicine resulted in savings of US$19.3 million.

Other health systems strengthening

Through financing agreements with ministries of health, including those funded by complementary partners such as Gavi, the Vaccine Alliance (Gavi), 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, and health system infrastructure (e.g. medical warehouse and lab renovation, construction of health facilities, installation of solar energy), among other areas.

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;

Example: Building on its previous role as a technical support partner to the CCM and relationship with the MoH in **Indonesia**, UNDP established a financing agreement with the MoH in 2019 to provide technical assistance for financial management. Informed by a joint capacity assessment with the MoH, the priority activities include assistance on financial reporting and the new financial management system, development of risk assessment tools and policy implementation manuals, and training.

Other technical assistance

Strengthening enabling environments

As countries graduate from Global Fund assistance, UNDP can provide support as a technical partner during and post-transition, through its own resources, 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 HIV, TB and other legal environment assessments to inform policy;
- 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;
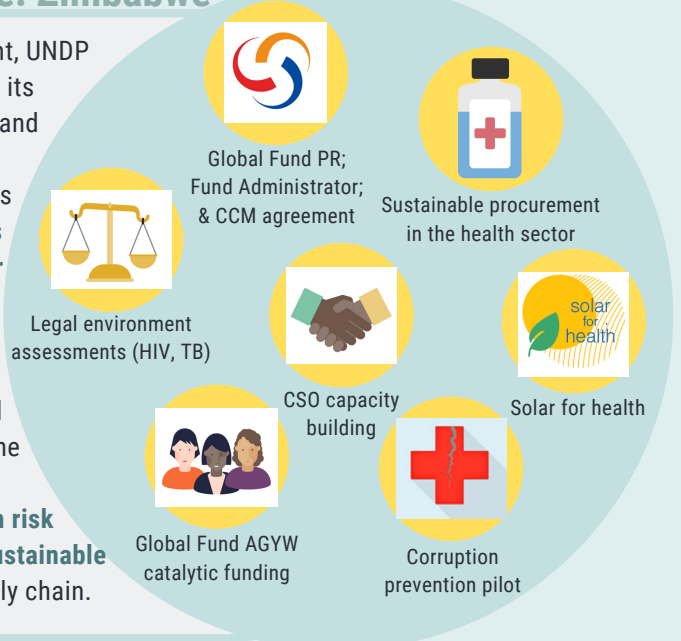- Support to establish governance mechanisms after the CCM ends.

Country example: After becoming ineligible for Global Fund support, **Montenegro** saw a rise in HIV infections among men who have sex with men. The Fund made available US$500,000 for budget support to the government on the condition that it set up a funding mechanism for civil society. With existing staff and an expert consultant, UNDP supported the government to assess the legal and regulatory environment and set up a social contracting mechanism for CSOs to receive funds for HIV services.

BRINGING THE PIECES TOGETHER

Based on government demand, UNDP often combines multiple partnership modalities to deliver an integrated package of health project implementation, capacity development, and policy support tailored to the national 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.
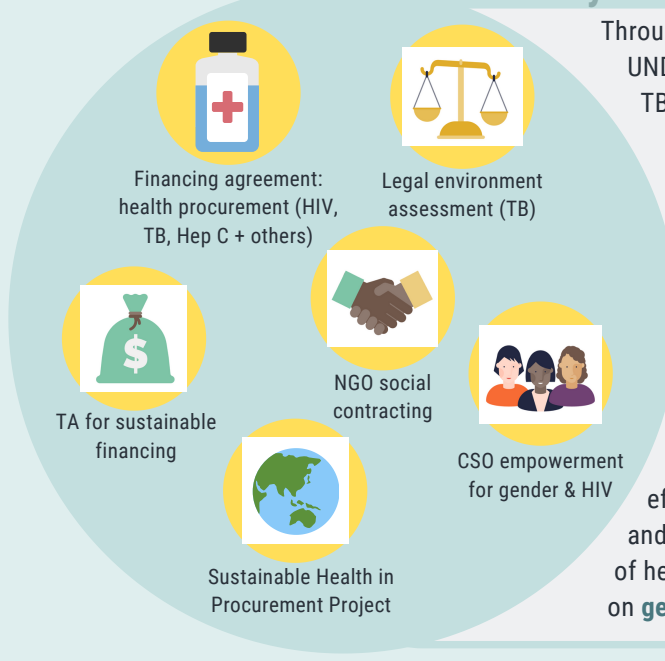
Complementing the PR role: Zimbabwe

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 builds the capacity of the CCM as **CCM fund recipient**. As PR, UNDP provides comprehensive services to address socio-cultural and economic barriers for **adolescent girls and young women** through catalytic funding. Its **Solar for Health** initiative has powered more than 400 rural health facilities. As part of a MoHCC capacity development plan, UNDP has helped **CSOs to coordinate** on HIV through a database and CSO charter. Evidence generated through a **legal environment assessment** has informed the HIV and TB response. Building on experiences in other regions, UNDP 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.

Global Fund PR; Fund Administrator; & CCM agreement

Sustainable procurement in the health sector

Legal environment assessments (HIV, TB)

CSO capacity building

Solar for health

Global Fund AGYW catalytic funding

Corruption prevention pilot

Health systems support: Ukraine

Financing agreement: health procurement (HIV, TB, Hep C + others)

Legal environment assessment (TB)

NGO social contracting

TA for sustainable financing

CSO empowerment for gender & HIV

Sustainable Health in Procurement Project

Through a **financing agreement** with the Ministry of Health, UNDP supports the **procurement of medicines** for HIV, TB, and other diseases. This is complemented by **technical assistance to strengthen the supply chain**, foster sustainable procurement practices, address regulatory issues, and promote cost savings. UNDP supported a **legal environment assessment** for the TB response, in addition to assessments to address health **barriers for key populations**, based on recommendations from the Global Commission on HIV and the Law. It supported a resolution to promote the **participation** of populations most affected by HIV and TB in **CCM** decision-making. UNDP technical assistance has likewise informed national efforts on **sustainable financing**, **social contracting** of CSOs, and use of **digital technologies** to enhance the transparency of health procurement. It also provides CSO capacity building on **gender-sensitive HIV** services and gender-based violence.

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

Governance

As a member of the **Anti-Corruption, Transparency and Accountability Alliance for Health** steering committee 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 11 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.

Gavi — 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.

World Health Organization — Through a Memorandum of Understanding, **WHO** and UNDP have developed a joint commitment to help countries achieve universal health coverage, respond to health emergencies, and deliver essential health services in vulnerable and conflict-affected settings.

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

IOM · OIM / UNAIDS / UNHCR / UN VOLUNTEERS / WFP — 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**, 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.