

TERMS OF REFERENCE

Partnership between the Clinton Health Access Initiative (CHAI) and the Ministry of Health, Kingdom of Swaziland on Sustainable Health Financing Program

Background

Many countries in East and Southern Africa are currently faced with increasing costs of providing health services to their populations coupled with reduced or unpredictable external funding flows, particularly over the long-term. The Kingdom of Swaziland has expressed interest in having the Clinton Health Access Initiative (CHAI) provide technical assistance for detailed planning to support the Government's health financing objectives and strategies to enable the country to more effectively carry out the streams of work articulated in the National Health Sector Strategic Plan 2008-13 (HSSP) and sub-sector plans (e.g. HIV/AIDS National Strategic Framework 2009-14 (NSF)).

CHAI is well positioned to provide this support, given experience to date working in partnership with several governments in the region to address health financing, together with our history of providing technical assistance to the Ministry of Health (MOH) in Swaziland. CHAI is a trusted partner to both the National Emergency Response Council on HIV/AIDS (NERCHA) and the MOH across a broad set of programs including a broad HIV testing, care, and treatment initiative with a focus on supporting Swaziland to consider Treatment as Prevention as a potential next step in the HIV response. Further, CHAI is supporting the MOH on Access-to-Medicines initiatives including forecasting, supply planning, and improving data on pharmaceuticals and lab commodities. Additionally, support has been provided to the MOH since 2008 on efforts towards malaria elimination, with a current focus in the areas of diagnosis, surveillance, and sustainable financing. CHAI Swaziland also has specific experience in stakeholder coordination to facilitate the execution of complex processes, particularly through a role as technical assistance in the preparation of several Global Fund proposals including, most recently, the Transitional Funding Mechanism. Through its work to date, CHAI has developed a solid understanding of the health financing landscape in the country and this, together with our strong relationships with the Government and partners, will enable us to leverage our broader regional health financing expertise related to facility-based costing of HIV treatment, health sector wide resource tracking, development of long-term financing plans focused on (but not limited to) malaria, and pay-for-performance approaches.

Objectives

This program offers the opportunity for CHAI to support the Ministry of Health of the Kingdom of Swaziland to achieve the objectives listed below.

- 1) Support the development of a comprehensive sector-wide **sustainable health financing strategy** that will provide an operational framework for implementing the strategies set forth in the Health Sector Strategic Plan and will inform the possibilities to take on new approaches such as Treatment as Prevention, which is a potentially important next step in the HIV response.

- 2) Identify and drive short to medium-term **efficiency gains** to enable better utilization of existing international, domestic, and private sources of financing, and **institutionalize processes** to ensure that resources are optimized on an ongoing basis.

Scope

The scope of work includes the **entire health sector** in order to take a comprehensive approach to health sector financing; however, it simultaneously dedicates special attention to systems and sub-sectors that are key drivers of disease burden and health expenditure in Swaziland such as **HIV/AIDS**.

Approach

- CHAI will work under the leadership of the Ministry of Health, with a particular partnership with the Planning Unit.
- CHAI support will primarily consist of technical assistance provided by CHAI staff working side-by-side with Ministry counterparts to implement government health financing priorities.
- CHAI will strive for alignment with other ongoing and planned health financing efforts, aiming to support work in areas where the MOH is not yet receiving support or where CHAI could add value to a collaborative effort to tackle complex processes.
- CHAI will participate in, and work through and in coordination with, all relevant Technical Working Groups (TWGs) and Task Forces in the Ministry of Health. This includes, but is not limited to: Development Partners Group, HAPSAT¹ steering committee, Human Resources for Health TWG, and disease-specific TWGs such as the HIV Care, Treatment, and Support TWG.
- CHAI will work in coordination with and in support of NERCHA, the Ministry of Finance, and the Ministry of Economic Planning and Development, as appropriate.

Specific Components of the Sustainable Health Financing Program

Components of this program could include, but are not limited to, the following:

1) Assist the Ministry of Health to Implement Sector-Wide Resource Tracking

- Support the development of a resource tracking tool that captures domestic and external funding for the health sector and the data collection process
 - Health sector-wide data will be used as a key input to the National Health Accounts (NHA)
 - HIV specific data will be used as an input to future Global Fund proposals and National AIDS Spending Assessments (NASA)
- Support the institutionalization of the resource tracking tool and process
- Build capacity within the MOH Planning Unit to utilize the data in planning, budgeting and prioritization

2) Support Health Financing Strategy Development & Planning

- Support the prioritization of the NSF I (and its extension), building on the HAPSAT output. Explore opportunities to incorporate new initiatives and approaches such as Treatment as Prevention, and how to create the fiscal space for these.

¹ HIV/AIDS Program Sustainability Analysis Tool

- Assist the development of the HSSP II with focused support on prioritization and costing that will be used as the key input to understand Swaziland's health financing requirement for the medium to long term and resource gap.
- Support the development of a health financing strategy, which will focus on exploring resource gap scenarios and assessing health financing options for implementation in Swaziland such as Social Health Insurance, innovative financing mechanisms, and fee retention at facilities, among others.

3) Identify and Implement Opportunities for Improving Efficiency & Effectiveness

- Support the reform and strengthening of the referral system for specialized care
 - Identify opportunities for private sector partnerships within the referral system
- Leverage the ART costing & outcome data from Swaziland and other countries in the region to identify opportunities for improving efficiency and effectiveness at both national and facility level
- Evaluate health expenditure data (existing, and data collected through resource tracking process) to identify opportunities for improving efficiency and effectiveness
 - Leverage resource tracking data to understand what the major cost drivers are and how expenditures relate to health care delivery priorities
 - Evaluate per capita expenditures relative to comparable/standard per capita expenditures and costed essential health care package
- Assist the government to develop an approach to implement a sub-set of the above-mentioned opportunities

4) Provide Capacity Building Support on Health Financing

- Build capacity of MOH Planning Unit and Regional Health Management Teams (RHMT) across their priorities related to health financing, and the proposed scope of work above

Proposed Timeline

This support will be provided from July 2012 to December 2013. It is envisioned to start very soon in order to respond to the challenging health financing situation in Swaziland and the requests for support from the Ministry of Health. A workplan is being developed that provides more detail for the activities identified in scope of work.