



Roll Back Malaria Partnership Country Financing Strategies Concept Note

Background

In 2012, the Global Fund will roll out a new funding model. One of the primary features of this model will be to engage countries and their partners in an iterative negotiation process to conclude grant agreements and unlock disbursements (see diagram 1). Other donors also engage in similar processes at different times leading to additional costs and inefficient use of staff time. The adoption of a new Global Fund funding model thus presents a significant opportunity to strengthen the ‘Three Ones’¹ at country level by bringing all external and national-level partners/donors to the table at the same time to harmonize their support to the national malaria control programme by jointly developing a comprehensive three year operational/business plan. A harmonized process would lead to enhanced country ownership/coordination of the programme and full buy-in to the programme by external and national-level partners. The process would also achieve significant cost and time efficiencies for all stakeholders.

Additionally, there is a growing realization among malaria endemic countries and their partners that countries will need to diversify their funding sources and potentially reduce their reliance on external donors to increase the sustainability of their programmes. African Ministers of Finance and Health echoed this view in their 2012 Tunis Declaration in which they recommended to increase domestic resources for health, giving priority, among others, to malaria.²

A harmonized process to support countries to jointly develop comprehensive three year operational/business plans is the first step for mobilizing additional resources for malaria control/elimination programmes.

¹ ‘Three Ones’ is one country coordinating mechanism, one country plan and one country reporting mechanism.

² Tunis Declaration on Value for Money, Sustainability and Accountability in the Health Sector, (recommendation No. 10), 5 July 2012

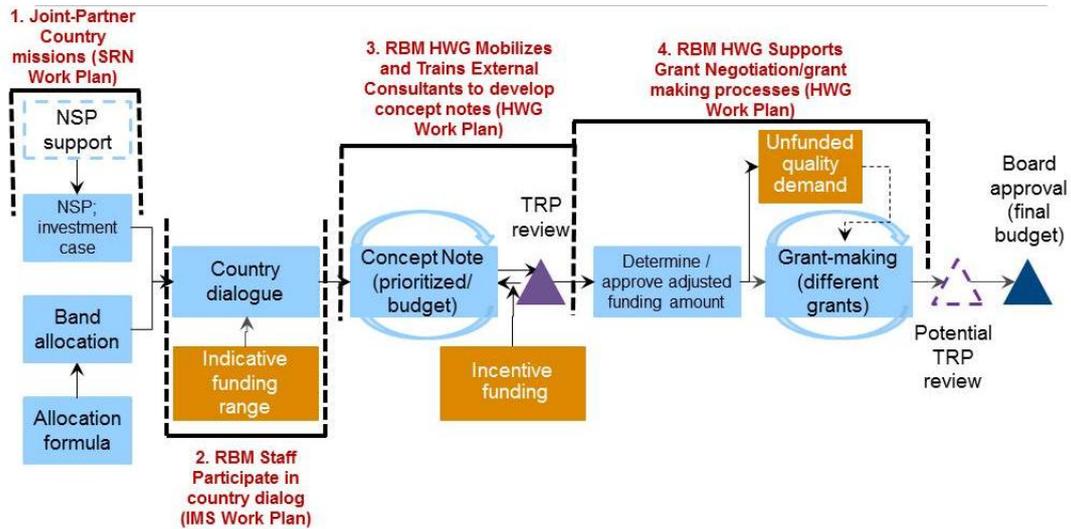


Diagram 1 New Global Fund Funding Model and RBM Mechanism Support Points

What is an Operational /Business Plan?

The Global Malaria Action Plan describes three types of plans; 5-year Strategic Plans; 3-year Operational/Business Plans and 1-year Work Plans (see Diagram 2). Strategic plans outline the high level programme goals and targets to be achieved in the 5 year period. The Operational/Business Plan indicates how the Strategic Plan will be operationalized over the next three years. The one year Work Plan provides much more detail on the activities to be completed during the year. Donors typically prefer to commit funding resources to an Operational/Business Plan because it covers an adequate time period (not too long or too short) and provides sufficient detail on activities and the budget needed to initiate the activities.

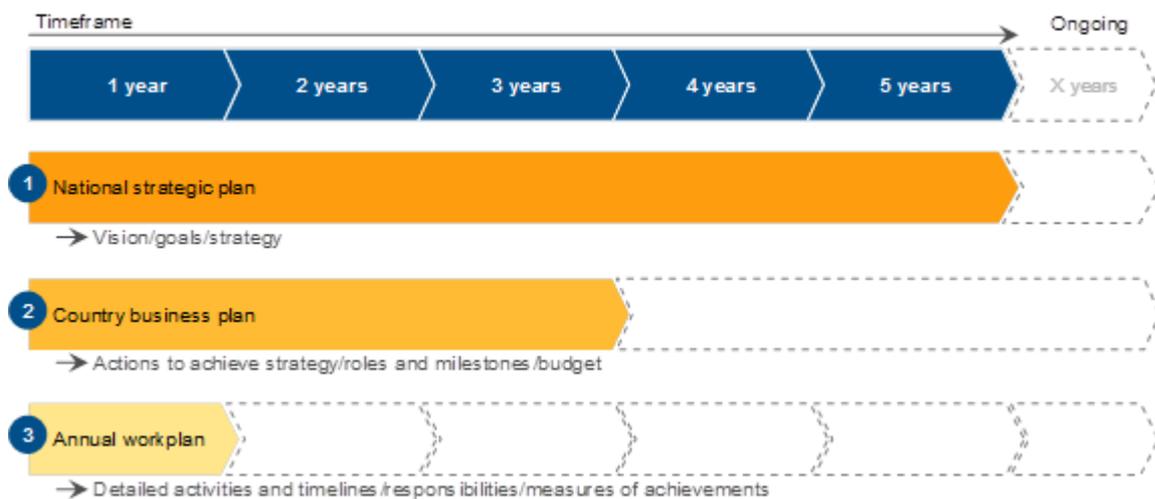


Diagram 2 Country Plans

The Operational/Business Plan gets partners aligned by detailing the main activities that need to happen to achieve the goals, with clear milestones, responsible parties,



and budgets. The operational/business plan builds on the work of the strategic plan and then uses a needs assessment process (human, financial, interventions) to achieve the targets laid out in the strategic plan. The time-frame for the business plan should be shorter than the strategic plan and is often around 3 years.

An Operational/Business Plan typically contains the following elements:

- Objectives and targets;
- Situation analysis (baseline, achievements) including needs assessments/gap analysis;
- Strategic priorities and prioritization principles;
- Main actions to achieve the strategy with milestones, responsible parties and budget;
- Overall cost and budget analysis;
- Details on risk management; and
- Description of review process.

Financing plan - what is it?

The financing plan consists of the operational plan with a mapping of current and potential resources plus a strategy to mobilize any additional resources needed to fill the gaps.

Work Done to-date

In the RBM 2012 Partnership Work Plan the RBM Board approved a plan to support 40 countries to develop national malaria financing plans. The first phase of the process was to assist countries to conduct comprehensive three year gap analyses. As of October 2012, 32 African countries had completed their programmatic gap analyses, whilst others are still in the process of finalizing their analyses.

To support the development of the malaria financing plan and help countries to mobilize additional resources the RBM Harmonization Working Group (HWG) has initiated the following activities:

- the development of tools for conducting a programmatic gap analysis;
- gap analysis training/orientation for countries through a series of workshops; and
- assistance to countries to finalize their programmatic gap analyses.

The next phase of the process focuses on identifying the countries with the most immediate/urgent funding needs and providing support to develop national financing plans.

Development of Malaria Financing Plans – Process

The process used to develop country malaria financing plans needs to be structured in such a way as to get maximum participation by all key stakeholders and should include the following activities:

- Review the malaria strategic plan and programmatic gap analysis to align these to the three year Operational Plan and budget;
- Draft the Operational Plan;



- Cost the Operational Plan;
- Map available and potential resources to the plan;
- Complete the draft Operational Plan and circulate to appropriate stakeholders for inputs;
- Consult with individual partners to generate buy-in and potentially fill financial gaps;
- Convene a high level donor/partner round table to confirm commitment to fund and implement the Operational Plan; and
- Develop an Aide memoire to hold stakeholders accountable to their commitments.

To effectively participate in this process, countries should have a valid malaria strategic plan and a recently completed three-year malaria programmatic gap analysis.

RBM Support

RBM has prioritized support to countries to facilitate the development of national malaria financing plans. RBM is prepared to sponsor a two week mission to each country to facilitate the development of the national malaria financing plan. A sample mission schedule is attached as annex 1. Countries that would like to benefit from this support should contact RBM and propose the dates when the mission would take place.

Timeframe

RBM will pilot the support process in at least one country in November/December 2012. RBM will adjust the process based on lessons learnt in the pilot country in December 2012 and January 2013. RBM will then target 12 countries for support prior to the first RBM Board meeting in May 2013 and an additional 12 or more countries by the end of 2013 (see diagram 3). The highest burden countries will be targeted first such that by the end of 2013 countries that account for 82% of global malaria mortality will have financing plans in place hopefully leading to effective resource mobilization efforts.

Diagram 3 Timeframe

	2012		2013											
	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Pilot phase 2 countries														
Adjust process based on lessons learnt from pilots														
Roll out support process in 12 countries														
Roll out support in 12 additional countries														



Annex 1. Development of National malaria financing plans Proposed Country Schedule

Mission Objectives

- Develop 2013 roadmap
- Review national strategy and alignment to three year operational plan;
- Cost three year operational plan;
- Review available resources and map potential resources/donors;
- Broker partner dialog to mobilize resources to fill identified gaps; and
- Generate the final operational/business plan.

Mission Outputs

- 2013 roadmap
- Costed three year operational/business plan;
- Aide memoire in support of the operational/business plan; and
- Strategy/action plan to mobilize resources from external donors.

Country Schedule (see also diagram A1 below)

- Day 1 - Courtesy calls to key partners, review of preparations for planning workshop
- Days 2 and 3 - Convene workshop with technical partners, NGOs, representatives from other sectors, key stakeholders (e.g. municipalities) to review strategic plan, assess alignment of NSP to 3 year operational plan (including 2013 roadmap) and budget – draft business case
- Days 4 and 5 - Review by partners of draft operational plan (including the 2013 roadmap) and summary of business case
- Day 6, 7 and 8 – Staggered consultations with key stakeholders to discuss resource mobilization (donors, private sector, etc).
- Day 9 – Convene high-level partner roundtable with participation of Minister of Health, Minister of Finance, Permanent Secretary, Chairs of Parliamentary committees, Donor representatives, Private Sector CEOs, etc.; Agreement on final Aide memoire; Finalize and issue press statement; and
- Day 10 – Finalize reports and documentation (including the 2013 roadmap).



Diagram A1 Proposed Financing Plan Country Schedule

Activity	Day									
	1	2	3	4	5	6	7	8	9	10
Courtesy calls to key partners, review of preparations for planning workshop	█									
Convene workshop with technical partners and key stakeholders to review strategic plan, assess alignment of NSP to 3 year operational plan (including the 2013 roadmap) and budget - draft business case		█	█							
Review by partners of draft operational plan (including the 2013 roadmap) and summary of business case				█	█					
Staggered consultations with key stakeholders to discuss resource mobilization (donors, private sector, etc)							█	█		
Convene high-level partner roundtable with participation of Minister of Health, Minister of Finance, Permanent Secretary, Chairs of Parliamentary committees, Donor representatives, Private Sector CEOs, etc.; Agreement on final Aide memoire; Finalize and issue press statement									█	
Finalize reports and documentation (including the 2013 roadmap)										█