

THE ROLE & POTENTIAL of RESULTS-BASED FINANCING as a SOLUTION for AID TRANSITION

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HEALTH SYSTEMS
STRENGTHENING

EXCITING
PROJECT

- DECENTRALIZE
- GREAT OPPORTUNITY
- JOIN SYNERGY
EXISTING PROGRAMS

INNOVATIONS,
NEW TECHNOLOGY

Why
INVEST?

AN OFFER
WE COULD
NOT **REJECT**

BETTER
HUMAN
CAPITAL

POSITIVE
CHANGE

THE
HEART

EXTERNAL
VALIDATION

CONFIRMING
RESULTS

INDEPENDANT
REVIEW

PARTNERSHIP

OPPORTUNITIES

LEARNING
LAB

FOR PARTNERS

AND COUNTRIES

INCENTIVE

NEEDED TO BE
STRENGTHENED

**BIGGEST
CHALLENGE**

ARE THE
MOTHERS
GETTING
THE CARE?

WHO WILL
BE AT THE
OPERATION
LEVEL

STAY OUT
OF THE
BUREAUCRATIC
LEVEL

REGULATIONS

WORRY
ABOUT GIVING
MONEY
TO THE
GOVERNMENTS

TRANSFER
OF
FUNDS

CONTINUITY IN
CHANGING GOVERNMENTS

NO IMPACT, SAME
CULTURE

COMMITTED PARTNERSHIPS
HELPED

BENEFITS

SYSTEM
IMPROVEMENT

GOVT OWNERSHIP

CONTINUOUS
IMPROVEMENTS

REPLICATING
AND EXTENDING
TO OTHER
SECTORS

SUSTAINABILITY

- DONOR CONCERNS
- EVERYONE HAS
TO WALK AT THE

SAME PACE

- WE ALWAYS LOOK AT
THE PROCESS BUT
DIDNT LOOK AT THE

Outcome

ACHIEVING
- FLEXIBILITY
- SUSTAINABLE
CHANGE
- ADDS UP TO
the
PLUS

2-28
2018

#CGDTALKS
#SMI

The Story Behind the Results

BERNARDO HERNANDEZ PRADO, INST. HEALTH METRICS EVAL.
ARMELLE GILLET, MIN. OF HEALTH, BELIZE
CARLOS CRUZ, MIN. OF HEALTH, NICARAGUA
GUSTAU ALEGRET, NTN24

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FACTORS

INSTITUTIONAL TARGET, NOT JUST PERFORMANCE TARGETS

A LITTLE COMPETITION

DEDICATED STAFF

COMMUNITY NETWORK, VOLUNTEERS

WORKED HOLIDAYS: WEEKENDS

SURPRISES

IT TAKES AWHILE TO GET STARTED

CHALLENGE

BELIZE
1 NURSE PER 5,000 POPULATION

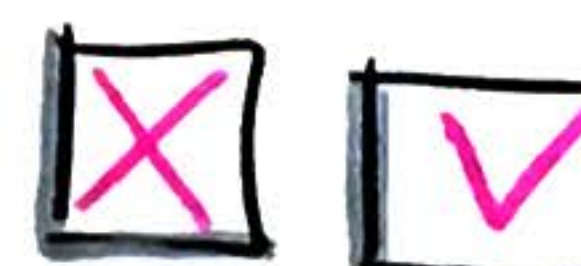
DIFFERENT CULTURES, LANGUAGE

EDUCATION HELPED

BARRIERS

SPOKE WITH THE ELDERS FOR SUPPORT MENONITE COMMUNITY

STRICT EVALUATIONS



IT'S ALL OR NOTHING EVALUATIONS

EXACT!

WE TRAINED EVERYONE INCLUDING SECURITY GUARDS



"STETHOSCOPE" SOME CALLED PRESSURE CUFF. NOW ITS LABELED

BUREAUCRACY?

- WE HAVE STRENGTHENED PROCESSES
- AGILE METHODS

SELF EVALUATE

MONITOR BEFORE REVIEW

REVIEW PLANS

FRAMEWORKS

SUSTAINABILITY

LESSONS LEARNED

POLICIES

ROTATION OF PEOPLE, YOU NEED A MECHANISM

WE ARE DOING GOOD
HOW DO WE DO BETTER

SUCCESS

LESSONS

FROM 1st OPERATION

PUSH FOR COUNTRIES TO BE RESPONSIBLE

THEY TOOK IT TO HEART

LEARNED NEED TO IMPROVE

COMMUNICATION

HOW IT BEGAN

AMANDA GLASSMAN, CGI
JAIME SEPULVEDA, UNIV of CALIF
MIGUEL BETANCOURT, CARLOS SLIM FOUNDATION

INGREDIENTS for
Success

- POLITICAL WILL
- BUY-IN
- STRONG STRATEGIC PLAN
- HIRE THE RIGHT MANAGERS

DON'T MEASURE
STUFF THAT DOESN'T
TIE TO **RESULTS**

INDEPENDENT
VERIFICATIONS

GET OUT
OF THE
WAY

CREATE
THE
**RIGHT
INCENTIVES**

3 DONOR
TYPES

TECHNICAL
ASSISTANCE
WAS NEW

1st
WORKING
DRAFT

NEEDED
MORE
RESOURCES

DESIGN DECISIONS

and Lessons
Learned

IGNEZ TRISTAO, IDB
KATHLEEN ALVAREZ, MGMT SCIENCE FOR HEALTH
ALEJANDRO SOLIS, COMISCA
EMMA IRIARTE, SMI
WOLFGANG MUNAR, GW UNIV.

THEY SAID,
"BUT HOW
EMMA?"

Find
COMMON
PROBLEMS
ACROSS
Region

**HIGHER
IMPACT**

BUILT
TRUSTED
RELATIONSHIPS
WITH COUNTRIES

NOT
BUSINESS
AS USUAL

INTENTIONALITY

INTENSITY

INTEGRALITY

NEGOTIATING
TARGETS

WAS A
PAINFUL
PROCESS

Structure

ENGAGEMENT
AT ALL LEVELS

MULTI-DISCIPLINARY
TEAMS

COLLABORATIVE
LEARNING
PLATFORMS

COMMUNITY
LEVEL
ACTIONS

Hands
On
APPROACH

Leverage

THE 1st
BIG DECISION
LOOKING AT THE
FAMILY LIFE
CYCLE

FAIL
FAST
LEARN
FAST



2007

IT ALL
STARTED
WITH AN



REGIONAL
APPROACH

Added MALARIA
COMPONENT, BROUGHT
MATCHING FUNDS
FROM **SPAIN**

**Yes, but
WE NEEDED
A BUSINESS
PLAN**

VICTORY
HAS MANY
PARENTS,
FAILURE IS
AN
ORPHAN

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What Does the SMI Model Mean for other GLOBAL Health FUNDERS?

MARCELO CABROL, IDB
MARIAM CLAESON, GLOBAL FINANCING
MANISHA BHINGE, ROCKEFELLER FOUNDATION
DAN PETERS, BILL & MELINDA GATES FOUNDATION
AMANDA GLASSMAN, CGD

Focus
ON THE
20



MEASUREMENTS

DEEPLY FRAGMENTED SECTORS

OWNERSHIP

PROCESSES

SOFT SKILLS

INFLUENCE THINKING OF OTHER FUNDERS

LEVERAGE



IS THIS AN OUTLIER?

SEEING A CHANGE IN APPETITE FOR RISK

TRANSITIONING TO DOMESTIC FINANCING

DETERMINING STRETCH goals

POSITIVE COMPETITION



SCALE



MINISTRY OF FINANCE, NOT CONCERNED ABOUT RESULTS

COMMUNITY HEALTH SYSTEMS



CREATIVITY AROUND FINANCIAL INSTRUMENTS

BUY DOWN

CO-FINANCING



PROGRAM IS MOVING FORWARD

IN WAVES



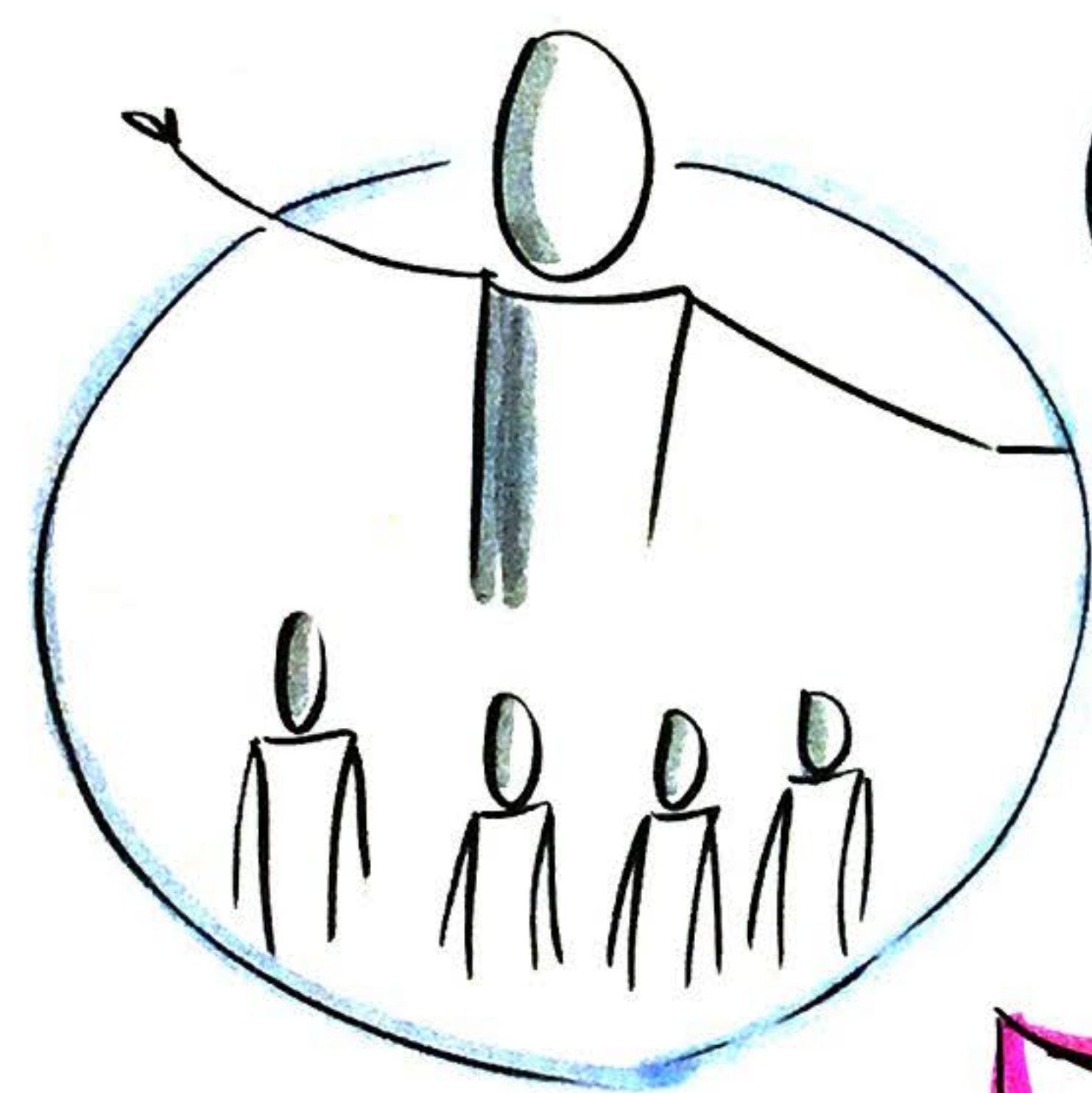
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IMPROVE LEARNING - EVIDENCE

CONTEXT, RESULTS, and ATTRIBUTION to the RBF MODEL

- FERDINAND REGALIA, IDB
- ALI MOKDAD, INST. FOR HEALTH METRICS: EVALUATION
- PEDRO BERNAL, IDB
- SEBASTIAN BAUHOFF, CGD



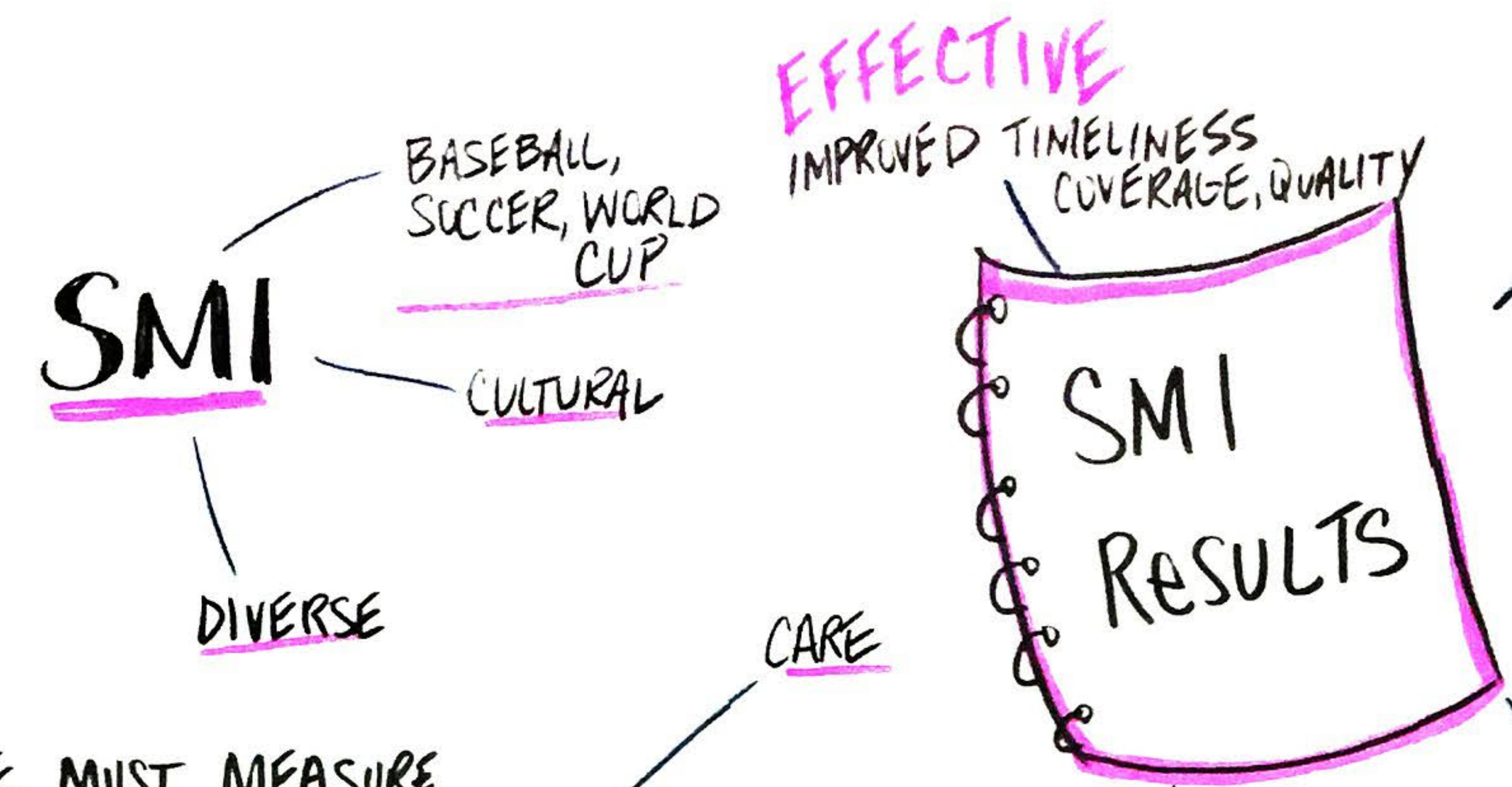
RBF PROGRAMS ARE **COMPLEX**

IT'S MORE THAN **FINANCING**

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VOUCHERS

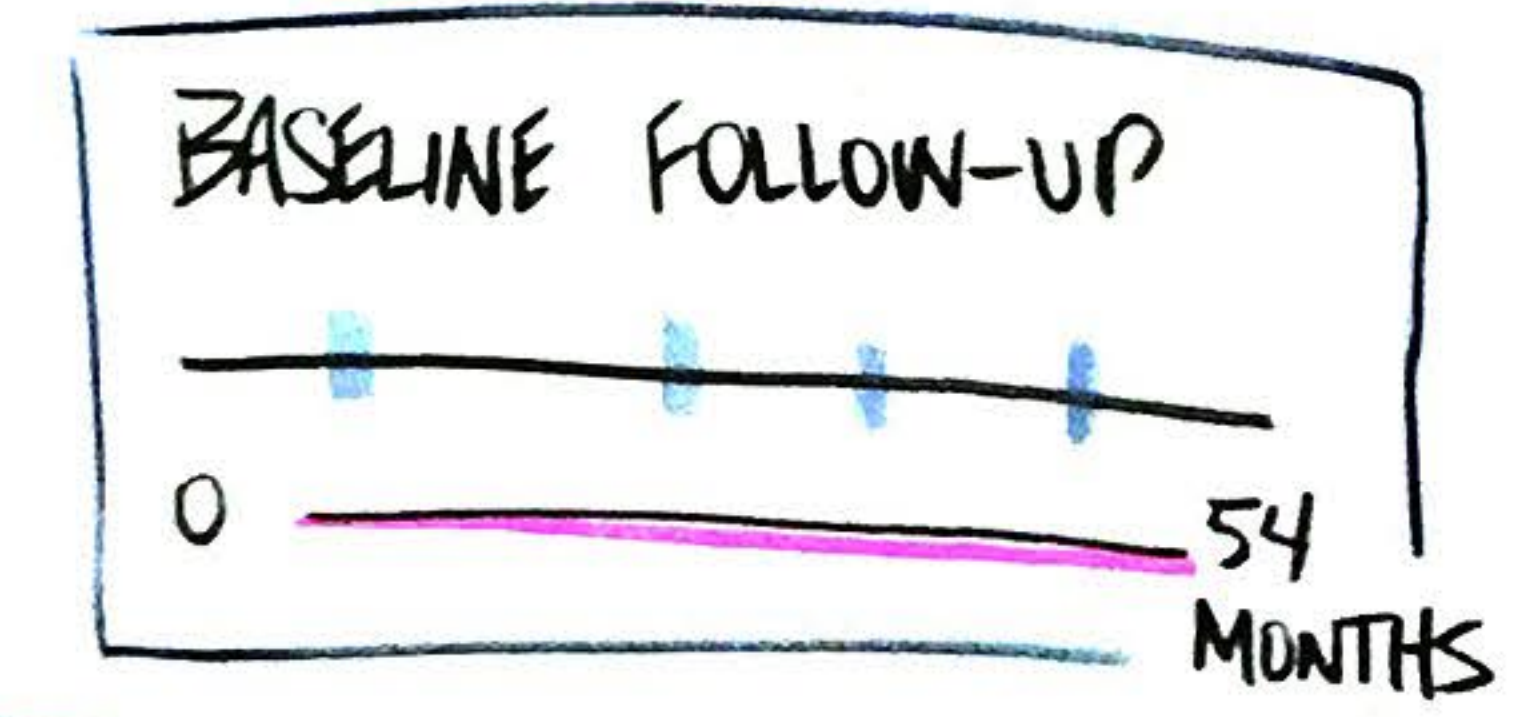
WHEN WE STARTED CHILDREN WERE DYING **2X** THE AVERAGE



PROGRAM FUNDS	PERFORMANCE INCENTIVE
50% 50%	25%

RIGOROUS DATA QUALITY CONTROL

📄 📄



MONITORING **GPS**

FAMILY PLANNING IMPROVEMENTS

MICRO NUTRIENT CONSUMPTION

EVERYBODY IS MOVING UP

MEDICAL RECORDS STORAGE

CHANGING INDICATORS CAN AFFECT THE **Baseline**

GANG ACTIVITY

CHALLENGE

WE HAVE EMPOWERED the **LOCALS**

NEED WORK IMPROVING REDUCTION OF **ANEMIA**

WITH A **TINY** INCENTIVE YOU CAN SEE **BIG** RESULTS

ANTENATAL CARE



PACKAGE

8 OUT OF 11 FRAMEWORKS

DELIVERY, POSTPARTUM, MEANAT OF COMPLICATIONS

ELECTRONIC DATA CAPTURE

PROMISING RESULTS

REVIEW MEDICAL RECORDS

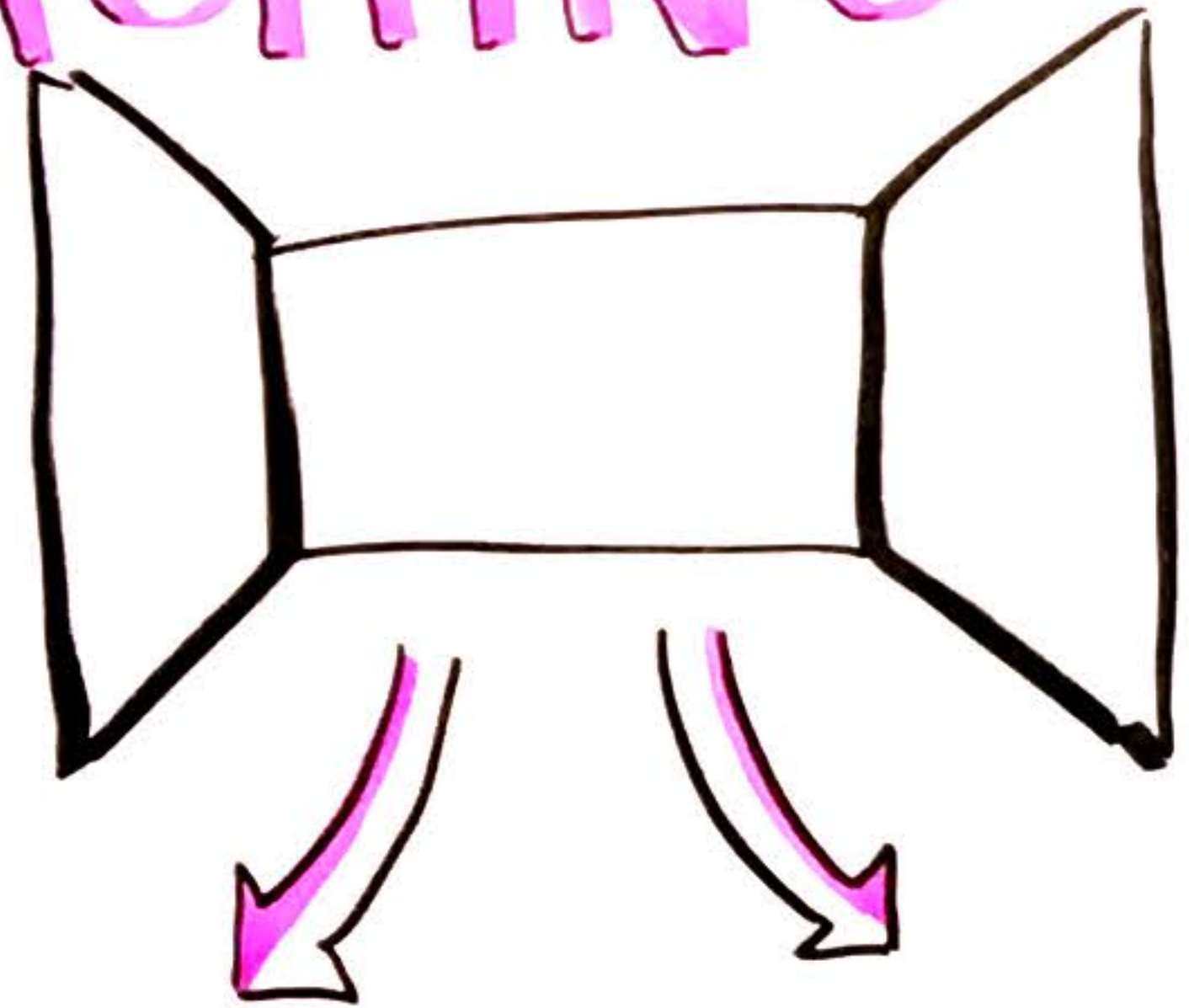
HEALTH FACILITY SURVEY

ABILITY TO LINK INFORMATION

SOME COUNTRIES MORE SUCCESSFUL, OTHERS NEEDED MORE TIME

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OPENING the



BLACK BOX

A DEEPER DIVE INTO SMI PRIMARY HEALTH CARE

ALI MOKDAD, INST. FOR HEALTH METRICS AND EVALUATION
EMMA IRIARTE, SMI
WOLFGANG MUNAR, GW UNIVERSITY
DIEGO RIOS ZERTUCHE, SMI

SURVEY

FAMILY PLANNING

INTERVENTION



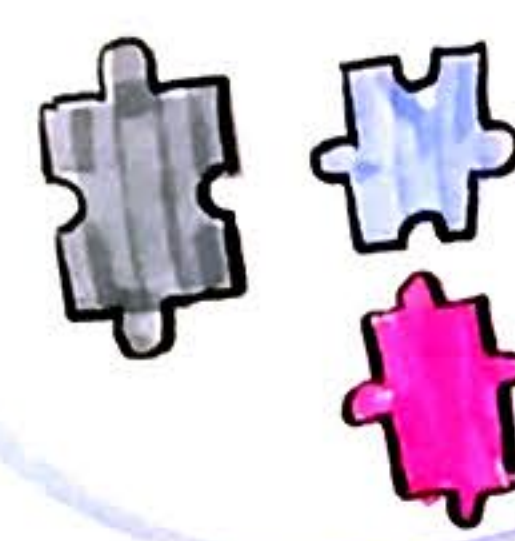
COMMUNITY WAS ONBOARD AND SUPPORTIVE

WE ARE RAISING ALL BOATS

CHANGING THE HOW'S

PRINCIPALS, NOT JUST IN THEORY

L-I-N-K-I-N-G
ALL THE PIECES TOGETHER



WHAT HAPPENS AT THE POLICY LEVEL?

MATERNAL DEATHS... INVESTIGATION OCCURS AFTER



WHAT ABOUT THE DAY TO DAY PROCESS

EMBRACING COMPLEXITY

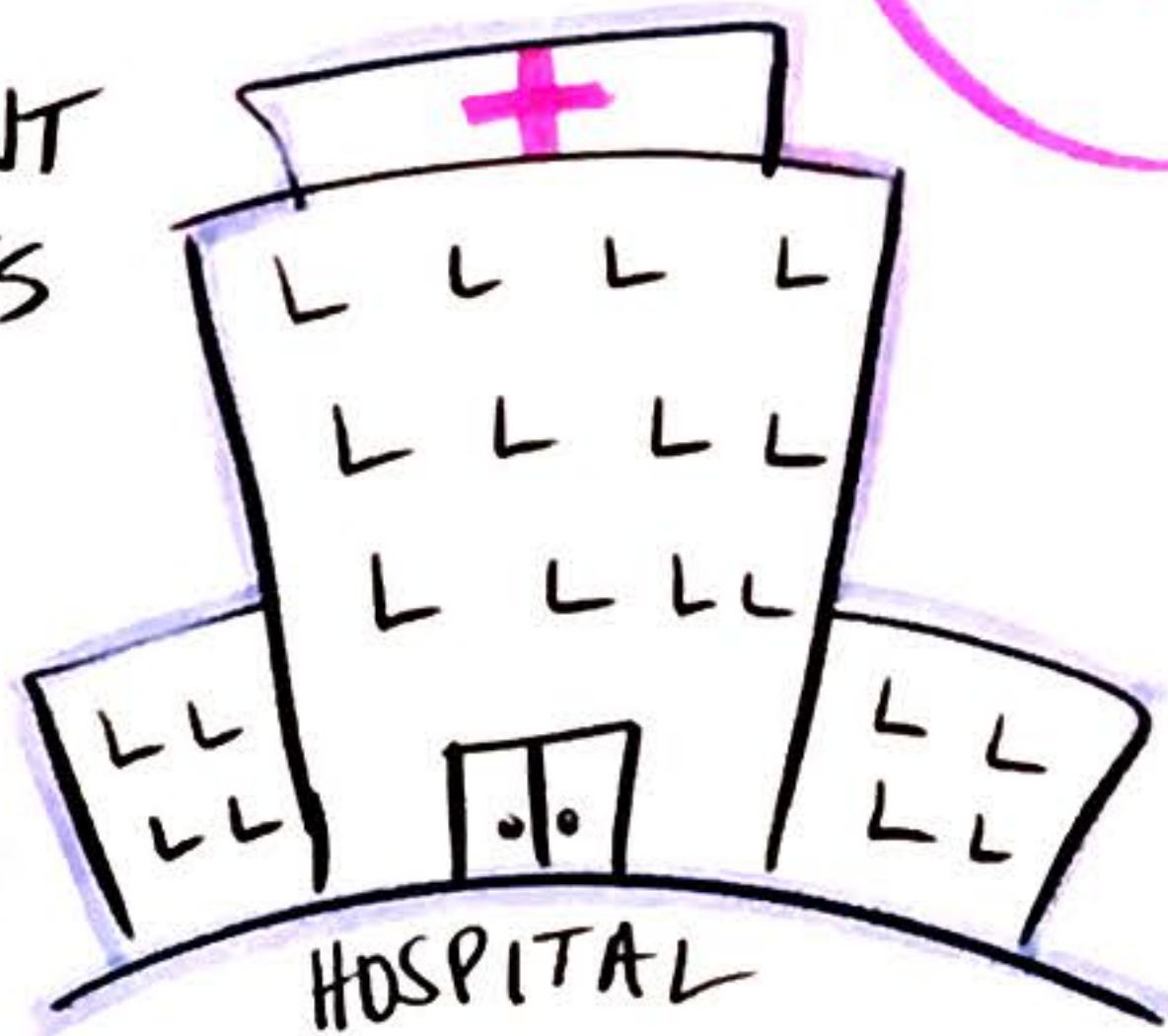
CHANGING THE NORMS

EXAMPLES OF POLICE OUTSIDE THE HOSPITAL

WE ARE LIKE MANAGEMENT CONSULTANTS

DETERMINING WHO ENTERS

WE MUST LOOK AT THE END TO END PROCESS



OPTIMIZATION

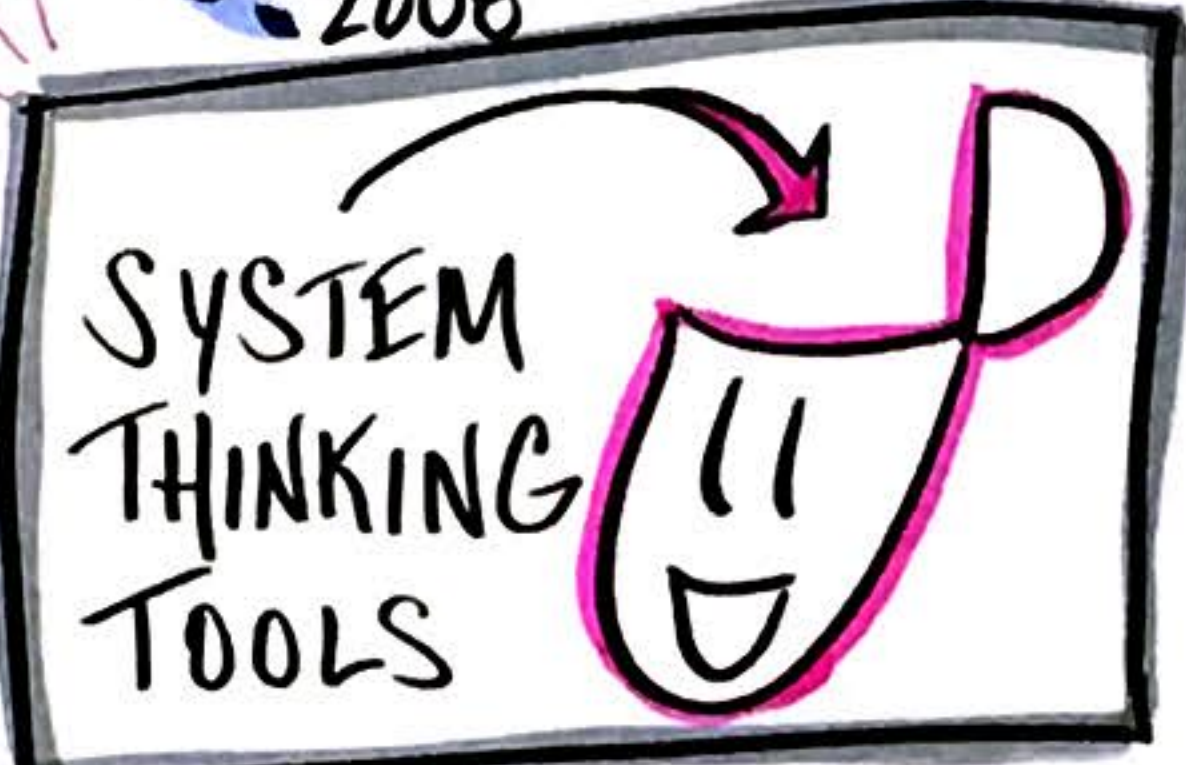
FLOW

IDENTIFY STEPS

IDENTIFY ROLES

TAKE ADVANTAGE OF ECONOMIES OF SCALE

STAGNATION
HONDURAS 2008



USED A SOCIAL PROCESS

DRAWING MENTAL MAPS



WHAT IF SCENARIOS

ANTENATAL CARE WITH QUALITY

START MEASURING

QUALITY AT SCALE

SECRET SAUCE?

COMPREHENSIVE APPROACH
LOTS OF MOVING PARTS

IMPORTANT TO LOOK AT THE RIGHT THINGS

INTERVENTIONS

- SUSTAINABLE
- OPERATIONS RESEARCH
- "REAL LIFE"

WE ARE TRYING TO BRING

ART
SCIENCE
OPERATIONS

THERE ARE LOTS OF COMPONENTS

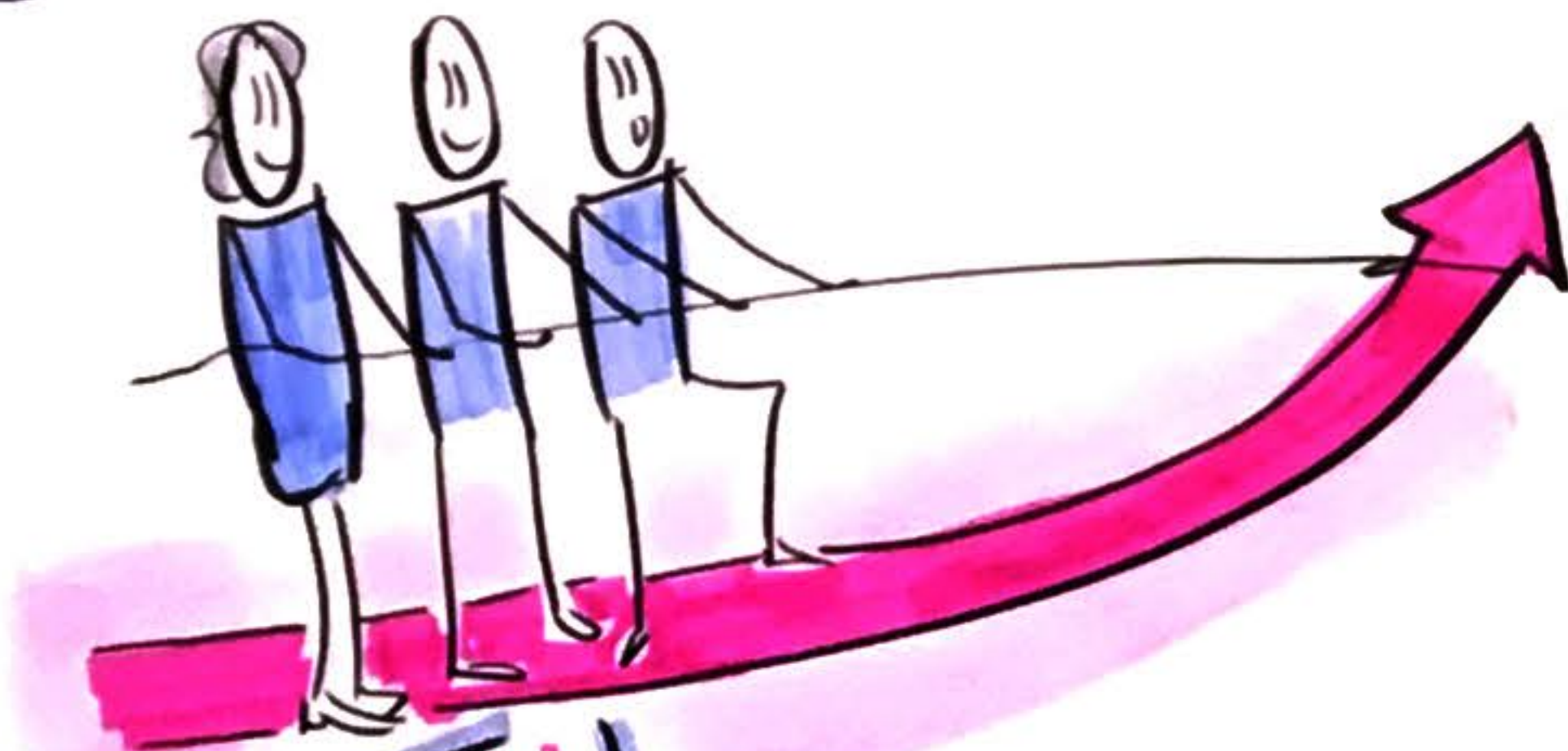
MEASUREMENTS

TAKE THE DISCUSSION FROM INCOMPETENCE TO OUTCOMES

3-1-18
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ORGANIZATIONAL INERTIA

IMPROVING HEALTH SYSTEM PERFORMANCE



DESIGN

- SUCCESS ☒
- FAILURE ☒



VITAL SIGNS DON'T

TELL YOU WHAT TO DO

WE CAN'T SIMPLIFY IN A FEW



MEASUREMENTS

DANA HOVIG, BILL & MELINDA GATES FOUNDATION
PETER HOVMAND, WASHINGTON UNIV IN ST. LOUIS
RASHAD MASSOUD, USAID
JENNIFER NELSON, SMI

MEASUREMENTS

WE CAN MEASURE IF THE ECONOMY IS STRONG IN THE US.

IMPERFECT

START WITH IMPERFECT AND MOVE FROM

FAITH BASED

CHERRY PICKING

WE CAN NEVER TEST THE HYPOTHESIS

QUALITY IMPROVEMENT

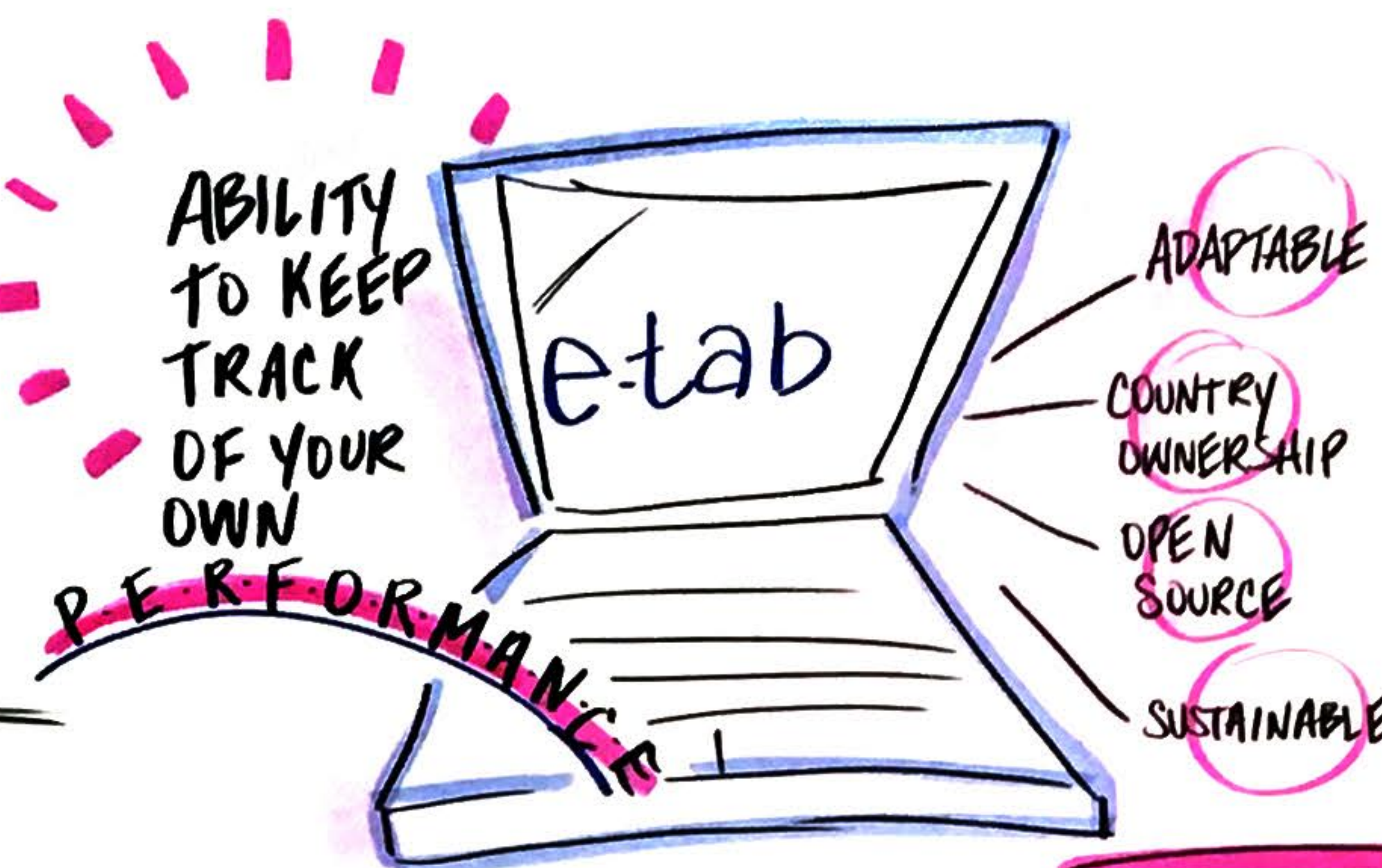
VS

QUALITY CONTROL

Islands of EXCELLENCE



EVALUATION FRAMEWORK



MAKING EVIDENCE BASED DECISIONS



TOOLS MADE BY THE TECHNOLOGY TEAMS OF THE COUNTRIES



LET THE COUNTRIES DIAGNOSE

and CO-CREATE

CULTURE EATS STRATEGY FOR BREAKFAST



COMPLICATED VS. COMPLEX

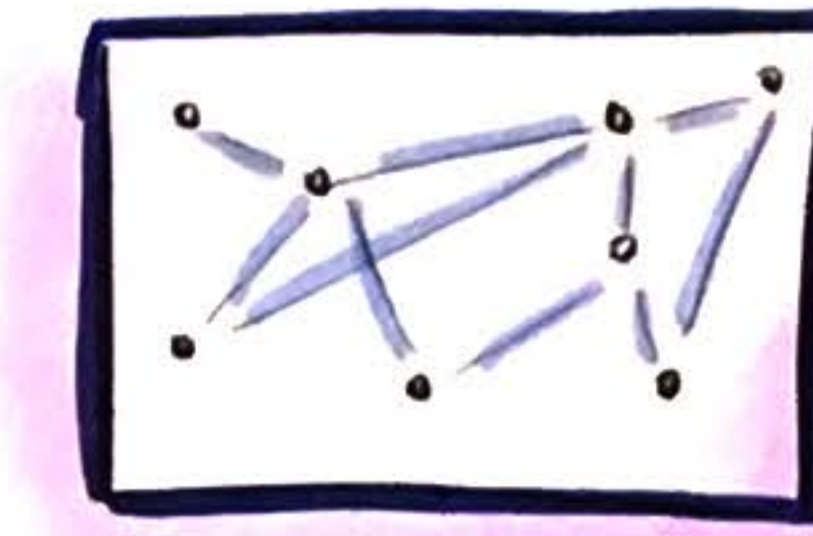
IT'S NOT ABOUT D.A.T.A

IT'S ABOUT CHOICES



IF I WANT A DIFFERENT RESULT, I HAVE TO DO SOMETHING DIFFERENT

SIMULATION MODELS



YOU HAVE TO BUILD CAPACITY INTO SYSTEMS



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