

Taking Results Based Financing from Scheme to System- System integration: issues to consider

Strategic Purchasing for UHC: unlocking the
potential

Geneva, April 27th 2017



Phase of Scale-Up			
Generation (from idea to pilot) n=10	Adoption (from pilot to program) n=7	Institutionalization (from program to policy) n=5	Expansion (from policy to system) n=1
Rwanda Armenia Burundi Cambodia Cameroon Kenya Tanzania Chad Mozambique Uganda	Rwanda Armenia Burundi Cambodia Cameroon Kenya Tanzania	Rwanda Armenia Burundi Cambodia Cameroon	Rwanda



Issue to consider 1: Engage public facilities early on

- **Uganda, several pilots, most early RBF initiatives engaged not for profit providers often faith based**
- **NFPs were keen; also easier in terms of engagement**
- **Left MOH with limited experience with RBF**



Issue to consider 2: Different levels of government have differing incentives

- **Programme ‘scaled up’ in Mozambique within provinces; didn’t move to national level**
- **Provinces- RBF addressing a pressing problem for managers (health workers) but national MOH cared more about sustainability**

Issue to consider 3: Legal reforms and changes are important enablers

- Armenia- open enrolment, P4P decrees
- Cameroon- legal enablers before and during RBF scheme implementation; Results Based Budgeting and later allowing RFHPs to receive public funds and serve as performance purchasing agencies

Issue to consider 4: Need varied types of policy entrepreneurship

- **Early on greater role for international RBF experts; agencies**
- **Later on, develop national RBF capacity; serve as national policy entrepreneurs (often from MOH)**
- **Need to build coalitions with MOFs**

Issue to consider 5 : The packaging of your RBF programme matters

- Is it focused on a few conditions or put forth as a way of transforming the health system (Mozambique vs Cameroon)
- Linked to the implementing entity- Mozambique 'branded' as an HIV focused programme
- Cameroon, Armenia part of larger PHC reform



Issue to consider 6: Inclusive processes are key (even if often slow)

- Cambodia- slow, iterative process of scaling up and integrating its contracting, built national capacity and gradually increased ownership
- Armenia, process of gradually increasing capacity



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