



# Health Systems 20/20

## Better Systems, Better Health

### The Challenge

Strong health systems are critical to improving health.

- Without adequate and well-allocated public and private financing, people must pay for care out-of-pocket or forgo treatment.
- Without properly trained and remunerated health workers, there is no one to deliver care, especially in poor communities and remote areas.
- Without competent governance, informed by input from a range of health care decision-makers, health workers, and communities, health care financing and operations likely will be inefficient, inequitable, and unresponsive to users' needs.

### The Health Systems 20/20 Approach

Health Systems 20/20 addresses these challenges by building country capacity in core health system components – financing, operations, governance, and others – enabling the system to function better. Project solutions are country driven, country specific, and country owned; they are based on sector-wide analyses, work simultaneously on

multiple health system components, and address policy and structural constraints to make change sustainable. While often focused on the priority health issues of malaria, HIV/AIDS, TB, reproductive health, and maternal and child health, the strengthened policies, structures, and skills benefit the entire system.

Health Systems 20/20, USAID's flagship project for health system strengthening, works with USAID clients, international partners, and country stakeholders ranging from senior ministry of health officials to facility staff and community groups in more than 50 countries to build knowledge and strengthen health systems.

### Applying Our Approach

Health Systems 20/20 organizes its work around eight interconnected strategies. The following examples illustrate the project's multifaceted interventions.

**Financial Risk Protection** addresses countries' increasing interest in achieving universal health coverage. In India, Health Systems 20/20 is helping to better integrate people living with HIV into insurance and other social protection benefits. In Mali, the project has worked with the World Bank, the Ministerial Leadership Initiative, and myriad country stakeholders to develop a national policy for community-based health insurance that includes government subsidies to expand coverage among lower-income groups.

**Resource Tracking** addresses policymaker and stakeholder needs to understand who – government, donors, private citizens – is funding health care and how expenditures can be made more equitable and sustainable. Health Systems 20/20 has helped multiple countries do National Health Accounts (NHA) estimations and make them a routine function; Kenya increased the health budget 30 percent after learning the amounts that households were spending out of pocket on health. In Namibia, Rwanda, and



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**Brief**

Vietnam, the project is developing systems that harmonize data collection for NHA and other domestic and donor reporting requirements, to save countries the financial and human resources consumed by multiple, overlapping requirements.

**Performance-based Incentives** (PBI) link payment with results; incentives can be used to expand and improve the quality of health service delivery and encourage people to use the services. Health Systems 20/20 PBI concept papers, case studies, and guides offer ideas, lessons, and tools to expand the global PBI knowledge base. Country-specific work includes helping the Democratic Republic of the Congo to identify best practices among its existing PBI programs and Mozambique to design a PBI program, both intended to improve the delivery of maternal and child health and other basic health services.

**Costing and Sustainability Planning** addresses the rising demand of national governments and international donors for health programs that are sustainable and deliver the greatest value for the investment. In Guyana, recent results of a study using the Health Systems 20/20-developed HIV/AIDS Program Sustainability Analysis Tool (HAPSAT) is leading the Ministry of Health to re-examine HIV counselors' tasks, expand clinic hours, and re-evaluate the use of mass media to increase HIV awareness. In Angola and Papua New Guinea, costing work led to successful applications for Global Fund grants that will finance HIV prevention and prevention of mother-to-child transmission, respectively.

**Measuring and Monitoring Health System Performance** aims to provide stakeholders with data for informed decision making. In Yemen, Health Systems 20/20 used GIS technology tools to generate data that allowed policymakers to visually identify health facility needs, resulting in more optimal allocation of financial and human resources across the health sector. Health System Assessments (HSAs) in more than 20 countries have informed strategic plans and enabled monitoring of progress toward health goals.

**Governance** works to improve interactions between government officials, health service providers, and citizens/service users and to align roles, authorities, and incentives to support desired health system outcomes. In the Philippines, Health Systems 20/20 supported pilot Quality Assurance Partnership Committees that bring together local leaders, government officials, health service providers, and community representatives to solve problems impeding access, availability, and quality of maternal and child health services. In Nigeria, the project and health ministry are conducting a public expenditure tracking study to identify and measure gaps and leakages in budgeting and financial management, and assess impacts on service delivery. The study has identified problems with accountability, transparency, and lack of provider participation in facilities' budget preparation and planning, leading to resource allocation that is not driven by actual needs and demands.

**Human Resources for Health** conducts research and provides tools that generate evidence to guide policy and training to optimize health worker productivity in providing quality care. In Egypt, Health Systems 20/20 and the Ministry of Health and Population are using a new health workforce planning model to ensure optimal allocation of workers, and training medical auditors and case managers for the Health Insurance Organization. In Cote d'Ivoire, Health Systems 20/20 helped the Ministry of Health to develop incentives to retain health workers in underserved post-conflict areas, resulting in increased availability of HIV services.

**Organizational Capacity Building** enhances the ability of country health stakeholders to provide effective organizational management to all health system functions. Three years of Health Systems 20/20 work with the Kinshasa (DR Congo) School of Public Health has strengthened the school's leadership, established financial management and IT structures, updated the curriculum, and created a mentoring program that is developing a next generation of faculty. The project also is building capacity at six African institutions to provide technical assistance regionally in three health system strengthening methodologies: NHA, HAPSAT, and HSA.

*Health Systems 20/20 is USAID's flagship project for strengthening health systems worldwide. By supporting countries to improve their health financing, governance, operations, and institutional capacities, Health Systems 20/20 helps eliminate barriers to the delivery and use of priority health care, such as HIV/AIDS services, tuberculosis treatment, reproductive health services, and maternal and child health care.*

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