Strategic Planning for HIV/AIDS

Results-based Strategic Planning
Stefano Bertozzi
• A framework for changing a specific situation which delineates priority areas for action and basic steps to go from here to there.
Evolution of HIV/AIDS Strategies

FROM: Broad Vision

Generic Response

Country-specific BUT Incomplete & under-resourced framework

Focusing on Results
A good Strategic Plan can help decision-makers Manage for Results by being

- Based on evidence of the evolution of the epidemic and its effects on specific population groups
- Addressing the root causes and modes of infection in the country
- Identifying specific results to be achieved, and actors' responsibilities, and
- Explaining how the priority areas will be implemented, monitored, measured, and funded.
The Strategy Results Cycle
Analyze HIV/AIDS and National Response Data

Identify Key National Outcomes & Priorities

Select Principal Program Areas

Resource Needs, Funding

Select Interventions

Implementation & process monitoring (inputs, outputs)

Evaluate Changes in Outcomes

Revise National HIV/AIDS Strategic Plan
Evaluate Changes in Outcomes

Analyze HIV/AIDS and National Response Data

Revise Strategic Plan

STRATEGIC PLAN PRIORITIZATION

Identify Key National Outcomes & Priorities

Select Principal Program Strategies

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Select Interventions

STRATEGY RESULTS CYCLE

Implementation & process monitoring (indicators, resource tracking)
Annual Action Plan (budgeting, funding)

Implementation & process monitoring (indicators, resource tracking)

Select Interventions
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Evaluate Changes in Outcomes
What is Managing for Results?

• Strategic planning and management that focuses on outcomes – rather than only on inputs and outputs.

• Management that is focused on improving performance.

• Using information to improve policy, programming and implementation towards achieving results.

The Results Chain

- **Goal** (Long-term Impacts)
  - Long-term, widespread improvement in society
  - “Big picture” (longer-term strategy)

- **Outcomes**
  - Effects or behavior changes resulting from a strategic program

- **Outputs**
  - Products and services that need to be produced to achieve the expected outcomes

- **Activities**
  - What actually was done with the available resources to produce the intended outputs

- **Inputs**
  - Critical resources (expertise, equipment, supplies) needed to implement the planned activities

The Results Chain

Goal (Long-term Impacts)

Outcomes

Outputs

Activities

Inputs

RESULTS

MEASURABLE CHANGE

Elements of Results Based Management

Identify clear and measurable objectives.
Select indicators that will be used to measure progress towards each objective.
Set explicit targets for each indicator, used to judge performance

Develop performance monitoring systems to regularly collect data on actual results.
Review, analyze and report actual results vis-a-vis the targets.

Use performance information for internal management accountability, learning and decision making processes, and also for external performance reporting to stakeholders and partners.

Source: A.Binnendijk Results Based Management in the Development Operation Agencies OECD/DAC, 2001
Analyze HIV/AIDS and National Response Data

STRATEGY RESULTS CYCLE

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Key Question – Prevention example

• How will you prevent the next 1000 HIV infections in your country?
• What do you need to know?
  1. Understand the epidemic (where would the infections occur?)
  2. Understand the determinants of the current incidence (what can be influenced that will change the expected prevalence?)
  3. Understand current response (what is already being done, what remains?)
Current response: prevention

Current response: care and treatment

prevalence

incidence

determinants of incidence

death

PLHA
1. Understand the epidemic

- What is the nature of the epidemic in the country?
  - By sex
  - By subgroups
  - By region

- What is evolution of the epidemic?
  - Past, current and future prevalence
  - Where have the last 1000 infections occurred?
  - Who is at greatest risk?
# Prevalence and incidence

<table>
<thead>
<tr>
<th>population</th>
<th>number screened</th>
<th>positive screened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealthy community</td>
<td>2000</td>
<td>200</td>
</tr>
<tr>
<td>Poor community</td>
<td>2000</td>
<td>120</td>
</tr>
</tbody>
</table>

- Prevention
- Care and treatment
HIV INFECTION IN

GENERAL POPULATION—92%

SEX WORKERS—6%

SOLDIERS—2%
HIV Infection in: ?

Source:

- Mother to Child transmission
- MSM
- IDU
- Heterosexual
- IDU

Russia
HIV INFECTION IN RUSSIA

- Maternal: 2%
- MSM: 1%
- IDU: 92%
- Hetero: 5%

2002
HIV Infection in: Jordon

- Sexual contact
- IDU
- MTCT
- Unknown

Blood and by products (before 1990)

Source: Jordon UNGASS Country Progress Report, UNAIDS; Cumulative HIV/AIDS modes of transmission through Dec 2007
HIV INFECTION IN MEXICO

- Homo-bisexual: 55%
- Heterosexual: 32%
- Perinatal: 2%
- Blood transfusion: 6%
- Hemophilia: 4%
- IDU: 1%

Total: 100%
HIV Infection in Morocco

- Heterosexual: 87%
- IDU: 2%
- Transfusion: 1%
- Other: 1%
- Prenatal: 3%
- MSM: 3%
- Bisexual: 3%
2. Determinants of current incidence

- Prevalence
- Behaviour
  - Social
  - Cultural
  - Policy
  - Economic
3. Current national response

- What? (which interventions are being implemented)
- For whom?
  - Subgroups
  - Regions
  - Sex
- How much?
  - Coverage
  - Efficiency
- How well?
  - Quality
  - How effective have recent interventions been in achieving their outcomes?
- By whom
  - State
  - Private
  - NGO/Civil Society
Where do the data come from?

- Prevalence data
  - Surveillance
- Determinants of incidence
  - Behavioural surveys, analysis of prevalent cases
- Programmatic response
  - Process monitoring, sources and uses of funds
- Changes in outcomes
  - M&E system
    - Routine surveillance
    - Periodic surveys
Changing the future

– Strategic Planning in HIV/AIDS is intended to change the future of the epidemic in a country
– How can we help policy-makers pick the package of interventions that has the greatest impact in changing that future?
  – How can the available data be used to describe the future that would occur in absence of an effective program
  – How can we simulate how that future would change with different packages of interventions – so that we can recommend the one that gives greatest value for money
STRATEGY RESULTS CYCLE

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Implementation & process monitoring (inputs, outputs)
Identify Key National Outcomes & Priorities

➢ The situation analysis should provide the basis for deciding on key national outcomes and priorities:
  – Expected outcomes are based on the long-term impacts you want to achieve
  – Expected outcomes should inform definition of your principal program areas
Measuring the Performance of the National HIV/AIDS Strategy

• Once the priorities and outcomes are identified, how should performance be measured?

• Performance of the HIV/AIDS strategy is measured through outcome indicators.
  – For each indicator identify:
    • a baseline (what is the value now)
    • performance targets
      – what value should one aim to achieve by what date
STRATEGY RESULTS CYCLE

Select Principal Program Areas

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Implementation & process monitoring (inputs, outputs)
Program Areas

• **Core Program Areas**
  - HIV Prevention aimed at key drivers
  - AIDS Treatment, Care and Support
  - Impact Mitigation (OVC)

• **Crosscutting Program Areas**
  - Creating an enabling environment
  - Management of the national response (policy, legal and institutional frameworks)
    - Monitoring and information systems
  - Evidence Building (impact evaluation, implementation research)
  - Capacity Building (human resources, infrastructure)
Prioritization is critical among program areas

- Political and policy process to decide on broad relative priority among program areas (treatment-prevention, adults-children, men-women, etc...)
- Informed by
  - Evidence
  - Preferences
STRATEGY RESULTS CYCLE

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Implementation & process monitoring (inputs, outputs)

Evaluate Changes in Outcomes
Select Interventions

Interventions (activities) are implemented to produce outputs which contribute to the desired outcomes in each program area.
To achieve the desired outcomes of the Treatment Program Area interventions could include:

• Building and renovating treatment clinics
• Education and training of providers
• Training community monitoring of discrimination in health services
• Equipping diagnostic laboratories
• Drug supply chain strengthening
• Providing ART and OI drugs to public clinics
• Funding Adherence support interventions and self-help groups
• Monitoring drug resistance and survival
Select Interventions

• Interventions are inter-dependent – especially for care and treatment.
  – ability to support adherence depends upon having patients in treatment,
  – ability to treat depends upon drug supply...

• Relative importance of different interventions is a function of how much they will contribute to the outcome (effectiveness) and how much they cost
Implementation & process monitoring (indicators, resource tracking)

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STRATEGIC PLAN
PRIORITIZATION

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STRATEGY RESULTS CYCLE
Data for Managing for Results

• Specify how to monitor:
  • Intervention Inputs
  • Intervention Outputs
    • Quantity, Coverage & Quality
• Specify how to process, analyze and report
Evaluate Changes in Outcomes

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SUMMARY MESSAGES:
A Results-Based HIV/AIDS Strategy

1. Helps formulate and justify budget requests
2. Helps allocate resources
3. Monitors the performance of contractors and grantees
4. Helps provide services more efficiently
5. Triggers in-depth examinations of performance issues
6. Responds to demands for accountability
7. Builds public trust
The broad strategic plan then needs to be translated into annual action plans

- (re)Allocation among interventions
- Learning from previous cycle
- Budget constraints
- Operational responsibility
- Monitoring tasks
MODULE SUMMARY:
Take Home Messages

- A Strategic plan is a living document. It can and should be revised as needed during implementation as may be suggested by monitoring data and research findings.

- Strategic planning is not a linear process. It involves a series of phases -as shown in the Results Cycle- which overlap.

- By using evidence, the strategy planning process creates demand for quality information.