

## TECHNICAL SUPPORT TO THE SOUTH AFRICAN GOVERNMENT TO IMPROVE FINANCIAL MANAGEMENT OF HIV/ AIDS

### Background

In 2013, the Financial Capacitation for Provincial HIV Managers (FIN-CAP) programme was launched by HE<sup>2</sup>RO and the Centre for Economic Governance and AIDS in Africa (CEGAA) to help capacitate national and provincial government departments in the areas of financial management, costing, budgeting, and expenditure tracking for HIV, based on the team's experience in costing the Provincial Strategic Implementation Plans (PSIPs). To reduce duplication or overlap with similar initiatives, it was essential to map the institutions involved in technical support for financial management and to understand their programme areas and tools and the government departments they are working with. We conducted internet and literature searches to identify these organisations and their projects. A directory of health economists working in sub-Saharan Africa compiled by the Health Economics and AIDS Research Division (HEARD) at the University of KwaZulu Natal provided a database of actors in the health financing field more broadly.

### Findings

Overall, the mapping exercise identified 25 organisations involved in costing, expenditure tracking, and financial management capacity building of public entities. While many of their projects provide technical services in costing, budgeting, and expenditure tracking, fewer projects actually provide capacity building in these skills. The organisations working in each area are described below and listed in the table below.

### Expenditure tracking

Examples of expenditure tracking projects are exercises such as the World Bank's Public Expenditure Tracking Survey (PETS), UNAIDS' National AIDS Spending Assessment (NASA), and WHO's National Health Account (NHA) project, amongst others. Expenditure tracking projects have been contracted to local consultants such as CEGAA and the Health Economics Unit (HEU) at the

University of Cape Town. The Clinton Health Access Initiative (CHAI) has established the Annual Planning Tool for use by the national Department of Health (NDOH) to track all public-sector health expenditure.

### Costing and budgeting

Actors involved in estimating the costs of HIV/AIDS activities include CEGAA (AIDS2031 analysis in collaboration with Results for Development), HE<sup>2</sup>RO (ART and TB costing for the National Department of Health), Futures Group and Futures Institute (prevention activities costing), CHAI, and Strategic Development Consultants (Global Fund costing). A team consisting of staff from CEGAA, HEU, HE<sup>2</sup>RO, CHAI, SDC and Section27 took the lead in costing the National Strategic Plan for HIV and TB 2011-2016; a team from CEGAA, HE<sup>2</sup>RO, CHAI and SDC costed the PSIPs. Broadreach supports the districts in ensuring compliance with the Auditor General in terms of budgets and procurement processes.

### Capacity building

The Sexual HIV Prevention Program (SHIPP) project coordinated by Futures Group, Engender Health, the Centre for AIDS Development, Research and Evaluation (CADRE), and Futures Institute is helping to build financial management capacity at NDOH as well as the National Departments of Social Development (NDSD) and Basic Education (NDBE). For NDOH the focus of efforts is on costing HIV counselling and testing, medical male circumcision and human papilloma virus vaccination; for the NDSD, costing the department's HIV Operational Plan and OVC Action Plan; and for the NDBE, costing the department's HIV operational plan. These programmes identified the challenges faced by the South African government in terms of skills and capacity for financial management and seek to address these. Additionally, government has its own expenditure tracking systems and budget training programmes for programme managers in the different departments.

The table below describes the actors, projects and tools relating financial capacity building, budgeting, costing and expenditure tracking in South Africa.

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Organisation(s)	Project name (time period)	Focus of activities
<b>1. Expenditure tracking</b>		
CEGAA and R4D	PEPFAR expenditure analysis (pilot study) (2012-2013)	PEPFAR financial monitoring and expenditure tracking
SECTION27 and Budget Expenditure Monitoring Forum	Provincial and national budget monitoring (ongoing)	Analysis of national and provincial annual budget allocations for HIV
World Bank and HIV/AIDS Division in the Office of the Premier, KwaZulu Natal	Public expenditure tracking survey (PETS) of HIV/AIDS expenditure in KwaZulu-Natal (2012-2013)	Examined provincial and district level spending and outputs
Industrial Development Corporation (IDC)	Basic database of donor funding (ongoing)	Collecting data on donor funding
HEU	National Health Accounts (NHA) (2010)	Tracking all health sector spending
National Treasury	Tracking of donor funding to government (ongoing)	All donor funding activities
CHAI	Resource tracking using the Annual Planning Tool (APT) (2013)	Expenditure tracking of health spending of government and development partners
National Treasury	Estimates of national expenditure (ongoing)	Establish an information collection system on expenditure
<b>2. Costing</b>		
HE <sup>2</sup> RO	National ART Cost Model, South Africa (ongoing); National TB Cost Model, South Africa (ongoing)	Calculating the national- and provincial-level cost of ART provision 2009–2020 and of TB diagnosis and treatment 2011-2016
HEU, HE <sup>2</sup> RO, CEGAA, SDC, CHAI and SECTION27	The Costs of the National Strategic Plan on HIV and AIDS and STIs 2012-2016 (2011)	Costing of the National Strategic Plan on HIV and AIDS and STIs 2012-2016
CHAI	General costing activities (ongoing)	General costing activities
HEU, HE <sup>2</sup> RO, CEGAA, SDC, CHAI, UNAIDS and SECTION27	Provincial Strategic Implementation Plan (PSIP) costing (2012)	All resources required to deliver all aspects of the PSIPs, irrespective of provider
R4D, CEGAA, HE <sup>2</sup> RO, Department of Health and National Treasury	The Long Run Costs and Financing of HIV/AIDS in South Africa (AIDS2031, 2009)	Long-term costs and epidemiological impact of three scenarios for key HIV activities in South Africa
CEGAA, SDC, HE <sup>2</sup> RO and CHAI	Costing of HIV/AIDS and TB activities for submission of proposals to the Global Fund to Fight AIDS, TB and Malaria (GFATM)	Technical support to principal recipients, including government, of costing for Global Fund proposals
HE <sup>2</sup> RO	Innovations Research on AIDS (INROADS, 2012-2017)	Analysis of cost and outcomes of ART, HCT, TB treatment, and sexual and reproductive health interventions
R4D	Sustainable HIV/AIDS program financing in PEPFAR countries (ongoing)	PEPFAR financial monitoring and expenditure tracking
<b>3. Budgeting and planning</b>		
SECTION27 and Budget Expenditure Monitoring Forum	Provincial and national budget monitoring (ongoing)	Analysis of national and provincial annual budget allocations for HIV
Health Systems Trust	Benchmarks for non-negotiable goods and services delivered by provincial departments of health (2013)	Development and application of benchmarks for budgeting of non-negotiable goods and services for provincial departments of health
Health Policy Initiative (HPI) and Futures Group	KwaZulu Natal GOALS costing and modeling exercise (2013)	Supporting strategic planning at the provincial level by providing a tool to link programme coverage, impact and funding; possible replication in other provinces
Futures Group, Engender Health, Centre for AIDS Development, Research and Evaluation (CADRE), and Futures Institute	Sexual HIV Prevention Program (SHIPP) in South Africa (ongoing)	Assist in finalising and costing Department of Social Development (DSD) district-level multi-sectoral HIV/AIDS strategic plans
<b>4. Capacity building</b>		
Broadreach	Support to districts to be compliant with Auditor General requirements (ongoing)	Compliance capacity building for a few districts in Mpumalanga and Gauteng
Department of Health	National Department of Health Leadership and Management academy (ongoing)	Develop leadership and management skills in the healthcare sector
CHAI	General capacity building activities (ongoing)	General capacity building activities
HLPS and UK Department for International Development	Strengthening South Africa's Revitalised Response to AIDS and Health (SARRAH) (ongoing)	Catalytic funding and technical support to key partners in the national health and AIDS response
Johnson and Johnson with UCT's Graduate School of Business	Hospital Leadership Programme (ongoing)	To develop leadership and management skills in the healthcare sector

CEGAA, Centre for Government and AIDS in Africa; HE<sup>2</sup>RO, Health Economics and Epidemiology Research Office, University of the Witwatersrand/ Boston University; CHAI, Clinton Health Access Initiative; UCT, University of Cape Town; R4D, Results for Development; HEU, Health Economics Unit, University of Cape Town; SDC, Strategic Development Consultants

