



## Rebuilding Haiti: *People, Partnerships, Pride*

### Investing in Partnerships for Health Impact *A Model for other Sectors*



#### RECOMMENDATIONS TO DONORS:

**Management Sciences for Health (MSH) recommends that donors consider a successful two-pronged approach to development that has led to improved health in Haiti. The approach is grounded on working with the people of Haiti and fostering government leadership, working in partnership with NGOs, and taking pride in successes already accomplished:**

**PEOPLE:** In fragile states, constraints on governments often prevent them from simultaneously building their stewardship role and immediately expanding service delivery. In Haiti, success in the health sector resulted from a **two-pronged approach** to post-crisis health system development. The approach, developed by a four-way partnership between the Government of Haiti, the United States government, a network of Haitian and international NGOs (*Sante Pour le Developpement et la Stabilite d’Haiti*) (SDSH), and Management Sciences for Health, a nonprofit health group, is grounded in the principle that the Haitian government must ultimately lead the process and work together in partnership with NGOs and the private sector. The two-pronged approach included:

- a) **First, the partners restored leadership capacity** of the Ministry of Health to strengthen policymaking, convening, standard-setting, and coordination roles that uniquely belong to government.
- b) At the same time, **partners preserved, respected and built on existing local human resources, physical infrastructure, and health system elements already in place.** Partners worked with all existing service providers—public, NGO and private sector- to support and build their capacity to provide responsive, quality, community-based and facility-based preventative and curative care.

## **PARTNERSHIPS: Critical actions for success:**

- b) **Building leadership, governance, managerial capacity of the Ministry of Health at the national and departmental level.** Decentralization through integrated departmental planning—moving from many plans and actors in each department to one plan with committed partners
- c) **Forming collaborative relationships between Ministry of Health and Haitian community groups and NGOs working on health.** A **framework for coordination** was established with groups organized into clusters by service area, but integrated into one national health strategy. This framework, managed by MSH, worked well in Haiti 2005 for implementing PEPFAR funds from the US government.
- d) **Establishing a standard national package of basic health services** with necessary training and capacity building of local groups to manage implementation.
- e) **Utilizing performance-based financing for operating budgets created jobs.** Giving NGO and public sector providers a modest incentive for achievement of targets improved quality and outcome of care, increased efficiency, and rewarded innovation for meeting service targets.
- f) **Developing public-private partnerships is crucial to success.** In the past two years, more than \$10 million was secured in leveraged contributions to the health system from multiple partners in Haiti's commercial sector.

## **THE ACTION PLAN FOR RECONSTRUCTION AND NATIONAL DEVELOPMENT OF HAITI**

- g) According to the Action Plan, the health sector was least affected by the earthquake. MSH encourages **expansion of the health section of the Action Plan to include more comprehensive planning for primary care that also includes: maternal health, family planning and people living with HIV & AIDS and people infected with TB.**
- h) **MSH encourages the involvement of all stakeholders,** including NGOs and service providers, in the discussions on health going forward in the Action Plan.
- i) **The US government should take pride in the successes in the health sector that it has helped the Haitian Ministry of Health and Haitian NGOs achieve.** MSH suggests building on that success and recommends utilization of the two-pronged approach for government/NGO partnership for development of other sectors.

## **ADDITIONAL PRINCIPLES OF EFFECTIVE DONOR ENGAGEMENT IN FRAGILE STATES**

- promote transparency and accountability
- provide long term expert presence on the ground not short term consultancies
- promote local innovation and avoid creating barriers to local initiatives
- make a commitment to long-term financing and building
- build in flexible financing schemes such as performance or results-based financing
- coordinate with other donors

## HEALTH IN HAITI: Successes Before the Earthquake

**PRIDE:** Haiti’s Ministry of Health and Haitian health workers and community leaders can take pride in what they have accomplished, in partnership with the US government, USAID, MSH, and the people of the US. We should build on these successes. We do not have to start over.

### Health impact

1. **Primary health care coverage** for over 4 million inhabitants in all 10 departments (47% of the population) –servicing over 27 health NGOs, 147 MOH facilities, and 4,000 community health facilities.
2. In 2008-2009, for example, the SDSH network made an impact on **maternal health**, training and supporting over 4,000 traditional birth attendants. As a result, 45% of pregnant mothers had three prenatal visits, and 40% received a home visit within three days after giving birth. They also tested 49,196 **pregnant women for HIV**, and saw over half of those who tested HIV positive through the entire course of treatment to reduce the risk of HIV transmission to their babies.
3. The network also achieved significant improvements in **child vaccination**, increasing its coverage of DPT3 vaccines for infants by 26%.
4. **Vitamin A therapy** was provided to over 250,000 children to combat malnutrition.
5. By training and equipping 1,035 community health agents to **promote family planning**, the network contributed to a 24% increase in the use of modern contraceptive methods.
6. And by the end of 2009, the SDSH network had **scaled up antiretroviral treatment for AIDS to 2,077 patients** and **provided palliative care** to over 11,000 People Living with HIV & AIDS.
7. The SDSH network has also contributed to Haiti’s economic development by **creating jobs**. Almost **4,000 community health agents were employed** by public and private sector partners and the services of another 4,000 trained traditional birth attendants (*matrones*) were supported. Additionally, salaries were paid for over 1,150 facility based health providers.

### **A WISE INVESTMENT- EVIDENCE THAT THIS APPROACH ACHIEVES RESULTS**

MSH’s development of a public-private partnership in Haiti has led to “dramatic improvements in health indicators,”<sup>1</sup> including increases in immunizations, delivery by skilled birth attendants, and use of modern methods of family planning. These improvements took hold rapidly, as the World Bank observed, because “Performance based payment is a powerful way to hold NGOs accountable for results.”<sup>2</sup> NGOs that deliver services to 2.7 million people and are paid based on their performance have continued to improve and expand not only their own management abilities but also the services they deliver.<sup>3</sup>

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<sup>1</sup> David Adams, *Miami Herald*, Dec. 8, 2007.

<sup>2</sup> Rena Eichler, Paul Auxila, and John Pollock, “Output-Based Health care: Paying for Performance in Haiti,” Note No. 236, Aug. 2001, p. 4.

<sup>3</sup> Rena Eichler et al., “Haiti: Going to Scale with a Performance Incentive Model,” in *Performance Incentives for Global Health: Potential and Pitfalls*, eds. Rena Eichler and Ruth Levine. Baltimore, MD: Brookings Institution Press, 2009, pp. 165-88.

**“Our partnership with the Haitian Ministry of Health has proven that it is possible to build on the complementary strengths of governments, civil society, and the private sector and achieve significant health impact,”**

*Jonathan D. Quick, MD, MPH, CEO and President, Management Sciences for Health*

## **About Management Sciences for Health**

For over 30 years, MSH has been working in partnership with Haiti’s Ministry of Health and local partners to strengthen Haiti’s health system.

Our mission is to save lives and improve the health of the world’s poorest and most vulnerable people by closing the gap between knowledge and action in public health. Together with our partners, we are helping managers and leaders in developing countries to create stronger management systems that improve health services for the greatest health impact.

MSH takes an integrated approach to building high-impact sustainable programs that address critical challenges in leadership, health systems management, health service delivery, human resources, and medicines. Wherever our partnerships succeed, the positive impact of good health has a ripple effect, contributing to the building of healthy nations.

MSH works collaboratively with health care policymakers, managers, providers, and the private sector to increase the efficacy, efficiency, and sustainability of health services by improving management systems, promoting access to services, and influencing public policy.

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