Promising Social Accountability Approaches to Improved Health in Malawi: Evidence on What Works and What Doesn't from Case Studies

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Presentation Overview

- **Context:** SAcc Every Woman Every Child Learning Activity
- **Selection of case studies - CSC and MHEN**
- **Highlight two approaches studied**
  - Background
  - Process
  - Results
- **Lessons learned across approaches**
- **Moving forward**
Context: Social Accountability for Every Woman Every Child

• BMGF funded Project focused on accountability and advocacy
• Supporting country-led efforts to mobilize public demand for SAcc around RMNCAH
• Aimed to accelerate RMNCAH results for women and children by strengthening national mechanisms for greater accountability
• Overarching outcome – Increased transparency and accountability on health policies, financing and service delivery
Background on Case Selection Process

• Social Accountability forum convened May 2016
  ➢ Priority actions agreed e.g documentation and sharing of tools and strategies

• MCSP & UNICEF/MALAWI SAcc Case Studies

Background resources

• Political economy analysis (Anthrologica/UNICEF 2018)

• Global reviews of evidence (UNICEF 2018, Shanklin and Tan 2016) and tools (Wilcox and Shanklin 2017)
The USAID/MCSP Case Studies

<table>
<thead>
<tr>
<th>CSO</th>
<th>Approach</th>
<th>Systems-level interaction</th>
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</thead>
<tbody>
<tr>
<td>CARE and others</td>
<td>Community score card</td>
<td>Community</td>
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<td>Health provider</td>
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<td>District</td>
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<td>Malawi Health Equity Network (MHEN)</td>
<td>Health budget analysis, tracking, and training</td>
<td>District</td>
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<td>Health budget analysis</td>
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<td>Meetings with Parliamentary Health Committee, cabinet ministers, etc.</td>
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<td>CSO task force chair</td>
<td>National</td>
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Source: MCSP, August 2018
Methodology and Protocol

• Developed a common understanding and terminology for the national health system and its many elements

• Process mapping exercise that describes the logical flow of activities
  - Desktop review of available documentation
  - Sharing the documentation with relevant field personnel
  - Adding changes, and details to the map to provide a full descriptive summary of the approach
  - Individual interviews
Community Score Card

Partner: CARE
Community Score Cards - Background

• CARE developed CSC in 2002 in Malawi
  • Used to establish consensus on priorities for health in communities
  • Builds engagement, agency and mutual accountability
  • Broaden social change at scale
• Adapted by many organizations across sectors, implemented globally
• Different meanings of CSC
CSC for local, tactical and systemic change

1. Prepare:
   Adapt, Buy-in,
   Safe Space

2. Community:
   Listen, Prioritize &
   Score

3. Service Providers:
   Listen, Prioritize &
   Score

4. Interface:
   Discuss & Agree
   Actions

5. Repeat:
   Update &
   Learn

6. Engage high level decision makers

Local, tactical change

Systemic change
# Community Score Card sample

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Symbols</th>
<th>Outpatients</th>
<th>Pre-Natal Patients</th>
<th>Service Providers</th>
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</thead>
<tbody>
<tr>
<td>Performance measures from group</td>
<td>🙁</td>
<td></td>
<td></td>
<td>😞</td>
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<tr>
<td>Availability of drugs</td>
<td>😞</td>
<td></td>
<td></td>
<td>😞</td>
</tr>
<tr>
<td>Staff friendliness</td>
<td>😞</td>
<td>😞</td>
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<td>😞</td>
</tr>
<tr>
<td>Performance measures given</td>
<td>😊 - 😊</td>
<td>😊</td>
<td>😊</td>
<td>😊</td>
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<tr>
<td>5.1 Quality of staff</td>
<td>😊 - 😊</td>
<td>😊</td>
<td>😊</td>
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<td>5.2 Overall satisfaction with the service</td>
<td>😊 - 😊</td>
<td>😊</td>
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[Logos: coregroup, World Vision, PCI, FEED THE CHILDREN]
Results for all stakeholders

• **Engagement:** from passivity to leadership
• **Agency:** growing confidence + skills
• **Influencing:** by co-creation not ‘advocacy’
• **Learning:** about informal systems to achieve change
• **Mutual accountability:** service users as well as service providers and government systems
• **New connections:** listening, dialogue, openness & transparency
Illustrative Results

• Communities and districts worked to help build structures for some facilities.
• Communities adopted by-laws to improve community behavior.
• Some issues were referred to national platforms for policy and budgetary interventions e.g. staff, electricity.
National Health Budget Consultation, Analysis, and Advocacy

Partner: Malawi Health Equity Network (MHEN)
Background: National Budget Consultation by MHEN

• Network of 60 CSOs and individuals, founded in 2000
• Focus on Equity and Improvement of quality of health
• High level advocacy
• Close collaboration with Ministry of Finance and Ministry of Health
Process – Formulation, Budget Review, Approval, Execution, Monitoring and Oversight

- Conducted midyear budget review, advocated for increased health expenditure to MoFEPD.
- Budget analysis
- Monitors allocations and expenditures at district level.
- Coordinated meetings biannually with high-level MoH officials and Parliamentary Health Committees
- Coordinated dialogue between MOH & MoFEPD.
- Advocated through meetings & media
Produced policy briefs & media packets

Photo courtesy of Unicef/Malawi
Advocacy meeting with Minister of Health, Hon. Atupele Muluzi
Results

• Steady increase in health budget

Photo courtesy of Unicef/Malawi
Results

• The national health budget was increased by MWK 7.4 billion in the 2014–2015 fiscal year, through MHEN’s advocacy efforts with members of Parliament who were considered “health champions.”

• In the 2016-2017 fiscal year increase in the drug budget of MWK 1 billion (about USD 1.3 million).

• 14% nominal increase on health budget.
Needed for Success

• Strong facilitation
• Time to build trust and relationships
• Advocacy at multiple levels of decision-making
• Follow-up and follow-through
• Capacity to analyze complex budget documents
• Coordination across SAcc initiatives (tandem work)
• Mutual accountability & application of sanctions
• Align activities to Political Economy Analysis
Questions on how to move forward

- How can Sacc approaches complement each other?
- How to strengthen decentralized systems and actors with different levels of authority?
- How to systematically link citizen input and action to multiple levels of the system?

Photo courtesy of Unicef/Malawi
SAcc Roundtable in Malawi:
Participant Generated Themes with Recommendations
09/06/2018

Improving Integration, Collaboration, and Coordination across Stakeholders, Sectors and Levels

- Review coordination priorities and see if existing mechanisms are ‘fit for purpose’
- (Task Force on SAcc, Knowledge Exchange Network, TWG)
- Leverage convening power (particularly among government and funders) and create incentives to collaborate
- Exploring virtual platforms for sharing
- Advance collaboration and complementarity of approaches targeting multiple different levels

Deepening Decentralization

- Deepen understanding among civil society and donors on government policies
Listening and Closing Feedback Loops in Government and Non-State Actors Engagement with Citizens

- Unpack key conceptual issues related to accountability
  1) Vertical and horizontal accountability versus ‘social’ accountability
  2) Conflict of interest
  3) Role of civil society organizations

Enhancing Enforceability When Obligations Are Not Met

- Use coordination mechanisms and define ‘responsiveness’
- Maximize Malawi’s enforceability assets
- (Ombudsman system, Human rights Commission, access to information act. Etc)
For more information, please visit
www.mcsprogram.org

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