Cross-Sector Coordination in Practice

Ghana’s Intra-Country Coordination Committee to fight NTDs

Global Health Science and Practice Technical Exchange
April 21, 2021 – 12:15 EDT
Session Outline

1. Role of country ownership in shaping cross-sector coordination for NTDs
2. Technical framework for establishing a responsive cross-sector coordination platform
3. Revamp and revitalization of the Intra-Country Coordination Committee (ICCC) in Ghana
4. ICCC cross-sector collaborative approaches to oversee NTD programming and mainstream NTD interventions
Learning Objectives

• Understand the technical framework and systematic processes for establishing a cross-sector coordination mechanism to support the control and elimination of NTDs

• Reflect on how dedicated country ownership and commitment to cross-sector collaboration can effectively contribute to the long-term impact of a country’s NTD programming interventions
The Role of Country Ownership in Shaping Cross-Sector Coordination for the Fight Against NTDs in Ghana

Dr. Kofi Asemanyi-Mensah
Program Manager, Neglected Tropical Diseases Program (NTDP), Ghana Health Service (GHS)
Overview of Ghana’s Neglected Tropical Diseases (NTDs)

• The Ghana Neglected Tropical Diseases (NTD) Programme falls under the Disease Control Department within the Public Health Division of the Ghana Health Service (GHS)

• Key mandates of the NTD Programme
  i. Mass Drug Administrations (MDAs) for Prophylactic Chemotherapy (PC)
  ii. Morbidity Management and Disability Prevention (MMDP)
  iii. Social & Behavior Change Communication (SBCC)
Enablers of Country Ownership

**Forming the Right Partnership**

- Identifying partners within the Ghana Health Service and other relevant sectors to collaborate with
  - Intra-sectoral and inter-sectoral engagement
- Facilitating the process of engaging all relevant sectors to join in the fight of NTDs
  - e.g., Leading the country to conduct Landscape and Barrier Analysis in the NTDs framework
- Identifying challenges which could be addressed with the right collaborators
Enablers of Country Ownership

High-Level Advocacy/Engagement

• Exploring platforms available to advance the course of cross- and intra-sector coordination
  - e.g., Engaging Senior Managers for buy-in, commitment and support using existing platforms such as Senior Managers Meeting (2x a year), Health Summit, Annual Reviews (National, Regional, District)

• Engaging high-level policy and decision-making authorities at the ministerial level for buy-in and commitment (MOH, MLGRD, MSWR)

• Routine communication and information-sharing on the work of the ICCC at all levels to be an integral part of the health system with respect to NTDs
Enablers of Country Ownership

Resource Mobilization

• Country to own process of funding the ICCC operations through advocacy
  - e.g., Having ICCC well budgeted for under the MOH and GHS budget allocation

• Development of concept notes and proposals to seek funding from partners to further facilitate the work of ICCC towards fully mainstreaming and integrating NTDs into the health system
Enablers of Country Ownership

**Monitoring, Evaluation, Research & Learning**

- Monitoring the work of the ICCC against set objectives through periodic evaluation sessions
- Documenting lessons for learning
- Data Management - Data collection, processing, dissemination among relevant actors and partners for informed decision-making
- Generation of evidence-based policy reforms and integration advocacy on NTD for use by the ICCC for policy advocacy
Enablers of Country Ownership

Alignment of Expert Committees

- Facilitating and strengthening the alignment of all Expert Committees on NTDs to the ICCC to improve coordination, interventions delivery, etc.
- GOEC and SCH/STH Expert Committees provide expert advice to the NTD Programme
- Communication is important between various structures, and it’s critical for alignment with main ICCC to avoid duplication and maximize efforts
Conclusion

• Need to identify cross-sector collaborators and the impact they can make
• Need to streamline functions and roles of various committees to be in line with the main ICCC
• Resource mobilization and data management is fundamental to the work of the ICCC
• Country ownership in shaping cross-sector coordination for the fight against NTD in Ghana is crucial
Thank you
Presentation Outline

1. Sustainability framework
2. Multisectoral technical approach
   i. Contextualized inputs
   ii. Technical framework
   iii. Key elements
   iv. Roadmap development framework
   v. Post roadmap actions and process
Supporting activities across six functional areas:

- **Financing**: Government mobilized sufficient domestic funding to support NTD programing needs.
- **Services**: Deworming and morbidity management services provided through existing and emerging community and facility platforms.
- **Information Systems**: NTD data and indicators included in information systems.
- **Operational Capacity**: NTD resources related to health and education systems optimized.
- **Policy & Planning**: National health and education policies integrated and institutionalized core NTD functions.
- **Coordination**: Multi-sector coordination of NTD programs institutionalized.

Contextual factors shaped by political will, community demand, and gender and social dynamics.

Generating six sustainability outcomes:

- Sustained Control of SCH and STH
- Sustained Elimination of LF, TR, and OV

Contributing to program goals.
Multisectoral Technical Approach: Overview

1. Contextualized Inputs
2. Framework Development
3. Roadmap Development
4. TOR Development
5. Administrative Validation
6. Official Launch
7. Action Plan Development
**Process: Contextualized Inputs**

- **Literature Review**
  - 199 full-text articles reviewed
  - No existing framework for institutionalized platform

- **Country/Epi Profile**
  - Identification of relevant cross-sector stakeholders
  - Explored country context

- **Sensitization Meeting**
  - Identified priorities for cross-sector coordination
  - Developed long-term vision for sustainability

- **Stakeholder Landscape Analysis**
  - Organizational network analysis of key stakeholders

- **Cross-Sector Barrier Analysis**
  - Explored barriers and opportunities for coordination and existing mechanisms

- **Findings Validation Workshop**
  - Component of iterative, participatory review and country-owned validation process

**OUTPUT:** Contextualized profile of country’s cross-sector priorities
Scenario 1:
Dormant Multisector Platform to Revamp
Country-led process where NTDP and MOH utilized stakeholder mapping and barrier analysis to identify contextual challenges hindering the cross-sector coordination platform. Priorities for the revitalization of a multisector coordination platform are identified. Cross-sector stakeholders contextualized roadmap and TOR to existing challenges and reconstituted membership and governance structure.

Scenario 2:
New Multisector Platform to Establish
Country-led process where MOH engaged high-level leadership for political buy-in. NTDP prioritizes interventions and define approaches for integration. Cross-sector stakeholders are mobilized to prioritize core NTD functions for collaboration. Landscape and barrier analysis identified challenges and opportunities to garner support from key sectors not currently involved in NTD activities.

OUTPUT: - Roadmap Template
- Key Elements for Cross-Sector Coordination
Roadmap Framework

**Vision Statement:**
What is the shared vision of this collaboration mechanism for what it will achieve?

**Governance:**
Where is the mechanism housed?

**Membership:**
Who will be the members of the collaboration mechanism?

**Structure:**
What is the structure of the collaboration mechanism?
Roadmap Framework

Prioritization:
What are the priorities of the collaboration mechanism by domain?

Objective:
What objectives need to be set per priority to fulfill the desired outcomes?

Activities:
What activities need to be done to achieve the objectives?

Collaboration:
What are the collaboration processes for the cross-sector mechanism?
Post Roadmap Actions and Process

**TOR Development**
- Iterative, participatory consultation process
- **OUTPUT**: Finalized TOR submitted to MOH

**Administrative Validation**
- Highly contextualized, continuous engagement and advocacy
- **OUTPUT**: Signed TOR or Ministerial Decree + Nominated representatives

**Official Launch**
- Swearing-in of platform representatives
- **OUTPUT**: Renewed commitment to cross-sector collaboration

**Action Plan Development**
- Representatives identify strategies and resources for long-term sustainability
- **OUTPUT**: Action plan + Budget + M&E Plan
Technical Application and Consultative Process Used to Revamp the Intra-Country Coordination Committee (ICCC) in Ghana

Irene Dzathor
Cross-Sector Coordination Manager, Act to End NTDs | West Program
World Vision Ghana
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Presentation Outline

• Rationale for Revamping Ghana’s Intra-Country Coordination Committee (ICCC)
• Technical inputs- Findings from Landscape and Barrier Analysis
• Roadmap Development
• Post-Roadmap Consultative Processes
Rationale For Revamping Ghana’s Intra-Country Coordination Committee (ICCC)

- Stemmed from stakeholder sensitization meeting in May 2019
- Ghana Health Service leadership had expressed the need to revamp the ICCC owing to its importance for NTD programming
- It is in line with the Ghana Beyond Aid agenda of the country
- It is in line with the USAID Sustainability Framework (mainstreaming NTDs into health system)
Technical Inputs
## Landscape and Barrier Analysis

### Ghana Respondents (n=41)

<table>
<thead>
<tr>
<th>Ministries</th>
<th>Region Health Dir</th>
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<tbody>
<tr>
<td>MOH</td>
<td></td>
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<tr>
<td>NTD P</td>
<td>District Health Dir</td>
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<tr>
<td>Buruli</td>
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<tr>
<td>DCD</td>
<td></td>
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<td>NMCP</td>
<td>MESTI</td>
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<tr>
<td>MNCH</td>
<td>MWR &amp; Sanitation</td>
</tr>
<tr>
<td>Health Prom.</td>
<td></td>
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<tr>
<td>Nutrition</td>
<td></td>
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<tr>
<td>Child Health</td>
<td></td>
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<tr>
<td>PPME</td>
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### UN
- WHO
- UNICEF

### Coordinating Bodies
- CONIWAS
- Intervention Forum

### NGOs / IPs
- FHI360
- AIM Initiative
- Deloitte
- World Vision
- Sightsavers
- SNV
- SMAid
- GrowthAid
- New Energy

### Advisory
- NTD Ambassador
- Noguchi Memorial Medical Research Institute
- CDA
Organisational Network Analysis
### Landscape and Barrier Analyses Key Findings

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dormant coordination mechanism on NTDs resulting in multiple planning processes that are sometimes counterproductive</td>
<td>Ghana’s decentralized health system can support collaboration between GHS units at the Regional and District level (more easily than at the national level), the structure exists and can be leveraged</td>
</tr>
<tr>
<td>Limited advocacy and communications strategy on NTDs resulting in missed opportunities to raise awareness/understanding of NTDs and their impact on public health and economic growth</td>
<td>Strategic communication and advocacy at select meetings can help garner support for NTD elimination and control—e.g., the annual Health Summit, annual GHS Program Reviews, and public health retreats</td>
</tr>
<tr>
<td>Fragmentation of NTD program limited resources (main &amp; 3 other NTD programs)</td>
<td>The profile of NTD Program can be raised by joining existing coordination groups like CONIWAS and malaria coordinating groups</td>
</tr>
<tr>
<td>Limited national level coordination of regional programing resulting in missed chances to collaborate with other mass health campaigns</td>
<td>Revision of nurse/midwife pre-service training curricula can create wider understanding of NTD messaging, management, and control without the need for costly in-service training</td>
</tr>
<tr>
<td>Low visibility of NTD profile and awareness in the country and limited representation of NTD functions at strategic coordinating groups</td>
<td>Linking more deeply to Ghana's strong monitoring system (routine data and surveillance) could help increase awareness/profile of NTD</td>
</tr>
<tr>
<td>Relevant partners from the WASH, Malaria, Nutrition, and Health Promotion are not routinely participate and/or advise on how their programs could support the NTD program</td>
<td>Research institutions interested in partnership with the NTD program can provide high level technical support/advice on best approaches to control schistosomiasis and STH in the Ghanaian context.</td>
</tr>
</tbody>
</table>
Consultative Processes

- **February 2020** – A two-day dissemination and validation meeting of Landscape and Barrier Analysis report using group modelling discussions to define Ghana’s cross-sectoral approaches

- Inputs generated from dissemination and validation workshop served as the core resource for the roadmap development workshop

- **February 2020** – A multisector workshop organized for the development of ICCC roadmap

- Key stakeholders present were from Ministry of Sanitation and Water Resources (MSWR), Health Promotion Division, Ghana Education Service-School Health Education Program, Policy Planning Monitoring and Evaluation Division, NTD PC/CM programs
Roadmap Process

**Governance Structure**
- ICCC Shared Vision
- Membership – using stakeholder mapping
- ICCC mandate discussion – using Barrier and Opportunities framework
- Organisational Structure

**Prioritization Setting**
- (Why, Who, Where, When & How)
Roadmap: Workplans and Budgets

Development of 1\textsuperscript{st} draft ICCC workplans and budgets

• Identification of key interventions under prioritized objectives by domain
• Key deliverables
• Priority (short, medium, or long term)
• Responsibility in leading the intervention
• Funding source
TOR Development

- **February 2020**
  - Review of 1st draft Terms of Reference (TOR) by a smaller cross-sector stakeholder group

- **March 2020**
  - Finalization of TOR with key inputs from reviewers

- **April 2020**
  - Approval of TOR by the NTDP Managers
  - Development of a concept note on revamping to the Director General of the GHS by NTDP Managers
  - Submission of TOR for review by the Director General of the GHS and onward submission to the Minister of Health
Approval to Relaunch

- Minister of Health approved for the ICCC to be revamped
- Nomination letters of key representatives from different sectors to serve on ICCC sent by the Minister of Health to all sectors proposed to serve on ICCC
- Orientation of ICCC members and reviewing and updating of ICCC workplans and budgets
- Official relaunch of ICCC by the Minister of Health
Thank you
Intra-Country Coordination Committee (ICCC) Cross-Collaborative Approaches to Oversee NTD Programming and Mainstreaming of NTD Interventions within Ghana’s Health System

Dr. Hafez Adam Taher

Chairman, Ghana Intra-Country Coordination Committee (ICCC) for NTDs
WHO 2021-2030 Roadmap For Neglected Tropical Diseases

### Overarching global targets for 2030

<table>
<thead>
<tr>
<th>Percentage reduction</th>
<th>Percentage reduction in disability-adjusted life years related to neglected tropical diseases</th>
<th>Number of countries having eliminated at least one neglected tropical disease</th>
<th>Number of neglected tropical diseases eradicated</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%</td>
<td>75%</td>
<td>100</td>
<td>2</td>
</tr>
</tbody>
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### Cross-cutting targets for 2030

<table>
<thead>
<tr>
<th>Integrated approaches</th>
<th>Multi-sectoral coordination</th>
<th>Universal health coverage</th>
<th>Country ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>100%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Integrated treatment coverage index for preventive chemotherapy</td>
<td>Access to at least basic water supply, sanitation and hygiene in areas endemic for neglected tropical diseases – to achieve targets 6.1 and 6.2 of Sustainable Development Goal 6</td>
<td>Share of countries including neglected tropical disease interventions in their package of essential services and budgeting for them</td>
<td>Share of countries reporting on all relevant endemic neglected tropical diseases</td>
</tr>
<tr>
<td>40</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Number of countries that adopt and implement integrated skin neglected tropical disease strategies</td>
<td>Share of the population at risk</td>
<td>Share of countries with guidelines for management of neglected tropical disease</td>
<td>Share of countries collecting and reporting data on neglected tropical diseases disaggregated by gender</td>
</tr>
</tbody>
</table>
Ghana’s Intra-Country Coordination Committee (ICCC) for NTDs is an advisory body on neglected tropical diseases.

Prior to revamping the ICCC in October 2020, the existing ICCC for NTDs had been dormant since 2018 in delivering its core mandates due to the absence of:

- A clear coordination mechanism
- A detailed work plan to guide its implementation.

Revamping of the ICCC would allow for inclusion of all relevant sectors.
Composition and Governance Structure

- Members of the ICCC are drawn from several different sectors including education, finance, agriculture, private sector, research, academia, media, water, sanitation and hygiene (WASH), and CSOs.
- The Ministry of Health hosts and chairs the ICCC, and the NTDP of the Ghana Health Service provides secretarial support.
- Three (3) sub-committees sit under the ICCC governance structure:
  - Technical
  - Advocacy, Communication and Social Mobilization (ACSM)
  - Resource Mobilization
ICCC Governance Structure Organogram

- Ghana Oncho Expert Committee (GOEC)
- SCH/STH Expert Committee
- Advocacy & Communication Sub-Committee
- Technical Sub-Committee
- Resource Mobilization Sub-Committee
- Regional Health Directorates
- District Health Directorates
- Sub-District Health Teams
- Community Health Committees

- National Convening Body
- ICCC Structure
- Existing Government structures at all levels
- Expert Committee
- Direct/Main Communication Lines
- Partial Communication Lines
Objectives of the ICC

• To advise the program on all technical issues pertaining to the elimination of NTDs

• To provide overall oversight in ensuring cross-sector coordination and collaboration for NTD programmes in Ghana

• To provide national advisory on integrating NTD programming, resource mobilization and advocacy into the national health system for sustainability

• To oversee the implementation and monitoring of the NTD sustainability plan and priorities
Cross-Collaborative Approaches

• **High level engagement and advocacy at different sector platforms**
  - E.g., ICCC sub-committee on health supported the 2021 World NTD Day celebration with advocacy and key messaging
  - NTDs now KPIs for District Directors of Health – in progress, etc.

• **Culture of information-sharing from sectors**: This facilitates the identification of opportunities within sectors relevant to NTDs for integration

• **Data review for integration**: The ICCC is currently looking at NTDs and WASH data to foster data merge for informed decision making
  - E.g., a data merge can facilitate discussion on using NTD endemicity for allocating WASH infrastructure at the community level
Cross-Collaborative Approaches

- **Financing/resource mobilization**: Interrogating sector budgets and advocating for the inclusion of NTDs into sector budgets

- **Reviews and evaluations**: To be part of programme annual planning and review to appreciate milestones, challenges and charting a positive way forward

- **Learning events**: Seek to participate in learning events of all relevant sectors with respect to NTDs and continue to advocate for cross-sector coordination and mainstreaming of NTD interventions to other sector routine interventions
Thank you
Q&A