HEALTH CAMPAIGN
EFFECTIVENESS COALITION

HCE Coalition 2022 Action Plan
Version Date: February 2022
Executive Summary

This document describes the 2022 Action Plan of the Health Campaign Effectiveness (HCE) Coalition. The HCE Coalition was established in 2020 to foster learning and systems change. It brings together country leaders, donors, multilateral organizations and NGOs from several large-scale health campaign domains (e.g. immunizations, polio, malaria, NTDs and vitamin A supplementation), as well as specialists in health systems, ethics, and health economics. The Coalition’s goal is for country health systems to meet their objectives through highly effective and equitable use of campaigns, planned and delivered in conjunction with ongoing health services that reach all populations targeted for the intervention(s). The Coalition supports research that fosters the testing and replication of promising and evidence-based campaign practices. It develops guidelines, tools and approaches so health programs can improve collaboration between and among different campaigns and with country primary care health systems. The Coalition advocates for policy alignment and collaboration between global partners and countries on campaign funding and support.

Following the Second Annual HCE Coalition meeting in October 2021, the Leadership Team met in November 2021 to review progress and help guide the HCE Coalition work plan for 2022.

Specific activities proposed at the Leadership Team meeting included:

- Identify and address barriers to campaign financing to better promote campaign collaboration, integration and alignment with PHC services.
- Support a small number of focus countries to strengthen campaign collaboration, effectiveness and delivery outcomes.
- Expand campaign integration resources and develop normative guidance and tools.

HCE Coalition Strategic Approaches

The Coalition employs three broad strategic approaches to achieve the outcomes, outputs and activities identified in the HCE Coalition theory of change, available here.

1. **Form a first-of-its-kind cross-campaign coalition to foster learning, collaboration and systems change, which positions country leaders at the helm.**

   The HCE Coalition launched in mid 2020 and by the end of 2021, more than 920 individuals had engaged\(^1\) with the Coalition. The Coalition governance structure, which currently includes the Leadership Team, Scientific and Technical Advisory Committee “STAC” and Campaign Integration Working Group “CIWG”, has broad representation from global, government (Ministry of Health/MoH), nongovernmental, private sector organizations, and academic institutions from the various campaign domains and regions. The collaborative products produced by governance groups advocate for change, apply expert knowledge to decision making, and respond to information needs expressed by the broader Coalition. For example, the CIWG developed a campaign integration decision tool, which will be expanded into an on-line version in 2022. In 2022, the Coalition will continue to spur and foster collaboration, learning, and the collaborative development of resources and growth of the Coalition-supported compendium of resources.

\(^1\) “Engaged individuals” are individuals who have attended HCE meetings or events, participated in governance groups, received research awards, accessed HCE resources or signed up for the newsletter.
2. **Support implementation research that fosters the identification, testing, evaluation and replication of evidence-based campaign practices, delivery models, tools and approaches which are relevant and acceptable to country health programs.**

In 2020 and 2021, the HCE Coalition Scientific and Technical Advisory Committee (STAC) convened and worked with the HCE Program Office and CIWG to develop the Coalition [Research and Learning Agenda (RLA)](#). The RLA informed the HCE-funded portfolio of 20 [Implementation Research (IR) projects](#) to identify and test promising campaign and systems-strengthening practices. In 2022 the HCE Coalition will fund an additional six research projects. HCE is working with country research teams studying collaborative planning of campaign integration and delivery effectiveness to highlight key learnings and synthesize and disseminate findings, and will continue to support countries to adopt promising practices, and develop campaign guidance and tools based on research outputs.

3. **Advocate for policy alignment and collaboration between global partners and countries on campaign funding and support.**

In 2020 and 2021, the HCE Coalition received buy-in and foundational support from key stakeholders in campaign policy and funding. In 2022, the Coalition will facilitate the analysis of current financing policies and creation of an action plan around global campaign funding. The goal is for campaign donors to align around necessary changes to their campaign financing policies that will enable countries to better collaborate across campaign domains, integrate (either partially or fully) their planning, delivery, and evaluation of campaign processes and services, including the digitization of campaign components.

Based on the strategic objectives of the HCE Coalition and progress made to-date, and the inputs from the November 2021 Leadership Team meeting, the following Action Plan is proposed for 2022 (overview included on page 3; details included on pages 4-6).
### 2022 Outcome #1
Action plan to implement priority financial changes that will incentivize cross-campaign collaboration and promote stronger country health systems agreed to by key campaign funding organizations.

**Outputs**
- Financial barriers, bottlenecks and bureaucratic obstacles to campaign collaboration/integration identified and shared with campaign funders.
- Opportunities to overcome barriers and necessary revisions to campaign financing strategies identified by campaign funders and country leaders.
- Action plan endorsed by key funders addressing the highest priority actions to improving campaign financing practices.

**Activities**
- Conduct Campaign Financing landscape analysis.
- Convene campaign donors and financing stakeholders, and country representatives, to develop an action plan that addresses highest priority opportunities to incentivise collaboration between campaign programs.

### 2022 Outcome #2
Framework or tool for establishing country-based campaign coordination bodies/entities (e.g., joint or intersectoral planning committees) enables collaboration across programs.

**Outputs**
- Country guidance or framework document developed for country-based campaign coordination entities, outlining the essential functions of the hub, recommendations for country implementation, and options for developing such a planning hub.
- Lessons learned and approaches to developing country-level campaign coordination entities documented and shared by countries.

**Activities**
- Convene country leaders with experience and/or interest in establishing such integrated planning capacities.
- Draft framework or guidance document that countries can use to develop and implement a campaign planning entities.

### 2022 Outcome #3
Campaign integration promising practices and principles identified by the HCE Coalition and endorsed/promulgated by WHO, UNICEF, Global Fund, Gavi, CDC, campaign implementing partners and focus countries.

**Outputs**
- Set of promising practices, lessons learned and actions needed for campaign integration identified.
- Promising practices and approaches socialized and published.
- Emerging research and learning gaps and opportunities identified in an updated Research and Learning Agenda.

**Activities**
- Synthesize enabling and hindering factors, promising practices, lessons learned from HCE research projects.
- Identify research and learning/knowledge gaps; advocate for funding to support additional HCE implementation research in countries.

### 2022 Outcome #4
Campaign resources developed, shared and used by Coalition members to inform targeted planning and delivery of services.

**Outputs**
- Campaign integration tools and resources expanded.
- “Campaign to PHC delivery” decision-support country experiences and tools for coordinating with and transitioning campaigns to PHC services.

**Activities**
- Support HCE workgroups to address different campaign components and develop joint resources.
- Strengthen Coalition partnerships with representatives from WHO and MoHs, including those with HSS/PHC roles.
- Host learning events and expand compendium of knowledge products.
HCE Coalition 2022 Action Plan - Details

Campaign financing policies & practices
Purpose: To remove disincentives and barriers to campaign collaboration and integration and develop supportive financing policies and practices.

Outcome I.
Actions identified and plan agreed to by key campaign funding organizations to implement priority financial changes that incentivize cross-campaign collaboration and promote stronger country health systems

Outputs:
- Financial barriers, bottlenecks and bureaucratic obstacles to campaign collaboration/integration identified, documented and shared with campaign funders
- Opportunities to overcome barriers and necessary revisions to campaign financing strategies identified by campaign funders and country leaders
- Action plan addressing the highest priority actions to improving campaign financing practices agreed to by key campaign donors with timeline for implementation

Activities:
1. Conduct campaign financing landscape analysis in collaboration with key campaign donors such as Gavi Vaccine Alliance, The Global Fund, Bill & Melinda Gates Foundation and input from a select number of country stakeholders. (Q1)
2. Convene campaign donors and financing stakeholders, including country representatives, to identify the factors that create disincentives for countries to integrate and collaborate on campaigns, discuss ways to overcome barriers and develop an action plan. (Q2)
3. Support implementation of the campaign financing action plan (Q3-4)

Country Campaign Coordinating Bodies
Purpose: To provide guidance and support to countries/regions interested in forming campaign coordination bodies that facilitate inter- and cross-sectoral collaboration and planning for integrated campaigns.

Outcome II.
Framework or tool for establishing country-based campaign coordination bodies/entities (e.g., joint or intersectoral planning committees) enables collaboration across programs

Outputs:
- Country guidance or framework document developed for creation and implementation of country-based campaign coordination bodies, committees or similar structures, outlining the essential functions of the entity, requirements for country implementation (e.g., necessary authorities, funding, organizational locus, etc.) and suggesting several options for developing such a planning or coordination body based on country and campaign context.
Tools, lessons learned and approaches to developing country-level campaign coordination bodies or similar cross-campaign structures documented and shared by countries

Activities:
1. Identify country leaders (3-6 across different regions) who have experience and/or interest in establishing campaign coordination bodies or similar integrated planning/coordinating structures. (Q1-2)
2. Work with countries to draft framework and guidance documents that countries can use to launch their own campaign coordinating entities. (Q3)
3. Support countries to share and document their experiences in developing campaign coordinating bodies/structures and engaging in collaborative planning, financing and implementation of campaigns. (Q3-4)

Campaign Integration Promising and Evidence-based Practices

Purpose: To build the evidence base on practices that enable countries to plan and implement integrated (partial and co-delivery) campaigns, document changes in outcomes, and support the adoption of promising practices.

Outcome III.

Campaign integration promising practices and principles are identified by the HCE Coalition and endorsed/promulgated by WHO, UNICEF, Global Fund, Gavi, CDC, campaign implementing partners and focus countries

Outputs:
- Set of promising practices, lessons learned and actions needed for improved campaign collaboration and integration of campaign components across different country health systems and context
- Promising practices socialized and published
- Emerging research and learning gaps and opportunities identified in an updated Research and Learning Agenda

Activities:
1. Synthesize enabling and hindering factors, promising practices, lessons learned from HCE research projects (Q1-3)
2. Support the HCE sponsored implementation research projects in campaign integration, transitioning campaign services with PHC; initiate 6 new studies in campaign costing, community factors around zero dose/never treated populations; piloting of delivery outcomes beyond coverage, and an expanded country profiling of campaign integration experiences (Q1-4)
3. Work with HCE Governance structures, their respective organizations, and HCE research partners to disseminate and promulgate lessons learned and promising practices for adoption (on-going)
4. Identify research and learning/knowledge gaps; advocate for funding to support additional HCE implementation research in countries (Q4)
Practical Resources, Tools, and Guidance for Campaign Planning and Delivery

Purpose: To support countries in decision making during the planning and implementation of campaigns by providing tools, resources and opportunities for knowledge sharing and learning

Outcome IV.

Campaign resources developed, shared and used by Coalition members to inform targeted planning and delivery of services

Outputs:
- Campaign integration resources
  - Country “use cases” of the Campaign Integration Decision Tool--decision factors for integration identified
  - Online, interactive integration decision tool developed and piloted for use in 5 countries
  - M&E and campaign digitalization promising practices and tools (e.g., real-time monitoring, identification of zero dose/never treated communities, microplanning & digital tools, outcomes beyond coverage)
  - Advocacy resources for campaign integration at the country level (the case for campaign integration, messaging)
- Campaign to PHC transition case studies and tools developed to support decision making for transitioning campaigns to PHC services, including epidemiological, contextual and HSS factors for consideration for integrating campaign processes and transitioning of campaigns to primary health care system (PHC), and ways campaigns and PHC systems can strengthen each other

Activities:
1. Support workgroups (e.g. campaign digitization, campaign integration) in collaboration with HCE partners to develop additional campaign integration decision tools and resources (Q1-3)
2. Strengthen Coalition partnerships with representatives from WHO and MoHs, including those with HSS/PHC roles, and engage them in the development and promotion of coalition resources. Garner commitment to participate in workgroups. (Q1-4)
3. Host learning events and participate (notably the various workgroup members and country research teams) in external partner events to share resources and experiences (Q2-4)
4. Expand HCE’s compendium of knowledge products and communication materials for partners and countries use for decision making (Q3-on-going)