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INTEGRA: HEALTH SECTOR

Advancing an integrity agenda to
improve health services

In partnership with UNDP's HIV
and Health team



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INTEGRA: HEALTH SECTOR

IN BRIEF

Integra: Health Sector seeks to advance an integrity and transparency agenda in the health sector as a core strategy to improve health outcomes. Grounded in international best practices in health systems strengthening and anti-corruption, Integra provides a **holistic framework** to diagnose integrity gaps, mobilize stakeholders across government and civil society, and strengthen health governance systems.

By facilitating the introduction of new approaches to risk management, accountability, and other institutional measures, Integra contributes to ensuring that health services are delivered more effectively and equitably. This integrated approach enables governments **to mitigate the risks of leakages and fraud, improve health care quality, and rebuild citizens' trust** in public health care institutions, ultimately contributing to better health for all and progress toward Universal Health Coverage and the Sustainable Development Goals.

THE CHALLENGE

Across many countries, health care delivery is undermined by systemic integrity gaps. Resources often fail to reach end beneficiaries due to leakages, fraud, and inefficiencies—with an estimated US\$560 billion lost annually due to corruption in the health sector. In some contexts, studies suggest that as much as 80% of non-salary health expenditures fail to reach frontline facilities. Such mismanagement directly translates into poorer health outcomes—from medicine stockouts and declining vaccination rates, to delays in life-saving treatments. Critically, these failures in governance also erode citizens' trust in public institutions.

The health sector's complexity—its vast budgets, intricate supply chains, and multiple actors—creates an ecosystem with multiple “pain points” and integrity risks. These vulnerabilities are often exacerbated during crises (as seen during the COVID-19 response) when fast decisions and large expenditures increase integrity risks.

Traditionally, efforts to address these problems have been piecemeal. Anti-corruption units or audits may flag problems, and health sector reforms might focus on technical fixes—but without a systems approach, the root causes, and risk drivers, remain.



THE OFFER

Integra: Health Services is UNDP's integrated solution to address these challenges: it moves beyond one-off interventions and delivers a system-wide approach to address integrity risks across the health sector's value chain. Developed and delivered jointly by the UNDP's GPGS and Health teams, **Integra** works with ministries, oversight bodies, and civil society organizations to embed anti-corruption and transparency measures into health service delivery.

Key elements of the **Integra** approach include the systemic diagnosis of integrity vulnerabilities through robust, multi-stakeholder, risk assessments; policy and legal reviews; hands-on capacity-building and training; advocacy and engagement with civil society organizations; and the leverage of digital technologies and AI for greater, and more cost-effective, outreach and impact. These components are implemented in tandem—not in isolation—ensuring that improvements in one area (for example, transparent procurement processes) are reinforced by progress in others (such as stronger audits and active citizen oversight).

Together, these measures contribute to reduced waste and fraud, more efficient use of health funding, and better quality services for end-users.



KEY COMPONENTS OF THE INTEGRA APPROACH

COMPONENT	WHAT IT INVOLVES
Integrity risk assessments	Comprehensive mapping of transparency gaps and integrity risks in the health system – analyzing financial flows, procurement processes, supply chains, and service delivery protocols to identify where resources are most at risk.
Policy, legal and/or regulatory reform	Strengthening policy and regulatory frameworks that impinge on health systems performance– for instance, in budgeting, procurement, and financial management, oversight mechanisms, audit protocols, etc.
Organizational strengthening & capacity building	Training and mentoring for health officials, hospital managers, procurement officers, and auditors in anti-corruption practices, ethical standards, and effective use of data. Promoting a culture of integrity and accountability within health institutions through leadership engagement and advocacy.
Community mobilization	Empowering civil society, patients, and communities to monitor health services and budgets. Setting up feedback and grievance redressal mechanisms, and provision of support to community-led monitoring initiatives.

WHAT UNDP PROVIDES

Through Integra: Health Sector, UNDP's GPGS and Health teams provide end-to-end support to address systemic governance challenges in the health sector, including through interventions such as:

- ▶ **Multi-stakeholder facilitation:** Bringing together health, governance, and oversight actors to identify key integrity risks and co-design actionable roadmaps to mitigate such risks.
- ▶ **Technical Assistance and Advisory Services:** Supporting reforms aligned with international standards—including in areas pertaining to transparency and access to information, procurement and supply chain management.
- ▶ **Capacity development:** Building practical integrity and risk-mitigation skills among public officials, health workers, and civil society.
- ▶ **Digital innovation:** Introducing digital and AI-enabled tools—such as e-procurement and real-time tracking tools for health supplies—to improve transparency and efficiency.
- ▶ **Knowledge exchanges:** Enabling learning to share, adapt, and scale effective approaches to address integrity risks in the health sector.

KEY PARTNERS

Integra: Health Sector is a collaborative initiative that brings together a broad coalition of partners. It engages with key government institutions—such as Ministries of Health and Finance, anti-corruption commissions, and oversight bodies—alongside sub-national health authorities. Non-governmental and civil society organizations are also key stakeholders: they play a critical role in ensuring that end-user needs inform intervention design, and are central to social oversight and community-led monitoring initiatives.

Within UNDP, the GPGS and Health teams jointly deliver *Integra*, combining governance and health systems expertise. The initiative, together with UNDP Country Offices, also works with technical partners such as the World Health Organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, and is supported by member states—including Denmark, Luxembourg, and the Republic of Korea—through UNDP Funding Windows.

INTEGRA: HEALTH SECTOR IN ACTION

The Integra approach has already been piloted in several countries.

For example, in [Angola](#) (2025), UNDP partnered with the Ministry of Health and the Global Fund to Fight AIDS, Tuberculosis and Malaria to integrate community-led monitoring in business processes across the health supply chain in pilot locations. These efforts are helping to ensure that health supplies, including life-saving drugs, reach communities and health facilities— while also contributing to maximizing the impact of Global Fund investments.

Meanwhile, in [Zimbabwe](#) (2025), Integra has supported the conduction of a Multi-Stakeholder Integrity Risk Assessment (MS-IRA) for the health sector. This process is helping to identify priority integrity gaps and to develop an actionable roadmap for key decision-makers.

The experiences in both Angola and Zimbabwe illustrate how a systemic, multi-stakeholder approach— addressing multiple fronts—policy and regulations, business processes, technical capacities, civil society engagement and technology—can contribute to deliver tangible improvements in health service delivery.





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