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# Electronic Report to the Board

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## Revisions for Key Performance Indicators

GF/B44/ER04

### Board Decision

Purpose of the paper: To describe the indicator revisions and new targets for the following key performance indicators (KPIs): KPI 3 – Alignment of Investment with Need; KPI 5 – Service Coverage for Key Populations; KPI 6a – RSSH – Procurement Prices; KPI 6b – RSSH – Supply Chains; KPI 7a – Allocation utilization; KPI 9b – Key Populations and Human Rights in Middle Income Countries; and KPI 12b – Affordable Health Technologies

## Decisions

### **Decision Point: GF/B44/EDP06: Revisions for Key Performance Indicators**

- 1. Based on the recommendation of the Strategy Committee, the Board approves the revisions for Key Performance Indicators 3, 5, 6a, 6b and 9b as presented in GF/B44/ER04.**
- 2. Based on the recommendation of the Audit and Finance Committee, the Board approves the 2021 target for Key Performance Indicator 12b as presented in GF/B44/ER04; and**
- 3. Based on the recommendation of the Audit and Finance Committee, the Board approves the revision of the formula for Key Performance Indicator 7a as presented in GF/B44/ER04.**

**This decision has no budgetary implications.**

A summary of relevant past decisions providing context to the proposed Electronic Decision Point can be found in Annex 1.

Detailed information on all the proposed KPI adjustments can be found in the document submitted to the Board as a pre-read [\*GF/B44/15B: Adjustments to the KPI Framework\*](#).

# Executive Summary

## Context

- The Global Fund's 2017-2022 Strategic Key Performance Indicator Framework (the "Framework") is consistent with the Global Fund's 2017-2022 Strategy, Investing to End Epidemics (the "Strategy"), incorporating significant inputs from Board constituencies and technical partners. The Framework was approved by the Board via electronic decision point following the 35<sup>th</sup> Board Meeting (GF/B35/EDP05).
- Adjustments to the Framework are proposed for Board approval, these adjustments can be categorized as follows:
  - **Resetting targets:** The targets defined in the current Framework do not cover the coming years; new targets for several KPIs have to be defined for the end of the Strategy, up to 2022 (KPI 3, KPI 5, KPI 6a, KPI 9b, KPI 12b)
  - **Moving from an interim to a final indicator:** The indicator in the initial KPI framework was an interim indicator, supposed to cover only the first half of the Strategy and now needs to be replaced by the final indicator (KPI 5)
  - **Strengthening existing indicators:** Improvements have been identified on the initial definition of the indicator, based on new developments (data, systems, processes, definitions) or as lessons learned from current reporting (KPI 5, KPI 6b, KPI 7a, KPI 9b)

## Questions this paper addresses

- A. What do we propose to do and why?
- B. What is the proposed revision of KPI 3, 5, 6a, 6b, 7a, 9b and 12b?
- C. What do we need to do next to progress?

## Conclusions

This paper proposes:

- A. New annual 2021 and 2022 targets for KPI 3
- B. New sub-indicators and targets for KPI 5
- C. Revision of data source for KPI 7a and KPI 3
- D. Proposed target for KPI 6a
- E. Adjustment to target setting methodology for KPI 6b
- F. New target and refocus and expansion of cohorts for KPI 9b
- G. New annual 2021 target for KPI 12b

## Input Sought

The Board is invited to approve the Electronic Decision GF/B44/EDP06: Revisions for Key Performance Indicators on page 2 of this report GF/B44/ER04.

## Input Received

- The adjustments to the Framework were relevantly reviewed by the Strategy Committee (“SC”) and the Audit and Finance Committee (“AFC”). Where possible, the proposed KPI adjustments were refined further based on inputs received by the respective Committees. Some comments received concerned overarching or general issues relating to improving the Framework; these comments will serve as input into the development of the next Framework.
- The Strategy Committee considered the adjustments proposed to KPI 3, 5, 6a, 6b and 9b at its 14<sup>th</sup> Session in October 2020 and recommended them to the Board for approval.
- The Audit and Finance Committee considered the adjustments proposed to KPI 7a and 12b at its 14<sup>th</sup> Session and recommended them to the Board for approval.

## What is the need or opportunity?

1. The Global Fund's 2017-2022 Strategic Key Performance Indicator Framework (the "Framework") is consistent with the Global Fund's 2017-2022 Strategy, *Investing to End Epidemics* (the "Strategy"), incorporating significant inputs from Board constituencies and technical partners. The Framework was approved by the Board via electronic decision point following the 35<sup>th</sup> Board Meeting (GF/B35/EDP05)<sup>1</sup>.
2. The AFC and the SC have each been allocated responsibility for recommending different targets, according to their respective committee mandates, as follows:
  - a. The AFC is responsible for overseeing and recommending Targets for KPIs 7, 10 and 12; and
  - b. The SC is responsible for overseeing and recommending Targets for KPIs 1, 2, 3, 4, 5, 6, 8, 9, and 11.
3. KPI3: KPI 3 measures the extent to which to which the Global Fund is able to rebalance the grant portfolio to effectively invest funds in the countries where need is greatest. The KPI3 target was defined until end-2020 only. There is need to define new targets for the final two years of the 2017-2022 Strategy.
4. KPI5: The intent of KPI 5 is to measure the "coverage of key populations reached with evidence-informed package of treatment and prevention services appropriate to national epidemiological contexts". Recognizing the challenges in reporting on actual service coverage among Key Populations, an interim indicator was approved, for the 2017-2019 allocation period to measure countries capacity to report. It is now necessary to define the final KPI 5 indicator for the remainder of this Strategy period.
5. KPI6a: KPI 6a measures the improved outcomes for procurement conducted through countries' national systems and tracked via product prices. KPI 6a was revised and approved by the Board in Spring 2020 and it is now necessary to set the target for 2022.
6. KPI6b: KPI 6b measures the capacity of supply chains through On-Shelf Availability ("OSA"), i.e., the percentage of health facilities with tracer medicines / diagnostic services with tracer items available on the day of the visit or as per Logistics Management and Information System status (for medicines). For each country, the KPI target is to reduce non-availability by 15% compared to the previous year. This target has proved to be challenging for countries that are already at a very high OSA level, therefore a small adjustment to the target methodology is proposed to ensure the target is relevant and realistic.
7. KPI7a: KPI 7a measures allocation utilization. The Financial Report of the Chief Financial Officer ("CFO") to the Board uses grant disbursements for its measure of investment whereas KPI 7a is based on grant expenses. To ensure that Global Fund reports and investment measures are consistent and well aligned, the Secretariat is proposing an adjustment to KPI 7a.
8. KPI9b: KPI 9b measures the percentage of grant funds invested in Human Rights and Key Populations programs for Middle Income Countries. The KPI 9b target was initially defined for the 2017-2019 allocation period only. There is a need to define new targets for the

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<sup>1</sup> <https://www.theglobalfund.org/Board-decisions/B35-EDP05/>

2020-2022 allocation period. In addition, based on recommendations from the Office of the Inspector General's ("OIG") Human Rights Advisory Report, expansion of the KPI cohorts is also proposed.

9. KPI12b: The KPI 12b Target is established annually based on best available demand and price projections.

## What do we propose to do and why?

10. The proposed revisions for KPI 3, KPI 5, KPI 6a, KPI 6b, KPI 9c and KPI 12b are outlined below for Board approval.

Strategic Objective	1: Maximize impact against HIV, TB and malaria
<b>KPI 3 (name)</b>	<b>Alignment of investment with need</b>
Definition	Alignment between investment decisions and country "need"; with need defined in terms of disease burden and country economic capacity
Purpose	The measure tracks the extent to which the Global Fund is able to rebalance the grant portfolio to effectively invest funds in the countries where need is greatest. The current Replenishment period has seen a major improvement in rebalancing, providing a solid basis for further improvements going forward. Performance is driven by the design of the allocation methodology and the ability of countries, particularly those with high burden and low economic capacity, to use allocated funds.
Indicator	Sum across all countries of the absolute difference between share of needs and share of investment
Baseline	0.45 mid-2016 (based on 2014-2016 allocation definition of need)
Targets	<b>0.307 end-2021 (based on 2020-2022 allocation definition of need)</b> <b>0.293 end-2022 (based on 2020-2022 allocation definition of need)</b>
Cohort	Full portfolio
Data source	Actual and forecast <b>grant expenses disbursements</b> from Global Fund grant finance system; Eligibility and "need" data from the Allocation Model
Calculation methodology	A: Global Fund investment = country's share of all funds <b>committed disbursed</b> over the current year plus previous 2 years B: Need = country's share of allocation formula "Initial Calculated Amount", i.e. disease burden and country economic capacity, adjusted for minimum/maximum shares & external financing Result = Total of (absolute values of A minus B)
Reporting frequency	Semi-annually

<b>Strategic Objective</b>	<b>1: Maximize impact against HIV, TB and malaria</b>
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<b>KPI 5a</b>	<b>Investment in HIV prevention programs for Key Populations</b>
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Definition	Percentage of Global Fund investment in prevention programs for Key Populations
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Purpose	Greater investments need to be established to ensure adequate scale up of comprehensive prevention programs for Key Populations. This indicator measures this scale up.
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Baseline	8.1% in 2017-2019 budget period
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Targets	10% in 2020-2022 budget period
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Cohort	Full portfolio
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Data source	Investment data from grant budgets
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Calculation methodology	% of budget in signed HIV and HIV/TB grants dedicated to prevention programs targeting Key Populations
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Reporting frequency	Semi-annually
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<b>Strategic Objective</b>	<b>1: Maximize impact against HIV, TB and malaria</b>
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<b>KPI 5b</b>	<b>Countries currently reporting on comprehensive package of services for at least two Key Populations</b>
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Definition	Percentage of countries currently reporting on comprehensive package of services for at least two Key Populations
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Purpose	Sustained commitment and efforts to report and deliver on this sub-indicator is required a prerequisite to the quality and reliability of a national service coverage-reporting
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Baseline	64% countries currently reporting on evidence-informed package of services for at least two Key Populations at end of the 2017-2019 allocation period
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Targets	75% for end 2020-2022 allocation period
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Cohort	Countries with adequate national Key Population size estimates that are supported by the Global Fund
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Data source	Desk review reports, country-specific reports and studies, UNAIDS Global AIDS Monitoring (GAM), PEPFAR KP-PREV data; Country assessments endorsed by joint review with technical partners
Calculation methodology	% of target countries with data collection mechanisms in place to report on coverage of an evidence-informed package of services for at least two Key Populations
Reporting frequency	Annually

**Strategic Objective**

**2: Build Resilient and Sustainable Systems for Health**

**KPI 6a (name) RSSH – Procurement Prices**

Definition	Improved outcomes for procurements conducted through countries' national systems, tracked via product prices
Indicator	% of prices (weighted average per country) at or below the Pooled Procurement Mechanism (PPM) reference price
Baseline	41% for 2019
Targets	50% at end 2022
Cohort	Bolivia, Ethiopia, Kenya, Philippines, Rwanda, Senegal, South Africa, Tunisia, Ukraine, Zambia (based on 2019 data). This cohort might evolve if countries stop or start using national procurement channels. The Secretariat will provide the revised cohort list each time this KPI is reported
Data source	Global Fund Price & Quality Reporting system (PQR)
Calculation methodology	Binary score for whether each combination of countries and products in the cohort was purchased at or below the PPM reference price for the measurement year, aggregated by product category and by country. All products and countries will have the same weight in the final result
Reporting frequency	Annually, Fall Board meeting, using data from the full previous calendar year

**Strategic Objective**

**2: Build Resilient and Sustainable Systems for Health**

**KPI 6b (name) RSSH – Supply Chains**

Definition	Percentage of health facilities with tracer medicines / diagnostic services with tracer items available on the day of the visit or as per Logistics and Management Information System (LMIS) status (for medicines)
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Targets	15% reduction when the on-shelf availability is at 90% or less, maintain current level otherwise
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Strategic Objective	2: Build Resilient and Sustainable Systems for Health
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KPI 7a	Allocation Utilization
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<i>As currently approved</i>	<i>Proposed revision</i>
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Indicator	Committed amount / allocation – aggregated to portfolio level	Disbursed amount / allocation – aggregated to portfolio level
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Strategic Objective	3: Promote and Protect Human Rights and Gender Equality
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KPI 9b (name)	Human Rights Investments in HIV, HIV/TB and TB grants
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Definition	% of grant funds invested in human rights
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- i. Percentage of investment in signed HIV and HIV/TB grants dedicated to programs to reduce human rights barriers to access
  - ii. Percentage of investment in signed TB grants dedicated to programs to reduce human rights barriers to access
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Purpose	KPI 9b is to ensure that programs to reduce human rights-related barriers to services are sufficiently funded, resulting in improved uptake of and adherence to treatment and preventions programs
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Baseline	HIV: 3.66% in MICs in the 2017-2019 allocation period
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TB: 1.21% in 13 MICS with highest TB burden in the 2017-2019 allocation period

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Targets	HIV - 3% over the 2020-2022 allocation period
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TB - 2% over the 2020-2022 allocation period

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Cohort	HIV: all eligible countries receiving a HIV allocation.
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TB: Congo (Democratic Republic), Ghana, Nigeria, Ethiopia, Kenya, Mozambique, South Africa, Tanzania, Uganda, Zambia, Bangladesh, Cambodia, Indonesia, India, Myanmar, Pakistan, Philippines, Vietnam, Cameroon, Ukraine

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Data source	Investment data from grant budgets via Global Fund Grant Operating System
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Calculation methodology	HIV: % of investment in signed HIV and HIV/TB grants dedicated to programs to reduce human rights barriers to access
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TB: % of investment in signed TB grants dedicated to programs to reduce human rights barriers to access

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## Strategic Objective 4: Mobilize increased resources

### KPI 12b Affordability of Health Technologies

	<i>Measure</i>	<i>Target</i>
<b>Indicator</b>	Annual savings achieved through the Pooled Procurement Mechanism on a defined set of key products (mature and new)	USD 154m in 2021

#### Why is this the recommended option?

11. The rationale for the proposed KPI adjustments is summarized below. A detailed rationale can be found in the 44<sup>th</sup> Board Meeting document [GF/B44/15B:Adjustments to the KPI Framework](#).

#### **KPI 3 – Alignment of Investment with Need**

12. KPI 3 measures the alignment between investment decisions and country "need"; with need defined in terms of disease burden and country economic capacity. Initially, its target was defined until end-2020 only. Based on the proposal by the Secretariat, the Strategy Committee recommends extending the method used to define the interim yearly targets between 2017 and 2020. Using this method, the final end-2022 target would be equal to **0.293** and the interim target at end-2021 would be **0.307**.
13. In addition, the Secretariat proposes to change the definition of "investment decisions" from "amounts committed as grant expenses" to "disbursed amounts". Disbursements are now a more consistent and reliable measure of investment decisions than grant expenses, due to the continuous improvement of the Secretariat's financial systems and processes since the Framework was approved. They also better reflect the situation in country as they correspond to the actual funds available for the grant to implement activities.

#### **KPI 5**

14. Based on the lessons of the implementation of the Framework to date, it is proposed that KPI 5 is composed of 3 sub-indicators that will allow for a more complete and progressive narrative of Global Fund investments. The sub-indicators include:
- KPI 5a: Percentage of Global Fund investment in prevention programs for Key Populations;
  - KPI 5b: Percentage of countries currently reporting on comprehensive package of services for at least two Key Populations
  - KPI 5c: Coverage of Key Populations reached with evidence-informed package of prevention services appropriate to national epidemiological context.
15. Definitions and targets for KPI 5a and KPI 5b are being brought for decision at the 44<sup>th</sup> Board Meeting. KPI 5c will be brought to the 45<sup>th</sup> Board Meeting in May 2021.
16. The Strategy Committee, based on the proposal of the Secretariat, recommends to the Board the newly proposed sub indicators KPI 5a and KPI 5b.

17. 5a: Grant investments in HIV prevention programs for Key Populations (“KP”) were previously reported under KPI 9b; however, KPI 9 is predominantly focused on reducing Human Rights barriers to accessing services. It is considered more relevant to report on investments in KP prevention in HIV programming alongside service coverage (and countries ability to report on coverage) to allow for a more complete and progressive narrative of Global Fund investments from input to outcomes.
18. 5a: The categorization of grant investment in HIV prevention programs for KPs will be aligned with UNAIDS prevention pillars. Budget analysis will be conducted to track investment in prevention in all HIV and HIV/TB grants signed in the 2020-2022 budget period. The proposed target of 10% is established to maintain the previous rate of increase between the 2014-2016 and 2017-2019 budget periods which went from 6.7% to 8.1% respectively.
19. 5b: This sub-indicator is the previous KPI 5 ‘interim’ indicator. The target set for the 2017-2019 allocation period was not achieved; to maintain momentum and progress, it is proposed to keep this indicator with the same name, methodology and target (75%) for 2022.

#### **KPI 6a**

20. The Strategy Committee, based on the proposal of the Secretariat, recommends to the Board for approval a new target for KPI 6a. The Secretariat has undertaken a baseline analysis to inform the target setting for the newly defined KPI 6a indicator approved by the Board in June 2020 on prices for products procured through national channels.
21. Based on a low baseline of 41%, a 2022 target of 50% of countries buying products on par with PPM reference prices is proposed. This target is both workable and ambitious to ensure the Global Fund provides the adequate support to countries to improve access to affordable commodities.

#### **KPI 6b**

22. The Strategy Committee, based on the proposal of the Secretariat, recommends to the Board for approval an adjusted KPI 6b target setting methodology, as proposed by the Secretariat: Updating target from “reduce non-availability by 15%” to “reduce non-availability by 15% when the on-shelf availability is at 90% or less, maintain current level otherwise”.
23. This approach is considered by the Secretariat to be more sensible at the country level and would facilitate the performance management work of the Secretariat by ensuring more reasonable targets for countries with already high capacity.
24. Currently for each country, the KPI target is defined as a reduction of non-availability by 15% compared to the previous year. These targets are then averaged to obtain the overall target for each combination of disease (HIV, TB or malaria) and item (first line drugs or diagnostic tests).
25. Even though this approach is sensible at the portfolio level, it is challenging for countries that are already at a very high On Shelf Availability level (“OSA”) to improve even further and therefore to meet their own target.

### **KPI 7a**

26. The Audit and Finance Committee, based on the proposal of the Secretariat, recommends to the Board for approval a revised KPI 7a formula, using disbursements instead of grant expenses.
27. KPI 7a currently measures allocation utilization, defined as portion of the allocation that has been committed or is forecast to be committed as grant expenses. However, disbursements (actual and forecast) are now a more consistent and reliable measure of investment decisions than grant expenses, due to the continuous improvement of the Secretariat's financial systems and processes since the Framework was approved. They also better reflect the situation in country as they correspond to the actual funds available for the grant to implement activities.

### **KPI 9b**

28. The Strategy Committee, based on the proposal of the Secretariat, recommends to the Board for approval the following revisions to the focus, cohort, methodology, target and title for KPI 9b.
29. **Focus:** As stated under paragraph 17 (above), it is proposed that the sub-indicator measuring the HIV allocation dedicated to KPs is replaced by the proposed new sub-indicator under KPI 5. KPI 9b would therefore have a sharpened focus on measuring grant investments dedicated to removing human rights barriers to accessing HIV and TB services
30. **Cohort:** Following recommendations of the OIG Human Rights Advisory Report, for HIV, an expansion of the cohort from Middle Income Countries to all eligible countries receiving an HIV allocation is proposed. For TB, it is proposed to expand and align the cohort to the 20 priority countries that are part of the "TB Finding Missing Cases" initiative. These 20 countries represent 72% of the Global Fund's TB investment.
31. **Targets for the 2020-2022 allocation:** For HIV, an expansion in cohort and inclusion of lower income countries will result in a lower baseline and a new target cannot be set much higher than the previous target for middle income countries. Therefore, a target of 3% is proposed. For TB, despite significant progress the target of the previous allocation period was not met, therefore it is proposed to maintain this target for the 2020-2022 allocation period.
32. **Title:** The new title proposed for KPI 9b is 'Human Rights Investments in HIV, HIV/TB and TB grants' to reflect the removal of KPs from the indicator.

### **KPI12b**

33. The Audit and Finance Committee, based on the proposal of the Secretariat, recommends to the Board a 2021 target for KPI 12b of USD 154m. This is based on a recommendation by the Secretariat and follows the same methodology used in previous years, using Projected Volume and price differential between Baseline Price and Target Price. However, considering current uncertainties (low visibility of procurement forecast and a

potential impact by COVID-19 situation on prices), it is proposed to potentially reassess this in Spring 2021.

### **What do we need to do next to progress?**

#### What is required to progress the proposal?

34. Board approval of these revised KPI indicators and targets will enable the Secretariat to continue to monitor and report.

### **Recommendation**

The Board is requested to approve the Decision Point presented on page 2 of this paper.

## Annex

### Relevant Past Board Decisions

Relevant past Decision Point	Summary and Impact
<b>GF/B43/EDP06: Indicator Revisions and Target Setting for Key Performance Indicators 6a: Resilient and Sustainable Systems for Health: - Procurement; 6f: Alignment with National Strategic Plans; 9C: Key populations and human rights domestic investments and 12b: Availability of affordable health technologies: Affordability (May 2020)</b>	The Board approved a new definition for Key Performance Indicators 6a and 9c. The Board approved a revision (increase) to the 2020 performance target for Key Performance Indicator 12b as presented.
<b>GF/B41/EDP16: Key Performance Indicator 12b: Availability of affordable health technologies: Affordability (November 2019)</b>	The Board approved the final 2020 performance target for Key Performance Indicator 12b as presented.
<b>GF/B36/EDP09: Performance Targets for the 2017 – 2022 Strategic Key Performance Indicator Framework<sup>2</sup> (March 2017)</b>	The Board: (i) Approved the performance targets where proposals were complete; (ii) Approved the proposed interim indicator proposals for KPIs 5 and 9c; and (ii) Agreed to postpone its review and approval of performance targets for KPIs 6a, 6b and 6e until the final Board meeting of 2017
<b>GF/AFC02/EDP04: Recommendation on Performance Targets for the 2017-2022 Strategic Key Performance Indicator Framework (March 2017)</b>	The Audit and Finance Committee (AFC) agreed to recommend performance targets for KPIs 7, 10 and 12 to the Board for approval.
<b>GF/B36/DP09: Performance Targets for the 2017 – 2022 Strategic Key Performance Indicator Framework (November 2016)<sup>3</sup></b>	The Board requested a further opportunity to review the proposed performance targets. Board constituencies were requested to submit a final round of feedback to the Secretariat, and the leadership of the Audit and Finance Committee (AFC) and Strategy Committee (SC) were requested to: (i) determine the performance targets to be addressed by each committee based on their respective mandates; and (ii) establish an advisory group to work with the Secretariat to present revised performance targets to the AFC and SC for recommendation to the Board.
<b>GF/SC02/EDP03: Recommendation on Performance Targets for KPIs 1, 2 and 8 the 2017 – 2022 Strategic Key Performance Indicator (October 2016)</b>	The Strategy Committee reviewed the Secretariat's proposed performance targets for the 2017 – 2022 Strategic Key Performance (KPI) Framework and agreed to recommend the performance targets for Strategic KPIs 1, 2 and 8 to the Board, expressed as point estimates together with uncertainty ranges. In doing so, the Strategy Committee acknowledged the approach

<sup>2</sup> <http://www.theglobalfund.org/Board-Decisions/B36-EDP09/>

<sup>3</sup> <http://www.theglobalfund.org/Board-Decisions/B36-DP09/>

	for deriving the performance targets for Strategic KPIs 1, 2 and 8, including the modelling assumptions and key inputs.
<b>GF/AFC02/DP05 and GF/SC02/DP05: Recommendation on Performance Targets for the 2017 – 2022 Strategic Key Performance Indicator</b> (October 2016)	The Audit and Finance Committee and Strategy Committee reviewed the Secretariat's proposed performance targets for the 2017 – 2022 Strategic Key Performance (KPI) Framework and agreed to recommend the performance targets that were complete and presented at the Committees' October 2016 meetings, including interim proposals for Strategic KPI 5 and 9c. The Committees agreed that the Strategy Committee would then review the performance targets for Strategic KPIs 1, 2, 8 and 9b prior to the November 2016 Board meeting to discuss and issue a recommendation to the Board on these targets. The Committees also agreed to recommend deferring the performance targets for the measures associated with Strategic KPIs 6a, 6b and 6e until 2017.
<b>GF/B35/EDP05: 2017 – 2022 Strategic Key Performance Indicator Framework</b> (June 2016) <sup>4</sup>	The Board approved the Strategic KPI Framework for 2017 – 2022, as presented in Annex 1 to GF/B35/ER05. The Board directed the Secretariat to present the Board with the Strategic KPI Framework's performance targets for approval at the final Board meeting in 2016.
<b>GF/B34/EDP04: Approval of 2016 Targets for the 2014 – 2016 Corporate Key Performance Indicator Framework</b> (January 2016) <sup>5</sup>	The Board approved the 2016 performance targets, noting specific revisions to the performance targets for KPI 7 (Access to Funding) and KPI 10 (Value for Money). Having acknowledged the Secretariat's response to requests by the Board for additional analysis on certain indicators, the Board directed the Secretariat to implement proposed management actions to improve performance, and to continue towards identifying lessons that could inform the development of the next Corporate Key Performance Indicator Framework.
<b>GF/B33/DP07: Remaining Targets for the 2014 – 2016 Corporate Key Performance Indicator Framework</b> (March 2015) <sup>6</sup>	Under the 2014 – 2016 Corporate Key Performance Indicator Framework, the Board approved updated performance targets for Key Performance Indicators 6, 12 and 16 after additional analysis conducted by the Secretariat following the Board's approval of the updated 2014 – 2016 Corporate KPI Framework.
<b>GF/B32/DP10: Approval of the Global Fund Corporate KPI Framework 2014-2016</b> (November 2014) <sup>7</sup>	The Board approved the updated Corporate KPI Framework, acknowledging the methodological work required to finalize certain indicators as agreed. The Board also approved the available performance targets for 2015, as well as the plan to present the remaining 2015 performance

<sup>4</sup> <http://www.theglobalfund.org/Board-Decisions/B35-EDP05/>

<sup>5</sup> <http://www.theglobalfund.org/Board-Decisions/B34-EDP04/>

<sup>6</sup> <http://www.theglobalfund.org/Board-Decisions/B33-DP07/>

<sup>7</sup> <http://www.theglobalfund.org/Board-Decisions/B32-DP10/>

	<p>targets for approval at the Thirty-Third Board Meeting, as set forth in GF/B32/24.a – Revision 2. The decision point to approve the updated performance targets contained in GF/B33/04B completed the remaining action item from GF/B32/DP10.</p>
<p><b>GF/B30/DP7: The Global Fund Corporate Key Performance Indicator Framework for 2014-2016</b> (November 2013)<sup>8</sup></p>	<p>The Board approved the KPI Framework for 2014-2016 as set forth in GF/B31/7 – Revision 1. The Board asked for annual reports on these indicators, and where available, for interim results to be made available through the information dashboard.</p>

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<sup>8</sup> <http://www.theglobalfund.org/Board-Decisions/B30-DP07/>