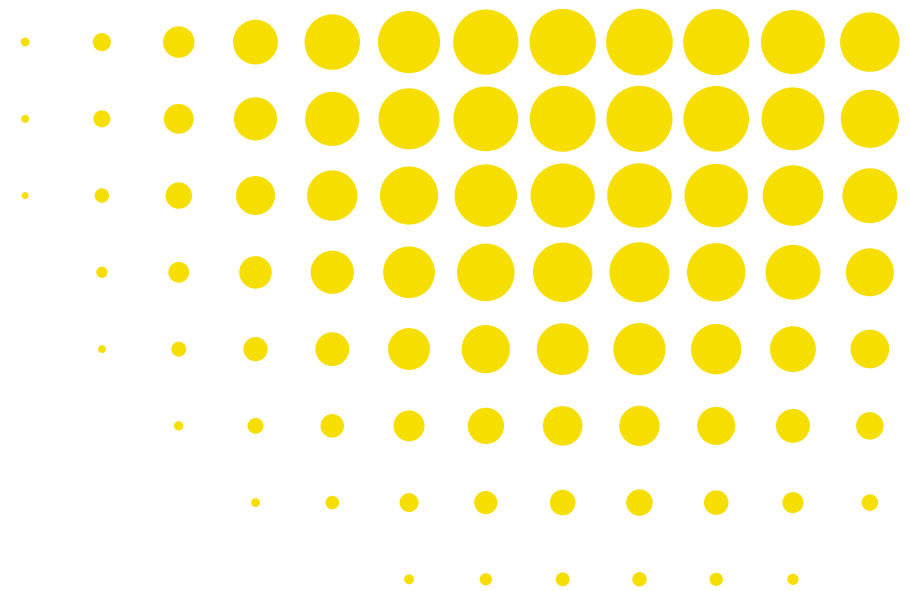# Update on M&E & KPI 2023+ Framework Development

46th Board Meeting

8-10 November 2021, *Virtual*

GF/B46/14

Executive Summary

A set of principles for the development of the future KPIs, based on a lessons learned exercise on the current KPI Framework were endorsed at the 45th Board Meeting. Integral to these principles was the agreement that future KPIs should be developed as part of a comprehensive M&E Framework that will holistically monitor and evaluate progress towards the post-2022 Strategy.

As a critical input to the M&E Framework development and to guide identification of best, new and emerging measurement approaches against the objectives and sub-objectives of the post-2022 Strategy, the Secretariat is organizing a series of technical consultations with internal and external subject matter experts. Board members and Secretariat technical teams have nominated subject matter experts with experience in measurement and M&E to participate in these consultations. The Secretariat reached out to nominees to confirm the interest in participation and conducted a series of orientation sessions.

Following approval of the Strategy Framework and subsequent work on the Strategy narrative development, the Secretariat commenced the consultations in September 2021. Over the next year, consultations will be organized around broad thematic areas of the Strategy and conducted in a phased approach through a series of 3-4 workshops for each of the areas. The outcome of the workshops is to (1) identify KPIs for the new Strategy, based on the Board approved guiding principles and to define appropriate targets for proposal to the Board through the committees and (2) inform suitable measures for other performance frameworks (i.e. grant performance frameworks), approaches that are more suitable to evaluation and areas for methodological development.

Questions addressed in this slide deck

1. What is the approach to the technical consultations for Strategy Performance and how will they inform the development of a comprehensive M&E Framework to holistically monitor and evaluate progress towards the post-2022 Strategy?

2. What is the progress in the organization and implementation of the consultations?

Input Received – Input received from the TERG, the SC M&E Working Group and both the SC and the AFC (statements or in-session).

Input Sought – This document is to provide the Board with an update on the process, plan and status of the technical measurement consultations and for the Board to provide any input or feedback on the proposed approach.

Contents

- Overall vision and objectives of the technical consultations

- Approach to consultations and consultation topics

- Roles and responsibilities

- Update on participant composition

- Timeline and next steps

The development of the Global Fund (GF) post-2022 Strategy creates an exciting opportunity to define a comprehensive approach to measuring progress in the fight against the three diseases

Potential to build on lessons learned from current approaches to define a clear and accountable performance measurement framework for the GF (including KPIs)

The vision

➡ **Clear view of progress through an integrated performance framework**: providing comprehensive oversight of critical pathways to deliver on Strategy objectives

➡ **Common language and accountability for performance**: building and driving accountability across the organization and with the partners

➡ **Mechanism to support decision-making:** enabling management action and course-correction

➡ **Supporting learning and program improvement:** through systematic performance measurement approaches and informed decisions

➡ **Rigorous and consistent assessment of performance:** communicating successes and failures in a timely and transparent manner

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A series of consultations are being held to develop a comprehensive approach to measuring performance of the next Global Fund Strategy
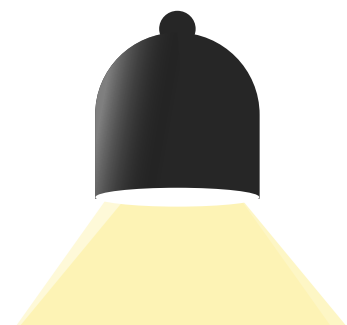
What is the objective?

To identify measurement areas and approaches to holistically monitor and evaluate progress of the post-2022 Strategy

To identify KPIs for the new Strategy indicators, based on guiding principles, and define appropriate targets. Also, **contribute to development of other measurement approaches** *(see annex)* (Evaluations, grant perf indicators, Strategic Initiatives metrics, internal process performance metrics etc)

Who is organising and participating?

The GF Secretariat is coordinating and participating through **relevant internal technical teams** to prepare and lead the consultations.

The GF Board has requested to also engage a diverse group of **external experts** from across regions and sectors to consider the most up-to-date approaches and experience on measurement against the different areas of the Strategy.

When will they take place?

Consultations will be held through a **series of 3 to 4 workshops** for each of the different subject areas.

Workshops **began in September 2021 and will end in mid-2022** (potentially lasting longer for specific areas).

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Approach to Consultations (1/3)
Standard key questions are considered to guide identification of the measurement needs and measurement approaches

WHAT

What are the approaches/ indicators **currently used** that should be continued?

What data gaps do we have? What are we **not measuring** now?

What are important factors to track, but **not under GF control** and who is driving performance there?

Any recent **development, or new areas** in Strategy that would require new approaches / indicators?

What does performance **mean** at different levels of GF accountability?*

HOW

Define best approaches* for measurement at each level of performance

The consultations will be used to develop the future KPI Framework: metrics, cohorts, methodologies and targets

KPIs

Other GF fwks

Board contextual info

The consultations will define other contextual information to be provided to the GF Board on a regular basis (strategic assumptions, ambition level checks)

The consultations will feed into the development of future: Grant performance framework; Evaluation calendar and approaches; Strategic initiatives performance framework; Internal process perf, etc.

(see annex)*

Approach to Consultations (2/3)
Consultations define the best mechanisms* to track progress for each of the key measurement areas, mapping them to accountability level*

Measurement area 1 (e.g TB)	Measurement area 2 (e.g., PPR)	Etc, for all measurement areas
	?	

Secretariat accountability

Lower

1. How is global and in-country effort performing?

2. How are GF-supported programs performing?

3. How are GF core operation functions performing?

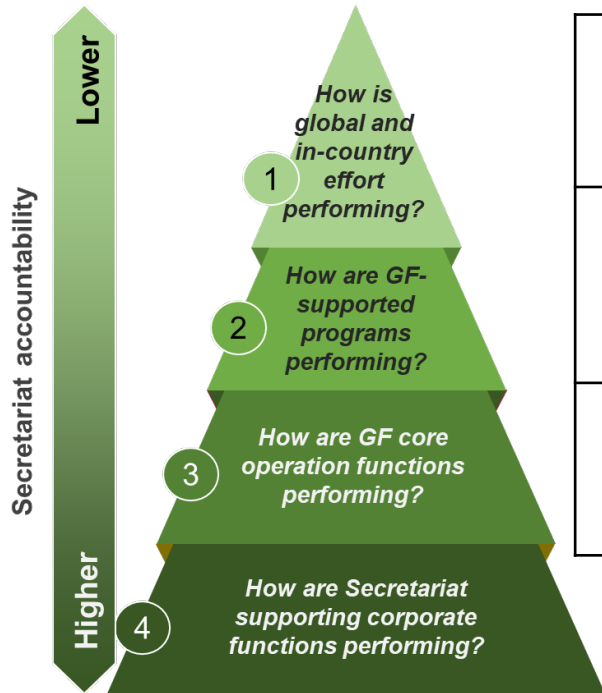4. How are Secretariat supporting corporate functions performing?

Higher

- KPI
- Grant PF indicator
- Evaluation
- Strategic initiative metric
- Internal process metrics
- Board contextual Info

See annex for (1) a description of the frameworks and other modalities used by the Global Fund to track performance and (2) the levels of accountability for achieving results

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Approach to Consultations (3/3)
Guided by a cascading approach using standard questions

Workshop 1

1. What are the key interventions or activities that need to be tracked for the Strategy objectives?

This will be informed by the strategy narrative

2a. Do the existing indicators/metrics measure well the new Strategy objectives?

2b. Is there any information missing to measure the progress of new Strategy objectives?

NO → Is there a need for a change of a current metric?

YES → **KEEP**

YES → Is it already reported by partners/other sources?

NO → **USE EXISTING**

NO → **REMOVE**

YES → **CHANGE**

NO → **ADD NEW**

YES → **USE EXISTING**

Additional work needed on metrics and methodology

Workshop 2

3. Does it fulfill the Principles to be included as KPI?

YES → **INCLUDE AS KPI**

NO → **4. Through which measurement approach should this be reported?**

→ **Evaluation**

→ **Other performance frameworks (Grant PF, SI, internal process metric, etc)**

→ **Other contextual info for Board**

Workshop 3

DEFINE TARGET

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Ten measurement topics have been defined, mapped to the GF post-2022 Strategy Framework

4 Resilient and Sustainable Systems for Health / Integration / Community Systems Strengthening

5 Market shaping/Supply Chains / Procurement

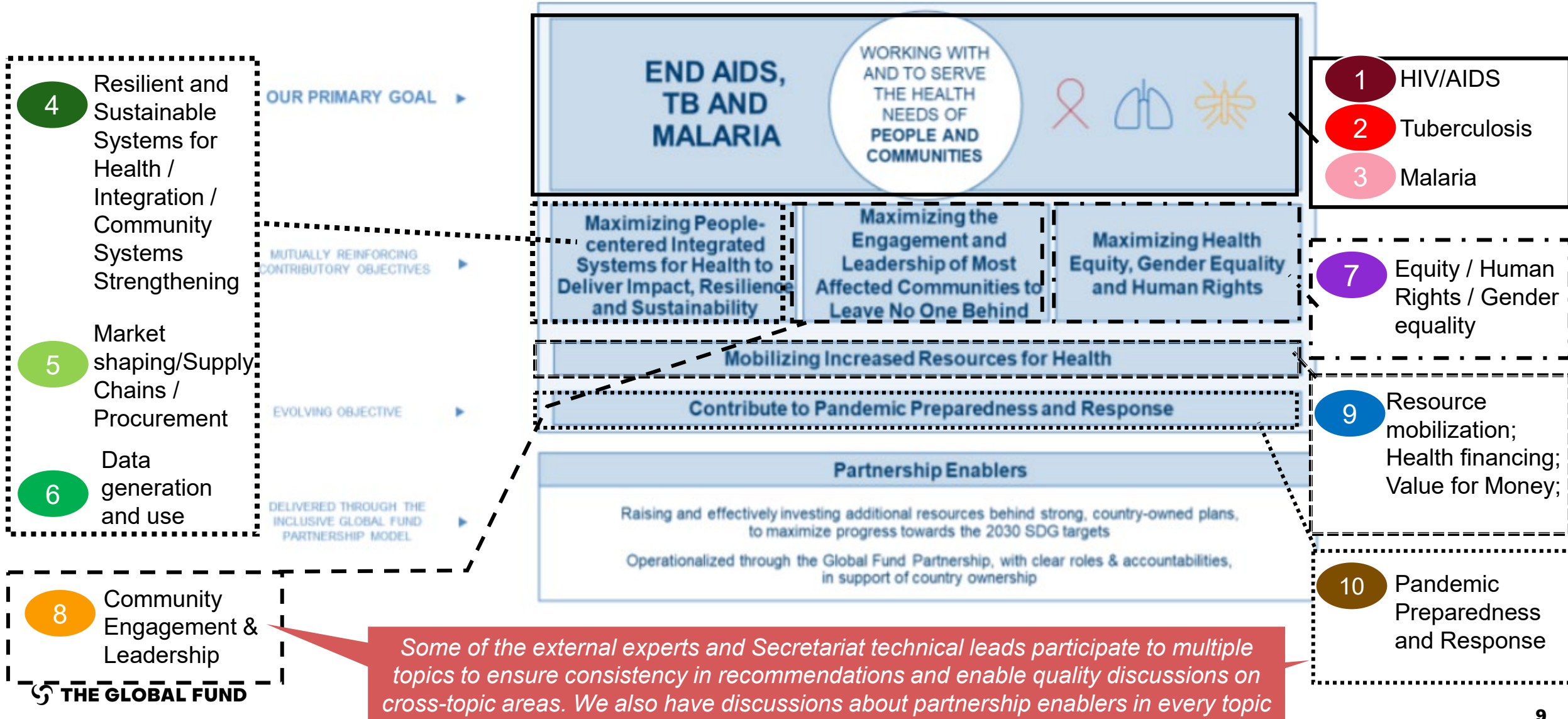**6** Data generation and use

OUR PRIMARY GOAL ▶

END AIDS, TB AND MALARIA

WORKING WITH AND TO SERVE THE HEALTH NEEDS OF PEOPLE AND COMMUNITIES

MUTUALLY REINFORCING CONTRIBUTORY OBJECTIVES ▶

Maximizing People-centered Integrated Systems for Health to Deliver Impact, Resilience and Sustainability

Maximizing the Engagement and Leadership of Most Affected Communities to Leave No One Behind

Maximizing Health Equity, Gender Equality and Human Rights

Mobilizing Increased Resources for Health

EVOLVING OBJECTIVE ▶

Contribute to Pandemic Preparedness and Response

Partnership Enablers

DELIVERED THROUGH THE INCLUSIVE GLOBAL FUND PARTNERSHIP MODEL ▶

Raising and effectively investing additional resources behind strong, country-owned plans, to maximize progress towards the 2030 SDG targets

Operationalized through the Global Fund Partnership, with clear roles & accountabilities, in support of country ownership

1 HIV/AIDS
2 Tuberculosis
3 Malaria

7 Equity / Human Rights / Gender equality

9 Resource mobilization; Health financing; Value for Money;

8 Community Engagement & Leadership

10 Pandemic Preparedness and Response

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Some of the external experts and Secretariat technical leads participate to multiple topics to ensure consistency in recommendations and enable quality discussions on cross-topic areas. We also have discussions about partnership enablers in every topic

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Governance and oversight to the process are provided by the following stakeholders

Actor (Secretariat, External, Mix)	Role in **Process Organization**	Role in **Indicator Dvpt**	Role in **Overall Framework**	Details
Core project team (inc KPI and M&E framework leads)	R	V	R	Define overall process (inc. list of topics); organize workshops; synthesize outcomes of workshops into overall framework; ensure KPI principles followed; update governance bodies and escalate issues; ensure collaboration and communication between actors
Technical Lead	C	A/R	C	Lead discussion during consultation; endorse proposition for indicators and targets; review and integrate feedback provided by other actors; define material to be used and sent; provide input on process and final framework
Technical Experts	I	R	I	Provide technical input before and during consultations; review outcomes of workshops
Project Steer Co	A	I	C	Steer overall process; monitors that it is duly followed; resolve issues escalated by Core team
MEC	I	C	A	Provide feedback on indicators selected; oversee overall project and approve draft KPI Framework
TERG	V	C	V	Provide assurance to Board that process was duly followed; provide feedback on consultation outcomes; provide expert opinion to Board on overall performance framework, considering lessons from SR2020
Cross Committee M&E working group	I	C	C	Receive update on outcomes of consultations and provide comment and input in advance of sharing with committees
Committees	I	C	R	Provide feedback on measurement approaches; work with Secretariat Core team in shaping final framework
GF Board	S	S	S	Signs off on project overall; approves final KPI Framework

Using RACI-VS methodology

R	Who is responsible for performing the task?
A	Who is accountable for the task to happen?
C	Who is consulted for input during the task?
I	Who is informed on the task?
V	Who verifies task corresponds to expectations?
S	Who signs off on the task?

Role of internal and external stakeholders in the consultations

|	Stakeholder	Roles and Responsibilities
INTERNAL	Technical Lead and subject matter experts	• Support in identification of participants. Guide and steer the development of all workshop materials • Co-facilitate the workshops with Project team and review/input into workshop documentation • Engage in follow-up between workshops as required • Participate to consultations on multiple topics (where relevant) to ensure consistency • Endorse final decisions.
	Secretariat Operational teams (Grant Management)	• Review all workshop background materials and be well prepared to contribute to workshop discussions, especially on target setting.
	Core Project team	• Outreach and communication with participants. Schedule and organize workshops. • Prepare background materials and materials used during workshops. • Co-facilitate the workshops with the Technical Lead • Document outcomes and decisions from workshops, support required follow-up in between workshops.
EXTERNAL	Technical Partners	External Technical Experts will participate in specific technical consultations for topics in their area of expertise in order to provide recommendations on the following: • Whether existing performance measurement approaches currently used by GF are appropriate for the new Strategy • Other existing suitable metrics, for instance those already collected and used by technical partners or implementers • Potential new indicators with corresponding methodology and data sources • Other measurement approaches such as qualitative studies and evaluations • Proposed targets for GF strategic KPIs
	Experts suggested by Board constituencies and by Secretariat technical leads: selected from organizations such as: networks representing communities /people affected; NGOs/CSOs; academia & research institutions; implementers; Private Sector	

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Update on the participant composition

255 external experts contacted, out of those **115** recommended by Board constituencies, **30** declined to participate *(as of 10 Sep)*

3 orientation sessions held for external experts: approximately *150* people participated

Composition:

Breakdown of experts per topic
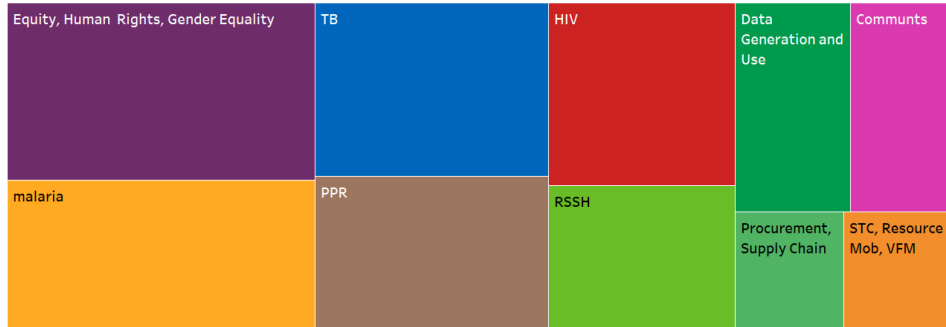
Many experts recommended for Equity/Rights/Gender and Disease topics

Breakdown of experts by organization type

Most nominations are for people working for partner orgs. but strong representation of academics and government staff

Breakdown of experts by localization
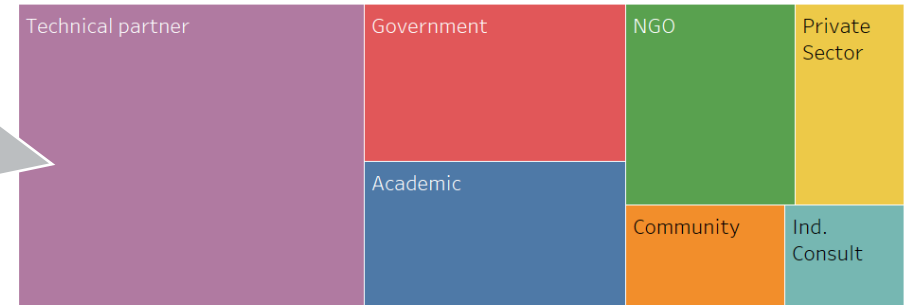
Donor Countries 66% | Implementing Countries 34%

Approx. 1/3 of the experts nominated are based in implementing countries (mainly Asia and Africa)

Breakdown of experts by localization (implementing)

WC Africa | LAC | ES Africa | EECA | Asia

Breakdown of topics by localization

Experts from implementing countries better represented in communities and disease topic, lower representation in topics related to RSSH-data, RSSH-PSM and Resource mob. / STC / VfM

The first series of workshops, to take stock of existing measures, is ongoing and will be completed by the end of the year

September

21/09
Ending TB - (Topic 2)

42 attended – of which 16 external experts from WHO, the Union, Stop TB, Alliance, Gates, CDC, USAID, KNCV, Brunett Institute, l'Initiative, etc.
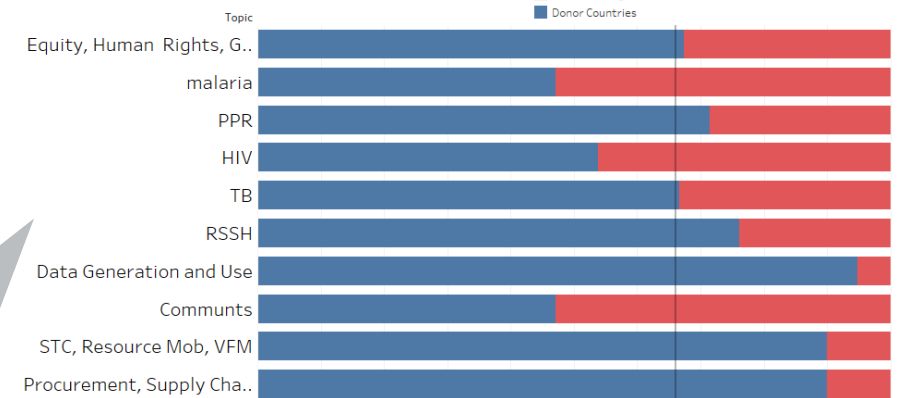
October

14/10
Ending Malaria - (Topic 3)

26/10
Ending AIDS - (Topic 1)

48 attended – of which 25 external experts from WHO, PMI, ALMA, Unicef, IQVIA, John Hopkins, Karolinska Institute, many NMCPs, etc.

November

3/11
Community Leadership and Engagement - (Topic 8)

8/11
Data Generation and Use - (Topic 6)

16/11
Market Shaping, Supply Chain and Procurement - (Topic 5)

30/11
Equity, Human Rights, Gender Equality - (Topic 7)

December

2/12
Resource Mobilization, Health Financing, STC, Value for Money - (Topic 9)

8/12
RSSH Integration and Quality of Services - (Topic 4)

15/12
Pandemic Preparedness and Response - (Topic 10)

Timelines and next steps

Workshops are conducted in a phased approach; each workshop will build on the outcomes of the previous.

Workshop	Focus of Workshop (approx. 2-4 hours duration depending on need)	Approximate Timing
1	**Determining the measurement needs** aligned to the post 2022-Strategy and **identifying potential metrics and measurement approaches.**	Sep – Dec 2021
2	**Finalizing metric definitions and measurement methodology,** including selection of **final KPIs** and identifying approaches to **baseline and target setting for KPIs.** Discussions on other measurement approaches continue with respective teams/groups.	Jan – Apr 2022
3	**Finalizing KPIs targets** for Board approval in November 2022 (may not be relevant for all subject areas if no KPIs identified in that area). Discussions on other measurement approaches continue with respective teams/groups.	Apr – Aug 2022

- Preparation of pre-workshop material in progress for all topics. The package of materials includes relevant information from the draft Strategy Narrative and an inventory of current indicators used in GF performance frameworks related to the topic area
- An online platform is under development on the Governance portal, where all workshop materials and documents can be accessed. Committee and Board members will also be given access to this platform.

Annex

1. **Description of current performance frameworks and modalities used to monitor and report on performance**

2. **Definition of GF accountability levels for achieving results**

The GF measures and reports on performance through the following frameworks and/or modalities

	KPI framework	Grant Performance framework	Strategic Initiatives performance framework	Process performance metrics	Evaluations	Additional contextual information for Board
Audience	**Internal/external** audience level (Board, MEC*)	**GF Country Teams** and **public website**	**Internal** (technical specialists) + **technical partners**	**Internal audience** mainly at Senior/middle management	**Internal / external** (depending on context)	**Varied;** often presented to **supplement KPIs**
Usage	Measuring : **global partnership, secretariat, grants, initiatives**	Measuring **performance of grants**	Measuring performance of the **GF Strategic Initiatives**	Measuring **performance of Secretariat and of GF processes;**	Evaluating **grants, country programs, thematic areas + overall Strategy**	Reporting strategic assumptions/ ambition; Ad-hoc internal metrics; specialized M&E frameworks: Risk ratings; OIG* results
Methodology	KPI **approaches and targets approved by Board;** formal processes for data collection and reporting	**Developed with partners**; formal processes for collection	**Methodologies approved separately for each initiative;** Composite metrics in development	**Approved by MEC*;** formal processes for collection and reporting to MEC*	Proposed by Board, SC, GF country teams and consultants under **TERG* and GF oversight;** input from partners	**Varied and flexible** depending on nature of information

*MEC: GF Management Executive Committee; TERG: Technical Evaluation and Review Group; OIG: Office of the Inspector General

Setting GF accountability in performance will be key for the next Strategy. Measurement is organized along the Conifer of Control

What performance is being measured?

Secretariat accountability

Lower → Higher

1 How is global and in-country effort performing?

2 How are GF-supported programs performing?

3 How are GF core operation functions performing?

4 How are Secretariat supporting corporate functions performing?

Level 1: tracking **high level results** for the partnership and its progress, reflecting efforts of all actors and for all interventions

Example: Incidence reduction for HIV, against global/modelled target

Level 2: measuring **returns on funds invested** by GF, **through performance of grants and strategic initiatives**

Example: number of TB notifications, against national/grant target

Level 3: assessing whether Global Fund **core processes are efficient and effective**

Example: savings in PPM prices

Level 4: monitoring performance of **internal Secretariat functions** such as HR, IT, Governance, etc

Example: diversity of Secretariat staff

Not in scope for the Strategy Performance Measurement consultations

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