Technical Review Panel Observations from the 2020-2022 Allocation Period

Summary of Recommendations

March 2023

Background

The Technical Review Panel (the 'TRP') plays an important role in the development and implementation of the Global Fund strategy as it evaluates funding requests submitted to the Global Fund. In accordance with the Global Fund Strategy and any subsequent guidance from the Board, the TRP is responsible for assessing the strategic focus, technical soundness, potential for impact of funding requests, and the extent to which programs are poised for sustainability. TRP assessments are based on country context. Through its reviews, the TRP is responsible for advising on how Global Fund investments can achieve the greatest impact and contribute to the goals and objectives set of in the Global Fund Strategy.

During 2020-2022 allocation period, the TRP recommended 195 funding requests for grant-making – a record allocation of US$ 12.618 billion. Additionally, twelve requests (6% of the total) were iterated following review, and applicants were requested to resubmit these requests for a second TRP review prior to grant-making. The TRP also reviewed US$6 billion in prioritized above allocation requests, resulting in a total of US$5.7 billion being added to the Register of Unfunded Quality Demand. Furthermore, the TRP provided independent technical review for US$ 878.5 millions of catalytic funding investments: 15 Strategic Initiatives developed by the Secretariat, six multi-country requests, and Matching Funds proposed alongside 53 funding requests.

The TRP commends applicants for their strong funding requests which described programs that were strategically focused, technically sound and poised to deliver value for money and impact towards ending AIDS, tuberculosis (TB) and malaria. Based on reviews in the 2020-2022 cycle, and noting the above contributions of funding requests to the primary goal of ending HIV, TB and malaria, the TRP has provided high-level observations on how future funding requests could contribute to the mutually reinforcing contributory objectives of the new 2023-2028 Global Fund Strategy and to assist applicant and their technical partners as they prepare future funding requests.

These observations are available in the 2020 Technical Review Panel Lessons Learned report and in the 2020-2022 Technical Review Panel Observations report. To further assist applicants to review recommendations made by the TRP in both reports, this document summarizes all observations in the subsequent tables.

Should you have any questions regarding any of the recommendations provided by the TRP, please reach out to us at trpsecretariat@theglobalfund.org.

Type of Thematic Lesson Learned	Subtype of Thematic Lesson Learned	TRP Reference report	Target audience	TRP Recommendation
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Scale up prevention innovations such as HIV self-testing and PrEP, while moving away from low impact prevention interventions such as education and awareness workshops.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Use data to align with geographic gaps in coverage for AGYW where they are a key or vulnerable population, and consider intersecting vulnerabilities within sub-groups. Differentiate investments in awareness raising campaigns, particularly for young people.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Accelerate the uptake of WHO-recommended HIV testing algorithms and approaches such as index testing, community-based testing, optimized network-based testing and HIV self-testing.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Correctly and consistently present the HIV treatment cascade. Collect accurate and up-to-date disaggregated data on the HIV treatment cascade for key and vulnerable populations, including viral load provision and suppression in HIV cascade data.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Ensure interventions related to pediatric HIV are available where the epidemiology indicates an unmet need, including for key and vulnerable populations.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Use a reproductive life cycle approach for sexual and reproductive health and reproductive rights, and integrate HIV services with RMNCAH in line with normative guidance.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Define key and vulnerable populations for both HIV and TB, with accompanying program targets, in combined HIV/TB funding requests.
Technical	HIV/AIDS	2020-2022 Observations Report	Applicants	Prioritize introduction of new tools that are essential for scale-up and impact e.g. mWRD as initial test for TB diagnosis, oral regimens for drug resistant TB.
Technical	Malaria	2020-2022 Observations Report	Applicants	Ensure a foundation of sustained high coverage of appropriate vector control interventions and universal access to malaria diagnosis and treatment among the highest burden populations, especially in high-burden, high-impact countries. Once sustained high coverage of these core interventions has been achieved, countries should consider adding supplemental WHO-recommended strategies to reduce the malaria burden further.
Technical	Malaria	2020-2022 Observations Report	Applicants	Use the Malaria Matchbox Tool to capture and use disaggregated data for programming.
Technical	Malaria	2020-2022 Observations Report	Applicants	Engage affected communities to develop behavior change and communication approaches for targeted and context-specific malaria messaging.
Technical	Malaria	2020-2022 Observations Report	Applicants	Monitor and measure the quality of services provided, aiming for continual improvement and strengthening of sustainable services. Specifically, applicants should invest in community-led monitoring of services to achieve this goal.

Technical	Potential for impact	[2020-2022 Observations Report](#)	**Applicants**	Prioritize investments directed at strengthening health and community systems and programs, including integrating in universal health coverage packages and addressing human rights, instead of direct support interventions. Budgets should minimize spending on program management and salary supplements.
Technical	Potential for impact	[2020-2022 Observations Report](#)	**Applicants**	Appropriate indicators for impact and sustainability, disaggregated according to context, should be developed and used to track program impact, including through community-led monitoring.
Technical	Potential for impact	[2020-2022 Observations Report](#)	**Applicants**	Tailor prevention packages to the specific needs of affected key, vulnerable and priority sub-populations, paying particular attention to gender- and age-specific needs. Accordingly, increase the ambition of HIV prevention targets particularly for these groups and select Principal and Sub-Recipients with key and vulnerable population expertise, including those led by and engaging the community.
Technical	Strategic focus	[2020-2022 Observations Report](#)	**Applicants**	Better prioritize and define the strategic focus of programs through more robust data, disaggregated by gender and other markers of equity stratification, including key and vulnerable populations, age, socio-economic status, age, gender, race, indigenous and ethnic background and education to inform evidence-based prioritization of proposed investments.
Technical	Strategic focus	[2020-2022 Observations Report](#)	**Applicants**	Accordingly, carefully prioritize modules and the highest impact interventions within the specific country context, including focus on populations with elevated risks of infection and exposure, and related social determinants, rather than spreading the Global Fund investments thinly across too many modules and interventions with limited potential for sustainability and value for money.
Technical	Strategic focus	[2020-2022 Observations Report](#)	**Applicants**	Strengthen and demonstrate linkages and synergies between grants funded through the HIV, TB and malaria allocations and other Global Fund initiatives including, but not limited to pandemic preparedness and response programs, multi-country grants and other catalytic investments. For example, leverage investments in procurement and supply chain management under COVID-19, especially digital logistic management systems, to also serve HIV, TB and malaria programs.
Technical	Tuberculosis	[2020-2022 Observations Report](#)	**Applicants**	Include prevention as part of the TB cascade of care analysis and the analysis of gaps along the cascade and translate this into tailored interventions. For example, investments in TPT require a monitoring component.
Technical	Tuberculosis	[2020-2022 Observations Report](#)	**Applicants**	Improve data and approaches for pediatric TB including availability and use of pediatric TB treatment, healthcare worker training to identify pediatric TB, robust contact investigations that include children and widespread adoption of TPT.
Technical	Tuberculosis	[2020-2022 Observations Report](#)	**Applicants**	Support planning and implementation of interventions to prevent TB, and to diagnose, and retain key and vulnerable populations in treatment and care, using detailed situational and data-driven analysis.
Technical	Tuberculosis	[2020-2022 Observations Report](#)	**Applicants**	Address antimicrobial resistance through strengthening of laboratory diagnosis capacity, mechanisms and networks; utilizing drug sensitivity tests; using next-generation genomic sequencing; and the surveillance system based on laboratory results.
Technical	Tuberculosis	[2020-2022 Observations Report](#)	**Applicants**	Given the relatively small number of community-led TB organizations in countries, invest in more community mobilization and more engagement of community-led organizations in TB activities within the context of broader community health systems strengthening.

Technical	Tuberculosis	2020-2022 Observations Report	Applicants	Use localized surveillance, monitoring and evaluation for malaria programming.
Technical	Technical soundness	2020-2022 Observations Report	Applicants	Evidence-based interventions for, and led by, key and vulnerable population groups should be included in the allocation budget. They should consider inter-connections between groups, and address gendered dimensions, as well as addressing diverse needs of adolescents and young people.
Technical	Technical soundness	2020-2022 Observations Report	Applicants	Design and implement emerging evidence-based innovations that will improve the quality of people-centered services and programs.
Technical	Technical soundness	2020-2022 Observations Report	Applicants	Define comprehensive plans for technical assistance – that will build sustainable local capacity, rather than requesting technical assistance on an ad hoc basis – and use regional and local technical partnerships to ensure maximal impact and avoid duplication.
Technical	Technical soundness	2020-2022 Observations Report	Applicants	Regardless of the country's proximity to transition from Global Fund support, address sustainability more robustly in all funding requests, by focusing on efficiencies, integration, increasing and sustaining domestic resource mobilization, as well as encouraging use of innovative financing mechanisms and effective implementation of co-financing efforts to improve value for money.
Thematic	Engagement and leadership of most affected communities	2020-2022 Observations Report	Applicants	Include integrated, holistic services for most affected communities and key and vulnerable populations, and in particular programs with active and meaningful engagement of communities, especially leadership of people with lived experiences of HIV, TB and malaria.
Thematic	Engagement and leadership of most affected communities	2020-2022 Observations Report	Applicants	Strengthen government leadership, working in partnership with relevant stakeholders, in the design and operationalization of policies and practices that will place people at the center of quality services.
Thematic	Engagement and leadership of most affected communities	2020-2022 Observations Report	Applicants	Include public contracting mechanisms and co-financing for sustainable delivery of services through civil society, communities and key and vulnerable populations, in all contexts, and especially in countries planning for transition.
Thematic	Engagement and leadership of most affected communities	2020-2022 Observations Report	Applicants	Plan sustainability solutions including public funding for civil society and community-led advocacy, monitoring and other functions critical for government accountability, political commitment and quality of services, especially in countries advanced in sustainability and transition continuum.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	Applicants	Strengthen the identification and response to significant socio-economic, ethnic, racial and other inequalities.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	Applicants	Integrate interventions to address human rights and gender-related barriers throughout programs, and to leverage multisectoral partnerships to improve the impact of programs. This might include working with government ministries, departments and agencies working beyond health, such as Justice ministries to address access to justice for key and vulnerable populations, and to consider opportunities for decriminalization.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	Applicants	Deploy a cross-cutting approach toward social determinants and health promotion as well as gender.

Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Regularly collect, update, analyze and use disaggregated data to identify intersectional gaps and inequities. Disaggregation should consider socioeconomic status, age, gender, race, indigenous and ethnic background, education and other epidemiologically relevant demographics. The resulting analysis should be used to propose relevant interventions, with corresponding budget set aside in the allocation budget.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Ensure that legal, gender, stigma and key population assessments, disaggregated data, and human rights and gender analysis inform programming. Interventions to address barriers identified through human rights and gender assessments should be included in the allocation budget.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Use a comprehensive gender lens to ensure that services are well focused on the needs of all genders, including to address and mitigate gender-based violence.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	The TRP would like to see enhanced and more precise geographic focus and layering of evidence-based interventions to address the needs of key and vulnerable populations.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Accompany analysis of human rights and gender-related barriers with corresponding interventions and metrics to monitor outcomes as well as appropriate allocation budgets.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Analyze and mitigate financial barriers to access, especially among economically disadvantaged populations, including removal of user fees, or integration of HIV, TB and malaria services in universal health coverage schemes, to achieve greater equity, mitigate poverty and improve access to services.
Thematic	Equity, gender equality and human rights	2020-2022 Observations Report	**Applicants**	Undertake activities that facilitate legal reforms to decriminalize key populations with a view to bring about greater equity for all people, leaving no one behind.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Applicants**	Provide a longer-term perspective on health sector investments and explain the link between funding requests and the overall NSPs or health sector investments towards universal health coverage goals. Clearly describe how Global Fund investments are complementary to financing of the overall system for health from domestic, external and other resources and specify the partnerships and interventions that would support the outcomes to the investments specific to the country context.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Applicants**	Implementer governments are encouraged to strengthen national leadership for inclusive multisectoral partnerships, to support stronger, better integrated outcomes specific to their context. Provide detail of approaches to strengthening private sector collaboration for service delivery, going beyond the provision of discounted health products.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Applicants**	Take into consideration the overall governance, political and institutional challenges of HIV, TB and malaria responses and the health sector more generally.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Applicants**	Address sustainability in funding requests – this is expected of all applicants, including from challenging operating environments. This may include a focus on efficiencies, integration, and maintaining government expenditure on health.

Thematic	Mobilizing increased resources	[2020-2022 Observations Report](#)	**Applicants**	Budgets should minimize spending on program management, while strengthening the capacities of systems for health to deliver quality services, including through the harmonization of salaries, rationalization of the use and distribution of salary supplements, use of innovative mechanisms and co-financing arrangements to enhance efficiency and impact. Applicants are encouraged to explore innovative financing approaches and to leverage support to develop new approaches.
Thematic	Mobilizing increased resources	[2020-2022 Observations Report](#)	**Applicants**	Include value for money criteria from the onset of priority setting and funding request development. Some dimensions of value for money may be contradictory. Make and articulate trade-offs explicitly, such as between equity and efficiency or effectiveness and sustainability.
Thematic	Pandemic preparedness and response	[2020-2022 Observations Report](#)	**Applicants**	Analyze and mitigate the impacts of the COVID-19 pandemic, and local responses, on domestic resource mobilization and funding for HIV, TB and malaria.
Thematic	Pandemic preparedness and response	[2020-2022 Observations Report](#)	**Applicants**	Take stock of the lessons learnt from HIV, TB and malaria, avoiding the trap of a disease-specific approach when designing and implementing pandemic preparedness and response interventions, including C19RM investments. Funding requests should describe complementarity and synergy between the Global Fund grants for HIV, TB and malaria and programs to build pandemic preparedness capabilities.
Thematic	Pandemic preparedness and response	[2020-2022 Observations Report](#)	**Applicants**	Increase attention to multi-pathogen interventions in future funding requests, and take a more multisectoral OneHealth approach to health programs, systems for health, and health sector development.
Thematic	Pandemic preparedness and response	[2020-2022 Observations Report](#)	**Applicants**	Address the broader societal and community impacts of novel pandemics and emergencies to ensure that women, girls and key and vulnerable populations have safe and uninterrupted access to HIV, TB and malaria prevention, diagnosis and care services, and ensure that services are put in place to respond to any heightened vulnerabilities caused by these challenges.
Thematic	Pandemic preparedness and response	[2020-2022 Observations Report](#)	**Applicants**	Reflect on a broader, collaborative approach to public health programs, health systems, and health sector development supporting pandemic preparedness and response in funding requests.
Thematic	People-centered integrated systems for health	[2020-2022 Observations Report](#)	**Applicants**	People-centered approaches require measurable indicators, a step-by-step plan and timelines in order to integrate responses to HIV, TB and malaria while building resilient and sustainable systems for health. Community-led monitoring is an important part of this approach.
Thematic	People-centered integrated systems for health	[2020-2022 Observations Report](#)	**Applicants**	People-centered HIV, TB and malaria services should be incorporated into the essential healthcare service package under the universal health care schemes, including private sector participation.
Thematic	People-centered integrated systems for health	[2020-2022 Observations Report](#)	**Applicants**	Instead of taking a disease-specific approach, promote integrated, holistic services such as one-stop-shops across HIV, TB and malaria, as well as co-infections of the three diseases, comorbidities, mental health and RMNCAH tailored to the implementation context – while recognizing that key and vulnerable populations may require focused services, especially where high rates of stigma and discrimination exist in the community.

Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Address the need to sustain systems for health rather than just focus on support. Analyze and articulate the interdependencies and/or trade-offs between short-, medium- and long-term investments, considering what will be needed to strengthen the health system and sustain long-term gains.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Prioritize strengthening of core health system functions, including procurement and supply chain management (health product management), and provision of essential health services prior to investing in new technologies that require supportive system integration investments.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Increase implementer government commitment to finance community health services and the HIV, TB and malaria response.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Strengthen government leadership, working in partnership with relevant stakeholders, in the design and operationalization of policies that will place people at the center of quality services.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Increase domestic health financing and strengthen public financial management systems.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Increase investment in strengthening community systems, including community-based organizations and services led by key and vulnerable populations, and delivering a range of services and advocacy
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Increase investment in community-led monitoring to enhance the quality and impact of services.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Enhance the detail of proposals to strengthen and scale-up community-led monitoring, advocacy, leadership, engagement and mobilization
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	Applicants	Ensure integrated training to avoid community health worker silos. Community cadres should be trained, remunerated and deployed to strengthen health and community systems and responses, ensuring coordination between partners and programs.
Thematic	Prevention of sexual exploitation, abuse and harassment	2020-2022 Observations Report	Applicants	Develop context-specific approaches to address sexual exploitation, abuse and harassment risks.
Thematic	Technical soundness	2020-2022 Observations Report	Applicants	Epidemiologically appropriate interventions are essential to improve equitable access to prevention, diagnostics, care and treatment services, especially among key and vulnerable populations. The TRP expects to see these prioritized in future funding requests.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	Applicants	The TRP reiterates its call for applicants to recognize the existence of key populations.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants address barriers related to the legal, policy, and cultural context of interventions, ensuring community systems are strengthened appropriately and the leadership of applicable Country or Regional Coordinating Mechanisms is inclusive.

Technical	HIV/AIDS (Key populations)	[2020 TRP Lessons Learned Report](#)	Applicants	To address the needs of key populations adequately, the TRP recommends that applicants: o Generate appropriate data related to all segments of key populations, while considering human rights concerns to ensure safety of criminalized and marginalized populations; o Accelerate rapid assessments and understanding of key populations' needs; o Differentiate interventions according to the unique specificities of each segment within the key populations; o Involve key populations in planning, implementation, and monitoring of interventions, including by selecting key population organizations as Principal or Sub-Recipients; o Ensure that the selection of Principal and Sub-Recipients for key population programming considers their preparedness for leading such programming and working with key populations; o Make interventions comprehensive; and o Secure appropriate resources to support comprehensive intervention implementation.
Technical	HIV/AIDS (Key populations)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP encourages applicants to differentiate within programs for adolescent girls and young women, including interventions to address the causes of vulnerability, such as helping girls to stay in school and improving the treatment of sexually transmitted infections. Applicants are encouraged to consider a broader focus on the partners of adolescent girls and young women by improving coverage of testing and ART among men.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP encourages applicants to move toward greater ambition and innovation in prevention programming.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends that applicants minimize leakage in the prevention of mother-to-child transmission and pediatric care clinical cascade using clear strategies, including primary prevention, family planning and support for adherence to antiretroviral therapy for pregnant and breastfeeding women, with these interventions going into the core allocation Funding Request rather than the PAAR.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends that applicants review prevention guidance, especially related to condom programming, and encourages applicants to program to attain the Global Prevention Coalition funding targets.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP requests that applicants familiarize themselves with and ensure correct use of the UNAIDS 90-90-90 targets, and articulate progress towards 95-95-95 goals. Data should be critically analyzed and used to highlight gaps in each element of the cascade, including for specific key populations.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP advises applicants to prioritize and budget for PrEP within the core allocation funding request, especially for key and priority populations with the highest vulnerabilities.
Technical	HIV/AIDS (Prevention)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP encourages applicants to tailor HIV prevention packages to the needs of specific segments of key and priority populations considering age, gender, specific vulnerabilities and intersectionality of vulnerability. Applicants should aim for well-budgeted combination prevention programming. This also includes addressing the legal environment in which prevention is provided in order to directly impact key populations' ability to access services.

Technical	HIV/AIDS (Prevention)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants deprioritize low-impact interventions, such as general HIV awareness raising activities in the prevention module and reallocate funds to high-impact, evidence-based interventions suited to the specific epidemiological context; advocacy and awareness-raising activities, where proposed, should focus on areas of demonstrated need, such as PrEP updates.
Technical	HIV/AIDS (Testing)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants adopt, adapt, plan, and systematically implement good practices known to optimize HIV testing, including index-testing and HIV self-testing.
Technical	HIV/AIDS (Testing)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends more detailed plans concerning known barriers and challenges to testing such as linkage following HIV self-testing, or inclusion of operational research to document barriers and lessons learned
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants differentiate care packages by epidemiological context, providing details on each step of the cascade and strategies to improve and cover gaps in normative treatment even if not funded by the Global Fund.
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Applicants	The TRP requests that applicants plan and accelerate the pace of rapid ART initiation, of transition to TLD and of access to viral load testing and early infant diagnosis.
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Applicants	The TRP urges applicants to provide disaggregated cascade data.
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants pay particular attention to the long-term sustainability of ART programs through cost-saving innovations and domestic funding mechanisms.
Technical	Human rights and gender (Communities and community systems strengthening)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants ensure that sufficient funding, at least 10 percent as recommended by the Global HIV Prevention Coalition, is allocated to community-led programming.
Technical	Human rights and gender (Communities and community systems strengthening)	2020 TRP Lessons Learned Report	Applicants	In transitioning contexts, the TRP advises applicants to include dedicated interventions to address civil society strengthening and build social contracting and other public financing options for community involvement to foresee co-financing of interventions delivered by civil society to test those mechanisms and demonstrate country's commitment to take over.
Technical	Human rights and gender (Countries with human rights challenges)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to comprehensively assess human rights- and gender-related barriers and differentiate program approaches in Funding Requests following updated and comprehensive guidance from the Global Fund and from technical partners. Attention should be paid to develop more indicators which follow progress in reducing human rights and gender-based barriers.
Technical	Human rights and gender (Gender and key populations)	2020 TRP Lessons Learned Report	Applicants	The TRP urges applicants to include disaggregated human rights and gender analysis, activities and indicators across the three diseases. Furthermore, the TRP asks that applicants develop gender-responsive programming with specific interventions that address gender-based barriers to services and gendered determinants of poor outcomes, as well as gender-based violence. The TRP strongly recommends that all key population programming be accompanied by allocation of adequate budget for the planned interventions.

Technical	Human rights and gender (Gender and key populations)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants make more effort to reduce human rights-related barriers to services, building on learnings from the Breaking Down Barriers Strategic Initiative.
Technical	Human rights and gender (Gender and key populations)	2020 TRP Lessons Learned Report	Applicants	For migrant, mobile, refugee, and cross-border populations, the TRP recommends addressing associated policy and legislative issues as well as improving access to comprehensive services.
Technical	Malaria (Burden and prioritization concerns)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages countries to undertake critical analysis of data to identify and understand factors underlying the observed epidemiological trends, particularly in settings where progress towards impact has stalled or reversed.
Technical	Malaria (Burden and prioritization concerns)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants revise guidelines and engage communities in developing behavior change communication approaches and strategies needed to drive uptake of core interventions as the current ones are not yielding sufficient impact. Targeted and context-specific messaging is needed.
Technical	Malaria (Evidence-based program design and selection of interventions)	2020 TRP Lessons Learned Report	Applicants	The TRP would like to see applicants better use epidemiological and programmatic data, including: evaluation of gaps, prioritization of interventions targeting key and vulnerable populations, and geographical/ ecological targeting, such as urban versus rural settings. This is particularly important for an evidence-based response to insecticide resistance, for which the TRP felt insufficient data was provided to justify the cost and use of PBO nets and IRS.
Technical	Malaria (Evidence-based program design and selection of interventions)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants with a considerable malaria burden and those in elimination settings to extensively use epidemiological and programmatic data to guide the choice of interventions through stratification and modeling (when appropriate) analysis to project impact at national and sub-national levels. The collection and use of robust data is critical in decision-making, targeting drivers of malaria transmission, and prioritizing interventions. Where data is lacking, appropriate epidemiological, entomological, LLIN durability, and coverage assessments should be routinely undertaken to provide the evidence-base necessary to inform subsequent actions.
Technical	Malaria (Evidence-based program design and selection of interventions)	2020 TRP Lessons Learned Report	Applicants	The TRP urges applicants to select interventions, for example LLINs versus IRS, based on data on effectiveness, coverage for all populations, as well as cost-effectiveness for the program overall.
Technical	Malaria (Evidence-based program design and selection of interventions)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends as critically important strengthened surveillance, including at district and regional levels, quality assurance of products, and robust innovative resistance management strategies to prevent and address the spread of both drug and insecticide resistance.
Technical	Malaria (Migrant, mobile, refugee and cross-border populations)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to work on harmonization and data sharing between multinational cross-border initiatives and national malaria control and/or elimination programs through comprehensive health needs assessments that identify risk factors and barriers to malaria services in participating countries.
Technical	Malaria (Monitoring the spread of Anopheles stephensi in Africa)	2020 TRP Lessons Learned Report	Applicants	The TRP underscores the importance of implementing entomological surveillance and monitoring of Anopheles stephensi following WHO guidance.
Technical	Malaria (Value for money, sustainability and tailoring interventions to malaria elimination settings)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to identify interventions based on value for money in achieving results by using and describing costing and efficiency assessment tools, in addition to epidemiological evidence.

Technical	Malaria (Value for money, sustainability and tailoring interventions to malaria elimination settings)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages a deliberate effort for efficient and judicious use of resources by applicants, especially through integration and increased domestic financing as well as engagement of the private sector to maintain gains and ensure needed scale-up of critical interventions
Technical	Malaria (Value for money, sustainability and tailoring interventions to malaria elimination settings)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to consider local-level cross-border collaborations, such as district-to-district with the involvement of nongovernmental and other community-based organizations.
Technical	Malaria (Value for money, sustainability and tailoring interventions to malaria elimination settings)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages exploring opportunities to improve health in these populations (Migrant, mobile, refugee and cross-border populations), and to look beyond malaria and collaborate across the three diseases.
Technical	RSSH (Decentralization)	2020 TRP Lessons Learned Report	Applicants	In countries where decentralization has taken or will take place, the TRP urges applicants to identify the changes in roles and responsibilities at different levels and propose how consequent capacity building needs will be assessed from the perspective of strengthening the whole decentralized health system.
Technical	RSSH (Digital and Health Management Information Systems)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants develop and include in Funding Requests a national digital health plan or strategy and demonstrate alignment of proposed digital investments with the national strategy. Where there is no national strategy, the Funding Request should include a plan to develop an appropriate framework prior to grant implementation and ensure that proposed tools do not fragment the health system.
Technical	RSSH (Digital and Health Management Information Systems)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to conduct a detailed analysis of the requisite IT infrastructure and plans to address associated gaps before embarking on system-wide digital health solutions that may not achieve scale and impact. Partnerships with the private sector, including telecommunication operators, and the Ministries of Information or Telecommunication should be included in national digital health strategies. Investments should prioritize existing solutions instead of developing new tools.
Technical	RSSH (Human resources for Health)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends a more strategic, and integrated approach to strengthening human resources for health to assure sustainable disease control and elimination, including longer-term planning for adequate numbers of qualified, high-performing health workers.
Technical	RSSH (Laboratory systems)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants looking at laboratory systems should use a systems approach as opposed to mainly focusing investments on infrastructural requests such as procurement of equipment, including smartphones and trainings. Applicants should explore all possible opportunities for efficiencies and synergies between programs in designing laboratory strengthening interventions and sample transport systems.
Technical	RSSH (Sustainability)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to highlight all efforts made in the current grant to transition key RSSH interventions to government funding, backed by good documentation.
Technical	RSSH / Digital and Health Management Information Systems	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants develop and include in Funding Requests a national digital health plan or strategy and demonstrate alignment of proposed digital investments with the national strategy. Where there is no national strategy, the Funding Request should include a plan to develop an appropriate framework prior to grant implementation and ensure that proposed tools do not fragment the health system.
Technical	Strategic investment and sustainable financing (Community Health Workers)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to ensure integrated training to avoid community health worker silos.

Technical	Strategic investment and sustainable financing (Community Health Workers)	2020 TRP Lessons Learned Report	Applicants	The TRP requests applicants differentiate general community health worker cadres from key population-led civil society organizations.
Technical	Strategic investment and sustainable financing (Private sector engagement)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to consider whether an increased role is envisioned for the private sector in case finding, drug and commodity production, service delivery, and preparedness.
Technical	Strategic investment and sustainable financing (Sustainability and decentralization)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages all applicants to make references to sustainability in the Funding Request, including low-income countries and/or challenging operating environments which can focus on efficiencies, integration, coherence as well as maintaining government expenditure on health.
Technical	Strategic investment and sustainable financing (Sustainability and decentralization)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants pay greater attention to political economy, governance and institutional challenges to meeting disease program objectives in order to ensure the right balance between short- and long-term investments. Applicants should show how the Global Fund program will invest in and support these crucial elements.
Technical	Strategic investment and sustainable financing (Sustainability and decentralization)	2020 TRP Lessons Learned Report	Applicants	The TRP urges applicants to use Global Fund resources as effectively as possible reducing the amount spent on program management, while strengthening the harmonization of salaries, rationalizing the use and distribution of salary supplements, and using innovative mechanisms and co-financing arrangements to build better value for money.
Technical	Strategic investment and sustainable financing (Sustainability and decentralization)	2020 TRP Lessons Learned Report	Applicants	The TRP asks that applicants provide information on decentralization of governance and health financing of service delivery, and how it is affecting financial flows and governance in Funding Requests.
Technical	Strategic investment and sustainable financing (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP emphasizes that applicants across different income levels should focus efforts on improving the supply chain and access to procurement
Technical	Strategic investment and sustainable financing (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to ensure health financing reforms, including financial protection policies, performance-based financing, etc., are addressing the entire health system, and are supported by strong domestic buy-in, increasing budget allocation to health, and donors' technical and financial support.
Technical	**Turberculosis (Building national capacity)**	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants include leadership and management capacity building strategies as core components of Funding Requests to ensure that the capacity at the national, intermediate and district levels of the national TB program is strong, particularly in the countries undergoing decentralization.
Technical	**Turberculosis (Cascade of care)**	2020 TRP Lessons Learned Report	Applicants	The TRP advises applicants to carry out root cause analyses of the leakages in the TB cascade to inform and prioritize interventions, geographical areas and populations proposed in Funding Requests. To develop differentiated and innovative interventions that address root causes, the TRP suggests the use of data from routine surveillance systems and operational research
Technical	**Turberculosis (Diagnostic cascade)**	2020 TRP Lessons Learned Report	Applicants	The TRP recommends applicants to address the need for holistic approaches to designing and supporting the entire diagnostic cascade, including the integration of laboratory testing, of radiographic services, and of active case finding and other campaign strategies
Technical	**Turberculosis (Diagnostic cascade)**	2020 TRP Lessons Learned Report	Applicants	When introducing new tools, the TRP urges that applicants analyze the selection of the tools, their value for money, and the implementation and logistical requirements based on epidemiologic information

Technical	Turberculosis (Diagnostic cascade)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP urges applicants to present and put into place the structures necessary to support the introduction of the new tools; including specimen networking; recording and reporting; diagnosis, treatment start, and notification linkages; health staff training; and supportive supervision in introduction and implementation of new tools, sustainability of their use, and careful management decisions on where the new tools are placed within the health systems coupled with a diagnostic algorithms.
Technical	Turberculosis (Preventive therapy)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends that applicants prioritize adaptation of innovations in drug-sensitive and resistant TB prevention in line with normative guidance, including for high priority populations, such as children and adolescents. This requires training of health care workers in child contact management and monitoring and evaluation to track the care cascade for children and adolescents. This includes introduction of short TB preventive treatment regimens to improve and ensure treatment completion.
Technical	Turberculosis (Private sector)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends applicants to consider the sustainability of engagement of the private sector and to assess the quality of engagement through well-stipulated regulations.
Technical	Turberculosis (Responses in the context of Covid-19)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends applicants to seek synergies between the responses to COVID-19 and TB, including the development of contact tracing programs and TB preventive treatment through operational and implementation research.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Decentralization of health systems)	[2020 TRP Lessons Learned Report](#)	Applicants	TRP recommends that applicants undergoing or preparing for decentralization should include information in their Funding Requests that outlines the context and scope of decentralization; relationships between different levels and lines of accountability; the health financing of service delivery; the (expected or known) impact on program implementation and sustainability; the arrangements for capacity building at sub-national levels; and the risks and corresponding mitigation measures related to budgeting, budget execution, procurement, and management.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Decentralization of health systems)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP encourages applicants to provide regular updates to the Global Fund Secretariat on the realization of decentralization plans.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Financial and systems sustainability)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP strongly encourages applicants to analyze and articulate the interdependencies and/ or trade-offs between short-, medium- and long-term investments, considering what will be needed to strengthen the health system and sustain long-term gains.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Financial and systems sustainability)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP encourages applicants to consider investments in human resources strategically and with a sustainability plan in mind for the short- and long-term. For example, increased investment in staff salaries must be accompanied by a plan for when and how these salaries will be absorbed into government payrolls and funding should be secured (or projected to be available) when proposing to hire new health workers.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Financial and systems sustainability)	[2020 TRP Lessons Learned Report](#)	Applicants	The TRP recommends that all training proposed with Global Fund investments fit within a training strategy that supports national goals and a long-term strategy for disease elimination and/ or systems strengthening. This will require that applicants develop or draw from coherent human resources for health strategies that include supplies, training, retention, motivation and sustainability of funding for health care workers.

Thematic	Areas that received increased attention from applicants compared to the last cycle (Financial and systems sustainability)	2020 TRP Lessons Learned Report	**Applicants**	The TRP encourages applicants to consider and adopt innovations where proven efficiencies can be gained. Applicants should explain in the Funding Request why and how proposed innovations will fit within and benefit the rest of the program, and how such innovations will be evaluated and absorbed into the health system in the longer term. It is important that innovations be adopted only where the value to the program is clear, and where investment in innovations leads to increased service delivery and does not leave gaps in basic services.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Financial and systems sustainability)	2020 TRP Lessons Learned Report	**Applicants**	The TRP strongly encourages sustainability thinking in promoting the long-term integration of the three diseases and the response to COVID-19 with other basic services, especially reproductive, maternal, newborn, child, and adolescent health.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Human rights, gender and HIV prevention)	2020 TRP Lessons Learned Report	**Applicants**	The TRP recommends that programming for key populations be designed with a people-centered approach. While there are commonalities across groups, the one-size-fits-all model is not appropriate and must be adapted depending on epidemiological stratification of country key population characteristics and needs.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Human rights, gender and HIV prevention)	2020 TRP Lessons Learned Report	**Applicants**	The TRP encourages applicants to ensure that interventions for adolescent girls and young women, in particular, are suited to the epidemiological context, prioritizing those at higher risk and value for money, rather than general education and information that is not tailored to context.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and migrant populations and cross-border collaboration)	2020 TRP Lessons Learned Report	**Applicants**	The TRP encourages applicants to adequately address the health needs of refugee, migrant, cross-border and transnational populations, including mitigation measures to address unstable access to healthcare services, marginalization, stigmatization, uncertain legal status, and gender issues.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and migrant populations and cross-border collaboration)	2020 TRP Lessons Learned Report	**Applicants**	The TRP recommends that applicants prioritize establishing and/or strengthening local and national cross-border collaboration and coordination to address TB, HIV and malaria through the collection of data and coordinated approaches with other diseases and affected geographic areas.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and migrant populations and cross-border collaboration)	2020 TRP Lessons Learned Report	**Applicants**	The TRP recommends that country and multicountry applicants with mobile and migrant populations consider developing private-public partnerships, addressing policy issues, and improving access to services beyond screening, by undertaking comprehensive health needs assessments which identify the most vulnerable groups, main risk factors and key barriers to services.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	**Applicants**	The TRP advises that applicants frame systems support requests within the country's overall health and community system landscape, and tie Funding Requests to a comprehensive plan for health systems improvements over time linked to UHC and the national health security agenda. A mapping of partner contributions to RSSH should also be included.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	**Applicants**	The TRP recommends that applicants develop one plan for requesting Global Fund investment in RSSH that includes a clear picture of the health and community system landscape, an analysis of the prioritized needs/gaps, the sequencing of investments, and elements that would be included in the RSSH requests submitted with each Funding Request when RSSH investments are not consolidated in one Funding Request

Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants refine their understanding and commitment to RSSH by moving beyond just funding community health workers to inclusion and institutionalization of community system response.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to check for consistency of RSSH data across Funding Requests, such as warehousing and distribution charges.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to clarify who is responsible for the integration and governance of RSSH investments overall; for example, efforts to coordinate TB/HIV activities are well-reflected in several Funding Requests, but could be strengthened in presenting the integration of supportive operations such as training, supervision and monitoring and evaluation.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Resilient and sustainable systems for health RSSH)	2020 TRP Lessons Learned Report	Applicants	The TRP strongly encourages applicants to integrate systems and services where efficiencies can be gained, such as the merging of laboratory diagnostics systems for TB, HIV, malaria and other infections; or integrating disease-oriented services with, for example, reproductive, maternal, neonatal, child and adolescent health and other essential services such as sexual and reproductive health
Thematic	Areas that received increased attention from applicants compared to the last cycle (Use of disaggregated epidemiological data to develop program rationale)	2020 TRP Lessons Learned Report	Applicants	The TRP strongly encourages applicants to continue to present data-based justification for programming priorities.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP requests that applicants categorize program management correctly, i.e. not as an investment in health systems strengthening; applicants should also clearly specify the program management budget within the allocation amount for each Funding Request or component. Program management costs should be carefully examined and negotiated during grant negotiations in order for the Global Fund to maximize value for money.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that applicants reflect more comprehensive and strategic planning as the basis for investments in capacity building and training.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP strongly recommends that applicants prioritize investment in the basics before investing in new technologies that will also require supportive system integration investments.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Value for money)	2020 TRP Lessons Learned Report	Applicants	The TRP strongly advises applicants to follow normative guidance adapted to their epidemiological context, allowing for learning from country-specific innovation and use of funds in maximally efficient ways.
Thematic	High quality Funding Request submissions overall	2020 TRP Lessons Learned Report	Applicants	The TRP recommends that Funding Requests submitted by multicountry applicants include a mapping of programmatic and institutional linkages between the multicountry grant and country programs, and a clear articulation of the sustainability path of the proposed multicountry grant, including co-financing.
Thematic	High quality Funding Request submissions overall	2020 TRP Lessons Learned Report	Applicants	The TRP encourages applicants to build on previous investments to further strengthen systems and make them more sustainable.

Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP recommends that multicountry applicants consider leveraging opportunities for deeper regional coordination and experience sharing, by investing in regional interventions such as procurement knowledge management and relevant information system modules.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	Despite the urgent need to respond to COVID-19, countries are urged to take all necessary steps to ensure they continue to focus on rights-based and gender-responsive strategies to control and eliminate HIV, TB and malaria.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP encourages countries and partners to use the response to COVID-19 as an opportunity to work more cohesively and collectively to advance and promote country leadership, institution building and systems strengthening for the benefit of those most in need, in alignment with national health goals and the Global Action Plan for Healthy Lives and Well-Being for All (the GAP).
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP urges countries and all stakeholders to redouble efforts to advance universal health coverage (UHC), which is the most effective means to address both the three diseases and the COVID-19 pandemic.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP recommends that patient-centered innovations and practices implemented in response to the COVID-19 crisis be scaled-up and continued where appropriate.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	Countries are encouraged to develop and monitor a "do no harm" framework, considering COVID-19 implications, including ensuring that lockdowns and other means of restricting population movements during COVID-19 do not prevent access to HIV, TB and malaria services; ensuring the safety of community-based and outreach service workers, often members of key populations, and at-risk frontline healthcare workers, the majority of whom are women, including access to adequate personal protective equipment and other measures; expanded use of digital information and interfaces is also vital, with increased attention to equity of digital access, security protocols and data privacy. Heightened attention is also needed to address and mitigate gender-based violence, adapt services for key populations, and to ensure the health needs and human rights of those most vulnerable to COVID-19, as well as to HIV, TB and malaria
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	Countries are encouraged to invest in building the resilience and capacity of systems for health as a core strategic response to managing multiple epidemics including COVID-19 and HIV, TB and malaria. These investments should aim to: (1) Increase access to services, particularly for key and vulnerable populations; (2) Improve information, supply chain and logistics arrangements; (3) Expand supervision and quality of care; (4) Strengthen essential health service platforms, especially primary health care and community services; and (5) Together with partners, ensure complementarity and consistency of investments in RSSH through more comprehensive mapping of national and partner RSSH interventions.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP advises that countries pursue opportunities for integrating the COVID-19 response and general outbreak preparedness with HIV, TB and malaria programs, where areas of alignment exist, including reinforcing governance, leadership and planning, improving infection prevention and control, strengthening data and surveillance systems and laboratory services, and expanding community-based services, diagnosis, and quality treatment and care.

Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP recommends that adult on-line training platforms be considered for both health care workers and peer groups and prioritized over more resource-intensive in-person trainings, during the pandemic and even going forward.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP recommends applicants take advantage of funding opportunities to support large-scale, long-term national health reforms and the expansion of UHC. Development assistance for health is declining despite COVID-19 and every health dollar needs to do double duty, supporting HIV, TB and malaria services while advancing broader health systems strengthening at community and government level.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP encourages all applicants to be more ambitious in their targets in order to make stronger progress against 2030 goals, realistically assessing what can be achieved, and considering limitations of time and financing.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	**Applicants**	Applicants are encouraged to comprehensively consider the prevention/treatment/care cascade and ensure that their prioritized programming does not leave key gaps which would limit the effectiveness of earlier interventions.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP also encourages applicants to scale up programming for high-risk and hard-to-reach populations. Accordingly, countries with substantial increases in allocation funding should increase spending to achieve more ambitious results for high-risk and hard-to-reach populations, designating specific funding for addressing rights- and gender-related barriers to access.
Thematic	Opportunity for greater focus on ensuring that core evidence-based interventions are in place to respond to specific epidemiological contexts	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP encourages applicants to prioritize high impact interventions to ensure that critical activities and necessary inputs for program success are in the allocation rather than in the PAAR.
Thematic	Opportunity for greater focus on ensuring that core evidence-based interventions are in place to respond to specific epidemiological contexts	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP requests applicants to explain how their PAARs link to and maximize impact of the allocation investment by sharing investment scenarios indicating how different requested interventions are interrelated.
Thematic	RSSH (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Applicants**	The TRP recommends that applicants develop one plan for requesting Global Fund investment in RSSH that includes a clear picture of the health and community system landscape, an analysis of the prioritized needs/gaps, the sequencing of investments, and elements that would be included in the RSSH requests submitted with each Funding Request when RSSH investments are not consolidated in one Funding Request.

Strategic Investment	Measuring changes and results for individual SIs	[2020 TRP Lessons Learned Report](#)	Board	The TRP notes the opportunity to strengthen alignment of SI indicator frameworks with those of country and multicountry grants as well as the Global Fund key performance indicators. While this may not be appropriate for all SIs, country or regional settings, alignment would better support ensuring appropriate outcomes, measurement, and, in certain cases, smooth integration of interventions into country grants.
Strategic Investment	Strategic value and management across SIs (Group, streamline and systematize SI selection)	[2020 TRP Lessons Learned Report](#)	Board	The TRP recommends to consider the formulation of new categories, such as "long-term SIs" or "gap-filling SIs", with timelines and associated indicator frameworks that are appropriate to each category and may extend beyond the standard three-year allocation period, for which suitable design and measurement criteria are created to facilitate the development and review.
Strategic Investment	Technical assistance (TA)	[2020 TRP Lessons Learned Report](#)	Board	To improve efficiencies internally, the TRP would encourage the SIs to take advantage of TRP recommendations to country disease programs to guide where resources would be most impactful. In its review of allocation Funding Requests, the TRP often recommends that countries invest in TA in specific areas, many of which overlap with the SIs. Specifically, the SI should systematically review and consider the TRP Review and Recommendation Forms of countries preparing for transition to inform the types of assignments to be funded through the SI.
Strategic Investment	Measuring changes and results for individual SIs	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP recommends that the theory of change for future SIs be strengthened by: • Clearly presenting the problem to be addressed by the SI within the context of the Board-approved area of investment; • Specifying the key areas prioritized in the SI based on the problem statement; • Explaining the program content or the interventions to be implemented within the areas prioritized; • Describing the theory of change framework that specifies the indicators to be used in measuring the results of implementation including how they will be measured, and how they will be used to inform progress on the problem statement, both in the short and long term; and • Better determination of program risks and mitigation efforts.
Strategic Investment	Strategic value and management across SIs (Enhance synergies and efficient coordination between Sis)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP recommends greater coordination and alignment of implementers is needed at the country level where countries are targets or beneficiaries of multiple SIs. This will help avoid confusion as well as promote integration and better implementation of SI and core country disease programs.
Strategic Investment	Strategic value and management across SIs (Enhance synergies and efficient coordination between Sis)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP urges the SI Project Management Office to consider means of reducing transaction and other costs while maximizing country-specific outcomes across the SIs.
Strategic Investment	Strategic value and management across SIs (Ensure attention to anti-racist and decolonizing global health efforts that complement existing allocation funded programs and partner investments)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP urges the Global Fund to ensure that all elements of SIs are consistent with policies and suitable practices to redress racism and colonizing actions.

Strategic Investment	Strategic value and management across SIs (Ensure attention to anti-racist and decolonizing global health efforts that complement existing allocation funded programs and partner investments)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP encourages greater attention to anti-racist and decolonizing global health efforts that complement existing allocation funded programs and partner investments: The TRP urges the Global Fund to ensure that all elements of SIs are consistent with policies and suitable practices to redress racism and colonizing actions. This supports overall Global Fund principles and includes: • Ensuring robust participation of national programs and local communities in the selection and design of activities; • Ensuring full use of local resources and expertise in implementing the SIs; • Reliance on communities and other local actors in the monitoring and evaluation of the SIs; and • Considering longer-term needs for technical support and determining means of ensuring these can be fulfilled with local resources.
Strategic Investment	Strategic value and management across SIs (Group, streamline and systematize SI selection)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP recommends to continue to ensure synergies and complementarities between SIs and ongoing country and regional investments by the Global Fund and partners including donors and other parallel organizations.
Strategic Investment	Strategic value and management across SIs (Group, streamline and systematize SI selection)	[2020 TRP Lessons Learned Report](#)	Secretariat	Recognizing that many SIs function as a "proof of concept", the TRP recommends to ensure that close attention is paid to evaluation, lessons learned and recommendations, as SIs are implemented.
Strategic Investment	Strategic value and management across SIs (Group, streamline and systematize SI selection)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP proposes to expand the scope, and where necessary, the budget of some SIs to maximize their strategic value. For example: o The Strengthening National Laboratory Systems and Health Security SI contains initiatives that are critical to ending HIV, TB and Malaria, and to addressing COVID-19 that could benefit many more countries and have greater impact by strengthening leadership and governance of laboratory systems. o Consider expanding the scope of the SI on TB Preventative Treatment for People Living with HIV to include access to preventive therapy for all TB contacts. This modification would align with normative guidance to support TB preventive treatment among other at-risk populations for latent TB infection regardless of their HIV status. o With increased funding, the Sustainability, Transition and Efficiency SI could further boost the impact of the disease programs and of the Global Fund. o Future TB SIs would be improved by updating their scope to incorporate prioritized groups of missing people, such as migrants, refugees and cross-border populations; differentiated approaches for men in highly gendered epidemiological settings; people living in conflict settings; and other vulnerable groups.
Strategic Investment	Strategic value and management across SIs (Rationalize allocation of funds between and within SIs)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP recommends differentiation of approaches and allocation of budget based on country and program context
Strategic Investment	Technical assistance (TA)	[2020 TRP Lessons Learned Report](#)	Secretariat	The TRP strongly encourages the Global Fund to continue to prioritize country ownership of TA, with TA being driven by country-level assessments, focusing on building and utilizing local capacity, and moving away from reliance on international TA providers and towards use of national and regional TA providers. In line with the value of partnerships underlined in the Global Fund Strategy, it is essential that the Global Fund functions, and is seen to function, as a role model for supporting and mobilizing regional and national TA networks to support country programs.

Strategic Investment	Technical assistance (TA)	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends that the TA providers' performance be measured rigorously through carefully considered indicators and benchmarks, detailed in the terms of reference and reflected in SI indicator frameworks and, as applicable, in country-level indicator frameworks.
Strategic Investment	Technical assistance (TA)	2020 TRP Lessons Learned Report	**Secretariat**	The TRP supports any efforts to consult and coordinate with development and technical partners on the national and regional level across the SIs, particularly when it comes to the provision of TA.
Strategic Investment	Theory of change	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends that the SI program be based on an overall framework or theory of change to ensure: • Available SI funding is being allocated efficiently to address key programmatic gaps that have highest potential to catalyze grant impacts; and • Clear articulation of the short-term versus the long-term expectations for the SIs.
Strategic Investment	TRP engagement in the SI review process	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends that independent technical reviewers be engaged upstream in the overall SI program selection and design, as well as in review of individual SIs.
Strategic Investment	TRP engagement in the SI review process	2020 TRP Lessons Learned Report	**Secretariat**	The TRP notes that there is scope to enhance the documentation provided for review to ensure the most critical information to enable technical review is captured. Welcome improvements would include: • In the case of continuing SIs, providing a clear description of the accomplishments during the previous implementation period and how lessons learned have been incorporated in the new submission; • Providing detailed information on the particular SI's linkage with the country disease/RSSH program and other programs, such as other SIs or TA recommended by the TRP in reviewing the country disease funding request; • Providing a robust theory of change for the SI investment plan; • Including more budget details with a breakdown of funds for TA and other interventions to support better assessment of value for money; and • Presenting a clear set of indicators for measuring outcomes that are aligned with country disease program indicators and that measure the added value of the SIs to assess effectiveness and complementarity to country disease programs.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	**Secretariat**	The TRP requests that the Secretariat provide TA to enable applicants to use available evidence and information to adequately segment, plan and fund focused interventions for key populations and their sub-groups.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends that the Secretariat monitor and report on Global Fund investments in harm reduction, including analyses of coverage, of quality trends and of gender-responsiveness.
Technical	**HIV/AIDS (Prevention)**	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends the Secretariat develop incentives for countries to increase domestic investment in prevention including, but not limited to, condom and key population programming.
Technical	**HIV/AIDS (Value for money & Sustainability in pre-transition settings)**	2020 TRP Lessons Learned Report	**Secretariat**	The TRP recommends that the Global Fund provide greater clarity on what can be funded with respect to key co-morbidities such as hepatitis, cervical cancer screening, and hormone therapy in focused portfolio countries to enable better integration with services.

Technical	HIV/AIDS (Value for money & Sustainability in pre-transition settings)	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends that the Secretariat support focused portfolio countries to plan ambitious HIV care cascades with adequate measures.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends UN partners to accelerate engagement at country level where key populations are criminalized.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends the Secretariat require increased funding of key populations through national budgets in advance of transition as a pre-condition for receiving a final Global Fund allocation or grant.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP requests the Secretariat to share trends in the human rights environment over allocation cycles with the TRP.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP requests additional guidance from the Secretariat on what can and cannot be financed by the Global Fund, and encourages that lessons learned from the Breaking Down Barriers Strategic Initiative to be shared across the partnership.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends that the Global Fund Board address the risk of financing countries with substantial human rights challenges.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends the Secretariat to enhance the modular framework to include comprehensive mental health and psychosocial support interventions.
Technical	RSSH	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends that the Secretariat consider TA to encourage wider systems strengthening approaches and the needs of multiple disease programs when designing new lab systems.
Technical	RSSH	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends the Secretariat's technical working group to develop guidance on digital health as part of comprehensive RSSH investments.
Technical	RSSH	2020 TRP Lessons Learned Report	Secretariat	The TRP recommends the Secretariat to work with applicants to pilot decentralized programming and financial management in countries where capacity appears sufficient at the decentralized levels to work across the portfolio. Where appropriate, the Secretariat is encouraged to consider standard minimum conditions for co-financing or for other elements in the Funding Request applicable to all the decentralized units.
Technical	Strategic investment and sustainable financing	2020 TRP Lessons Learned Report	Secretariat	The TRP requests that the Secretariat track and measure investments by Principal Recipients to support capacity building, institution strengthening, and governance, including and particularly in the case of international organization Principal Recipients.
Technical	Strategic investment and sustainable financing	2020 TRP Lessons Learned Report	Secretariat	The TRP welcomes dialogue with the Secretariat's Health Financing team, including dialogue on health financing reforms and value for money best practices. The TRP would like for this team to develop a repository of Global Health financing research such as country or regional studies on user fee impact and decentralized facility financing.
Technical	Strategic investment and sustainable financing	2020 TRP Lessons Learned Report	Secretariat	The TRP encourages the Secretariat teams to engage in policy dialogues on health financing in the country.

Technical	Strategic investment and sustainable financing	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP asks that the Secretariat provide clear guidance to transitioning countries on requirements for transition readiness assessments and workplans.
Technical	Strategic investment and sustainable financing	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends the Secretariat to strengthen efforts to encourage applicants to adopt pooled procurement mechanisms when available.
Technical	**Tuberculosis**	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat ensure improved use of routine TB data at all levels of national TB programs to construct the cascades for TB diagnosis and care. Analysis of these cascades at facility, district and intermediate levels can yield identification of the major leakages that the programs should aim to close. Correspondingly, the programs can find more missing people with drug-sensitive and drug-resistant TB and improve the quality of TB case holding, quality of TB and co-morbidity services, and TB prevention. Information on root causes of major leakages in these cascades can focus training, supportive supervision and mentorship interventions to improve performance.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Decentralization of health systems)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP requests that the Secretariat highlight key decentralization concerns, if any, and possible risk mitigation measures in the Secretariat Briefing Notes.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Decentralization of health systems)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat collect and share lessons learned related to decentralization across the grant portfolios, differentiating by the scale of decentralization being undertaken.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and migrant populations and cross-border collaboration)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat facilitate the establishment and/or strengthening of bilateral/multilateral cross-border collaborations to holistically address TB, HIV and malaria, in collaboration with technical and donor partners as well as regional bodies.
Thematic	Financial (and systems) sustainability (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP requests that all Tailored for Transition Funding Requests be submitted with an accompanying transition readiness assessment and workplan. The TRP recommends that clear guidance on this be provided in the allocation letter.
Thematic	Financial (and systems) sustainability (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP encourages continued attention to the approach to transition in Tailored for Transition Funding Requests and consideration of extended monitoring of program success beyond transition.
Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Global Fund continue creating and refining differentiated funding applications, while simultaneously providing ongoing training to applicants, partners, and the TRP on how to develop and leverage Funding Request materials appropriately.
Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP requests further guidance be provided to applicants on how to most effectively use the Tailored for National Strategic Plans application approach, and how to ensure that any gaps in NSPs are sufficiently addressed in the Funding Request. Further, the TRP requests that the Secretariat and partners qualitatively and quantitatively analyze lessons learned from this modality over the funding cycle to inform future improvement to the application approach.

Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat provide more guidance on the "typology" of multicountry programs and whether these grants are expected to focus on regional coordination, capacity building, exchange of experience, pooling of resourcing and/or other values or desirable advantages.
Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Secretariat**	In the context of differentiation, the TRP requests that the Secretariat provide greater guidance to applicants and the TRP on what is expected in terms of sustainability and transition preparedness in multicountry requests, and how to approach assessment of these aspects in applications.
Thematic	High quality Funding Request submissions overall	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Global Fund Board think harder about maximizing the impact of the Global Fund's resources, taking calculated risks, and better and more constructively investing in sustainability.
Thematic	Human rights, gender and HIV prevention (Areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP advises the Global Fund to carefully examine implementation arrangements of Principal and Sub-Recipients to ensure that there is sufficient funding for civil society implementers to ensure the sustainability of key programs and service delivery.
Thematic	Human rights, gender and HIV prevention (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	In the context of COVID-19, the TRP recommends that the Secretariat support governments in recognizing the role of civil society organizations in tackling COVID-19 and its consequences and enabling civil society organizations to continue to provide vital services, while encouraging broad civil society participation in the development, oversight, and implementation of COVID-19 recovery plans.
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP encourages technical partners and the Secretariat to work together to explore how the production of real-time data, such as that produced for COVID-19, could be used in the Global Fund's model for HIV, TB and malaria.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP advises the Global Fund to consider a more practical (less resource-intensive) approach to funding small islands/countries where the disease burden is low, such that focus remains on results rather than individual program investments.
Thematic	RSSH (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The Secretariat should continue to provide guidance to countries on the types of activities that could be included in the RSSH Governance Module. When activities for this module are included in the Funding Request, the Performance Frameworks and Budget should reflect them accordingly. Additionally, the Secretariat should provide guidance on investing in sustainable systems while addressing the three diseases using the WHO's 4S-framework.
Thematic	RSSH (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat provide further guidance to applicants to develop one plan for requesting Global Fund investment in RSSH that includes a clear picture of the health and community system landscape, an analysis of the prioritized needs/gaps, the sequencing for investments, and what elements would be included in the RSSH requests submitted with any disease-specific funding requests.

Thematic		[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP advises the Global Fund and its partners to focus even more on national program results, with greater attention to epidemiological results, and beyond the usual grant performance metrics (e.g., absorption rates). In addition, the Global Fund should look for metrics and grant program methods that increase applicant accountability for their program results.
Thematic	Value for money (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat to continue assisting applicants with guidance to develop programmatic gap tables that are based on robust mapping of the coverage by all stakeholders in-country.
Thematic	Value for money (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	**Secretariat**	The TRP recommends that the Secretariat develop and hold to stronger policies to manage program management costs to maximize value for money
Technical	**HIV/AIDS**	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Provide guidance and support for the scale-up of community-led monitoring of HIV programs.
Technical	**HIV/AIDS**	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Support and ensure correct and consistent analysis and reporting against joint UNAIDS 95-95-95 and prevention goals.
Technical	Strategic focus	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Support applicants to access, use and analyze quality data, disaggregated by key and vulnerable populations, age, gender, race, indigenous and ethnic background, education and other markers of equity stratification, for prioritization of interventions in funding requests.
Technical	Technical soundness	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Support early adoption of new normative guidance and guidelines and facilitate access to better prices for the recommended newer health products across the applicant income status continuum e.g., shorter regimens for TPT through market shaping initiatives.
Technical	Technical soundness	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Increase support to build sustainable local capacity, using local and regional technical support providers, or providers from implementer countries, wherever possible.
Thematic	Equity, gender equality and human rights	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Support countries with tools, and/or to secure technical assistance to address the holistic needs of key and vulnerable populations, including across borders.
Thematic	Equity, gender equality and human rights	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Provide greater guidance for applicants for performance for results and performance-based financing component of funding requests, especially with regards to consistent engagement of most affected communities.
Thematic	Equity, gender equality and human rights	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Develop better guidance (or additional modules) on planning theory of change and performance frameworks for multi-country grants, as existing modular framework does not capture progress from advocacy and capacity building focused multi-country grants.
Thematic	Equity, gender equality and human rights	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Leverage Global Fund Country Coordinating Mechanisms to lend their diplomatic voice, and use multi-country dialogues to exchange good practices, in order to boost specific activities related to legal reform and human rights barriers.
Thematic	Mobilizing increased resources	[2020-2022 Observations Report](#)	**Secretariat + Technical Partners**	Avoid promoting "quick fixes" and superficial solutions to complex problems, and on the contrary, pay closer attention to the overall governance, political and institutional challenges of HIV, TB and malaria responses and the health sector more generally, so as to support appropriate reforms together.

Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Secretariat + Technical Partners**	Ensure that there is strong domestic buy-in and increasing health budget for health financing reforms that address the entire health system and leverage external technical and financial support if required, including to leverage innovative financing approaches.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Secretariat + Technical Partners**	Support applicants to enhance their understanding of value for money, and build on previous information sharing approaches to continue to make value for money asks clearer for the 2023-2025 allocation period, and provide more guidance on how to address value for money as an integral part of priority-setting and funding request development, through briefing notes and more detailed guidance in application instructions.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Secretariat + Technical Partners**	Funding request documents should prompt applicants to provide information on the overall health system funding, including main stakeholders; health financing analysis and reforms, and how Global Fund investments are integrated and overall health sector performance and efficiency, including health financing indicators in performance frameworks.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Secretariat + Technical Partners**	Support health finance analysis and participate in country-level discussions on health reforms.
Thematic	Mobilizing increased resources	2020-2022 Observations Report	**Secretariat + Technical Partners**	Further reinforce transition timelines and provide guidance for countries to implement the Sustainability, Transition and Co-financing Policy.
Thematic	Impact of COVID-19 on disease programs	2020 TRP Lessons Learned Report	**Secretariat + Technical Partners**	The TRP encourages technical partners and the Secretariat to work together to explore how the production of real-time data, such as that produced for COVID-19, could be used in the Global Fund's model for HIV, TB and malaria.
Technical	Malaria	2020-2022 Observations Report	**Technical Partners**	Support and build capacity for malaria microstratification in countries beyond those classified as high-burden high-impact.
Thematic	People-centered integrated systems for health	2020-2022 Observations Report	**Technical Partners**	Support technical assistance plans that focus on national capacity building; specifically, to support strengthening and integration of supply chain management systems (health product management) with health management information systems, financial management systems and logistics management information systems.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	**Technical Partners**	The TRP recommends that technical partners work with the Global Fund Secretariat to ensure that new, improved guidance is provided to applicants on programming for adolescent girls and young women, specifically encouraging greater disaggregation of risk and related differentiation of interventions for this population.
Technical	**HIV/AIDS (Key populations)**	2020 TRP Lessons Learned Report	**Technical Partners**	The TRP recommends that technical partners seek and share regional solutions for supporting initiation of key population mapping, programming and quality assurance, including TA for programming among people who inject drugs in Sub-Saharan Africa.
Technical	**HIV/AIDS (Prevention)**	2020 TRP Lessons Learned Report	**Technical Partners**	The TRP recommends that technical partners assist and support applicants to carefully analyze their data, identify critical gaps and implement innovative strategies to address identified gaps.
Technical	**HIV/AIDS (Prevention)**	2020 TRP Lessons Learned Report	**Technical Partners**	The TRP requests that technical partners share practical tools for innovation in prevention and, in particular, assist countries with PrEP programming as there is still some ambiguity in guidance on implementation and evaluation of programs.
Technical	**HIV/AIDS (Prevention)**	2020 TRP Lessons Learned Report	**Technical Partners**	The TRP recommends that technical partners share practical tools for planning and monitoring and ensuring quality of online services.

Technical	HIV/AIDS (Prevention)	2020 TRP Lessons Learned Report	Technical Partners	The TRP encourages technical partners to support countries in adjusting condom programming in line with evolving guidance, supporting strategies to increase condom uptake and developing related sustainability strategies.
Technical	HIV/AIDS (Testing)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends that technical partners produce more guidance and case studies on common barriers to differentiated testing and strategies countries have used to overcome them.
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Technical Partners	The TRP requests that technical partners assist countries in fine-tuning their monitoring and evaluation systems to help identify issues related to access, testing, retention and viral load suppression among key populations, age and gender groups.
Technical	HIV/AIDS (Treatment cascade)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends that technical partners develop more directive guidance for dolutegravir transition planning.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to provide TA to translate malaria and TB analyses into solid programming based on contextually grounded evidence about gender-based inequities in access to services. These would be best supported by a list of best-practices and model interventions to help countries move beyond assessments.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Technical Partners	The TRP encourages that partners review transition planning guidance, tools, and best practices.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to produce expanded guidance, tools, and best practices for financing community and civil society involvement in disease response, with the aim of strengthening inclusion, effectiveness and sustainability. These materials should focus on actions to address other work outside of services, such as supporting watchdog capabilities, capacity building and advocacy functions.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Technical Partners	The TRP encourages that technical partners use normative guidance to recommend that countries report sex, gender, and age disaggregated data on key indicators and develop guidance for responding to all forms of violence. The TRP also urges technical partners to provide guidance on working with young populations, including those involved in sex work as well as adolescent boys and young men.
Technical	Human rights and gender	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to support applicants in exploring opportunities for comprehensive HIV prevention programming, including PrEP for key populations and adolescent girls and young women.
Technical	Malaria	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends that technical partners emphasize the importance of achieving full coverage of core interventions in line with guidance, and to update normative guidance specially to support: o The prioritization process in coordination with other partners; o Comprehensive malaria interventions targeting migrants and mobile populations focusing at sub-national district border levels; o The withdrawal or scale-back of SMC and IPTp in low transmission/elimination settings; o Implementation and uptake of innovative approaches and sharing findings; o IRS exit strategies and surveillance systems to guide prioritization of malaria interventions; o The development of robust monitoring and evaluation capacity and systems in order to strengthen evaluation approaches.

Technical	Malaria	2020 TRP Lessons Learned Report	Technical Partners	The TRP urges the WHO and other partners to continue to support countries to strengthen their routine entomological surveillance, monitoring and reporting – including that of Anopheles stephensi.
Technical	RSSH	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to support and facilitate ministries of health and Principal Recipients to engage with ministries of telecommunication and the private sector, in order to encourage development and implementation of comprehensive and inclusive digital health strategies that leverage domestic resources and foster sustainability.
Technical	Strategic investment and sustainable financing	2020 TRP Lessons Learned Report	Technical Partners	In order to build value for money and strengthen sustainability, the TRP recommends technical partners to support TA plans that focus on national capacity building, specifically, TA to support strengthening and integration of supply chain management systems with health management information systems, District Health Information Software 2, financial management systems and logistics management information systems.
Technical	Tuberculosis (Cascade of care)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends that technical partners support applicants to introduce and scale up innovations in care, including care for people with TB and comorbidities, such as HIV infection, diabetes mellitus, as well as presentation of routinely available TB data as cascades of care at all levels of TB services. Construction and analysis of the available data as a cascade of care will facilitate identification of leakages and should be followed up with necessary action and ensure that people with presumptive TB found to have TB are linked to treatment and care and supported to complete their TB treatment. Interventions to ensure data quality are a priority to support these processes.
Technical	Tuberculosis (Diagnostic cascade)	2020 TRP Lessons Learned Report	Technical Partners	The TRP highlights to technical partners that the transport of specimens continues to be a major bottleneck to increasing access to rapid molecular diagnostics. Although most Funding Requests include activities to strengthen the specimen transport network, there is little analysis of the total needs and capacity required.
Technical	Tuberculosis (Diagnostic cascade)	2020 TRP Lessons Learned Report	Technical Partners	The TRP highlights that most specimen transport networks use a hub and spoke approach. Although this is reasonable on a small/medium scale, there are increasing opportunities to optimize the services by applying network science and technologies for national scale-up. Moreover, the implementation of integrated sample transportation systems for TB and HIV, at least in urban areas, should be encouraged. The TRP recommends Technical partners and the Secretariat to consider this an area that would benefit from strategic investments.
Technical	Tuberculosis (Diagnostic cascade)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to support applicants in introducing and implementing new tools, including comprehensive plans that include reporting and evaluation of new tools and external and internal quality assurance systems.
Technical	Tuberculosis (Key populations)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends technical partners to facilitate the establishment and/or strengthening of bilateral and multilateral cross-border collaborations to holistically address key population needs for TB, as well as for HIV and malaria. Additionally, technical partners are encouraged to support applicants to conduct situation analyses and develop operational plans for cross-border programs and interventions targeting migrant, refugee, and cross-border populations.

Technical	Tuberculosis (Preventive therapy)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP would like to highlight the need for technical partner support in assisting applicants to strengthen programs for finding missing people with TB; implementing contact management programs; providing preventive TB therapy to eligible populations in alignment with normative guidance; reducing morbidity and mortality from TB; addressing catastrophic costs.
Technical	Tuberculosis (Responses in the context of Covid-19)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP recommends that technical partners support applicants to mitigate the impact of COVID-19 on TB diagnosis and care, and conduct operational and implementation research on the introduction of innovations and lessons learned from COVID-19 response.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and migrant populations and cross-border collaboration)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP recommends that partners amend existing guidance that overemphasizes the role and efficacy of border screenings in epidemic control in transnational populations, noting that existing measures may have limited effectiveness unless accompanied by a comprehensive service package.
Thematic	Areas that received increased attention from applicants compared to the last cycle (Mobile and	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP recommends that Partners develop guidance on comprehensive intervention packages, including private-public partnerships and programming for migrant health, and pilot innovative
Thematic	Impact of COVID-19 on disease programs	[2020 TRP Lessons Learned Report](#)	Technical Partners	Technical partners are urged to support national systems rather than establishing or using parallel systems for COVID-19 response.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP recommends that Technical Partners provide intermediate benchmarks in elimination strategies so that countries are better able to calibrate their targets and deliver more ambitious programs with more sustainable results and long-term impacts.
Thematic	Moving toward Funding Requests that are strategically focused on both results and impact, and demonstrate continuous improvement of program effectiveness and efficiency (Setting and achieving more ambitious, comprehensive and realistic program targets)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP urges technical partners to increase access to TA for countries advanced in the transition continuum to address major gaps in HIV prevention and care continuum and support country political dialogue for greater and more focused domestic investments.
Thematic	Opportunity for greater focus on ensuring that core evidence-based interventions are in place to respond to specific epidemiological contexts	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP encourages technical partners to provide better direction on prioritization of interventions within normative guidance, and to support applicants in effectively and strategically prioritizing the range of interventions; this prioritization should be informed by available funding and anticipated effects of proposed activities on other areas in the spectrum of interventions.
Thematic	RSSH (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP recommends that technical partners encourage, as a normative practice, the integration of systems and services as a means to improve access to care and efficiency, especially in light of primary health care, UHC and health security commitments and that they consider the efficiency and sustainability of such practices.
Thematic	Value for money (areas that received increased attention from applicants compared to the last cycle)	[2020 TRP Lessons Learned Report](#)	Technical Partners	The TRP encourages partners to further efforts to tailor technical support to the national context to the extent possible.

Thematic	Value for money (areas that received increased attention from applicants compared to the last cycle)	2020 TRP Lessons Learned Report	Technical Partners	The TRP recommends that partners deliver new normative guidance advising when and how new health services or health systems technologies should be adopted, and what and when old interventions should be dropped or deprioritized.