

34th Board Meeting

Update on Key Strategy Issues

For Board Information

GF/B34/21

Geneva, Switzerland

16-17 November 2015

Content Overview

1 Challenging Operating Environments

2 Sustainability and Transition

3 Building resilient and sustainable systems for health

4 Promote and Protect Human Rights and Gender Equality

5 Strategic Risk

6 Goals and Targets

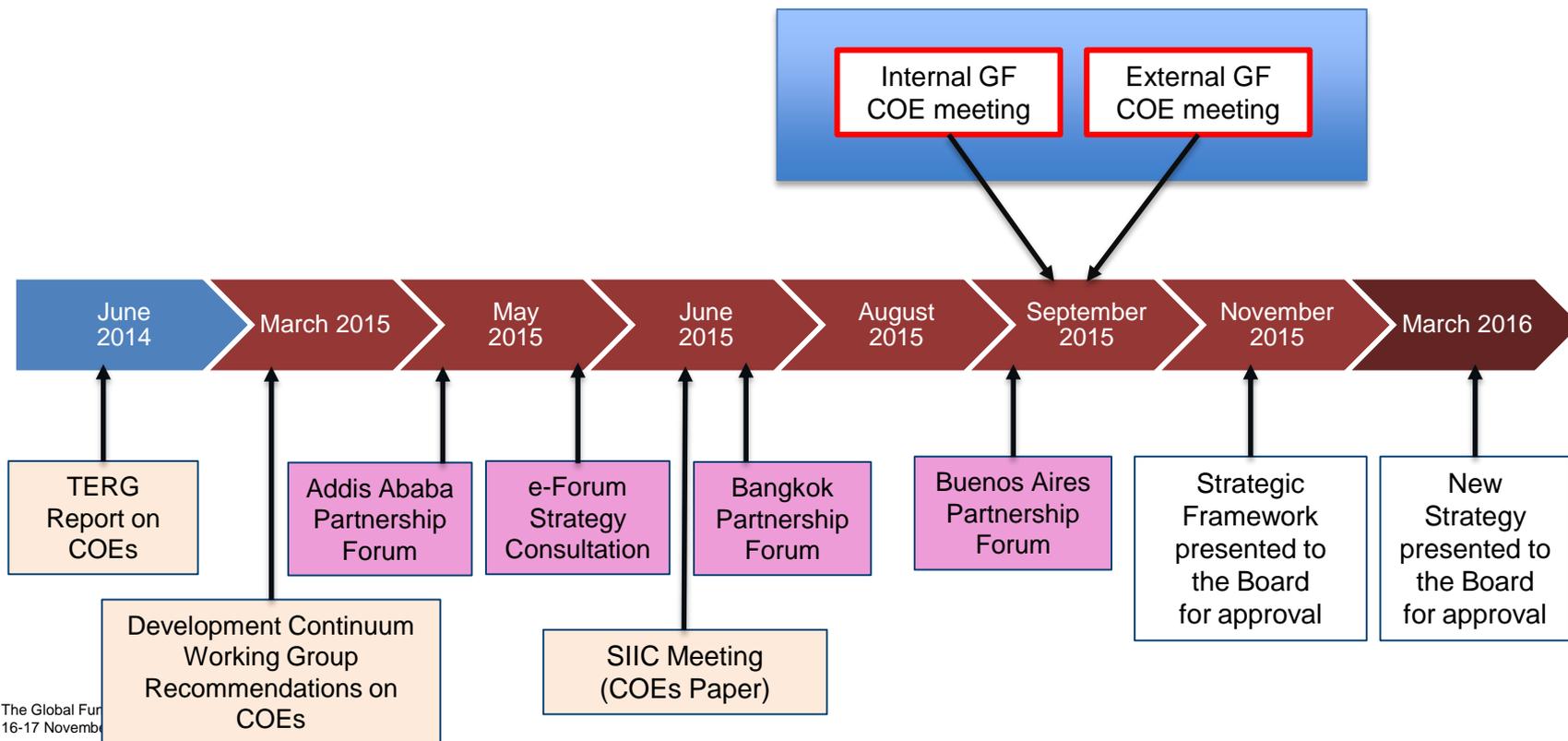
Strategic Framework

1. Maximize Impact through Tailored Investments

Innovative approaches to meet diverse country needs are essential to accelerate the end of the epidemics

- a) Scale-up evidence-based interventions for the highest burden countries with the lowest economic capacity and for key and vulnerable populations disproportionately affected by the three diseases
- b) Evolve the allocation model and processes for greater impact, including innovative approaches tailored to country needs
- c) Support grant implementation success based on impact, effectiveness, risk analysis and value-for-money
- d) Improve effectiveness in challenging operating environments through innovation, increased flexibility and partnerships
- e) Support sustainable responses for epidemic control and successful transitions

Timeline of COEs strategy process



Select Actions to Deliver on the Strategy

Refocus GF approach on COEs

- Adopt a COEs internal classification for operational purposes
- Encompass trans-border dynamics, displacement, and subnational crises
- Adopt a country by country (“context by context”) approach

Differentiate and integrate investments

- Increase investments in HSS and CSS
- Use different packages for different contexts

Deepen the analysis and contextualize investments

- Increase intelligence over time, within country, across the whole health field
 - Increase Country Team linkages with partners in the field
 - Tap other sources of information
 - Use qualitative information to complement or replace quantitative data

Select Actions to Deliver on the Strategy

Adopt a human rights based approach to programming and implementation

- Implement human rights interventions to remove barriers to health services
- Focus on women, girls and vulnerable populations

Adapt instruments for increased flexibility

- Review and potentially expand Emergency Fund
- Identify financing options for regional approaches
- Adopt short term planning within long term financing
- Define risk tolerance for COEs

Broaden partnerships

- For TA, governance and service delivery
 - Identify new PRs for increased cost effectiveness and responsiveness
 - Develop stronger linkages with the clusters system (health and beyond)
 - Engage private for profit providers

Challenges and Key Questions

- **Health System Strengthening**
 - How prescriptive should the GF be in this area?
 - How could GF financing be more targeted towards HSS?
- **Human Rights and Gender**
 - Define key elements of human rights-based and gender-sensitive approach to programming and implementation in COEs
- **Monitoring Performance**
 - How can the GF become more effective in assessing performance in COEs?
- **Implementation, policy and procedures**
 - From “life through exceptions” to a new set of procedures
 - Review GF internal structure and incentives for greater impact on COEs

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Select Actions to Deliver on the Strategy

- Guidance on sustainability and transition currently under development
 - Exploring how to adapt GF processes to take sustainability and transition into account more systematically

- Work with partners to collaborate on sustainability and transition planning:
 - World Bank, WHO, GAVI***
 - Sector wide assessments of fiscal space in joint priority countries
 - Application of the WHO health program efficiency instrument
 - Joint transition readiness assessments and case studies

 - PEPFAR, UNAIDS***
 - Harmonizing approach to expenditure tracking
 - Program efficiency work in key GF/PEPFAR countries
 - Utilization of PEPFAR Sustainability Dashboard

Select Actions to Deliver on the Strategy

➤ Explore Innovative Financing mechanisms:

Social Impact Bonds

- Work with governments to incentivise public sector innovation; Under development in South Africa and included in concept note

Munich Re Partnership

- Provision of technical support for the integration of HIV into National Health Insurance Funds

Regional Development Banks

- Explore partnerships and instruments with Regional Development Banks

➤ Through GF **Special Initiative on Value for Money and Sustainability**, invest in a number of activities including National Health Accounts, sustainability planning, and facilitating dialogue between MOF and MOH

Challenges and Key Questions

- How to ensure that communities and civil society continue to be engaged in program governance and implementation following transition?
- How can investments be targeted throughout the lifecycle of a program to support sustainability and allow countries adequate time to plan effectively for transition, given the 3 year funding and replenishment cycle of the Global Fund?
- How can we build upon what is already being done both in countries and at the Secretariat to minimize transaction costs associated with our approach?
- Where governments/partners in country are unable or unwilling to take over specific activities, especially around programs supporting key populations, what are options for the Global Fund to ensure that they are maintained?

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2. Build Resilient and Sustainable Systems for Health

Strengthening systems for health is critical for global health progress and to accelerate the end of the epidemics

- a) Strengthen community responses and systems
- b) Support reproductive, women's, children's, and adolescent health, and platforms for integrated service delivery
- c) Strengthen global and in-country procurement and supply chain systems
- d) Leverage critical investments in human resources for health
- e) Strengthen data systems for health and countries' capacities for analysis and use
- f) Strengthen and align to robust national health strategies and national disease-specific strategic plans
- g) Strengthen financial management and oversight

Updates and Progress

a) Community responses and systems

- Strengthening definition of community sector roles in service delivery and accountability; development of tools for mapping and quantifying community responses'; commissioning analysis to better understand current investment portfolio; consultation on improving support to community led monitoring of access, quality, human rights

b) RMNCAH & integrated platforms

- Working at country level with UNFPA, UNICEF and WB on integrated platforms (e.g. iCCM being rolled out in over 20 countries, PBF model rolled out in 2 countries)

c) Procurement and supply chain systems

- Pooled procurement mechanism as a support to countries for cost effective procurement process; draft in-country supply chain investment strategy developed; external review of approach in progress

d) Human resources for health

- Developing differentiated policy: conducted literature review, portfolio analysis underway and expert consultation planned

Updates and Progress

e) Strengthen national data systems

- Indicators and data collection tools harmonized; HMIS/DHIS in 50 countries; key population estimates in 37 countries; capacity-building and dissemination of program evaluation approaches; 57 program reviews in 26 countries; supporting the process of institutionalization of National Health Accounts in 46 countries.

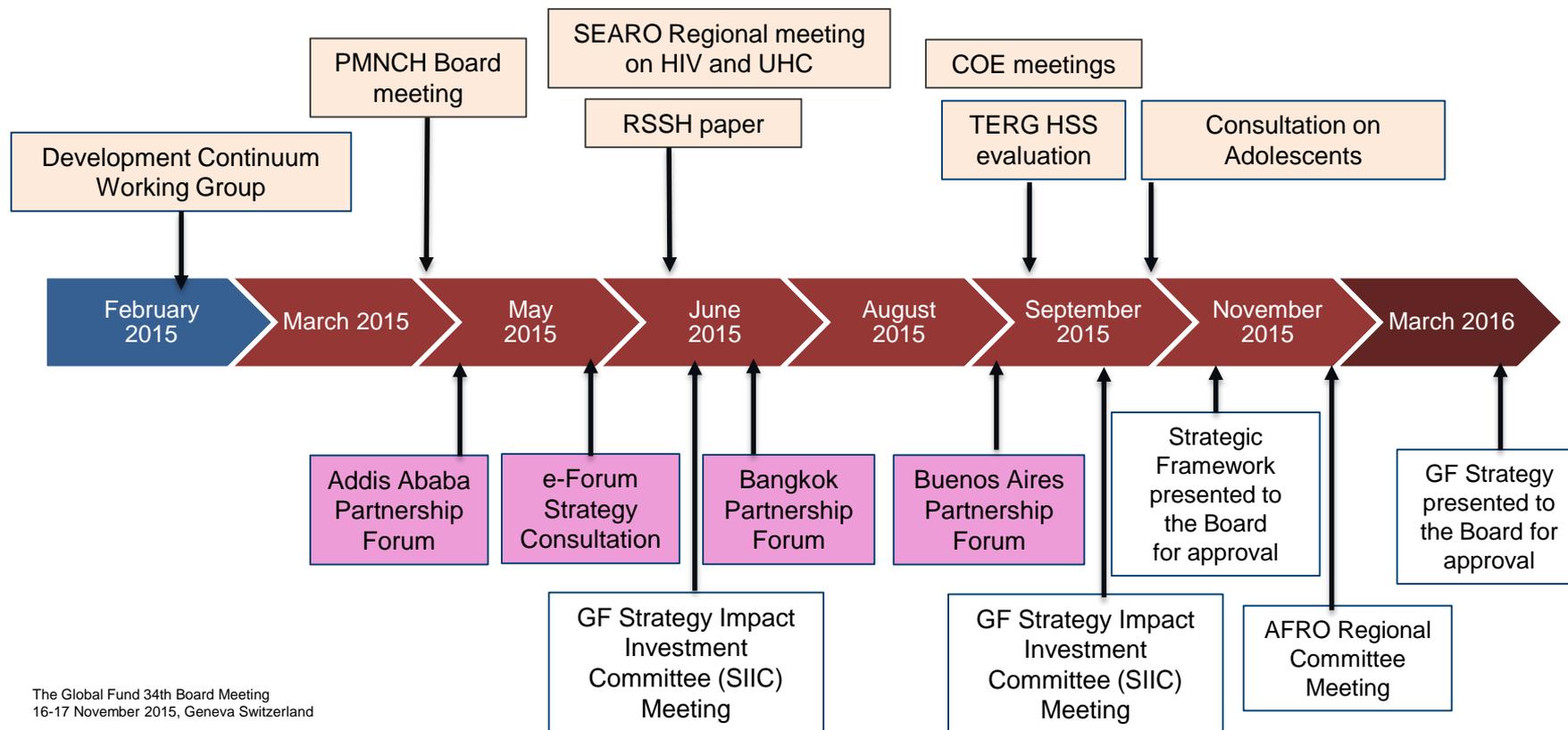
f) Aligning investments with national health strategies and disease-specific strategic plans

- Explicit sections in the Concept Note templates request applicants to describe linkages between proposed interventions and national strategies

g) Strengthen financial management and oversight

- Support NHA institutionalization in 64 countries through its co-financing for capacity building, on-site technical assistance and operational expenses

Timeline of RSSH consultations



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Select Actions to Deliver on the Strategy

a) Community responses and systems

- Develop and disseminate guidance for greater integration of community systems into the service delivery, quality, efficiency and accountability of health service delivery; improve systems for more rational allocation of support to community roles in service delivery and accountability

b) RMNCAH & integrated platforms

- Renew/expand existing MoUs to support integrated platforms to improve client-centred care, including supply chain integration; explore expanded collaboration with other partners

c) Procurement and supply chain systems

- Creation of a specialized team to support in-country supply chain improvements in prioritized countries; explore increased support for procurement capacity building, harmonize with countries/partners

d) Human resources for health

- Support key countries to develop costed and prioritized HRH plans; convene stakeholders to align on norms and approaches; develop differentiated HRH policy for investment

Select Actions to Deliver on the Strategy

- e) Strengthen monitoring and evaluation systems→performance mgmt; quality, efficiency
 - Expand partnerships for coordinated planning, investments and implementation of program evaluation and quality activities at country level; support data collection, analysis and use at national and sub-national level, with a specific focus on key populations and community led role in quality and efficiency

- f) Aligning investments with national health strategies and disease-specific strategic plans
 - Build on existing partnership agreement with WHO and engage other tech. partners to provide capacity building and TA at the planning and programming phase

- g) Strengthen financial management and oversight
 - Support the expansion of community-based health insurance and performance based financing

Challenges and Key Questions

- Differentiated RSSH approach based on development continuum, including challenging operating environments and transition countries?
- Measurement of RSSH impact?
- Harmonization with the broad range of stakeholders at global level (e.g. GAVI, WHO, WB, bilaterals) and at national level (government, communities, private sector) to support stronger systems for health? How best to support countries to leverage Global Fund investment?

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Promote and Protect Human Rights and Gender Equality

- *Promoting and protecting human rights and gender equality is required to accelerate the end of the epidemics*
 - a) Scale-up programs to support women and girls
 - b) Invest to reduce gender- and age-related disparities in health
 - c) Introduce and scale-up programs that remove human rights barriers to accessing HIV, TB and malaria services
 - d) Integrate human rights considerations throughout the grant cycle and in policies and policy-making processes
 - e) Support meaningful engagement of key and vulnerable populations and networks in Global Fund-related processes

Select Actions to Deliver on the Strategy

Gender

1. Differentiate for impact. Identify 8 to 10 countries for implementation of strategic/innovative investment to reduce adolescent girl and young women's vulnerability to HIV and TB maximize impact for adolescent girls.
2. Strengthen partnerships for impact. Strengthen partnerships with: UNAIDS, UNFPA, the World Bank, UNICEF, and UN Women to provide technical support at country level on specific interventions to address gender-related barriers to services; and UNAIDS and Stop TB Partnership to facilitate undertaking of gender assessments to inform NSP development processes.
3. Data management for impact. Ensure that monitoring and evaluation and health management information systems are strengthened and are able to report on investments aimed at reducing inequities in the health of women and girls, and on gender and age disaggregated results in a differentiated approach for select indicators.
4. Strengthen institutional capacity for impact. Strengthen Secretariat capacity to integrate gender at all stages of the grant cycle in order to address gender related barriers and ensure gender appropriate and transformative investments.

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Select Actions to Deliver on the Strategy

Human Rights

1. **Differentiate for impact.** Identify and focus on 15-20 key countries with greatest need and opportunities for introduction and scale-up of programs that remove human rights barriers to access. Develop costings for these programs in collaboration with Technical Partners.
2. **Strengthen partnerships for impact.** Collaborate with technical partners in revision to the “Removing legal barriers” module to align with UNAIDS guidance and provide more explicit guidance on human rights interventions for TB and malaria.
3. **Data management for impact.** Further increase evidence-base of health impact of human rights interventions, including by strengthening monitoring and evaluation of human rights interventions in Global Fund grants.
4. **Strengthen institutional capacity for impact.** Strengthen Secretariat and external bodies (e.g. LFA, TRP, OIG) capacity on the human rights implications of our work and how integration of human rights principles will contribute to and maximize achieving impact of Global Fund investments.

Updates and Progress

- Evaluate the extent to which disaggregated indicator data are available at all levels of reporting and to identify gaps in measuring and monitoring gender-based inequalities; recommendations will be provided on indicators to measure gender-related disparities in health outcomes and/or improvement in addressing gender-related barriers to services for the next Strategy.
- Assessment underway to understand how current grants address gender-related barriers to services and to integrate gender-responsive approaches, and how the Global Fund encourages gender responsive investments. Recommendations will include how the Global Fund policies and operations can ensure investments that address gender-related barriers to services and gender responsive interventions, and better address the health of adolescents.
- Country level assessment on investments for adolescents, and stakeholder convening to make recommendations on operationalizing improvements to reach adolescents.
- Analysis of human rights interventions funded within the current allocation cycle and in roll out of the funding model in order to identify and address gaps and priorities.
- Collaborating with partners (eg: UNAIDS, OSF, PEPFAR) to increase evidence of health outcomes of human rights interventions with an emphasis on strengthening M&E of human rights components of Global Fund grants.
- Closer collaboration with technical partners to identify opportunities for, and remove barriers to, scaling up human rights interventions.
- Working closely with Grant Management to develop and implement a program to strengthen the capacity of country teams in the areas of gender and human rights, including a comprehensive training for select staff and hands-on collaborations with the CRG team.

Challenges and Key Questions

1. How can we incentivize (the right) human rights interventions to be included in country proposals, in all epidemic types both in generalized and concentrated epidemics? How might regional programs be designed and implemented to maximize the impact of country level interventions?
2. How do we best measure the impact of those human rights interventions that often take longer than the life-cycle of a grant to materialize (i.e. advocacy for legislative and policy change)?
3. What indicators/measures should we have in place to ensure investments are driven towards interventions that have maximum impact on gender equality? Should these indicators be limited to a sub-set of countries of another limited sub-set?
4. How do we maximise opportunities for reciprocity across all strategic objectives?

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Updates and Progress: management's input on key strategic risks

#1 - Scope and ambition level

- Goals and targets will be proposed based on our anticipated replenishment outcome;
- The proposed goals and targets will also reflect the outcome of the discussions regarding potential revisions to the GF Strategy and allocation model;
- As the strategy cycle stretches over two replenishment periods, goals and targets will be reviewed once the outcome of the respective replenishments is confirmed.

Updates and Progress: management's input on key strategic risks

#2 – Business Model

- The GF Board considers the business model in the context of developing the next Strategy and benefits from feedback from extensive consultations with stakeholders through Partnership Fora and other consultations;
- The SIIC and Board are updated on implementation of the Funding Model and key Partnership agreements;
- Differentiation of GF financing and support is underway to better support countries across the Development Continuum.

Updates and Progress: management's input on key strategic risks

#3: Cost effectiveness and efficiency of the organization

- Secretariat costs are below 2.75% of funds under management, comparing favorably with peer organizations;
- Various initiatives ongoing to further improve cost effectiveness and efficiency, including Value for Money Special Initiative;
- Information to assess results achieved in relation to the investments made needs to be improved further.

Updates and Progress: management's input on key strategic risks

#4: Quality and breadth of advocacy and support base and the ability to attract a broad and diverse donor base and leverage the private sector

- Focus needed on maintaining support of Civil Society;
- Important to coordinate well around consistent advocacy messaging.

#5: Ability and willingness of public and private sector donors to contribute

- Need to expand the donor base and maintain/increase existing level of resources from OECD DAC donors;
- Attract more 'non-grant resources';
- Incentivize increased domestic funding for health.

Updates and Progress: management's input on key strategic risks

#6: Allocation, funding and grant design and oversight modalities

- The SIIC is reviewing the allocation methodology and will recommend any needed adjustments and evolutions to the Board;
- New funding modalities including pay for results are being applied;
- Grant management is being further differentiated.

#7: Alignment with implementing country national strategies and processes

- Support for National Strategic Plans a key element of GF model;
- Need to stay alert where Global Fund goals and country priorities could compete;
- Opportunity to do more to ensure sustainability through health reforms.

Updates and Progress: management's input on key strategic risks

#8: Implementing country contextual factors

- Continued focus on human rights related aspects
- Differentiation along the development continuum
- Support for Resilient and Sustainable Systems for Health
- Co-financing to increase domestic finance for health

#9: Strength of partner organizations and the partnership

- Technical collaboration with partners organizations across multiple fora;
- Use of situations rooms to address barriers to impact;
- Coordination of Strategy processes with technical partners.

Updates and Progress: management's input on key strategic risks

#10: Disease and response 'technical' aspects

- Important advances in prevention and treatment in each of the three diseases create significant opportunities
- Opportunities to further improve essential data generation and use

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Background and objectives

- Work on goals and targets is strongly linked to modelling work currently ongoing in the context of needs assessment
- First discussions with partners on this topic took place
- Objective: to update SIIC on status and next steps for incorporating SIIC input

Three components for today's discussion

1 Selection criteria and principles

Criteria and principles that should underly the strategy goals/targets selection.



2 Approach

The approach and process to derive strategy goals and targets

3 Scope

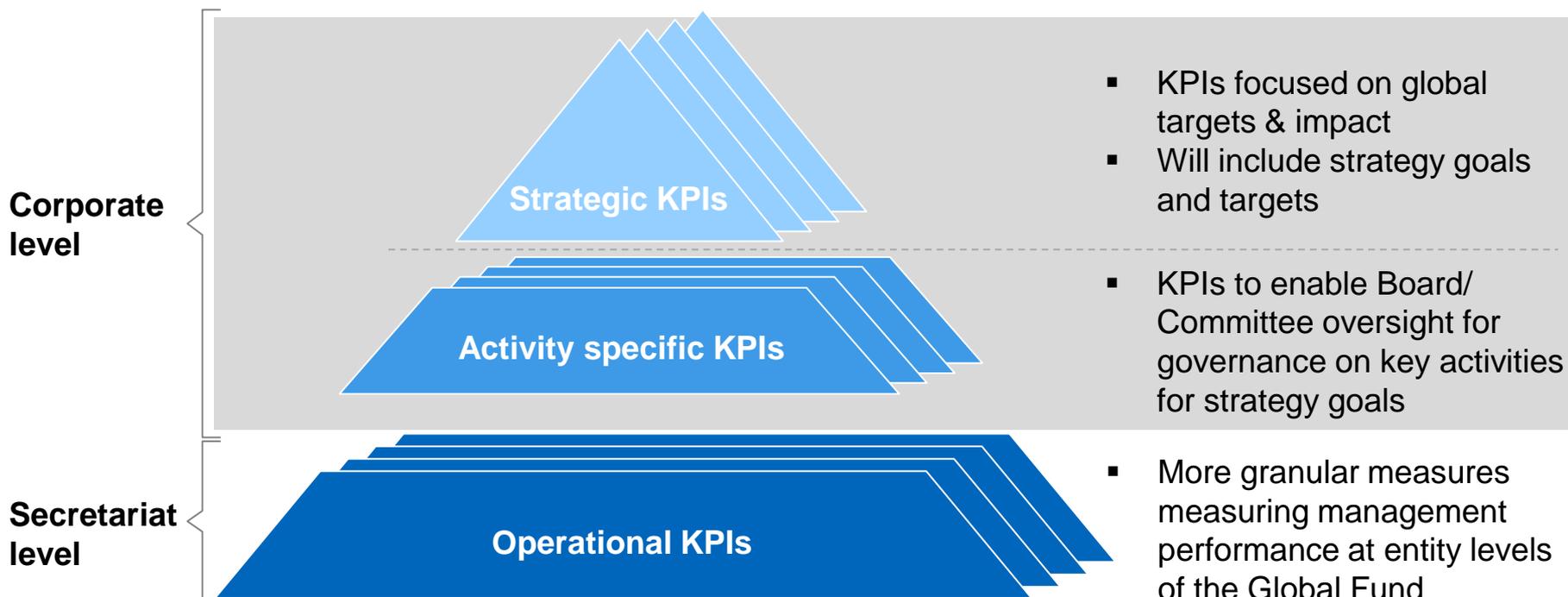
Elements of the results chain should be covered, incl. their level of aggregation.

1 Proposed criteria and principles

- **Strategic:** Related to mission and vision of the new strategy
- Based on **Global Partner Plans**
- **Simple**
- **Measurable**, with **sufficient and consistent data quality**
- **Consistent** with
 - KPI framework
 - strategic priorities and allocation of GF resources
 - needs assessment and forecast of available resources
- Striking a balance between being **ambitious** and **realistic**
- Focus is on total **national results** in GF eligible countries

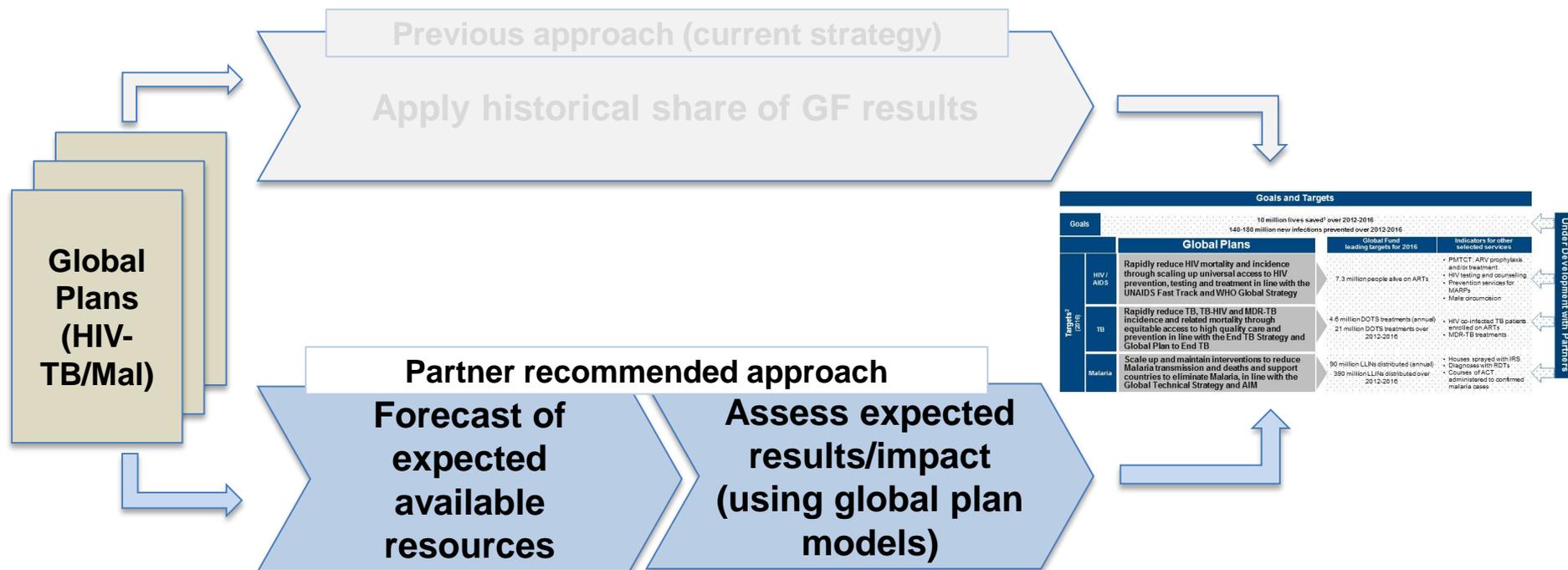
1 Strategy goals and targets are part of KPI framework

A few, measurable, results-oriented KPIs covering the life of the Strategy...



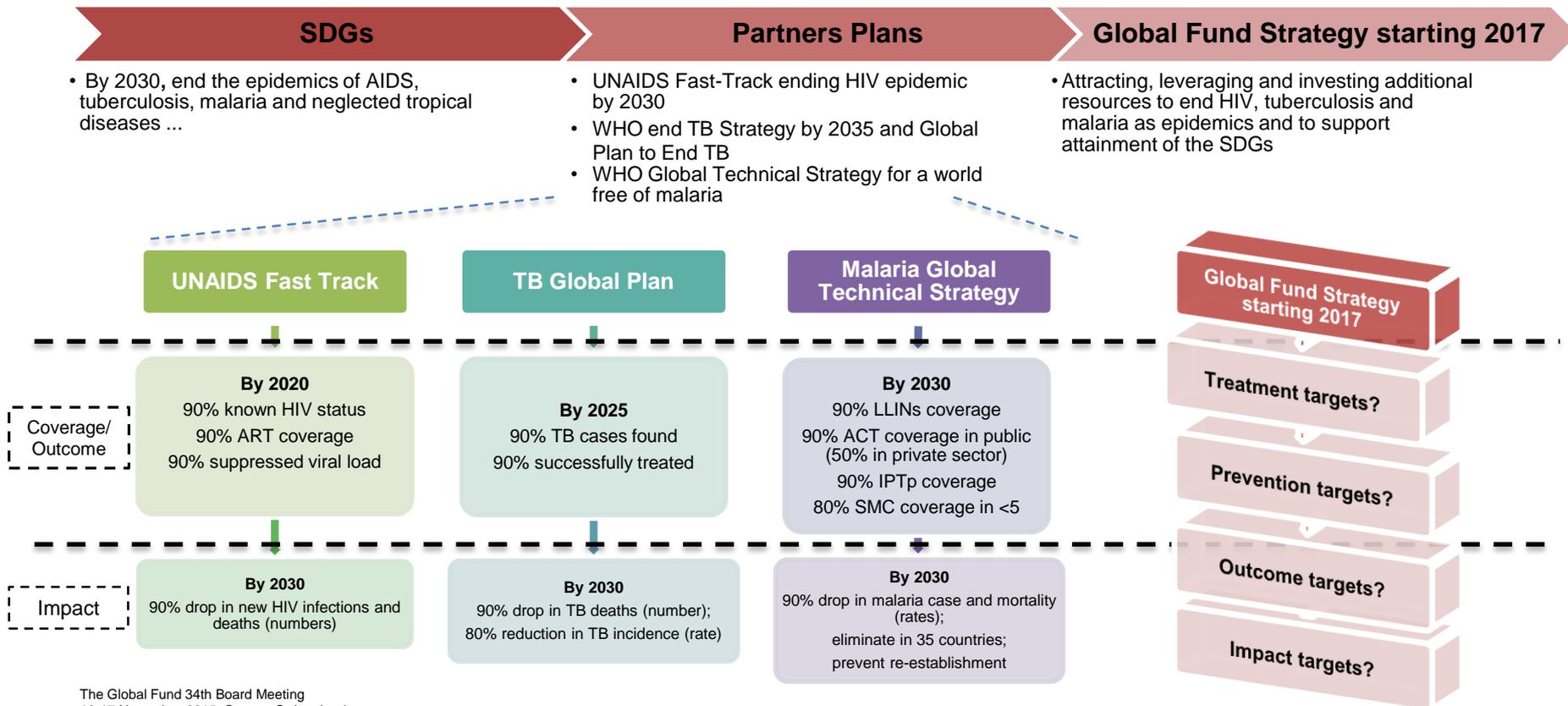
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2 Approach and process – Two basic approaches



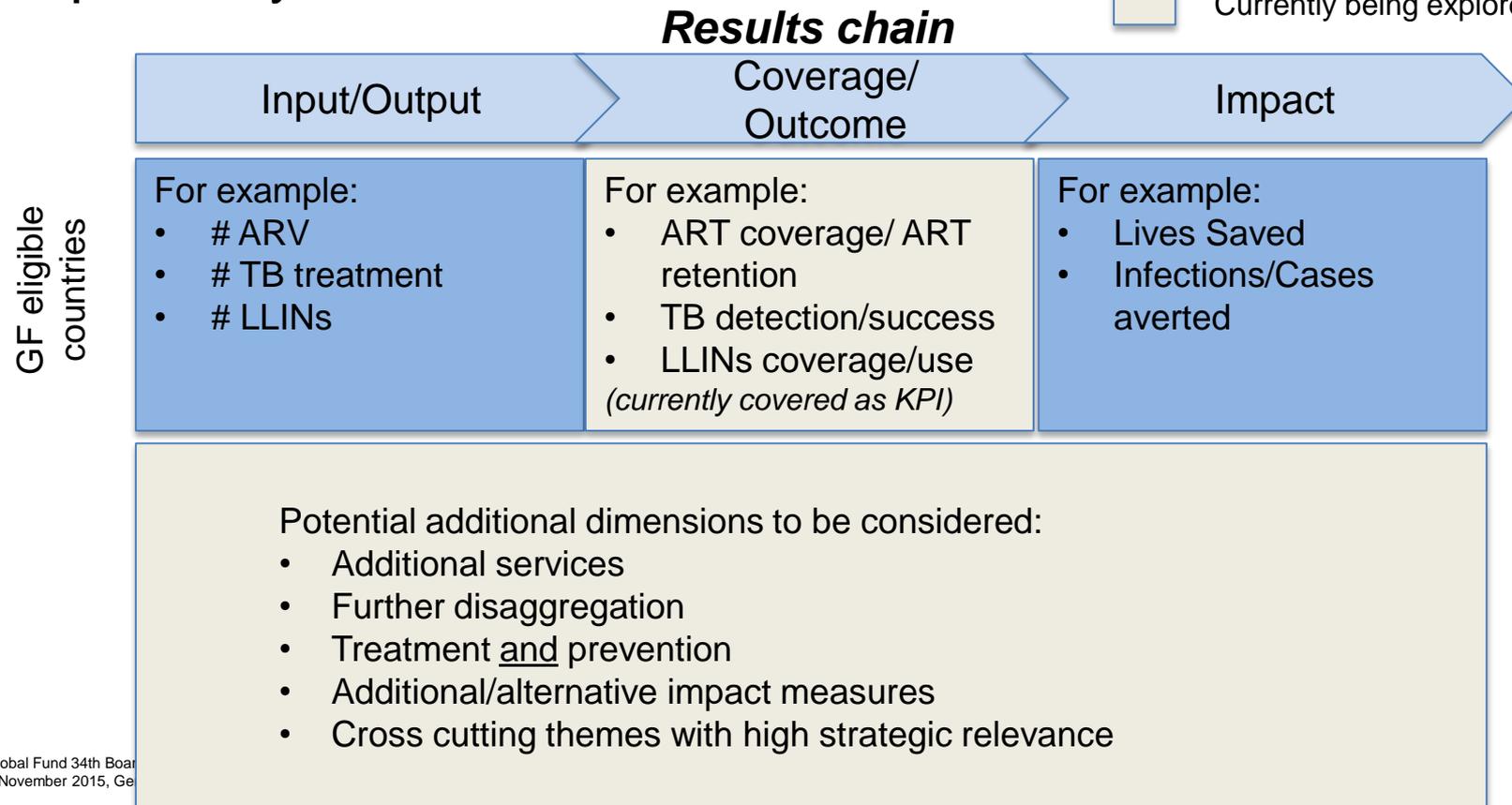
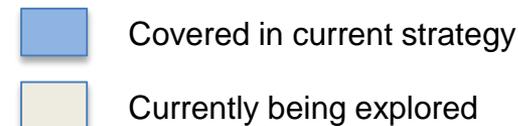
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3 Scope – link to partners' plans



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3 Scope – key dimensions



Next steps and timelines

By end October: First draft of proposal for targets/goals to be shared with SIIC

November to February: Revisions based on SIIC input (through calls) and further consultations with partners

Feb./ Apr. 2016: Proposal for SIIC/ Board approval as part of strategy

Post-replenishment: Potential revision based on replenishment outcome