

37th Board Meeting

# Strategy Implementation Reporting

For Board Information

GF/B37/19

Kigali, Rwanda

03-04 May 2017

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

a) Scale-up evidence-based interventions with a focus on the highest burden countries with the lowest economic capacity and on key and vulnerable populations disproportionately affected by the 3 diseases.

## Strategic KPI (s)

KPI 1: Performance against impact targets; KPI 2: Performance against service delivery targets; KPI 4: Investment efficiency; KPI 5: Service coverage for Key Populations; KPI 8: Gender & age equality; KPI 9b: Investment in KP programs;

## Progress

### Status



- Impact through Partnership (ITP):** Development of Partner Support Platform for mobilizing technical, financial and political strength of Partnership to respond to issues on critical path to maximizing impact at country-level not being addressed through existing grant and partner resources at country level.
- Allocative Efficiency Modelling:** Efficiency models being applied in high-impact countries: (HIV) Bangladesh, Cambodia, Indonesia, Myanmar, Pakistan, Philippines, Thailand, and Vietnam; (TB) Philippines and Zimbabwe; and (Malaria) Philippines, DRC, Tanzania, Zimbabwe.
- Tracking Strategy Targets vs. Performance Framework (PF) Targets:** Tool to support Country Team tracking of difference between Strategy and Performance Framework targets at country and regional level developed and shared with country teams. Overall good alignment between PF targets and strategy projections in 11 countries submitted in window 1.
- Individual Objective Setting:** Strategy Targets in process of being embedded as SMART personal objectives.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

- Challenge:** Limited capacity and resources available in country for efficiency modelling. Low data quality in some contexts.
- Challenge:** Timing may not allow efficiency analysis results and/or country projections to inform development/renewal of NSPs and/or GF funding request
- Challenge:** Not all KPI2 indicators are systematically included in PFs.
- Risk:** Delay in submission of proposals of high impact countries, which account for bulk of targets. Major adjustments to performance framework targets at grant-making stage.

## Looking Ahead

- Audit of individual objective setting to verify SMART aspect, cascading and link to Strategic Framework (Q2)
- Approach to collect KPI 2 indicators, including using grant PFs, under discussion. Guidance to be developed as appropriate

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

b) Evolve the allocation model and processes for greater impact, including innovative approaches differentiated to country needs

## Strategic KPI (s)

KPI 3: Alignment of investment and need; Additional KPIs attached to SO1a

## Progress

### Status



- 1. Calibration of models assessing potential allocation scenarios:** Work underway to ensure partner endorsed models to assess impact of potential allocation scenarios are available, calibrated and endorsed in all high impact countries:
  - 2-day meeting convened with key stakeholders for TB modelling (including WHO, Stop TB Partnership, World Bank, Gates, USAID, CDC) to agree common vision and to plan and coordinate national and international work for improving TB models and providing country support.
  - Engagement with selected stakeholders for malaria modelling (including WHO and Swiss Tropical Institute) to review and provide feedback on Spectrum malaria tool.
  - Initial agreement with Avenir Health for in-house use of calibrated Goals models as well as developing age-sex structure in model to address its current limitation. Modelling of structural interventions will be discussed Prevention Cascade meeting in London on April 6 led by Strive.
  - Goals model calibrated in 56 countries through 4 regional workshops (HIV). In-country support to be planned with respective Country Teams/UNAIDS for priority countries as needed. In-country workshops conducted in 8 countries for HIV, 2 countries for TB and 2 countries for malaria. [Also relevant for So1a]

## Latest KPI Data

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## Key Challenges and Risks

- 1. Challenge:** Competing models could confuse countries. Work underway with WHO/UNAIDS and other partners to provide guidance and set up coordination mechanism.
- 2. Challenge:** Unlike estimation of disease burden, modelling of impact and efficiency not institutionalized within MoH and not systematically supported by WHO/UNAIDS
- 3. Challenge:** Insufficient quality data on baseline epi and service unit cost in some high impact countries
- 4. Challenge:** Recruitment of Allocation Manager

## Looking Ahead

- Collection of lessons learned relating to allocation model

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

c) Support grant implementation success based on impact, effectiveness, risk analysis and value-for-money

## Strategic KPI (s)

KPI 4: Investment efficiency; KPI 7: Fund utilization; Additional KPIs attached to SO1a

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



- Project AIM (Accelerated Integration Management):** Project aims to deliver an integrated solution to support efficient portfolio management and enhance program performance for impact. Release 3 of Grant Operating System completed (focus on access to funding, master data and PR reporting). Previous releases focused on key grant data, portfolio differentiation, reporting templates and forms, PR data, compliance review and validation mechanisms, among other elements.
- Integrated Portfolio Review:** Approach aims to strengthen primary process of review and identification of needs, solutions and strengthening actions at country-level and using global level review and analysis to address gaps. Governance structure for managing design work in place, work streams defined and agreed. Design seeks to incorporate evidence-based data on progress towards targets and program effectiveness, assurance planning, and Operational Risk Committee into comprehensive approach. Workshops on elements of review framework underway.
- Program Quality:** Baseline information collected in Tanzania. Update to be provided at March SC meeting. Efforts to measure efficiency in design stage in Kenya, Ghana, Uganda, Senegal, Togo, Sierra Leone and Niger. Country dialogue on program quality and efficiency underway in Mozambique, Tanzania, Zambia, Zimbabwe, Malawi, Cote d'Ivoire and DRC.

## Key Challenges and Risks

- Challenge:** Ongoing policy and business changes impact roadmap and timeline for AIM (e.g. differentiation, allocation model, management of catalytic investments, funding sources).
- Challenge:** Mechanisms for mobilizing funds from grants to support scale up of program quality activities at country level can be slow moving.

## Looking Ahead

- Evaluation of impact of program quality interventions conducted in Tanzania

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

c) Support grant implementation success based on impact, effectiveness, risk analysis and value-for-money

## Strategic KPI (s)

KPI 4: Investment efficiency; KPI 7: Fund utilization; Additional KPIs attached to SO1a

## Progress

### Status



- 4. Prioritized List of Solutions to Portfolio Challenges:** Structured plan and change management approach in place. Three work streams defined: (1) systematic in-country review and dialogue, review of risk and impact for 30 top risk and impact countries, and enterprise level review of risk and impact.
- 5. Financial risk management** guidelines drafted. Agreement reached with Save the Children on single audit approach and MOU under review. Financial assurance guidelines and anti-fraud management guidelines to ensure harmonization of assurance and anti-fraud practices.
- 6. Risk and assurance** orientation sessions for country teams ongoing. Bangladesh operational risk committee review completed. Content for new integrated risk tool merging CAT and Quart tools near final. Mock-ups of functionality of tool completed and integration of tool across grant life-cycle agreed.
- 7. Insurance policy** framework developed with input from Munich RE and in-country visits. Development of supporting guidelines underway.

## Latest KPI Data

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## Key Challenges and Risks

## Looking Ahead

- Risk and assurance plans expected to be completed for Cameroon, South Sudan, Uganda, Zimbabwe, and Tanzania by end March.

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

c) Support grant implementation success based on impact, effectiveness, risk analysis and value-for-money

## Strategic KPI (s)

KPI 4: Investment efficiency; KPI 7: Fund utilization; Additional KPIs attached to SO1a

## Progress

### Status



8. **Grant-making:** Guidance and tools being finalized to allow window 1 applicants to start grant-making by end of March target.
9. **Differentiated Applications:** Internal and external stakeholders trained on differentiated application process via presentations, e-learnings and webinars. Application support materials include a new operational policy note on Access to Funding, applicant instructions, applicant handbook. 167 applications expected in 2017: 72 Program Continuation, 52 Tailored, and 43 Full Reviews
10. **Matching Funds:** Matching Funds operationalized with country stakeholders. Application materials and guidance available.
11. **Strategic Initiatives.** Final approach to be discussed at March SC meeting.
12. **Unfunded Quality Demand:** Update on UQD prioritization to be shared at March SC meeting.

## Latest KPI Data

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## Key Challenges and Risks

3. **Risk:** Completing grant-making in available timelines, due to in-country capacity constraints. Country Team planning grant-making timeline to identify challenging components and options.
4. **Risk:** Countries unsuccessful with Program Continuation Requests will have short turnaround to produce tailored/full request.

## Looking Ahead

- Second window submissions due 23 May, third window due 28 August
- UQD register to be updated (Q2)
- Release of application material and guidance for multi-country applicants expected by end of June 2017

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

d) Improve effectiveness in challenging operating environments through innovation, increased flexibility and partnerships

## Strategic KPI (s)

KPI 2: Performance against service delivery targets; KPI 7: Fund utilization; Additional KPIs attached to SO1a

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



- Sharing of Challenging Operating Environment (COE) Best Practices and Lessons Learned:** Internal platform established to share key information on COEs. GF COE working group established. On-going discussion with Global Health Cluster on areas of collaboration, including pre-qualified implementer for Emergency Fund and contingency plan development for COE Country Teams.
- Portfolio Analysis of COE Countries:** Portfolio analyses underway by Country Teams in majority of COE countries to understand key needs and flexibilities required in these portfolios.
- Training of Country Teams:** All COE Country Teams trained in COE Policy and flexibilities.

## Key Challenges and Risks

- Challenge:** Exploring innovative and flexible collaboration opportunities with non-traditional partners in COE contexts, in view of Global Fund's nascent experience with these specific stakeholders.
- Challenge:** Shifting COE Country Team focus from processes to leveraging COE flexibilities for innovation. Cultural shift underway but will take time.

## Looking Ahead

- Consultation with all pre-qualified humanitarian partners to discuss flexible and innovative approaches to address health related challenges more effectively (Q2)
- Development of briefing notes and sharing of best practices on innovative approaches for program implementation in COE

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

e) Support sustainable responses for epidemic control and successful transitions

## Strategic KPI (s)

KPI 9: Human rights and gender equality (c: key populations and human rights in transition countries); KPI 11: Domestic investments

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



### 1. Transition Readiness Assessments (TRAs):

- LAC: Completed in Jamaica. Q1 planned/in progress in Paraguay (HIV/TB), Panama (HIV/TB), Cuba (HIV). Additional TRAs planned for 2017.
- EECA: Completed in Belarus, Bulgaria, Georgia, Ukraine, Moldova. Albania, Bulgaria & Romania conducted EHRN case study for harm reduction programs. Assessments in progress: Armenia, Kyrgyzstan, Kosovo, Uzbekistan. Additional TRAs planned for 2017.
- MENA: Completed in Morocco in coordination with UNAIDS.
- SEA: Malaria elimination pilot in Sri Lanka planned Q1
- Other: Malaria elimination pilot in Philippines.
- Ongoing work to coordinate with partners (including UNAIDS, USAID, World Bank, and others) to leverage resources, existing analyses of transition readiness and sustainability, and to minimize duplication

### 2. Sustainability, Transition and Co-financing (STC) Training: STC Policy information sessions conducted with Country Teams in LAC, MENA and Southern and Eastern Africa regions. Draft of comprehensive STC Training Course for Secretariat staff completed and initial funding secured for development and roll-out.

## Key Challenges and Risks

- Risk:** Delay in release of Special Initiative Funds for Sustainability, Transition and Efficiency
- Challenge:** Disease expenditure data quality

## Looking Ahead

- Upcoming Transition Readiness Assessment in Dominican Republic (HIV/TB) in Q2, Suriname (HIV/TB) and Belize (HIV/TB) in Q3 and additional TRAs in EECA

## Strategic Objective

1) Maximize impact against HIV, TB and Malaria

## Sub-objective

e) Support sustainable responses for epidemic control and successful transitions

## Strategic KPI (s)

KPI 9: Human rights and gender equality (c: key populations and human rights in transition countries); KPI 11: Domestic investments

## Progress

### Status



- Health Financing Strategies & Sustainability Initiatives:** Completed in Kenya, Tanzania, Benin, Togo, Ethiopia; Ongoing in Ghana, Ukraine, Tanzania, South Africa, Bangladesh, Togo, Côte d'Ivoire, Senegal, Cameroon, Uganda, Liberia, Malawi and Ethiopia.
- National Health Accounts:** 53 high impact and core countries trained on System of Health Accounts (6% completed 3 consecutive years of health and disease accounts estimations); 11% countries completed min. 2 consecutive years, and 19% countries completed 1 year).
- Co-financing:** Templates and guidance developed. Operational policy note drafted.
- Strengthening Disease Expenditure Estimates:** Provision of technical assistance to countries to provide estimates of pharmaceutical data to improve health and disease expenditure estimates ongoing in Ghana, Uganda, Zambia. Conceptual framework for establishment of health financing consortium by 2019 developed.
- Senior Budget Officials (SBO) regional networks:** Completed policy dialogue with Ministry of Finance officials across Africa on mobilizing domestic resources and their effective use for health through this OECD network.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation

## Key Challenges and Risks

- Challenge:** Disease expenditure data quality

## Looking Ahead

- Finalization of co-financing operational policy note and roll-out of related internal STC training
- Joint expenditure analysis with PEPFAR-BMGF-UNAIDS-WHO to be expanded to 10 high burden countries, after successful pilot in South Africa

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

a) Strengthen community responses and systems

## Strategic KPI (s)

## Progress

## Status



- 1. Technical Assistance (TA):** Requests received for technical assistance received within Community Rights and Gender Technical Assistance Strategic Initiative (2017-2019). Requests undergoing eligibility screening with deployment of TA upon release of Strategic Initiative funds. Aim is to provide targeted TA to 10 countries.
- 2. Community-based Monitoring Uptake:** Raw baseline figures for community-based monitoring uptake during 2014-2016 obtained and data cleaning underway.
- 3. Community-based Monitoring Research:** Paper on options for operations research on community-based monitoring and feedback produced by London School of Economics. Paper sets out 3 options for program of research on Community-Based Monitoring and Feedback for GF.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

## Looking Ahead

- Research protocol on Community-based Monitoring and Feedback to be developed with technical assistance component. Corresponding RFP to be released by end Q1
- Recruitment underway for Advisor on Community Systems and Responses

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

b) Support reproductive women's, children's and adolescent health and platforms for integrated service delivery

## Strategic KPI (s)

KPI 8: Gender & age equality

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



- 1. Program Quality Improvement of Integrated ANC/PNC.** Liverpool School of Tropical Medicine commissioned to lead 3-year studies on program quality improvement of integrated antenatal care (ANC) and postnatal care (PNC) in at least 6 countries:
  - Log frame and activity plan developed;
  - Core training manuals to improve availability, content and quality of integrated ANC and PNC developed;
  - Multi-country consensus building workshop to develop and draft standards of care for integrated ANC and PNC completed; and
  - Inception visits held in Togo and Niger to finalize MOU, baseline assessment parameters and ensure partner alignment.
- 2. RMNCAH technical briefing note** disseminated to CCMs and socialized with Secretariat staff in preparation for new funding cycle applications. Note provides updated guidance on how GF can strategically invest in RMNCAH activities and integrated service delivery in order to improve effectiveness and efficiency of services delivered.

## Key Challenges and Risks

- 1. Challenge:** Funding available for core activities through Strategic Initiative. Additional funding needed from reprogramming of grant savings or inclusion of activity in new funding request by country.

## Looking Ahead

- Work started in Togo and Niger, including baseline assessment
- Inception visit to Ghana planned for end March
- Discussions started with Sierra Leone, Tanzania and Pakistan Country Teams and CCMs on need for integrated ANC and PNC

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

c) Strengthen global and in-country procurement and supply chain systems

## Strategic KPI (s)

KPI 6: Strengthen systems for health  
(a. procurement, b. supply chains)

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



- GF Supply Chain Strategy and Implementation Plan:** Baseline assessment and landscape analysis completed. Supply chain vision, objectives (KPIs) and initiatives agreed by Steering Committee.
- Supply Chain Diagnostics and Transformation:** 19 organizations in contracting process for roster of Supply Chain expertise. Five countries identified for diagnostics work. Over 950 documents- representing over 15,000 pages of prior Assessment reviewed with country-specific approaches developed based on prior Assessment activities. ToR for Comprehensive Diagnostics drafted.
- WHO-GF Contribution Agreement to support WHO Prequalification Programme for pharmaceuticals and other health technologies:** Engagement with WHO (Essential Medicines and Health Products) on key elements of GF contribution to PQ Programme and discussion with other key donors (UNITAID, BMGF) on coordinated contribution initiated. WHO preparing draft proposal.
- Review of Quality Assurance Policy:** Paper on updated Quality Assurance Policy for Diagnostics discussed at the Strategy Committee (SC) meeting in March. Policy analysis on QA as a follow up of the 2016 India OIG Audit report finalized and discussed at the March SC meeting.

## Key Challenges and Risks

- Challenge:** Coordination / Participation of Partner Donors & MoHs
- Challenge:** Political will of countries to undertake SC diagnostics and transformation
- Challenge:** Standardization of diagnostic approach to ensure consistency
- Challenge:** Scale of transformational change required following diagnostics – need a stepped approach
- Challenge:** Resources and funding for implementation of supply chain Strategy once approved

## Looking Ahead

- Draft Supply Chain Strategy and Implementation Plan review (Q2)

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

d) Leverage critical investments in human resources for health (HRH)

## Strategic KPI (s)

## Progress

## Status



- 1. Matching Funding Requests for HRH:** Analysis completed to allocate Matching Funding (catalytic funding) for human resources for health (HRH) and service delivery to seven countries - Afghanistan, Benin, Ethiopia, Guinea, Liberia, Sierra Leone and Zambia:
  - Technical guidance for matching funding developed and disseminated;
  - Discussions regarding technical support for first five countries held with HRH and Service Delivery Departments of WHO. Follow-on discussions with partners undertaken during Country Team missions.
  - One country (Sierra Leone) applied for funding in March 2017 window. Engagement with WHO to connect CCMs with in-country technical partners to facilitate development of strategic matching funds applications for HRH and integrated service delivery investments.
- 2. HRH Technical Briefing Note** disseminated to CCMs and socialized with Secretariat staff in preparation for new funding cycle applications 2017-2019. Provides differentiated guidance based on country's position on development continuum, in order to improve effectiveness and efficiency of HRH support.

## Latest KPI Data

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## Key Challenges and Risks

- 1. Challenge:** Ensure sustained technical support for and during development of grant applications
- 2. Challenge:** Ensure that Matching Funding from grants is strategically allocated during grant making.

## Looking Ahead

- Matching funding proposals submitted by all seven countries by May 2015 and reviewed by TRP
- Afghanistan, Ethiopia, Guinea, Liberia, Zambia plan to apply in May; Benin will apply in August

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

e) Strengthen data systems for health and countries' capacities for analysis and use

## Strategic KPI (s)

KPI 6: Strengthen systems for health (d. HMIS coverage, e. results disaggregation)

## Latest KPI Data

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## Progress

### Status



- Programmatic Assurance:** 20 Health Facility Assessments (HFA) and Data Quality (DQ) Reviews in high impact and core countries initiated and 5 close to finalization.
- Differentiated Measurement Framework:** Initial draft of differentiated measurement framework to better address progress in achieving GF strategic objectives 2 and 3 (Gender, Human Rights, Challenging Operating Environments, community service delivery) completed. Gender disaggregation requirements for selected indicators identified and rolled out with updated modular framework.
- Standardized Terms of Reference (including options for customization)** to be used by Country Teams to undertake epi and impact evaluations and thematic reviews in different thematic areas relevant to GF Strategy. Developed and reviewed by/with technical partners and internal stakeholders.
- Data Use for Action and Program Quality Framework:** Key principles agreed upon and presented to MEC and TERG.

## Key Challenges and Risks

- Risk:** Consideration of new approach to program and data quality, requiring careful change management and dissemination among various GF teams

## Looking Ahead

- Finalize Data Use for Action and Program Quality Framework (Q2)
- Work with partners to develop measurement frameworks
- Implement HFA and DQ reviews with partners
- Finalize standardized TORs for evaluations and thematic reviews

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

f) Strengthen and align to robust national health strategies and national disease-specific strategic plans

## Strategic KPI (s)

KPI 6: Strengthen systems for health (f. NSP alignment)

## Progress

### Status



- National Strategy Documents:** 4 countries (Morocco, India, Rwanda, El Salvador) and 7 disease components have confirmed they will apply for funds during this allocation cycle through a tailored application process that has National Strategy Documents as primary information source.
- Funding:** Both CCM and grant funding can now be used to support development of disease NSPs and Health Sector Plans, including program reviews and analysis and alignment across Plans.

## Latest KPI Data

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## Key Challenges and Risks

- Challenge:** Potentially, in-country support for NSP developments will need to be balanced against country perceptions that GF will overly influence outcomes of process
- Risk:** Countries may not systematically conduct good quality program reviews
- Risk:** of discrepancies/ lack of alignment between NSPs and Health Sector Plans due to timing, lack of communication between key stakeholders

## Looking Ahead

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

g) Strengthen financial management and oversight

## Strategic KPI (s)

KPI 6: Strengthen systems for health (c. financial management)

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

Status



- Harmonising Donor Systems:** Under IHP+ program on harmonising financial management systems to promote efficiency, aid effectiveness, and transparency, progress achieved in 3 priority countries:
  - Sierra Leone:** Integrated health program administration unit established (by GF, WB and GAVI) for financial mgmt. of donor funded projects/program in health sector, leading to efficiencies and economy in financial management, audit, and review processes. GF providing technical/financial support to implement agreed action plan (esp. related to implementation of financial mgmt. info. system).
  - Liberia and Sudan:** Joint financial management assessments (mainly by GF, WHO, World Bank, UNICEF, UNDP, USAID and GAVI through IHP+) carried out for Liberia and Sudan and related action plans being finalized with respective Ministries of Health.
- Routine Financial Management Capacity Building:**
  - Financial management capacity assessments completed for PRs in 11 countries (Zambia, Uganda, Indonesia, Namibia, Malawi, Tanzania, South Sudan, Kenya, Pakistan, Madagascar and Togo)
  - Financial mgmt. capacity building action plans (including system, process and people related action points) agreed with grant implementers and implementation ongoing.

## Key Challenges and Risks

- Challenge:** Alignment of partners to harmonize donor financial management systems
- Challenge:** Availability of resources in country allocations to support capacity strengthening
- Challenge:** Country demand, buy-in and ownership

## Looking Ahead

- Provide intensified technical support for implementation of agreed action plans
- RFPs launched to pre-qualify service providers for financial management capacity building support to grant implementers

## Strategic Objective

2) Build resilient and sustainable systems for health

## Sub-objective

Cross-cutting

## Strategic KPI (s)

KPI 6: Strengthen systems for health

## Progress

### Status



1. **RSSH Dashboard:** Launched in Nov 2016 as a support tool for country-dialogue. It is an excel based tool that contains country level data from partners and GF grant data. Aim of dashboard is to facilitate analysis to better understand status of health system, main issues and challenges faced, and related GF investments. Country teams have made forty-six requests for RSSH analysis and information and this has been used in 16 countries during country dialogue. Expansion of database to include M&E and health product management modules underway.
2. **Access to Funding (A2F) processes and materials:** Embedded RSSH in all A2F application materials, including modular framework, gap analyses tables, and application forms. Disseminated RSSH information note, and three supportive technical briefing notes (on labs, RMNCAH and HRH) to provide guidance to CCMs and Secretariat Staff. Rolled-out CCM training materials on RSSH in order to improve knowledge of CCMs on RSSH. Discussed RSSH investments and A2F applications with various partners, including GIZ Back-up and French 7% initiative.
3. **SO2 Implementation:** Country support provided on RSSH through leveraging partnerships for countries coming in window 1 (including engagement with various partners such as UDG, GIZ Back-up and French 7% initiative). Enhanced by strengthened coordination efforts/functions across seven RSSH sub-objectives.

## Latest KPI Data

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## Key Challenges and Risks

1. **Risk:** Development and maintenance of Dashboard currently dependent on external funding

## Looking Ahead

- Integration of RSSH Dashboard into GF IT systems.

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

a) Scale-up programs to support women & girls, including programs to advance sexual & reproductive health & rights

## Strategic KPI (s)

KPI 8: Gender and age equality

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



### 1. 13 Priority Countries AGYW Scale-up:

- CRG Strategic Initiative:** TA requests to increase quality of programming and performance frameworks received from ~50% of priority AGYW countries.
- RSSH Strategic Initiative:** Discussions with UNICEF, WHO on technical support provision for AGYW scale-up, with aim of clear agreement by mid-March. Webinars on 13 focus countries jointly conducted with UNAIDS and UN Women country staff.

### 2. Resource Mobilization for AGYW Programs:

Engagement of partners and prospects (typically Trusts, Foundations and women philanthropists) underway to support HIV prevention program for AGYW. Development of Private Sector engagement platform and engagement campaign (including set of grass-root, communication and advocacy events and informational material) underway.

### 3. Adapted Modelling Tool:

Agreement in principle with UNAIDS and Avenir Health to include age-sex structure in Goals model by Q4 2017. Exploratory discussion with UNAIDS on development of national targets for KPI 8 for 13 Priority AGYW countries.

## Key Challenges and Risks

- Challenge:** 4 of 13 priority AGYW countries applying in first funding window therefore limited time/capacity to mobilize TA to civil society in those countries given CRG Strategic Initiative approved only in Nov 2016 and GF Strategy commenced Jan 2017.
- Challenge:** Limited quality data available for robust assessment of incidence in AGYW age group over short- and medium-term.
- Challenge:** Difficult funding environment
- Challenge:** Alignment across technical agencies on strategy/approach
- Challenge:** Funding and personnel to build and pilot Goals model, and for STOP TB project

## Looking Ahead

- Launch of \$500,000 meaningful engagement fund for women's groups in the 13 focus countries (part of CRG Strategic Initiative)
- Discussions underway with Avenir Health and UNAIDS on how to capture structural interventions for gender and human right in GOALS allocative efficiency model

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

b) Invest to reduce health inequities including gender- and age-related disparities

## Strategic KPI (s)

KPI 8: Gender and age equality

## Progress

### Status



- 1. Gender Assessments:** Work plan, including focus countries, agreed with STOP TB review completed gender assessments to determine regional and/or global trends in gender related risks and barriers to TB services. Proposal to support a training of gender consultants developed.
- 2. Evaluation of GF and Gender:** TERG Evaluation on Gender launched
- 3. Gender Accountability Framework:** TOR for consultant to support development of framework for reporting gender equality across Secretariat held activities.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation

## Key Challenges and Risks

- 1. Challenge:** TB data availability and quality to support robust integration of gender and human rights related interventions.
- 2. Challenge:** Continued high level leadership to support an institutional cultural shift that embeds gender analysis in programmatic work, and gender equality in way we work

## Looking Ahead

- Gender initiatives at Secretariat to include focus groups/workshops and gender talent acquisition targets
- Series of discussions/workshops initiated on gender and gender equality
- Consultant to be engaged to develop gender accountability framework

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

c) Introduce and scale-up programs that remove human rights barriers to accessing HIV, TB and malaria services

## Strategic KPI (s)

KPI 9: Human rights

## Progress

### Status



- 1. Baseline Studies in 20 Human Rights Priority Countries:** Standardized tools to conduct Human Rights baseline studies developed. Desk reviews for 8 countries (Ghana, Benin, Mozambique, Kyrgyzstan, Ukraine, Indonesia, Senegal and Cameroon) to be submitted by mid-March. 4 country missions to take place from Q2 2017.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

- 1. Challenge:** Availability of funding to start on desk reviews and mission planning for remaining countries

## Looking Ahead

- Country missions for second set of countries (Ukraine, Indonesia, Senegal and Cameroon);
- Dissemination of lessons learned planned for end of April

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

d) Integrate human rights considerations throughout the grant cycle and in policies and policy-making processes

## Strategic KPI (s)

KPI 9: Human rights

## Progress

### Status



- 1. Human Rights Complaints Procedure:** Consultant selected. Study plan developed and telephone interviews/desk review started.
- 2. Addressing Human Rights Crises:** On-going work to identify partners and focal points in humanitarian organizations towards developing a structured approach to Human Rights crises.
- 3. CCM Strengthening:** CCM ethical guidelines reviewed as support to CCM strengthening initiative.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

- 1. Challenge:** Partner organization timelines
- 2. Challenge:** Country team capacity given funding request submission deadlines

## Looking Ahead

- Assessment of Human Rights Complaints Procedure to be completed by end of Q2. Country missions in Malawi and Cambodia in Q2 as based on discussion with country teams;
- Continued internal discussions on addressing human rights crises

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

e) Support meaningful engagement of Key and Vulnerable Populations and networks in GF-related processes

## Strategic KPI (s)

KPI 5: Service coverage for key populations

## Progress

### Status



- 1. Use of HIV Key Populations Implementation Tools:** Community Action Leadership Collaborative engaged to provide support on use of HIV Key Populations implementation tools in program design and planning. In-country ToRs developed for sex worker and MSM implementation tools. Global meeting on implementation tools convened.
- 2. TB and Malaria Affected Communities:** Global Coalition of TB Activists and Malaria Consortia engaged to provide support to and strengthen network/mobilization of TB and Malaria affected communities to enable their meaningful engagement in country dialogue. Work plans developed and regional consultations held on modules for analyzing gender and human rights barriers to malaria. Regional meeting on malaria held and support provided to country dialogues in Greater Mekong region.
- 3. Strengthening Engagement of Key and Vulnerable Populations during Grant-making and Implementation:** Report produced by Community Action Leadership Collaborative finalized in February, with presentation of findings to GF Staff in March. Recommendations to be discussed with relevant departments.
- 4. CRG Strategic Initiative:** Support provided for 10 eligible CRG TA requests, including sustainability and transition in EECA and LAC regions.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

- 1. Challenge:** Timing between start of new Strategy (Jan 2017) and first funding request submission window (Mar 2017) allows for limited time for implementation in some countries.
- 2. Challenge:** Release of funding through CRG Strategic Initiative

## Looking Ahead

- In-country consultations on implementation tools (TRANSIT, IDUIT, SWIT)
- RFP for overall CRG Strategic Initiative M&E framework to be released in Q1

## Strategic Objective

3) Promote and protect human rights and gender equality

## Sub-objective

Cross-cutting to SO3

## Strategic KPI (s)

KPI 5: Service coverage for key populations;  
KPI 8: Gender and age equality; KPI 9: Human rights;

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



### 1. Training & Capacity Building:

- In-country:** Online training materials on gender, human rights, key and vulnerable populations and community responses for CCMs finalized and are being adapted for external audience. Guidance for in-person trainings for CCMs finalized. Consolidated strategy for capacity strengthening of CCMs under development.
- Secretariat:** Range of capacity building activities under development including trainings on programs for 13 AGYW focus, and training on use of HIV key population implementation tools.
- TRP:** On-going engagement with TRP leadership to ensure consistency in assessment of CRG related issues within funding requests.

### 2. Inclusive Engagement: Stakeholders (e.g. Women's Fund, donors supporting AGYW, civil society organizations working on AGYW issues) convened in late 2016 to discuss strategy for AGYW meaningful engagement fund (as part of CRG SI). Roadmap for AGYW engagement in 13 countries in Eastern and Southern Africa being finalized. Independent Review on and recommendations for meaningful community engagement during grant-making and grant implementation finalized.

## Key Challenges and Risks

## Looking Ahead

- Online training materials to be finalised for external audience
- AGYW engagement plan to be discussed with relevant Country Teams
- Recommendations from Review on meaningful engagement to be discussed with relevant departments and at Impact Through Partnership Transformation Working Group

## Strategic Objective

4) Mobilize increased resources

## Sub-objective

a) Attract additional financial and programmatic resources for health from current, new public and private sources

## Strategic KPI (s)

KPI 10: Resource mobilization

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



- Donor Contribution Agreements:** As of end 2016, 10 bilateral and 1 tripartite agreements signed, 8 bilateral agreements on track to be signed during Q1 2017, 11 more (10 multi-year contribution agreements and 1 annual agreement) on track to be signed by mid-2017. A further 6 agreements in negotiation with signature timing TBD.
- Mobilization of Additional Resources:** Following EUR 10 mil. increase each from Netherlands and Germany and others at end 2016 to Q1 2017, on-going work to increase pledges from governments, high-net worth individuals, trusts, and foundations in line with Resource Mobilization Action Plan.
- Resource Mobilization Action Plan:** Discussions with GFAN and other advocacy partners and review of findings of OIG Fundraising Advisory Report to inform development of Action Plan. AFC reviewed and expressed broad support; inputs from AFC discussions incorporated into Action Plan to be presented to Board in May.
- Audit/Review/Report Completion:** DFID's multilateral development review (MDR) published end-2016 assessed GF as 'very good' in terms of 'match with UK priorities' and 'organizational strengths.' MOPAN assessment (Q1 2017) also positive. DFAT review still being finalized. Upcoming review: NL Scorecard (Date TBC).

## Key Challenges and Risks

- Challenge:** Increasingly challenging political landscape in key donor countries requiring close monitoring of political transitions and building strong cross-party support for GF in key donor countries.

## Looking Ahead

- Resource Mobilization Action Plan to be presented to Board (May 2017)
- Event in mid-2017 to provide platform for UK private sector contribution to unlock remaining resources from UK malaria matching fund.

## Strategic Objective

4) Mobilize increased resources

## Sub-objective

b) Support countries to use existing resources more efficiently and to increase domestic resource mobilization

## Strategic KPI (s)

KPI 11: Domestic investments

## Progress

### Status



1. **Debt to Health Agreements:** Italy and Qatar were identified as countries with highest potential and probability to enter Debt2Health scheme as new Creditors.
2. **Health Financing Strategies and Sustainability Plans:** Kenya and Tanzania sustainability plans in development. Ongoing support to Cote d'Ivoire, Senegal and Ethiopia on operationalizing of health financing strategies and high-level political advocacy. Togo and Benin health advocacy and health financing plans completed.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

1. **Challenge:** Uncertain political contexts in several donor countries

## Looking Ahead

- **Debt to Health Agreements:** First contacts and submission of proposal to Italian Ministry of Finance (MoF), discussions to proceed once MoF identifies focal point for GF. Proposal submitted to Qatar Fund for Development, awaiting for reaction to plan Qatar trip to further discussion, if of interest.

## Strategic Objective

4) Mobilize increased resources

## Sub-objective

c) Implement and partner on market shaping efforts that increase access to affordable, quality-assured key medicines and technologies

## Strategic KPI (s)

KPI 6: Strengthen systems for health (a. procurement)  
KPI 12: Availability of affordable health technologies

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



#### 1. WAMBO:

- Additional consultations held following Nov 2016 Board discussion. Revised paper to SC, better articulating opportunities and link to STC Policy.
- Onboarding of GF-financed health products:** LLINs, ACTs, ARVs, RDTs, condoms and lubricants available. Viral load machines and consumables ready to go-live. Non-core health products (non-core pharmaceuticals, other diagnostics and lab equipment) in progress of being on-boarded.
- Enrollment of PPM PRs:** 48 countries out of 60 PPM PRs can use WAMBO, of which 28 have placed orders (4 countries finalizing documentation).
- Non-health Products:** Initial opportunity analysis conducted and priority products agreed (e.g. UNOPS vehicles and energy equipment).

2. **Procurement Portal:** Pilot capacity-building and knowledge/ information sharing on-line platform for in- country procurement experts developed.

3. **Health Product Categories Covered under Framework Agreements:** To avoid any gap in 2017, on-going process to extend term of current ACT long-term agreements.

4. **Product Category Strategies:** Market and product analysis ongoing to identify new products and efficiencies that maximize value of product procurement strategies.

## Key Challenges and Risks

- Challenge:** Insufficient resources to launch Procurement Portal. Project will be implemented in 2018.

## Looking Ahead

- Anti-malaria tender to be launched in Q2
- Complete transition of PPM order placement operations onto WAMBO.org, including PRs and products

## Strategic Objective

4) Mobilize increased resources

## Sub-objective

d) Support efforts to stimulate innovation and facilitate the rapid introduction and scale-up of cost-effective health technologies and implementation models

## Strategic KPI (s)

KPI 12: Availability of affordable health technologies

## Progress

### Status



1. **Annual Partner Supplier Reviews:** Annual performance review conducted with suppliers end Feb.
2. **Private-public Partnerships:** On-going work to establish private-public partnership mechanisms that could support health financing in Uganda and Liberia.
3. **Product Scale-up Roadmaps:** Communication among key stakeholders ongoing. Incorporated products in scope of multi-agency coordinated procurement convened by GF.

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Key Challenges and Risks

## Looking Ahead

- Landscape analysis in Liberia to be conducted in Q2

## Strategic Objective

Cross-cutting to Strategy

## Sub-objective

Cross-cutting to Strategy

## Strategic KPI (s)

All

## Latest KPI Data

- As reported to Committees June 2016, hybrid reporting for previous KPI framework and 2017-2022 KPI framework will take place mid-2017. Full reporting on 2017-2022 KPI framework will be available in early 2018, following a full year of implementation.

## Progress

### Status



### 1. Ethics:

- Ethics and Integrity Communications and Training Strategy** drafted for consultation with relevant Secretariat teams. Basic training materials developed and to be tailored to each audience.
  - Anti-corruption Program and Policy** drafted and to be discussed at Ethics and Governance Committee in March
  - CCM Code of Conduct** drafted and to be discussed at Ethics and Governance Committee in March
  - Risk-based Integrity Due Diligence** project approach agreed. Third party mapping and risk analysis is moving forward on a staggered basis
2. **Results Release:** First Results Release completed in January 2017. Work underway on development and validation of a new tool for programmatic data processing.
3. **Library of Board and Committee Policies:** Initial review of Board decision point database completed. Review of status of Board decision points ongoing. Evaluation of Committee decision points ongoing. Preliminary categorization completed.

## Key Challenges

- Risk:** Results release and reporting dependent on Project AIM

## Looking Ahead

- Corporate work planning and budget setting for 2018 to begin Q2