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# Report of the Technical Evaluation Reference Group

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**44<sup>TH</sup> BOARD MEETING**

GF/B44/09

11-12 NOVEMBER 2020, *Virtual*

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# Strategic Review 2020 (SR2020)

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# SR2020 High-level Conclusions (as per SR 2020 report)

The TERG endorses the three high-level conclusions of SR2020 and agrees that moving forward cannot be business as usual.

<b>High-level Conclusion 1:</b>	<p>There has been mixed progress towards the Global Fund Strategic Objectives (SOs)</p>
<b>SO1:</b>	<p>Good progress has been made towards SO1 in terms of lives saved, but significant gaps remain in scaling up interventions to achieve targets for reducing new cases/infections.</p>
<b>SO2:</b>	<p>Despite progress in some areas, this is uneven and most Global Fund investments in RSSH are used to support operational costs for the three disease programs rather than strengthening health systems to make substantive progress towards Universal Health Coverage (UHC) and programmatic sustainability.</p>
<b>SO3:</b>	<p>There has been limited progress in addressing equity, human rights and gender issues across the Global Fund portfolio, albeit with variations by geography, disease and key and vulnerable population (KVP) groups.</p>
<b>High-level Conclusion 2:</b>	<p>The evidence clearly shows that the Global Fund’s business model has continued to evolve during the period of the current Strategy and has strengths in several areas. However, to date, the model still does not deliver solutions to a number of long-standing challenges that primarily relate to coordination of action across multiple objectives and how to achieve evidence-informed prioritization when stakeholders at both international and country level have diverging levels of capacity and differing priorities.</p>
<b>High-level Conclusion 3</b>	<p>The Global Fund business model does not always work to create strong and clear incentives for partners and other stakeholders to improve program results. Opportunities to do so through the structuring of contracts, arrangements, and processes are often missed.</p>

# SR2020 Strategic Recommendations (and TERG's position)

## TERG in large part endorses the SR2020 recommendations with some reservations and qualifications

**Strategic Recommendation 1:** Start now to strengthen the processes by which geographies, populations and intervention mixes are prioritized in National Strategic Plans (NSPs) and Funding Requests to ensure that Global Fund investments are evidence based and reflect an appropriate balance across the SOs, value for money (VFM) criteria and organizational theory of change (ToC).

**Strategic Recommendation 2:** Strengthen the partnership's focus on achieving results as a priority during the remainder of this strategy period, as the basis for enhancing impact from the start of the next strategy period. This should include establishing strong incentives to enhance performance across the business model.

**Strategic Recommendation 3:** Strengthen the Global Fund's ability to adapt to the range of possible contexts that it might operate in post COVID-19, which should be an important new emphasis in the next strategy.

**TERG Position:** While supported, TERG feels that Recommendation 3 is at a disappointingly high level and lacking in detail. In this regard, TERG draws attention to Annex 4.xiv "Alignment of Global Fund strategic priorities, policies and investments to broader global health goals" and Annex 4.xv "Future Strategic Positioning" and encourages members to read them.

**Strategic Recommendation 4:** The current SOs 1, 2 and 3 should remain at the forefront of the next strategy. However, the next strategy should make it clear that the SOs are mutually dependent with each critical to achieving the other. The business model should adapt to shift the priorities within each SO and enhance coherent management across the three SOs.

**TERG Position:** Attention should be given to implementing this recommendation during the remainder of the current strategy as well as under the new strategy

**Strategic Recommendation 5:** For the next strategy, position programmatic and financial sustainability for the three disease responses as a high-level strategic priority and ensure mechanisms are in place to operationalize this priority.

**TERG Position:** The TERG had some ambivalence in relation to Strategic Recommendation 5. TERG agrees that sustainability is a very important issue, logically links with Recommendation 4 and should underpin all that the Global Fund does. TERG does support operational recommendation 5.2, which also links to Recommendation 4, on further differentiation of the business model.

# TERG Position: Areas for priority attention

- ❖ **Greater prioritization of funding decisions**: based on better prioritized NSP's informed by solid evidence and analysis, commensurate prioritized investments within the Global Fund portfolio (Operational Recommendation 1.4);
- ❖ **Overarching monitoring, evaluation and learning (MEL) framework**: to address current gaps in the system leading to improved program results (OR 2.1 and 2.9);
- ❖ **RSSH**: Achieving agreement and greater clarity on what is realistic and within the scope of the Global Fund to achieve in RSSH and clear metrics to monitor and measure results;
- ❖ **Equity**: A stronger, integrated focus on human rights and gender (SO3), which are core to achieving impact, and clear metrics to monitor and measure results. The COVID-19 pandemic has highlighted the numerous challenges to already weak health systems to reach the poorest and most vulnerable, and the consequences of not doing so;
- ❖ **Partnerships**: With partnerships, develop performance-based approaches towards achieving improved results, through better tools, metrics, transparency and accountability arrangements; and
- ❖ **Differentiation** – there is considerable merit in utilizing the concept of the development continuum as a framework for guiding the application of all differentiated policies, processes and approaches (OR 2.7 and 5.2)
- ❖ **Lives saved as a performance indicator**: Going forward, review the appropriateness of the lives saved indicator and assess if there could be a better metric, including more directly estimating mortality due to the three diseases.

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# Other Progress

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# PCE: Progress and Themes/Areas Covered

## 3 annual synthesis reports based on 8 countries documented

- Better understanding of how Global Fund policies and processes actually play out in countries and how they can be improved;
- Improvements in national programmes and Global Fund operations in the eight countries over time;
- Lessons learned that can inform a more thorough Global Fund approach to evaluation; and
- Capacity in evaluation having been developed in country.
- Specific disease programme related questions
- Effectiveness, efficiency and equity of Global Fund investments in countries

2020-2021

- FR/GM analysis; changes to grants over a full cycle (equity, RSSH, STC)

2019-2020

- Grant implementation, deep dive topics

2018-2019

- Grant start-up, early implementation

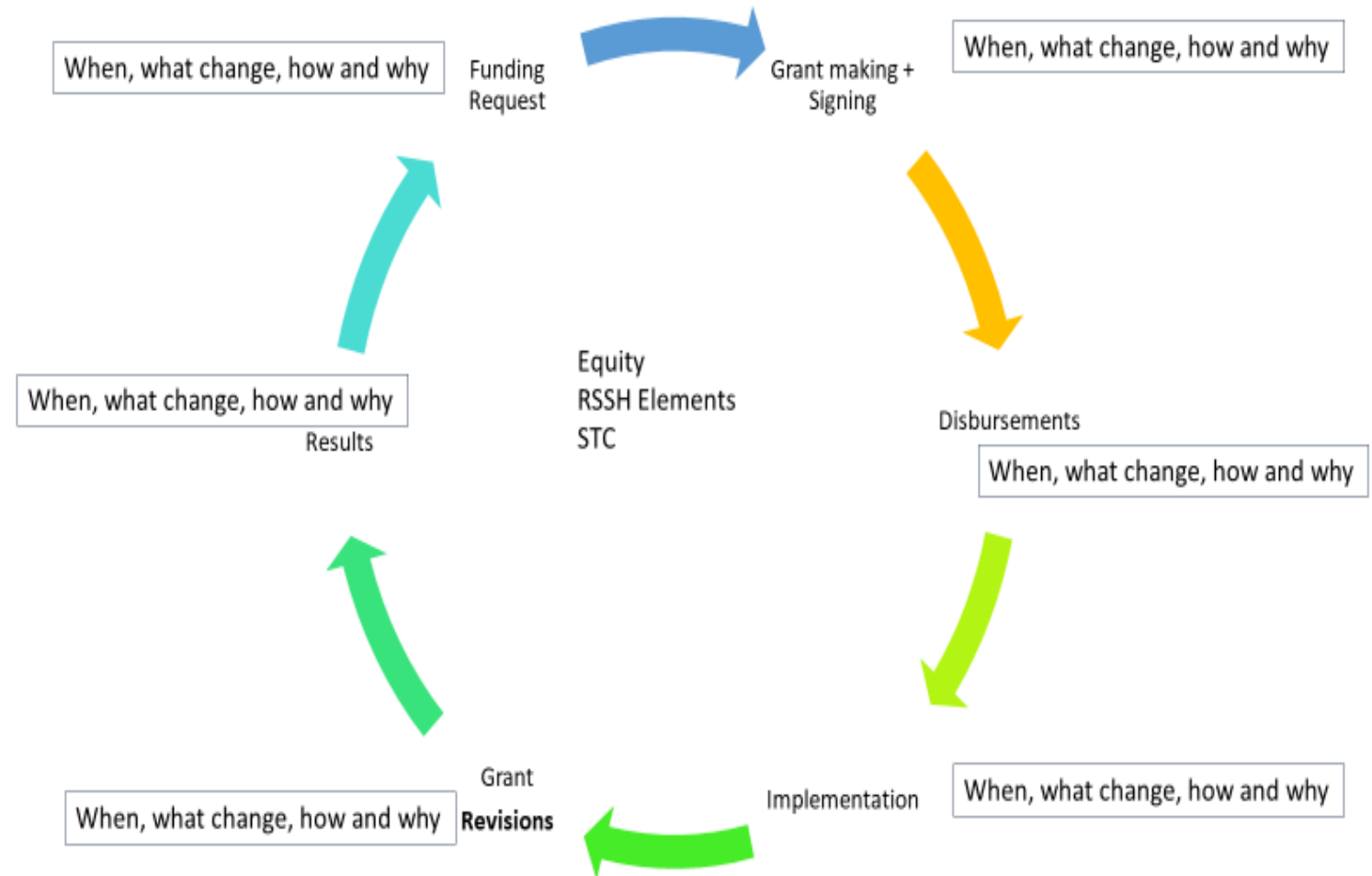
2017-2018

- PCE set up, FR/GM analysis



# Prospective Country Evaluation in 2020

- Primary focus of attention is on reviewing the entirety of the 2017-2020 grant cycle to analyse changes made and the effect of these changes on equity, RSSH and STC;
- Purpose is to understand how the business model is facilitating or hindering adaptations to grants that impact on equity, RSSH and/or STC; and
- PCE teams have selected focus topics as part of the grant cycle analysis to go more in depth into what has changed, why, bottlenecks and different effects.

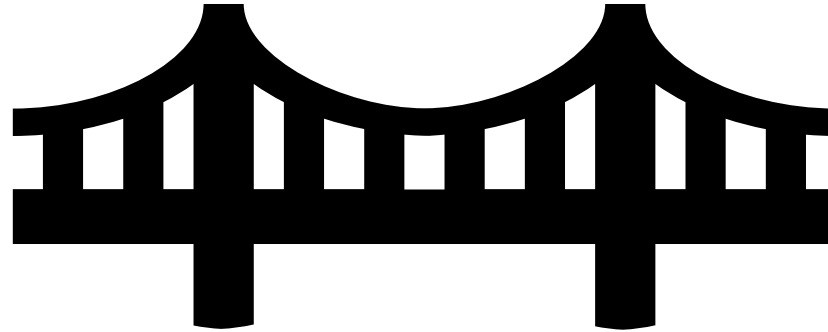


# Evolving Strategic Initiative

## Expected Outcomes

- Achievement of grant targets
- Improvement in observed areas of underperformance
- Better understanding of how Global Fund policies and processes play out in countries and how they can be improved
- Progress towards more robust and data-based estimates of outcomes and impact
- Learn lessons to inform a more thorough approach to evaluation
- Evaluation capacity developed in countries

## Bridge to mid -2021



## Expected Outcomes

- Increased evidence base to inform decisions on Global Fund's strategic directions
- Improved guidance in areas of underperformance
- Improved indicator measurement methodologies
- Increased cadre of skilled in-country and regional evaluators with good knowledge of the Global Fund
- Strengthened knowledge sharing and organizational learning from evaluations across Global Fund entities and partnerships
- Stronger program accountability and assurance to the Board

## Current Strategic Initiative funding: PCE Arrangements

- Eight country level evaluation partners supported by two global level evaluation groups.
- On-going analysis of business model efficiency and effectiveness in countries
- In-depth analysis of country specific topics

## Transitioning from now to future

- Extend current PCE contracts to end June 2021 with PCEs contributing to:
  - Review of GF COVID-19 support in their countries to inform GHS analysis
  - Input into Strategic Initiative review
- PCE Evaluation
- RFP for pre-qualifying evaluation groups
- Support costs of Secretariat led GHS analysis

## Expected Future Strategic Initiative Funding

- Larger group of pre-qualified country, regional and global level evaluation partners – expansion of Global Fund evaluation platforms to analyse business model efficiency and effectiveness
- More thematic reviews to provide evidence for key points of Global Fund business cycle and Board decisions
- Supplement TERG managed evaluation
- TBD - Joint Secretariat managed evaluation w/ TERG oversight
- Time limited positions for TS and Secretariat to support evaluations
- Additional on-call independent expertise to advise TERG
- Support consultative meetings on other Global Fund M&E measures

# Thematic review on HIV primary prevention: Objectives and Progress

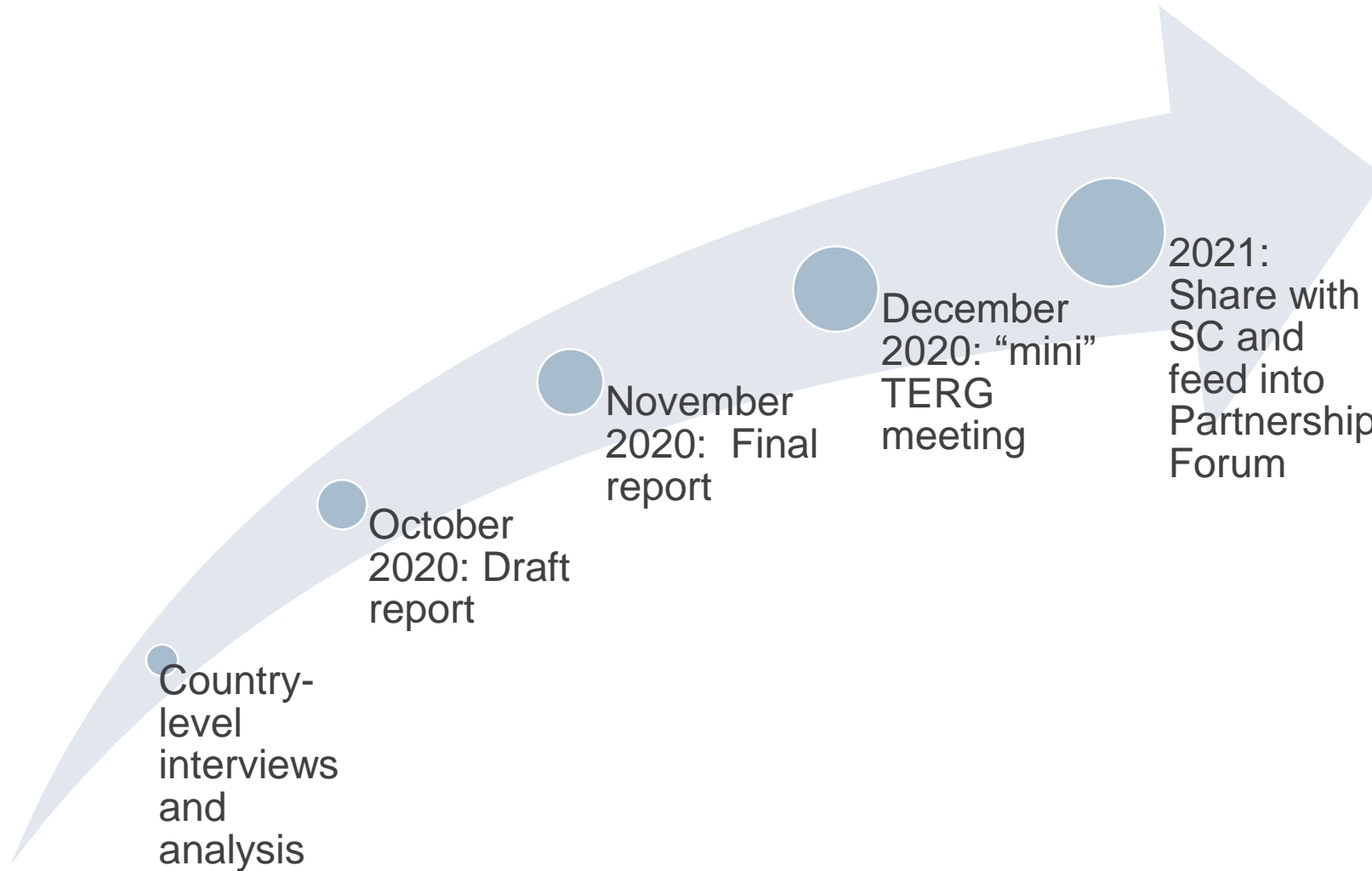
## 4 Key Objectives

- Better inform policies/ guidance of the Global Fund;
- Clarify needs for TA for design of prevention strategies;
- Provide understanding of funding landscape for HIV primary prevention, relative prioritisation of prevention in countries, & Global Fund's role alongside partners; and
- Provide inputs to development to next Global Fund strategy & share lessons learned.

## Progress to date

- **Produced Final Inception Report**
- **Started Core Phase of review:**
  - Desk review of global documents completed.
  - Analysis of global data: funding data from GF and other sources - review ongoing; GF results data - preliminary review.
  - Global consultations: majority completed.
  - Portfolio analysis: all 25 Global Prevention Coalition countries receiving GF funding
  - Country case studies underway: **9 countries**: Botswana, Cote d'Ivoire, Ethiopia, Indonesia, Jamaica, Philippines, South Africa, Tanzania, Ukraine.

# Thematic review on HIV primary prevention: Next steps



# Private Sector Engagement Review

## Objectives of the assessment:

- To assess the current role and scope of the private sector actors in healthcare delivery at country level (via country case studies);
- To analyse how the private sector could play a greater role in improving program outcomes and impact, including key priorities that need to be further explored; and
- To provide recommendations as to how private sector engagement should be positioned within the post-2022 Global Fund Strategy, both in program delivery (country level) and as strategic partners (donors/innovation partners at global level).

July  
2020

- Finalize TOR

September  
2020

- Inception

December  
2020

- First draft report

January  
2021

- Final report

February  
/ March  
2021

- Present report to SC and also share at Partnership Forum