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Strategy Development:

What does Strategic Performance tell us about Progress and Challenges in the current Strategy?

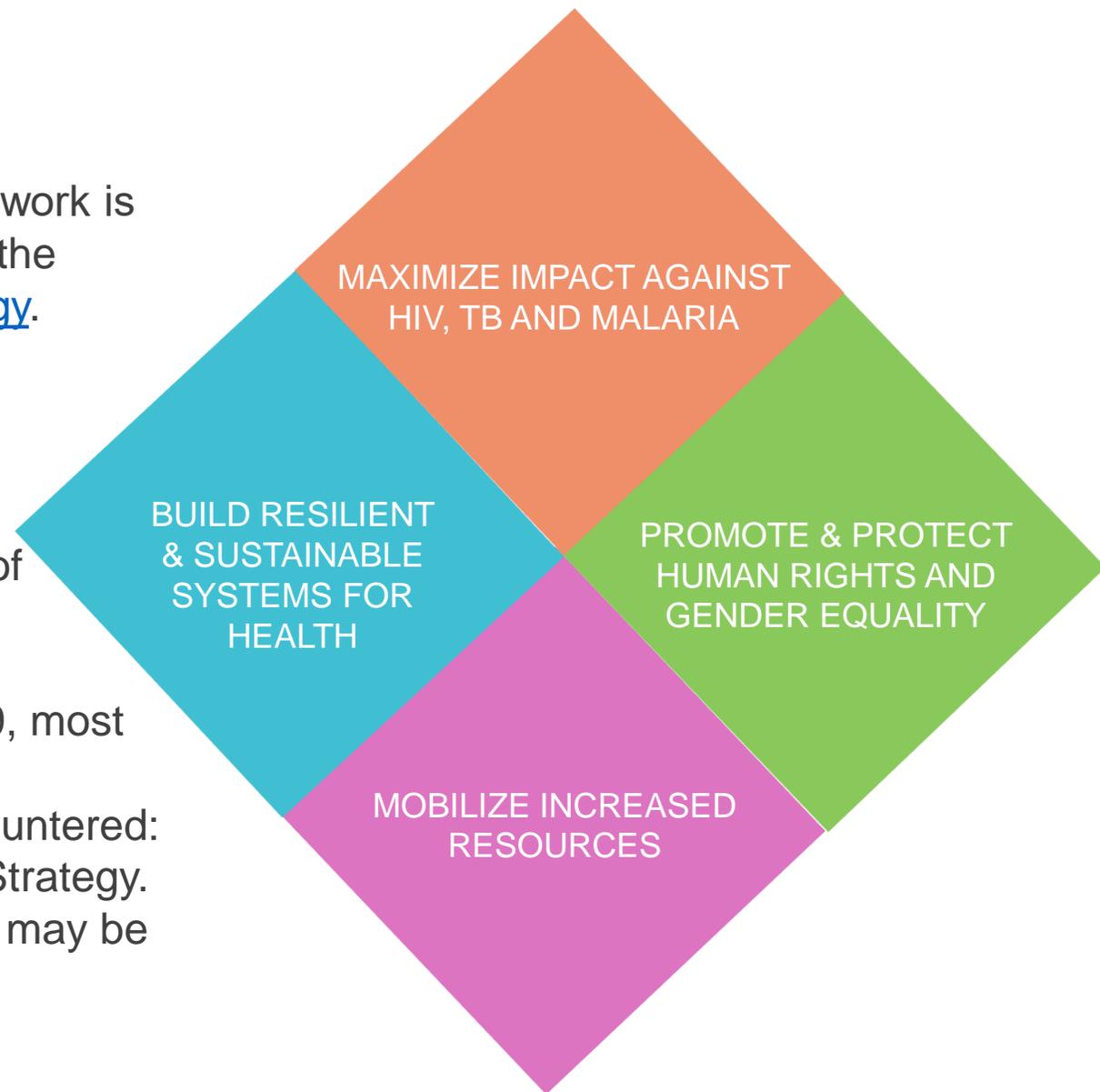
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Strategic Performance Summary

The Global Fund's Key Performance Indicator (KPI) Framework is designed to track and monitor progress towards achieving the strategic objectives, goals and targets set out in the [Strategy](#).

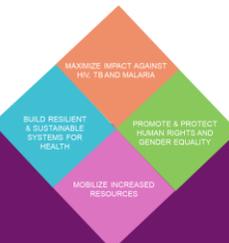
KPIs measure aspects of Global Fund operational and programmatic performance and the success of the Global partnership towards ending HIV, TB and malaria*. They are instrumental in identifying and addressing areas of underperformance.

Over the course of the current Strategy and as of end 2019, most Global Fund KPIs are on track to meet their targets**. However, for a subset of them, challenges have been encountered: either in terms of performance or of their alignment to the Strategy. These challenges are described in the following slides and may be of interest to stakeholders as they give their input into the development of the next Global Fund Strategy.



*This presentation addresses objectives and sub-objectives measured by KPIs, other tools and mechanisms such as TERG reviews, OIG Audits and Deep Dives have reported on progress against other sub-objectives

** It is recognized that KPI performance is likely to be impacted by the COVID-19 pandemic. The challenges described in these slides focus on issues encountered up to end-2019 (mid-point of the current Strategy).



STRATEGIC GOALS:

1. *Rapidly reduce HIV mortality and incidence through scaling up universal access to HIV prevention and treatment*
2. *Rapidly reduce TB, TB–HIV and MDR–TB incidence and related mortality through universal access to high quality care and prevention*
3. *Scale up and maintain interventions to reduce malaria transmission and deaths and support countries to eliminate malaria*

Progress and challenges identified through KPIs:

- **Lives saved but faster acceleration of incidence reduction needed:** Strategic Performance Reporting at end-2019 indicates that the partnership is delivering on 2022 targets on saving lives (*KPI 1a*). However, the 2022 Strategy target for reduction in new infections and cases (*KPI 1b*) looks unlikely to be reached. Projections show that major shifts in investments across all partners will be needed to reduce incidence in line with targets for HIV, TB and malaria whilst sustaining the progress on saving lives
- **Improved performance required on some service delivery indicators:** notwithstanding the progress made against many service delivery indicators, improved performance against grant targets is critical to reach the 2022 Strategy targets for some services, typically in a few specific high-burden countries. These services include (*KPI 2*): PMTCT coverage; ART numbers and coverage; and MDR-TB cases beginning treatment
- **Uneven progress on quality of outcomes across countries:** many countries are still far from reaching the ambitious 2022 global targets for a number of service outcomes. These services include (*KPI 2*): % of people living with HIV (PLHIV) knowing their status; % of PLHIV that started preventative therapy for TB; treatment success rate for TB (drug-sensitive and MDR-TB); and % of women who received at least 3 doses of IPTp for malaria



SO1: MAXIMIZE IMPACT AGAINST HIV, TB AND MALARIA

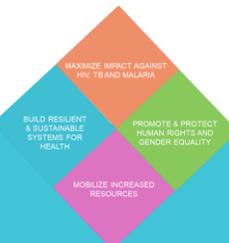
1. *Focus on highest burden countries with lowest economic capacity and on key and vulnerable populations*
2. *Innovative approaches and model differentiated to country needs*
3. *Implementation success based on impact, effectiveness, risk analysis and value-for-money*
4. *Improvement of effectiveness in Challenging operating environments*
5. *Sustainable responses and successful transitions*



Progress and challenges identified through KPIs:

A differentiated model has triggered improvements:

- There is greater alignment between level of Global Fund investment and country disease burden and economic capacity (*KPI 3*)
- There has been an increased focus and investment in grants to reach key populations with comprehensive packages of services. However reporting on coverage and outcomes is severely challenged by lack of country monitoring systems in place (*KPI 5*) and/or reliable key population size estimates
- National HIV and Malaria programs in “High Impact” countries have demonstrated greater efficiencies than previous disease programs (*KPI 4*). Such programs efficiencies have not been observed to the same degree in TB programs however
- Across financial and programmatic KPIs, the gap in performance is between countries identified as Challenging Operating Environments and the rest of the portfolio has decreased

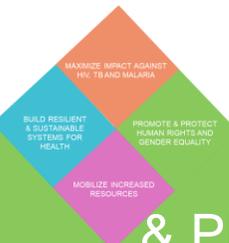


SO2: BUILD RESILIENT AND SUSTAINABLE SYSTEMS FOR HEALTH

1. *Strengthen community responses and systems*
 2. *Support integrated service delivery*
 3. *Strengthen procurement and supply chain*
 4. *Leverage investments in human resources for health*
 5. *Strengthen data systems for health*
 6. *Strengthen national health strategies and plans*
 7. *Strengthen financial management and oversight*
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Progress and challenges identified through KPIs:

- **RSSH progress noted in supply chains, financial systems and data systems:** RSSH Sub-objectives on supply chains, data systems and financial systems have demonstrated strong progress over the course of the Strategy, with a steadily increasing number of high-burden or priority countries meeting standards. These sub-objectives, building upon existing Global Fund capabilities, have a corresponding, well-defined, capacity building initiative led by the Secretariat (*KPIs 6b, 6c, 6d, 6e*).
- **Lack of agreed and accountable metrics to measure progress in broader RSSH areas:** There are no Board-approved KPIs for three sub-objectives (community responses and systems, integrated service delivery, human resources for health). Strategic reporting has identified increased grant funding in these areas. However, accountabilities for progress is difficult to directly attribute to Global Fund-supported activities. Their progress is better considered through other monitoring, reporting and evaluation activities. Indicators for procurement or national strategies (*KPIs 6a, 6f*), despite positive results, are narrower in nature and are often not directly linked to the performance of activities in Global Fund grants or initiatives.



SO3: PROMOTE & PROTECT HUMAN RIGHTS & GENDER EQUALITY

1. *Scale up programs to support women and girls*
2. *Reduce health inequities including gender- and age-related disparities*
3. *Remove human rights barriers to accessing HIV, TB and malaria services*
4. *Support participation of key and vulnerable populations in Global Fund-related processes*
5. *Integrate human rights considerations throughout the grant cycle and in processes*

Progress and challenges identified through KPIs:

- **Need to accelerate progress in AGYW programs:** HIV incidence among adolescent girls and young women declined in the 13 prioritized countries (*KPI 8*). However, the rate of decline is not fast enough to achieve the ambitious 2022 Strategy target without considerable effort of the global partnership and scale-up of prevention programs.
- **Low grant funding in specific countries:** grant investments in HIV programs for key populations or to reduce human rights-related barriers increased considerably during the current Strategy (*KPI 9b*). However many grants still remain with small or negligible investments. Investments to reduce human rights barriers in TB programs also increased significantly but are far below target.
- **Time lag to see results:** Significant milestones observed among the 20 countries in the “Breaking Down Barriers” initiative towards reducing human rights barriers, with a seven-fold increase in funding to these programs (*KPI 9a*). However the full impact of long-term effort is not yet measurable and requires a more evaluative approach to understanding progress.
- **Lack of consistency and availability of domestic funding data:** it has been highly problematic for the Global Fund to obtain and verify data about domestic funding for human rights and key populations programs (*KPI 9c*). This emphasizes the criticality of adopting KPIs that are grounded in existing data systems or collection processes.

SO4: MOBILIZE INCREASED RESOURCES

1. *Attract additional financial and programmatic resources*
2. *Increase domestic resource mobilization and use resources more efficiently*
3. *Implement market shaping efforts*
4. *Stimulate innovation in health technologies*

Progress and challenges identified through KPIs:

- **Additional resources mobilized from Global Fund donors and domestic investments:** the 6th replenishment campaign has been a success with a high level of pledges from all categories of donors. Conversion of pledges to contributions have historically been successful (*KPI 10*). Implementing countries are also delivering with domestic investments significantly larger than the Global Fund co-financing policy requirements (*KPI 11*).

Gains through effective market shaping: Through the Pooled Procurement Mechanism (PPM), the Secretariat market shaping efforts have supported a global reduction in prices in HIV and malaria commodities (consistently over yearly target) and a stable base of suppliers (*KPI 12*)

- **Lack of visibility on domestic financing:** even though the level of domestic funding has been commensurate with the requirements of the co-financing policy (*KPI 11*), there is a lack of consistent, timely and available data needed to confirm whether these increased resources have been invested in the most efficient and effective manner in country.

Context: Global Fund KPIs – by Strategic Goal/Objective

Strategic Goals

1 Performance against impact targets

- Estimated number of lives saved
- Reduction in new infections/cases

2: Performance against service delivery targets

17 distinct sub-indicators such as: # of people alive on ARV therapy; # of TB cases treated according to WHO end TB strategy; # of LLINs distributed; # of bacteriologically confirmed cases drug-resistant TB treated with a 2nd line regimen; # of males circumcised; % of people living with HIV who received testing & counseling and know their results; TB treatment success rate; etc

Strategic Objectives

3 Alignment of investment with need

- Alignment between investment decisions and country “need” with need defined in terms of disease burden and ability to pay

4 Investment efficiency

- Improvement in cost per life saved or infection averted from supported programs

5 Service coverage for key populations

- Coverage of comprehensive prevention services in key populations

6 Strengthen systems for health

- Product prices through national procurement
- On-shelf-availability of key products
- Share of portfolio meeting expected standards for financial systems
- Deployment and functionality of data systems
- Availability of data disaggregated by gender and age
- Alignment to National Strategic Plans

7 Fund utilization

- Allocation Utilization
- Grant Absorptive Capacity



8 Gender and age equality

- HIV incidence in women aged 15-24 years

9 Human Rights

- # of priority countries with comprehensive programs aimed at reducing human rights barriers to services in operation
- Percentage of grant invested in programs targeting key-populations and human rights barriers to access in the middle income countries
- Percentage of funding for programs targeting key-populations and human rights barriers to access from domestic (public & private) sources

10 Resource mobilization

- Actual pledges as a percentage of the replenishment target
- Pledge conversion rate. Actual replenishment contributions as a percentage of forecast contributions

11 Domestic investments

- Percentage of domestic commitments to programs supported by the Global Fund realized as expenditures

12 Availability of affordable health technologies

- Percentage of a defined set of products with enough suppliers that meet QA requirements
- Annual savings achieved through the Pooled Procurement Mechanism Framework
- Agreements on a defined set of key products (mature and new), compared to the prior year