

Thirty-Second Board Meeting 2015 Strategic Review update

STRATEGIC REVIEW 2015 UPDATE**Purpose:**

The purpose of this document is to provide the Global Fund Board with a high-level description of the plan for the Strategic Review of the Global Fund to be conducted in 2015 (Strategic Review 2015), as endorsed by the Strategy Investment and Impact Committee.

EXECUTIVE SUMMARY

- 1 The plan for the 2015 Strategic Review of the Global Fund (Strategic Review 2015) was developed through a consultative process involving the Global Fund Board and the Strategy, Investment and Impact Committee (SIIC), partners and Secretariat staff.
- 2 The Strategic Review 2015 is guided by two important design features. The first feature is related to content - the Strategic Review 2015 comprises two distinct arms: one reviews progress in implementation of the Global Fund Strategy 2012-2016, and the second examines impact on the three diseases achieved through joint efforts over a window of ten to fourteen years (2000/04-2014). The second design feature deals with the methods to conduct the Strategic Review 2015. The Strategic Review 2015 has been developed as a synthetic meta-review that draws extensively from a wide range of existing analytical materials in line with the concept of “five years of evaluation versus a five year evaluation”.
- 3 This document outlines key questions, available data sources and gaps in the evidence base to be addressed in the future. Data gaps are prioritized and a proposed analysis and synthesis approach is presented. Finally, a management plan is outlined, inclusive of an indicative budget and timeline.

INTRODUCTION and BACKGROUND

- 4 In November 2011, the Board approved the Global Fund Strategy 2012-2016 (Strategy). The Strategy sets ambitious goals: to save 10 million lives and prevent 140-180 million new infections over the period 2012-2016, with accompanying disease-specific targets. Through the Strategy, the Global Fund committed to transform itself and shift to a new model of “investing for impact” through a set of strategic objectives among which were: investing strategically in areas with high potential for impact and strong value for money; providing funding in more proactive, flexible, predictable and effective ways; actively supporting grant implementation success; promoting and protecting human rights; and sustaining the gains and mobilizing resources. Oversight for strategy implementation resides with the Board’s Strategy, Investment and Impact Committee (SIIC).
- 5 Under the SIIC’s guidance, the Global Fund Technical Evaluation Reference Group (TERG) is responsible for ensuring independent evaluation of the Global Fund business model, investments and impact. Accordingly, the TERG has developed plans to conduct an independent appraisal of progress towards the important commitments reflected in the Strategy. In addition, the Global Fund Evaluation Strategy, approved in November 2011, also anticipated the conduct of a rigorous, country focused twelve-year evaluation of the Global Fund which included an assessment of impact against the three diseases.
- 6 The Strategic Review 2015 seeks to conduct these two distinct activities in an efficient and coordinated manner, thereby consolidating the review of Strategy implementation and the assessment of impact.
- 7 The Strategic Review 2015 builds on elements of the evaluation strategy in which the TERG outlined a system of on-going evaluative activity including program reviews; thematic reviews of key cross cutting issues; and data quality assessments as a basis for M&E investments (GF/SIIC05/ 04). The TERG outlined a set of five principles for conducting evaluations which are fully integrated in the design of the Strategic Review 2015.

These principles include:

- a. a **partner** approach which builds on, collaborates and synchronizes evaluations with partners while maintaining rigor and objectivity;
 - b. conduct of **periodic** evaluations on an on-going basis rather than large-scale one-off evaluations (i.e., “Five Year Evaluation is a poor substitute for five years of evaluations”);
 - c. reliance on **plausibility** designs to the extent possible that provide evidence of program impact, positive and negative, built on agreed M&E results chains and taking into account non-program influences on outcomes;
 - d. building on country **platforms** by use of national systems (e.g. disease program reviews) and strengthening of country M&E capacity; and
 - e. a focus on **practicality** for grant management such that reviews provide a limited number of few, actionable practical recommendations.
- 8 To facilitate the preparatory stages, the TERG has overseen the development of a plan for Strategic Review 2015 to define and finalize the scope and scale of the exercise. The plan was developed through a consultative process involving over fifty individuals from the Board and SIIC, the Global Fund Secretariat and partners as well as extensive review of available documents (January-March 2014). An initial draft was elaborated with guidance by Board constituencies at a pre-Board session during the Board’s Thirty-First Meeting in March 2014. The approach was discussed by the Monitoring and Evaluation Reference Groups (MERG) of RBM and UNAIDS (both in February 2014) and the Stop TB Partnership Coordinating Board (in July 2014). The TERG provided in-depth review during their April 2014 meeting and subsequently, the document was further revised. In June 2014, this document was discussed and endorsed by the SIIC, with further comments. The TERG incorporated the comments and finalized the plan at its 24th meeting in September 2014, which was then subsequently reviewed by SIIC at its 13th meeting in October 2014.

OBJECTIVES OF THE STRATEGIC REVIEW 2015

- 9 The broad objectives of the Strategic Review 2015 were presented to the 10th SIIC meeting in February 2014 and have been further refined through discussion and revision described in the preceding paragraph. The objectives and sub-objectives are as follows:
- a. **Main Objective 1:** Provide a focused and grounded independent appraisal of progress in Strategy implementation with emphasis on learning to inform the implementation of the remaining phase of the current strategy, the development of the next strategy cycle and other corporate milestones such as replenishment meetings. The sub-objectives are:
 - i. To assess implementation and progress in key thematic areas in the Strategy;
 - ii. To identify challenges and gaps in implementing the Strategy and provide learning to improve implementation; and
 - iii. To provide input and highlight issues for the development of the next Global Fund strategy.

b. **Main Objective 2:** Assess impact against the three diseases over a ten to fourteen year period. The sub-objective is:

- i. To consider joint impact achieved against HIV, tuberculosis and malaria over a 10-14 year timeframe¹ by triangulating data drawn from methods including estimation modeling, country impact profiling, and program reviews based on adequacy and plausibility designs.

10 At its conclusion, the Strategic Review 2015 will produce a concise, high-level synthesis and ‘meta-review’, with the Board as the primary audience, and based principally on a critical synthesis of existing data and information sources.

11 Although not an explicitly stated objective, the Strategic Review 2015 represents an important application of the principle to build on “five years of evaluation rather than a five year evaluation” by synthesizing existing analytical materials in lieu of conducting a major “one-off” evaluation requiring significant primary data collection. Therefore, the Strategic Review 2015 is essentially a meta-review of a wealth of existing materials including, but not limited to, TERG-commissioned evaluations and thematic reviews, Secretariat information and tracking systems, TRP reviews, Office of Inspector General (OIG) materials, national disease Program Reviews, modelling and estimations work done collaboratively with partners as well as other partner agency and country-developed materials. Additional information needed to fill gaps will be gathered in a judicious manner. The approach is depicted in Figure 1.

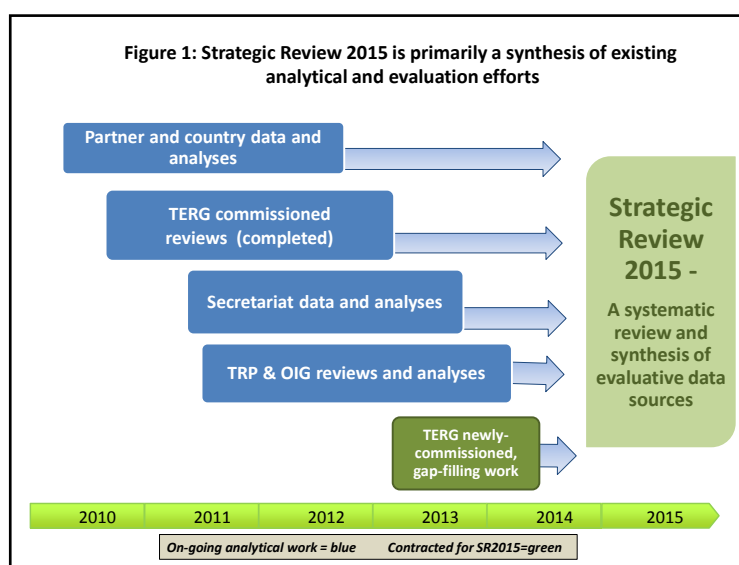


Figure 1. Data sources for the Global Fund Strategic Review 2015

¹ Impact is not measurable over the short term so it will be too early to assess the impact of the Strategy itself on the three diseases.

SCOPE

- 12 Based on individual interviews, group forums and document review, a wide range of suggested evaluation themes and questions were posed. The initial and most comprehensive set of questions covered the strategic goals and targets, all five strategic objectives and most of the 14 strategic actions. For ease of reference, strategic objectives and strategic actions appear in Annex 1. From the individual interviews alone, over 120 different questions were formulated albeit with strong grouping tendencies. The first version of the Strategic Review 2015 plan incorporated 65 questions across all strategic objectives as well as strategic goals and targets. This question set was reviewed by the TERG at their April 2014 meeting and deemed too extensive and not adequately focused on priority issues.
- 13 A set of factors were used to further refine the question set as well as several additional rounds of review. The factors used to guide the final selection included:
- a. *Areas of greatest strategic interest.* The consultative process established several themes that in the opinion of Global Fund stakeholders and most staff held high priority for the Strategic Review 2015. These themes centered on the most visible elements of the Strategy namely the revised investment strategy and new funding model.
 - b. *Differing pace of implementation.* During the first two years of strategy implementation, efforts have emphasized the development of policies and procedures around the investment strategy and new funding model. Implementation of other areas of the strategy (e.g. Strategic Objective 4: actions involving human rights; Strategic Objective 5: actions around domestic financing) will increase pace with the roll-out of the new funding model. Some cross-cutting issues may be better addressed through more tailored thematic reviews carried out when implementation has advanced to a stage when best practices and lessons will have emerged.
 - c. *Availability of existing information.* Evaluative and analytical work either completed or underway by the TERG, the Secretariat, partners and countries has already generated information on a number of strategic objectives and actions. Therefore, the Strategic Review 2015 will identify and fill gaps in the evidence base and avoid duplicative work.
 - d. *Strategic objectives are not mutually exclusive.* Particularly in regards to Strategic Objective 4 to protect and promote human rights, important strategic actions cut across objectives. Attention to human rights is a fundamental element of Strategic Objective 1 with its focus on populations at greatest risk and Strategic Objective 3 as an integral element of risk management.
- 14 These factors were applied across the strategic objectives and strategic actions in order to hone the focus of the Strategic Review. Based on these considerations, the TERG proposes that the Strategic Review 2015 should not attempt to provide equal weight on all strategic objectives and strategic actions but rather focus on a select set of issues that best meet the factors above (depicted in Annex 2). Following the processes outlined above, the resulting set of priority questions appears below².

² Questions that appear in italics are cross-cutting in nature with substantive focus on Strategic Objective 4: Promote and Protect Human Rights.

PRIORITY QUESTIONS FOR THE STRATEGIC REVIEW 2015

15 Main Objective 1: Review of progress in Strategy implementation

Strategic Objective 1: Overarching question: What progress has the Global Fund made in investing more strategically?

- a. *To what extent have investments focused on the highest-impact countries, interventions and populations?*
- b. *To what extent have Key Affected Populations been addressed?*
- c. *To what extent are Concept Notes aligned with national strategic plans and with national planning cycles?*
- d. *To what extent do Concept Notes plan for the use of national systems and structures (e.g. budgeting, monitoring)?*
- e. *To what extent has Strategy implementation facilitated a more strategic focus on health systems strengthening?*
- f. *To what extent have Concept Notes for focus countries incorporated MNCH content as per agreements with partners (i.e. UNICEF MOU)? Do Global Fund funding/grant-making processes facilitate the intended incorporation of MNCH content per those agreements?*
- g. *Is there evidence of integration of human rights standards – including non-discrimination and gender equality - in investment strategies (e.g. Concept Notes) and of integration of human rights principles (such as public participation, transparency and accountability) in the processes that develop Concept Notes?*

Strategic Objective 2: Overarching question: What is the evidence to date that the rollout of the NFM is achieving its intended purpose compared to the Rounds-based system?

- a. *To what extent have the timelines for accessing funding been shortened compared to the Rounds-based system?*
- b. *Has the predictability of Global Fund resources improved? Both in terms of timing when funds can be accessed and in terms of the expected overall amount of resources?*
- c. *To what extent is the allocation model working as intended to re-align resources?*
- d. *To what extent is the in-country program split process working?*
- e. *To what extent are existing investments being re-focused on interventions of greatest impact and key affected populations?*
- f. *(a) To what extent does the development of joint HIV-TB Concept Notes involve the intended process of systematic and on-going country level dialogue between TB and HIV programs and stakeholders to prioritize alignment of planning and strategic investments? (b) Is there evidence to date that joint HIV-TB Concept Notes allow better targeting of resources and plans for scaling-up of services?*
- g. *To what extent has the quality and inclusiveness of Country Dialogue, access to funding and grant-making processes improved over time?*
- h. *(a). What effect has improved knowledge of funding levels had on Concept Note content and on work-load? (b). What effect has access to incentive funding had on Concept Note content? To what extent does it satisfy Board decisions?*
- i. *(a). Does the Concept Note review process reinforce reflection of SO1 and SO4? What has been the effect of the process of different iterations of Concept Notes?*
- j. *What factors have been conducive (including minimum standards for implementation) for developing disbursement ready grants? To what extent has the New Funding Model helped to catalyse improved data and analysis?*

Strategic Objective 3: Overarching question: How has the Global Fund worked to actively support success in grant implementation?

- a. To what extent has the Global Fund adopted a more risk-differentiated approach to grant management?
- b. *What progress has been made in addressing human rights standards – including non-discrimination, gender equality, and accountability in grant management?*
- c. What progress has been made in defining and incorporating value for money considerations into grant management?
- d. To what extent has the Global Fund encouraged grantees to conduct independent program evaluations or assessments which focus on service quality? value for money?
- e. To what extent has Strategy implementation enhanced investments in national procurement and supply chain management systems? Has the iterative, dialogue-based application approach been used to encourage inclusion of procurement and supply chain management strengthening funding requests in proposals? Do grant management processes emphasize more systematic adherence to procurement and supply chain management standards?
- f. To what extent have revised procurement procedures brought about more advantageous pricing of health commodities? What progress has been realized in leveraging the purchasing power of the Global Fund?
- g. Are partnership agreements with other organizations (primarily WHO) operating as expected? How has grant management improved/benefited from partnership arrangements? To what extent are joint accountabilities of partners and the Global Fund understood?

Strategic Objective 5: Overarching question: What progress has the Global Fund made to sustain the gains achieved and to further mobilize resources to expand those gains?

- a. What progress has been made to incentivize increased domestic investments (e.g. introduction of willingness to pay criteria, advocacy with implementer states)?
- b. To what extent have actual domestic resource contributions increased through the introduction of the New Funding Model?
- c. To what extent and under what circumstance have additional resources been attracted from existing and new donors (e.g. rapidly-industrializing middle-income countries, newly-industrialized or resource-rich economies, innovative financing mechanisms)?

16 Main Objective 2: Assess progress in impact

Strategic goal: Overarching question: What progress is being made toward the Goals of saving 10 million lives and preventing 140-180 million new infections?

Impact questions:

- a. According to the best standard of evidence available (either adequacy or plausibility)³, what progress is being made in impact on HIV?
- b. According to the best standard of evidence available (either adequacy or plausibility), what progress is being made in impact on TB?
- c. According to the best standard of evidence available (either adequacy or plausibility), what progress is being made in impact on malaria?

³ Adequacy assessment or evaluation answers the question: *did the expected changes occur – including changes in impact?* The ‘expected’ change should be measured against specific targets where possible. A plausibility assessment answers the question: *did the program seem to have an effect above and beyond other, external factors?* “Plausible” means that there is (i) an epidemiologically reasonable hypothesis for impact; (ii) that the evidence assembled is believable, is worthy of acceptance. It credibly establishes whether external, confounding factors are related to any impact observed.

SCALE

- 17 For the impact component of the Strategic Review 2015, analyses will range from those Global Fund-supported countries that meet the criteria for inclusion in lives saved and infections averted modeling, to a small number of countries where enhanced national Program Reviews will provide more nuanced information on plausible program effects on impact.
- 18 For the components of the Strategic Review 2015 related to implementation of the Strategy, the focus will be on TERG priority countries, which include High Impact and additional countries⁴; however, samples of countries from all country bands may be informative and necessary. An important consideration will be those countries that have completed the process of developing and submitting Concept Notes under the new funding model. Following the preceding description, the scope and scale of the Strategic Review 2015 is summarized as given in Annex 3.

APPROACH AND METHODS

- 19 The Strategic Review 2015 employs a mixed-methods approach with elements of both quantitative and qualitative analysis. The particular benefits of a mixed methods approach to the Strategic Review 2015 include bolstering the review's validity and credibility through triangulation of findings from different methods; better targeting of data collection methods (as findings of one method can be used to inform other subsequent methods); and furthering comprehension through results of differing methods to both broaden and contextualize findings.
- 20 A number of differing methods and information sources will be utilized for the Strategic Review 2015. Methods primarily involve structured document review, analyses of existing data, on-line surveys and key informant interviews. The majority of sources are existing analytical materials or targeted augmentation of existing materials. In other cases, source materials are expected to be available based on activities underway. In some cases, materials will need to be developed for the Strategic Review 2015. In sum, Secretariat information systems and materials provide much of the evidence base needed for the Strategic Review. The Strategic Review 2015 analytical approach incorporates an initial quality screening to assure interested audiences that the internally-generated information is of sufficient rigor, transparency and objectivity to confidently generate findings.
- 21 A detailed matrix and work plan has been prepared that identifies the following variables for each evaluation question: data source and availability, data collection techniques, quality assurance steps, respondents/sampling, responsible parties within the Secretariat, timeline and next steps. Leading methods and data sources are as follow.
- 22 Considerable effort is being devoted to tracking of Strategic Objective 1 (SO1 - invest more strategically). Within the Secretariat, much of this effort centers on the systems needed to make Key Performance Indicators fully operational including baselines and targets. To date, the TERG has steered two thematic reviews related to SO1. A thematic review related to the Global Fund contributions to and synergies with Millennium Development Goals 4 and 5 (maternal and child health) was completed. The TERG has commissioned work to identify indicators on human rights for use by the Global Fund as well as examination of bottlenecks and barriers to the inclusion of human rights-related activities within grants. In addition, TERG-directed work is also underway as a means of assessing health systems and identifying priority gaps as an integral part of regular Program Reviews. Later stages

⁴ Cote d'Ivoire, Democratic Republic of Congo, Ghana, Nigeria, South Africa, Sudan, Ethiopia, Kenya, Mozambique, Tanzania, Uganda, Zambia, Zimbabwe, Bangladesh, China, India, Indonesia, Myanmar, Pakistan, Philippines, Malawi, Rwanda, Cambodia, Ukraine, Haiti, Thailand, Vietnam.

of that work will involve such an integrated review in several countries and review of Concept Notes.

- 23 Many of the key questions identified for the Strategic Review around SO1 are concerned with the content of Concept Notes. As the Technical Review Panel already provides an independent and systematic assessment of the Concept Notes, the TERG is working with the TRP on the best means of acquiring the needed information from the existing review processes. In addition, for a sample of Concept Notes, an in-depth content review will be used to assess a range of issues prominent in the key questions such as inclusion of key affected populations, relationship with national strategies, consideration of health systems strengthening and RMNCH. The content review will likely generate need for follow-up interviews with participants in country dialogue as well as other stakeholders and independent experts.
- 24 An important source of information for Strategic Objective 2 (SO2 - evolve the funding model) will be the Secretariat-developed on-line surveys to provide feedback on the roll-out of the new funding model. All known participants in Concept Note development will be requested to complete a survey upon its submission. This survey will be particularly focused on country dialogue and Concept Note development inclusive of follow-up on technical assistance missions among partners and country-level actors. In addition, the TRP will also rate the quality of Concept Notes in regard to the Global Fund's strategic priorities following their review.
- 25 The progress in Strategic Objective 3 (SO3 - actively support grant implementation success) will be assessed through a number of internal analytical efforts including the Qualitative Risk Assessment, Action Planning & Tracking Tool (QUART), the Price and Quality Reporting (PQR) Tool, and Secretariat work to augment the corporate KPI related to Value for Money by including service unit cost benchmarks and more focus on value.
- 26 Initial thinking is underway for an evaluation of the partnership agreements. It would be important to ensure that information generated from that evaluation is available for inclusion in the Strategic Review 2015. The TERG is properly placed to provide quality assurance and oversight of that effort as well.
- 27 For Strategic Objective 5 (SO5 - sustain the gain, mobilize resources), materials and systems to generate the needed information for the Strategic Review 2015 include tracking of counterpart financing in Global Fund-supported programs. In addition, Concept Notes (particularly Section 2 on Funding Landscape, Additionality and Sustainability) and TRP/GAC reviews of those Concept Notes will form an important information base for the Strategic Review 2015.
- 28 Also relevant to SO5 is a 2013 TERG commissioned a review which identified issues related to sustainability of Global Fund supported programmes and provided lessons for countries in similar situations. It is proposed that data compiled and presented in that study be brought-up-to-date for the purposes of the Strategic Review 2015 particularly for countries in transition from Global Fund eligibility.
- 29 For the assessment of impact, the Strategic Review 2015 will rely on a process of triangulation⁵ to provide the most robust possible analysis. There are considerable

⁵ Triangulation is a method used by qualitative researchers to check and establish validity in studies by analyzing a research question from multiple perspectives. Data triangulation involves using different sources of information in order to increase the validity of a study. During analysis the conclusions reached about impact from each of the analyses would be compared to determine areas of agreement as well as areas of divergence (see e.g.: <https://edis.ifas.ufl.edu/fy394>)

challenges in answering the impact-related questions. Among these challenges are adhering to the evaluation concept of plausibility - that is determining the likely impact of programs or interventions on disease trends while taking into account other potential influencing factors; relying as much as possible on existing data; and offering a synthesis of those data that provides meaningful added value to impact assessment work already carried out by the Global Fund.⁶

30 Three forms of analyses are proposed to assess progress towards impact as outlined in Figure 2.

- a. For a large number of countries, a broad, cross-national analysis of trends based on funding and Key Performance Indicators (KPIs) 1-3⁷ will examine whether expected changes are occurring. The Secretariat and partners are currently engaged in important work to revise current methods of estimating lives saved and to extend them to additional interventions to enhance the reporting on strategic goals and targets including corporate KPI 1. It has been agreed that TERG joins this effort as peer reviewer.
- b. For Global Fund high impact countries and TERG-identified key countries, a national-level analysis based on a scoring and synthesis of content contained in the Country Impact Profiles produced by the Global Fund will be undertaken. Impact Profiles are updated based on existing data sets and materials. TERG involvement ensures a rigorous and objective assessment that will lead to conclusions on plausible impact.
- c. For a small number of countries, analyses will draw from Program Reviews and Epi Stage assessments for impact analysis⁸ (which capitalize on regular Program Reviews) to provide a more nuanced and robust assessment of whether disease-specific programs are having the intended impact, after taking other factors into account. The TERG has focused on the need for an enhanced Program Review process since mid-2012. Accordingly, partners are engaged and materials are being developed to facilitate the Epi Stage approach. The TERG will be involved in determining if the Epi Stage approach meets needs and standards based on experience in the first set of countries.

⁶ See, e.g., de Jongh et al. "Health impact of external funding for HIV, tuberculosis and malaria: systematic review." *Hlth Pol Plan* **2013**:1-13.

⁷ KPI 1: Performance against strategic goals; KPI 2: Quality and coverage of services; KPI 3: Performance against strategic service delivery targets. "The Global Fund Key Performance Indicator Framework for 2014-2016," GF/B30/7.

⁸ The Epi Stage for Impact Analysis supplements existing program reviews. It assesses how non-program factors may be affecting the desired outcomes.

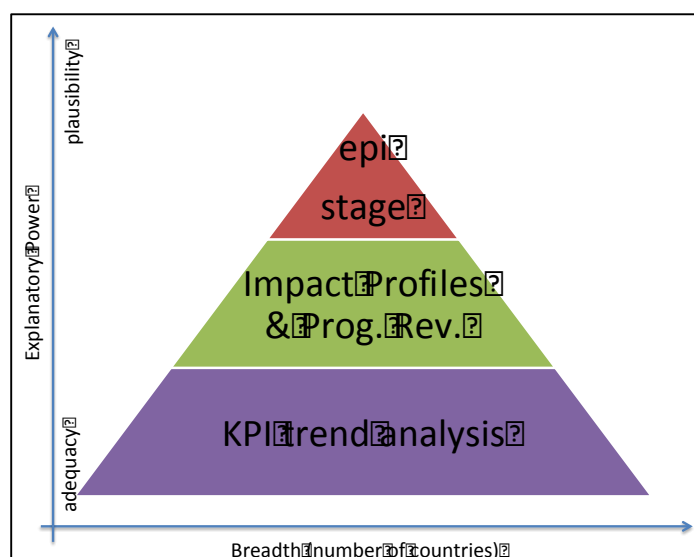


Figure 2. Components of the impact review for the Strategic Review 2015

- 31 The triangulation from these activities provides a more credible answer to the key questions than any single approach, while adhering to the principles and definitions for Global Fund evaluations. The TERG should oversee the process of triangulating data on impact to assure validity of findings.
- 32 In sum, several distinct gap-filling tasks will be undertaken by the TERG as well as oversight of the overarching meta-review. These distinct activities include:

Oversight and quality assurance of Epi Stage for impact assessments in many countries, yet to be finalized
Validation and independent assessment of Impact Profiles in TERG priority countries
Data extraction from Concept Notes and associated materials
Key informant and stakeholder interviews
Meta-review analyses and synthesis including quality assurance

MANAGEMENT PLAN

- 33 The Strategic Review 2015 management plan brings together two functions considered essential for the successful conduct of the Review: independence and relevance. A schematic showing of these organizational arrangements appears in Annex 4. The first function, independence, involves assurance of objectivity as well as adherence to evaluation standards. The second function, relevance, ensures that the Strategic Review 2015 produces findings and recommendations that are relevant and applicable to the Global Fund, an environment with a rapid pace of change. Of particular importance are recommendations that are actionable in the short-term and constructive input to the strategy cycle starting in 2017. Suggested bodies to perform these functions are described below.
- 34 Providing independence of the Strategic Review 2015 is consistent with the Terms of Reference of the TERG. In recognition of the considerable amount of time required to guide and oversee the Review, the TERG Chair has established a time-limited TERG Task Team that will make decisions on behalf of the full body and provide a consistent degree of oversight during the Strategic Review 2015.

- 35 The second function, relevance, is appropriately informed by a body internal to the Global Fund Secretariat. The Secretariat has already established a Secretariat working group on evaluation headed by the Chief of Staff and comprising Senior Management from across divisions. The main responsibility for the Secretariat working group will be to keep the Strategic Review 2015 grounded and focused on the most pertinent learning. The Secretariat working group will also play an important role in both learning from and utilization of the findings from the Strategic Review 2015. Regular consultations will be planned between the TERG and the Secretariat working group to ensure both independence and relevance, and to avoid duplication of work.
- 36 There will be a substantial amount of effort required to liaise with the TERG, coordinate with the Secretariat working group and with Secretariat teams and partners, monitor the work-plan and keep the Review consultants on track. For this purpose, the TERG Support Team has been strengthened with an additional staff over the period of the Strategic Review 2015. A detailed work-plan has been developed, linking the evaluations areas and specific questions with reference points (for example, Board decisions or Global Fund Policy) to data sources and 'data owners' with roles and responsibilities and timelines.

RESOURCES

- 37 The Strategic Review 2015 represents a synthesis and meta-review primarily based on the analyses and synthesis of existing information as described above with a limited amount of additional data collection. A proposed consultant team structure has been developed along with an activity plan in line with the methodological approach laid out in this document with indicative budgets between US\$ 800,000 and a maximum of US\$ 950,000 to allow innovation. This amount was included in the TERG's 2015 work plan and budget, which SIIC reviewed and endorsed, with the budget being recommended to the FOPC for inclusion in the overall 2015 operating expenses budget.

TIMELINE AND NEXT STEPS

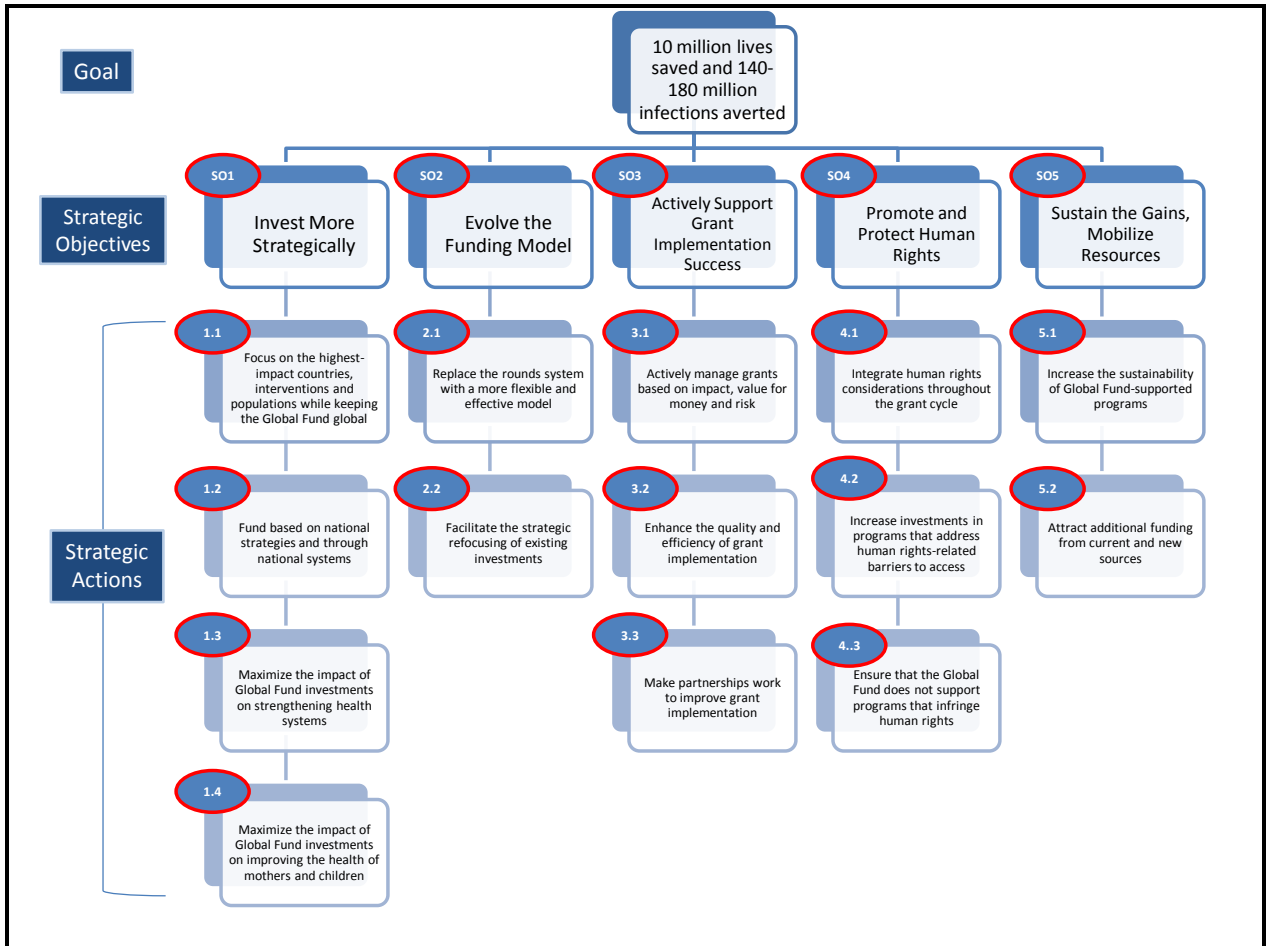
- 38 It is estimated that the Global Fund Strategic Review 2015 could be completed within a twelve month period from the presentation of the detailed plan to the Board, at the Thirty-Second Board Meeting in November 2014. The implementation of activities would be staggered across this timeframe with some analyses starting in the final quarter of 2014. The largest single element of the Strategic Review 2015, the systematic meta-review and synthesis, would begin in the first quarter of 2015 leading to initial reporting by the third quarter of 2015. As a synthesis and meta-review, the overall success of the Strategic Review 2015 depends on the availability and quality of the underlying information. If the availability of the required information is impeded, then the Strategic Review 2015 would correspondingly be delayed as well.
- 39 Based on the analysis and discussion provided above, the following table sets forth the milestones that have already occurred and the next steps that have been agreed with the SIIC.

Action	Target date
Initial consultations with over fifty individuals from the Board and SIIC, the Secretariat and partners	January-March 2014
Consultations at RBM and UNAIDS MERG meetings and the Stop TB Partnership Coordinating Board	February-July 2014
Pre-Board consultation at the 31st Board Meeting	March 2014
TERG development of the Strategic Review 2015 plan	April 2014
SIIC approval of the high-level Strategic Review 2015 plan	June 2014
TERG finalization of the detailed plan for the Strategic Review 2015	September 2014
SIIC review of an updated high-level Strategic Review 2015 plan	October 2014
Request for Proposals	October - November 2014
Update to the Board	November 2014
Contracting a review team	December 2014
Elements of work commence	December 2014-January 2015
Work commences on meta-review and synthesis	March 2015
Strategic Review 2015 Report presented to the SIIC for review and recommendation to the Board for approval	Q3-4 2015

- 40 Under the Board approved Global Fund Evaluation Strategy 2012 - 2016⁹, the TERG contemplated the combination of the Mid-Term Review of the Strategy with the 12-Year Evaluation. The scope and terms of reference for such a review were to be developed by the TERG, in consultation with the Secretariat, under the guidance of the Board. At the Thirty-First Board Meeting, the TERG presented an overview of the Strategic Review 2015 and collected feedback and input from Board constituencies. Additionally, the TERG has worked closely with the Secretariat to develop this high-level plan on the scope and scale of the Strategic Review 2015. The high-level Strategic Review 2015 plan was presented to the SIIC during its 12th meeting in June 2014 and endorsed by the committee, with feedback to be considered. This feedback was incorporated and the detail document was finalized at the TERG meeting in September 2014.
- 41 The SIIC reviewed this updated document on the Strategic Review 2015 at its 13th meeting in October 2014 to confirm its initial endorsement and that comments provided at the time of endorsement had been incorporated.
- 42 Regular updates on the Strategic Review 2015 will be presented to the SIIC over the course of the work. The final Strategic Review 2015 Report will be delivered to the SIIC for review and recommendation to the Board for approval by the fourth quarter of 2015.

⁹ Approved under Board Decision Point GF/B25/DP09, and set forth in GF/PSC16/05.
The Global Fund Thirty-Second Board Meeting
Montreux, Switzerland, 20-21 November 2014

Global Fund Strategy 2012-2016: Goal, Strategic Objectives and Strategic Actions



**Global Fund Strategy 2012-2016 Strategic Objectives and Actions:
Factors used to determine relative emphasis in Strategic Review 2015**

Strategic Objectives and Activities	Degree of coverage in SR 2015 (Heavy, Medium, Light)	Factors			
		An SO/SA of greatest strategic interest per consultations ?	Does timing/pace of implementation necessitate review?	Is available information adequate to answer SR questions?	Can SO/SA receive cross-cutting treatment ?
SO 1 – Invest More Strategically					
SA 1.1 Focus on the highest-impact countries, interventions and populations while keeping the Global Fund global	H	√√√	√√√	√√	--
SA 1.2 Fund based on national strategies and through national systems	H	√√√	√√√	√√	--
SA 1.3 Maximize the impact of Global Fund investments on strengthening health systems	M	√√	√	√	--
SA 1.4 Maximize the impact of Global Fund investments on improving the health of mothers and children	M	√√	√	√	--
SO 2 – Evolve the Funding Model					
SA 2.1 Replace the rounds system with a more flexible and effective model	H	√√√	√√√	√√	--
SA 2.2 Facilitate the strategic refocusing of existing investments	M	√√	√√√	√√	--
SO 3 – Actively Support Grant Implementation Success					
SA 3.1 Actively manage grants based on impact, value for money and risk	M	√√	√√√	√√	--
SA 3.2 Enhance the quality and efficiency of grant implementation	L	√	√	√	--
SA 3.3 Make partnerships work to improve grant implementation	H	√√√	√√	√√	√√√
SO 4 – Promote and Protect Human Rights					
SA 4.1 Integrate human rights considerations throughout the grant cycle	M	√√	√	√	√√√
SA 4.2 Increase investments in programs that address human rights-related barriers to access	L	√	√	--	--
SA 4.3 Ensure that the Global Fund does not support programs that infringe human rights	L	√	√	--	--
SO 5 – Sustain the Gains, Mobilize Resources					
SA 5.1 Increase the sustainability of Global Fund-supported programs	M	√√	√√	√√	√√
SA 5.2 Attract additional funding from current and new sources	L	√	√√	√√√	--
Strategic Enabler 1 – Enhance Partnerships to Deliver Results	Addressed in a cross-cutting manner				
Strategic Enabler 2 – Transform to Improve Global Fund Governance, Operations and Fiduciary Controls	Not addressed				
Operational Excellence	Not addressed				

Scope and scale of the Strategic Review 2015

In Scope	Out of scope
All five Strategic Objectives (SOs) of the Strategy.	Assessment of each Strategic Action. Assessment of Strategic Enablers.
Assessment of progress in impact on HIV, TB and malaria between 2000/2004 and 2014, based on existing data.	Extensive primary data collection; Projections of impact beyond latest year for which actual data are available.
Impact measured by estimates of lives saved and infections averted for HIV, TB and malaria and by triangulation with other methods.	Elaboration or application of impact modeling techniques other than those being developed or endorsed by the Global Fund (e.g. LiST).
Plausibility assessed by preponderance of evidence across the results chain from inputs and outputs to outcomes and impact.	Causal attribution of impact to the Global Fund alone. Assessment of impact due to the 2012-2016 Strategy.
High impact countries and additional countries to be selected by the TERG for in-depth assessment.	Country-by-country estimates of impact in the three diseases for all Global Fund-supported countries.

Strategic Review 2015: Proposed management structure

