

34th Board Meeting

TERG and TRP Update

For Board Information

GF/B34/09

Geneva, Switzerland

16-17 November 2015

Content overview

Objectives

- To provide Board with a joint TERG/TRP reflection on implementation of some specific areas of current strategy
- To provide recommendations for new strategy

Outline

1. Overall strategy direction and strategic objectives
2. Allocation model
3. Application process and use of national strategic plans
4. Differentiation

Overall strategy direction and strategic objectives

Good progress of strategy and its implementation

- Critical challenges now in effectiveness of implementation
- *Stay the course, with improved prioritization and focus*

Funding model is major improvement

- Great improvement over rounds-based system
- Achieved better focus, predictability, inclusiveness, iterative process and prioritization to maximize impact
- *Differentiate / simplify complex Global Fund requirements*

TERG additional observations and recommendations

Strong emphasis on key populations and a rights-based approach

- Not yet fully translated into programming within countries
- Gender analysis in concept notes remains weak
- *Seek proactively opportunities to engage*

policymakers and practitioners in countries

Overall decline in incidence and mortality from 2000 to 2013

- Major improvement in data systems, but still weak and limited in most countries
- *Further invest in improving data quality*

TRP additional observations and recommendations

Increasingly ambitious targets and scale-up plans likely to save lives and avert new infections

- *Strengthen implementation plans and sustainability*

Growing focus on non-discrimination and inclusion of key populations

- Reflected in most plans
- However, activities not always articulated and monitoring plans rarely in place
- *Expand enabling environment advocacy efforts for key populations*
- *Ensure equal access by all to health services*

Allocation model

Allocation model has increased predictability

- Limitations evident, calling for modifications to formula

Incentive funding not achieving its intended purpose

Regional applications have highlighted critical gaps and have potential to yield shared benefit for all stakeholders

- *Further reviews needed of actual effect*
- *Explore more proactive ways to identify and prioritize key regional issues*

TERG additional observations and recommendations

Allocation model

- Achieved better targeting to countries where greatest impact possible
- *Operationalize sustainability initiatives*
- *Allocate more funds for delivering results, stronger element of absorptive capacity*

Special initiatives/ partnership useful to mobilize technical support for concept note development

- Further reviews needed

Regional grants

- Governance structures are a challenge; *Must add value over and above country grants*
- Further reviews needed

TRP additional observations and recommendations

Room for improvement in allocation model

- Inequity in countries' ability to cover priority needs and rapidly scale up within budget
- Some countries receive investments beyond epi needs
- *Revisit model to ensure prioritizing highest burden countries with least ability to*

pay and reflect current epidemiology and health system needs

- Program split rarely critically reviewed in country and seldom includes HSS

Incentive funding

- Often used to cover essential service gaps in countries, leaving little for innovative and ambitious high-impact interventions

Application process and use of national strategic plans

National strategic plans provide basis for funding but quality varies

- Hence, cumbersome concept notes and review process

Multi-component concept notes present opportunities

- *Increase support for integrated application*
- *Better identify opportunities for more effective and efficient use of funding and future sustainability across diseases and HSS*
- *Potentially promote integrated program implementation*

TERG additional observations and recommendations

National strategic plans

- *Let countries lead*
- *More integrated, health systems-oriented NSPs*
- *Invest and engage now in program reviews, NSP development and joint assessment of NSPs*
- *Maximize effectiveness of Global Fund's convening power for integration*

NSPs are important for sustainability planning

- *Clarify how to integrate disease resource planning in health sector financing envelope*
- *Ensure that grants focus on advocacy, capacity building, and service delivery to sustain key programmatic areas*

TRP additional observations and recommendations

TB/HIV and simultaneous concept note submission

- TB/HIV integration desirable, but still often structurally separate

National strategic plans

- Disease and HSS plans ideally integrated
- *Support prioritization within NSPs to maximize impact and identify best resource use*

- Global Fund focus requirement undermines systematic shift of key population support to national resources
- *Ensure mechanism for social contracting of NGOs with national budget for sustainable services*

Iteration improves strategic focus and concept note quality

Differentiation

Continue exploration of differentiation across grant life cycle and within Global Fund

- “One size fits all” approach inefficient

TERG additional observations and recommendations

Good progress overall

- Significant restructuring in grant management
- Risk mitigation strategies in place for grants
- *Develop world-class risk management function for country-specific mitigation strategies*

Little differentiation at funding access and grant

implementation stages

- *Reduce transaction costs*
- *Move to design of NSP-based grants*
- *Rationalize choice of tools and instruments*
- *Board should approve comprehensive plan developed by Secretariat*
- TERG review ongoing

TRP additional observations and recommendations

Pilots: differentiated approach to grant application and TRP review possible

- *Use context-sensitive differentiated concept note formats, review criteria and TRP process*
- *Balance review information needs with level of effort in application process*

Challenging operating environments

- TRP has adopted differentiated approach
- Challenges in planning capacity and documentation availability
- Rapidly changing context requires flexibility in planning and implementation

Summary TERG/TRP reflections

Overall strategy direction and strategic objectives

- **Good progress of strategy and its implementation**
- **Critical challenges now in effectiveness of implementation**
- **Funding model is major improvement**
- **Differentiate /simplify complex Global Fund requirements**

Application process, use of national strategic plans

- **National strategic plans provide basis for funding but quality varies**
- **Multi-component concept notes present opportunities**
- **Global Fund requirement to focus on key populations can be a disincentive to national investment and undermine transition**

Allocation model

- **Allocation model has increased predictability**
- **Limitations evident, calling for modifications to formula**
- **Needs to better reflect epidemiology and system needs**
- **Revisit incentive funding, which is not achieving its intended purpose**
- **Regional applications have highlighted critical gaps and have potential to yield shared benefit for all stakeholders**

Differentiation

- **Continue exploration of differentiation across grant life cycle and within Global Fund**
- **Disproportionate time spent on access to funding compared to grant implementation**
- **Get back to original Global Fund spirit of “less process, more results” but with differentiated safeguards**