

38th Board Meeting

# Mid-2017 Key Performance Indicator Results

For Board Information

GF/B38/24

Geneva, Switzerland

14-15 November 2017

# Contents

Executive Summary	<i>Page 2 to 7</i>
ANNEX 1: 2012-2016 KPI Framework Results	<i>Page 8 to 18</i>
ANNEX 2: 2017-2022 KPI Framework Update	<i>Page 19 to 23</i>

# Executive Summary

## Contents for Board information

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### Final results for 2012-2016 KPI Framework

- 2016 results for those KPIs with a 1-year lag: Lives saved & infections averted (KPI 1), Quality & coverage of services (KPI 2), Performance against strategic service delivery targets (KPI 3)

### Initial reporting on 2017-2022 KPI Framework

- Semi-annual KPIs where data is available (KPI 3 and KPI 6f)
- Status update on KPI 2 target integration into grants

## Feedback received

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- Results were provided to Audit and Finance Committee (AFC) and Strategy Committee (SC) for information
- AFC and SC would welcome a transition to a performance reporting format that is increasingly useful for performance management

# 2012-2016 KPI Results Summary

Final results included  
in this report

On track  
Below target

Strategic KPIs	Strategic goals		Strategic targets			
	1 Performance against strategic goals		2 Quality and coverage of services		3 Performance against strategic service delivery targets	
Strategic Objectives	Invest more strategically	Evolve the funding model	Actively support grant implementation success	Promote and protect human rights	Sustain the gains, mobilize resources	Strategic enablers
Corporate KPIs	4 Efficiency of Global Fund investment decisions	7 Access to funding	9 Effective operational risk management	12 Human rights protection	13 Resource mobilization	15 Efficiency of grant management operations
	5 Health system strengthening	8 New Funding Model transition ( <i>discontinued end-2014</i> )	10 Value for money		14 Domestic financing for AIDS, TB & Malaria	16 Quality of management and leadership
	6 Alignment with national reporting systems		11 Grant expenses forecast			

# 2012-2016 KPI Results Summary

## Overview

- Strong performance on Impact and Service delivery targets (KPI 1, KPI 3)
- Underperformance on PMTCT, HIV/TB, ART retention, and TB TSR measures, in line with projections
- Performance data being actively used in country dialogue and ITP transformation project

## KPI 1: Performance against strategic goals ●

*Data pending finalization*

Pg. 14

## KPI 2: Quality and coverage of services ●

- Underperformance on PMTCT, HIV/TB, ART retention & TB TSR measures
- 2016 LLIN use target narrowly missed
- LLIN access and ART coverage targets met

Pg. 15-19

## KPI 3: Performance against strategic service delivery targets ●

- Targets for all measures have been achieved

Pg. 20

# 2017-2022 Preliminary KPI reporting

Results included in this report

### Target Status

- On track
- Risk of not meeting target
- Not scheduled for mid-2017 reporting

Strategic Targets	Strategic Targets			
Strategic Objectives	Maximize Impact Against HIV, TB and malaria	Build resilient & sustainable systems for health	Promote and protect human rights & gender equality	Mobilize increased resources
Strategic vision	Invest funds to maximize portfolio impact	Improve the performance of strategically important components of national systems for health	Reduce human rights barriers to service access; & Reduce gender and age disparities in health	Increase available resources for HIV, TB & Malaria; & Ensure availability of affordable quality-assured health technologies
Strategic KPIs	<div style="background-color: yellow; border: 1px solid orange; padding: 2px;">3 Alignment of investment &amp; need</div> <div style="border: 1px solid #ccc; padding: 2px;">4 Investment efficiency</div> <div style="border: 1px solid #ccc; padding: 2px;">5 Service coverage for key populations</div>	<div style="background-color: #2e8b57; color: white; border: 1px solid #ccc; padding: 2px;">6 Strengthen systems for health</div> <ul style="list-style-type: none"> <li>a) Procurement</li> <li>b) Supply chains</li> <li>c) Financial management</li> <li>d) HMIS coverage</li> <li>e) Results disaggregation</li> <li style="background-color: yellow; border: 1px solid orange; padding: 2px;">f) NSP alignment</li> </ul> <div style="border: 1px solid #ccc; padding: 2px;">7 Fund utilization</div>	<div style="border: 1px solid #ccc; padding: 2px;">8 Gender &amp; age equality</div> <div style="border: 1px solid #ccc; padding: 2px;">9 Human rights</div> <ul style="list-style-type: none"> <li>a) Reduce HR barriers to services</li> <li>b) KP &amp; HR in middle income countries</li> <li>c) KP &amp; HR in transition countries</li> </ul>	<div style="border: 1px solid #ccc; padding: 2px;">10 Resource mobilization</div> <div style="border: 1px solid #ccc; padding: 2px;">11 Domestic investments</div> <div style="border: 1px solid #ccc; padding: 2px;">12 Availability of affordable health technologies</div> <ul style="list-style-type: none"> <li>a) Availability</li> <li>b) Affordability</li> </ul>

# 2017-2022 Preliminary KPI reporting

## Overview

- Results available for two semi-annual KPIs (KPI 3 & KPI 6f)
- Good performance maintained in rebalancing the portfolio
- Strong alignment of funding requests with NSPs in windows 1 & 2

### KPI 2: Performance against service delivery targets

- In aggregate, good alignment of window 1 & 2 proposed grant targets with strategy projections

Pg. 23

### KPI 3: Alignment of investment with need

- Slightly off track for 2017 target of 0.45, with projected result of 0.46
- Two countries account for a third of the deviation from need, as “need” for the 2014-2016 allocation model was defined before max shares were applied
- Final result based on actual grant expenses available at 2018 Board

Pg. 24

### KPI 6f: Alignment with national strategic plans

- On track to achieve 2017 target

Pg. 25

# Proposed 2017-2019 KPI Reporting Schedule

KPI	KPI Description	Frequency	2017 November Board	2018 April Board	2018 November Board	2019 April Board
KPI 1	Performance against impact targets	Annual				
KPI 2	Performance against service delivery targets	Annual			Portfolio results <sup>1</sup>	
KPI 3	Alignment of investment & need	Semi-Annual				
KPI 4	Investment efficiency	Semi-Annual		Progress update		
KPI 5	Service coverage for key populations	Annual				
KPI 6	Strengthen systems for health <sup>2</sup>	Annual				
	6e) Disaggregation <sup>3</sup>	Annual				
	6f) NSP Alignment	Semi-Annual				
KPI 7	7a) Fund utilization – Allocation utilization	Semi-Annual				
	7b) Fund utilization – Absorptive capacity	Annual				
KPI 8	Gender & age equality	Annual		Recalibrated target		
KPI 9	9a) & 9c) Human rights	Annual				
	9b) Human rights	Semi-Annual				
KPI 10	Resource mobilization	Annual				
KPI 11	Domestic investments	Annual				
KPI 12	Availability and affordability of health technologies	Annual				

<sup>1</sup> Portfolio results: Service delivery counts sourced from portfolio data and technical partner data (excludes coverage and quality percentage measures)

<sup>2</sup> For 6.c.i. Financial Management, PFM alignment, April 2018 reporting will be progress update, as no PFM transition efforts are expected to be completed in 2017; First reporting for KPI 6a Procurement TBD pending further investigation of data availability

<sup>3</sup> Due to reporting lag and LFA verification, country results will not be available by April Board, Disaggregation KPI will be reported annually at November Board (perhaps later delayed to align to the comprehensive April reporting)



# ANNEX 1: 2012-2016 KPI Framework Results

# 2012-2016 KPI Results Summary

## Context

- **Results presented for Strategic KPIs 1-3**
- Final assessment results for 2012-2016 KPI Framework for SC information
- See GF/B37/26 (May 2017) for final results for Strategic KPIs 4-16

## Performance summary

- Final performance assessments are provided for 3 Corporate KPIs; Of those reported, target not achieved for one Corporate KPI
- **Final 2012-16 performance assessment: Strong performance on 67% of KPIs (10 out of 15)**
- 5 Corporate KPIs did not achieve 2016 targets

# 2012-2016 KPI Results Summary

Final results included  
in this report

On track  
Below target

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# 2012-2016 KPI Results – Lessons Learned

Lessons from 2012-16 performance	Secretariat response
<p><b>2</b> Work with Partners on coverage &amp; quality underperformance is moving slowly</p>	<ul style="list-style-type: none"> <li>Impact through partnership transformation (ITP-T) aims to provide a more systematic approach to partner engagement</li> </ul>
<p><b>7</b> Efficiency of the 2014-16 access to funding process was an issue, with only 54% of grants disbursed within 10-month objective timeframe vs. the target of 75%</p>	<ul style="list-style-type: none"> <li>Development of a differentiated application and review process, as well as providing some portfolios access to the “program continuation approach”, is expected to streamline access to funding</li> <li>AIM system improvements are expected to clarify the ADMF creation process and simplify workflow</li> <li>Analysis has indicated that external risk is key driver of longer access to funding periods, along with first time PRs, and government PRs. These emerging patterns are being used to plan more effectively</li> </ul>
<p><b>5 &amp; 12</b> Availability of data to track HSS performance (KPI 5) and Human Rights risk assessment (KPI 12) proved challenging</p>	<ul style="list-style-type: none"> <li>RSSH and human rights indicators have been revised and enhanced within the new KPI framework</li> <li>New more sensitive metrics for RSSH are focused on the components of the health system where the Global Fund has a comparative advantage</li> <li>Low levels of country investment in programs that remove barriers to service remains a key challenge and new KPI framework has three ambitious KPIs that drive this</li> </ul>
<p><b>16</b> Quality of management &amp; leadership target improvement not achieved, but performance remains comparable to external benchmarks</p>	<ul style="list-style-type: none"> <li>Important variation in performance across departments provides opportunities for improvement; Components of the People Strategy and Integrated Performance Management will address key issue areas</li> </ul>

**Strategic Goals & Targets**

Strategic Objective 1  
Invest more strategically

Strategic Objective 2  
Evolve the funding model

Strategic Objective 3  
Actively support grant implementation success

Strategic Objective 4  
Promote and protect human rights

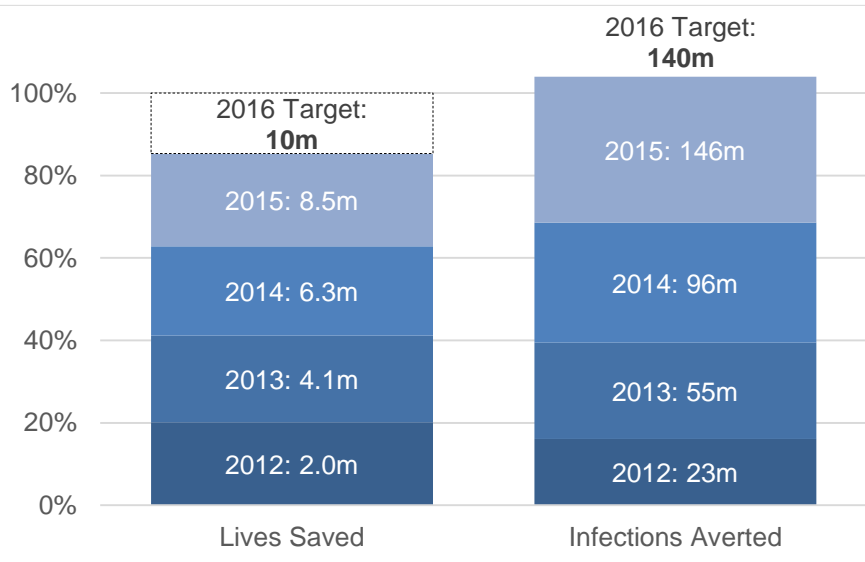
Strategic Objective 5  
Sustain the gains, mobilize resources

Strategic Enablers  
Enhance partnerships & Improve operations

**KPI 1 Performance against strategic goals**

**Measure**

- a) Estimated number of Lives Saved
- b) Estimated number of Infections averted



**Performance**

2012-16 Target: 10m lives saved

**2012-15 Result: 8.5m lives saved**

2012-16 Target: 140m new infections averted

**2012-15 Result: 146m new infections averted**

*2016 results pending data finalization*

Strategic Goals & Targets

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Strategic Objective 3  
Actively support grant implementation success

Strategic Objective 4  
Promote and protect human rights

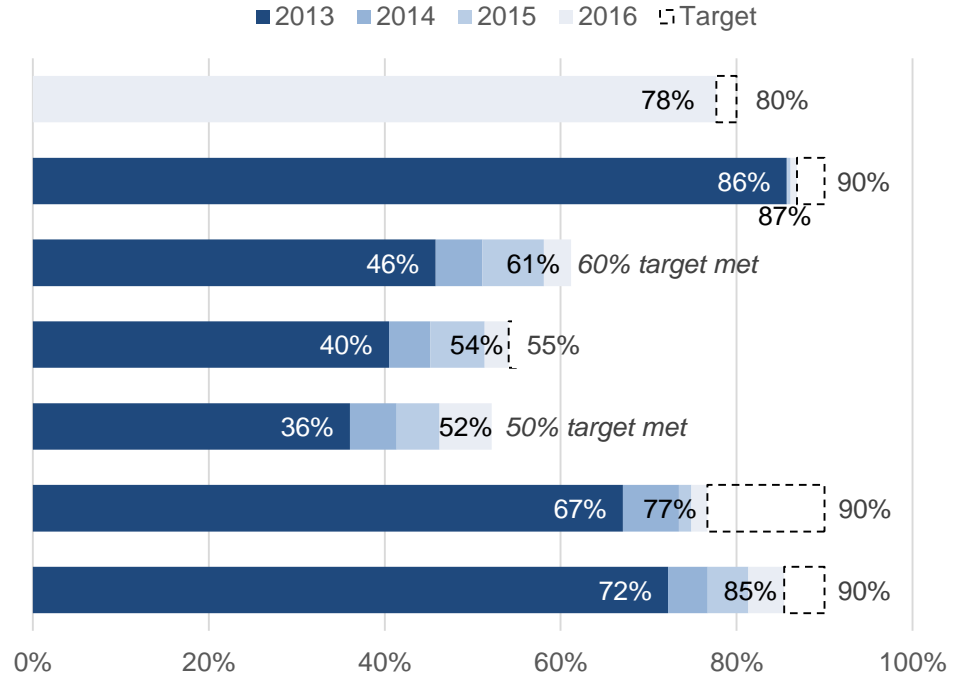
Strategic Objective 5  
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**KPI 2** Quality and coverage of services

**Measure**

- a) ARV retention rate at 12 months
- b) TB Treatment success rate for all new cases (2015)
- c) Proportion of population at risk potentially covered by LLINs distributed  
Proportion of the population that slept under an ITN the previous night
- d) Percentage of adults and children living with HIV currently receiving ART
- e) Percentage of HIV positive pregnant women who received anti-retrovirals to reduce mother-to-child HIV
- f) Percentage of HIV-positive TB patients given ART during TB treatment



Note: Some historical estimates are slightly different from the previously reported data due to technical partner revision of entire time series using most up-to-date data

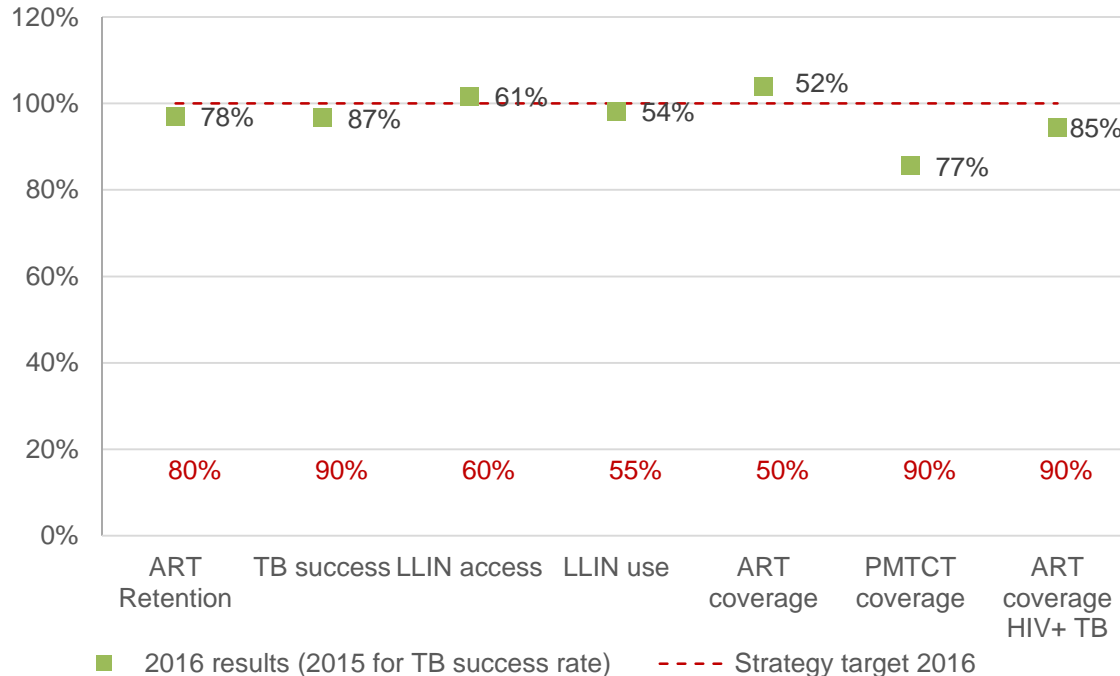
Underperformance on PMTCT, HIV/TB, ART retention & TB TSR measures.  
2016 LLIN use target narrowly missed. LLIN access and ART coverage targets met.

## Strategic Goals &amp; Targets

Strategic Objective 1  
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## KPI 2 Quality and coverage of services

## KPI 2 Performance versus 2016 target

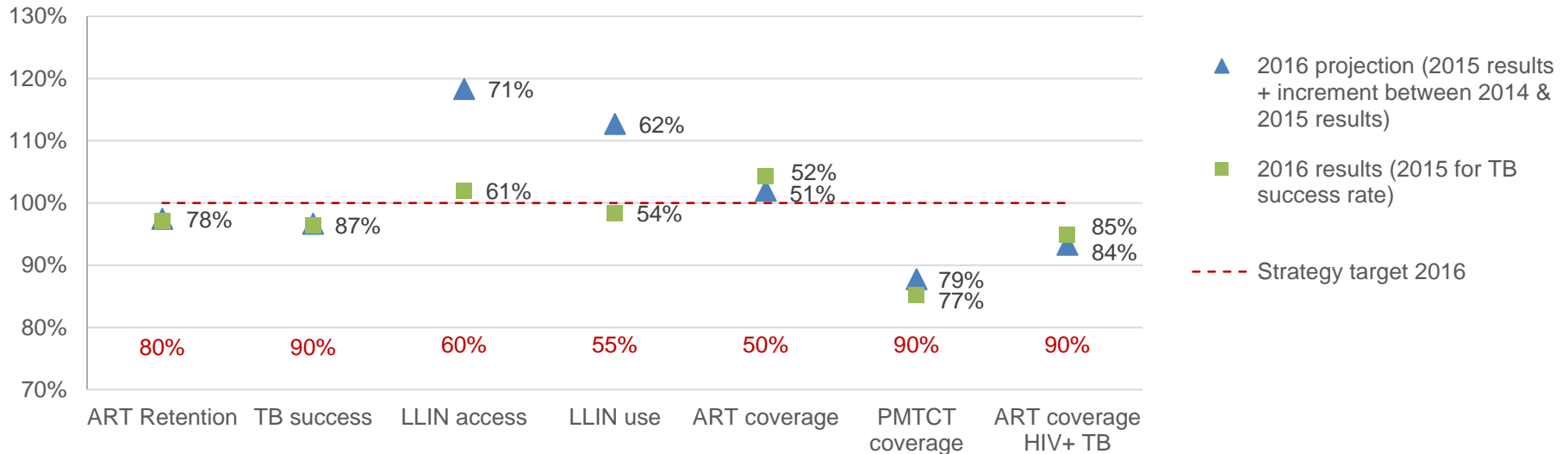


- Most indicators within 95% of target, with the exception of PMTCT coverage and HIV/TB
- 54% of underperformance in PMTCT coverage is driven by one severe HIV-burden upper-LMI in Western Africa
- Underperformance in ART retention, TB TSR, and HIV/TB driven by a small set of high burden countries
- Implementation Through Partnership Transformation (ITP-T) and data integration efforts are underway to ensure data are used to drive performance

## Strategic Goals &amp; Targets

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## KPI 2 Quality and coverage of services



Performance is relatively in line with projections made last year (with the exception of LLINs where an update to survey and surveillance data reduced historical results), the Secretariat plans to more closely monitor programmatic forecast accuracy as management information



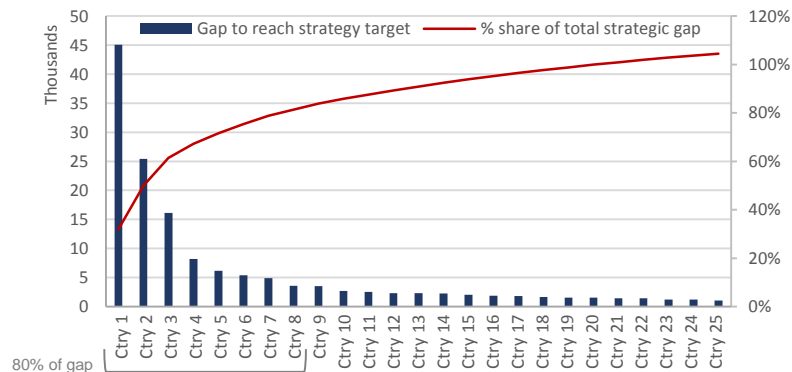
## KPI 2 Quality and coverage of services

### Top 25 countries by share of unmet target

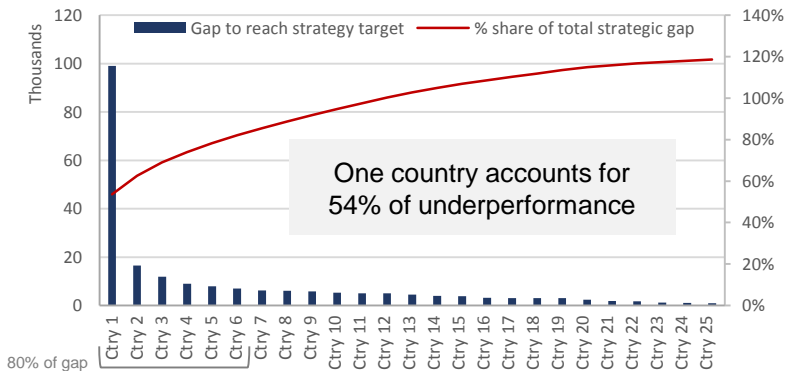
ARV retention rate at 12 months



TB treatment success rate for all new cases (2015)



PMTCT coverage



ART coverage among HIV+ TB patients



## Strategic Goals &amp; Targets

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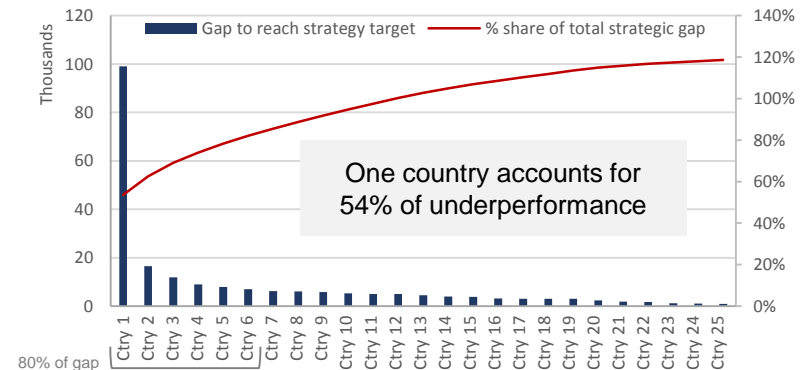
## KPI 2 Quality and coverage of services

## PMTCT coverage

**One country** (severe HIV-burden upper-LMI in Western Africa) drives 54% of the performance gap in PMTCT coverage with consistently low coverage (30-40%) over the strategy period

The country attributes low PMTCT coverage to overestimates of HIV burden among pregnant women. It has launched a national-level population based HIV survey (report expected end of 2018), with support from Global Fund & PEPFAR

Implementation challenges outlined in the funding request include routine testing in ANC, weak referral system, linkages & follow-up of HIV+ pregnant women, and a large population seeking care in the private sector



Strategic Goals & Targets

Strategic Objective 1  
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Strategic Objective 2  
Evolve the funding model

Strategic Objective 3  
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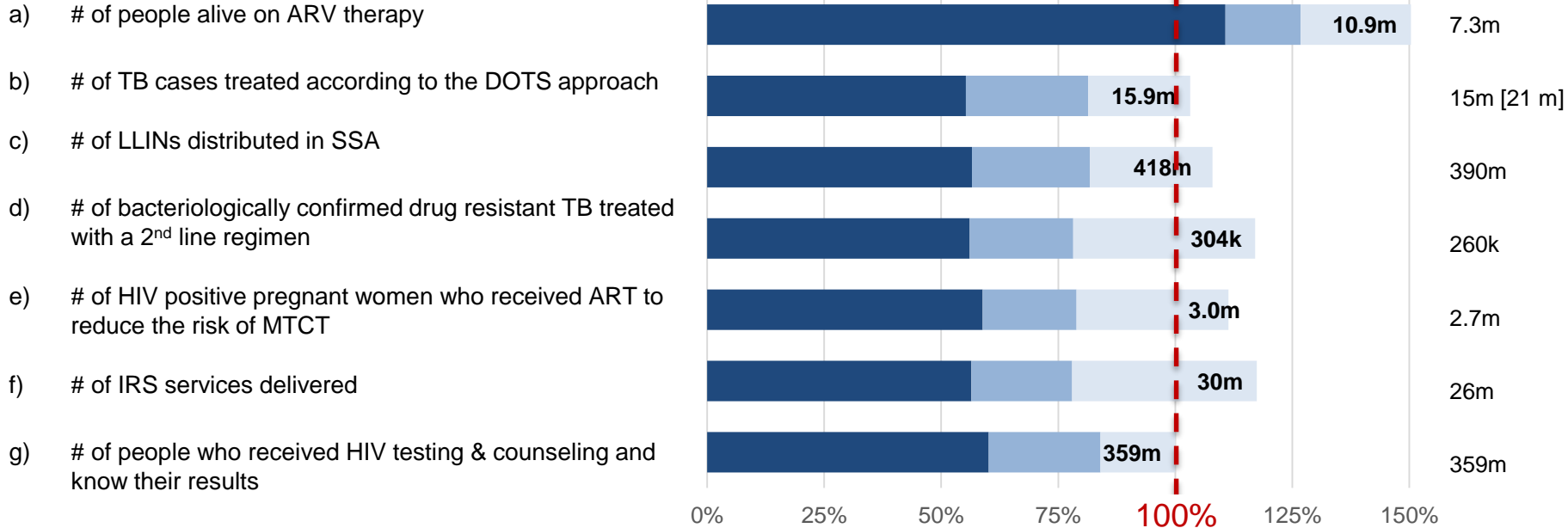
Strategic Objective 4  
Promote and protect human rights

Strategic Objective 5  
Sustain the gains, mobilize resources

Strategic Enablers  
Enhance partnerships & Improve operations

## KPI 3 Performance against strategic service delivery targets

### Measure



# ANNEX 2: 2017-2022 KPI Framework Update

# 2017-2022 Preliminary KPI reporting

Results included in this report

### Target Status

- On track
- Risk of not meeting target
- Not scheduled for mid-2017 reporting

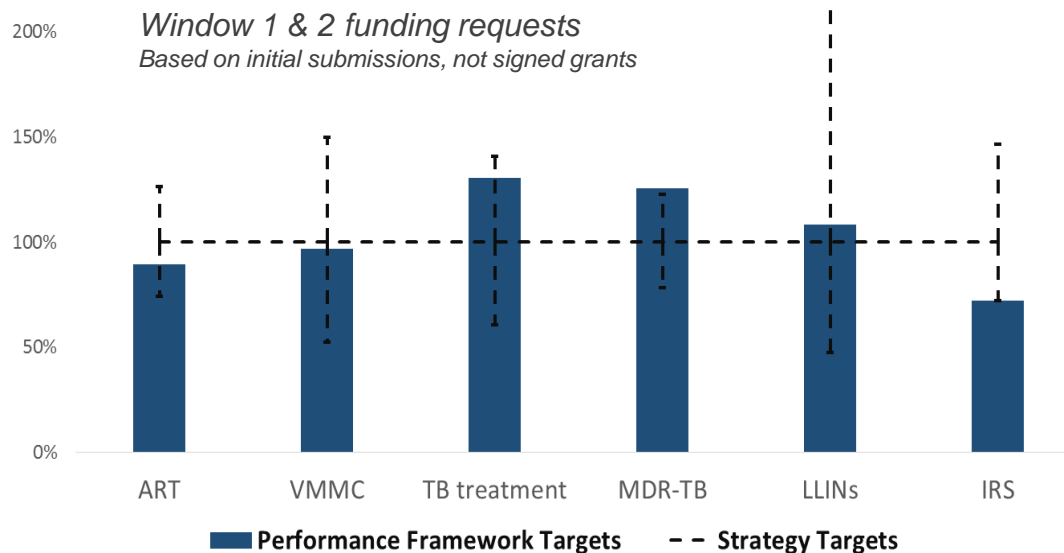
Strategic Targets	Strategic Targets			
Strategic Objectives	Maximize Impact Against HIV, TB and malaria	Build resilient & sustainable systems for health	Promote and protect human rights & gender equality	Mobilize increased resources
Strategic vision	Invest funds to maximize portfolio impact	Improve the performance of strategically important components of national systems for health	Reduce human rights barriers to service access; & Reduce gender and age disparities in health	Increase available resources for HIV, TB & Malaria; & Ensure availability of affordable quality-assured health technologies
Strategic KPIs	<ul style="list-style-type: none"> <li><span style="border: 1px solid orange; padding: 2px;">3</span> Alignment of investment &amp; need</li> <li><span style="background-color: #cccccc; padding: 2px;">4</span> Investment efficiency</li> <li><span style="background-color: #cccccc; padding: 2px;">5</span> Service coverage for key populations</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: green; font-weight: bold;">6</span> Strengthen systems for health                             <ul style="list-style-type: none"> <li>a) Procurement</li> <li>b) Supply chains</li> <li>c) Financial management</li> <li>d) HMIS coverage</li> <li>e) Results disaggregation</li> <li><span style="background-color: yellow;">f) NSP alignment</span></li> </ul> </li> <li><span style="background-color: #cccccc; padding: 2px;">7</span> Fund utilization</li> </ul>	<ul style="list-style-type: none"> <li><span style="background-color: #cccccc; padding: 2px;">8</span> Gender &amp; age equality</li> <li><span style="background-color: #cccccc; padding: 2px;">9</span> Human rights                             <ul style="list-style-type: none"> <li>a) Reduce HR barriers to services</li> <li>b) KP &amp; HR in middle income countries</li> <li>c) KP &amp; HR in transition countries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><span style="background-color: #cccccc; padding: 2px;">10</span> Resource mobilization</li> <li><span style="background-color: #cccccc; padding: 2px;">11</span> Domestic investments</li> <li><span style="background-color: #cccccc; padding: 2px;">12</span> Availability of affordable health technologies                             <ul style="list-style-type: none"> <li>a) Availability</li> <li>b) Affordability</li> </ul> </li> </ul>

## Strategic Targets

Maximize Impact Against  
HIV, TB and malariaBuild Resilient & Sustainable  
Systems for HealthPromote and Protect Human  
Rights & Gender EqualityMobilize Increased  
Resources

## KPI 2 Performance against service delivery targets

## Status of strategic target integration into grants

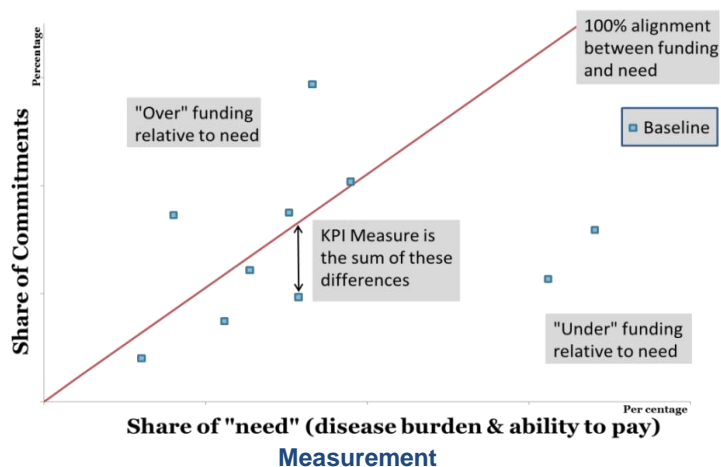


- The Secretariat is monitoring the extent to which the targets signed into grants align to the projections used to set strategic KPI 2 targets
- In aggregate, after two application windows, **good alignment** of grant targets and strategy projections
- Not all KPI 2 indicators are systematically included in PFs, so will be tracked through partner data (e.g. where an intervention is not funded by the Global Fund)
- Full comparison for performance framework targets and KPI 2 projections to be provided to the Board in 2018

### KPI 3 Alignment of investment & need

#### Measure

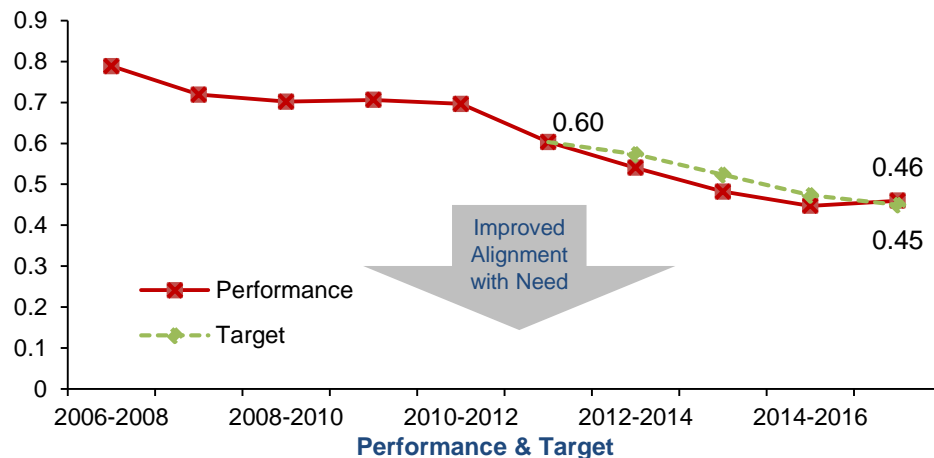
Alignment between investment decisions and country "need"; with need defined in terms of disease burden and ability to pay



#### Performance

2017 Target: 0.45

Mid-2017 Result: 0.46

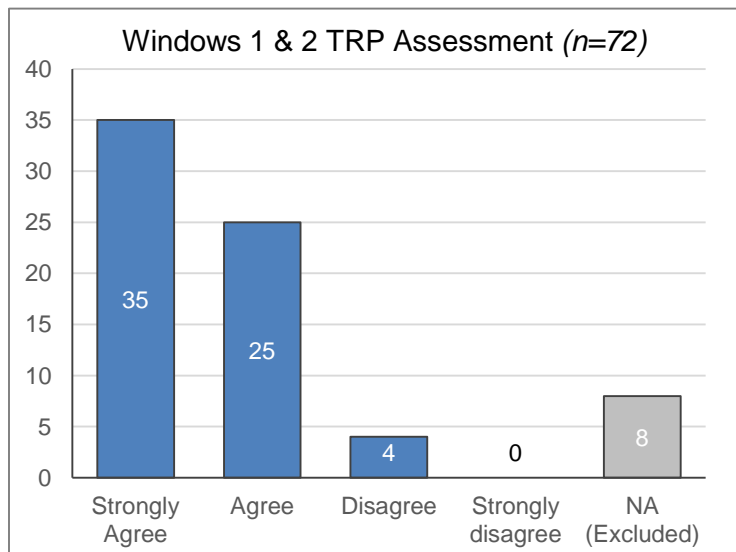


#### Interpretation

Two countries account for a third of the deviation from need, as "need" was defined before max shares were applied

**KPI 6f****Strengthen systems for health: f) Alignment with national strategic plans****Measure**

Percentage of funding requests rated by the TRP to be aligned with national priorities as expressed in NSPs

**Performance**

2017 Target: 90% Very good/Good

**Mid-2017 Result:** 94% of members Strongly Agree or Agree on alignment with national priorities

**Interpretation**

- Assessed via subjective survey of TRP members for the question “The funding request aligns with national priorities as expressed in the National Strategic Plan (or an investment case for HIV)”