

39th Board Meeting

Update from the Technical Evaluation Reference Group

For Board Information

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 **The Global Fund**

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Executive Summary

Context

1. The TERG presented an update on the Prospective Country Evaluations (PCE) at the 38th Board meeting and continues to oversee the PCE.
2. The TERG concluded the following thematic reviews: Malaria Elimination in Southern Africa; Programmatic Risk Assurance; Adolescent Girls and Young Women (AGYW) and HIV.

Questions addressed in this slide deck

1. What were the key findings of the first PCE synthesis report?
2. What were the key findings, conclusions and recommendations of the three thematic reviews?

Conclusions: PCE

- The consortia focused the evaluation work on the funding request and grant-making processes.
- All case study grants processed through Windows 1 and 2 were approved before December 2017. The program continuation and tailored review approaches were implemented largely as intended.
- The TERG is confident that PCEs will help improve program implementation and outcomes.

Executive Summary

Conclusions: Malaria Elimination in Southern Africa Thematic Review

- The TERG agrees with the overall key priorities identified and endorses review's key recommendations.
- The TERG recommends the MOSASWA grant to be continued, while the E8 grant would require modification.

Conclusions: Programmatic Risk Assurance Thematic Review

- The Global Fund has made good initial progress in expanding its focus on programmatic assurance. But a number of issues merit further verification and debate.
- TERG position paper will be available at the July 2018 Strategy Committee meeting.

Conclusions: AGYW and HIV Thematic Review

- While progress has been made (especially in the AGYW focus countries), gaps and weaknesses remain.
- TERG recommends i) promoting the needs and inclusion of AGYW in designing and implementing Global Fund supported programs; ii) encouraging evidence-based responses to be delivered at scale; and iii) championing AGYW issues, while addressing challenges and building capacity within the Secretariat.

Input Received - The Strategy Committee received this update at its 5th meeting, and had a positive response.

Input Sought - The Board is welcome to provide feedback to the TERG on any of the above items.

Content Overview

1. First synthesis report of the Prospective Country Evaluations (PCE)
2. Results of the latest TERG Thematic Reviews
 - Malaria Elimination in Southern Africa
 - Adolescent Girls and Young Women (AGYW) and HIV
 - Programmatic Risk Assurance
3. Annexes & Background Materials

Update on Prospective Country Evaluations (PCE)

Reminder

At the end of the PCEs (3 years/6 years) we will expect:

- Improvements in national programmes and Global Fund operations in the eight countries.
- 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.
- Lessons learned that can inform a more thorough Global Fund approach to evaluation.
- Capacity to have been developed in country.

Update on Prospective Country Evaluations (PCE)

PCEs have been launched in eight countries

- Three competitively selected consortia, collaboration to articulate theories of change;
- Stakeholder consultations to understand country priorities for evaluation;
- In-country processes (high level advisory group, SOP, building relations, etc.);
- Process evaluations on funding request and grant-making processes.

TERG meeting in Feb 2018 to provide concrete guidance

- Finalization of country findings and synthesis;
- Learning and sharing experience for Country Evaluation Partners;
- 2018 synthesis report delivered to Strategy Committee in March 2018.

> TERG aims to deliver the 2019 synthesis report to SC in March 2019;

> Meantime, opportunities will be sought to reprogram funding for data collection.

PCE countries (*with Gavi)

Congo (DRC)

Cambodia

Guatemala

Mozambique*

Myanmar

Senegal

Sudan

Uganda*

Key Findings: Global Fund business model in practice in country 2017 focus – Funding Request and Grant Making process

- Enhanced templates; simplified and reduced number of documents required.
- All funding request approaches were implemented largely as intended.

Approach	Funding Request Process	Grant-making Process	Overall
Full review	Largely similar to previous process	Changes to improve templates added complexity	Better country preparation contributed to some efficiency, but transaction costs remained significant.
Tailored review	More streamlined process, intended benefits largely realized		
Program continuation			

Key Findings: Global Fund business model in practice in country 2017 focus – Funding Request and Grant Making process

- **Application process** perceived as mostly **transparent**, well-documented and **inclusive**, though unequal and intermittent participation by some groups reported in most cases; interests not always reflected in funding request;
- **Country ownership stronger** now than in previous funding cycle;
- **Country Teams'** strong role results in **positive impact** on quality of funding requests and timely grant approval;
- **Active** and supportive **engagement by development partners**;
- **Matching funds:** process considered **unclear, confusing and repetitive**.

Key Findings: Translation of the Global Fund Strategy and Policy in Country Resilient and Sustainable Systems for Health (RSSH)

Mixed effect of the increase in flexibility on how RSSH grant components are selected and funded:

- Funding decreasing in some countries: Cambodia, Guatemala and Uganda;
- Increasing in others: Myanmar, Sudan, and DRC.

Confusion regarding how the Global Fund prefers to see its RSSH allocations managed – integrated or standalone, leading to inefficiencies:

- Mostly due to conflicting messages in allocation letters and annex.

Key Findings: Translation of the Global Fund Strategy and Policy in Country **Human Rights and Gender**

- Limited evidence of involvement of gender and human rights experts;
- Key and vulnerable populations were engaged, but this did not necessarily translate into prioritization in grants;
- In general, lack of good quality, gender-disaggregated data in funding requests;
 - ↳ Human rights and gender issues proved difficult to conceptualize and translate into operational interventions;
 - ↳ Mixed picture on budget allocations for addressing human rights barriers.

Key Findings: Translation of the Global Fund Strategy and Policy in Country Sustainability, Transition, and Co-financing (STC)

- **Higher attention to STC** in current processes, and countries clearly introduced to the policy.
- Majority of countries progressed on **co-financing** commitments:
 - ↳ However, mixed ability to operationalize aspects of the STC policy in grant implementation, particularly on the effectiveness of tracking co-financing commitments.
- Stronger focus on **sustainability** measures in funding requests.
- Limited evidence of **transition** planning beyond Principal Recipient-transition.

TERG's Recommendations

Strategic

Consider a more systematic review of:

- Program continuation and tailored review approaches, including how to support further differentiation of review and grant-making processes;
- Catalytic funding to inform whether this source of funding is fit for its intended purpose, including further examination of the modality of matching funds.

Operational

Consider providing additional guidance during the funding request process on:

- RSSH, e.g. standalone or integrated grants (see upcoming TERG review);
- TRP validation for program continuation.

TERG's Recommendations

Operational

- > Consider further simplification of request forms and templates, TRP review and grant-making processes for program continuation and tailored review approaches;
- > Consider further innovative solutions to reduce unnecessary transaction costs;
- > Consider ways of increasing involvement of gender and human rights experts, with support of development partners;
- > Stress the added-value of including gender and human rights issues in grant activities and programs (see related TERG review).

Thematic Review Malaria Elimination in Southern Africa

Background

- The Board allocated US\$20 million for malaria elimination in southern Africa:
 - as Catalytic Investment for the allocation period 2017-2019;
 - with delegated authority to Secretariat to operationalize.
- Two regional grants on-going from the allocation period 2014-2016:
 - E8 grant (2015-2018); 8 countries (Botswana, Namibia, South Africa, Swaziland, Angola, Mozambique, Zambia, Zimbabwe);
 - MOSASWA grant (2017-2020): Mo-SA-Swa.
- The Secretariat requested the TERG to conduct an independent evaluation:
 - of the broader current situation related to malaria elimination in southern Africa;
 - to provide an impartial review, technical advice, and recommendations.
- The Review team conducted extensive document review and consultations
 - and considered experience with other malaria elimination grants (RAI an EMMIE).

Key findings

- Inherent tension between the national priorities (control disease burden) and regional (malaria elimination);
- External funding is important for maintaining a focus on malaria elimination in countries where it may not be a public health priority;
- Priority regional activities and their costs are not clearly defined and agreed by key stakeholders;
- US\$20 million catalytic investment for three years – insufficient to fill the gaps in country – needs to be used very carefully and strategically.

TERG's Recommendations

- Design a future E8 grant based on:
 - the **costed Regional Strategy Acceleration Plan** (and an investment case) currently being developed;
 - **Limited funding around advocacy, resource mobilization and monitoring activities** and flexible funding for **agreed packages of priority activities** for regional elimination tailored to specific areas;
- **Continue the MOSASWA grant** - a promising public private partnership;
- **Streamline E8 governance** with more efficient use of existing structures and platforms and stronger links between the regional political leadership, technical advice and malaria program management;
- Support expanding the mandate of the E8 Board to oversight of malaria elimination more broadly in the sub-region;
- Enable **more independent monitoring and evaluation** of grants given the complex regional context.

Thematic Review of Adolescent Girls and Young Women and HIV

The Review found that while progress has been made, gaps and weaknesses remain in relation to programming at country-level to address HIV risk and services for adolescent girls and young women (AGYW).

TERG's Recommendations

Promote the needs and inclusion of AGYW in designing and implementing Global Fund supported programs:

- Gender-responsive policy-making and programming
- Country buy-in
- Inclusion of AGYW in country dialogue and implementation
- Collaboration and coordination for an inter-sectional approach
- Performance monitoring and accountability
- Advocacy for gender-equality

TERG's Recommendations

Encourage evidence-based interventions to be delivered at scale:

- **AGYW-specific tools and guidance**
- **Selection of interventions** – HIV analysis, incidences, cost-effectiveness
- Consideration to Gender-based Violence
- **Reinforced partnerships**
- **Strong data systems** – collection, analysis and use of sex- and age-disaggregated data
- Effective Technical Assistance, incl. during implementation

Champion AGYW issues, address challenges and build capacity within the Secretariat.

Update on Thematic Review on In-country Assurance for Programmatic Risk

- The Review was coordinated with and built on the OIG's work on in-country assurance.
- The Review aimed to:
 - > Analyse the organization's assurance model and mechanisms in relation to programmatic risk, intended here as the risk of not achieving impact on the three diseases (or "impact risk").
 - > Identify potential ways of strengthening in-country programmatic assurance.
- Consultant work completed, and discussed at the 34th TERG meeting;
- Most contents and recommendations supported by TERG and Secretariat;

Summary finding

The Global Fund has made **good initial progress in expanding its focus on programmatic assurance. Some issues merit further verification and debate.**

Review recommendations:

Areas with broader consensus

- Plan and adequately fund programmatic assurance, with **a differentiated approach**;
- Embed the process of programmatic assurance further, e.g. by quarterly progress reviews, in the context of evolution of the CCMs;
- Further clarify **the LFA's role in programmatic assurance** – while recognizing the need for FPM discretion according to context;
- Continue and expand the Global Fund's **increasing use of evaluations** to complement monitoring;
- Better **coordination with partners** (with a role in programmatic assurance) at global level;
- Continue and increase **support for national M&E systems** and decision-making forums;
- Further clarify roles and potential conflicts within the Secretariat.

A few areas under further discussion between TERG and Secretariat to clarify.

TERG position paper yet to be finalized and will be presented to SC at the July 2018 meeting.

Thank you

Annexes & Background Materials

The following items can be found in Annex:

- Annex 1: Summary of Committee Input
- Annex 2: Relevant Past Decisions
- Annex 3: Links to Relevant Past Documents & Reference Materials

Annexes are in a separate document.