

2024 TRP Performance Assessment

53rd Board Meeting

GF/B53/12

7 – 9 May 2025, Geneva, Switzerland

For Information

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Objective of the TRP Performance Assessment

To provide an update to the Strategy Committee on the TRP's perspectives on the **effectiveness, efficiency and quality** with which the TRP carried out its mandate in 2024.

“The TRP will develop a set of prioritized data-driven key performance indicators (KPIs) that provide on an annual basis a holistic assessment of the TRP's performance, using a qualitative and quantitative approach, covering all areas of its mandate.”

- TRP Terms of reference (2023), paragraph 4.9

*In line with its **Performance Assessment Framework** – that defines the parameters for assessing performance – the TRP's self-assessment covers the following components:*



2024 TRP Performance Assessment

1 TRP's review of funding requests

Key Objectives Year 2 of allocation period

- ✓ **Review grants** ensuring **differentiated** TRP engagement across portfolios and timely communication of outcomes.

Overview

- In 2024, the TRP conducted **three review windows**—two remote (Windows 4 and 6) and one in-person (Window 5)—assessing **39 Funding Requests (26 of which were Focused Portfolio Funding Requests)**.
- **US\$1.16 billion was recommended for grant-making**, representing approximately **12% of the 2023-2025 allocation cycle funding**, bringing the total amount reviewed across Windows 1-6 to 98.7%.
- **46 TRP clarifications** were processed (57% Satisfied, 41% Partially Satisfied and 2% Not Met) and **5 PAAR updates** were reviewed (including support for new PAAR updates for private sector funding).
- **1 C19RM pilot investment in Climate & Health** was reviewed. No Strategic Initiatives or Portfolio Optimization waves were submitted for review.

Efficiency

- The **average time from final TRP plenary to review form sign-off by Country Teams** improved from **17.7 days in 2023 to 10 days in 2024**, reflecting greater efficiency in the TRP review process and meeting the target of 10 days on average.
- **Best form finalization rate in 5 years: 71% of TRP forms were finalized within 10 business days** after the end of the review window—an improvement from **53% in 2023** and **65% in Year 2 of GC6**—bringing the TRP close to meeting its internal KPI of finalizing **80% of review forms within this timeframe**.

2024 TRP Performance Assessment

1 TRP's Review of funding requests

Differentiation & Optimization

- The TRP continued to apply differentiation in its review processes, criteria and outcome for different modalities of funding requests in accordance with the **TRP Review Approaches Manual**.
- Over **81% of Country Teams** responding to post-window survey “**Strongly Agree**” or “**Agree**” that *“The TRP’s recommendations on the funding request demonstrate a differentiated approach in alignment with the applicant’s portfolio and the funding request type”*
- Review depth varied by Funding Request type, with an average of **4.2 issues** raised for **Full Reviews**, **3.6 for Program Continuation**, **3.0 for Focused Portfolios**, and **2.5 for Tailored for Transition**. A similar pattern is observed in **TRP Actions**.
- **Differentiated size of groups and number of applications reviewed ***
 - On average, **5 reviewers** were assigned to **1 Full Review** and **Program Continuation** request
 - **4 reviewers** were assigned to **2 Focused Portfolio/Transition** funding requests. This represents optimization for Focused Portfolios, as the same group reviewing **two Funding Requests** (rather than 1) at the same time.

Areas for improvement identified in 2023

1. Ensure balance between in-person vs. virtual review Windows (allowing TRP to take advantage of in-person meeting to ramp-up experience within the TRP membership) *(addressed)*
2. Utilizing TRP experts with double expertise *(addressed)*
3. Timeliness of review *(addressed)*
4. Review the process related to assessing the Gender Equality Marker (GEM) *(addressed)*

** Note: The numbers presented do not reflect higher need for experts in multicomponent funding requests with more than one disease component.*

2024 TRP Performance Assessment

2 Advisory role & engagement with other parts of the Global Fund partnership

Key Objectives Year 2 of allocation period

- ✓ Advisory reports developed to contribute to GC8 preparations; and
- ✓ Targeted engagement with Technical Partners and Global Fund Secretariat technical teams around the review of Funding Requests.

- TRP RSSH Deep Dive 2024 Report** – Analyzed **direct and contributory RSSH investments** and proposed recommendations to support **shifts to more sustainable investments** in RSSH, informing **GC8 preparations**.
- TRP Recommendations Working Group Report** – Provided **actionable insights** to optimize the **TRP review process** and improve **recommendation implementation**: ensuring their implementation is better supported and tracked, they are **practical, aligned with country needs, and effectively integrated into grant implementation** for **GC8 planning**.
- 2023 TRP Performance Assessment Report** – Assessed the **effectiveness, efficiency and quality with which the TRP** carried out its mandate during the largest review windows of GC7 and presented findings to the Strategy Committee, noting areas for further improvement.
- Lessons Learned on Focused and Other Portfolios** – Identified lessons learned on Focused, Transition and other Portfolios reviewed in **Windows 3 - 5**, notably on **sustainability, Challenging Operating Environments (COE), refugee and migrant populations, and integration of malaria interventions between the Global Fund and Gavi**. Findings were also presented to **Technical Partners**.

Technical Reporting to the Global Fund Secretariat

- **TRP Brown Bag event for the Secretariat on Climate and Health**: TRP analysis of the status and good practices of inclusion of climate considerations in GC8 funding requests were shared with the Secretariat during a Brown Bag session. The event was attended by over 100 participants and based on informal feedback received the session was valued by the Country Teams as a contribution to internal learning about the Global Fund's approach and good practices.

2024 TRP Performance Assessment

2 Advisory role & engagement with other parts of the Global Fund partnership

Technical Partner Engagement

- The TRP continued to **engage with Technical Partners**:
 - Presenting C19RM PO Wave 2: TRP Observations Report to C19RM GAC/CTAG Partners, including BMGF, WHO, PEPFAR, USAID, ALMA, Stop TB and CHAI.
 - Partner session ahead of in-person review window (W5) on “**Prioritization and Sustainability**” particularly around **Focused Portfolios** with key technical partners including WHO, RBM, Stop TB Partnership, and PEPFAR
- **GAVI IRC Partnership**: The TRP strengthened its collaboration with GAVI's IRC through: (i) participation of TRP members in IRC reviews of 14 malaria vaccine applications, and first-time participation of GAVI IRC experts as guests in 2 TRP funding request reviews; and (ii) engagement in two TRP and IRC leadership calls. The TRP is looking to continue more frequent engagement of the IRC-TRP Leadership on a quarterly basis and explore opportunities for collaboration in strategic areas, including RSSH (in line with Strategy Committee steer) and preparations for GC8.
- **UNITAID**: In 2024 the TRP and UNITAID leadership discussed how to strengthen collaboration and learn more about how UNITAID collaborates with the Global Fund and explore potential synergies and opportunities to support countries introduce new technologies and mobilize demand. As a follow-up to this discussion, a learning session between TRP experts and UNITAID disease leads has taken place in early 2025.

Areas for improvement identified in 2023

5. Implementation of TRP recommendations (*addressed*)
6. Engagement with Gavi IRC and UNITAID (*addressed*)

2024 TRP Performance Assessment

3 TRP Governance

Key Objectives Year 2 of allocation period

- ✓ **Support effective induction and smooth member and leadership transition;** and
- ✓ **Efficient management of the TRP annual workplan and budget**

Budget Execution

2024 TRP Budget (US\$)	
SC approved budget	1,295,070
Total 2024 Expenditure	1,233,399

- **TRP expenditure was within the budget** approved by the **Strategy Committee** for 2024 – **95% expenditure** of non-workforce TRP budget.

Member Management

- The **TRP membership pool** currently stands at **81 members** (76 serving members and 5 new members) following the **conclusion of terms for 72 members; 9 new members were onboarded in 2024**. Eight TRP term extensions were granted in 2024 to cover Working Group needs.
- **TRP Engagement: 51% of 148 TRP members who were serving members in 2024** participated in at least one review window, with engagement varying across windows, depending on the number of funding requests and the need for reviewers.
- The pool continues to be diverse, in line with the TRP’s recommendations of its 2022 Working Group on **Decolonization, Racial, Ethnic and Indigenous Inequalities**, and supported by the TRP member recruitment in 2022:
 - **Nationality** of TRP members engaged in 2024: 27% from Africa, 27% from Europe including Eastern Europe and Central Asia, 17% from Asia, 11% from North-America, 9% from LAC, 5% from Oceania and 4% from the Middle-East.
 - **Gender/sex** of TRP members engaged in 2024: 51% Male, 43% Female, 1% Transwoman and 1% Gender Diverse (3% prefer not to answer).

2024 TRP Performance Assessment

3 TRP Governance

Internal Leadership & Coordination

- The TRP Leadership and TRP Secretariat (hosted by A2F Department of the Secretariat) maintained **close engagement with 26 calls**, which served as a platform to align expectations, streamline review processes, and strengthen collaboration. Key discussions included preparations for review windows, GC8 preparations, regional multi-country funding requests for HIV key populations, and updates to TRP Review guidance on Programmatic Revisions.
- **11 new TRP Focal Points were selected and inducted to lead relevant expertise groups and closely support the TRP Leadership.**
 - **Gender of TRP Focal Points:** 8 Male, 2 Female and 1 Transgender Woman. Gender imbalance of TRP Focal Points presents an opportunity for more gender diversity among TRP Focal Points in GC8.
- 1 Leadership and Focal Point **Retreat** was held in Geneva on 12 June 2024 with a focus on GC8 preparations, particularly opportunities for optimizing the application package.
- **Perceptions within the TRP on Commitment to Inclusion and Integrity remained strong:**
 - **95.67%** of TRP members “**Strongly Agree**” or “**Agree**” that in 2024 *“People of all geographic and/or indigenous origins, ethnicities, races, key and vulnerable populations, religions, sexual orientations and genders are valued and respected in the TRP during review proceedings.”*
 - **98.67%** of TRP members “**Strongly Agree**” or “**Agree**” that in 2024 *“The TRP’s conflict of interest policy was diligently applied in the review process to safeguard the integrity of TRP decisions.”*

Areas for improvement identified in 2023

7. In 2024, the term of many experienced TRP members came to an end. TRP Leadership will place an emphasis on ramping-up experience among members that started their term in 2023 (**addressed**)

Areas identified for improvement in 2023

Status Update

	Opportunity for improvement	Status	Comments
Review of Funding Requests	1. Balance between in person vs. virtual review Windows (allowing further experience building of TRP membership)	Addressed	TRP adapted its approach considering the number of Funding Requests in the Window, by prioritizing in-person meeting for the Window with largest number of Funding Requests to support membership transition.
	2. Using TRP experts with double expertise	Addressed	TRP members with double expertise were used in review groups where appropriate. Focus on specific expertise remains important to ensure quality of reviews, especially for full reviews and for being up-to-speed for normative guidance and implementation practice. The TRP recommends future recruitment should pay close attention to specific expertise areas needed for quality reviews.
	3. Timeliness of review	Addressed	Feasibility and appropriateness of the KPI of completing the forms within 10 working days is to be reviewed in 2025 as part of the “TRP Review Approaches Working Group”.
	4. Review the process related to assessing the Gender Equality Marker (GEM)	Addressed	Completed for GC7; a special review to adjust Window 3 and 4 GEM scoring was conducted; TRP and the Global Fund’s CRG team are to discuss lessons learned and adjustments ahead of GC8.
TRP Advisory	5. Implementation of TRP recommendations	Addressed	The 2024 TRP Recommendations Working Group provided actionable insights to optimize the TRP review process and improve recommendation implementation.
	6. Engagement with Gavi IRC and UNITAID	Addressed	The TRP strengthened its collaboration with GAVI's IRC in 2024.
Governance	7. In 2024, the term of many experienced TRP members came to an end. TRP Leadership will place an emphasis on ramping-up experience among members that started their term in 2023	Addressed	Addressed through in-person Window with a good balance of experienced and newer TRP members.

Outlook for 2025

TRP's Review of funding requests

- Complete reviews for Grant Cycle 7 (including Window 7, TRP clarifications, PAAR updates and grant revisions as needed)

Advisory role

- Summarize lessons learned from GC7 application, C19RM PO Wave 2 and Strategic Initiative looking ahead to GC8
- Strategic planning to refine its operations and ensure continued effectiveness under the Global Fund strategy and considering current context (e.g. Advise on revision of TRP TORs; analyze lessons from GC7; input into GC8 Application Materials, and adapt TRP processes)
- Continue collaboration with Technical Partners for GC8 preparations

TRP Governance

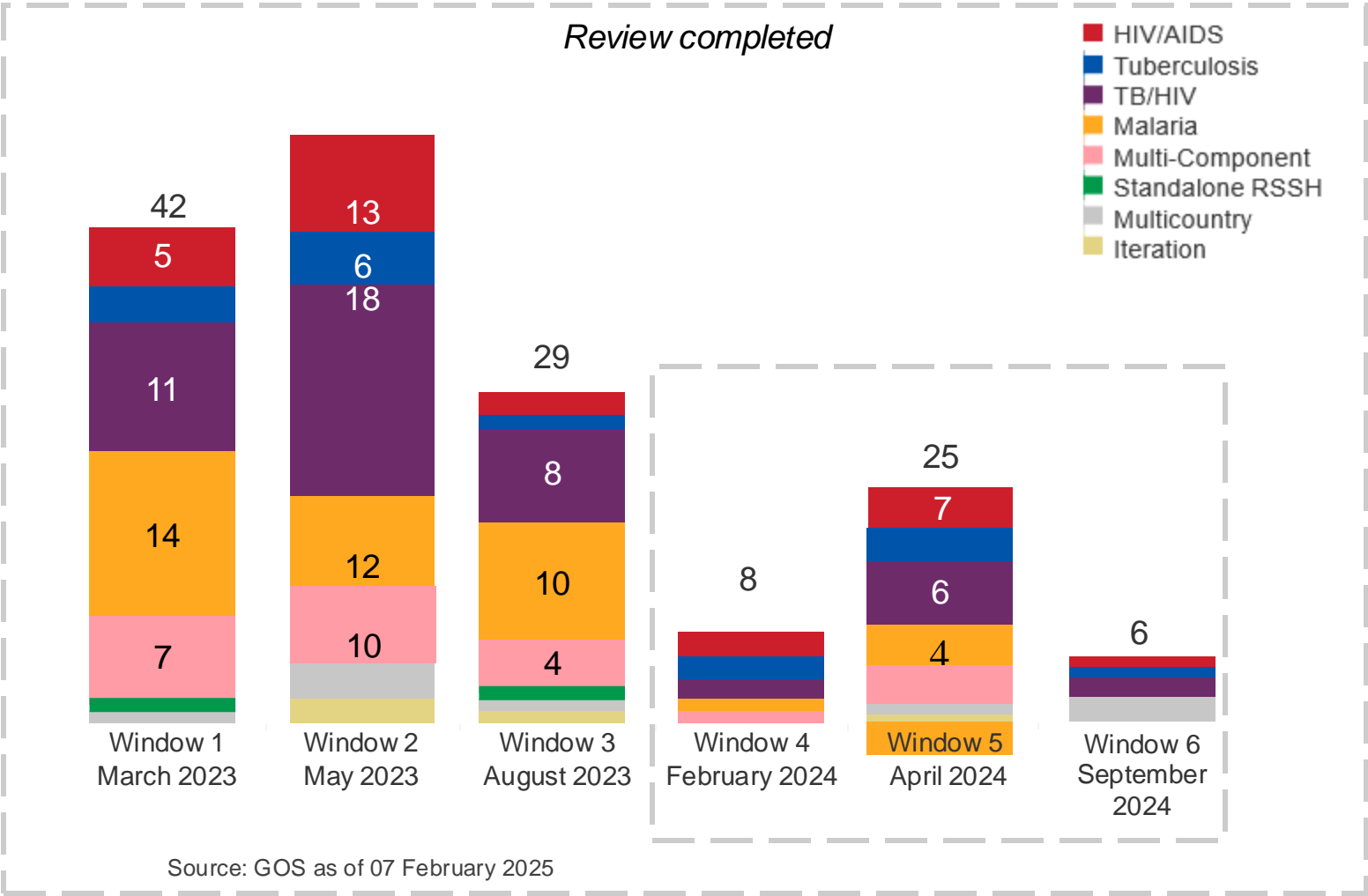
- TRP Leadership transition (TRP Chair and two Vice-Chairs), including in-person hand-over
- Replenish the TRP membership pool ahead of GC8

TRP Performance Assessment 2024

Annexes

- **Overview of Windows 4, 5 & 6**
- **Detailed data on timeliness of TRP Form Finalization**
- **Detailed data on Differentiation:**
 - **Number of TRP Reviewers per Form per FR Type**
 - **Number of TRP Issues and Actions per FR Type**
- **Detailed data on Utilization and Inclusivity of TRP membership pool**
- **Detailed data on TRP budget**
- **TRP / Gavi IRC Engagement** – lessons learned
- **TRP Recommendations** – key findings and recommendations

Overview of Windows 4, 5 & 6: reviewed and recommended for grant-making



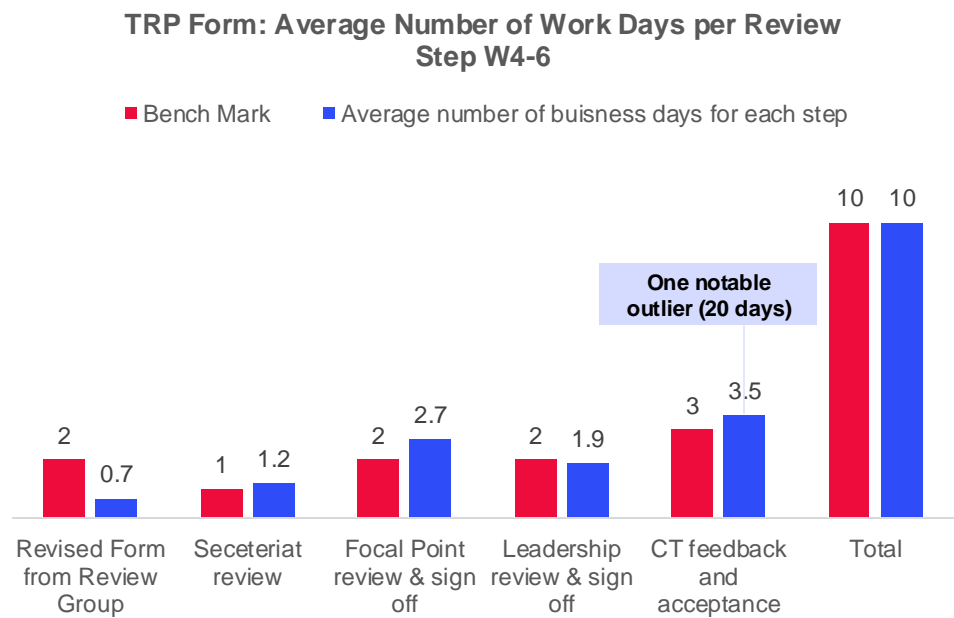
TRP Review Form Finalization in 2024

In 2024, TRP Review Form finalization performance (internal KPI) and the average number of working days to completion showed positive trends:

- 71% of TRP forms were finalized within 10 days after the end of the review window—an improvement from 65% in Year 2 of GC6
- The average time from final plenary to review form sign-off by CT improved from 17.7 days in 2023 to 10 days in 2024.

The TRP and A2F continued to track different steps of the form finalization process to identify opportunities for faster completion. They will consider whether KPIs should focus solely on the internal TRP process, while CT acceptance timelines are considered as a complementary internal KPI.

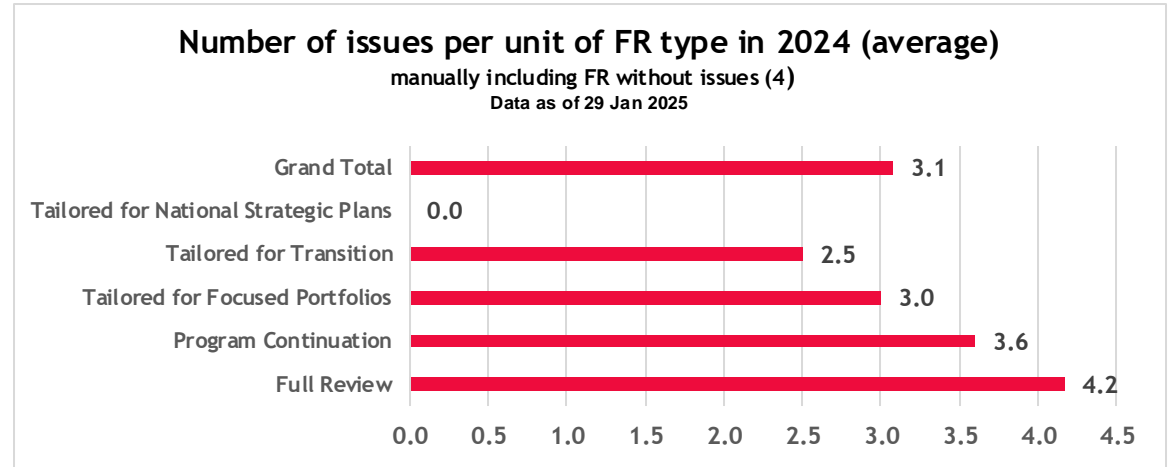
- Focal Point Review & Sign off – Average of 4 days, 2 days above the KPI, with 30% taking 5–6 days and 20% taking 7–9 days.
- CT Feedback & Acceptance - One notable outlier in Window 5 with 20 days between TRP Leadership sign-off and CT acceptance, increasing the overall average by approximately 0.5 days.



Year	% of TRP forms finalized by KPI
2024 (Y2 cycle)	71%
2023 (Y1 cycle)	53%
2022 (Y3 cycle)	50%
2021 (Y2 cycle)	65%
2020 (Y1 cycle)	43%
GC6	52%

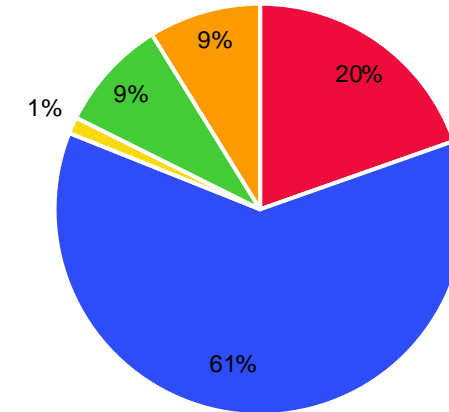
Differentiation in TRP processes and outcomes

- **Differentiation** shown across **review approaches**, maintaining trends from **2023**. On average, **4.7–5 reviewers** were assigned per Funding Request for **Full Review and Program Continuation**, while **3.8–4.1 reviewers** were assigned for **Focused Portfolios, Tailored for NSPs, and Tailored for Transition**.
- **Differentiation was also reflected in TRP outcomes**, with an average of **4.2 TRP issues** identified per **Full Review**, **3** for **Focused Portfolios**, and **2.5** for **Tailored for Transition**.
- Perceptions of differentiation were good, with **81% of respondents in the Country Team Feedback Survey** agreeing or strongly agreeing that TRP recommendations demonstrated a differentiated approach.



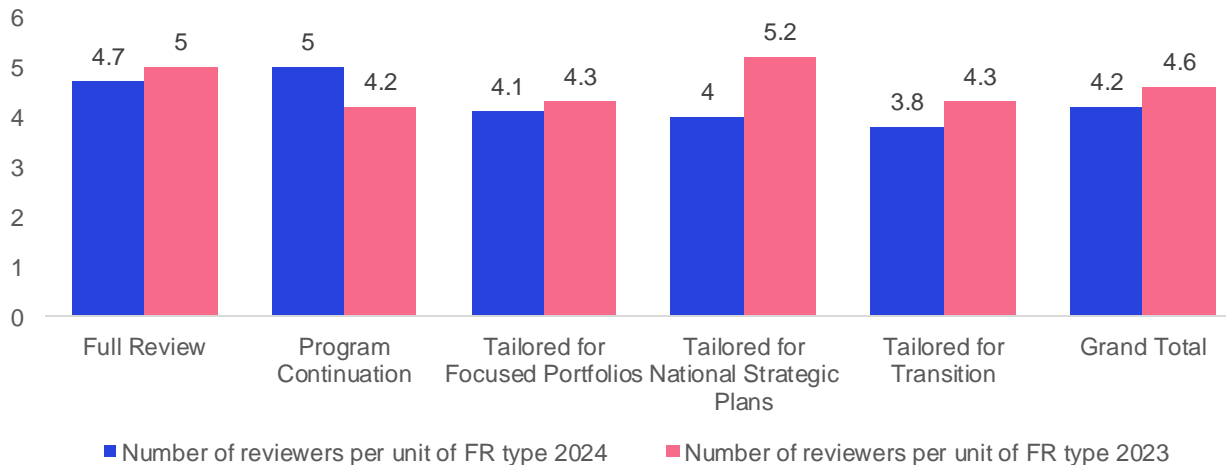
The TRP's recommendations on the funding request demonstrate a differentiated approach in alignment with the applicant's portfolio and the funding request type.

Source: Country Feedback Survey (TRP Window 4-6)



Strongly agree Agree Neither agree nor disagree Strongly disagree Not sure

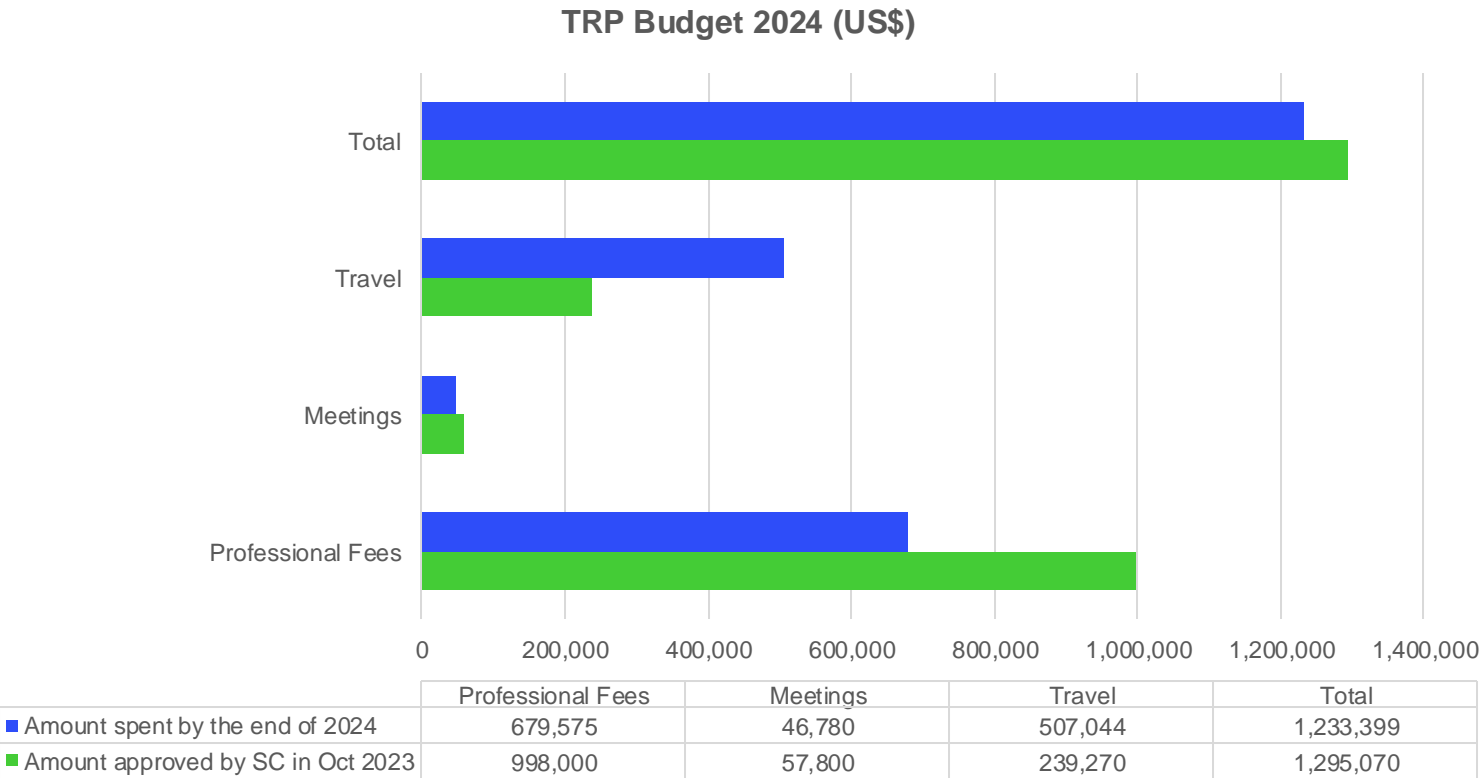
Number of reviewers per unit of FR type 2024 and 2023



* Data from 2024 and 2023 not factor the need to include additional reviewers for multicomponent grants (e.g. In case of integrated funding request on HTM/RSSH additional reviewers are included in comparison with one-component funding request)

TRP budget execution in 2024

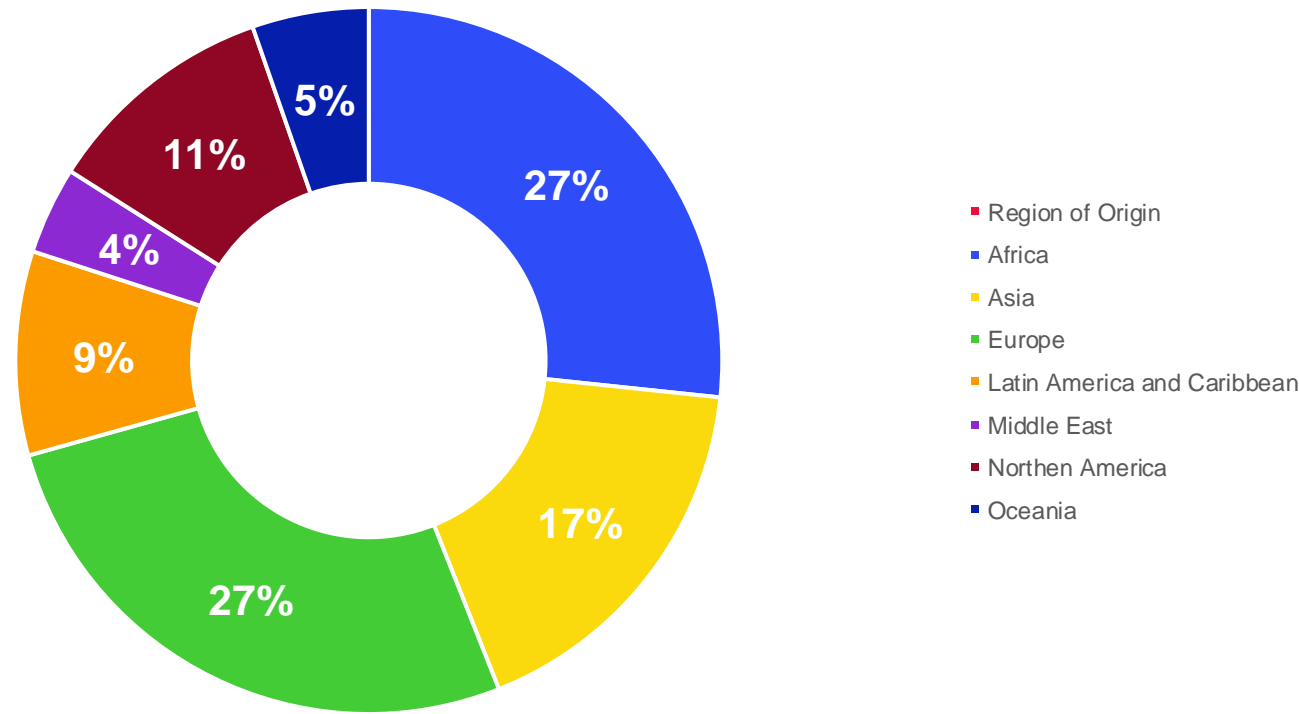
- **95% budget execution** of the **TRP non-workforce budget** approved by the **Strategy Committee for 2024**.
- As in 2023, there was an **over-expenditure in the travel budget** due to the **seasonality of in-person review windows** and the **post-Covid rise in flight and hotel prices which was offset by the underspend in professional fees**.



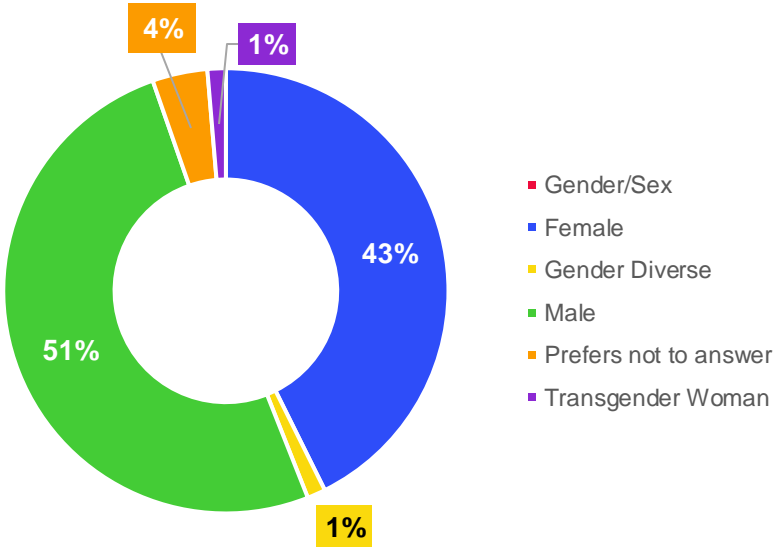
Utilization and inclusivity of TRP membership pool in 2024

- **Strong regional diversity** among TRP members in 2024 reviews, with **relatively balanced gender representation** in the overall TRP membership pool in GC7.
- **73% of TRP Focal Points in 2024 are male**, presenting an opportunity to **enhance gender diversity** among TRP Focal Points in GC8.

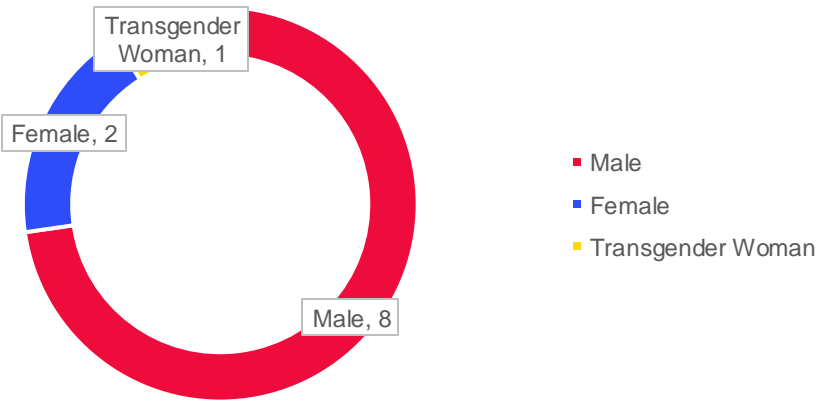
TRP Membership distribution Region of Origin (in 2024)



Gender distribution of TRP Members utilized (in 2024)



TRP Focal Point Gender distribution (in 2024)

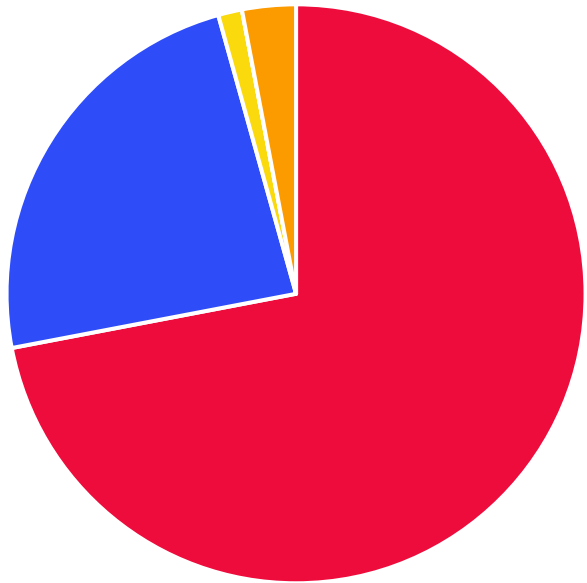


Inclusivity of TRP membership pool in 2024

TRP Survey (Windows 4-6)

- **95.67%** of TRP respondents affirmed a **commitment to inclusion**, while **98.67%** agreed that the **conflict of interest policy was diligently applied**, ensuring integrity in TRP decisions.

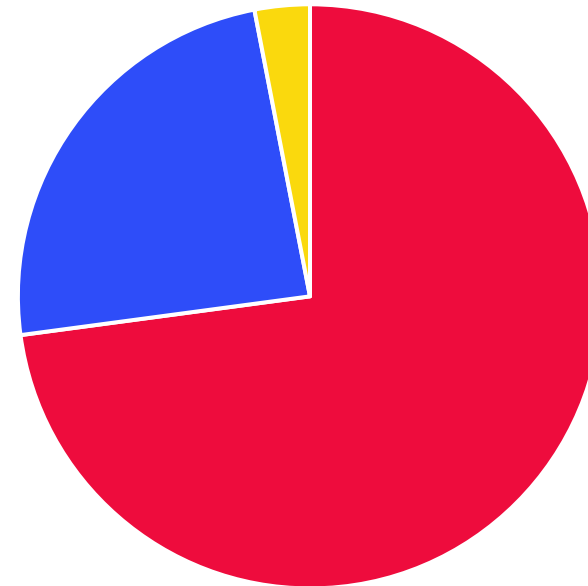
People of all geographic and/or indigenous origins, ethnicities, races, key and vulnerable populations, religions, sexual orientations and genders are valued and respected in the TRP during review proceedings.



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Strongly disagree ■ Not sure

Source: TRP Review Process Survey (TRP Window 4-6)

The TRP's conflict of interest policy was diligently applied in the review process to safeguard the integrity of TRP decisions.



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Strongly disagree ■ Not sure

TRP and IRC Collaboration

▶ [Expert Exchanges Reached New Levels in 2024](#)

- **TRP Malaria Experts participated in 14 IRC malaria vaccine applications**
 - Cote d'Ivoire, DR Congo, Ethiopia, Guinea Bissau, Kenya, Liberia, Mali, Mozambique, Nigeria, South Sudan, Sudan, Togo, Uganda, Zambia
- For the first time, **IRC Malaria Experts participated in a TRP Review Window** (Window 5)
 - Chad, Mali
- *The insights provided by each expert exchange were considered highly valuable for final recommendations.*

▶ [Leadership-to-Leadership Engagement Grew in 2024, Will Expand Further in 2025](#)

- Building on ongoing malaria review collaboration
- Exploring synergies around RSSH in advisory capacity
- Increasing knowledge-sharing of TRP/IRC learnings
- Promoting dual membership

Preliminary lessons learned for TRP and GAVI IRC collaboration

1. Enhanced Coordination & Contribution

- Additional opportunities needed to share contextual information on national malaria programs, including related health systems, based on GC7 review experience, with Gavi-IRC for efficient malaria vaccine introduction.
- TRP and IRC participation provided complimentary technical insights to Gavi-IRC discussions and TRP reviews, strengthening collaborative planning, implementation, and M&E between Global Fund and Gavi supported programs in each country.

2. Future Considerations

- Explore exchange and/or alignment on the application materials and aligning on confidentiality of proceedings.

TRP Recommendations Working Group Report

In 2024, the TRP Recommendations Working Group undertook review of the TRP Recommendations in GC6 that have not been implemented, or completed on time, or which were reiterated in GC7, to understand underlying reasons. The methods involved a desk review of the TRP recommendation database, deep dive into select countries, and a dialogue with Secretariat Country Teams and the A2F Department.

Observations

- **The majority of TRP recommendations to applicants from GC6 (79%) have been marked as completed**, with highest resolution rates in the Full Review and Tailored for NSP funding request type, and for issues with the TRP as the clearance body.
- **Better progress is achieved for the recommendations requested for clearance during grant-making**, delays are mainly at the grant implementation level.
- **Focused efforts are needed in the two regions with the lowest resolution rates - WCA and Southeast Asia** - to transition more issues from "In Progress" or "Delayed" to "Met" status.
- **The Secretariat, bearing most issue clearance responsibilities (79%-98%), must address capacity challenges and process inefficiencies**, while the TRP, with a smaller role (21% overall and 2% for "Not Met" issues), should provide strategic guidance to support the Secretariat in managing this workload effectively.
- The Working Group noted the **proportion of issues at risk of not being met** as follows:
 - "Delayed"— Full Review (5%), Program Continuation (2%), Focused Portfolio (6%) and Tailored for NSP (0.40%)
 - "Not Started"— Full Review (0%), Program Continuation (2%), Focused Portfolio (3%) and Tailored for NSP (1.70%)
- With 18% of **RSSH-linked issues** and 12% of **Health Financing issues** delayed or unmet, it is evident that **addressing these categories involves more complex challenges**, contributing to the higher likelihood of delays in resolving related issues.
- **Addressing politically sensitive legal and policy issues**, particularly within EHRG contexts, has been specifically identified as a significant factor contributing to delays in resolving TRP recommendations.

Recommendations

- **Adopting a checklist for monitoring previously raised issues**, and if possible systematic real-time tracking to ensure progress on addressed concerns.
- **The Global Fund should consider including a mandatory section in all funding requests for applicants to reflect on the implementation of previous TRP recommendations and challenges faced**, promoting a culture of accountability and continuous improvement.
- **The Secretariat should improve the regularity and frequency in updating the recommendations database** for efficient use by Country Teams, introducing dropdown menus and ensuring regular updates from applicants working with all stakeholders, including technical partners and TRP leadership.
- **The TRP reviews and tracking of issues should be framed within a sustainability framework**, emphasizing health system strengthening and developing "milestone" and "benchmark" indicators for tracking progress on long-term and recurrent issues, guiding effective resource allocation.
- **TRP should aim for continued improvement in the quality and contextualization of its recommendations** and a more balanced approach in setting a reasonable number of issues and actions in adherence to the TRP Review Approaches Manual especially for Program Continuation and Focused Portfolios.