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Geneva, 29 May 2017

Ms. Julia Martin
Senior Health Advisor and Representative to the Global Fund
Permanent Mission of the United States of America to the
United Nations and Other International Organizations in Geneva
11 Route de Pregny
1292 Geneva

Dear Ms. Martin,

On behalf of the Global Fund I would like to express our sincere appreciation for your leadership throughout the MOPAN evaluation of the Global Fund. Allow me to extend those appreciations to all the MOPAN members and the Secretariat and evaluation team which has undertaken the first ever MOPAN assessment of the Global Fund under your institutional lead. The MOPAN initiative's aim of providing a unified assessment tool for multilateral organizations, thus reducing the number of bilateral assessment, is very welcome.

This assessment was a great opportunity to provide insights and analysis on different aspects of Global Fund's management, as well as valuable observations regarding the impact of our Partnership. The Global Fund Secretariat is very pleased with the results of the assessment and appreciates the constructive consultations that took place throughout the evaluation process. Against the twelve Key Performance Indicators (KPIs) the Global Fund achieved a highly satisfactory rating for three KPIs, and a satisfactory rating for nine of them with an overall strong performance. The survey result also indicated a high level of external partner satisfaction which demonstrates confidence among partners towards the Global Fund structure and mandate.

Areas of improvement identified by MOPAN mostly mirror those that the Global Fund had already identified for further improvement. We are continuously working towards maximizing the impact of Global Fund investments and remain committed to increased efficiency and effectiveness. The attached annex outlines some of the initiatives through which the Global Fund is addressing these areas for improvement.

The Global Fund looks forward to continuing the constructive collaboration and partnership with MOPAN and its members.

Best regards,



Dr. Christoph Benn

Annex

The Global Fund's Management response to the 2016 MOPAN assessment

Resilient and Sustainable Systems for Health (RSSH)

Resilient and Sustainable Systems for Health (RSSH) are a core pillar of the Global Fund Strategy 2017-2022, "Investing to End Epidemics". The partnership uses a comprehensive methodology for tracking RSSH. The RSSH dashboard gives a global overview and benchmarking of health systems' performance. It also provides a regional and country overview of the health system performance and data analysis at country level by domains/indicators and of investments to date, including gaps and needs.

Data Quality

A resilient and sustainable system for health relies on quality data. Data is what allows countries to design and deliver the right health services to the right people at the right time. Data allow resources to be spent in the most efficient and effective way. Data systems include everything from mobile phone applications to collecting data on malaria cases to sophisticated national disease surveillance and reporting systems. For this reason, the Global Fund Partnership is developing the "Data Use for Action and Improvement Framework". The new framework will improve sustainable availability, quality, timeliness, and use of data to drive program improvements at different levels. The new Global Fund KPI 6d will track efforts around strengthening data systems for health and countries' capacities for analysis and use.

Cross cutting issues

In the last 12 months, a large amount of work has been undertaken to further strengthen Global Fund Secretariat-wide capacity to address Community Rights and Gender (CRG)-related issues, ensuring that communities of people living with and affected by the three diseases are closely engaged with Global Fund processes, and aligning the Fund's funding policies, technical guidance, data systems, implementation tools, application materials, and monitoring and evaluation framework to support intensified scale-up of CRG-related programming in the 2017-2019 funding cycle. The new KPI framework approved by the Board in June 2016 (with related indicators approved in March 2017) greatly enhances the Global Fund's and countries' accountability for increasing coverage, comprehensiveness, quality and impact of CRG-related programming.

Systematic Use of Evaluations

Another issue that was highlighted in the assessment is strengthening the systematic use of evaluations. The "Data Use for Action and Improvement Framework" will help strengthening the use of evaluations and reviews to inform investment decisions and program improvement efforts at different levels. In general, the Secretariat develops, implements and tracks management responses to each completed evaluation, in close collaboration with TERG and in consultation with partners where relevant.

The Global Fund Country teams support national programs in developing action plans with timelines and expected outcomes, in response to findings and recommendations. Evaluations and reviews are almost always followed by the development or updating of national strategy plans, incorporating the evaluation recommendations. The Evaluations are also used by countries to inform investment decisions, reprogramming and program improvement activities.

Country Coordination Mechanisms (CCMs)

Country Coordination Mechanisms (CCMs) are the expression of the "Country Ownership" principle in the context of the Global Fund. Every CCM reflects the specific country situation and faces a diverse set of challenges. For this reason, CCMs will need to evolve along different paths. The Board committees are currently facilitating the discussion on a CCM Strategy and Code of Conduct. These two documents will help the Global Fund identify how it can best work with different types of CCMs to be effective in each context.

Sustainability

Long-term sustainability is a fundamental aspect of development and global health financing. It is essential that countries are able to scale up and sustain programs to achieve lasting impact in the fight against the three diseases and to move towards the achievement of Universal Health Coverage. Countries that have experienced economic growth over the last decade are able to move progressively from external-donor financing for health toward domestically funded systems that deliver results. But they must be supported to do so. The 2017-2022 Global Fund Strategic Framework recognizes this and includes a specific sub-objective committing the Global Fund to "support sustainable responses for epidemic control and successful transitions."

The Sustainability, Transition and Co-Financing Policy (STC Policy) outlines the high-level principles for engaging with countries on long-term sustainability of Global Fund-supported programs, as well as a framework for ensuring successful transitions from Global Fund financing. It includes investing in the development of robust National Health Strategies, Disease-Specific Strategic Plans, and Health Financing plans that consider sustainability of programs; aligning requirements to ensure that Global Fund-financed programs can be implemented through country systems; and supporting countries to do transition readiness assessments and elaborate transition work plans, when needed, to facilitate well-planned and successful transitions. In addition, the revised application focus and co-financing requirements align domestic financing incentives to ensure that as countries move closer to transition, they take up key programs such as interventions for key and vulnerable populations.

The Global Fund recognizes that country context is a key factor for moving towards sustainability and transition and increased co-financing and that a single policy will not be able to account for all situations. The Global Fund will continue to monitor and evaluate transition process and outcomes to inform policies and best practices on transition and sustainability to achieve strategic impact and will provide regular updates to the Global Fund Board.

A cross-Secretariat "virtual" STC Team is being formalized to help mainstream the STC Policy into the work of country teams, CCMs, principal recipients, as well as grant and program design. Coordinated and led out of Global Fund Grants Management Division, the rest of the "virtual" team draws from departments involved in the policy's implementation. The STC Team and the policy operationalization efforts will help to embed the principles, practices, and policies of STC into the core business of the Global Fund, with a particular focus on supporting country teams through the 2017-2019 allocation cycle and 2017-2022 strategy.