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Corporate KPI Framework Is Approved

Following extensive consultations with Board committees and donor and implementer constituencies, the Global Board has approved a revised Corporate KPI Framework. The framework is designed to present indicators to measure the goals, targets and objectives of the Global Fund's Strategy for 2012–2016. It was developed in response to a finding by an independent review that the existing KPI framework related more to the operational level than the strategic.

To help ensure that the revised KPI framework aligns with the Global Fund's Strategy 2012–2016, the following five principles were used to guide the development of the framework:

- The indicators should measure the goals, objectives and targets of the Strategy.
- A clear hierarchy of indicators should be developed.
- Reduce the number of KPIs and increase their focus. (It was felt that the number of indicators in the framework [24] were too many and reflected a desire to satisfy many different interest groups. It was also felt that having too many indicators made it hard to focus on the most important ones.)
- Ensure that the indicators are visible and measurable.
- Set the framework for the lifetime of the Strategy.

While the previous KPI Framework (2011) had 24 indicators, the new one has only 16, although several of these are compound indicators with sub-indicators. A total of 32 independent measures are included in this framework, two of which are indices.

The main changes from the version presented at the 29th Board Meeting in June 2013 were that four new indicators were added, a number of revisions were made to several of the other indicators, and two indicators were dropped. (Readers who want to be able to determine what has changed since June should refer the [GFO article](#) on the paper presented to the Board at that time. The article provides a link to

the relevant Board document.)

The framework provides an overview of each of the 16 indicators. It summarises how each indicator will be measured and the rationale for its selection, and it presents key issues relevant to how the indicators are interpreted.

Performance targets are given for eight indicators. For the remaining eight indicators, targets have yet to be proposed, or are proposed for only some measures within the indicator. For two of these indicators, targets will be set according to the results of the Global Fund's Fourth Replenishment. The remaining six indicators are new areas of measurement for the Secretariat, so baseline performance will need to be assessed before targets can be set.

The Board directed the Secretariat to "complement indicator results with sex and age disaggregated data where feasible." The Board also requested that the performance targets be reviewed regularly. The Board did not stipulate how regularly this was necessary.

The following table lists the revised corporate KPIs and the indicators to be used to track performance.

Table: List of proposed corporate KPIs, plus specific indicators

No.	KPI	Specific indicators
1	Performance against strategic goals	a) Estimated number of lives saved b) Estimated number of infections prevented
2	Quality and coverage of services	a) ARV retention rate at 12 months b) TB treatment success rate for all new cases c) Proportion of population at risk potentially covered by LLINs d) Percentage of eligible adults and children currently receiving e) Percentage of HIV-positive pregnant women who received a to reduce the risk of mother-to-child transmission f) Percentage of HIV-positive TB patients given ART during TB g) Number of countries with validated population size estimates sex workers, men who have sex with men and, where applicable drug users
3	Performance against strategic service delivery targets	a) Number of people alive on ARV therapy b) Number of TB cases treated according to the DOTS approach c) Number of LLINs distributed d) Number of HIV-positive pregnant women who received antiretroviral reduce the risk of mother-to-child transmission e) Number of indoor residual spraying services delivered f) Number of cases with bacteriologically confirmed drug-resistant treated with a second-line regimen g) Number of people who received HIV testing and counselling their results
4	Efficiency of Global Fund investment decisions	Alignment between investment decisions and country "need"; with defined in terms of disease burden and ability to pay
5	Health system strengthening	HIV, TB and malaria service availability and readiness rating
6	Alignment of supported programs with national systems	Percentage of investments in countries where Global Fund support reported on national disease strategy budgets

7	Access to funding	a) Time from final concept note submission to Grant Approval recommendation b) Time from Grant Approval Committee recommendation to grant signing c) Time from grant signing to first disbursement
8	NFM implementation (temporary KPI)	Amount of grant expenses for the transition to the NFM committee schedule of country demands
9	Effective operational risk management	Portfolio Risk Index
10	Value for money	Savings gained through leveraging of Global Fund purchasing power
11	Grant expenses forecast	Percentage of forecast grant expenses made to schedule
12	Human rights protection	Percentage of human rights complaints against Global Fund supported programs successfully identified through risk assessment tools; and through Secretariat policies and procedures.
13	Resource mobilisation	a) Actual pledges as percent of replenishment target (replenishment only) b) Pledge conversion rate. Actual contributions as a percentage of pledged contributions
14	Domestic financing for AIDS, TB and malaria	Percent of programs accessing funding where government counterpart minimum financing thresholds.
15	Efficiency of grant management operations	Opex rate as a percent of grants under management benchmarked against comparable organizations
16	Quality of management and leadership	Management and Leadership Index

The reporting plan is that these Corporate KPIs will be integrated into a routine dashboard from the first quarter of 2014 onwards, as data become available. Most of the indicators will be monitored annually. The paper proposes that a progress report on KPIs be submitted to Board committees and the Board itself once year, starting in early 2015.

The draft framework of the Corporate KPIs was presented to the Board following extensive consultations and discussions with all constituencies prior to the Geneva meeting.

Information for this article was taken from Board Decision 7 and Board Document GF-B30-07, “The Global Fund Corporate Key Performance Indicator Framework for 2013–2016.” The document containing the decisions from the 30th Board meeting is available at www.theglobalfund.org/en/board/meetings/thirtieth. Document GF-B30-07 should be available shortly on that same site. An annex to this document provides a list of the KPIs in the framework adopted in 2011.

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