

Electronic Report to the Board

Material adjustment to 2023-2028 KPI Framework (replacing KPI S6a with new KPI S6a2)

GF/B53/ER02

Board Decision

Purpose of the paper: This paper describes the proposal to replace current KPI S6a with KPI S6a2 in the 2023-2028 KPI Framework.

Document Classification: Internal.

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Decision

Decision point: GF/B53/EDP02: 2023-2028 KPI S6a replaced with KPI S6a2

The Board notes the recommendation of the Strategy Committee (“SC”) as set forth in GF/SC27/EDP02, and:

- i. Approves the replacement of 2023-2028 KPI S6a with KPI S6a2 as set forth in GF/B53/ER02*

This decision has no budgetary implications.

A summary of relevant past decisions providing context to the proposed Decision Point can be found in [Annex 1](#).

Executive Summary

Context

1. The Global Fund's 2023-2028 Key Performance Indicator Framework (including each Key Performance Indicator ("KPI")) (the "*KPI Framework*") was developed as part of an overarching Monitoring & Evaluation Framework ("*M&E Framework*") through extensive work across the Global Fund Partnership to monitor progress towards achieving Strategy objectives outlined in the Global Fund's 2023-2028 Strategy ("*Strategy*"). The KPI Framework¹ was approved by the Board at the 48th Board Meeting held in November 2022.
2. At the 49th Board meeting held in May 2023, the Board subsequently delegated authority to the Secretariat, in consultation with the relevant Committee Chair and Vice Chair, to make non-material KPI adjustments, and report back to relevant Committees and Board on all such changes. The Board decision also noted that any proposed material changes to a KPI would continue to be recommended by the AFC or SC for Board approval². The approach to assessing materiality of KPI adjustments was shared with the Board in document [GF/B49/03 Annex 1](#).
3. This paper outlines a proposed material adjustment to the 2023-2028 KPI Framework for the replacement of KPI S6a monitoring maturity level of Health Management Information Systems (HMIS) with a new KPI S6a2. This proposal ([GF/SC27/EDP02](#)) has been reviewed by the SC and recommended to the Board for approval.
4. Moreover, two non-material adjustments are being made to KPI S6b and KPI S7 to rephrase the data source definition so as to not limit the data source to only questionnaires. Per the Board decision to delegate authority to the Secretariat in consultation with the relevant Committee leadership, to make non-material KPI adjustments³, Strategy Committee leadership was consulted on these adjustments and concur with the Secretariat's assessment that they are non-material.
5. Additional information on the proposed material and non-material adjustments are available in the accompanying document [Annex 2: 2023-2028 KPI Framework Adjustment](#).

Questions this paper addresses

- What is the need to replace KPI S6a?
- What is the definition of new KPI S6a2?

Conclusions

- KPI S6a is defined as "*Percentage of countries with digital HMIS functionality baseline maturity level of 3 or less that increased by at least one maturity level*". The primary goal of KPI S6a is to track improvement in HMIS maturity level compared to baseline for eligible countries. Latest KPI S6a result³ shows that between 2022 (baseline year) and 2023, 79% (30/38) of countries in the KPI cohort have shown improvement in HMIS maturity, and therefore for the remaining Strategy period, instead of continuing to monitor *improvements*, it is considered more useful to monitor whether countries have, at a minimum a moderately functional HMIS that lays a solid foundation to support timely and evidence-based decision making to improve health outcomes.

¹ [GF/B48/DP06](#)

² [GF/B49/DP03](#)

³ [GF B52 02B Strategic Performance Detailed report](#)

- Additionally, based on the lessons learned from the first round of KPI S6a reporting, the Secretariat assessed that KPI S6a did not provide a comprehensive understanding of HMIS maturity levels and fluctuations across the full portfolio, because of its narrow focus on only countries with baseline maturity level of 3 or less. Some aspects of the KPI S6a assessment tool were also identified as needing refinement to provide a more nuanced understanding of HMIS maturity in countries.
- Therefore, given the wide-ranging changes needed to KPI S6a, the Secretariat is proposing a new KPI S6a2 to replace KPI S6a. To aid data-driven decisions to enhance health results, a significant milestone is for countries to have a moderately functional (maturity level 3 out of 5) HMIS, and therefore the proposal is for the new KPI S6a2 to monitor *“Percentage of countries with digital HMIS functionality maturity level of 3 or more”*. KPI S6a2 will also have a wider cohort than KPI S6a, monitoring all High Impact and Core portfolio countries (excl. acute emergency countries) with the target of ensuring that at least 90% of countries in the cohort have at least a moderately functional HMIS, i.e., HMIS maturity level of 3 or more, by the end of the Strategy Period (2028).

Input Sought

- Board approval is sought as per the Decision Point on page 2.

Input received

- The proposal has been reviewed and recommended by the Strategy Committee for Board approval.

Report

What is the need to replace KPI S6a?

1. In the 2023-2028 KPI Framework, KPI S6a, defined as “*Percentage of countries with digital HMIS functionality baseline maturity level of 3 or less that increased by at least one maturity level*”, tracks improvements in HMIS maturity compared to baseline for eligible countries.
2. The latest KPI S6a results show that between 2022 (baseline year) and 2023, countries made significant progress in improving digital HMIS maturity, with 79% (30/38) of countries in the KPI cohort improving their HMIS maturity levels. The progress could be partly attributed to the regional and national capacity building activities, especially in West Central Africa through the Grant Cycle 6 (GC6) Data Strategic Initiative (Data SI) which has now been discontinued. Whilst this progress is impressive, it is also indicative of the fact that countries with low maturity levels are likely to show faster progress through gains on “low hanging fruits” and that the rate of progress is likely to plateau in future results even if continuing to be on track to reach the 2028 target. Therefore, for the remaining Strategy period, the Secretariat considers it reasonable to pivot from monitoring *improvements* to monitoring whether countries have at least a *moderately functional* HMIS (maturity level of 3 or more out of 5) that supports timely and evidence-based decisions to improve health outcomes, especially in the context of persistent challenges of funding, inadequate infrastructure and technology, and shortage of trained personnel.
3. Furthermore, KPI S6a focuses on countries with baseline maturity level of 3 or less - in effect excluding from monitoring countries with higher baseline maturity levels. This limits the ability to have a comprehensive understanding of the overall portfolio HMIS maturity level and fluctuations across countries. Thus, it is important to widen the cohort to monitor HMIS maturity in all countries, including those with high HMIS maturity at baseline that may face sustainability challenges.
4. Additionally, based on the first round of reporting, the Secretariat also identified some aspects for improvement in the assessment tool that could provide a more nuanced understanding of digital HMIS maturity levels. For instance, the current assessment tool checks if the national HMIS data is backed up weekly at a minimum, with the countries answering either *Yes* or *No*. The response is informative to know how many countries back up national HMIS data weekly, but cannot provide the nuance of how often countries backup data if at all, and if they are gradually improving the backup frequency. Hence, the Secretariat also proposes to refine the assessment tool to allow for responses on a scale of 1-5, which can provide a more nuanced understanding of the progress being made to achieve full interoperability and meet the security and data management needs.
5. In summary, given: the usefulness of monitoring the existence of at least a moderately functional (maturity level 3 or more) HMIS as the foundation for supporting data-driven decision-making in countries; the limited cohort of KPI S6a, which does not provide a comprehensive view of HMIS maturity; and the limitations of the assessment tool in providing a nuanced understanding of

progress in HMIS maturity, there is a clear rationale and need to replace KPI S6a with a new KPI S6a2.

What is the definition of new KPI S6a2?

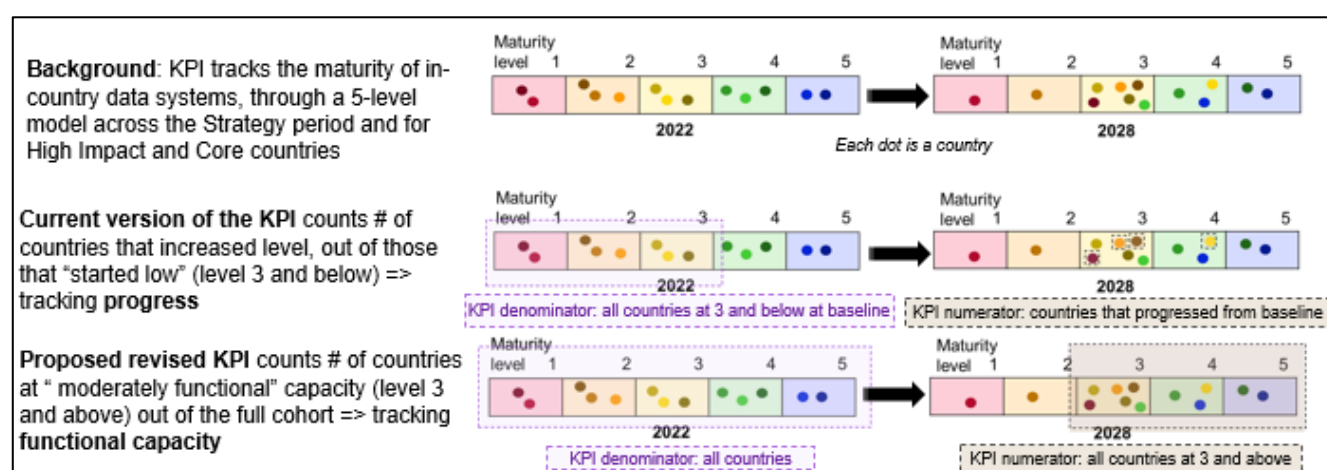
6. KPI S6a2 shall continue to monitor the outcome of having secure, maintained and interoperable HMIS that supports timely and evidence-based decision-making to achieve health outcomes.
7. The table below notes the definition for KPI S6a2 for SC recommendation to the Board for approval.

KPI S6a2: Secure, maintained, and interoperable HMIS		
	Proposed definition	Rationale
KPI code	KPI S6a2	KPI S6a2 is a variation of KPI S6a and therefore the coding is kept similar to indicate the link between the two KPIs.
Short title	Secure, maintained and interoperable HMIS	KPI S6a2 monitors the same aspects as KPI S6a and therefore the short title remains unchanged
Long title	Percentage of countries with digital HMIS functionality maturity level of 3 or more	Ensuring that Health Information Management Systems (HMIS) are at least moderately functional (maturity level 3 out of 5) is a strategically significant milestone that supports leveraging data to improve health outcomes. At maturity level 3, HMIS are operational nationwide, comply with some data security regulations and policies, and are adequately maintained. There is also some interoperability between HIV, TB, Malaria, and community health data systems. The Secretariat thus aims to ensure that countries achieve and sustain HMIS maturity level 3 or more
Cohort	High Impact and Core countries, excluding acute emergency countries	KPI S6a had a limited cohort of only countries with baseline maturity level of 3 or less; therefore countries with high maturity levels were not tracked to assess if they sustained their high HMIS maturity levels. Based on lessons learnt, the Secretariat proposes to broaden the KPI S6a2 cohort to include all High Impact and Core countries (excluding acute emergency countries) to provide a more comprehensive view of the global HMIS landscape. This broadened cohort strengthens accountability and shall ensure that KPI S6a2 results are more representative of the portfolio by also monitoring the countries with high HMIS maturity that may face sustainability challenges.
Formula	<p><u>Numerator</u>: # countries with maturity level of 3 or more</p> <p><u>Denominator</u>: Total # countries in cohort</p>	The formula calculates the percentage of countries that have maturity level of 3 or more

KPI S6a2: Secure, maintained, and interoperable HMIS		
	Proposed definition	Rationale
Baseline	53% (27/51) countries at maturity level of 3 or more. 2022 baseline year	<p>Baseline from KPI S6a remains valid as a snapshot of country maturity levels in 2022 based on the agreed methodology at that point in time. As the KPI is <i>not monitoring progress compared to baseline</i>, having a baseline that is based on a different methodology whilst not desirable is considered acceptable as a reference point for future KPI S6a2 results, given that:</p> <ul style="list-style-type: none"> • 2022 baseline scores are assessed to be realistic by the technical teams • It is impossible to recalculate 2022 baseline scores using the new refined methodology • Using 2024 scores as KPI S6a2 baseline (reported in 2025) would imply that the first KPI S6a2 performance assessment would be based on 2025 scores reported only in 2026. Thus, KPI S6a2 performance would be assessed with a delay of one year with the first assessment only in 2026.
Target	90% of countries are at maturity level of 3 or more by end of Strategy (2028)	<p>For countries to achieve and maintain at least a moderately functional (maturity level 3 out of 5) HMIS is feasible but requires continued effort and investment. It requires robust digital infrastructure, strong governance frameworks, capacity building of personnel to manage HMIS, and last but not the least adequate domestic and international resources to maintain HMIS maturity. Given the challenges in countries and also the challenging operating context at the Secretariat, the Secretariat proposes a target of 90% of countries having at least a moderately functional (maturity level 3) HMIS. This target is both realistic and ambitious given:</p> <ul style="list-style-type: none"> • The current funding landscape is additionally constrained as the Secretariat can no longer count on catalytic investments to complement grant funding to drive capacity building and data system strengthening activities in countries. There is also a risk of a reduced 8th Replenishment outcome impacting funds available for investment in Grant Cycle (GC8). • The new methodology for assessing maturity levels is more nuanced with responses on a scale of 1-5 instead of binary scale of 0 or 1, and hence, methodologically, it will not be easy to get high scores.

		<ul style="list-style-type: none"> For the current KPI S6a, the Board approved a target of “100% of countries at maturity level 3 or less at baseline increase their maturity level by one or more by end 2028”. Using the 2022 baseline scores and assuming that, by end 2028, all countries at level 3 or less indeed increase by one level and that all countries at more than 3 maintain their level, there would be approximately 90% of countries at level 3 or above in 2028. Therefore, the ambition of the target proposed now is consistent with what the Board approved in 2022 for the previous version of this KPI, i.e. KPI S6a.
Data source	Global Fund M&E systems country profile, data provided by PRs and MOH teams	Similar to KPI S6a, KPI S6a2 data source will remain the Global Fund M&E systems country profile with added articulation on the source of data in countries

8. The picture below summarizes graphically the proposed KPI adjustment:



9. Further information on the proposed KPI S6a2 and the differences to KPI S6a are available in accompanying document [Annex 2: 2023-2028 KPI Framework Adjustment](#).

Recommendation

The Board is requested to approve the Decision Point on page 2 of this paper to allow for KPI S6a2 results to be reported at the 54th Board meeting.

Annexes

Annex 1: Relevant Past Board and Committee Decisions

Annex 2: 2023-2028 KPI Framework Adjustment

Annex 1 – Relevant Past Board and Committee Decisions

Relevant past Decision Point	Summary and Impact
<p>GF/SC27/EDP02: 2023-2028 KPI Framework: KPI S6a replaced with KPI S6a2</p> <p>April 2025</p>	<p>The Strategy Committee (“SC”) recommended to the Board the replacement of KPI S6a with KPI S6a2 as set forth in GF/SC27/ER02</p>
<p>GF/B52/EDP01: 2023-2028 KPI Framework: KPI R1b and KPI S8 adjustment</p> <p>December 2024</p>	<p>The Board notes the recommendation of the Strategy Committee (“SC”) as set forth in GF/SC26/DP01, and:</p> <ol style="list-style-type: none"> Approves the adjustments to the 2023-2028 KPI R1b target and cohort definitions as set forth in GF/B52/ER01; and Approves the adjustment to 2023-2028 KPI S8 formula definition as set forth in GF/B52/ER01
<p>GF/B49/DP03: 2023-2028 KPI Framework adjustments</p> <p>May 2023</p>	<p>The Board notes the recommendations of the Audit and Finance Committee (“AFC”) as set forth in GF/AFC21/EDP02, and the Strategy Committee (“SC”) as set forth in GF/SC21A/DP01, and:</p> <ol style="list-style-type: none"> Approves the adjustments to the 2023-2028 Key Performance Indicator (“KPI”) Framework (including each KPI) as set forth in GF/B49/03 Annex 2; Notes that proposed material changes to a KPI (refer to GF/B49/03 Annex 1 for the approach to assessing materiality) will continue to be recommended by the AFC or SC, within their respective allocated responsibilities (each a “Relevant Committee”) (as set forth in Annex 2 section 2.2 of GF/AFC20/09 and Annex 2 section 2.1 of GF/SC20/05 revision 2), for Board approval; and Delegates authority to the Secretariat, in consultation with the Relevant Committee Chair and Vice Chair, to make non-material KPI adjustments, in line with GF/B49/03 Annex 1, and report back to the Relevant Committees and Board on all such changes.
<p>GF/B48/DP06: 2023-2028 M&E Framework, KPI Framework and Multi-Year Evaluation Calendar</p> <p>November 2022</p>	<p>The Board noted the recommendations of the Strategy Committee and Audit and Finance Committee, as set forth in GF/B48/04 and:</p> <ul style="list-style-type: none"> Endorses the components of the M&E Framework as described in GF/B48/04 Annex 1;

	<ul style="list-style-type: none"> • Approves the KPI Framework (including each Key Performance Indicator), as set forth in GF/B48/04 Annex 2; • Approves the topics for the Multi-Year Evaluation Calendar 2023-2028 as set forth in GF/B48/04 Annex 3; and <p>Delegates authority to the SC to approve changes to the Multi-Year Evaluation Calendar in 2023, following a request by the Chief Evaluation and Learning Officer and advice from the Independent Evaluation Panel.</p>
<p>GF/AFC20/DP05: <i>Financial Key Performance Indicators (KPIs)</i></p> <p>October 2022</p>	<p>The Audit and Finance Committee recommended to the Board for approval the Financial Key Performance Indicators as set forth in Annex 2.2 of GF/AFC20/09.</p>
<p>GF/SC20/DP01 – <i>2023-2028 M&E Framework, Impact and Strategy KPIs and Multi-Year Evaluation Calendar</i></p> <p>October 2022</p>	<p>The Strategy Committee recommended to the Board for approval recommending the Impact and Strategy KPIs as set forth in GF/SC20/05_revision 2 Annex 2.1.</p>
<p>GF/B47/DP08: <i>Leveraging the work of the Standing Committees</i></p> <p>May 2022</p>	<p>Based on the recommendation of EGC, as set forth in GF/B47/06 – Revision 1, the Board amended the Charters of the Standing Committees of the Board.</p>