

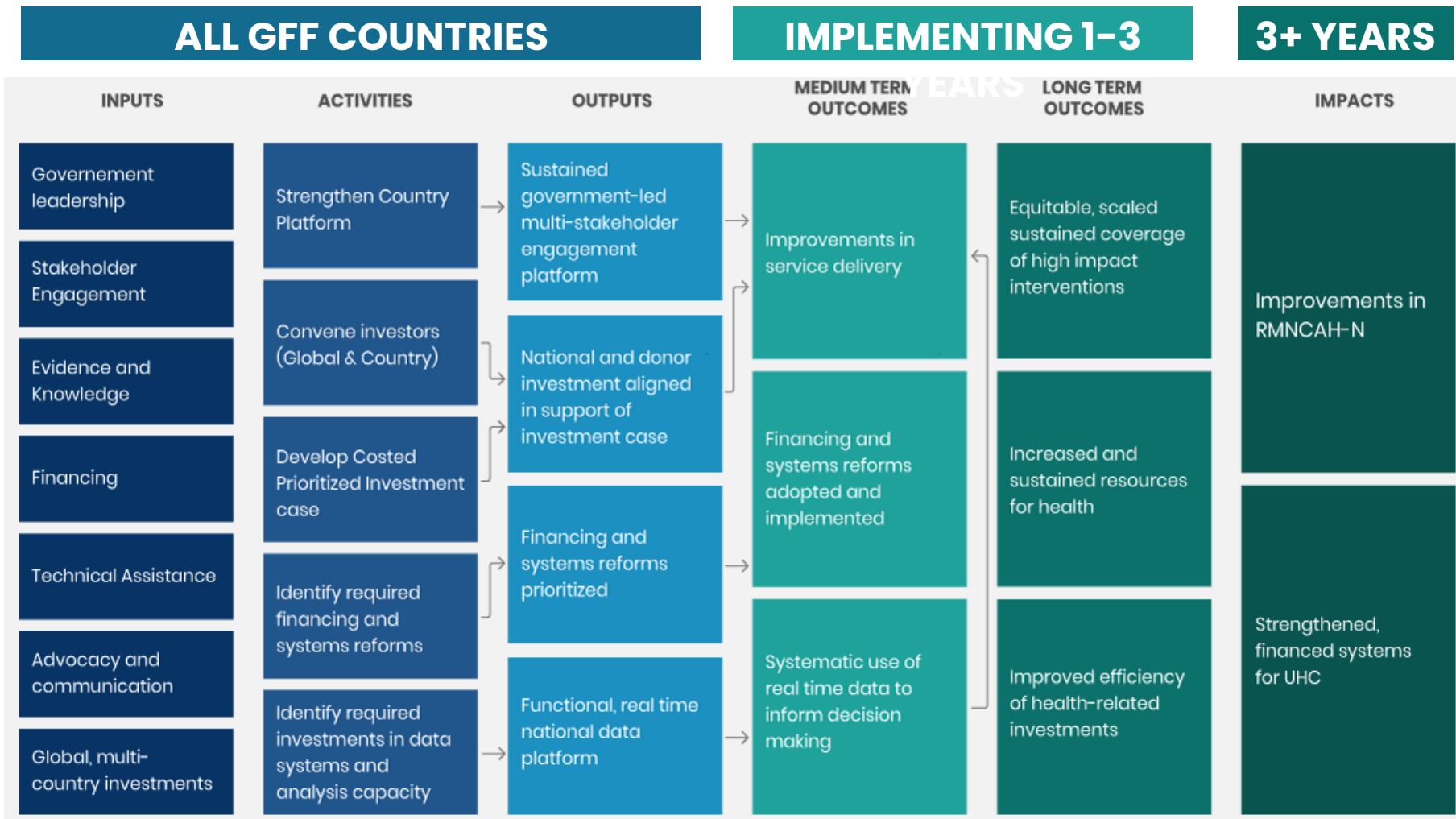


Key Performance Indicators for GFF Strategy

Investors Group

July 21, 2023

GFF Logic Model helps inform focus of measurement activities



The GFF Logic Model remains an important tool for measuring progress based on implementation timelines.

Supplementary to this model, the GFF has adopted **new KPIs** to measure progress towards the Strategic Directions in the GFF Strategy.

The GFF adopts a **contribution perspective**. The impact achieved is led by and belongs to countries.

Impact and outcome measures are well covered, but the new strategy has lacked indicators that specifically track progress within each Strategic Direction (SD)

IMPACT

- | | | |
|------------------------------|---|--------------------------------|
| 1. Maternal mortality ratio | 4. Still births | 7. Moderate and severe wasting |
| 2. Neonatal mortality rate | 5. Adolescent birth rate | 8. Stunting |
| 3. Under five mortality rate | 6. % of births <24 months after preceding birth | |

OUTCOMES

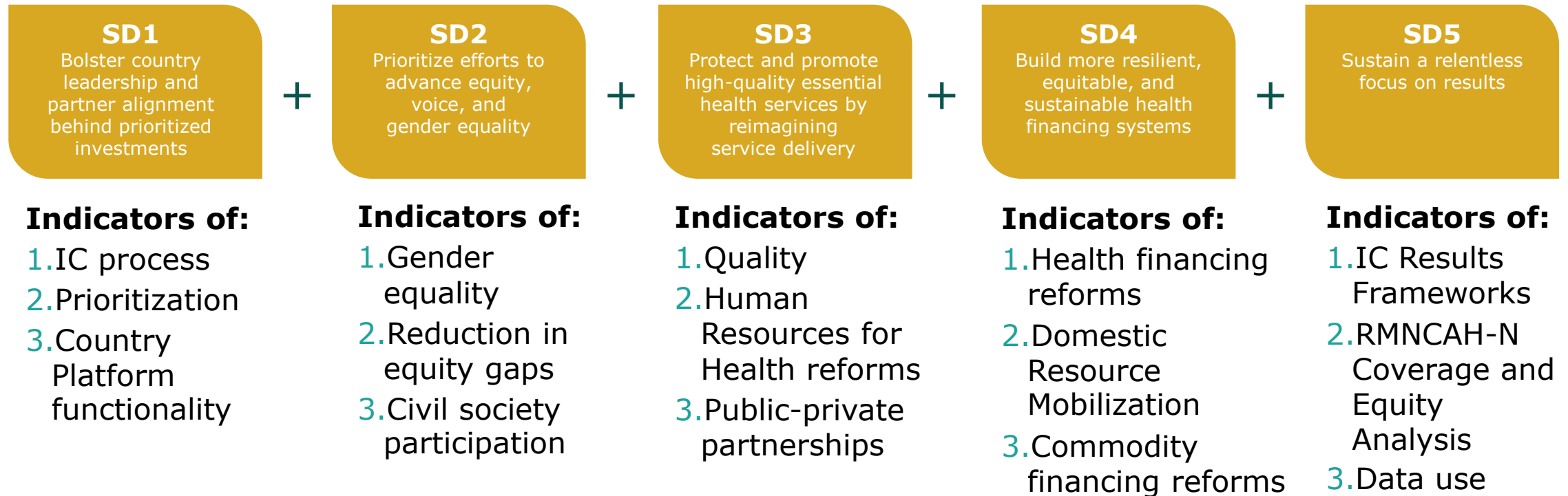
- | | | |
|-----------------------------------|---|---|
| 1. ANC4 | 6. Postnatal care | 11. Share of government expenditure to health |
| 2. IFA supplementation at ANC | 7. Immediate postpartum family planning | 12. Budget execution |
| 3. Institutional deliveries | 8. Couple Years Protection | 13. Expenditure to frontline providers |
| 4. Kangaroo Mother Care | 9. Penta3 | 14. Out of pocket expenditure |
| 5. Early initiation breastfeeding | 10. Vitamin A supplementation | |

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Key performance indicators that reflect progress in delivery of each Strategic Direction have not been part of the model up to this point...

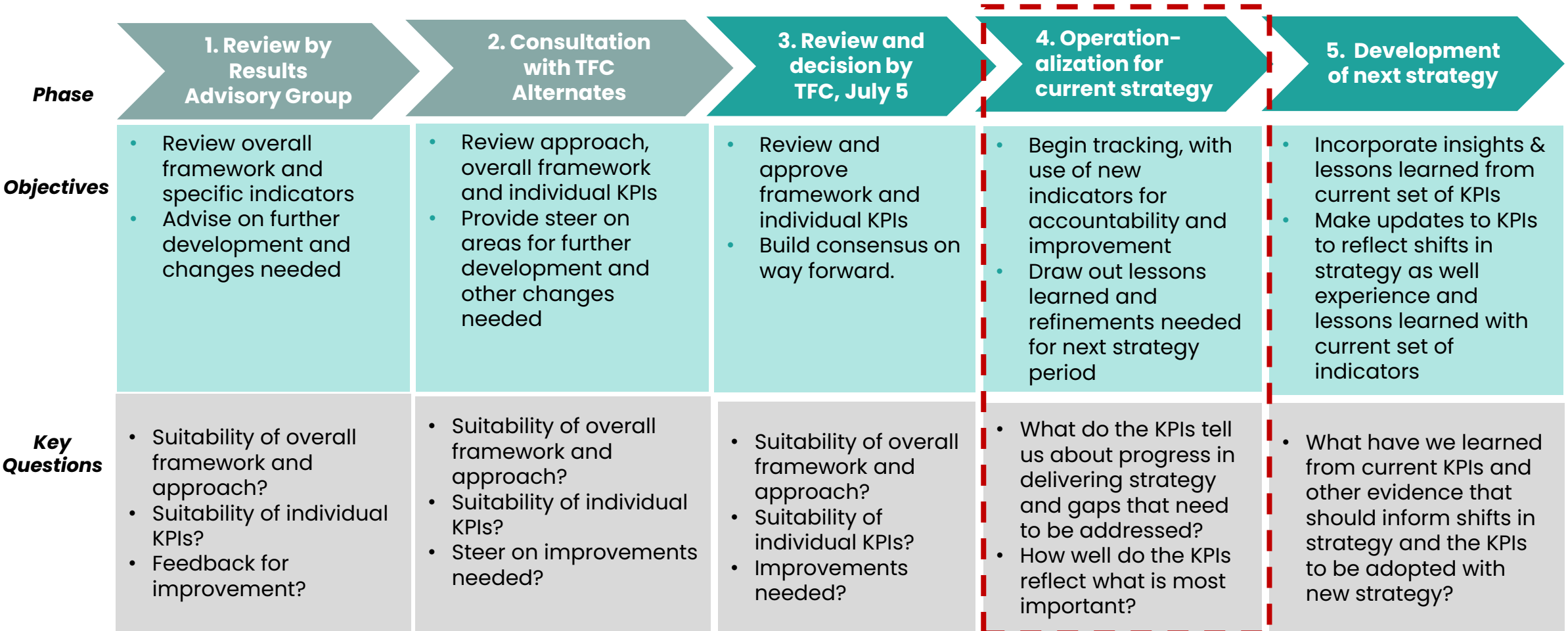
The GFF has addressed this gap by adopting a new strategy measurement framework, with 3 Key Performance Indicators (KPIs) per SD



Cross-cutting issues:

- Country Leadership
- Alignment
- Gender & equity
- Civil society & youth engagement
- Financing & systems reforms on critical path to improved RMNCAH-N outcomes
- Data use

KPI process



We are entering here, following TFC approval on July 5

KPI selection criteria

Include indicators that:

- balance “type 1” (i.e., too far downstream, not reflecting GFF activities) and “type 2” errors (i.e., too far upstream, not showing link to meaningful changes at country level) – we are focused on the middle zone, where we can link GFF activities to meaningful changes at country level
- link to GFF outcome/impact measures (e.g., causal pathway can be articulated/consistent with the GFF theory of change)
- feasible to measure through existing reporting mechanisms and data collection processes, or through reasonable actions to strengthen existing processes
- sensitive to change based on GFF supported activities

Approach to denominators

- Overall, we have aimed to develop KPIs that are relevant for all countries the GFF supports
- However, there are some exceptions for this round of KPIs. For example, in some cases we have:
 - Explicitly prioritized a certain number of countries within the portfolio for support on a topic (e.g., private sector engagement strategies)
 - Started out with a prioritized focus on a sub-set of countries but are taking our support to scale across the portfolio more broadly. By the next strategy period we may have full coverage, but it will take time to get there (e.g., quality)
 - Defined an assessment as a key step in the process, and the findings of the assessment will inform subsequent steps, including how we prioritize our time and resources and what level of change can be expected (e.g., DRUM reforms)
- Taking into account these points, the denominator for some KPIs is specified as a prioritized subset of the portfolio rather than the full portfolio

NB: countries for which GFF support is on hold (e.g., Myanmar), will not be included in KPI reporting until the engagement is reactivated. As GFF support is extended to additional countries, they will be incorporated into KPI tracking as relevant.

SD1

Bolster country leadership and partner alignment behind prioritized investments

Indicators of:

- IC process
- Prioritization
- Country platform functionality

1. IC process cascade

Indicator: % of countries whose IC process meets each of the following criteria, reported as a cascade:

- Clear country leadership demonstrated in finalizing the IC
- IC (or operational plans and budgets informed by the IC process) reviewed annually
- IC (or operational plans and budgets informed by the IC process) updated based on data following annual review, as relevant

Denominator: all GFF countries

Notes:

- Some key aspects of IC process are included elsewhere and thus not duplicated here (eg, prioritization, CSO engagement)
- The living IC approach with annual review and updates represents a shift in the model that is in process now. The populated values for this indicator will reflect that, with values increasing as the operationalization of the new approach becomes more mature.

SD1

Bolster country leadership and partner alignment behind prioritized investments

2. Prioritization cascade

Indicator: % of countries that meet each of the following criteria, tracked as a cascade:

- Completed costing of the IC
- Completed resource mapping
- Completed financial gap analysis
- Used the resource mapping and gap analysis to inform prioritization process
- Aligned the content of operational plans with the resource envelope available

Denominator: all GFF countries with finalized IC

Notes:

- Intersects with SD4 indicators
- For countries that have met all five criteria, the last criterion would need to be reassessed each year, given that review of how well plans are aligned with resources would need to be done on annual basis

Indicators of:

- IC process
- Prioritization
- Country platform functionality

SD1

Bolster country leadership and partner alignment behind prioritized investments

3. Country Platform functionality

Indicator: Average score on Country Platform Functionality Index, based on the following 6 criteria:

- Government leadership role in convening is clearly demonstrated
- Written Terms of Reference adopted
- Inclusive membership, including civil society, youths and private sector
- Convenes regularly (ideally 4 but at least 2 times in past year)
- Reviews progress based on data and evidence at least once per year, if IC is approved and in implementation (includes health financing data in addition to service delivery and health outcomes)
- Actions noted in minutes

Denominator: all GFF countries

Notes:

- It is recognized that there can be multiple fora for convening within any given country, but the main coordination forum that is the focus here should have a central role in ensuring stakeholders come together in an inclusive way for dialogue and action, including in relation to the IC
- Intersects with KPIs on civil society and data use
- The criteria above are aligned with the updated CP assessment tool

Indicators of:

- IC process
- Prioritization
- Country platform functionality

SD2

Prioritize efforts to advance equity, voice, and gender equality

4. Gender gap cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Identified one or more gender-related gaps or barriers that affect RMNCAH-N outcomes, based on evidence
- Prioritized one or more strategy(ies) to address them
- Measurement approach in place to track implementation
- Begun implementing the strategy(ies)
- Demonstrated measurable progress toward closing the gaps

Denominator: all GFF countries with finalized IC

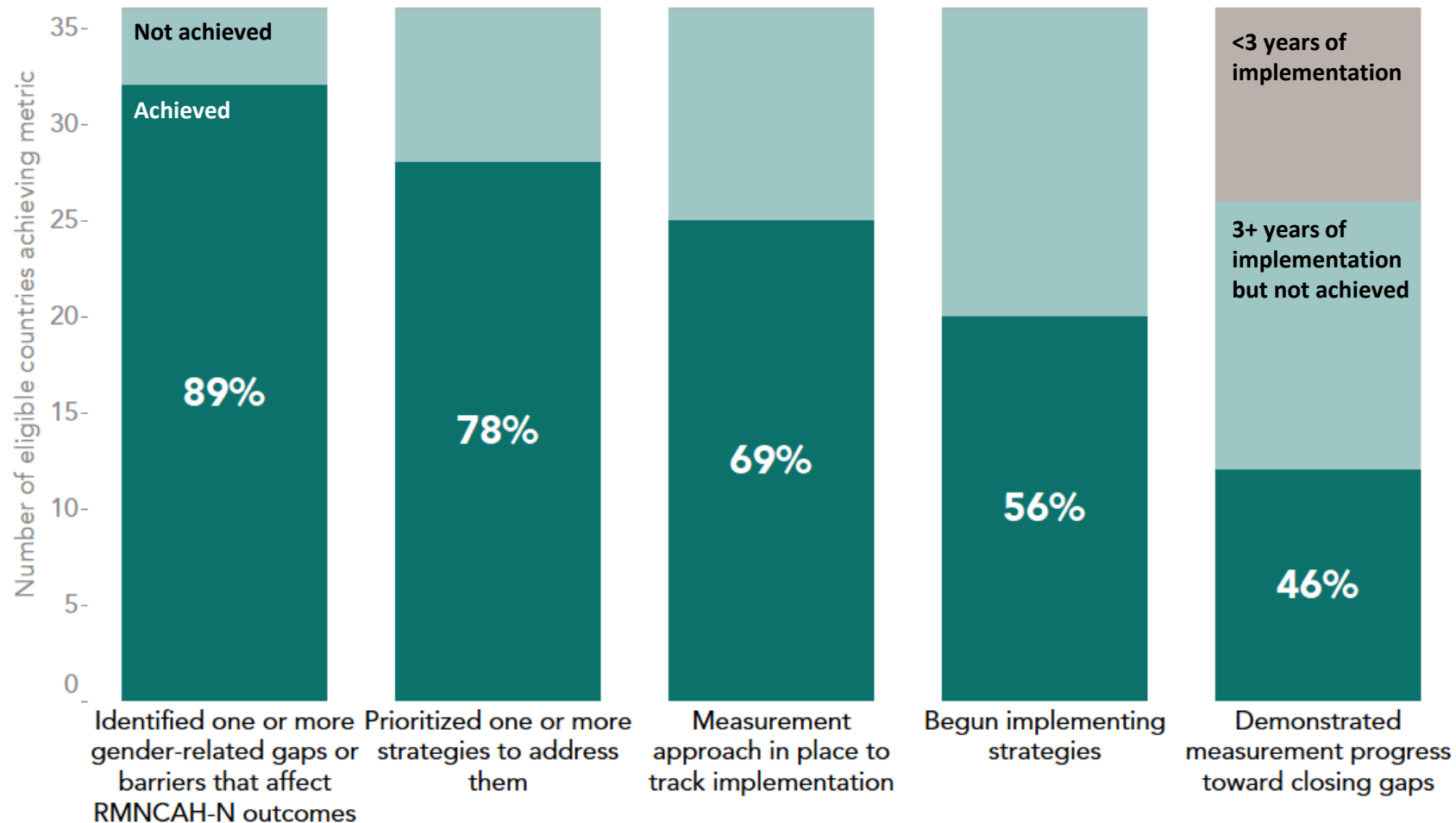
Notes:

- Here and in other cascade indicators that follow, 'measurement approach in place' has two elements that need to be met: a) explicit definition of the measurable outcome that the reform aims to achieve, and b) transparent process in place to track measurable progress toward that outcome over the course of implementation
- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the strategy(ies) will be tracked for management purposes.

Indicators of:

- Gender equality
- Reduction in equity gaps
- Civil society participation

Illustrative example of how cascades will be tracked, based on Gender Gap Cascade (not real data!)



Denominator = all countries with finalized IC

SD2

Prioritize efforts to advance equity, voice, and gender equality

5. Equity gap cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Identified one or more equity gaps related to poverty, geography or marginalized groups that affect RMNCAH-N outcomes
- Prioritized one or more strategy(ies) to address them
- Measurement approach in place to track implementation
- Begun implementing the strategy(ies)
- Demonstrated measurable progress toward closing the gaps

Denominator: all GFF countries with finalized IC

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the strategy(ies) will be tracked for management purposes
- Aligned with Country Equity Diagnostics, which play a key role at the gap identification stage

Indicators of:

- Gender equality
- Reduction in equity gaps
- Civil society participation

SD2

Prioritize efforts to advance equity, voice, and gender equality

6. Civil society and youth participation

Indicator: % of countries with civil society and youth participation in all of the following:

- Country Platform (formal membership per TOR)
- IC development process
- Regular review of implementation progress (if IC finalized)

Denominator: all GFF countries

Notes:

- Intersects with KPIs on IC process and Country Platform functionality
- Aligned with GFF CSO and Youth Engagement Framework 2021-25 Monitoring and Accountability Plan

Indicators of:

- Gender equality
- Reduction in equity gaps
- Civil society participation

SD3

Protect and promote high-quality essential health services by reimagining service delivery

Indicators of:

- Quality
- HRH reforms
- Public-private partnerships

7. Quality cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade:

- Prioritized strategy(ies) for improving quality of RMNCAH-N service delivery (NB: quality can be defined in terms of readiness/structural quality, process of quality/adherence to standards, or experience of care/respectful care, depending on context)
- Measurement approach in place to track implementation
- Begun implementing the strategy(ies)
- Demonstrated measurable progress toward improving quality

Denominator: a prioritized subset of countries

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the reforms or strengthening actions will be tracked for management purposes

SD3

Protect and promote high-quality essential health services by reimagining service delivery

Indicators of:

- Quality
- HRH reforms
- Public-private partnerships

8. Human Resource for Health (HRH) reform cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Prioritized reform(s) related to HRH, for improved RMNCAH-N outcomes
- Measurement approach in place to track implementation
- Begun implementing the reform(s)
- Demonstrated measurable progress toward achieving the objective of the reform(s)

Denominator: a prioritized subset of countries

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the strategy(ies) will be tracked for management purposes
- Intersects with KPI on quality. If the reform is specific to quality of service delivery, it will be included in the KPI on quality instead of here.

SD3

Protect and promote high-quality essential health services by reimagining service delivery

Indicators of:

- Quality
- HRH reforms
- Public-private partnerships

9. Public-private engagement cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Prioritized reform(s) related to improving governance of private sector in health, or inclusion in service delivery reforms or inclusion in health financing reforms
- Measurement approach in place to track implementation
- Begun implementing the reform(s)
- Demonstrated measurable progress toward achieving the objective of the reform(s)

Denominator: a prioritized subset of countries

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the strategy(ies) will be tracked for management purposes

SD4

Build more resilient,
equitable, and
sustainable health
financing systems

10. Health Financing reform cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Prioritized HF reform(s), for improved RMNCAH-N outcomes
- Measurement approach in place to track implementation
- Begun implementing the reform(s)
- Demonstrated measurable progress toward achieving the objective of the reform(s)

Denominator: all GFF countries with finalized IC

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support DRUM and other HF reforms will be tracked for management purposes

Indicators of:

- Health financing reforms
- DRUM
- Commodity financing reforms

SD4

Build more resilient,
equitable, and
sustainable health
financing systems

Indicators of:

- Health financing reforms
- DRUM
- Commodity financing reforms

11. Domestic Resource Mobilization (DRUM) cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Valid health financing strategy in place
- Assessment of fiscal space and political economic context conducted
- Partners engaged to strengthen alignment around a joint approach
- Prioritization of specific reforms or entry points for increasing government expenditure on health
- Specific advocacy and policy dialogue activities implemented

Denominator: all GFF countries with finalized IC

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Whereas the first 2-3 criteria are relevant for all GFF countries, not all countries are equally prioritized for the latter two criteria. This depends on the HF strategy and the findings of the assessment of fiscal space and political economic context. This will be taken into account in the way that reporting is done.
- Resources from GFF/World Bank (co-financed projects, TA) to support DRUM and other HF reforms will be tracked for management purposes

SD4

Build more resilient,
equitable, and
sustainable health
financing systems

12. Commodity financing reform cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Prioritized reform(s) to ensure a) sufficiency of financing for RMNCAH-N commodities through government systems, or b) availability of quality commodities in an efficient manner
- Measurement approach in place to track implementation
- Begun implementing the reform(s)
- Demonstrated measurable progress toward achieving the objective of the reform(s)

Denominator: a prioritized subset of GFF countries

Notes:

- Some of the steps only apply to countries that have reached a certain stage of implementation maturity; this will be explicitly noted in the reporting
- Resources from GFF/World Bank (co-financed projects, TA) to support the reform(s) will be tracked for management purposes
- Commodity availability at facility level to be tracked through health facility assessments and FASTR

SD5

Sustain a relentless
focus on results

13. IC Results Framework cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Finalized IC includes results framework developed based on IC theory of change
- Includes core set of indicators that are clearly defined
- Country is able to meet the data requirements for their core indicators, with sub-national disaggregation where relevant
- Country regularly tracks progress against the core indicators (ideally quarterly, but at least annually)

Denominator: all GFF countries

Notes:

- Intersects with KPIs of IC process and data use

Indicators of:

- IC Results Frameworks
- RMNCAH-N coverage and equity analysis
- Data use

SD5

Sustain a relentless
focus on results

14. Annual RMNCAH-N coverage and equity analysis cascade

Indicator: % of countries that update and review RMNCAH-N coverage & equity analysis annually, tracked as a cascade

- RMNCAH-N coverage analysis updated annually based on new data inputs (equity analysis included to the extent that is possible, taking into account limitations in data availability)
- Analysis documented in a report or presentation
- MOH has a process to review RMNCAH-N progress annually based on this analysis through Country Platform or similar forum

Denominator: all GFF countries with finalized IC

Notes:

- Intersects with KPIs on equity gaps and data use
- Not all countries have functional routine systems yet that enable them to meet the data requirements for this, but support is underway to address that

Indicators of:

- IC Results Frameworks
- RMNCAH-N coverage and equity analysis
- Data use

SD5

Sustain a relentless
focus on results

15. Data use cascade

Indicator: % of countries meeting each of the following criteria, tracked as a cascade

- Country has a clear process for reviewing IC implementation progress and using data at Country Platform meetings or similar forum (includes health financing data, in addition to service delivery and RMNCAH-N outcomes)
- At least two meetings of Country Platform or similar forum convened in the past year in which progress was reviewed and data and evidence were discussed

Denominator: all GFF countries with IC finalized

Notes:

- Intersects with KPIs on Country Platform functionality and RMNCAH-N coverage and equity analysis
- If forum for doing this is outside of the main Country Platform, it should link back in some logical manner (e.g., Country Platform members are included in the discussion)

Indicators of:

- IC Results Frameworks
- RMNCAH-N coverage and equity analysis
- Data use

Approach to reporting KPIs

- Populated values for the strategy KPIs to be reported in GFF Annual Report and published on the GFF Data Portal each year, starting with 2022-23 Annual Report this Fall
- Strategy KPIs to be reported alongside other types of indicators through an integrated and holistic approach
 - Impact
 - Outcome
 - Operational and process indicators linked to GFF Logic Model
 - Progress in specific thematic areas
- Strategy KPIs to be incorporated into updates to governance bodies on progress and challenges in implementation of the strategy

Approach to supporting use at country level

- The GFF will provide country-specific summaries of KPI values to Country Platforms through Government Focal Points and Liaison Officers to inform strategic dialogue, adaptations and improvements where relevant
- The GFF will also facilitate learning and exchange across countries to make it easier for countries to learn from each other on progress, challenges and adaptations
- The role of the partnership is critical through Country Platforms and to help address gaps and challenges identified by countries
- The country-specific KPI summaries that will be shared are meant to complement Investment Case Results Frameworks, and will not substitute for or displace them in any way – their purposes are different

Questions for the Investors Group

1. What are the best ways to maximize the utility of the strategy KPIs for Country Platforms, recognizing that they are a complement rather than a substitute for Investment Case Results Frameworks?
2. What role can partners play in helping countries to address gaps and challenges identified by countries?