

Global Fund for AIDS, TB and Malaria - Key Lessons for Green Fund

- **High level buy-in** from the outset (UNSG, G8, etc) – strong commitment by all involved; donors committed to providing significant funding
- **Small group established to take forward the design process** – Transitional Working Group (TWG) set up; approx. 40 members; balanced country representation plus experts from private sector and civil society
- **Dedicated staff resources** - Technical Support Secretariat (TSS), located in Brussels; responsible for drafting papers for discussion, coordination of TWG comments on papers and providing admin support for consultations; financial support provided by donors for TWG meetings
- **Wide consultation and stakeholder engagement** – Early stakeholders' meeting and consultation to identify key issues. Regional and thematic consultations during design period (NGOs/civil society, private sector, academia); donor support for developing countries to participate; Board membership includes representatives from private sector and civil society
- **Effective use made of small drafting groups** to take work forward during and between TWG meetings; a country lead was allocated and a TSS focal point identified for each working group
- **Forward planning** – WB instructed to explore feasibility of setting up an interim trust fund account; constituencies instructed to begin the process of determining their future Board representation in advance of the December meeting; Oversight Committee established to bridge gap between disbandment of TWG and 1st Board meeting

Important features of the Fund

GFATM is a financing mechanism not an implementing agency. Its governing Board comprises **18 constituency-based members plus 4 ex-officio members** without voting rights (multilateral agencies). The Board is divided equally between government donor and private sector constituencies and government recipient and NGO constituencies and requires a two-thirds majority of both to be accepted.

Monitoring of programmes is supported by a Secretariat of approximately 250 staff (in 2006) in Geneva. Implementation is done by **Country Coordinating Mechanisms (CCM)**, which are committees consisting of local stakeholder organizations in-country that include some or all of government, NGO, UN, faith-based and private sector actors. At the country level, the CCM is the centre of programme accountability, with existing Monitoring & Evaluation systems used wherever possible to minimize transaction costs.

The Global Fund provides initial grant funding solely on the basis of the technical quality of applications, as evaluated by its independent Technical Review Panel. It **provides continued funding to programmes based solely on the basis of performance**. Grants are signed for an initial period of two years. Disbursements after the initial 6-month period are only provided after

proven performance, and funding for subsequent years after the initial two-year period is only approved after rigorous review of results achieved.

Timeline

At the Abuja HIV/AIDS Summit in April 2001, the **UN Secretary General**, Mr. Kofi Anan pronounced the need to establish a Global Fund to fight HIV/AIDS, TB and Malaria. This pronouncement was subsequently supported by the EU, the G8 and many other International Organizations and countries.

Initial contributions, totalling over US \$400 million, were pledged by France, the United Kingdom and the United States, as well as by Credit Suisse, the International Olympic Committee and the UNSG himself, who donated the proceeds of the Philadelphia Liberty Medal he was to be awarded that year. Other firm commitments of serious money were expected at the UN Special Session on HIV/AIDS and at the G8 summit in July 2001.

On 3-4 June 2001, a Global Health and AIDS Fund **Stakeholders' meeting** was held in Geneva. On 12-13 July 2001, a Global Health and AIDS Fund **consultation** took place in Brussels.

July 2001 - **Transitional Working Group (TWG)** established under the leadership of Dr Chrispus Kiyonga of **Uganda** and charged with the responsibility to take forward and finalise preparatory arrangements, with the intention that the fund should be operational by 15 December 2001.

The TWG included nearly **40 representatives of developing countries, donor countries, NGOs, the private sector, and the UN system**. Its function was to develop basic guidelines for the Fund's operation, including its legal status, management structure, financial systems and general eligibility criteria.

A **Technical Support Secretariat (TSS)** was set up in Brussels to assist the TWG in its work.

Three **TWG meetings** were held in October, November, and December 2001. In addition, **regional consultations** were held in Africa, Asia, Latin America and Eastern Europe, and **thematic consultations** were held with NGOs/civil society, the private sector (in conjunction with a meeting of the WEF), and academia.

In late 2001, each of the Fund's constituencies (donors, recipients, NGOs, and the private sector) selected their representatives for the Board. At its first meeting, in January 2002, the Board reviewed the TWG's recommendations and adopted a framework document that made the Fund officially operational.

TWG working practices

1. Strong support by **TSS** – TSS staff prepared discussion papers in advance of TWG meetings thereby creating the conditions for productive discussion at

those meetings; TSS compiled TWG members' comments, highlighting areas of agreement and disagreement helped to focus discussion; TSS also developed standard format and process for capturing ideas and inputs from external consultations; TSS focal points identified for each sub-working group.

2. Effective use of **small drafting groups** during TWG sessions, for example:

October 2001 (1st meeting of TWG)

Procedure as follows:

1. Initial discussion in Plenary of relevant documents ('Principles' and 'Purpose/Scope', both prepared by TSS)
2. Small drafting groups set up to revise TSS drafts (to avoid making specific changes in Plenary)
3. Drafting groups presented outcome of their work
4. Further discussion in Plenary.
5. Revised versions adopted (sent out for final review and comment on 16 Oct, finalised 30 Oct).

3. Effective use of **country-led working groups** to take forward work between sessions, for example:

October 2001 (1st meeting of TWG)

Procedure as follows:

1. Introduction of papers by authors ('Fiduciary' by World Bank; 'Governance' by TSS, 'Legal' by consultant from USAID)
2. Discussions in Plenary
3. Working groups set up to prepare background/discussion and eventually decision papers for the November meeting.

For each group, an **individual country was nominated as lead** and a **TSS focal point** was identified. Fiduciary (Japan, although at the 2nd TWG meeting, the World Bank seems to have taken on this role); Legal (Sweden); Accountability, Technical review and advice, Eligibility (US); Governance (UK); Country processes (Norway). Agreement that revised papers would be circulated to all TWG members; TSS would compile package incorporating TWG comments and highlighting areas of agreement and disagreement.

4. Examples of **forward planning**

At the first TWG meeting, the World Bank was instructed to explore feasibility of setting up an **interim trust fund account** to make it possible to receive funds as soon as possible, before final arrangements for the Fund had been completed.

During the Governance discussion at the meeting in November, it was agreed that each constituency (donor, recipient, private sector and civil society) would begin a process of determining their future Board representative so as to be ready to submit names to the meeting in December.