Investing in our future

The Global Fund

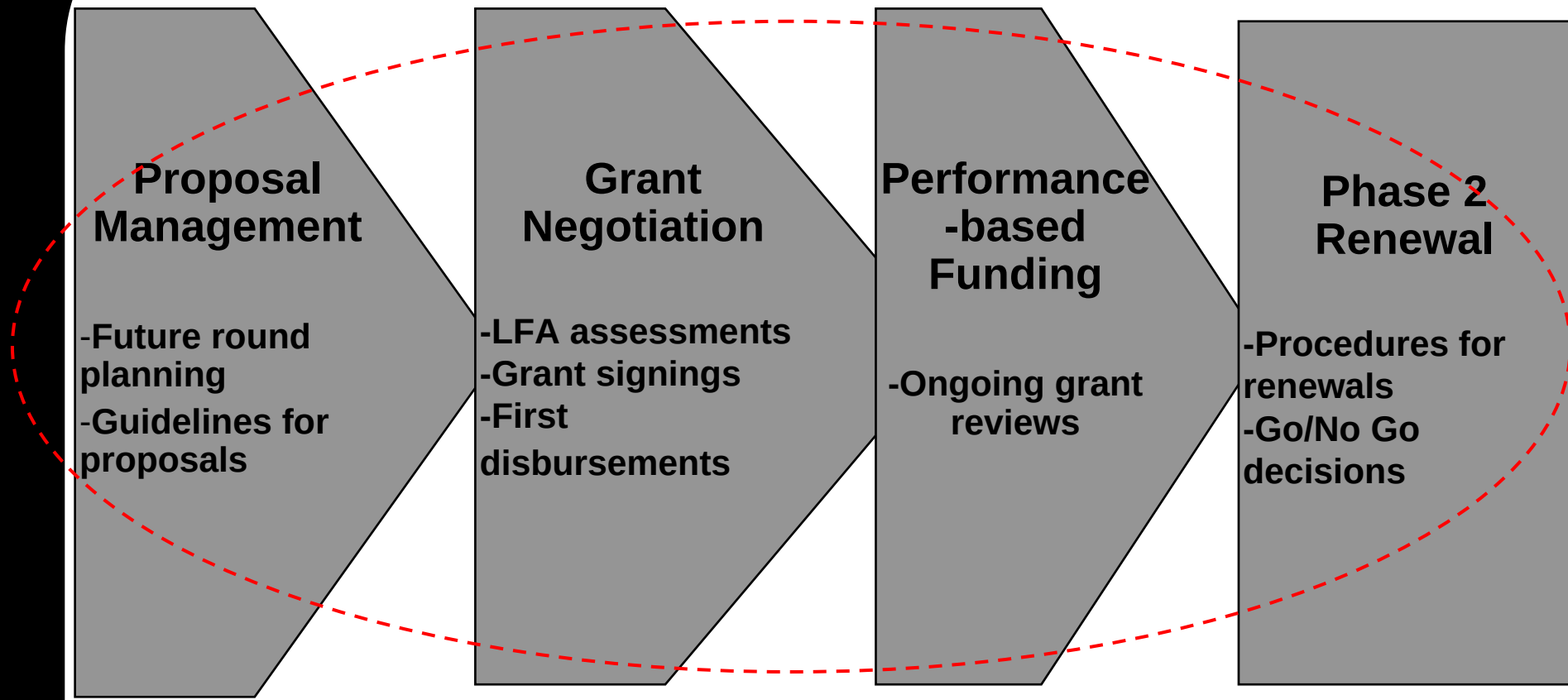
To Fight AIDS, Tuberculosis and Malaria

Operations Update

Highlights on progress made by the Operations Team since the June Board meeting

18 – 19 November 2004
Arusha, Tanzania

Context of a Grant Life Cycle

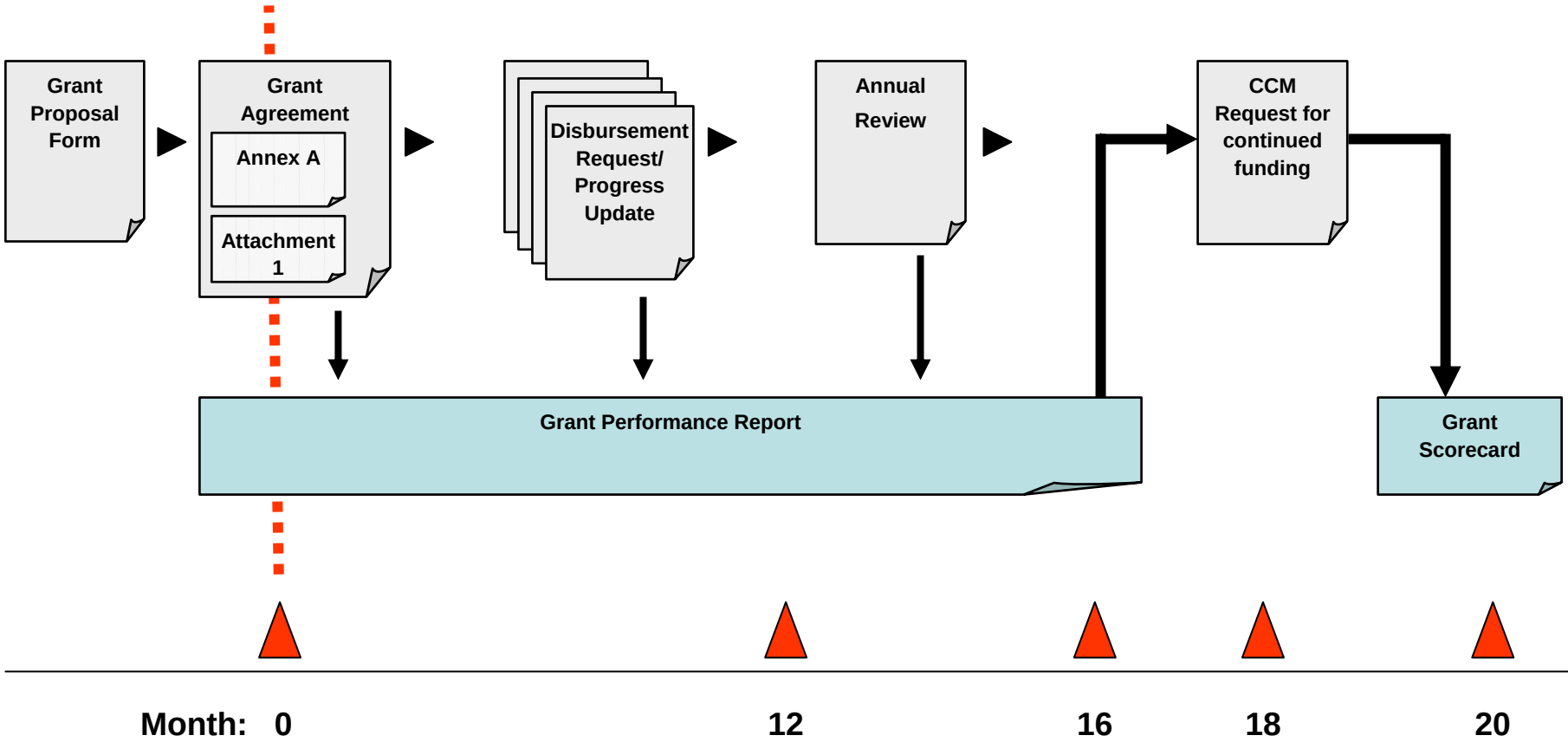


Grant Life Cycle

- Core of all operations activities
- Basis for our operational manual through which grant management procedures are being standardized
- Basis for development of an Early Warning System to trigger timely technical collaboration;
- Process through which quality assurance is assessed and ensured
- Basis for establishing core indicators and measuring results in line with GF performance based funding approach

Suite of Grant Performance Tools

A suite of grant performance tools has been developed to support performance based funding and transparent phase 2 decision processes



Progress

Proposal management

Proposal guidelines

•Guidelines revised in harmony with Board Committee recommendation;

• Proposal form revised accordingly, and a more user friendly format developed based on key stakeholders feedback

Round 4 clarifications

• 59 components (out of 69) already cleared.

Technical support

• Partners like UNAIDS, WHO, Stop TB and RBM engaged to assist countries with TRP clarifications

•Key technical partners are preparing to assist countries to develop proposals for the next Round.

Progress

Proposal management

Strengthening Country Coordinating Mechanisms

•CCM measurement framework developed by TERG and will be field tested in 120 CCMs

•CCM toolkit to clarify roles and responsibilities of CCM being developed and will be disseminated

•Further clarification and support to build on existing mechanisms and minimize transaction costs (through CCM workshops and study tours to well functioning CCMs).

CCM Standards and Measurement

- CCM guidelines served as the basis
- Dimensions of Measurement
  - Composition and Representation
  - Participation and Communication
  - Governance and Management (including alignment and harmonization)
- Development of a Performance Checklist for CCM audits and self assessments (presented to GPC)
- Indicators to track requirements already included in CCM Request for Continued Funding and Global Measurement framework
- Full Implementation in 2005

Progress

Grant negotiations

Quality Assurance and due diligence

•Clear performance targets now linked to each new grant to ensure a consistent performance measurement system;

•Consistent use of M&E toolkit, contributing to harmonization:

•Risk analysis framework for managing risks before they become problems and to tailor grants to country contexts.

Increased Technical Support

•UNAIDS country coordinators actively engaged in CCMs and providing support (e.g. Guinea, Togo and Malawi);

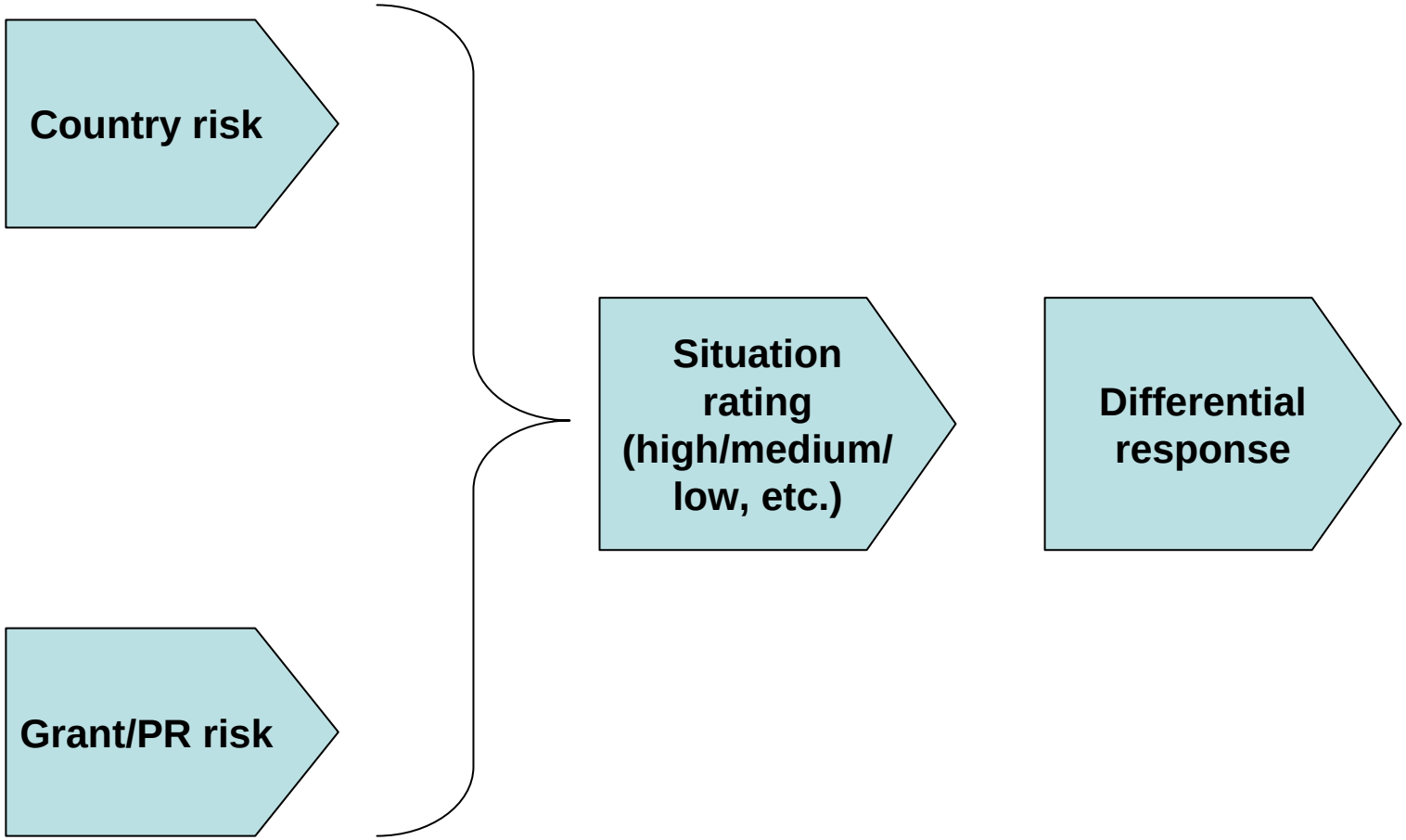
• GFO and ICASO providing didactical guidance on steps towards grant signing;

•Donor country teams providing support (e.g. DFID, NORAD, USAID, French Cooperation…etc.)

Components of a risk management framework

- Country characteristics
  - Off-the-shelf country risk rating (looking at political, economic, and financial risk factors)
- Grant/Principal Recipient characteristics
  - Size of grant
  - Current and past performance
  - PR characteristics
  - Harmonization (e.g., presence of a sector-wide approach)
  - Structure of grant (e.g., number of sub-recipients)

Schematic for risk model



Progress

Grant negotiations

- 300 grants signed in 128 countries (As of 18 Nov.)
- 67 out 69 R1 grants and 96 out of 100 R2 grants signed;
- By the October 15 deadline 63 R3 grants have been signed;
- Additional safeguards have been applied to 10 grants; negotiations to be finalized by the 15 January 2005 deadline;
- 3 R4 grants have been signed so far

Progress

Performance-based Funding

As of 18 November, USD 669 Mill. disbursed;

Increased diversity in implementers

•NGOs as PRs in Zambia, Cote d'Ivoire, Russia and India;

•Private sector and academic institutions as implementers and technical support providers in Rwanda and Malawi.

Managing constraints

•Underperforming grants the focus of secretariat efforts

•Lengthy tendering / procurement processes –Ethiopia, Tanzania, Dom. Rep.

•Human resource constraints - Malawi, Liberia, Mauritania…

•Flow of funds to sub-recipients- South Africa, Argentina, Uganda;

•Working within a Swaps context – Mozambique, Malawi

Progress

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Performance-based Funding

Broadening the technical collaboration base

•MOUs with UNAIDS and RBM; Stop TB under way. LOG with ESTHER; collaboration with US President's Emergency Plan for AIDS Relief will be strengthened.

•WHO deploying staff in the field (support to PSM and treatment);

•Collaboration with UNAIDS and other donors to support the "3 ones" principle at global and country levels will be strengthened;

•Malaria reprogramming with partners like UNICEF, CDC, USAID and the RBM partnership.

•Co-investment schemes with GBC, WEF members under devpt.

•Involvement of Clinton Foundation, Merck Support Group, Johnson & Johnson, NGOs and Academia

Progress

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Performance-based Funding

Malaria reprogramming

- Secretariat working with UNICEF and WHO to consolidate the quantification of the demand for ACT
- Negotiating with other partners to better forecast and find ways to manage the current shortage of artesunate
- Collaboration with RBM to assess technical support needs for reprogramming and rolling out of ACT
- USD 90 million was approved by the Board for reprogramming malaria treatment, USD 65 million has already been committed to 15 out of 20 countries.

Progress

Phase 2 renewal

- Invitations and grant performance reports sent to 31 CCMs
- Portfolio management reviewing indicators with PRs to ensure a solid basis for Phase 2 renewal
- Board guidelines on phase 2 renewals being followed closely to ensure accountability
- Tools and guidelines developed to ensure the process is standardized and made an integral part of grant management

Grant Performance Reports have been developed to support PBF

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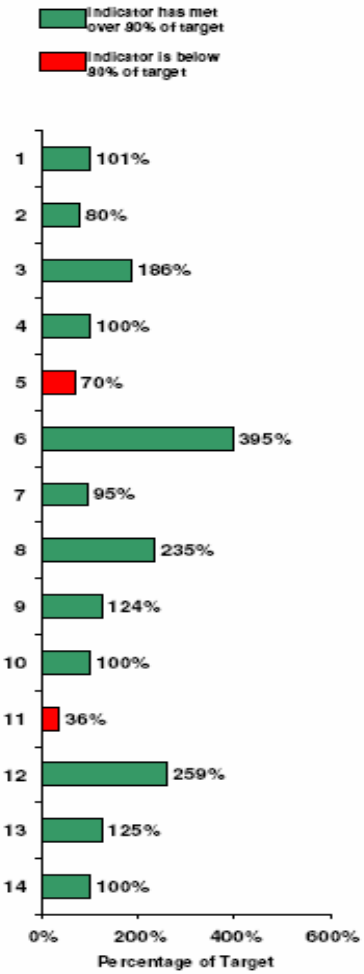
HAITI

Grant Performance Report
HTI-102-G01-H-00
October 2004

Program Objectives, Service Delivery Areas (SDAs), Indicators, Targets and Results

		Period	Target	Actual	Percent of Target
Objective 1	To reduce the risk of HIV/AIDS infection				
Service Delivery Area 1	Blood safety, universal precautions				
Indicator 1	Number of safe blood units produced	Q4	8,950	8,953	101%
Service Delivery 2	Condom distribution				
Indicator 2	Number of condoms sold (millions)	Q4	16	12.732	80%
Indicator 3	Number of condoms distributed	Q4	251,925	467,935	186%
Service Delivery Area 3	Prevention of mother-to-child transmission of HIV (PMTCT)				
Indicator 4	Number of pregnant women tested for HIV	Q4	10,000	10,007	100%
Indicator 5	Number of HIV positive women enrolled in MTCT program	Q4	373	260	70%
Service Delivery Area 4	Treatment of STIs				
Indicator 6	Number of people treated for STIs	Q4	3,493	13,795	395%
Objective 2	To reduce the vulnerability to HIV/AIDS				
Service Delivery Area 5	Voluntary Counselling and Testing				
Indicator 7	Number of functioning VCT sites	Q4	19	18	95%
Indicator 9	Number of non-pregnant women tested for HIV	Q4	20,000	47,147	235%
Objective 3	To deliver community based services including prevention, impact mitigation and treatment				
Service Delivery Area 6	Antiretroviral Treatment and Monitoring				
Indicator 9	Number of people on ART	Q4	1,275	1,579	124%
Indicator 10	Number of institutions offering ART	Q4	6	6	100%
Service Delivery Area 7	Support to the chronically ill				
Indicator 11	Number of individuals receiving food ration/week	Q4	6,612	2,410	36%
Indicator 12	Number of home visits	Q4	1,254	3,253	259%
Service Delivery Area 8	Prophylaxis and treatment of opportunistic infections				
Indicator 13	Number of PLWHA receiving medical care	Q4	18,562	23,222	125%
Indicator 14	Number of institutions offering medical care to PLWHA	Q4	7	7	100%



In conclusion

- Learning from experience and feedback from partners, and applying lessons learned;
- No “one size fits all”;
- LFA assessments tailored to country situation;
- Risk based management approach; team work;
- From Ad hoc to system
- Progress, but room for improvement;
- Doing it… together!