

TERG

The Global Fund



Year Evaluation

SEPTEMBER 2006

360° STAKEHOLDER ASSESSMENT

PERCEPTIONS AND OPINIONS OF STAKEHOLDERS OF THE GLOBAL FUND



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

ACKNOWLEDGEMENTS:

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TERMS &
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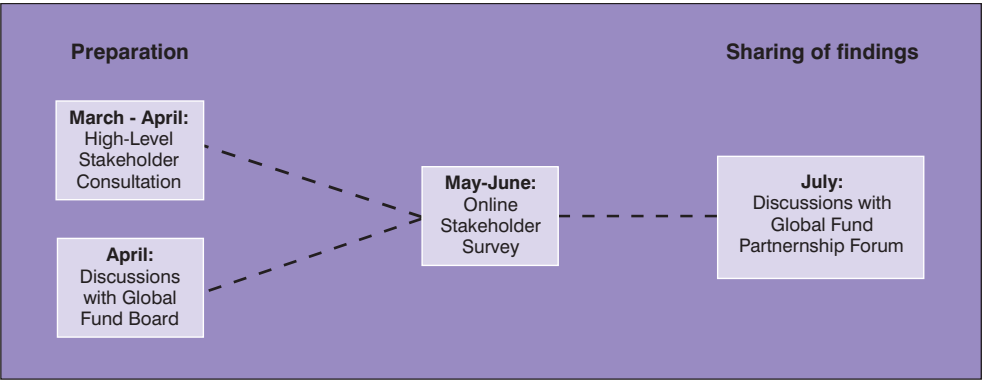
AP	Asia Pacific
CBO	Community-based organization
CCM	Country Coordinating Mechanism
EECA	Eastern Europe and Central Asia
FBO	Faith-based organization
GAVI	Global Alliance for Vaccines and Immunization
GEF	Global Environment Facility
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
HeSo	Centre for Health and Social Development
LAC	Latin America and Caribbean
LFA	Local Fund Agent
M&E	Monitoring and evaluation
MENA	Middle East and North Africa
NGO	Nongovernmental organization
PBF	Performance-based funding
PR	Principal Recipient
RBM	Roll Back Malaria Partnership
SSA	sub-Saharan Africa
TERG	Technical Evaluation Reference Group
TNS	Taylor Nelson Sofres
TRP	Technical Review Panel



EXECUTIVE SUMMARY

1. The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) was created to dramatically increase resources to fight three of the world's most devastating diseases and to direct those resources to areas of greatest need.
2. The Global Fund places strong emphasis on the involvement of stakeholders from all sectors and all regions in the design, operation and assessment of its work. Accordingly, as a starting point for its Five-Year Evaluation – which comes at the end of its first full cycle of grant funding – the Global Fund has carried out a “360° Stakeholder Assessment” This study, implemented during March – July 2006, aimed to canvas feedback on the organization's reputation, performance, strengths and weaknesses, and to provide critical insight into diverse stakeholder perspectives. Its results have a formative role in shaping the focus and methodology of the Five-Year Evaluation.

METHODOLOGIES FOR THE 360° STAKEHOLDER ASSESSMENT



3. The 360° Stakeholder Assessment focused on an ambitious Online Survey, with responses received from over 900 stakeholders across the world, representing all major sectors. The design of the survey was informed by a High-Level Stakeholder Consultation and input from the Global Fund Board, which confirmed the overall framework for the Five-Year Evaluation and identified key issues for investigation. The early results of the Online Survey were discussed at the Global Fund Partnership Forum, which provided further clarification of the focus for the evaluation and helped to shape recommendations.
4. This report provides a detailed analysis of the results of the 360° Stakeholder Assessment. It is structured according to the framework for the Five-Year Evaluation, which is based on three overarching questions that, in particular, reflect the organization's founding principles:

EVALUATION QUESTION 1: ORGANIZATIONAL EFFICIENCY OF THE GLOBAL FUND

Does the Global Fund, through both its policies and operations, reflect its critical core principles, including acting as a financial instrument (rather than as an implementation agency) and furthering country ownership? In fulfilling these principles, does it perform in an efficient and effective manner?

EVALUATION QUESTION 2: EFFECTIVENESS OF THE GLOBAL FUND PARTNER ENVIRONMENT

How effective and efficient is the Global Fund's partnership system¹ in supporting HIV, tuberculosis and malaria programs at the country and global level?

EVALUATION QUESTION 3: IMPACT OF THE GLOBAL FUND ON THE THREE DISEASES

What is the overall reduction of the burden of AIDS, tuberculosis and malaria and what is the Global Fund's contribution to that reduction?

¹ Country Coordinating Mechanisms, Principal Recipients, sub-recipients, civil society, technical support providers, implementers of programs, donors, etc.

The results of the 360° Stakeholder Assessment lead to a number of vital conclusions and messages that serve to both guide the ongoing development of the Global Fund and shape its Five-Year Evaluation.

In particular, the key messages from the High-Level Stakeholder Consultation and the Global Fund Board show that:

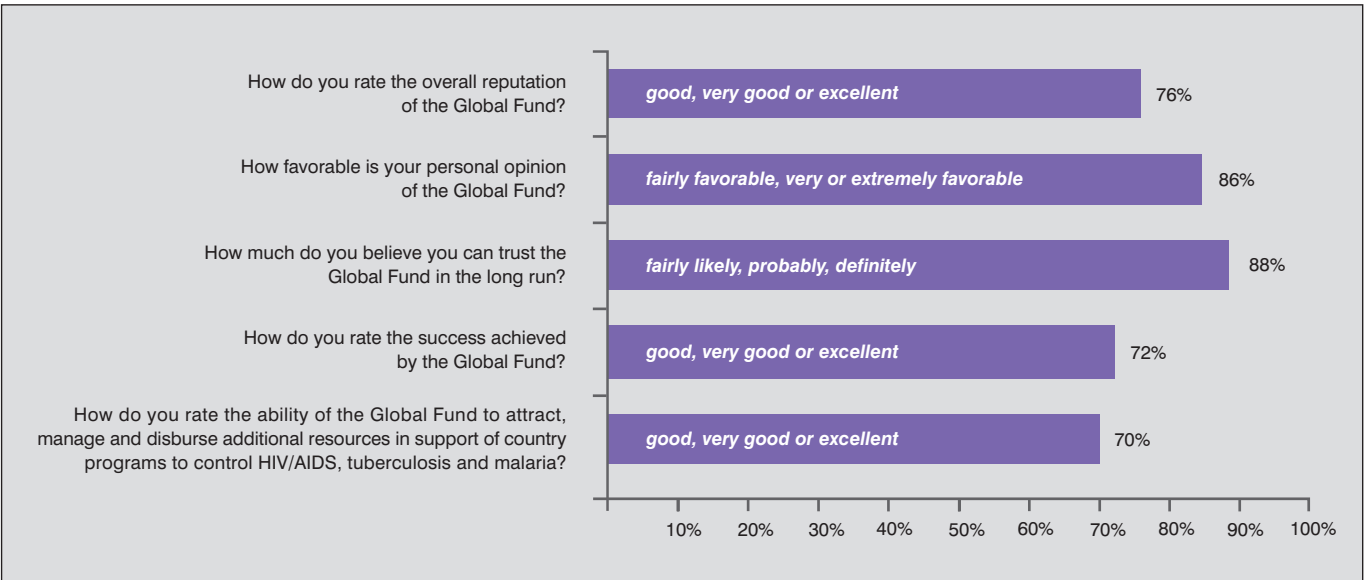
1. **High-level stakeholders and the Board show strong support for the three overarching questions identified to guide the Five-Year Evaluation.** It will be vital, however, to achieve a balance between the three questions to ensure that a complete view is achieved of the entirety of the Global Fund's principles, policies, systems, partnerships and results.
2. **To ensure that the Five-Year Evaluation addresses the priority issues of stakeholders, the three questions require detail, through defining sub-questions.** Examples of specifications and sub-questions were provided by the participants in the High-Level Stakeholder Consultation. Some of the priority areas identified for investigation include the strengths and weaknesses of the Global Fund in relation to:
- a. **Inclusion of civil society and public/private partnerships.** Examples of issues include: How can the Global Fund more effectively involve and support vulnerable groups and community-based organizations (CBOs)? How can the capacity of sub-recipients be more effectively strengthened? How can the private sector be more involved and its resources better mobilized?
 - b. **Partnership system, particularly the provision of technical support.** Examples of issues include: How can the quality of technical support for recipients of Global Fund resources be better controlled? How can technical partners' roles and responsibilities for technical support be better clarified, coordinated and operationalized?

- c. **Harmonization and alignment to countries and other stakeholders.** Examples of issues include: To what degree should the Global Fund harmonize with international agendas and national bodies? What are the “real life” advantages and disadvantages of working inside or outside of existing systems?
- d. **Global governance, particularly the Global Fund Board.** Examples of issues include: What is optimal composition and power dynamics for the Board? Is the non-voting status of technical partners appropriate? What is the optimal division of roles and responsibilities between the Board and the Secretariat?
- e. **Country governance, particularly Country Coordinating Mechanisms (CCMs).** Examples of issues include: How can problematic power dynamics within CCMs be addressed? How can CCMs be streamlined and operate with maximum efficiency?
- f. **Local Fund Agent (LFA) system.** Examples of issues include: To what degree does the Global Fund's system of LFAs support or undermine country ownership? How can the selection and performance of individual LFAs be improved?

As described, these initial findings were integrated into the design of the Online Stakeholder Survey. Subsequently, the key messages emerging from analyses of the survey results and the follow-up discussion at the Partnership Forum show that:

3. **Overall, stakeholders hold high opinions of the Global Funds reputation and performance. In particular, 87 percent of respondents feel that programs financed by the Global Fund are reaching people living with or affected by the diseases, while 92 percent believe that the Global Fund will likely make a substantial contribution to the reduction in the burden of the three diseases.**

ONLINE STAKEHOLDER SURVEY: RATINGS OF THE GLOBAL FUND'S REPUTATION



4. Stakeholder opinions of the Global Fund’s performance and reputation vary widely, but some consistent patterns of variance emerge:

- Recipient governments have by far the highest opinions of both the Global Fund’s performance and its reputation.
- Stakeholders that know the Global Fund better rate it higher. Those that are less familiar with the organization are more skeptical. The former category, which gives a higher rating on both performance and reputation, tends to include people that:
 - Work for nongovernmental organizations (NGOs) (31 percent), recipient governments (21 percent) or multilateral agencies (19 percent).
 - Work mostly at the national level (64 percent) and less so at the international level (19 percent).
 - Have an interest in HIV and AIDS (83 percent).
- Multilateral and bilateral agencies consistently hold lower opinions of the Global Fund’s performance. These stakeholders hold lower opinions not only of the Global Fund’s organizational efficiency, but also of its partner environment.

5. Stakeholders rate the Global Fund’s performance highest on three particular attributes:

- “Priority given to most-affected and at-risk countries/communities” (77 percent rate performance as good, very good or excellent).
- “Focus on funding proven and effective interventions against AIDS, tuberculosis and malaria” (76 percent rate performance as good, very good or excellent).
- “Supporting programs that reflect country ownership” (73 percent rate performance as good, very good or excellent).

6. Stakeholders rate the Global Fund’s performance lowest on four particular attributes:

- “Mobilization of private sector resources” (55 percent rate performance as poor or fair).
- “Effectiveness of the LFA model for financial oversight” (47 percent rate performance as poor or fair).
- “Effectiveness of technical support through partners for grant implementation” (41 percent rate performance as poor or fair).
- “Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems” (41 percent rate performance as poor or fair).

7. Stakeholders rate all of the Global Fund’s attributes (which relate to its founding principles) as important. However, some groups place particularly high importance on areas of specific interest.

ONLINE STAKEHOLDER SURVEY: IMPORTANCE OF GLOBAL FUND ATTRIBUTES		
Ranking (out of 24 attributes)	Attribute	% of respondents rating very or extremely important
1	People affected by the three diseases are reached by programs receiving Global Fund support	86%
2	Transparent sharing of information	84%
3	Efficiency in disbursing funds	80%
4	Priority given to most affected and at risk countries/communities	80%
5	Focus on funding proven and effective interventions against AIDS, tuberculosis and malaria	79%

For example:

- Recipient governments emphasize “Alignment of Global Fund grants with national health systems”
- Multilateral agencies and NGOs emphasize “Strengthening of the partnerships between government and civil society” and “Effective strengthening of health systems capacity through grants for the three diseases”
- Multilaterals also emphasize “Supporting programs that reflect country ownership”
- The private sector emphasizes “Funding is based on achievement of measurable results”

8. Three attributes were found to have a particularly strong influence on improving stakeholders’ opinions of the Global Fund’s reputation:

- “Effective strengthening of health systems capacity through grants for the three diseases.”
- “Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems.”
- “Effectiveness of technical support through partners for grant implementation.”

As important drivers of stakeholder opinion of the Global Fund’s reputation and as areas of relatively low perceived performance, these three factors will receive priority attention in the Five-Year Evaluation of the Global Fund.

9. Some aspects of the Global Fund’s performance are particularly controversial, such as the success of government/civil society partnerships and the provision of technical support:

- Regarding government/civil society partnerships, recipient governments rate the Global Fund’s performance in this area considerably higher than do NGOs, FBOs and CBOs. While 56 percent of recipient government respondents rate performance on this aspect as very good or excellent, only 31 percent of NGO/FBO/CBO respondents give the same rating.
- Regarding the provision of technical support, stakeholders who play an active role in its provision hold the lowest opinions of the Global Fund’s performance in this area. For example, of those working with donor governments/foundations/other donors, only 16 percent rate technical support for grant implementation as very good or excellent, while only 20 percent of those working with multilateral agencies and 14 percent of those working with bilateral agencies give the same rating. In contrast, 36 percent of respondents working with recipient governments rated the provision of technical support for grant implementation as very good or excellent.

INTRODUCTION TO THE FIVE-YEAR EVALUATION

OBJECTIVES AND METHODS OF 360° STAKEHOLDER ASSESSMENT

“The Global Fund is the first mechanism ever that has managed to have an impact on the course of the diseases. Millions have benefited. There should be no doubt that it needs to continue with more replenishment.”
(Respondent, Online Stakeholder Survey)

1.1. LAYING THE FOUNDATIONS

The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) was created to dramatically increase resources to fight three of the world’s most devastating diseases and to direct those resources to areas of greatest need. At its sixth meeting in 2003, the international Board agreed to a Monitoring and Evaluation (M&E) Strategy for the organization. This included a commitment to: “A first major evaluation of the Global Fund’s overall performance against its goals and principles after at least one full grant funding cycle has been implemented”.

This Five-Year Evaluation is being guided by the Technical Evaluation Reference Group (TERG) – a body that provides independent assessment and advice to the Board on areas such as evaluation and reporting. At its 4th meeting in February 2006, the TERG identified a preliminary set of three overarching questions to form the foundations of the Five-Year Evaluation [see Figure 1.1 and Sections 5.1, 6.1 and 7.1 for detailed definitions]. Of particular note, the questions are designed to reflect the Global Fund’s Measurement Framework, as well as its founding principles, as established in its Framework Document. Specific attention is paid to those areas that, over time, have proven most critical to the organization’s unique mandate and performance. [See Annex A for the Global Fund’s Measurement Framework, founding principles and their alignment to the Evaluation questions].

FIGURE 1.1. OVERARCHING QUESTIONS GUIDING THE FIVE-YEAR EVALUATION

Question 1	Organizational efficiency of the Global Fund
Question 2	Effectiveness of the Global Fund partner environment
Question 3	Impact of the Global Fund on the three diseases

1.2. A PHASED AND PARTICIPATORY APPROACH

In recognition of the Global Fund’s rapid development and growth, combined with the urgency of the need to learn about the organization’s strengths and weaknesses, the TERG has recommended a phased approach to the Five-Year Evaluation.

As a first measure, to enact the organization’s strong commitment to the involvement of stakeholders and to ensure that their priorities are addressed by the Five-Year Evaluation, the TERG recommended that a wide-based review be conducted of perceptions of the Global Fund’s performance and reputation. This 360° Stakeholder Assessment was initiated in March 2006 and was designed not only to inform the development of the Five-Year Evaluation and identify key issues for it to address, but also to provide critical, immediate insights into stakeholders’ views on the Global Fund.

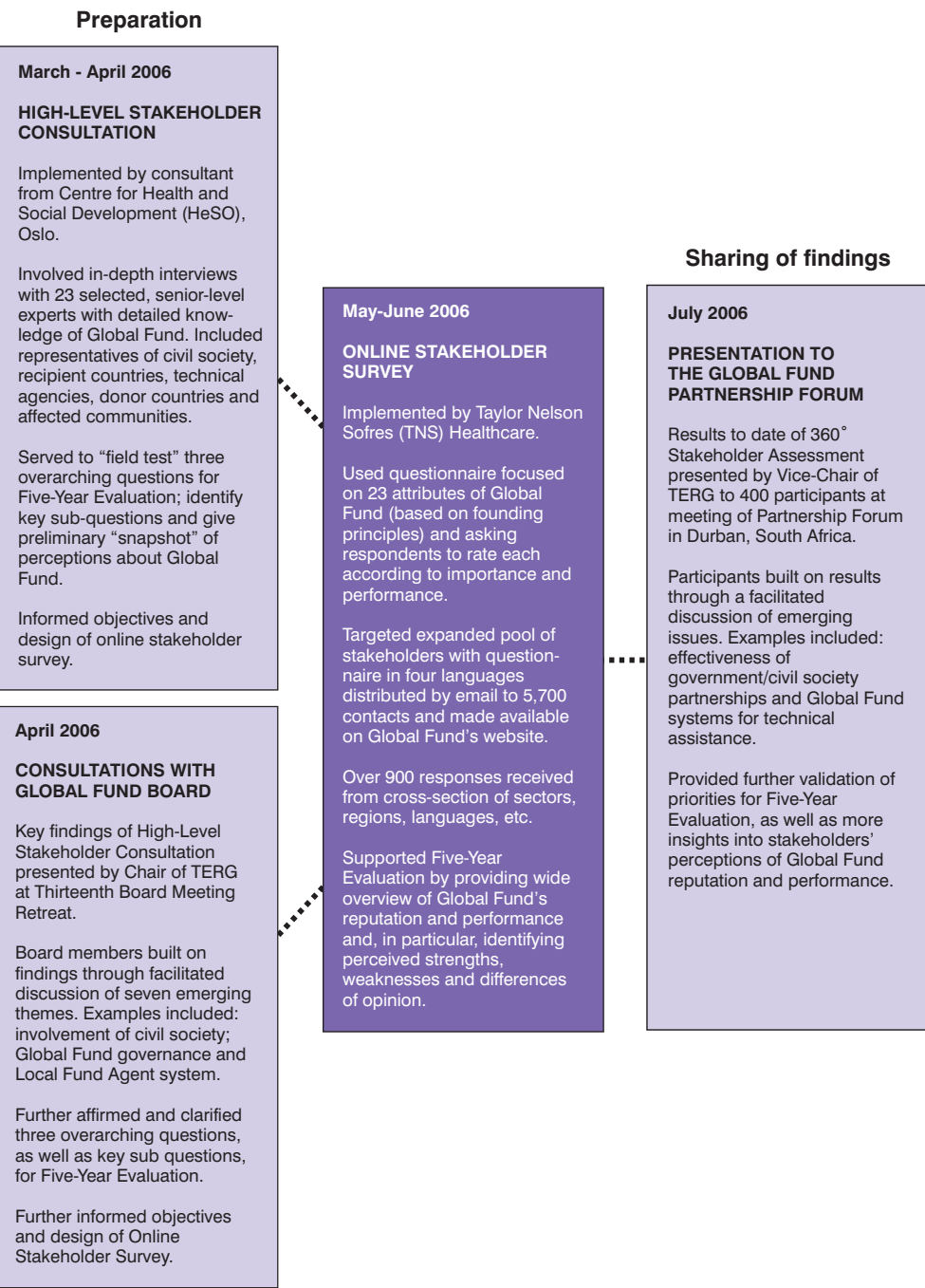
As an early component of the Five-Year Evaluation, this study will provide vital input into the final products of the process: a preliminary synthesis report on the Global Fund’s organizational efficiency and partner environment, to be presented to the Board in November 2007; a report on disease impact to be completed in July 2008; and a final synthesis report on the Five-Year Evaluation to be presented to the Board in November 2008.

“There is a need to look at the proposal process, in particular the Technical Review Panel. It is too much of a research committee – appraising mostly the technical aspects of the proposals.”
(Multilateral representative)

2.1. OBJECTIVES AND METHODS

The objectives and methodology of each stage of the 360° Stakeholder Assessment are summarized in Figure 2.1 and described in detail in Annex B.

FIGURE 2.1. 360° STAKEHOLDER ASSESSMENT METHODOLOGY



OVERVIEW OF FINDINGS

“The Global Fund’s performance has been impressive. It has added resources for additional results, even if additionality is difficult to measure.”
(Multilateral representative)

3.1. HIGH-LEVEL STAKEHOLDER CONSULTATION

The results of the 360° Stakeholder Assessment lead to a number of vital conclusions and messages that will serve to both guide the ongoing development of the Global Fund and shape its Five-Year Evaluation. In particular, key findings from the High-Level Stakeholder Consultation and the Global Fund Board show that senior experts and high-level stakeholders show strong support for the three overarching questions identified to guide the Five-Year Evaluation.

The key findings emerging from the High-Level Consultation and the Board are clustered around the following six themes and are summarized in Figure 3.1. Some of the priority areas identified for further study include the strengths and weaknesses of the Global Fund in relation to:

- Inclusion of civil society and public/private partnerships;
- The partnership system, particularly the provision of technical support;
- Harmonization and alignment to countries and other stakeholders;
- Global governance, particularly the Board;
- Country governance, particularly focusing on Country Coordinating Mechanisms;
- The Local Fund Agent system.

3.2. ONLINE STAKEHOLDER SURVEY

The findings of the High-Level Stakeholder Consultation and discussion with the Board were integrated into the design of the 360° Online Stakeholder survey. The results of the survey are the main focus of this report – with this section presenting an overview of the findings and Sections 4-7 detailing them as they relate to the framework for the Five-Year Evaluation.

Overall ratings of the Global Fund’s performance and reputation were very positive. As an example, 73 percent of respondents rated **organizational efficiency** as good, very good or excellent.

Stakeholder opinions of the Global Fund’s **partnership environment** were slightly less positive. In particular, only 61 percent of respondents rated the effectiveness of the partnership system (UN, bilaterals, others) in supporting proposal development in countries as good, very good or excellent. Still fewer gave a similar rating for the effectiveness of the Global Fund partnership system in supporting grant implementation in countries (52 percent).

Responses regarding the potential **impact** of programs funded by the Global Fund were remarkably optimistic: 87 percent of respondents feel that programs financed by the Global Fund are fairly likely, probably or definitely reaching people living with or affected by the diseases; and 92 percent believe that the Global Fund will fairly likely, probably or definitely make a substantial contribution to the reduction in the burden of the three diseases.

The survey also presented a series of 23 attributes of the Global Fund drawn from the Global Fund’s Framework Document and reflecting the **founding principles** of the organization. Respondents were asked to rate both the performance of the Global Fund on each attribute and the importance of each attribute. Overall performance ratings were very positive (see Figure 3.2). A full description of results is included in Annex F. In some areas of the findings, particularly those relating to the importance of the Global Fund’s attributes, the margin of difference between stakeholders’ opinions was very small.

In order to better understand the differences in opinion underlying these ratings, the analysis and results presented in the following sections of this report examine relative differences and present a more detailed look at the extremes of the ratings, such as poor/fair compared to very good/excellent. The data is presented on two levels, reflecting the two processes of analysis undertaken:

- **Descriptive analysis:** Based on the original data produced by TNS Healthcare and identifying the first-level results – namely, which stakeholder groups rate areas of the Global Fund’s reputation and performance as higher or lower.

- **Multivariate analysis:** A further, detailed analysis of the data that was conducted to identify the multiple factors that drive stakeholders to rate areas of the Global Fund’s reputation and performance as higher or lower. This process included consideration of several key “predictors” of perspectives, including the attributes of respondents (such as their region of residence and level of involvement with the Global Fund) and the characteristics of their region (such as the level of Global Fund resources disbursed per capita and the prevalence of HIV). Annex E presents a detailed description of the methodology used.

Annex G presents the ratings of the importance of the Global Fund’s attributes and performance by stakeholder constituency.

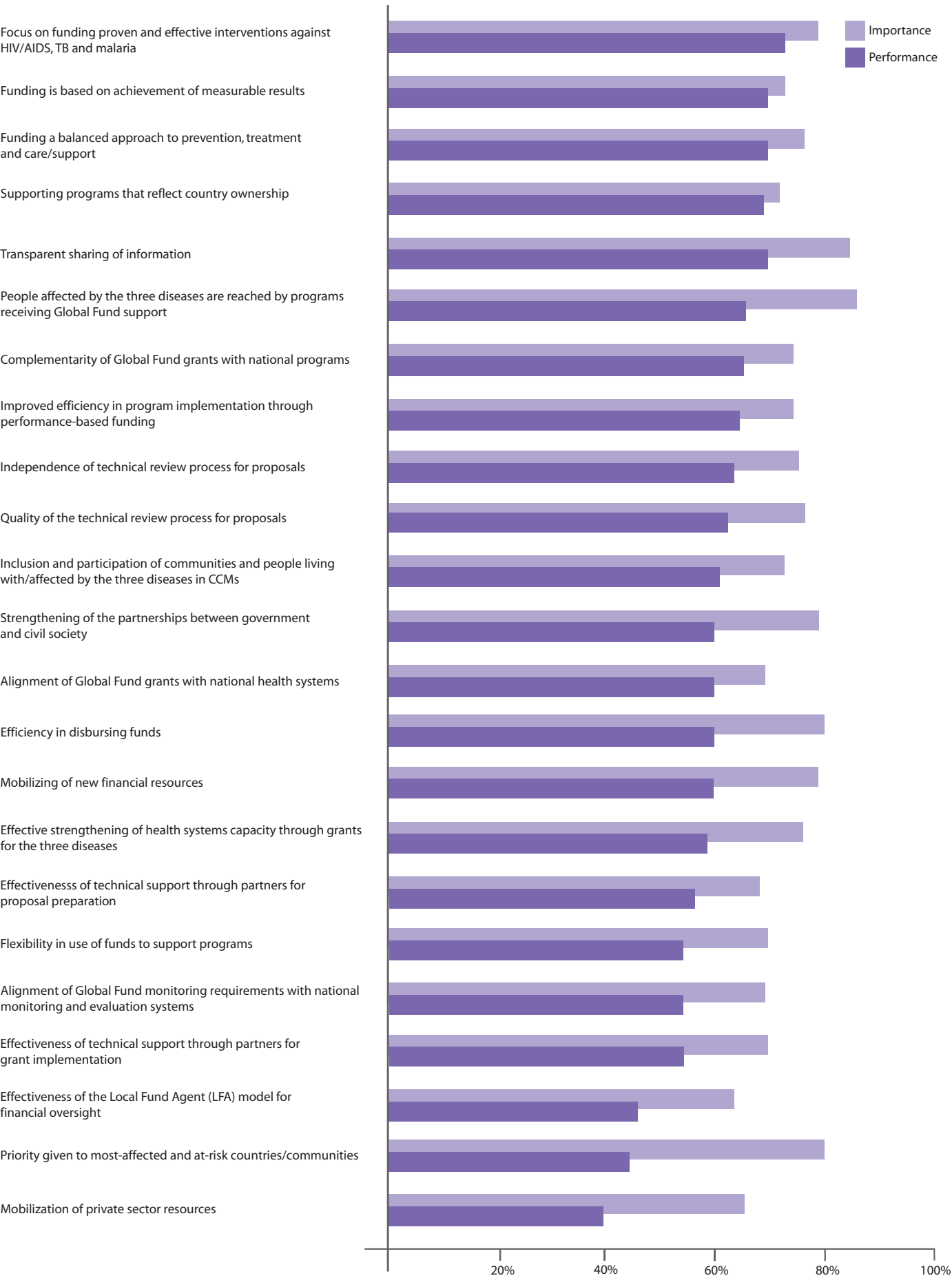
3.3. DISCUSSION AT GLOBAL FUND PARTNERSHIP FORUM

The discussion of the results of the Online Stakeholder Survey with a broad range of stakeholders at the Global Fund Partnership Forum provided further validation of the priorities for the Five-Year Evaluation and helped shaped recommendations. A description of this process is provided in Annex B, while the results of the discussions are summarized in Figure 3.1.

FIGURE 3.1. EXAMPLES OF ISSUES RAISED BY STAKEHOLDERS

THEME	A. HIGH-LEVEL STAKEHOLDER CONSULTATION	B. GLOBAL FUND BOARD	C. GLOBAL FUND PARTNERSHIP FORUM
Inclusion of civil society. Public/ private partnerships	<ul style="list-style-type: none">■ Global Fund has played positive role in bringing civil society into the process.■ Questions remain about to how to effectively channel support to vulnerable and community groups and strengthen capacity of sub-recipients.■ Private sector has been only marginally involved and its resources not full mobilized.	<ul style="list-style-type: none">■ How, within countries, to recognize benefits of including partners through CCM structure without creating parallel systems.■ Disconnect between the public and private sector at Board level.■ Need to acknowledge private sector expertise, such as by including sector delegate on Finance and Audit Committee.	<ul style="list-style-type: none">■ Global Fund fostering relations, but distrust on both sides.■ Governments can see civil society as contractor, rather than partner, and often lack capacity to involve sector.■ Private sector funding important. Sector needs more diverse and flexible ways to get involved.■ Concern about complacency – that government funding will be adequate to sustain Global Fund.
Global Fund partnership and technical support	<ul style="list-style-type: none">■ Lack of coordinated technical support for Global Fund recipients.■ Issues related to division of labor still unresolved, with agreements made on paper not put in practice.	<ul style="list-style-type: none">■ How do Principal Recipients (PRs) and sub-recipients identify quality providers of technical support?■ Should funding for support be increased?■ Would inclusion of technical support in grant budgets be effective?■ Should partners not only have agreed roles, but be held to account for support they deliver?	<ul style="list-style-type: none">■ Provision of technical support is a major issue■ Global Fund has indirectly brought drastic change in technical support landscape. With support now focused on scale-up, methods need to be reviewed.■ Effectiveness of technical support depends on harmonization of support activities, brokerage, government capacity, etc.■ Mechanism for quality assurance is priority.
Harmonization and alignment	<ul style="list-style-type: none">■ Principle of country ownership and value of harmonization is not questioned.■ Global Fund works too much in isolation.■ Working outside of country systems enables more independent work with civil society.	<ul style="list-style-type: none">■ First step is to define exactly what should, and should not, be harmonized and aligned.	<ul style="list-style-type: none">■ Relations with multilaterals are priority for improvement.■ Now set up, Global Fund faces “making the money work” and needs to solidify its position, partner cooperation, etc.■ Harmonization needs to include other stakeholders, such as civil society and private sector.
Country Coordinating Mechanisms	<ul style="list-style-type: none">■ CCMs are subject to many criticisms.■ Mechanisms are too dominated by governments and need streamlining.■ Mechanisms create platform for civil society involvement.	<ul style="list-style-type: none">■ Disconnect between CCMs and national management structures.■ Role of CCMs in program implementation.■ Representation and power sharing among all stakeholders in CCMs.■ CCMs’ compliance with Board-approved guidelines.	<ul style="list-style-type: none">■ CCMs need to improve mechanisms to better involve some specific sectors, such as religious organizations.■ CCMs require improved communications, especially with PRs.■ CCMs need to better reflect reality in some countries that civil society provides bulk of health services.
Global Fund governance	<ul style="list-style-type: none">■ Board is subject of many questions.■ Concerns include composition, non-voting status of technical partners, political influence of certain members and over-management of Secretariat.	<ul style="list-style-type: none">■ How to maximize diversity of Board to provide single vision to guide Secretariat and organization.■ How to build trust between Board and Secretariat and reduce micro-management.	<ul style="list-style-type: none">■ Concern that multilateral partners lack voting status on Board.
Local Fund Agents	<ul style="list-style-type: none">■ LFAs are most contentious part of Global Fund architecture.■ Majority of LFAs are skilled in financial management, but concerns raised about program monitoring responsibilities■ LFA system may undermine country ownership.■ Issues about selection/performance of some LFAs.	<ul style="list-style-type: none">■ Need to clarify “added value” of LFAs.■ Need to assess capacity of LFAs to monitor PRs, as well as to relate to broader Global Fund partners (not just PRs) and understand AIDS and programming context.	

FIGURE 3.2. SUMMARY OF FINDINGS OF ONLINE STAKEHOLDER SURVEY



NOTE: Percentage of stakeholders who rated Global Fund performance as good, very good or excellent and percentage of stakeholders who rated attribute importance as very important or extremely important.

FINDINGS: REPUTATION OF THE GLOBAL FUND

"The Global Fund continues to be considered a very noble idea. Without the funding provided, the goal of reaching substantial target groups would have remained totally out of reach."

(Government representative, recipient country)

4.1. DEFINITION OF REPUTATION

Reputation can be defined as:

"The collective expectations (emotional and rational) that stakeholders have of an organization's products, services and activities surrounding its business, social and financial performance." ¹

4.2. KEY FINDINGS

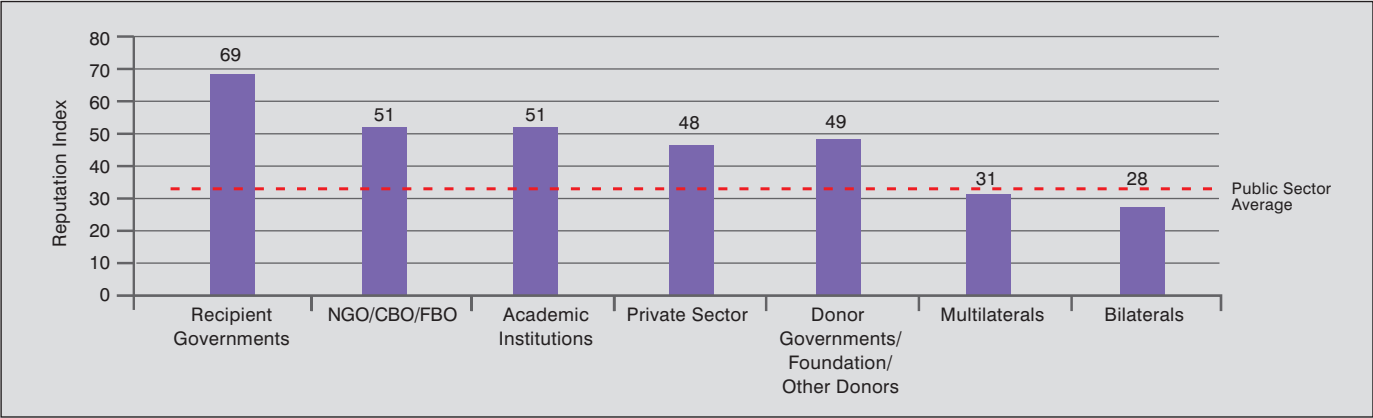
The Online Stakeholder Survey revealed that overall ratings of the Global Fund's reputation were very positive. A total of 76 percent of respondents rated the organization's overall reputation as good, very good or excellent.

Based on the TNS Healthcare TRI*M™ Corporate Reputation Index, the survey was designed to capture both emotional and rational dimensions of reputation (i.e. both how people feel about the Global Fund and their perceptions of the organization's competence) in order to calculate an overall "index" of reputation.

The results of this analysis - which are summarized in figures 4.1 and 4.2 – show that the Global Fund's overall corporate reputation index value is 51. This could be considered to be a satisfactory level. There have, however, been few such studies carried out among foundations or non-profit organizations. As a result, it is difficult to benchmark these results and make a precise assessment of whether the organization's corporate reputation is strong or poor in relation to similar institutions. It may be helpful, nonetheless, to consider that the median TRI*M™ Corporate Reputation Index value for public authorities is 34 and for the finance sector is 45.²

¹ Definition taken from Global Fund 360° Stakeholder Review: Proposal 2, TNS Healthcare, April 2006.
² TNS Healthcare analysis, June 2006.

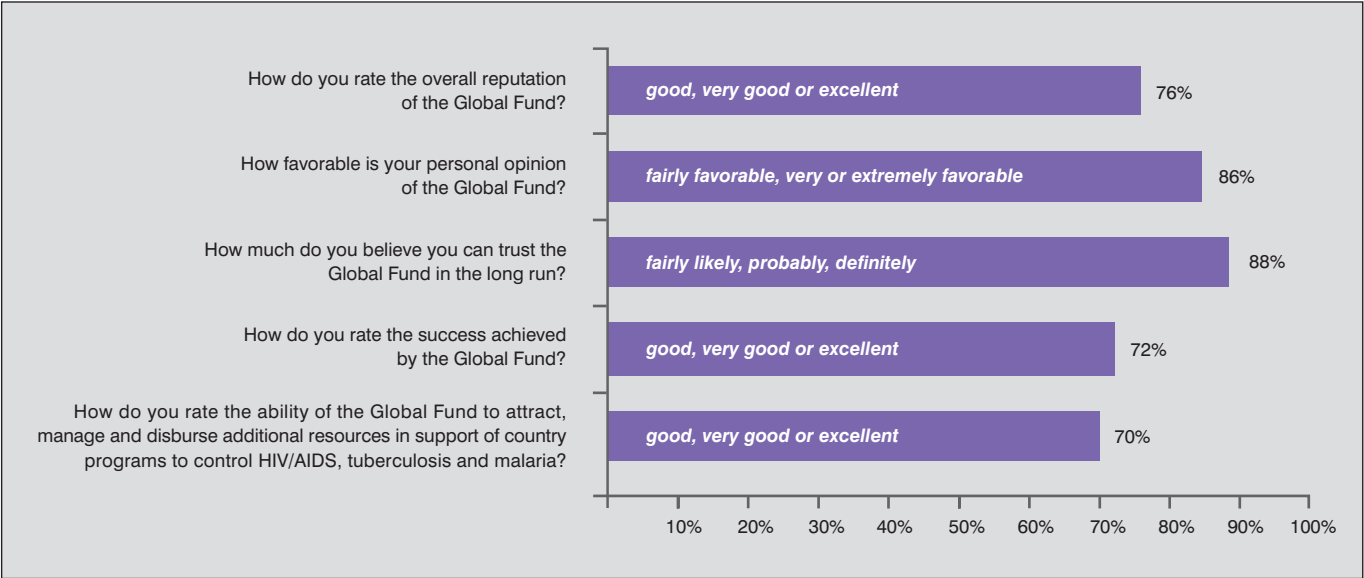
FIGURE 4.1. CORPORATE REPUTATION OF THE GLOBAL FUND, SHOWING VARIATION BY STAKEHOLDER GROUP



Furthermore, the two analyses (descriptive and multivariate) of the results of the TRI*M™ Corporate Reputation Index identified a number of more specific findings about the reputation of the Global Fund:

- **The Global Fund’s overall reputation varies widely among different sectors:**
 - Its reputation is highest among recipient governments (with an index value of 69).
 - Its reputation is lower, but closely grouped around an average index value of 51, among nongovernmental organizations (NGOs)/community-based organizations (CBOs)/faith-based organizations (FBOs), academic institutions, donor governments/foundations/other donors and the private sector.
 - Its reputation is lowest among multilateral and bilateral agencies (with index values of 31 and 28, respectively).
- **With regard to the emotional dimensions of the Global Fund’s reputation (i.e. level of trust), there are few differences among stakeholders.** For example, most stakeholders hold about the same high opinion of the organization’s trustworthiness in the long term.
- **With regard to the rational dimensions of reputation (i.e. perceptions of performance), recipient governments rate the Global Fund far higher than other stakeholders.**
- **Stakeholders in sub-Saharan Africa give the highest overall rating of the Global Fund’s reputation in comparison to those in almost every other region.** On the other hand, stakeholders from Latin America and the Caribbean tend to give the lowest overall rating.

FIGURE 4.2. STAKEHOLDER RATINGS OF GLOBAL FUND REPUTATION



FINDINGS: EVALUATION QUESTION 1: ORGANIZATIONAL EFFICIENCY OF THE GLOBAL FUND

“The Global Fund is de facto influencing policy in a country by investing so many resources. There is no way that the Global Fund can function only as a “neutral” financing instrument.”
(Multilateral representative)

5.1. DEFINITION OF QUESTION

The first overarching question for the Five-Year Evaluation of the Global Fund focuses on organizational efficiency. It asks:

“Does the Global Fund, through both its policies and operations, reflect its critical core principles, including acting as a financial instrument (rather than as an implementation agency) and furthering country ownership? In fulfilling these principles, does it perform in an efficient and effective manner?”

5.2. IMPORTANCE OF ATTRIBUTES

Those responding to the Online Stakeholder Survey rated, to relative degrees, all of the 23 specified attributes of the Global Fund to be important [see Annex F for further details]. However, as shown in Figure 5.1, with regard to the 14 attributes that specifically relate to the area of organizational efficiency, the following ranged among those judged to be most important:

- “Transparent sharing of information.”
- “Efficiency in disbursing funds.”
- “Focus on funding proven and effective interventions against AIDS, tuberculosis and malaria.”

In addition, some groups of stakeholders placed particular emphasis on specific attributes, often reflecting their own interests, responsibilities and activities. For example:

- “Supporting programs that reflect country ownership” was emphasized by multilateral agencies.
- “Funding is based on achievement of measurable results” was emphasized by the private sector.

FIGURE 5.1. IMPORTANCE OF GLOBAL FUND ATTRIBUTES RELATING TO ORGANIZATIONAL EFFICIENCY

Percentage of respondents rating attribute as very or extremely important	Fourteen Global Fund attributes relating to organizational efficiency
84%	Transparent sharing of information
80%	Efficiency in disbursing funds
79%	Focus on funding proven and effective interventions against AIDS, tuberculosis and malaria
78%	Mobilization of new financial resources
76%	Quality of the technical review process for proposals
76%	Funding a balanced approach to prevention, treatment and care/support
75%	Independence of the technical review process for proposals
74%	Improved efficiency in program implementation through performance based funding
72%	Funding is based on achievement of measurable results
71%	Supporting programs that reflect country ownership
69%	Flexibility in use of funds to support programs
68%	Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems
65%	Mobilization of private sector resources
63%	Effectiveness of the LFA model for financial oversight

5.3. KEY FINDINGS

The findings of the Online Stakeholder Survey with regard to the Global Fund's performance on organizational efficiency are summarized in Figure 5.2 and shown in detail in Annex F. Examples of relevant quotes from stakeholders are shown in Figure 5.4.

FIGURE 5.2. GLOBAL FUND PERFORMANCE ON ORGANIZATIONAL EFFICIENCY: KEY DATA FROM ONLINE STAKEHOLDER SURVEY

OVERALL PERFORMANCE OF THE GLOBAL FUND ON ORGANIZATIONAL EFFICIENCY	Ratings	<ul style="list-style-type: none">■ Almost three-quarters (73%) of all stakeholders rate the overall performance of the Global Fund on organizational efficiency as good, very good or excellent.
	Differences of opinion	<ul style="list-style-type: none">■ Stakeholders that rate the overall performance of the Global Fund on organizational efficiency highest are those that are most actively involved in the organization, including representatives of the Board, PRs and LFAs.■ Stakeholders that rate the overall performance of the Global Fund on this area as lowest are representatives of the Technical Review Panel (TRP) and technical support providers.
PERFORMANCE OF THE GLOBAL FUND ON 14 ATTRIBUTES RELATING TO ORGANIZATIONAL EFFICIENCY	Ratings	<ul style="list-style-type: none">■ Out of the 14 attributes relating to organizational efficiency, stakeholders rate the Global Fund's performance highest on:<ul style="list-style-type: none">▪ Transparent sharing of information.▪ Funding is based on achievement of measurable results.▪ Focus on funding proven and effective interventions against the three diseases.■ Out of the 14 attributes, stakeholders rate the Global Fund's performance lowest on:<ul style="list-style-type: none">▪ Effectiveness of LFA model for financial oversight.▪ Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems.▪ Mobilization of private sector resources.
	Differences of opinion	<ul style="list-style-type: none">■ Stakeholders that are most likely to rate the Global Fund's performance on the 14 attributes relating to organizational efficiency as high are those that:<ul style="list-style-type: none">▪ Are more actively involved with the Global Fund (for 7 of the 14 attributes).▪ Live in regions with high incidence of tuberculosis (for 7 of the 14 attributes).■ Stakeholders that are most likely to rate the Global Fund's performance on the 14 attributes lower are those that:<ul style="list-style-type: none">▪ Are living with HIV (for 6 of the 14 attributes).▪ Live in Eastern Europe and Central Asia (EECA) (for 6 of the 14 attributes), Latin America (LAC) (for 6 of the 14 attributes) or Middle East and North Africa (MENA) (for 4 of the 14 attributes).▪ Are involved in a CCM (for 4 of the 14 attributes).▪ Work with a multilateral agency (for 4 of the 14 attributes).

The findings of the Online Stakeholder Survey, in line with those of the High-Level Consultation, highlight a number of key issues:

A. The Global Fund's overall organizational efficiency: There is emerging consensus that the Global Fund is progressing well in terms of its organizational efficiency. Almost three-quarters (73 percent) of respondents – and especially those most involved in the organization – rated its overall performance in this area as good- very good or excellent. As several stakeholders noted – including a representative from a multilateral agency – the organization has done well to get set up and operational in a relatively short period of time. Those respondents working with recipient governments were most positive, with 52 percent rating the Global Fund's organizational efficiency as very good or excellent. In contrast, only 22 percent and 20 percent of those working with bilateral and multilateral agencies gave similarly high ratings.

B. The Global Fund acting as a financial instrument: Stakeholders gave positive performance ratings in this area with 59 percent rating performance on both of the relevant attributes as good, very good or excellent. There is widespread agreement that the Global Fund is living up to this core principle, although there are some areas of debate. For example, while 44 percent of recipient government respondents rated the Global Fund's performance on "efficiency in disbursing funds" as very good or excellent, only 20 percent of multilateral respondents gave a similar rating. In another example, a multilateral representative felt that the Global Fund should proactively be more than a financial instrument, as its large investments inevitably impact on decision-making about health policy and the allocation of resources. Such findings emphasized how it is an ongoing challenge for the organization to clearly define specifically what roles it should – and should not – play – a subject that is already under discussion within the process of strategy development for 2006-2010.

C. The Global Fund's governance: Stakeholders raised a number of issues about the Board of the Global Fund, including its role and composition. For example, some participants – including government representatives from both a donor and recipient country – voiced concerns that the body: is dominated by donors; experiences high turnover of developing country representatives; has the potential to micro-manage the Secretariat and is structured such that multilateral technical partners have a non-voting status. Meanwhile, some members of the Board itself raised questions about how to take best advantage of the diversity within the body to ensure a single vision to guide the organization, as well as how to build trust with the Secretariat.

D. The Global Fund's mobilization of the private sector: The Online Stakeholder Survey highlighted that respondents rate "mobilization of private sector resources" as the second least-important attribute of the Global Fund (22 out of 23), although it should be noted that 65 percent still rated it as very or extremely important. It also showed that, of all of the attributes, respondents judge the organization's

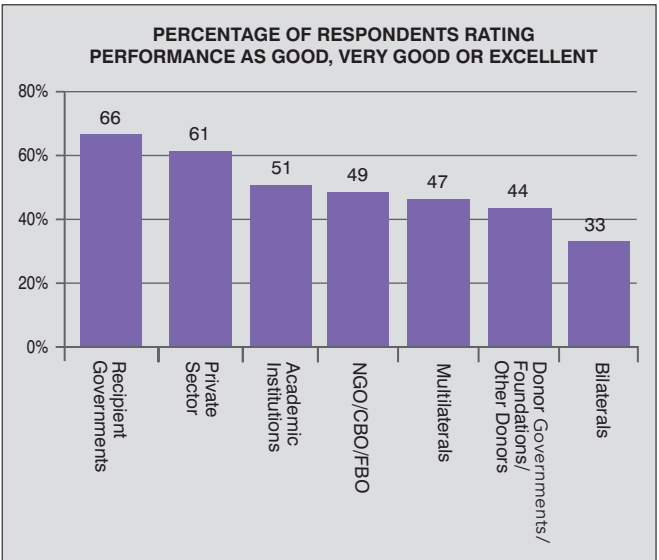
performance lowest in this area, with 48 percent assessing it as poor or fair.

In general, stakeholders noted that the private sector has been only marginally involved in the Global Fund. While some members of the Board expressed concern about a disconnect between public/private sectors within its own body, members of the Partnership Forum felt that a degree of complacency might be creeping in, in terms of generally-held assumptions that government funding will always be adequate to sustain the Global Fund. Furthermore, representatives of the private sector itself highlighted the need to explore innovative ways to engage their peers, while also urging the organization to re-visit its policy on in-kind donations.

E. The Global Fund's LFA system: The LFA system emerged as one of the most contentious elements of the Global Fund's architecture. Survey respondents rated "effectiveness of the LFA model for financial oversight" as the least important of the 23 specified attributes of the Global Fund (although 63 percent still rated it very or extremely important). Respondents also rated the organization's performance in this area lower than most others, with 40 percent assessing it as fair or poor.

Respondents working with recipient governments gave the most positive ratings for the Global Fund's performance in this area, while those working with bilaterals and donor governments/foundations/other donors gave much lower ratings [see Figure 5.3]. Meanwhile, some stakeholders – such as an NGO representative and a civil society representative, both from a donor country - expressed fears that LFAs do not adequately understand country contexts or issues of inclusion and also questioned the selection and performance of individual agents. Similarly, members of the Global Fund Board raised issues about whether LFAs fully understand their role and are adequately assessed. They also suggested that there is a need to clarify the "added value" of LFAs and to assess how they relate to broader Global Fund partners (not just PRs).

FIGURE 5.3. GLOBAL FUND PERFORMANCE ON "EFFECTIVENESS OF LFA MODEL FOR FINANCIAL OVERSIGHT", SHOWING VARIATION BY SECTOR



F. Other issues regarding the organizational efficiency of the Global Fund that were raised during the 360° Stakeholder Assessment included:

- The Global Fund’s performance-based funding system. Stakeholders hold positive opinions of the Global Fund’s performance-based approach. In total, 69 percent of respondents rated the organization’s performance on the attribute “performance is based on achievement of measurable results” as good, very good or excellent. Respondents working with recipient governments were most positive (with 60 percent rating performance on this attribute as very good or excellent), whereas those working with multilaterals were least positive (with only 28 percent giving similar ratings). More generally, stakeholders voiced the need to create a better system for more predictable and sustainable funding. While some, such as a representative of a multilateral agency, expressed that the Global Fund’s performance-based system is innovative, others, such as a representative from another multilateral, feared that it is too focused on the achievement of short-term results rather than quality.
- The Global Fund’s proposal development and grant management policies: Stakeholders have positive perceptions of the Global Fund’s focus on supporting programs that reflect country ownership, with 69 percent rating the performance in this area as good, very good or excellent. Most stakeholders found the existing system of rounds and proposal development to be positive, in terms of identifying and articulating needs and gaps. But according to some (such as a government representative from a donor country) the system also carries the risk that programs supported by the Global Fund become separated from those of recipient governments and that the organization’s approach may become overly standardized and global, rather than adaptable to country differences.

Stakeholders were divided as to the Global Fund’s performance on “alignment” of Global Fund monitoring requirements with national monitoring and evaluation systems”, with only 54 percent rating performance as good, very good or excellent. Again, recipient governments were most positive - with 45 percent rating performance as very good or excellent, while only 17 percent and 14 percent of those working with multilateral and bilateral agencies rated performance on this aspect similarly high.

- The Global Fund’s technical review and appraisal process: The Global Fund’s technical review process is well-perceived by stakeholders. In total, 63 percent of respondents rated performance on “independence of the technical review process for proposals” as good, very good or excellent, while 62 percent rated it such on “quality of the technical review process for proposals”. Other stakeholders, including several multilateral representatives, criticized the TRP system, considering that it places too much emphasis on technical and scientific aspects of proposals and too little on political situations and institutional and country capacity.
- The Global Fund’s program profile: Stakeholders gave positive ratings of the Global Fund performance in this area. In total, 65 percent of respondents rated performance on “funding a balanced approach to prevention, treatment and care/support” as good, very good or excellent, while 72 percent rated it such on “focus on funding proven and effective interventions against AIDS, tuberculosis and malaria”. Other stakeholders identified the need to review the Global Fund’s program priorities and assess whether the organization is “funding the right things” or should shift its focus. These questions are also being addressed in the Global Fund’s ongoing strategy development process for 2006-2010.

FIGURE 5.4. ORGANIZATIONAL EFFICIENCY OF THE GLOBAL FUND: SELECTED QUOTES FROM 360° STAKEHOLDER ASSESSMENT

The following examples of quotes come from all four stages of the 360° Stakeholder Assessment – the High-Level Stakeholder Consultation, discussion with the Global Fund Board, Online Stakeholder Survey and discussion with the Global Fund Partnership Forum.		
“There is a need to look at the proposal process, in particular the TRP. It is too much of a research committee – appraising mostly the technical aspects of the proposals.” (Multilateral representative)	“The Global Fund is de facto influencing policy in a country by investing so many resources. There is no way that the Global Fund can function only as a “neutral” financing instrument.” (Multilateral representative)	“It is very important to diversify the Global Fund’s sources of funding. Relying on public funding is unsustainable.” (Private sector participant, Global Fund Partnership Forum)
“LFAs need to be much more actively involved in developing M&E systems.” (Government representative, recipient country)	“The Global Fund has been flexible and responsive ... able to fix problems as they emerge and then move forward.” (NGO representative, donor country)	“The Global Fund has been incredibly transparent and innovative in some areas.” (Civil society representative, donor country)
“LFAs are not able to understand issues of inclusion.” (Civil society representative, donor country)	“There is no other funding mechanism that has been able to achieve quick and high delivery rates like the Global Fund.” (Respondent, Online Stakeholder Survey)	“The Global Fund is unbiased, transparent, involved, interactive, advisory, encouraging, supportive.” (Respondent, Online Stakeholder Survey)
“There seems to be no logical argument for excluding WHO and UNAIDS as full voting members in the Board. There is a need to involve both in a responsible manner.” (Government representative, donor country)	“Being a “financial instrument” is not clear. It’s difficult to be only a financial instrument – as it is easy to slip into donor mode. There is a need to disentangle and analyze the concepts used.” (Multilateral representative)	“The Global Fund is probably the best large-scale international development model ever. It faces challenges at every turn, however - corruption at the country level, envy and lack of cooperation from bilaterals and inadequate and inconsistent funding on the global level.” (Respondent, Online Stakeholder Survey)

FINDINGS: EVALUATION QUESTION 2: EFFECTIVENESS OF GLOBAL FUND PARTNER ENVIRONMENT

“From a recipient point of view, compared to other donors, the Global Fund shows greater flexibility, strong commitment to country ownership, alignment and harmonization efforts.”
(Member, Global Fund Partnership Forum)

6.1. DEFINITION OF QUESTION

The second overarching question for the Five-Year Evaluation of the Global Fund focuses on the effectiveness of the organization’s partner and country environment. It asks:

“How effective and efficient is the Global Fund partnership system³ in supporting HIV, tuberculosis and malaria programs at the country and global level?”

The question addresses the complex partner environment in which the Global Fund operates at both country and global levels. It incorporates attention to the organization’s processes to promote country ownership, including the composition and role of CCMs. It also addresses the vital role of the Global Fund’s technical partners (for example in relation to proposal development and grant implementation) and the systems in place to provide technical support for all stages of supported programs.

6.2. IMPORTANCE OF ATTRIBUTES

Those responding to the Online Stakeholder Survey rated, to relative degrees, all of the 23 specified attributes of the Global Fund to be important [see Annex F for further details]. However, as shown in Figure 6.1, with regard to the seven attributes that specifically relate to the effectiveness of the Global Fund’s partner environment, the following ranged among those judged to be most important:

- “Strengthening of the partnerships between government and civil society.”
- “Effective strengthening of health systems capacity through grants for the three diseases.”
- “Complementarity of Global Fund grants with national programs.”

FIGURE 6.1. IMPORTANCE OF GLOBAL FUND ATTRIBUTES RELATING TO PARTNER ENVIRONMENT

Percentage of respondents rating attribute as very or extremely important	Seven Global Fund attributes relating to efficiency of partner environment
78%	Strengthening of the partnerships between government and civil society
76%	Effective strengthening of health systems capacity through grants for the three diseases
74%	Complementarity of Global Fund grants with national programs
73%	Inclusion and participation of communities and people living with or affected by the three diseases in CCMs
70%	Effectiveness of technical support through partners for grant implementation
69%	Alignment of Global Fund grants with national health systems
68%	Effectiveness of technical support through partners for proposal preparation

In addition, some groups of stakeholders placed particular emphasis on specific attributes, often reflecting their own interests, responsibilities and activities. For example:

- “Strengthening of the partnerships between government and civil society” was emphasized by NGOs/CBOs/FBOs and multilateral agencies.
- “Complementarity of Global Fund grants with national programs” was emphasized by recipient governments and multilateral agencies.
- “Alignment of Global Fund grants with national health systems” was emphasized by recipient governments.
- “Effective strengthening of health systems capacity through grants for the three diseases” was emphasized by NGOs/CBOs/FBOs and multilateral agencies.

³ Country Coordinating Mechanisms, Principal Recipients, sub-recipients, civil society, technical support providers, implementers of programs, donors, etc.

6.3. KEY FINDINGS

The findings of the Online Stakeholder Survey with regard to the Global Fund’s performance on effectiveness of partner environment are summarized in Figure 6.2 and shown in detail in Annex F. Examples of relevant quotes from stakeholders are shown in Figure 6.4.

FIGURE 6.2. GLOBAL FUND PERFORMANCE ON EFFECTIVENESS OF PARTNER ENVIRONMENT: KEY DATA FROM ONLINE STAKEHOLDER SURVEY

OVERALL PERFORMANCE OF THE GLOBAL FUND ON EFFECTIVENESS OF PARTNER ENVIRONMENT	Ratings	<ul style="list-style-type: none">■ Around 61% of stakeholders rate the overall effectiveness of the Global Fund’s partnership system in supporting proposal development as good, very good or excellent. However one-third (34%) rate it as fair or poor.■ Only half (52%) of stakeholders rate the overall effectiveness of the Global Fund’s partnership system in supporting grant implementation as good, very good or excellent. In total, 42% of respondents rate it as fair or poor.
	Differences of opinion	<ul style="list-style-type: none">■ Those stakeholders who consistently give lower ratings for the overall effectiveness of the Global Fund’s partnership system are those working with multilateral agencies or donor governments/bilateral agencies/private foundations and other donors.
PERFORMANCE OF THE GLOBAL FUND ON SEVEN ATTRIBUTES RELATING TO EFFECTIVENESS OF PARTNER ENVIRONMENT	Ratings	<ul style="list-style-type: none">■ Out of the seven attributes related to effectiveness of partner environment, all sectors rate the Global Fund’s performance lowest on:<ul style="list-style-type: none">▪ Effectiveness of technical support through partners for proposal preparation.▪ Effectiveness of technical support through partners for grant implementation.
	Differences of opinion	<ul style="list-style-type: none">■ Stakeholders that are most likely to rate the Global Fund’s performance on the seven attributes relating to effectiveness of partner environment higher are those that:<ul style="list-style-type: none">▪ Are more involved with the Global Fund (for 6 of the 7 attributes).▪ Are living in regions with high HIV prevalence (for 6 of the 7 attributes).▪ Are living in regions with high incidence of tuberculosis (for 6 of the 7 attributes).■ Stakeholders that are most likely to rate the Global Fund’s performance on the seven attributes lower are those that:<ul style="list-style-type: none">▪ Are living with HIV (for 5 of the 7 attributes).▪ Have a work focus with a multilateral agency (for 4 of the 7 attributes).▪ Are involved in a CCM (for 3 of the 7 attributes).▪ Are living in the EECA region (for 3 of the 7 attributes).

The findings of the Online Stakeholder Survey, in line with those of the High-Level Consultation, highlight a number of key issues:

A. The overall effectiveness of the Global Fund’s partner environment: Stakeholders tend to hold considerably lower opinions of the Global Fund’s performance in this area compared with its organizational efficiency (overarching Evaluation Question 1) and potential impact on the three diseases (overarching Evaluation Question 3). As the Online Stakeholder Survey revealed, only 26 percent rate performance as very good or excellent in relation to the effectiveness of the partnership system for supporting proposal development in country, while only 20 percent give a similar rating for the effectiveness of the partnership system in supporting grant implementation.

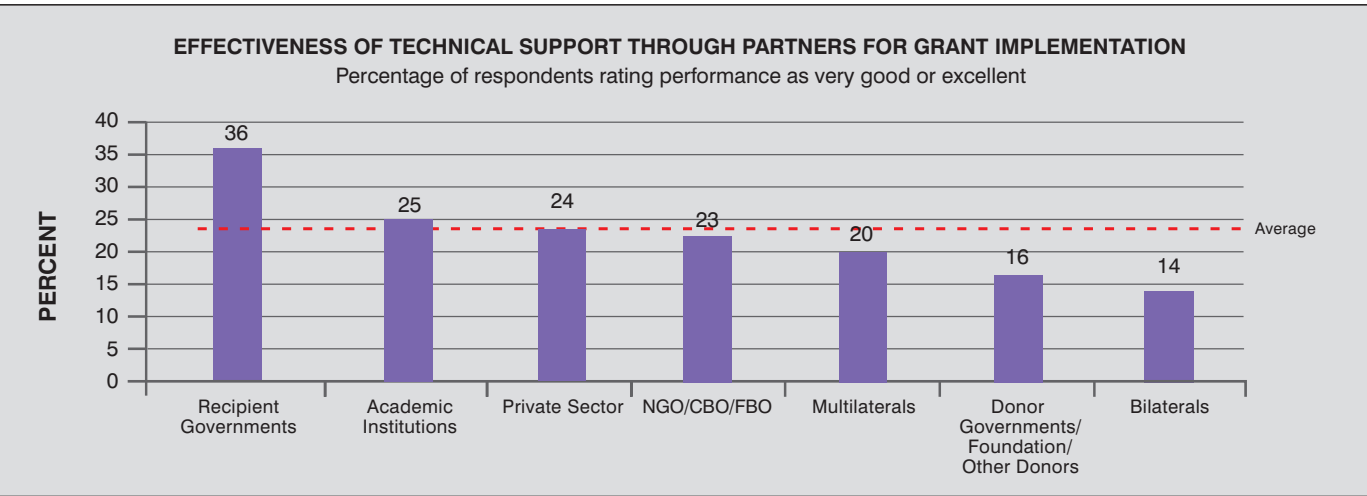
B. The Global Fund’s systems for technical support: This issue emerged as a subject of considerable concern. The Online Stakeholder Survey specifically questioned the effectiveness of technical support. The ratings of performance on “effectiveness of technical support through partners for proposal preparation” and “effectiveness of technical support through partners for grant implementation” ranked lowest out of the seven attributes relating to partner environment. Only 23 percent rated performance on the first as very good or excellent and only 22 percent rated performance on the second likewise. There were also some notable differences of opinion, as those with an active role to play in the provision of technical support seem to hold the lowest opinions of performance in this area. Respectively, only 13 percent of respondents working with bilateral agencies, 16 percent of those working with donor governments/foundations/other donors and 19 percent of those working with multilateral agencies rated technical support for grant implementation as very good or excellent. [See Figure 6.3].

how PRs and sub-recipients identify high-quality providers of technical support to meet their needs; whether there should be increased funding for technical support; and whether technical partners should be held accountable for the support that they deliver.

C. The Global Fund’s alignment with national programs: Stakeholders are fairly positive, but hold varied opinions about the organization’s alignment with national systems and programs. The Online Survey showed that 60 percent of respondents rated performance on “alignment of Global Fund grants with national health systems” as good, very good or excellent. In considering “complementarity of Global Fund grants with national programs”, 65 percent of all stakeholders assessed performance as good, very good or excellent. However, while 54 percent of those working with recipient governments rated performance in this area as very good or excellent, only 17 percent of those working with bilaterals gave such a rating.

D. Inclusion of civil society by the Global Fund: Many stakeholders welcome the positive role that the Global Fund has played in bringing civil society “into the fold”. Indeed, in the Online Stakeholder Survey, “strengthening the partnerships between government and civil society” was given highest importance among the seven attributes relating to partner environment. Stakeholders were fairly positive about the Global Fund’s performance in “inclusion and participation of communities and people living with or affected by the three diseases in CCMs” with 61 percent rating performance as good, very good or excellent. It is notable that, while 54 percent of recipient government respondents rated performance as very good or excellent in this area, only 28 percent of respondents working with NGOs and 22 percent of those working with bilaterals gave similar

FIGURE 6.3. GLOBAL FUND PERFORMANCE ON “EFFECTIVENESS TECHNICAL SUPPORT THROUGH PARTNERS FOR GRANT IMPLEMENTATION”, SHOWING VARIATION BY SECTOR



In general, concerns were raised throughout the 360° Stakeholder Assessment about the lack of coordinated technical support and management support for the recipients of Global Fund grants. Some participants, such as representatives of a multilateral agency and a donor country, raised concerns that issues such as division of labor (for example among United Nations partners) remain unresolved. Meanwhile, other areas suggested for potential investigation by the Five-Year Evaluation included:

ratings. In a similar vein, 60 percent of respondents rated the Global Fund’s performance on “strengthening of the partnerships between government and civil society” as good, very good or excellent. However, while 55 percent of recipient government respondents rated performance as very good or excellent in this area, only 30 percent of those working with NGOs, 24 percent of those working with multilaterals and 17 percent of those working with bilaterals gave similar ratings.

E. Country Coordinating Mechanisms: Stakeholders presented diverse views of CCMs. For example, a recipient country government representative felt that CCMs require improved internal management systems, better communication (particularly with PRs) and more involvement of specific sectors, such as FBOs. Others, including an NGO representative from a donor country, credit the mechanisms for providing a platform for civil society involvement. Additional concerns expressed by representatives of a variety of different sectors include that CCMs: are dominated by governments; only marginally involve the private sector; are dominated by the health sector; have ambiguous ownership and accountabilities; and often focus only on proposals, rather than oversight and support for grant implementation. Some Board members highlighted the need to address the apparent disconnect between CCMs and structures for national program management such as National AIDS Councils – to bring together the best elements of all, while not duplicating efforts.

FIGURE 6.4. EFFECTIVENESS OF GLOBAL FUND PARTNER ENVIRONMENT: SELECTED QUOTES FROM 360° STAKEHOLDER ASSESSMENT

The following examples of quotes come from all four stages of the 360° Stakeholder Assessment – the High-Level Stakeholder Consultation, discussion with the Global Fund Board, Online Stakeholder Survey and discussion with the Global Fund Partnership Forum.		
<i>“The Global Fund has managed to include civil society in governance, funding and implementation in a new way.”</i> (NGO representative, donor country)	<i>“Faith-based organizations feel they are being blocked from adequate levels of involvement with the Global Fund since the only access point is through the CCM mechanism.”</i> (Member, Global Fund Partnership Forum)	<i>“CCM representatives at times have conflicts of interest - as they are representing implementers and policy level decision-makers in one person.”</i> (Government representative, recipient country)
<i>“It might be positive that the Global Fund is working “outside the system” and able to put pressure on the system.”</i> (Government representative, donor country)	<i>“The biggest problem with the Global Fund is bypassing national budget frameworks and systems, political processes, etc.”</i> (Government representative, donor country)	<i>“The Ministry of Health perceives the Global Fund programs as very supportive to strengthen the health systems.”</i> (Government representative, recipient country)
<i>“I see as a weakness of the Global Fund its limited contribution to creating sufficient absorptive capacity at the grass roots level, both at government and civil society. Much more needs to be done to create sustainable capacity. This cannot be done as a one-off and needs constant inputs.”</i> (Respondent, Online Stakeholder Survey)	<i>“When the Global Fund was created, I don’t think anyone recognized how much support CCMs would need in order to function in the manner in which they were intended. For example, the equal participation of civil society in CCMs, not as tokens but as equals, is easier said than done.”</i> (Respondent, Online Stakeholder Survey)	<i>“There is no doubt that the Global Fund provides countries with golden opportunities to scale up interventions that target killer diseases. However, the effect of such rapid performance-based funding might further disintegrate health systems that were already weak.”</i> (Respondent, Online Stakeholder Survey)
<i>“The Global Fund has changed – and is seen as much more flexible and willing to change. In other words, country ownership has improved.”</i> (Technical agency representative)	<i>“Performance-based funding is nothing new but few have been as rigorous in the application of the principles.”</i> (Multilateral representative)	<i>“The most critical is a mechanism for quality assurance of technical assistance providers.”</i> (Member, Global Fund Partnership Forum)
<i>“Technical assistance quality and coordination is a major issue of the highest importance. One of the indirect effects of the Global Fund has been a drastic change in the technical assistance landscape.”</i> (Member, Global Fund Partnership Forum)	<i>“From a recipient point of view, compared to other donors, the Global Fund shows greater flexibility, strong commitment to country ownership, alignment and harmonization efforts.”</i> (Member, Global Fund Partnership Forum)	<i>“We need to focus on how to bring the best elements of CCMs together with the best elements of national program management structures in countries, without duplicating efforts.”</i> (Member, Global Fund Board)

FINDINGS: EVALUATION QUESTION 3:
IMPACT OF THE GLOBAL FUND ON
THE THREE DISEASES

“The Global Fund’s major achievement has been to prove that what many people considered as impossible was possible ... namely to bring treatment to a large number of people.”
(Government representative, recipient country)

7.1. DEFINITION OF QUESTION

The third overarching question for the Five-Year Evaluation of the Global Fund focuses on the impact of the organization on the three diseases. It asks:

What is the overall reduction of the burden of AIDS, tuberculosis and malaria and what is the Global Fund’s contribution to that reduction?

The question addresses the Global Fund’s ultimate country-level results – namely the extent to which it is mobilizing additional financial resources, translating them into efficient and effective programs and, in turn, contributing to increased coverage and impact on the burden (illness and death) of the three diseases.

7.2. IMPORTANCE OF ATTRIBUTES

Those responding to the Online Stakeholder Survey rated, to relative degrees, all of the 23 specified attributes of the Global Fund to be important [see Annex F for further details]. However, as shown in Figure 7.1, with regard to the two attributes that specifically relate to impact on the three diseases:

- All stakeholders consider “people affected by the three diseases are reached by programs receiving Global Fund support” to be the most important of all of the organization’s attributes.
- All stakeholders, except donor governments/ bilaterals/ foundations/ other donors consider “priority given to most affected and at risk countries / communities” to be among the organization’s most important attributes.

FIGURE 7.1. IMPORTANCE OF GLOBAL FUND’S ATTRIBUTES RELATING TO IMPACT ON THE THREE DISEASES

Percentage of respondents rating attribute as very or extremely important	Two Global Fund attributes relating to impact on the three diseases
86%	<i>People affected by the three diseases are reached by programs receiving Global Fund support</i>
80%	<i>Priority given to most affected and at risk countries/communities</i>

7.3. KEY FINDINGS

The findings of the Online Stakeholder Survey with regard to the Global Fund’s impact on the three diseases are summarized in Figure 7.2 and shown in detail in Annex F. Examples of relevant quotes from stakeholders are shown in Figure 7.4.

The findings of the Online Stakeholder Survey, in line with those of the High-Level Consultation, highlight a number of key issues:

A. The impact of the Global Fund: Perhaps the most positive message to emerge from the Online Stakeholder Survey is respondents’ affirmation that the Global Fund’s contribution is making a difference to the lives of people affected by AIDS, tuberculosis and malaria. Responses regarding the potential impact of programs funded by the Global Fund were remarkably optimistic: 87 percent of respondents feel that programs financed by the Global Fund are fairly likely, probably or definitely reaching people living with or affected by the diseases and 92 percent believe that the Global Fund will fairly likely, probably or definitely make a substantial contribution to the reduction in the burden of the three

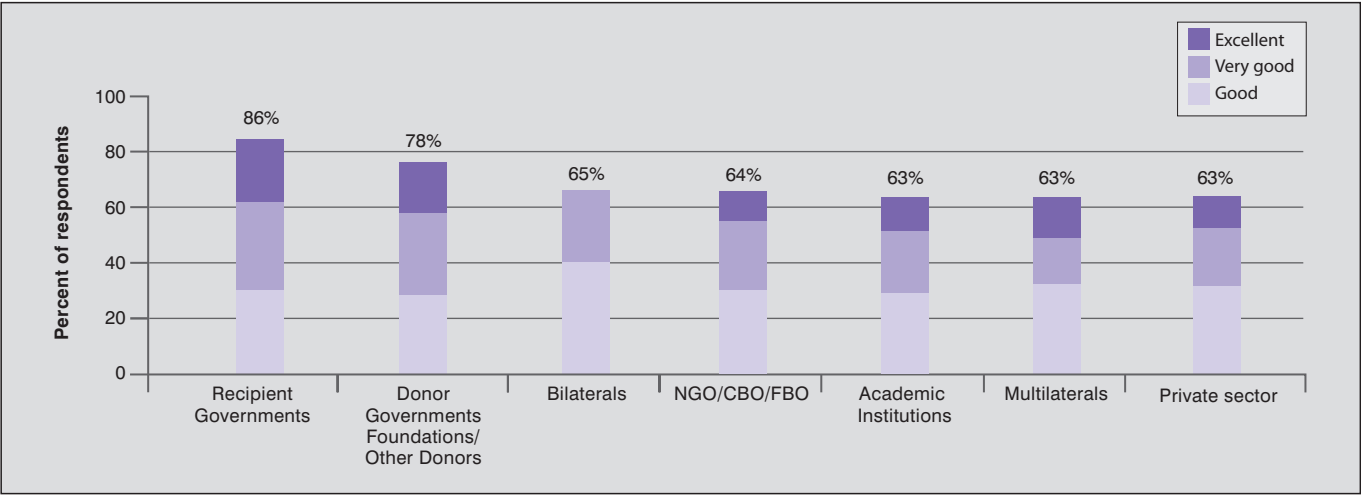
diseases. Of interest, opinions were higher among those stakeholders that are more involved in the Global Fund and among respondents working with recipient governments, NGOs and donor governments/foundations/other donors.

Figure 7.3. illustrates respondent views of the Global Fund’s performance to date on the attribute “people affected by the three diseases are reached by programs receiving Global Fund support.”

FIGURE 7.2. GLOBAL FUND’S IMPACT ON THE THREE DISEASES: KEY DATA FROM ONLINE STAKEHOLDER SURVEY

OVERALL PERFORMANCE OF THE GLOBAL FUND ON IMPACT ON THE THREE DISEASES	Ratings	<ul style="list-style-type: none">87% of stakeholders feel that programs financed by the Global Fund are reaching people living with or affected by the diseases.92% of stakeholders believe that the Global Fund will make a substantial contribution to the reduction in the burden of the three diseases.
	Differences of opinion	<ul style="list-style-type: none">Those stakeholders that are more actively involved in the Global Fund hold a higher opinion of its overall performance on coverage and impact.Only those stakeholders living in the LAC region are more likely to hold a lower opinion of the Global Fund’s overall performance on coverage and impact.
PERFORMANCE OF THE GLOBAL FUND ON THE TWO ATTRIBUTES RELATING TO IMPACT ON THE THREE DISEASES	Ratings	<ul style="list-style-type: none">Out of the two attributes that relate to impact on the three diseases, stakeholders rate the Global Fund’s performance highest on:<ul style="list-style-type: none">Priority given to most-affected and at-risk countries/communities.
	Differences of opinion	<ul style="list-style-type: none">Almost three quarters (73%) of all stakeholders feel that the Global Fund’s performance is good, very good or excellent on the attribute “priority given to the most affected and at risk countries/communities.”Stakeholders that hold this opinion most strongly include:<ul style="list-style-type: none">Recipient governments (with 62% rating performance as very good or excellent).NGOs/FBOs/CBOs (with 44% rating performance as very good or excellent).Donor governments/foundations/ other donors (with 43% rating performance as very good or excellent).

FIGURE 7.3. GLOBAL FUND PERFORMANCE ON “PEOPLE AFFECTED BY THE THREE DISEASES ARE REACHED BY PROGRAMS RECEIVING GLOBAL FUND SUPPORT”, SHOWING VARIATION BY SECTOR



B . Importance of evaluating impact: There was strong agreement throughout the 360° Stakeholder Consultation that impact is a fundamental subject for the Five-Year Evaluation of the Global Fund. However, as a multilateral representative and others emphasized, it will be vital to examine not only the positive but also the unintended negative results of the organization’s work.

C . Challenges of measuring impact: Despite agreement about its importance, the measurement of long-term and high-level impact is acknowledged to be problematic. For example, a representative of a multilateral agency emphasized that changes in disease patterns are explained by multiple factors and collective efforts (national and international), not just one organization. As such, (as a variety of other stakeholders confirmed) the performance of the Global Fund should be more directly assessed in terms of areas such as the additional resources that it has mobilized, the degree to which communities have benefited from its

investments and the extent to which specific outcome measures (such as increased coverage) have been achieved.

D . Factors that determine performance: Some participants in the 360° Stakeholder Assessment felt strongly that the Five-Year Evaluation should not only address results. It should also, if its aim is to enhance the Global Fund’s impact, identify and assess the factors that determine performance. For example, if policies and partnerships are identified to be constraining achievements, they should be re-visited and modified.

E . Comparison with other business models: Some stakeholders, including a multilateral representative, suggested conducting a cost-benefit analysis to compare the Global Fund’s program costs versus value of outputs and outcomes with those of similar agencies, such as the Global Alliance for Vaccines and Immunization (GAVI) and Global Environment Facility (GEF).

FIGURE 7.4. 360° STAKEHOLDER ASSESSMENT SELECTED QUOTES FROM STAKEHOLDERS REGARDING IMPACT OF THE GLOBAL FUND ON THE THREE DISEASES

The following examples of quotes come from all four stages of the 360° Stakeholder Assessment – the High-Level Stakeholder Consultation, discussion with the Global Fund Board, Online Stakeholder Survey and discussion with the Global Fund Partnership Forum.		
<i>“It is extremely difficult to measure impact. Aggregate changes will not only reflect the work of one agency.”</i> (Multilateral representative)	<i>“There is a critical trade-off in the Global Fund – between reaching short-term benefits versus long-term, sustainable benefits.”</i> (Multilateral representative)	<i>“There is a need to look at unintended effects at country level – what the Global Fund has done to governments, civil society and other donors.”</i> (Multilateral representative)
<i>“The Global Fund is the first mechanism ever that has managed to have an impact on the course of the diseases. Millions have benefited. There should be no doubt that it needs to continue with more replenishment.”</i> (Respondent, Online Stakeholder Survey)	<i>“The Global Fund continues to be considered a very noble idea. Without the funding provided, the goal of reaching substantial target groups would have remained totally out of reach.”</i> (Government representative, recipient country)	<i>“The Global Fund’s performance has been impressive. It has added resources for additional results, even if additionality is difficult to measure.”</i> (Multilateral representative)
<i>“The Global Fund’s major achievement has been to prove that what many people considered as impossible was possible ... namely to bring treatment to a large number of people.”</i> (Government representative, recipient country)	<i>“The Global Fund must proceed along a trajectory of increasing size that will make significant impact on the three diseases Rounds must be predictable (at least annual) and fully funded The Global Fund must address issues of sustainability.”</i> (Respondent, Online Stakeholder Survey)	<i>“In developing countries the Global Fund is far better known than in developed countries. It is essential that we create stories for our donors to better persuade their taxpaying public of the value of the Global Fund.”</i> (Media representative, Global Fund Partnership Forum)

WHAT HAVE WE LEARNED?

"The Global Fund is the first mechanism ever that has managed to have an impact on the course of the diseases. Millions have benefited. There should be no doubt that it needs to continue with more replenishment."
(Respondent, Online Stakeholder Survey)

The results of the 360° Stakeholder Assessment lead to a number of vital conclusions and messages that serve to both guide the ongoing development of the Global Fund and to shape its Five-Year Evaluation.

In particular, key messages from the High-Level Stakeholder Consultation and the Global Fund Board show that:

1 . High-level stakeholders and the Board show strong support for the three overarching questions identified to guide the Five-Year Evaluation. It will be vital, however, to achieve a balance between the three questions to ensure that a complete view is achieved of the entirety of the Global Fund's principles, policies, systems, partnerships and results.

2 . To ensure that the Five-Year Evaluation addresses the priority issues of stakeholders, the three questions require detail, through defining sub-questions. Examples of specifications and sub-questions were provided by the participants in the High-Level Stakeholder Consultation. Some of the priority areas identified for investigation include the strengths and weaknesses of the Global Fund in relation to:

a. Inclusion of civil society and public/private partnerships. Examples of issues include: How can the Global Fund more effectively involve and support vulnerable groups and CBOs? How can the capacity of sub-recipients be more effectively strengthened? How can the private sector be more involved and its resources better mobilized?

b. Partnership system, particularly the provision of technical support. Examples of issues include: How can the quality of technical support for recipients of Global Fund resources be better controlled? How can technical partners' roles and responsibilities for technical support be better clarified, coordinated and operationalized?

c. Harmonization and alignment to countries and other stakeholders. Examples of issues include: To what degree should the Global Fund harmonize with international agendas and national bodies? What are the "real life" advantages and disadvantages of working inside or outside of existing systems?

d. Global governance, particularly the Global Fund Board. Examples of issues include: What are the optimal composition and power dynamics for the Board? Is the non-voting status of technical partners appropriate? What is the optimal division of roles and responsibilities between the Board and the Secretariat?

e. Country governance, particularly CCMs. Examples of issues include: How can problematic power dynamics within CCMs be addressed? How can CCMs be streamlined and operate with maximum efficiency?

f. LFA system. Examples of issues include: To what degree does the Global Fund's system of LFAs support or undermine country ownership? How can the selection and performance of individual LFAs be improved?

As outlined, these initial findings were integrated into the design of the Online Stakeholder Survey. Subsequently, key messages emerging from analysis of the survey results and follow-up discussion at the Partnership Forum show that:

3 . Overall, stakeholders hold high opinions of the Global Fund's reputation and performance. In particular, 87 percent of respondents feel that programs financed by the Global Fund are reaching people living with or affected by the diseases, while 92 percent believe that the Global Fund will likely make a substantial contribution to the reduction in the burden of the three diseases.

4 . Stakeholder opinions of the Global Fund's performance and reputation vary widely, but some consistent patterns of variance emerge:

- Recipient governments have by far the highest opinions of both the Global Fund's performance and its reputation.
- Stakeholders that know the Global Fund better rate it higher. Those that are less familiar with the organization are more skeptical. The former category, who give a higher rating on both performance and reputation, tend to be people that:
 - Work for NGOs (31 percent), recipient governments (21 percent) or multilateral agencies (19 percent).
 - Work mostly at the national level (64 percent) and less so at the international level (19 percent).
 - Have an interest in HIV and AIDS (83 percent).
- Multilateral and bilateral agencies consistently hold lower opinions of the Global Fund's performance. These stakeholders hold lower opinions not only of the Global Fund's organizational efficiency, but also its partner environment.

5 . Stakeholders rate the Global Fund's performance highest on three particular attributes:

- "Priority given to most affected and at risk countries / communities" (77 percent rate performance as good, very good or excellent).
- "Focus on funding proven and effective interventions against AIDS, tuberculosis and malaria" (76 percent rate performance as good, very good or excellent).
- "Supporting programs that reflect country ownership" (73 percent rate performance as good, very good or excellent).

6 . Stakeholders rate the Global Fund's performance lowest on four particular attributes:

- "Mobilization of private sector resources" (55 percent rate performance as poor or fair).
- "Effectiveness of the LFA model for financial oversight" (47 percent rate performance as poor or fair).
- "Effectiveness of technical support through partners for grant implementation" (41 percent rate performance as poor or fair).
- "Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems" (41 percent rate performance as poor or fair).

7 . Stakeholders rate all of the Global Fund's attributes (which relate to its founding principles) as important. However, some groups place particularly high importance on areas of specific interest. For example:

- **Recipient governments** emphasize "Alignment of Global Fund grants with national health systems"
- **Multilateral agencies and NGOs** emphasize "Strengthening of the partnerships between government and civil society" and "Effective strengthening of health systems capacity through grants for the three diseases"
- **Multilaterals** also emphasize "Supporting programs that reflect country ownership"
- The **private sector** emphasizes "Funding is based on achievement of measurable results"

8 . Three attributes were found to have a particularly strong influence on improving stakeholders' opinions of the Global Fund's reputation:

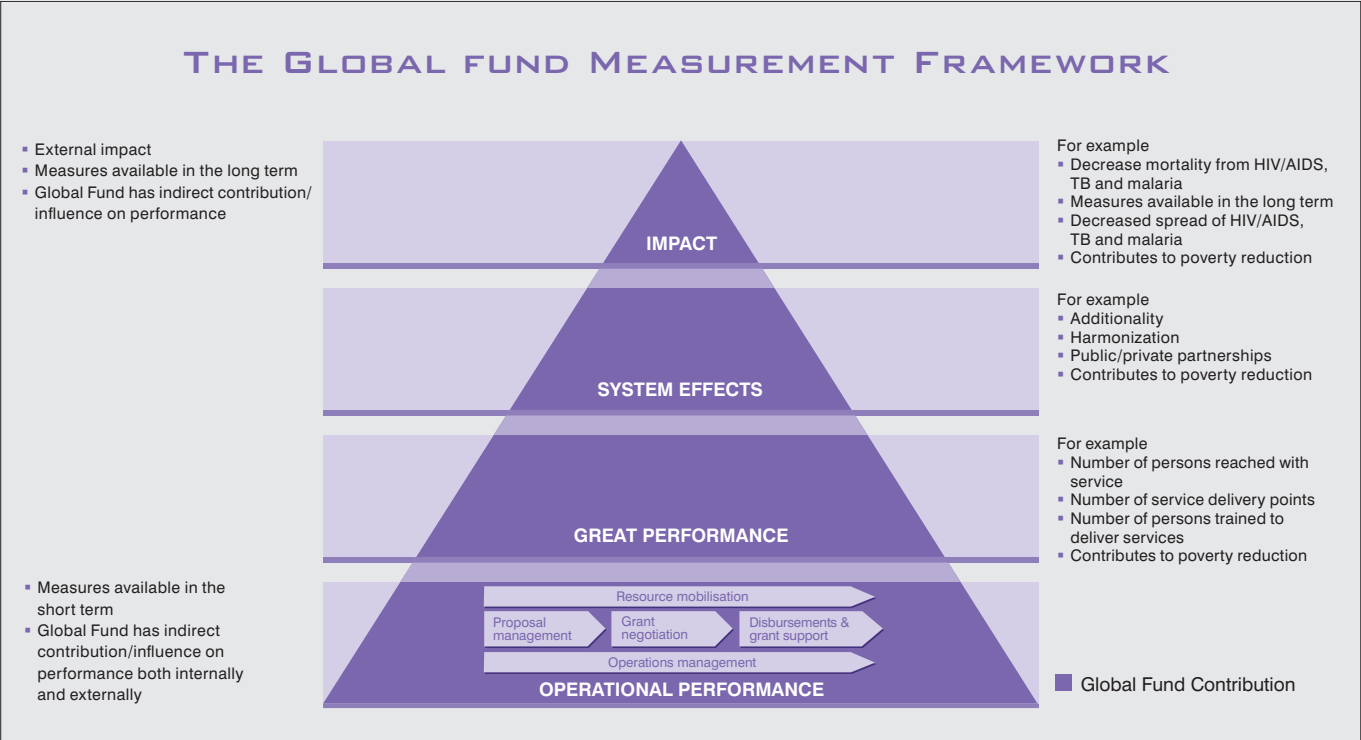
- "Effective strengthening of health systems capacity through grants for the three diseases."
- "Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems."
- "Effectiveness of technical support through partners for grant implementation."

As important drivers of stakeholder opinion of the Global Fund's reputation and as areas of relatively low perceived performance, these three factors will receive priority attention in the Five-Year Evaluation of the Global Fund.

9 . Some aspects of the Global Fund's performance are particularly controversial, such as the success of government/civil society partnerships and provision of technical support:

- Regarding **government/civil society partnerships**, recipient governments rate the Global Fund's performance in this area considerably higher than do NGOs, FBOs and CBOs. While 56 percent of recipient government respondents rate performance on this aspect as very good or excellent, only 31 percent of NGO/FBO/CBO respondents give the same rating.
- Regarding the **provision of technical support**, stakeholders who play an active role in its provision hold the lowest opinions of the Global Fund's performance in this area. For example, of those working with donor governments/foundations/other donors, only 16 percent rate technical support for grant implementation as very good or excellent, while only 20 percent of those working with multilateral agencies and 14 percent of those working with bilateral agencies give the same rating. In contrast, 36 percent of respondents working with recipient governments rated the provision of technical support for grant implementation as very good or excellent.

ANNEX A: GLOBAL FUND MEASUREMENT FRAMEWORK, FOUNDING PRINCIPLES AND ALIGNMENT WITH EVALUATION QUESTIONS



GLOBAL FUND FOUNDING PRINCIPLES (FROM FRAMEWORK DOCUMENT)	RELEVANT OVERARCHING EVALUATION QUESTION(S) ¹		
	1. Organizational efficiency	2. Effectiveness of partner environment	3. Impact on the three diseases
1. The Global Fund is a financial instrument, not an implementing entity.			
2. The Global Fund will make available and leverage additional financial resources to combat HIV/AIDS, tuberculosis and malaria.			
3. The Global Fund will base its work on programs that reflect national ownership and respect country-led formulation and implementation processes.			
4. The Global Fund will seek to operate in a balanced manner in terms of different regions, diseases and interventions.			
5. The Global Fund will pursue an integrated and balanced approach covering prevention, treatment and care and support in dealing with the three diseases.			
6. The Global Fund will evaluate proposals through independent review processes based on the most appropriate scientific and technical standards that take into account local realities and priorities.			
7. The Global Fund will seek to establish a simplified, rapid, innovative process with efficient and effective disbursement mechanisms, minimizing transaction costs and operating in a transparent and accountable manner based on clearly defined responsibilities. The Global Fund should make use of existing international mechanisms and health plans.			
8. In making its funding decisions, the Global Fund will support proposals which meet a specific set of criteria.			

¹ Boxes colored in gray indicate those principles which are addressed by the overarching questions

ANNEX B: DESCRIPTION OF THE METHODOLOGY FOR 360° STAKEHOLDER ASSESSMENT

1. HIGH-LEVEL STAKEHOLDER CONSULTATION

During March and April 2006, the Global Fund commissioned a High-Level Stakeholder Consultation. This aimed to canvass the opinions of a selected number of senior-level international experts on the proposed focus and overarching questions for the Five-Year Evaluation of the organization, as well as their perceptions of its performance.

The consultation was implemented by an independent consultant from the Centre for Health and Social Development (HeSo), Oslo. It involved 23 structured interviews conducted by the consultant and the Chair of the TERG, either over the telephone or in person. The stakeholders offered thorough knowledge and experience of the Global Fund’s design, policies and operations. They represented a variety of sectors: NGOs (2); recipient countries (7); donor countries (2); technical agencies (12); formal partnership structures (such as UNAIDS, Roll Back Malaria and Stop TB) (5); civil society and the private sector (4); affected communities (2); and those involved in the early stages of the Global Fund (5). [See Annex C for a list of interviewees].

The consultation served to “field test” the overarching questions for the Five-Year Evaluation, as well as to identify critical sub-questions for further study. It also provided a preliminary “snapshot” of opinions about the Global Fund’s performance.

2. CONSULTATION WITH THE GLOBAL FUND BOARD

In April 2006, the Chair of the TERG presented the findings of the High-Level Stakeholder Consultation to the Board of the Global Fund at its Thirteenth Board Meeting Retreat.

Following the presentation, the members of the Board built upon the results of the consultation by participating in a facilitated discussion on seven of its emerging themes. These included: the involvement of civil society; public/private partnerships; provision of technical support; harmonization and alignment; CCMs; Global Fund governance and LFAs.

The session provided further important clarification of the questions and issues for further study under the Five-Year Evaluation, as well as input into the objectives for the next stage of the 360° Stakeholder Assessment.

3. ONLINE STAKEHOLDER SURVEY

During May and June 2006, building on both the High-Level Stakeholder Consultation and the discussion with the Board, the Global Fund commissioned an Online Stakeholder Survey. This aimed to significantly expand the pool of respondents beyond the High-Level Consultation and assess the opinions of stakeholders from a wide range of regions, sectors, etc, about the performance and reputation of the Global Fund, as well as factors to improve to strengthen commitment to the organization.

The survey was carried out by TNS Healthcare, a leading market research and information group. It used a questionnaire focusing on 23 attributes of the Global Fund (based upon the founding principles in its Framework Document) and asked respondents to rate each one according to its importance and the organization’s performance. The questionnaire was distributed in English, French, Russian and Spanish directly by email to 5,700 key contacts, as well as being made available on the Global Fund’s website. The contacts included: CCM members; LFAs; PRs; the Global Fund Board; private sector focal points; donor representatives; Global Fund Partnership Forum invitees; Partnership eForum registrants; the Global Fund civil society mailing list; technical partners, including UNAIDS Country Coordinators; the Roll Back Malaria Partnership Board; Stop TB distribution list; WHO/AIDS country staff and WHO/AIDS consultants.

Over 900 completed questionnaires were received. The respondents represented a cross-section of: regions (including 31 percent from sub-Saharan Africa); languages (with 32 percent participating in French, Russian or Spanish); and sectors (including 34 percent from NGOs, 15 percent multilateral agencies and 13 percent recipient governments). Sixty-nine percent of respondents reported formal involvement with the Global Fund.

The survey provided a larger-scale assessment of stakeholders’ current views about the performance and reputation of the Global Fund. In particular, it supported the Five-Year Evaluation process by identifying perceived areas of strengths and weaknesses, as well as differences of opinion among categories of stakeholders.

4. DISCUSSION AT GLOBAL FUND PARTNERSHIP FORUM

In July 2006, the results to date of the 360° Stakeholder Assessment were presented by the Vice-Chair of the TERG to a meeting of the Global Fund’s Partnership Forum. The Partnership Forum meets every two years and gathers a broad range of international stakeholders to discuss the organization’s performance and make recommendations on its strategy and effectiveness. The meeting, held in Durban, South Africa, involved over 400 people from 118 countries. While the majority represented civil society organizations, there was also significant participation by governments, the private sector, United Nations agencies and the Board of the Global Fund.

Following the presentation, the Partnership Forum members built upon the results to date of the assessment by participating in a facilitated discussion of some of its key emerging issues. Examples of these included the effectiveness of government/civil society partnerships and the Global Fund’s systems for technical support.

The session provided validation that the three overarching questions for the Five-Year Evaluation are “on track”, while also adding further stakeholder insights into key issues relating to the Global Fund’s current performance and reputation.

ANNEX C: LIST OF INTERVIEWEES FOR HIGH-LEVEL
STAKEHOLDER CONSULTATION

Dr Anarfi Asamoah-Baah, Assistant Director-General, HIV/AIDS, TB and Malaria, WHO

Dr Anders Nordstrøm, Assistant Director-General, General Management, WHO (Previous Global Fund Interim Executive Director; previous MEFA Chair)

Dr Andrew Cassels, Director Health Policy, Development and Services, WHO

Dr Awa Coll-Seck, Executive Secretary, Roll Back Malaria Partnership Secretariat

Dr Carol Jacobs, Chair National AIDS Commission, Prime Minister's Office (Global Fund Board Chair)

Dr Hans-Martin Boehmer, Director Policy Division, Human Development Group, DFID

Dr Hezron O. Nyangatio, Permanent Secretary, Ministry of Health, Kenya

Dr Ian Smith, Advisor to the Director-General, WHO

Dr Madeleine Leloup, Program Management Adviser, Financial Initiatives Global Initiatives Division, UNAIDS

Dr Manuel Thomas Schick, Program Management Adviser, Financial Initiatives Global Initiatives Division, UNAIDS

Dr Marco A. Espinal, Executive Secretary, Stop TB Partnership Secretariat

Dr Nina Ferencic, Team Leader, Financial Initiatives Global Initiatives Division, UNAIDS

Dr Ren Minghui, Deputy Director-General, Department of International Cooperation, Ministry of Health China (Global Fund Board Focal Point; FAC Vice Chair, PSC)

Dr. Sigrun Møgedal, HIV/AIDS Ambassador, Ministry of Foreign Affairs, Norway (Ethics Committee member; previous MEFA Chair)

Dr Susan Holck, Management Officer, Office of the Assistant Director-General, WHO

Dr Suwit Wibulpolprasert, Deputy Permanent Secretary, Ministry of Public Health, Thailand (Global Fund Board member: South East Asia)

Hon Charity Kaliku Ngilu, Minister of Health Kenya

Mr Pascal Bijleveld, Management Officer, Office of the Assistant Director-General, WHO

Mr Richard Burzynski, Executive Director ICASO, (Global Fund Board member: Developed Country NGO)

Ms Milly Katana, Lobbying and Advocacy Officer, Health Rights Action Group, Uganda (Global Fund Board member: Development Country NGO; previous MEFA Vice Chair)

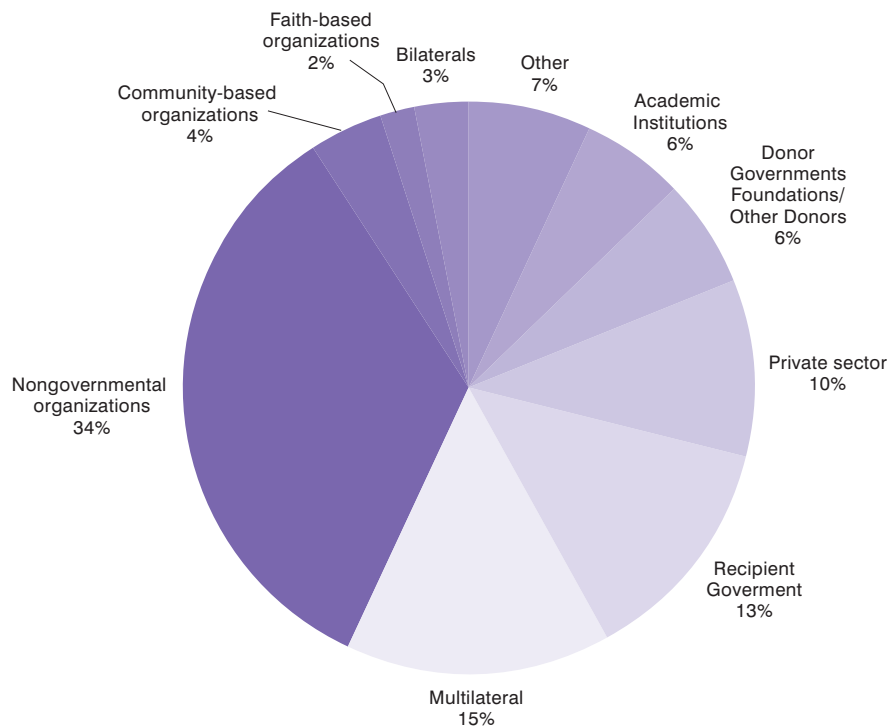
Ms Natalie Leonchuk, Executive Director of the Secretariat, East European and Central Asian Union of PLWH Organizations (Ethics Committee member)

Ms Philippa Lawson, The Futures Group, USA (Global Fund Board Member)

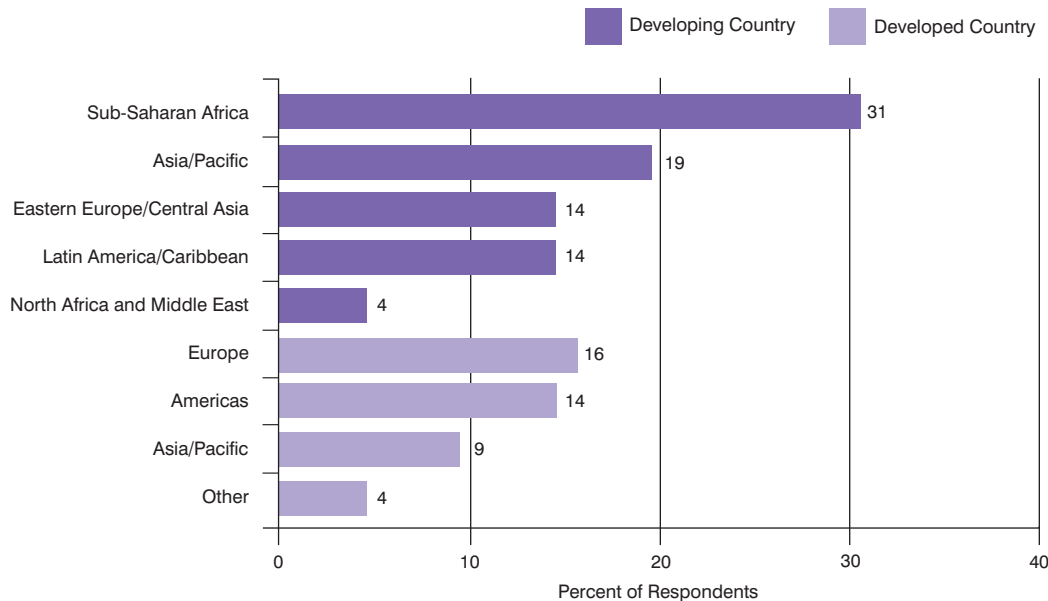
Sir George Alleyne, Special Envoy of the Secretary General for HIV/AIDS in the Caribbean Region, previous Regional Director WHO/PAHO

ANNEX D: BREAKDOWN OF RESPONDENTS TO ONLINE
STAKEHOLDER SURVEY

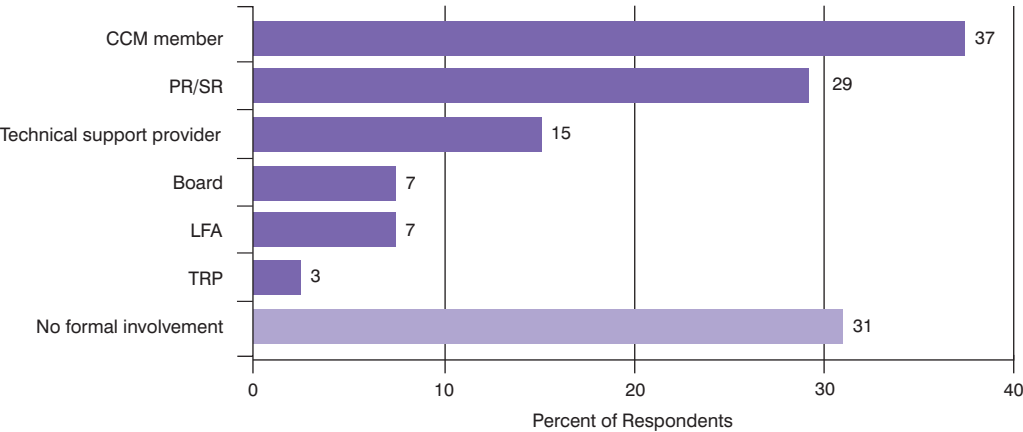
RESPONDENTS TO ONLINE STAKEHOLDER SURVEY, ACCORDING TO SECTOR



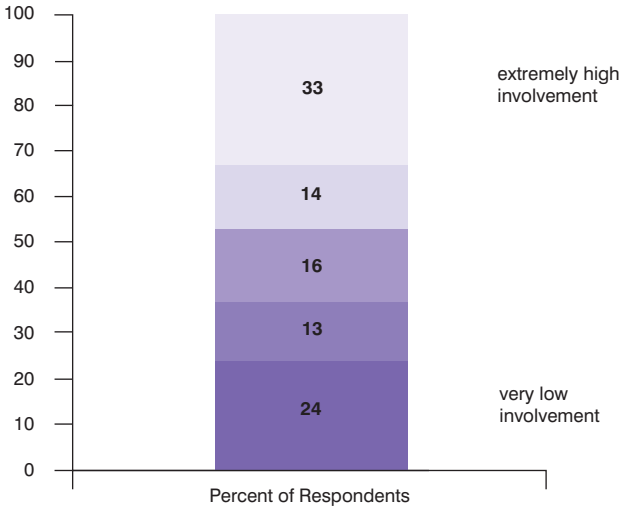
360° STAKEHOLDER SURVEY - RESPONDENTS BY REGION



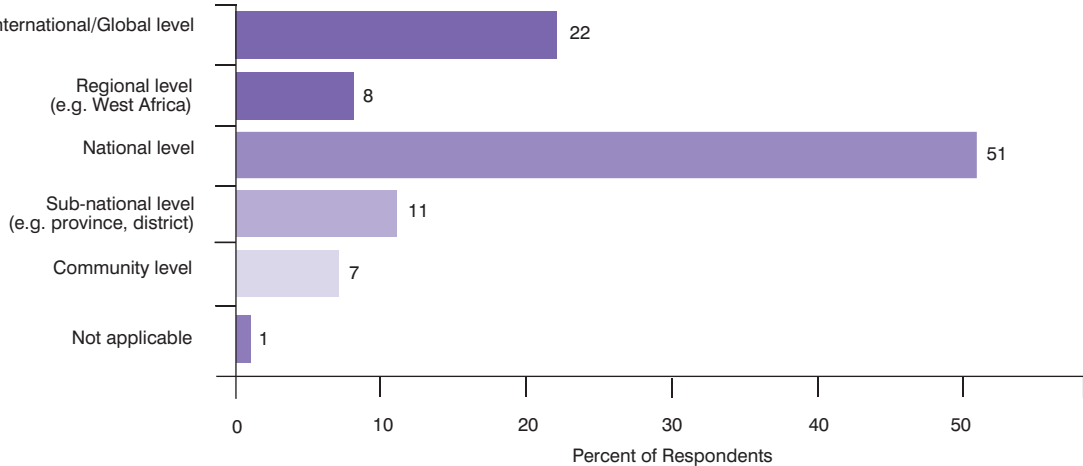
360° STAKEHOLDER SURVEY - INVOLVEMENT WITH GLOBAL FUND



EXTENT OF INVOLVEMENT WITH GLOBAL FUND PROCESSES SUCH AS POLICY DEVELOPMENT, PROPOSAL PREPARATION OR GRANT IMPLEMENTATION



360° STAKEHOLDER SURVEY - LEVEL OF WORK OF RESPONDENTS



ANNEX E: DESCRIPTION OF METHODOLOGY FOR MULTIVARIATE ANALYSIS OF ONLINE STAKEHOLDER SURVEY

The following is an extract from The Global Fund Five-Year Evaluation: Multivariate Regression Analysis of the 360 Stakeholders Survey, Omar Galárraga and Stefano Bertozzi, National Institute of Public Health, Cuernavaca, Mexico, July 2006:

The purpose of analyzing the online stakeholder survey using multivariate regression methods was to control for several confounding variables and thus to identify correlations that would hold once we controlled for those covariates. The analyses performed used created dichotomous variables. These variables were created by grouping the two lowest categories (e.g. poor and fair) into a “low” category; and the two highest categories (e.g., very good and excellent) into a “high” category.

The new binary high and low categories were then used in multivariate logistic regression. The tables report marginal effects (also known as “partial effects”) for independent variables that are associated with the outcomes at the 95 percent confidence level. For binary independent variables the marginal effect is for a change from 0 to 1. For continuous and multiple-response categorical independent variables, the marginal effect is an infinitesimal change around the mean of the independent variable.

For the questions where only one response was allowed, one category has to be omitted. Note that the omitted and thus reference categories for comparisons are:

- For level of work: the “national level”.
- For focus of work: “recipient government”.

In particular, we analyzed as dependent variables the following questions on the performance of the Global Fund: Q19_1 to Q19_23, and the questions on the reputation of the Global Fund: Q9 to Q18.

In the empirical estimation, we used a covariate vector which included:

- Respondent attributes (focus and level of work; region of residence; main interest; formal and general level of involvement with the Global Fund, HIV status).
- Regional characteristics.

In addition, for the analysis of the reputation questions (Q9 to Q18), the covariate vector also included:

- Attribute gaps (23 attribute gaps related to organizational efficiency; partner environment; and coverage and impact variables) measured as the respondent linear difference between attribute importance and rated Global Fund performance. That is, a larger gap implies that respondents place importance on that attribute, but believe that the Global Fund’s performance in that area has been lower.

ANNEX F: OVERALL IMPORTANCE AND PERFORMANCE

RATINGS FOR GLOBAL FUND ATTRIBUTES

TABLE 1. Evaluation of the Global Fund system: **Performance** of the Global Fund, by attribute. Responses (in %) to question Q19: “Here is a list of statements or attributes that may play a role in the evaluation of the Global Fund system. How do you rate the Global Fund on each attribute: Is the performance of the Global Fund poor, fair, good, very good, or excellent?”

PERFORMANCE OF GLOBAL FUND ATTRIBUTE		% of respondents with performance score					
		POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	DON'T KNOW
1	Efficiency in disbursing funds	11.0	22.6	31.6	20.1	7.7	7.0
2	Transparent sharing of information	10.1	19.5	24.3	21.8	20.5	3.9
3	Mobilization of new financial resources	6.7	22.4	31.4	19.5	8.4	11.7
4	Mobilization of private sector resources	21.2	27.0	21.8	13.2	4.7	12.1
5	Strengthening of the partnerships between government and civil society	12.7	24.4	27.1	21.9	10.8	3.2
6	Supporting programs that reflect country ownership	6.9	17.9	32.3	25.3	10.9	6.6
7	Complementarity of Global Fund grants with national programs	8.8	20.9	29.4	24.4	11.0	5.5
8	Alignment of Global Fund grants with national health systems	11.6	21.1	29.9	22.9	7.0	7.5
9	Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems	12.8	24.8	29.2	17.8	6.8	8.7
10	Inclusion and participation of communities and people living with/affected by the three diseases in CCMs	13.8	20.0	27.2	21.2	12.1	5.7
11	Independence of the technical review process for proposals	7.8	15.1	28.4	22.	11.9	14.3
12	Quality of the technical review process for proposals	7.6	17.9	20.1	23.7	8.4	12.3
13	Effectiveness of the Local Fund Agent (LFA) model for financial oversight	16.5	24.0	21.8	15.5	8.1	14.1
14	Effectiveness of technical support through partners for proposal preparation	10.1	26.2	32.2	15.8	7.5	8.1
15	Effectiveness of technical support through partners for grant implementation	12.5	25.5	31.4	17.5	5.0	8.1
16	Focus on funding proven and effective interventions against HIV/AIDS, TB and malaria	6.1	16.6	28.3	28.9	14.9	5.3
17	Funding a balanced approach to prevention, treatment and care/support	7.9	21.0	30.7	23.9	10.3	6.2
18	Priority given to most-affected and at-risk countries/communities	7.2	14.6	28.3	26.7	17.6	5.6
19	Funding is based on achievement of measurable results	7.7	17.6	29.7	26.1	13.3	5.6
20	Improved efficiency in program implementation through performance based funding	9.0	20.1	30.3	22.3	11.2	7.0
21	Effective strengthening of health systems capacity through grants for the three diseases	12.4	24.6	29.3	19.4	9.5	4.8
22	People affected by the three diseases are reached by programs receiving Global Fund support	8.0	22.9	29.5	23.3	12.5	3.7
23	Flexibility in use of funds to support programs	12.2	24.8	26.3	19.0	8.8	8.9

TABLE 2. Evaluation of the Global Fund system: Estimated **importance** of principles of the Global Fund, by attribute. Responses (in %) to question Q20: “Here is a list of statements or attributes again. For each attribute, please indicate how important it is for you that the Global Fund operates according to these principles”.

IMPORTANCE OF GLOBAL FUND ATTRIBUTE		% of respondents with importance score				
		NOT IMPORTANT AT ALL	LESS IMPORTANT	IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT
1	Efficiency in disbursing funds	0.6	2.3	17.2	36.4	43.6
2	Transparent sharing of information	0.3	1.3	14.3	29.5	54.6
3	Mobilization of new financial resources	0.6	2.1	18.9	30.8	47.6
4	Mobilization of private sector resources	1.0	7.9	26.4	32.9	31.8
5	Strengthening of the partnerships between government and civil society	0.6	3.3	17.8	34.1	44.2
6	Supporting programs that reflect country ownership	1.3	5.2	22.3	33.7	37.5
7	Complementarity of Global Fund grants with national programs	1.4	5.3	19.0	37.2	37.1
8	Alignment of Global Fund grants with national health systems	1.4	5.2	24.5	34.0	34.9
9	Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems	1.4	5.8	24.4	32.2	36.1
10	Inclusion and participation of communities and people living with/affected by the three diseases in CCMs	1.4	4.8	21.0	27.4	45.3
11	Independence of the technical review process for proposals	0.4	3.7	21.0	34.0	40.8
12	Quality of the technical review process for proposals	0.6	2.5	21.1	40.4	35.4
13	Effectiveness of the Local Fund Agent (LFA) model for financial oversight	1.9	6.9	28.1	34.5	28.6
14	Effectiveness of technical support through partners for proposal preparation	0.7	3.1	28.2	41.1	27.0
15	Effectiveness of technical support through partners for grant implementation	0.6	3.2	26.4	39.5	30.4
16	Focus on funding proven and effective interventions against HIV/AIDS, TB and malaria	0.3	3.2	17.6	37.8	41.0
17	Funding a balanced approach to prevention, treatment and care/support	0.8	3.0	20.1	35.0	41.1
18	Priority given to most affected and at risk countries/communities	1.0	2.5	16.5	32.8	47.2
19	Funding is based on achievement of measurable results	0.6	3.2	23.8	35.6	36.9
20	Improved efficiency in program implementation through performance based funding	0.6	3.3	22.3	39.8	34.0
21	Effective strengthening of health systems capacity through grants for the three diseases	0.9	3.2	20.0	34.4	41.5
22	People affected by the three diseases are reached by programs receiving Global Fund support	0.7	2.0	11.2	24.2	61.9
23	Flexibility in use of funds to support programs	0.8	3.3	26.8	38.5	30.6

ANNEX G: PERFORMANCE AND IMPORTANCE RATINGS
FOR GLOBAL FUND ATTRIBUTES BY
STAKEHOLDER CONSTITUENCY

The tables below show the proportion of respondents who rate the Global Fund’s PERFORMANCE with respect to each of the individual attributes as “good”, “very good” or “excellent” and the proportion of respondents who rate the IMPORTANCE of each individual attribute as “very important” or “extremely important”.

TABLE 1: Percentage of respondents rating **performance** as “good”, “very good” or “excellent” (“don’t know” excluded)

Total		Stakeholder Constituency					Stakeholder Constituency			Working Level				
Performance of Global Fund Attribute		Recipient government	NGO/ CBO/ FBO	Bilateral	Multilateral		Donor government/ Foundation/ Other donor	Private sector	Academic institution	International/ Global level	Regional level	National level	Subnational level	Community level
Efficiency in disbursing funds	64%	73%	66%	41%	54%		56%	61%	65%	60%	58%	66%	64%	67%
Transparent sharing of information	69%	78%	68%	52%	62%		65%	75%	74%	69%	63%	71%	70%	64%
Mobilisation of new financial resources	67%	81%	66%	64%	61%		63%	60%	66%	60%	64%	71%	69%	62%
Mobilisation of private sector resources	45%	63%	45%	11%	35%		33%	42%	52%	33%	33%	50%	56%	48%
Strengthening of the partnerships between government and civil society	62%	88%	56%	43%	54%		59%	53%	66%	59%	52%	68%	49%	53%
Supporting programs that reflect country ownership	73%	88%	71%	62%	68%		81%	70%	68%	74%	61%	78%	64%	68%
Complementarity of Global Fund grants with national programs	69%	80%	68%	52%	61%		64%	74%	60%	66%	62%	72%	60%	68%
Alignment of Global Fund grants with national health systems	65%	82%	64%	32%	56%		60%	62%	67%	53%	59%	70%	65%	64%
Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems	59%	70%	61%	52%	48%		49%	52%	56%	49%	50%	64%	56%	60%
Inclusion and participation of communities and people living with or affected by the three diseases in CCMs	64%	81%	62%	55%	61%		50%	60%	69%	56%	60%	71%	56%	55%
Independence of the technical review process for proposals	73%	80%	67%	90%	75%		78%	74%	77%	78%	65%	75%	66%	61%
Quality of the technical review process for proposals	71%	81%	70%	82%	60%		68%	76%	70%	76%	58%	73%	65%	62%
Effectiveness of the Local Fund Agent (LFA) model for financial oversight	53%	66%	49%	33%	47%		44%	61%	51%	46%	53%	58%	49%	43%
Effectiveness of technical support through partners for proposal preparation	60%	73%	55%	48%	64%		55%	59%	61%	54%	59%	65%	54%	62%
Effectiveness of technical support through partners for grant implementation	59%	71%	57%	41%	52%		47%	58%	64%	51%	49%	63%	59%	62%
Focus on funding proven and effective interventions against HIV/AIDS, TB and malaria	76%	84%	74%	65%	70%		79%	80%	74%	74%	77%	79%	67%	72%
Funding a balanced approach to prevention, treatment and care / support	69%	82%	67%	61%	62%		73%	65%	70%	68%	53%	73%	63%	69%
Priority given to most affected and at risk countries / communities	77%	86%	74%	57%	73%		90%	79%	75%	78%	69%	78%	76%	72%
Funding is based on achievement of measurable results	73%	86%	70%	57%	72%		69%	69%	73%	71%	63%	77%	66%	71%
Improved efficiency in program implementation through performance based funding	69%	86%	69%	55%	59%		63%	54%	67%	63%	59%	74%	63%	66%
Effective strengthening of health systems capacity through grants for the three diseases	61%	76%	64%	39%	49%		48%	56%	62%	52%	59%	64%	63%	64%
People affected by the three diseases are reached by programs receiving Global Fund support	68%	86%	64%	65%	63%		78%	63%	63%	70%	61%	72%	57%	55%
Flexibility in use of funds to support programs	59%	71%	57%	45%	52%		63%	56%	64%	58%	53%	63%	51%	59%

TABLE 2: Percentage of respondents rating importance of individual attributes as “very important” or “extremely important”

Total		Stakeholder Constituency					Stakeholder Constituency			Working Level				
Importance of Global Fund Attribute		Recipient government	NGO/ CBO/ FBO	Bilateral	Multilateral		Donor government/ Foundation/ Other donor	Private sector	Academic institution	International/ Global level	Regional level	National level	Subnational level	Community level
Efficiency in disbursing funds	80%	82%	80%	74%	75%		82%	84%	83%	81%	76%	80%	84%	73%
Transparent sharing of information	84%	85%	86%	91%	81%		88%	77%	83%	82%	79%	86%	87%	78%
Mobilisation of new financial resources	78%	83%	79%	70%	78%		80%	78%	76%	79%	76%	79%	80%	77%
Mobilisation of private sector resources	65%	65%	71%	48%	57%		67%	61%	66%	63%	63%	63%	76%	66%
Strengthening of the partnerships between government and civil society	78%	78%	82%	74%	81%		78%	69%	76%	77%	75%	79%	82%	78%
Supporting programs that reflect country ownership	71%	75%	70%	74%	84%		67%	60%	73%	69%	62%	75%	6%8	70%
Complementarity of Global Fund grants with national programs	74%	83%	72%	83%	80%		75%	67%	71%	74%	70%	77%	75%	64%
Alignment of Global Fund grants with national health systems	69%	83%	64%	87%	75%		67%	60%	68%	68%	69%	72%	68%	52%
Alignment of Global Fund monitoring requirements with national monitoring and evaluation systems	68%	74%	63%	91%	75%		71%	58%	71%	71%	65%	69%	64%	61%
Inclusion and participation of communities and people living with or affected by the three diseases in CCMs	73%	69%	78%	61%	72%		78%	59%	75%	73%	70%	71%	79%	81%
Independence of the technical review process for proposals	75%	77%	72%	78%	81%		86%	68%	73%	78%	72%	78%	74%	55%
Quality of the technical review process for proposals	76%	76%	73%	87%	78%		84%	73%	83%	81%	68%	78%	72%	63%
Effectiveness of the Local Fund Agent (LFA) model for financial oversight	63%	62%	64%	70%	57%		69%	64%	59%	65%	58%	63%	67%	61%
Effectiveness of technical support through partners for proposal preparation	68%	72%	69%	65%	71%		73%	60%	69%	65%	56%	72%	70%	63%
Effectiveness of technical support through partners for grant implementation	70%	66%	71%	70%	72%		76%	70%	64%	77%	63%	69%	70%	67%
Focus on funding proven and effective interventions against HIV/AIDS, TB and malaria	79%	78%	79%	83%	76%		86%	77%	83%	82%	79%	78%	77%	81%
Funding a balanced approach to prevention, treatment and care / support	76%	75%	80%	52%	76%		65%	76%	78%	72%	80%	76%	77%	83%
Priority given to most affected and at risk countries / communities	80%	81%	81%	74%	83%		71%	80%	83%	82%	76%	78%	86%	84%
Funding is based on achievement of measurable results	72%	75%	73%	83%	70%		71%	75%	69%	74%	65%	74%	70%	72%
Improved efficiency in program implementation through performance based funding	74%	74%	75%	78%	72%		78%	73%	76%	73%	66%	75%	79%	70%
Effective strengthening of health systems capacity through grants for the three diseases	76%	85%	74%	78%	82%		71%	65%	76%	72%	80%	77%	75%	73%
People affected by the three diseases are reached by programs receiving Global Fund support	86%	88%	83%	96%	89%		90%	92%	80%	91%	90%	84%	88%	83%
Flexibility in use of funds to support programs	69%	74%	71%	61%	69%		69%	68%	73%	70%	66%	70%	68%	64%

ANNEX H: LIST OF RESOURCES RELATING TO
360° STAKEHOLDER ASSESSMENT

The following resources, upon which this report is based, are available from the Global Fund on request:

Results of the Global Fund 360° Stakeholder Review, Presentation by the Technical Evaluation Review Group to the Retreat of the Thirteenth Board Meeting, 25 April 2006.

The Global Fund Five-Year Evaluation: Overarching Questions: Report from a Stakeholder Consultation, May 2006, Stein-Erik Kruse, Centre for Health and Social Development, Oslo.

360° Stakeholder Assessment, Presentation to the Global Fund Partnership Forum by the Technical Evaluation Reference Group, July 2006.

Global Fund 360° Stakeholder Review: Proposal 2, TNS Healthcare, April 2006.

Overarching Evaluation Questions, Adequacy of Available Information and Priority Knowledge Gaps for the Five-Year Evaluation of the Global Fund: A Report to the Technical Evaluation Reference Group, February 2006.

The Global Fund Five-Year Evaluation: Multivariate Regression Analysis of the 360° Stakeholders Survey, Omar Galárraga and Stefano Bertozzi, National Institute of Public Health, Cuernavaca, Mexico, July 2006.

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