



The Global Fund Vision of Partnership

I. Introduction

1. The Global Fund to Fight AIDS, Tuberculosis and Malaria was established in 2002 based on a foundation of international public-private partnership. As stated in the Framework Document, “the purpose of the Fund is to attract, manage and disburse additional resources through a new public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium development goals”.

2. The Global Fund is itself a partnership. The concept implies the shared responsibility of the components of this partnership, which include governments, civil society in the broadest sense, the private sector and non-profit foundations, communities of persons living with three diseases, and intergovernmental organizations. The communities of persons living with the diseases are at the core of this partnership. The partnership nature of the Fund seeks to engage these communities in the Fund’s role in combating the diseases in an innovative manner. The Global Fund is a multi-sectoral response but has no institutional country presence. Its day-to-day operations are run by a lean secretariat in Geneva. It is a financing, not an implementing, entity: without the active support of, and collaboration with, a range of partners at various levels, the capacity of the Fund to mobilize resources will be extremely limited, and the resources that are raised cannot be effectively utilized. The purpose of this paper is to set out a vision of the Global Fund’s partnership approach, and to indicate progress and trends in the development of this critical area of the Fund’s work. It is neither intended to be a compendium of the Fund’s partnerships nor a detailed discussion of individual partnerships.

II. Vision of Partnership

3. As has been underscored earlier, the concept of partnership and the global responsibility of partners lies at the core of what the Global Fund is, and how it should conduct its business. The Fund’s vision of its partnerships is one in which:

(a) The Fund is a partner that supports the efforts of other partners to combat the three diseases by facilitating the availability of additional resources needed to achieve the scale up of existing activities and the larger goal of halting and reversing the impact of the diseases;

(b) It is a catalyst that facilitates new, effective partnerships at country level through the replication of public-private partnership to facilitate the submission and implementation of quality proposals;

(c) The Global Fund's partnerships are based on shared objectives and a balanced exchange of benefits;

(d) Complementarity, based on mutual need and interdependence, is an important aspect of the Global Fund's partnership concept: partnerships are built on the basis that the Fund and its partners need each other to accomplish a task¹.

(e) Clearly identified deliverables are the goal of all Global Fund partnerships.

IV. Strategy of partnerships²

4. In its overall strategic approach to partnerships, the Global Fund seeks partners whose partnership has the potential to make a real difference to the effectiveness and efficiency of the achievement of shared goals. This depends significantly on the potential partner's mandate or core business. It will involve as well an assessment of the existence of shared value systems (as a World Health Organization paper puts it, "do we value similar things in the same way and to the same extent?"), whether or not the potential partners are on the same "wavelength", and similarities and differences in working culture and how to make adjustments for different working cultures.

5. The Fund and its partners will need to consider what strategies need to be applied to achieve the best results from the partnership. This involves identifying what specific actions each partner needs to take, and the timing of inputs. Should all activities commence at the same time, commence at different times and proceed in parallel, or should the partners "kick in" at particular times in a planned sequence? This depends on the dynamics of each partnership. The Fund is a demand based financing mechanism and thus relatively passive, with the role of its partners being more proactive, e.g. sensitizing stakeholders in

¹ See World Health Organization, *A Pocket Guide to Building Partnerships*, 2003.

² The terms "value systems" and "wavelength" in this section are attributable to the WHO Pocket Guide, id.

developing countries about the potential availability of resources channeled through the Fund, and assistance to countries in the technical preparation of proposals. In some cases, however, the Fund may also take a proactive role, e.g. approaching partners with specific requests the meeting of which leads to better results from the partnership³. The Fund's strategic approach, whether at a global level or to a specific partnership, is applicable to all the levels and themes of its partnerships, adapted as may be necessary.

V. Spectrum of Partnerships

6. The Global Fund's partners all contribute in a range of ways and at various levels – technical, in-country and globally, to the partnership. The thematic and sectoral groups in which these partnerships are reviewed below should thus not be seen as rigid, artificial distinctions, but rather as demonstrative and convenient groupings for presentational purposes only. These partnerships may be formal or informal, with most of them somewhere in between, represented by memoranda of understanding (MOUs) or exchange of letters that capture mutual commitment to agreed action, roles and accountabilities. It is important to emphasize that the partnerships of the Global Fund should not be limited to contractual or written relationships. Interdependence, the spirit and understanding of joint vision and action between the Fund and its partners are far more important.

7. In developing proposed partnership agreements the Secretariat must not breach decisions approved by the Board or take actions that would anticipate policies under contemplation by the Board or on which the Board is expected to take action.

8. Over the past 18 months the Fund has developed and strengthened not only the network of its partnerships, but the substance and processes of those partnerships as well. This process is an ongoing one and is constantly refined in light of experience. The specific examples of partnerships that will be cited and analyzed below are representative only, and in no way reflect the full list of the Fund's many partnerships.

9. **Technical Partnerships:** These are partnerships in which the Fund's partners offer a particular type of valued or focused expertise relevant to the Fund's core processes of reviewing and financing high-quality proposals. Here the technical capacity of these partners complements the financial resources channeled by the Fund.

9.1 The Global Fund has active technical partnerships with, among others, the Joint United Nations Program on HIV/AIDS (UNAIDS) and the World Health

³ See "Technical Partnerships" below.

Organization, two institutions with mandates that are directly related to that of the Global Fund. These partnerships draw upon the complimentary strengths of each partner institution. On 4 August 2003 UNAIDS and the Global Fund signed a MOU that reaffirmed their mutual cooperation. The MOU recognizes the role of UNAIDS as a key source of strategic analysis, policy advice and technical expertise to help countries access and use the resources of the Global Fund. It recognized the Global Fund as a critical financing mechanism to scale up national programs in the overall context of UNAIDS' role in global advocacy and coordination in the fight against HIV/AIDS.

9.2 The Global Fund has active technical partnerships with the World Health Organization (WHO). MOUs are scheduled to be signed in the near future between the Fund and WHO-associated Stop TB and Roll Back Malaria programs, providing a framework for collaboration at both policy/institutional and country levels. Building on recent structural changes in WHO, consultations toward signing and operationalizing these MOUs are already at advanced stage, with emphasis on country-level collaboration. This partnership is intended to capture the synergies of the partner institutions in the fight against TB and malaria, with the Fund providing scaled-up financing that facilitates the achievement of the aims of Stop TB and Roll Back Malaria.

9.3 The partnership between WHO and the Global Fund is active as well in the fight against HIV/AIDS. WHO, together with UNAIDS has declared the absence of treatment access for millions of persons living with HIV/AIDS in developing countries a global emergency. The Global Fund will try to contribute financial resources to the achievement of WHO's goal of putting three million people on treatment by 2005 (3 x 5), while technical preparations for the success of this initiative are being undertaken by WHO.

9.4 One concrete example of the positive impact of the Global Fund's technical partnerships with UNAIDS and WHO is the marked increase in the numbers of Global Fund Board approved proposals from several countries in Round 3 that had been unsuccessful in Rounds 1 and 2, following technical support intervention at country levels by the two agencies at the request of the Fund. These positive achievements make the case for deepening and strengthening the partnerships between the Global Fund, UNAIDS and WHO and other technical partners of the Fund, including the World Bank and the International Labour Organization (ILO).

10. **In-country Partnerships:** The Fund's global mission can only succeed through local action. As noted earlier, the Fund does not have an in-country presence, but the Country Coordination Mechanisms (CCMs) serve as the main framework for these partnerships and, without question, are the bedrock of the concept and functioning of the Global Fund. CCMs bring together multiple actors and stakeholders at the national level including governments, NGOs,

representatives of persons living with the diseases, and the private sector to prepare, coordinate and implement proposals with resources provided by the Fund. The Fund, however, does not prescribe the actions of these partners and acts only as a catalyst by bringing all relevant stakeholders together as partners. The value of these in-country partnerships lies heavily in their inclusive and broadly representative nature, with the attendant ownership such partnership confers on the national response that the Global Fund supports with resources.

10.1 Bilateral and multilateral development partners also represent a critically important dimension of the Fund's in-country partnerships. These partners are actively involved in or otherwise support CCMs in several countries. There is significant potential for the provision of even greater partnership support to the Fund in countries with Global Fund-financed programs. Partnership in this context also includes room for bilateral and multilateral partners to assist the Fund to improve the quality of proposals submitted to it, and support effective implementation as well as monitoring and evaluation of approved proposals. Partners can also fulfill a monitoring function by following the progress or potential problems in various countries where the Global Fund, as a result of its structure, has only a very limited presence. Moreover, CCM partnerships in some countries have not yet met the standards indicated in the Framework Document and thus remain an important developmental challenge for the Fund.

10.2. In addition to technical support to CCMs, bilateral and multilateral development partners are now active partners of the Global Fund to ensure donor harmonization and best practice at country level. CCM development and donor harmonization remain a key part of the Fund's vision for its partnership with bilateral and multilateral development partners at country level.

11. Partnerships with NGOs and Civil Society: AIDS, TB and malaria cannot be fought without the contribution and involvement of civil society. Civil society played a very active role in the process that led to the establishment of the Global Fund, and its role in the Fund's governance and processes has been crucial.

11.1 The Fund's partnership with civil society takes a number of forms. Resources from the Fund support many community-based organizations on the ground, and a number of international nongovernmental organizations support the proposals-development processes of the Fund at country level, working with CCMs. While some NGOs work actively to strengthen the effectiveness of CCMs, others are engaged in the dissemination of information about the Global Fund on an independent basis. Yet others play a significant role at country level, monitoring the effectiveness of the Fund's resources. In these ways, civil society partnership contributes to the transparency of the Fund's processes.

11.2 Civil society organizations are critical advocates for the Global Fund, working tirelessly to mobilize resources that the Fund can channel to concrete programs on the ground. For many members of civil society, in particular persons and communities living with the three diseases, the Global Fund represents one of the most concrete opportunities to change the course of the pandemics.

12. **Private Sector Partnerships:** The private sector has been actively involved in the Fund, both at the level of the Fund's Board and at country level through active membership of CCMs. The private sector and foundations have provided the Fund with strong support through financial contributions, governance at Board level, and in-kind support to the Secretariat. The Secretariat has devoted increased resources to developing the spectrum and depth of partnerships with the private sector, which looks set to contribute to the future and sustained success of the Global Fund by providing support across three broad channels: cash contributions, including the possibility of mobilizing cash resources through transaction-driven consumer models and co-branding campaigns; operational support in several areas of the Fund's core activities such as grants management, strategic analysis and evaluation, and external relations; and co-investment at the country level, a promising type of partnership in which the Global Fund co-invests with corporations to expand their workplace prevention and treatment programs to wider communities. Several major private sector corporations have recently announced their intention to join the fight against AIDS through such workplace programs and co-investment schemes.

13. **Resource Mobilization Partnerships:** The Global Fund has significant near and longer term resource needs. This reality has created the need for an expansion of resource mobilization partnerships, i.e. partnerships for the specific purpose of raising additional resources. An important example of the Fund's resource mobilization partnerships is the United Nations Foundation, which serves as the channel for private sector and individual donations to the Global Fund. The UNF has also undertaken fundraising activities for the benefit of the Global Fund among other beneficiaries. Resource mobilization partnerships, will become increasingly important as the Fund seeks to obtain significant resources in the years ahead from sources beyond the traditional Official Development Assistance budgets of governments.

II. Partnership Forum

14. Going forward, the inherent importance of partnerships to the Global Fund is underscored by the imminent activation of a key component of its governance structures: The Partnership Forum. The By-laws of the Global Fund identified as one of the governing, administrative and advisory bodies a Partnership Forum

that has to be convened periodically. The Partnership Forum has the following functions:

- To review progress based on reports from the Board and to provide advice to the Fund on general policies;
- To provide an important and visible platform for debate, advocacy, continued fund raising, and inclusion of new partners;
- To mobilize and sustain high level coordination, political commitment and momentum to achieve the Fund's objectives; and
- To provide a communication channel for those stakeholders who are not formally represented elsewhere in the governance structure.

15. It is intended to serve as a public forum for supporting and improving the Fund and an opportunity for the Fund's Board and Secretariat to hear from stakeholders an assessment of the fund's activities to date.

16. The first meeting of the Partnership Forum will hold from 7-8 July in Bangkok, Thailand. The Partnership Forum presents an important opportunity for the Fund and its various stakeholders to review its performance as a public-private partnership. Its deliberations and recommendations should serve as an important input to the Fund's vision of its role as a partnership.

17. Partnerships cannot work without opportunities to listen and to learn from each other. The Partnership Forum and the process leading up to the event should provide an excellent opportunity for this kind of interaction.