



Audit Report

Audit of the Global Fund Country Team model and supporting functions

GF-OIG-25-010
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Geneva, Switzerland

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Audit of the Global Fund Country Team
model and supporting functions

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1. Executive Summary

1.1 Opinion

The Country Team Model (also referred to as “The Model”) is an organizational framework to manage Global Fund grants at the Secretariat level. It was introduced to enhance the Secretariat’s ability to work effectively and efficiently with in-country stakeholders to support grants, as well as to improve internal accountability and decision making. The Model forms the basis of how the Global Fund operates with in-country stakeholders and implements grants, and leverages Secretariat-wide expertise to support specific geographic portfolios. It includes a Grant Management Country Team (usually referred to as “Country Team”) and Technical Delivery Teams from Departments or Units outside the Grant Management Division. Since its inception in 2011, the Model has evolved to adapt to emerging needs and requirements, and in line with the Global Fund strategy.

Overall, the Country Team Model has been effective in supporting the Global Fund and country implementers to fight HIV/AIDS, TB and Malaria. This has been demonstrated through positive feedback on collaboration and engagement between the Secretariat and in-country stakeholders, improvements in how grant processes are managed, and the organization’s overall achievements: the Model supported the Global Fund in saving 65 million lives between 2002 and 2023. However, the environment the Country Model operates in is not static, and continual improvements and enhancements are needed to ensure it retains its relevance, particularly in a context of increasingly scarce resources.

The Model was designed to encourage better and more coordinated engagement with in-country stakeholders, as well as more structured internal alignment. The Secretariat has proactively refined and enhanced the Model’s design and implementation through a series of initiatives, including efforts to better differentiate resourcing. There have also been efforts to deepen in-house technical expertise through the creation and expansion of Technical Delivery Teams, which complement the country-specific expertise of Grant Management Country Teams.

There are further opportunities to evolve and enhance the Model in specific areas, as well as to address future sustainability risks. Addressing variabilities in the technical delivery teams’ systems, tools, processes and structures would allow their expertise to be more consistently leveraged. The expected contribution of technical delivery teams could be better defined, to improve accountability and support management risk trade-off decisions. Performance management processes for grant management country team members could be strengthened, to better define and enhance accountability. There is also a need to tackle gaps in implementation support capacity, through reviewing how resourcing is prioritized and focused. Lastly, the approach to allocating resources across country portfolios could be enhanced, to optimize Secretariat expenditure and better support the most critical and at-risk country portfolios.

The adequacy and effectiveness of the design and implementation of the Country Team model to provide support and oversight for grant activities and achievement of grant objectives are assessed as **partially effective**.

1.2 Good Practices

The Model has enabled strong and dynamic working relationships with in-country implementers

Originally established to enable better collaboration on grant matters, the Model has materially addressed issues around country engagement with in-country stakeholders. In an OIG survey, benefits cited by Principal Recipients (PRs) included timely and clear communication, clearly defined priorities and expectations, appropriate and sufficient engagement through country missions, better communication including virtual meetings, and relevant and accurate advice and guidance. This has been supported through leveraging Grant Management Country Team members and Technical Delivery Team members, bringing together country-specific expertise, dedicated administrative support, and specialized technical understanding.

The Model is highly adaptive, and the Secretariat has proactively refined its design and implementation in response to evolving needs

The Country Team Model allows for tailored and flexible approaches. The Global Fund Secretariat effectively leverages this flexibility, for instance by varying the composition and number of team members allocated to a portfolio, or ensuring that Grant Management Country Teams are supported by a wider ecosystem of specialist Technical Delivery Teams. The Secretariat has led several initiatives focused on differentiating resourcing across portfolios, creating new roles within the Model to support technically complex areas (e.g. Malaria specialists, AGYW advisors) as well as modifying structures and reporting lines to improve portfolio management efficiency.

1.3 Key Findings

While Technical Delivery Teams positively contribute to the Model, there are opportunities to more efficiently and effectively leverage their expertise

There are significant variations in the maturity of processes, structures, systems and tools that support Technical Delivery Teams’ mandates. Some teams are supported by well-defined processes, including clear roles and responsibilities, formalized approvals, direct reporting lines to grant teams, and robust systems and tools for monitoring and oversight. However, other teams do not benefit from these key enablers, which impacts how their technical expertise and advice is leveraged and actioned.

1. Executive Summary

Assessment of the performance of Grant Management Country Team members could be strengthened, to better define and enhance accountability

Global Fund grant performance is largely beyond the Secretariat's control. However, given its role as grant manager and wider partner, there is an opportunity to better link grant management country team performance to grant performance. While Global Fund strategic KPI areas of focus are mostly cascaded into individual performance objectives, further work is needed to ensure that the performance of Grant Management Country Team members is assessed against these objectives. Currently, performance is mainly assessed against the execution of operational tasks, e.g. issuance of management letters, revisions, review of grant documents, with limited consideration of grant performance or achievement of KPIs. Putting the focus on operational activity rather than strategic impact increases the risk of reducing Grant Management Country Team members' accountability for grant performance; the OIG found no direct evidence of this risk materializing, however.

Opportunities to optimize overall resource capacity for implementation support, to address increased challenges at country level

As country stakeholders' needs in terms of implementation support have increased, so too has the workload of the Grant Management Country Team, yet their capacity has not grown respectively. The increase in needs is due to the significant intensification in the scale and scope of interventions supported by the Global Fund, as well as increasing internal demands that require more specialized support, such as investments in Resilient and Sustainable Systems for Health (RSSH) and COVID-19 response mechanism (C19RM) funds. While there have been large increases in Secretariat resources - a 43% increase from 750 staff to 1,076 between 2016 and 2023 - these have mainly not been directed towards direct support for implementers. Additional pressure on grant management country teams has impacted portfolio management, timely completion of grant processes, and staff wellbeing. In addition, many of the current positions providing implementation support are funded from time-limited funding (e.g. C19RM or external partners), creating a risk that the burden on Grant Management Country Teams will substantially increase.

In an environment of scarce resources, there are opportunities to further differentiate how staff are allocated across portfolios

Staffing decisions are inherently complex and nuanced. They cannot be reduced to a set of binary rules and requirements, but often require more qualitative factors to be considered for the benefit of the staff and portfolios involved. However, there are opportunities to reflect upon current staff allocation decisions, and the different

approaches taken by different teams, as well as to strengthen the systems, tools and processes available to senior management to improve decision-making processes in this area.

The Secretariat has made significant efforts to differentiate resourcing across portfolios. However, there are still large differences between the proportion of Grant Management Country Team resources allocated to each region compared to Global Fund investment in each region. While no one-size-fits-all formula for resource allocation exists due to the unique challenges each portfolio, country and region faces, there is an opportunity to reflect upon the current allocation to see how resourcing could be further differentiated, especially in the context of uncertainties surrounding the next replenishment outcomes. Differentiating resources will require further differentiation of processes, to ensure reduced resources are commensurate to more differentiated portfolio requirements and needs, especially for focused portfolios.

The OIG noted different approaches to how technical staff (PHME and HPM Specialist)¹ are allocated to portfolios in terms of size, risk and challenging operating environment (COE) status. This is linked to allocation decision making having been decentralized and determined by each Regional Manager and/or Head of Department within the Grant Management Division. This allows for more tailored decision making, but has led to several different approaches being used to determine resource allocations. This creates opportunities to reflect upon the different approaches, and leverage good practices across teams.

While some staff data is available through the Global Fund's human resources information management system "Workday" and Secretariat-managed Country Team Distribution, there are limited processes and tools to leverage this data to monitor impact of resource allocation decisions and wellbeing. This makes it difficult for senior management to quickly determine if staffing levels are appropriate, if teams are over-burdened, or if staff rotation is needed. There is an important opportunity to make resource allocation decisions more efficient and data driven.

¹ This refers to Public Health and Monitoring & Evaluation (PHME) Specialists and Health Products Management (HPM) Specialists who form part of the grant management country team.

2. Background

2.1 About the Country Team Model

The Global Fund Country Team Model (“the Model”) is an organizational framework to manage country portfolios. It brings together implementation and technical expertise to support country implementers on grant design and implementation. The Model includes a multifunctional team made up of two components: Grant Management Country Team and Technical Delivery Teams.² The Grant Management Country Team oversees grant design, negotiation, and implementation. Technical Delivery Teams are designed to provide support and oversight to Grant Management Country Teams across the grant lifecycle, as well as to coordinate technical partnerships. Secretariat support functions (e.g. Grant Portfolio Solution) and Secretariat assurance functions (e.g. Risk Department) also work with the two components of the Country Team Model to deliver their mandate.

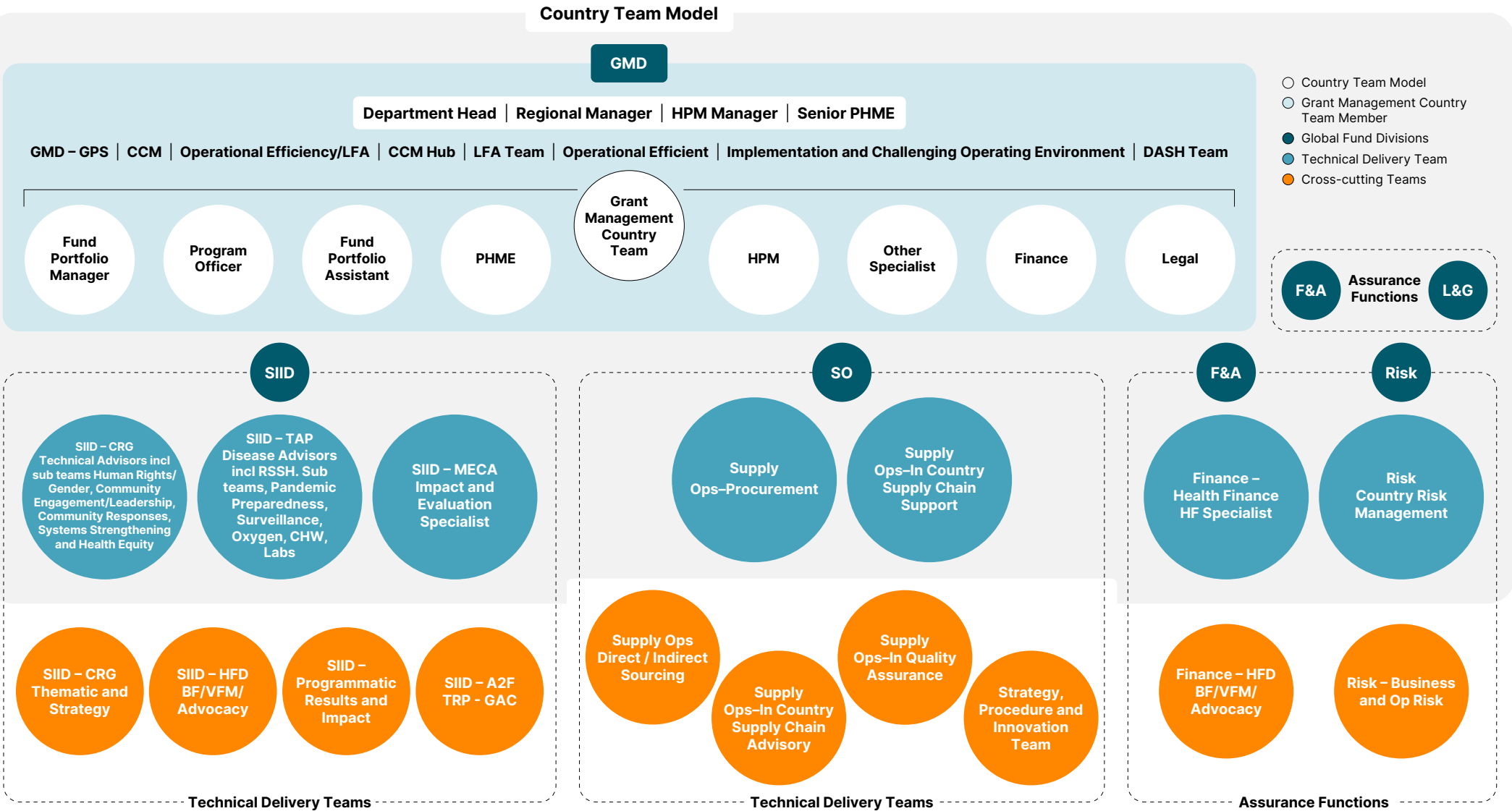
The Country Team Model seeks to enhance collaboration among Global Fund Secretariat teams, and to achieve the Global Fund’s strategy through more efficient and effective oversight of grants. The Model is not a defined HR structure within the Global Fund Secretariat. Its composition varies depending on a range of factors linked to its Grant Management Country Team component, and can include different departments and divisions. As shown in Figure 1, this results in a variety of interconnections between members of the Grant Management Country Team, the wider technical delivery teams³ including sub teams, and the other cross-cutting support teams.

² The formal Secretariat definition of the Country Team and its composite parts have not been updated since the issuance of the 2014 Global Fund guidance on the country team approach. This guidance document does not reflect the technical delivery teams that have been expanded or created since this date. In lieu of an up-to-date Secretariat definition, the OIG Audit report has been required to develop definitions to reflect a grant management country team, which aligns to the 2014 definition of the Country Team, and technical delivery teams that sit outside of this grant management country team and were not defined in the 2014 guidelines.

³ It is worth noting that this audit does not include all Secretariat functions that impact country-level implementation of grants. For instance, due to lack of country-facing activity, the Direct Sourcing team, which manages the Pooled Procurement Mechanism (PPM)/wambo.org, has been excluded from the scope of the audit. PPM was used by 81 countries used in 2023, and through which more than 60% of the health product spend passes.

2. Background

FIGURE 1
Country Team Model



2. Background

2.2 Grant Management Country Team roles⁴

The Grant Management Country Team is assigned to Global Fund country portfolios.⁵ Although teams vary significantly in size, they are led by a (Senior) Fund Portfolio Manager (SFPM or FPM) encompassing the following key aspects: program management, stakeholder engagement, people leadership, and risk management. They are assisted by a Program Officer (PO) who coordinates grant processes, analyzes grant documents, and manages stakeholders. A Fund Portfolio Assistant/Analyst supports on administrative tasks. Lastly, the Team includes technical specialists in Public Health Monitoring & Evaluation, Finance, Health Product Management and Legal.⁶ See Annex 3 for more information on each role.

The Grant Management Country Team is the first-line function of the Global Fund Secretariat. It is primarily responsible for day-to-day implementation oversight of grants, in line with operational policies and procedures, and has a critical role in the following activities:⁷

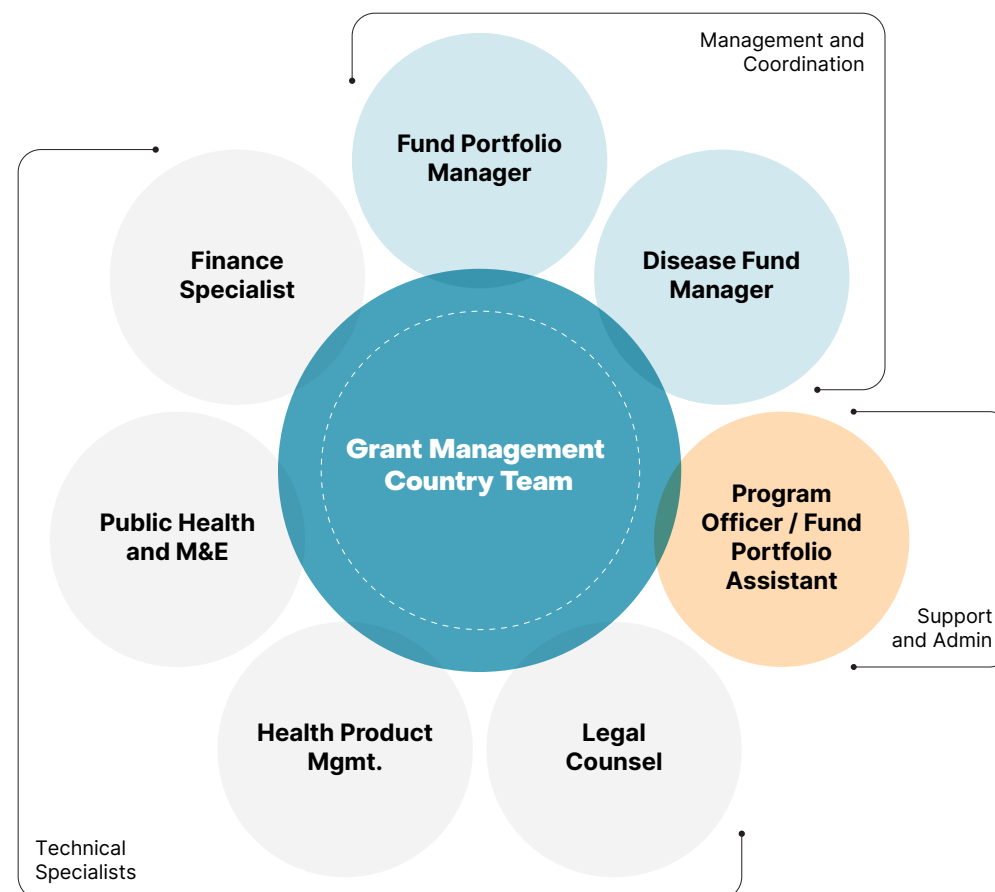
- Supporting design of grant interventions and priorities throughout funding request and grant-making processes.
- Timely disbursement of funds to implementers during the grant implementation phase.
- Engaging with partners to leverage their expertise, ensure synergy of investment, and avoid duplication.
- Overseeing and supporting implementation in coordination with in-country stakeholders, monitoring and reporting grant performance.

Depending on portfolio size, Grant Management Country Teams may be split into three sub-teams:

- **Management and coordination**, which can include a Fund Portfolio Manager (or Senior FPM), Disease Fund Manager, and Country Portfolio Manager.
- **Technical Specialists**, which include Public Health and Monitoring & Evaluation (including Seniors), Health Product Management (including managers), Sustainability Transition & co-financing team, legal counsel and finance specialists (including managers).
- **Support and Administrative**, these are represented by the Program Officers (including Seniors), and Fund Portfolio Assistants/Analysts.

Each team's composition varies depending on the portfolio classification, as detailed in Section 2.3. The main members of a standard grant management country team for High impact and Core countries are:⁸

FIGURE 2
Grant Management Country Team Composition



⁴ Guidance on Country Team Approach – Country Team Roles, Responsibilities and Decision-Making Processes. GMD Orientation – How the Global Fund Works. Job Descriptions 2023

⁵ Country portfolio refers to the grant and group of grants being managed by a Country Team (referred here as “grant management country team”)

⁶ The Latin America and Caribbean, Eastern Europe and Central Asia, and Southeast Asia regions include support from Sustainability and Transition Specialists

⁷ Guidance on Country Team Approach – Country Team Roles, Responsibilities and Decision-Making Processes. GMD Orientation – How the Global Fund Works. Job Descriptions 2023

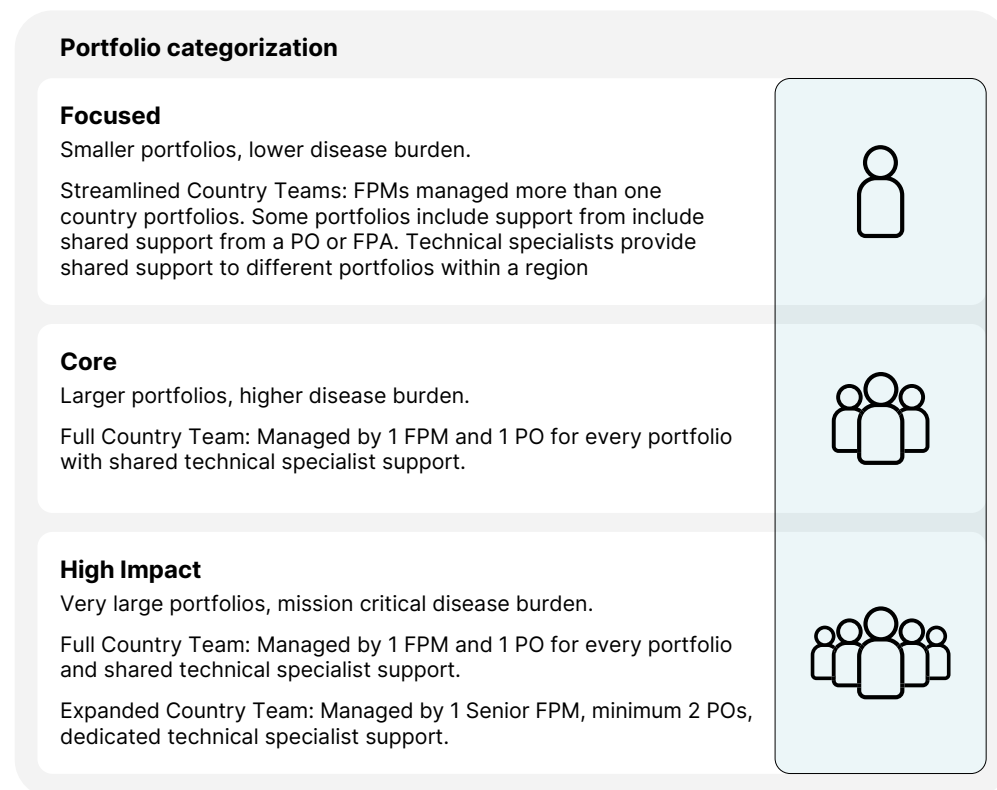
⁸ Grant management country team members definitions are found on Annex 3.

2. Background

2.3 Grant Management Country Team structure

The composition of a grant management country team follows a differentiated model, based on disease burden and country allocation. The Global Fund splits portfolios into three categories: High Impact, Core, and Focused (see figure 3). It also considers two contextual factors: if the country is categorized as a Challenging Operating Environment, and whether it is in a Transition phase. The categorization determines the portfolio management approach, and the type of grant management country team support required: full, expanded, or streamlined.⁹ See Annex 2 on the different structure models used.

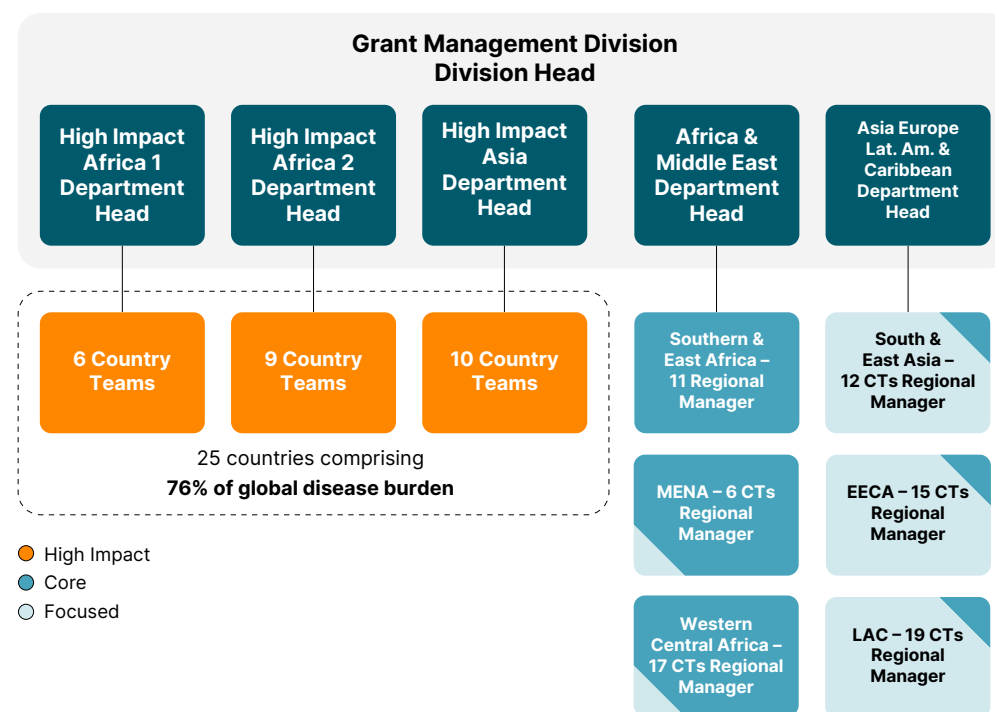
FIGURE 3
Global Fund Country Portfolio Categorization



Reporting lines

The grant management country team follows the Grant Management Division structure, which is divided into five geographical regions using the differentiated model. Three High Impact regions include the 25 countries with the highest funding allocation and disease burden, with two additional regions, 'Africa & Middle East' (AME) and 'Asia, Europe, Latin America & Caribbean' (AELAC). All regions are managed by Heads of Department and/or Regional Managers, as seen in Figure 4 below.

FIGURE 4
Grant Management Division - Regional Departments



2. Background

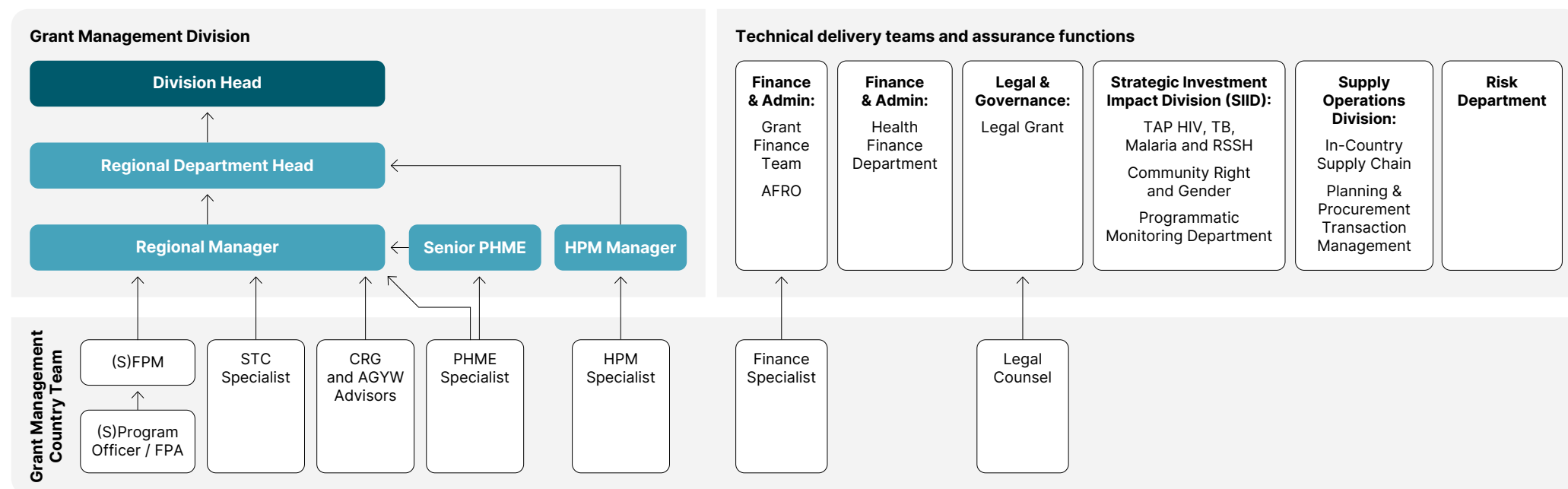
Some grant management country team members form part of the Grant Management Division, shown previously in Figure 1, and follow this division's reporting line (see Figure 5), while others report to different parts of the Secretariat that may follow a geographic, technical, or functional focused structure. These are:

- **Public Health/M&E (PHME) Specialists:** In the AME region, these specialists report to the Senior PHME. In other regions, they report to the Head of Department and/or Regional Managers, due to inexistence of senior PHME positions.¹⁰
- **Health Product Management (HPM) Specialists:** Report to the Health Product Management Manager, who reports directly to the regional Department Head. The Supply Operations reorganization included plans for a dotted functional reporting line from the HPM function to Supply Operations; however, this has not yet been implemented.

- **Finance Specialists and Legal Counsels:** Report respectively to the Grant Finance Managers housed under the Finance and Administration Division, and Principal Legal Counsels / the Deputy General Counsel (Grant management team) in the Legal and Governance Department.

No reporting lines exist between grant management country team members and a number of technical delivery teams, including teams under the Strategic Investment and Impact Division, Supply Operations Division, and Risk Department, as shown in figure 5.

FIGURE 5
Grant Management Country Team Reporting Lines



¹⁰ Kindly note, in the AELAC department, the Senior PHME specialist reports to the Regional Manager

2. Background

2.4 Technical delivery team roles

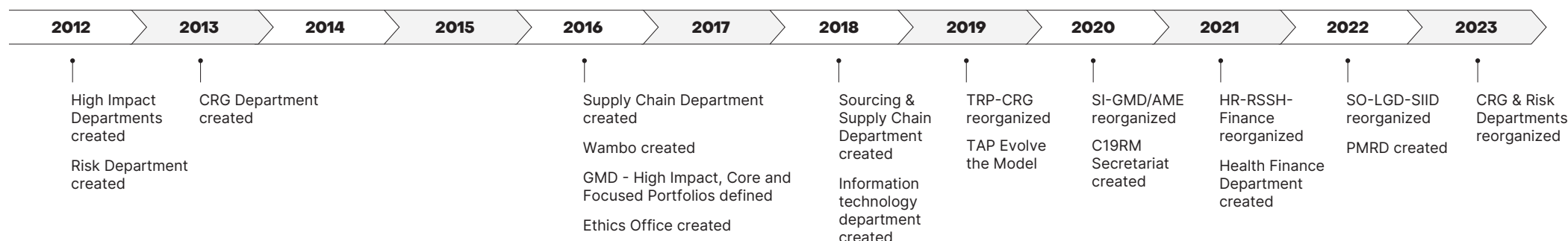
Grant management country teams are supported by technical delivery teams, which are made up of Technical Advisors/Specialists from Strategic Investment Impact Division (SIID) (CRG, TAP, PMD), Supply Operations (SO) (ICSC and PPTM team) and the Health Finance Department within the Finance & Admin Division. They are also complemented by:

- **Secretariat support functions:** covers Legal & Governance Department and Grant Portfolio Solutions.
- **Assurance:** refers to Accounting and Fiduciary Risk Oversight, Risk, and Quality Assurance within Supply Operations.

They have different geographic, technical, and functional areas of focus. These teams support with cross-cutting/transversal aspects of the Global Fund Strategy, as well as providing technical advice to the grant management country teams.

Technical delivery teams refer to departments or units within the Secretariat. They work with Grant Management Country Teams to deliver the Global Fund's mandate throughout the grant life cycle, and have evolved over time as shown in figure 6 below:¹¹

FIGURE 6
Evolution of Global Fund Secretariat structure since its creation



The Global Fund Secretariat began operating in January 2002. It has grown from 70 FTE in July 2003 to 1,076 in Q4 2023 (based on Human resource department data).

The Supply Operations reorganization began in 2022 and was completed in 2024 beyond the audit period.

The technical delivery teams and Secretariat oversight functions which fall under the scope of this audit are the relevant Global Fund strategic KPI owners outside the Grant Management Division. They are considered second-line risk owners, as per the Operational Policy Note on Country Risk Management (OPN).

These technical delivery teams play a critical role in supporting the work of the Country Team model through four¹² main activities, mainly with a focus on High Impact and Core portfolios:¹³

- 1. Setting internal technical policies and guidelines:** Developing information notes and technical briefs, translating normative guidance to Global Fund-specific guidance.
- 2. Delivering technical input to key grant life cycle processes:** providing strategic advice to grant management country teams across grant life-cycle processes, and ensuring coordination of technical assistance from partners to maximize the impact of Global Fund investments. They also give expert guidance to grant management country teams on specific areas when needed. In addition, they support with identifying opportunities for reprogramming of existing grants to optimize the disease investment portfolio.

¹¹ For example, The Supply Operations reorganization began in 2022 focusing on key implementation shifts contributing to efficiency and effectiveness, enhancing the market shaping and quality assurance functions and aligning with country portfolios.

¹² Key roles defined as per three Operational Policy Notes: (i) Design and review funding requests (ii) Make, approve and sign grants (iii) Oversee implementation and monitor performance. Accessed on 24 April 2024

¹³ It is important to note that technical delivery teams perform pivotal roles which extend beyond the Country Team model. This includes critical activities that cut across countries/portfolios and which are managed in a more centralized and strategic manner including market shaping, management of strategic initiatives, engagement with technical partners, civil society and community partners.

2. Background

- 3. Oversight/Monitoring:** As per the Country Risk Management Operational Policy Note (OPN), the oversight role of technical delivery teams involves ensuring that grant management country teams execute their risk management responsibilities in line with relevant frameworks, policies and procedures. They are also expected to periodically review, assess and – where required – provide guidance on the adequacy of risk mitigation plans and internal controls for their respective areas of expertise.
- 4. Reporting:** Technical delivery teams provide their input on final grant design through the Grant Approval Committee (GAC). Additionally, they may be requested to report to Management Executive Committee (MEC), Portfolio Performance Committee (PPC), the Board, and its committees on key risk themes. These themes relate to changes in the operating environment, organizational risk levels and trajectories, as well as the overall status of risk management by the organization. Lastly, technical delivery teams act as the owners of Key Performance Indicator results, and support KPI reporting to the Board.

Technical delivery teams and oversight functions supporting Grant Management Country Teams:

Technical Advice and Partnerships (TAP): These are divided by disease components (HIV, TB, and malaria) and Resilient and Sustainable Systems for Health (RSSH). Within these components, there are sub-components (e.g. TAP RSSH includes laboratory strengthening, Human Resources for Health, Community Health Workers investments, surveillance, Medical Oxygen, and pandemic preparedness. They provide disease-specific programmatic and RSSH advice throughout the grant lifecycle on various aspects, including grant design, service delivery innovations, and re-investments. They also support grant management country teams in problem solving and prioritization of interventions, sometimes working directly with country stakeholders, and bringing country-specific issues to the attention of partner fora.

Community Rights and Gender (CRG): Develops guidance, advises and provides technical support to countries and Country Teams on topics relating to community systems and responses, community engagement, human rights, gender, key populations, and health equity.

Health Finance Department (HFD): Develops and implements a comprehensive health financing approach for the Global Fund, supporting domestic resource mobilization efforts, domestic financing advocacy, innovative finance efforts (including blended finance and debt2health), coordinating the Secretariat's work on value for money, and providing strategic and technical support to grant management country teams and

countries on health financing. As part of this, the HFD supports grant management country teams in coordinating efforts to catalyze domestic resource mobilization through co-financing requirements.

Monitoring Evaluation Country Analysis (MECA): Develops normative guidance, policies and tools for grant monitoring and performance assessment. Also provides technical advice, updates to guidance, information sharing on M&E-specific areas.

In-country Supply Chain Team within Supply Operations (ICSC): ICSC defines the Global Fund's approach to in-country supply chain capacity building. It shapes related grant and strategic investments, and oversees assurance mechanisms to support and accelerate supply chain system strengthening, to maximize the outcome and impact of health products delivered to the countries.

Planning and Procurement Transaction Management within Supply Operations (PPTM): PPTM works with Principal Recipients and grant management country team to proactively manage health product demand from forecast-to-delivery through financial closure, ensuring product delivery meets grant program targets. PPTM supports procurement through Pooled Procurement Mechanism (PPM) and non-PPM channels, including wambo.org. Three sub-teams work on planning, transaction management, and analytics.

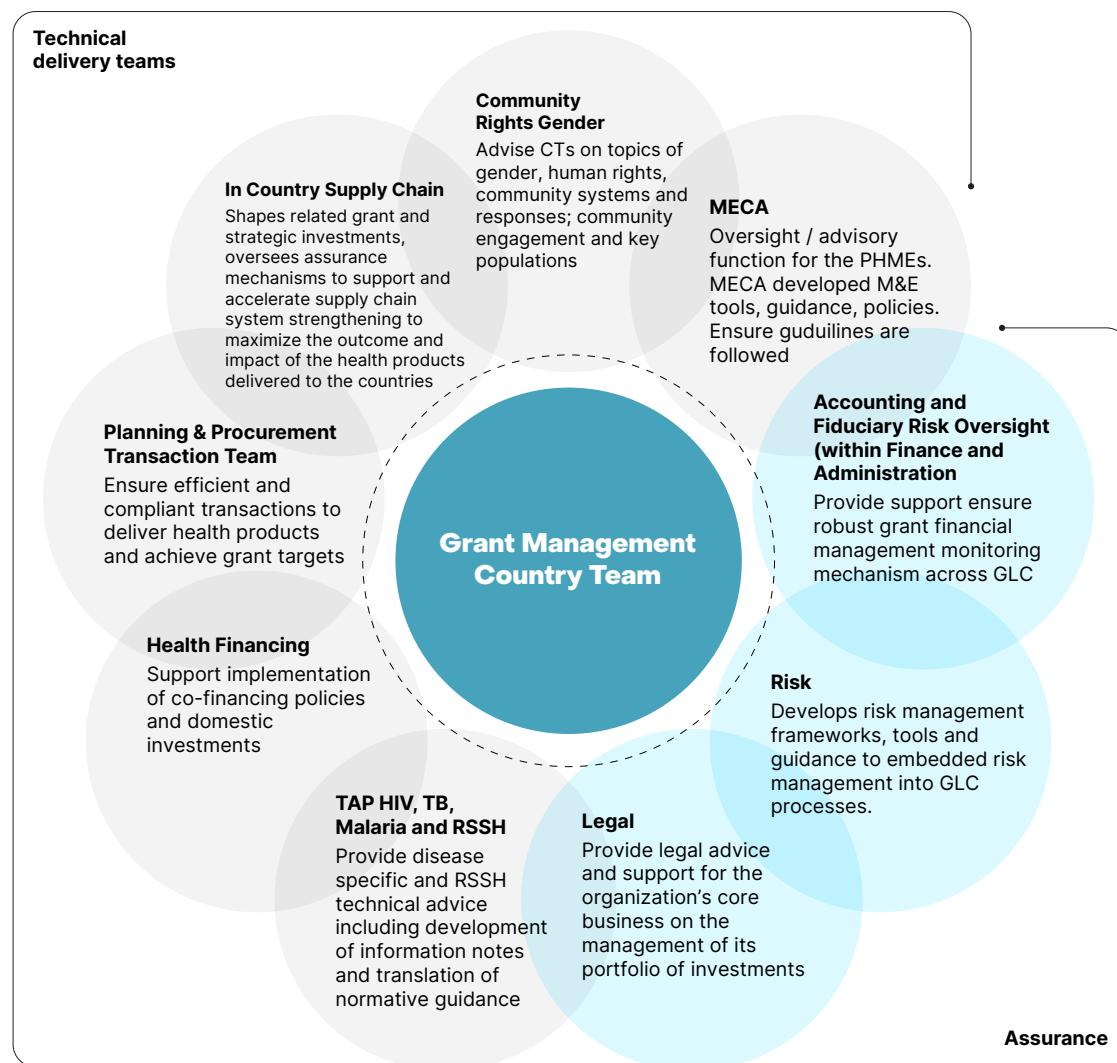
Quality Assurance & Compliance Team (QA): QA is accountable for ensuring quality assurance policies are developed, implemented, and adhered to across the health product value chain, from manufacturers to the communities and people we serve. Main focus areas include policy & governance, and product & supplier compliance.

Finance and Administration Division: Manages and oversees financial management processes at corporate and grant level. The Grant Financial Management team is dedicated to grant management support and oversight, and includes Finance Specialists who are part of grant management country teams. The Accounting and Fiduciary Risk Oversight (AFRO) team reviews and diagnoses internal controls which could potentially impact financial statements and compliance with standards.

Legal and Governance Department: Provides legal advice and support for the organization's core business on the management of its portfolio of investments.

2. Background

FIGURE 7
Technical Delivery Teams and Assurance Functions supporting Grant Management Country Teams



Technical delivery team and grant management country team interface

To enhance effectiveness and efficiency in their delivery processes, many technical delivery teams have implemented a prioritization framework that incorporates tiering. This approach allows them to provide differentiated and tailored support to grant management country teams, based on portfolio-specific needs and priorities.

2.5 Evolution of the Country Team Model

The Country Team approach was conceived in 2010 and has gradually evolved ever since. The aim was to create a multifunctional team with joint ownership and responsibility, which would in turn produce joint action and accountability. This approach formed a grant management country team led and coordinated by a Fund Portfolio Manager (FPM), supported by Programme Officer(s) and a Fund Portfolio Assistant, along with specialists in various domains (legal, health products management, finance, and monitoring and evaluation).

High-Level Independent Review Panel 2011

In 2011, the Global Fund Board established a High-Level Panel, tasked with reviewing the Global Fund's fiduciary controls and oversight mechanisms,¹⁴ and which presented a number of recommendations. Following the review, the Secretariat undertook a transformation process which included the development of a new funding model and a refinement of the Country Team Approach. It reallocated Secretariat resources into front-line Country Teams, and streamlined the grant management decision-making process by embedding multifunctional expertise and allocating sufficient resources into the grant management country teams. The transformation also included the creation of reinforced teams to manage grants in countries with the highest disease burden, as well as the creation of a Secretariat-wide risk management function, including an operational risk management approach.¹⁵

Since then, the Secretariat has undertaken several initiatives to refine and modify the Country Team Model (Figure 8).

¹⁴ The Global Fund 23rd Board Meeting - Geneva, Switzerland, 11-12 May 2011. Accessed 8 May 2024.

¹⁵ Consolidated Transformation Plan. The Global Fund 25th Board Meeting - 21-22 November 2011.

2. Background

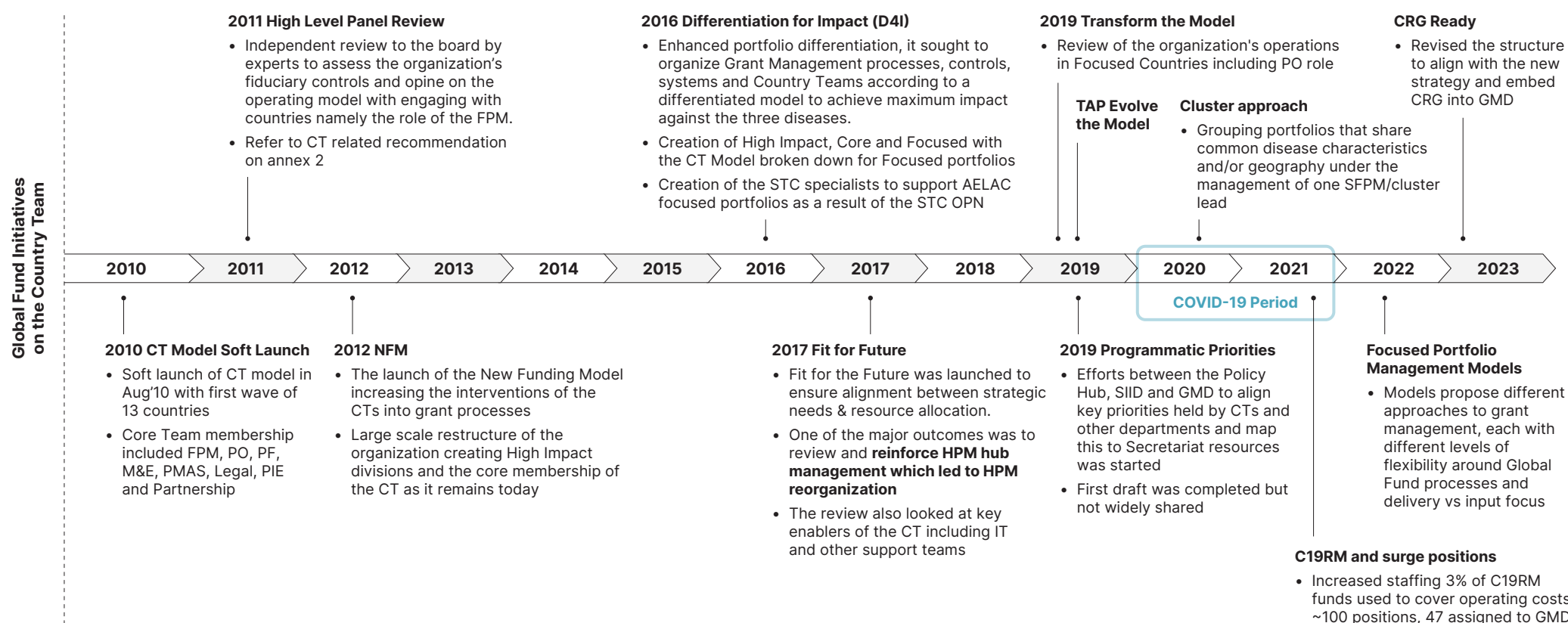
'Differentiation for Impact' 2016

The 2016 Differentiation for Impact project was a significant step forward for the organization's management of grants. Previously, the grant management country team resource allocation model lacked flexibility to tailor grant management processes to country contexts: it allocated work effort equally across portfolios, without adjusting for factors such as size of investment or level of disease burden.

As a result, the Global Fund began tailoring investments and processes to specific country portfolios and contexts. This process introduced a differentiation framework which classified country portfolios into three main categories: Focused, Core and High Impact. Furthermore, two cross-cutting classifications were developed, for countries nearing transition from Global Fund financing, and for challenging operating environments. Differentiated grant management approaches were defined for each portfolio category.

This classification also determined the staffing needs of each grant management country team, as well as its grant management requirements, including the creation of the 'Expanded Country Team' shown in Annex 2.

FIGURE 8
Timeline of the evolution of the country team model



2. Background

Additional refinements to the Country Team model

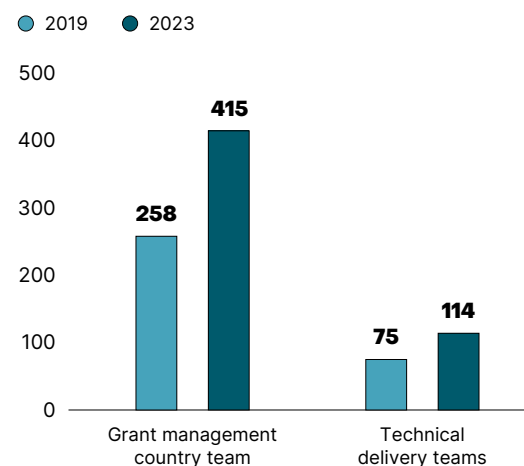
- **‘Fit for the Future’:** In 2017-2018, the Fit for the Future initiative was launched to ensure alignment between strategic needs and resource allocation. One major outcome was to review and reinforce Health Product Management (HPM) hub management. This led to the creation of a center of excellence for health product management within the Grant Management Division.
- **Cluster model approach:** In 2021, the AME Department in the Grant Monitoring Division moved to a cluster approach, grouping portfolios sharing common disease characteristics and/or geography under the management of one Senior Fund Portfolio Manager/Cluster Lead. Two Senior PHME positions were created, to manage teams of PHME Specialists split across three regions, for better coordination with the Technical Advice and Partnerships (TAP) department. The AELAC region started using the cluster model in 2024.
- **Focused Portfolio Management Models:**¹⁶ Focused portfolios represent a diverse group of country and multi-country grants with lower disease burdens (not in top 30 of disease burden share) and lower allocations (less than 30 million USD). The models propose various approaches to grant management requirements, each with different levels of flexibility around Global Fund processes.
- **C19RM and surge positions:** The Secretariat undertook an internal review to define its expanding human resources needs, and to leverage additional C19RM funding to support the additional workload. By Q4 2023, there were more than 110 C19RM-funded positions within the Secretariat.
- **CRG Ready:** The Community Rights and Gender Department revised its structure in 2023. Three new positions were created and embedded in three regional departments within the Grant Management Division.

Expansion of technical delivery teams within the Country Team Model

In recent years, the Global Fund has significantly increased its in-house technical capacity. Various technical delivery teams, including TAP, Health Finance, CRG, In-Country Supply Chain, and Planning and Procurement have either been created or expanded to address strategic or operational demands: these teams expanded from 75 staff members in 2019 to 114 in 2023 (figure 9).¹⁷ A significant portion of the technical delivery teams' resources in SIID added since 2019 will end by December 2025. Many of the technical advisor resources in TAP are funded outside of OPEX (including secondments, C19RM positions, CI/SI funded, and partner funded including BMGF).

FIGURE 9

Evolution of the grant management country team and support functions



¹⁶ Focused Portfolio Management Models. Accessed 24 April 2024

¹⁷ Headcount could not be broken down by technical delivery teams due to unavailable specific data about each team in 2019.

3. Objectives, scope, methodology & ratings

3.1 Objectives

This audit of the Global Fund Country Team model and supporting functions forms part of the Office of the Inspector General (OIG) 2023-2025 work plan, approved by the Audit and Finance Committee. It complements two other OIG thematic audits¹⁸ that aim to provide assurance regarding the Global Fund's effectiveness in delivering its 2023 – 2028 strategy. Several key findings of this audit were identified in the 2024 OIG Audit of the Effectiveness of the Global Fund Model in Delivering the New Strategy (Finding 4.3). This report expands and complements those findings.

The audit's overall objective is to provide reasonable assurance to the Global Fund Board on the adequacy and effectiveness of the Global Fund's Country Team model. Specifically, the audit assessed the adequacy and effectiveness of the design and implementation of the Country Team model to provide support and oversight over grant activities and the achievement of grant objectives.

In the context of this audit, the Country Team model refers to all Secretariat functions, including grant management country team and technical delivery teams,¹⁹ which play a key role in grant management country team oversight and support. This encompasses the broader ecosystem of Secretariat teams that provide support, oversight, and guidance to grant management country teams and countries.

3.2 Scope and exclusions

The audit included review of the:

- Roles, responsibilities, and accountability across Grant Management Country Team members towards supporting the achievement of Global Fund KPIs.
- Oversight of Grant Management Country Teams, including decision-making and escalation processes.
- Reporting lines and composition of Grant Management Country Teams.
- Resources within Country Teams (first- and second-line functions), including the processes for allocating staff to Country Teams and monitoring staffing.
- Grant management Country Team engagement with in-country stakeholders.
- Design and effectiveness of technical delivery teams supporting Grant Management Country Teams.
- Coordination and knowledge-sharing initiatives across Grant Management Country Teams.

The audit covered the period January 2021 to May 2023 and took into account subsequent events occurred after that period. The audit also considered the historic design and implementation of the Country Team model and the design of future arrangements for Grant Cycle 7.

Scope exclusion

The audit does not opine on the adequacy of the non-country presence which is at the core of Global Fund business model.

The audit is not a comprehensive review of all Secretariat functions. Specifically, in addition to the grant management country team, the scope of the audit encompassed the technical delivery teams and Secretariat oversight functions. These two sets of teams and functions are the relevant Global Fund strategic KPI owners outside the Grant Management Division. They are also considered second line risk owners as per the Operational Policy Note on Country Risk Management (OPN).

¹⁸ The OIG conducted two additional and complementary thematic audits, Audit of Effectiveness of the Global Fund Model in delivering the New Strategy and Audit of Global Fund Approach to Grant Monitoring

¹⁹ Technical delivery teams scoped for this audit refers to departments or units which are business risk owners.

3. Objectives, scope, methodology & ratings

3.3 Methodology

The audit approach combined desk review of documents, data analysis, interviews of various stakeholders, and surveys, as summarized below:

- Country Team Deep Dives:** Sample of 8 countries were selected for targeted deep dive with focus on assessing the following:
 - Added value of support from second-lines (how the work of the second-line has helped grant implementation to be more efficient or compliant with standards).
 - Collaboration with second-lines (information sharing, request and coordination, feedback, use of tools/templates).
 - Performance assessment and accountability of Country Team members.
 - Engagement of Country Team with in-country stakeholders (frequency of meetings, travels, addressing bottlenecks).



- Desk Reviews:** Reviewed documents and information including policies, procedures, systems assessment reports, data analytics on Secretariat database on human resources, etc.



- Surveys** of Country Team members on self-assessment and assessment of second-line support, another one to second-line/support functions to self-assess their advisory model and engagement with Country Teams. Lastly, to country stakeholders (Principal Recipients and CCMS - including Civil Society and Key and Vulnerable Population representatives), Local Fund Agents.



- Previous OIG audits (2020 to date):** The audit team analyzed previous OIG Country and Secretariat audits and advisories to determine trends (gaps, challenges, and good practices) related to Country Team model oversight.



3.4. Ratings of objectives

Objective	Rating
1. The adequacy and effectiveness of the Global Fund's Country Team model. Specifically, the audit assessed the adequacy and effectiveness of the design and implementation of the Country Team model to provide support and oversight for grant activities and achievement of grant objectives.	Partially effective

4. Key Messages

4.1 The Country team model has effectively supported the Global Fund mission, strengthened engagement with implementers, and adapted to address emerging needs.

The Country Team Model has been an effective enabler to support the Global Fund mission, as evidenced through positive grant outcomes

The Global Fund partnership was instrumental in saving approximately 65 million lives²⁰ between 2002 and 2023. The Country Team Model played a crucial contributing role in this, by advising, monitoring and overseeing portfolios throughout the grant life cycle and during key grant processes. This is evidenced through:

- Effective country dialogue and funding design processes, which ensured that 96% of Grant Cycle 7 (GC7) funding requests were evaluated as technically sound and strategically focused by the TRP upon initial review.
- A successful grant making process, leading to GC7 grants worth US\$9.3 billion being approved by the Global Fund Board by the end of 2023, one of the largest sums approved in year 1 of the grant cycle in the Global Fund's history.
- Achieving the majority of the 2017-22 Global Fund Strategic KPIs which reflect grant impact at the country level,²¹ including allocation utilization rate and in-country absorption KPIs, which have been achieved every year since 2018.

The Country Team Model has supported the above through (a) enabling strong working relationships between the Secretariat and in-country implementers, and (b) being adaptive to emerging needs.

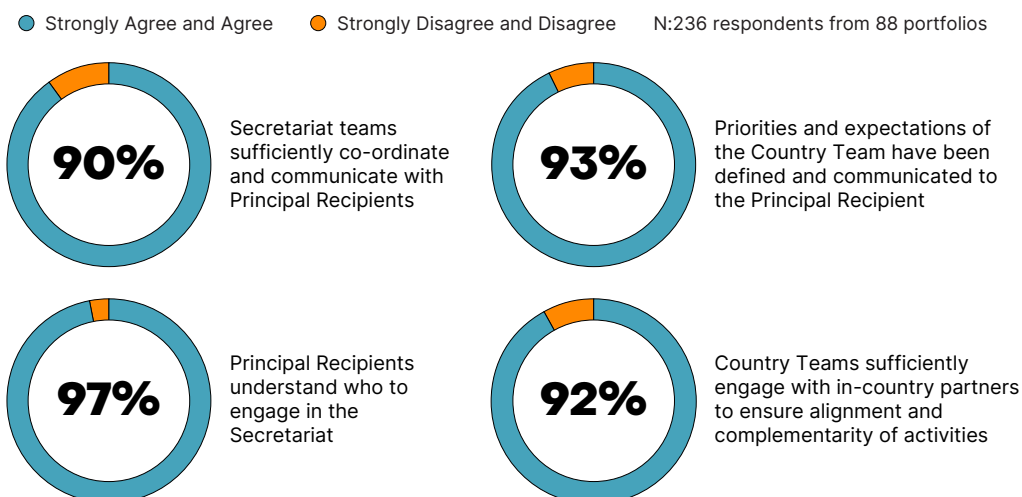
a) Enabling strong working relationships with in-country implementers

The Model has materially addressed issues that existed prior to its establishment regarding country engagement, namely inconsistent and mixed messaging to in-country stakeholders (see Figure 10). Over 80% of surveyed Principal Recipients (PR) agreed or strongly agreed that Grant Management Country Teams:

- Provide timely and clear communication of key information, tools and templates regarding grant implementation
- Clearly define and communicate priorities and expectations for the PRs
- Provide relevant and accurate technical guidance and advice
- Engage through different means that are appropriate and sufficient (country missions, virtual meetings, emails etc.)
- Sufficiently engage with in-country partners to ensure alignment and complementarity of activities

FIGURE 10

Grant management country team's engagement with in-country stakeholders



²⁰ Global Fund results report 2024 (accessed on 9th October 2024)

²¹ Strategic Performance Report for 2017-2022 KPIs at end 2023. 51st Board Meeting. GF/B51/02A.

4. Key Messages

The model's design helped achieve this, as it established a multifunctional Country Team with both grant management country team and technical delivery team members. These two sub-groups bring together country-specific expertise, dedicated administrative support, and specialized technical understanding across different Secretariat departments, which helps to ensure better coordination across teams.

In addition, it has emphasized the role of the Fund Portfolio Manager in centralizing accountability and decision making. This role holds primary responsibility and accountability for engagement with country stakeholders, as well as for many key grant processes and milestones. This eliminated the previous many-to-one relationship between the Secretariat and country stakeholders, now channeled through the grant management Country Team and reducing the risk of inconsistent messages to countries.

b) Supported by a proactive Secretariat approach, the model is agile and continually refined to respond to evolving strategic and country needs.

The Model has proven itself to be adaptive and agile. The concept of the grant management Country Team supported by a wider ecosystem of supporting technical delivery teams has allowed flexibility in terms of composition and number of team members. The Global Fund Secretariat has taken a proactive approach to leverage this flexibility through several initiatives (see Figure 8 – Background Section).

Secretariat initiatives have sought to prioritize grant management Country Team resources for larger and riskier portfolios. This includes *Differentiation for Impact* (2016) which led to a differentiated portfolio classification, based on defined criteria, and whether they were High Impact, Core or Focused portfolios.²² Combined with *Fit for the Future* (2017) and other initiatives, this has led to a greater concentration of grant management Country Team staff working on High Impact Portfolios. This is critical in a resource-constrained environment at the Secretariat level.

Other efforts led to the creation of new positions within the Country Team Model to respond to emerging implementation needs. In response to challenges such as increased focus on sustainability and transition, rising malaria incidence, and issues around HIV prevention programs, the Secretariat created new technical specialist roles in the Grant Management Division to provide continuous and dedicated support to priority countries. The new roles include technical specialist positions such as (number of roles in brackets):

- Malaria Specialists (2)²³
- Adolescent Girls and Young Women Advisors (2)²⁴
- Key Population technical advisors (2)
- Sustainability Transition and Co-Finance Specialists (5)²⁵
- Community Rights and Gender Specialists (3)

In addition, other initiatives aimed to improve portfolio management efficiency. In 2020, the Cluster Lead role was developed to increase the quality of portfolio support and oversight in the Africa and Middle East Region, help provide strategic cross-portfolio guidance, and share best practices. This initiative has been recently extended to the Latin America and Caribbean (LAC) region.

The agility and adaptability of the Country Team Model was best demonstrated during the COVID-19 pandemic. The Model was able to continue functioning and ensured sufficient adapted oversight and support to countries over regular Global Fund grants, while designing and implementing the new C19RM funding stream, despite the restrictions affecting both the Secretariat and implementer countries during that period. The Model also allowed the Country Team Model to scale up and leverage newly funded positions to support implementation.

With the COVID-19 Response Mechanism,²⁶ additional funding was made available to increase staff and consultants in the Country Team Model. The Secretariat undertook an internal review of its human resources needs and how to best utilize the additional funding.²⁷ By Q4 2023, the total number of C19RM-funded positions within the Secretariat, exceeded 110, which includes 40 positions for grant management Country Teams, aimed at mitigating the increased workload brought on by C19RM grants. This also included the creation of the grant operations team, established to support non-country facing workload in a centralized manner.

²² Global Fund Differentiation Framework – Approved by the Global Fund Secretariat in May 2016. Updated on 23 June 2023

²³ The Malaria Specialists embedded in the regional teams are consultants funded by partners with contracts ending in December 2024

²⁴ This refers to an HIV prevention program aimed at this vulnerable category of the sub-population.

²⁵ Created in 2016 to support a sub-set of portfolios on Sustainability, Transition and Co-Finance-related matters.

²⁶ The COVID-19 Response Mechanism (C19RM) has awarded US\$4.7 billion to 125 applicants since April 2020.

²⁷ 3% of C19RM funding was allocated to support additional Secretariat costs.

4. Key Messages

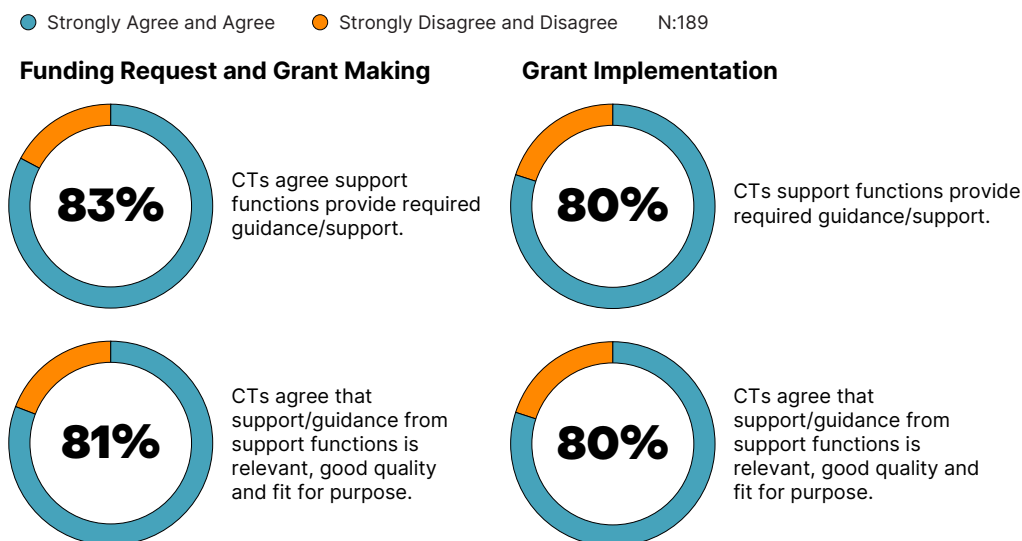
4.2 Technical delivery teams have positively contributed to the Country Team model, with opportunities to enhance how their expertise is efficiently and effectively leveraged.

Since the Model's inception, there has been significant expansion in, and changes to, the technical delivery teams supporting it. Technical delivery teams expanded from 75 staff members in 2019 to 114 in 2023, and account for 19% (US\$36m) of 2023 total Secretariat OPEX costs.²⁸ This expansion results from evolving Global Fund strategies which increasingly emphasize the quality of interventions to maximize impact.

Technical delivery teams are not homogenous and differ greatly in terms of their areas of focus, their contribution to the Model, and the maturity of processes, tools, systems and structures that support them. However, they generally play a key role in coordinating technical partners, developing information notes and technical briefs, translating normative guidance to Global Fund-specific guidance, advising/supporting grant management Country Teams, and performing monitoring and oversight. Further details are included in the background (see section 2.4).

FIGURE 11

Grant management country team's engagement with technical delivery teams



Overall, good collaboration and engagement has been established between technical delivery teams and grant management country teams, benefiting the overall effectiveness of the model. From OIG Survey results (see Figure 11), there was strong positive feedback on the technical delivery team's role in advising and supporting grant management country teams.

Grant management country teams highlighted positively the timeliness and quality of guidance and support from the technical delivery teams. While the survey indicates overall satisfaction, it also highlights variations in the quality and timeliness of contributions among the technical delivery teams.

²⁸ Technical delivery teams for this calculation include Technical Advice and Partnership Department, Community, Rights and Gender Department, Health Finance Department, Monitoring, Evaluation and Country Analysis and Supply Operations.

4. Key Messages

Technical delivery teams have also played a key role in coordinating the Global Fund's engagement with technical partners. For example, technical delivery teams within the Technical Advice and Partnership (TAP) department manage disease-specific situation rooms for HIV, TB and malaria, which provide a critical forum to engage a broad set of partners, and address a range of issues including implementation challenges for specific portfolios and cross-cutting themes. Technical delivery teams, like TAP, also manage cross-cutting and centralized initiatives that aim to strengthen the impact of Global Fund investments at country level. This includes catalytic investments (e.g. West and Central Africa regional lab initiatives) and coordinating with Supply Operations and Grant Management Division to accelerate introduction of new products (e.g. dual Active Ingredient nets and LEN PrEP²⁹).

Overall, through their advice, coordination of partners, and development of technical guidance, technical delivery teams make a positive contribution to the Country Team Model. However, there are some specific areas where this could be more efficient and effective. In addition, there are emerging trade-off decisions to be made in an increasingly pressured funding landscape.

4.2.1 Variable maturity of processes, structures, systems and tools to support technical delivery teams give rise to opportunities to improve the efficiency and effectiveness of their contribution to the model.

There are significant variations in the maturity of processes, structures, systems and tools that support the mandate of technical delivery teams. For example, finance teams are supported in their mandate by four key enablers: i) well defined written processes, established in the form of operational procedures and guidelines with clear responsibility matrices, ii) direct reporting lines between the technical delivery team and members of the grant management country team (See figure 5 – Background Section), iii) formal approvals on key grant process milestones, and iv) established systems and tools for monitoring and oversight.

However, other technical delivery teams are not fully supported by the above enablers. While not all four enablers are essential to ensure effective and efficient contributions, weaknesses across the different enablers can limit the value these teams can contribute. Several technical delivery teams³⁰ face gaps in one or more of these enablers, with opportunities to improve the efficiency and effectiveness of their contribution. While there is no right or wrong way, several very different approaches are taken in terms of reporting lines (See figure 5 – Background Section).

While some team approaches have been intentionally designed, others have grown organically or been designed in an unstructured way. In addition, new teams have been added to the existing model over time. However, this has occurred without holistically assessing the implication on the overall model, and without periodic reviews of the optimal approach. There is also no overarching guidance on the country team approach to align how the different components of the model are intended to optimally interact at a strategic level. This would inform what are the appropriate systems, tools and processes needed. The latest guidance on the country team approach is from 2014, does not factor in departments and teams that have been expanded or created since this date, and does not clarify their contributions to the overall country team model. Examples of some outliers, and the impact on grants, are noted below:

- The **Health Financing Department** supports a comprehensive health financing approach for the organization. One key component is co-financing. However, the role of health finance specialists in co-financing is not fully defined in the current co-financing OPN, impacting their ability to work effectively. The co-financing operational policy does not define the responsibility of the Health Finance Specialists in assessing co-financing commitments, and in reporting on non-compliance (key milestones of the grant cycle). There are no written procedures for this process. This lack of clarity around role and responsibilities increases the risk of diluted accountability, and increases the risk of grants being approved based on inaccurate or inappropriate information and technical conclusions.³¹ At the time of the audit, a new OPN for Co-Finance was being drafted to embed the role of the Health Finance Specialist, but has yet to be finalized.³² In addition, in November 2024, the Global Fund Board approved an updated Sustainability, Transition and Co-Finance policy that will have implications on the work of the Secretariat teams in this space.

29 [Global Fund, PEPFAR Announce Coordinated Effort to Reach 2 Million People with Lenacapavir for PrEP](#)

30 Monitoring and Evaluation and Country Analysis team (MECA) within the Programmatic Monitoring & Risk Division, Health Finance department within the Strategy, Investment and Impact Division and the Supply Chain team within the Supply Operations Division.

31 Isolated examples of where this has materialized include Kyrgyzstan and Indonesia. In these cases, the technical judgements of the Health Financing department regarding co-financing achievement were not followed or the conclusions of assessment were not clearly shared to governance bodies.

32 Interim guidance on co-financing for GC7 was approved in January 2024 but does not clearly define the internal division of roles and responsibilities between the health finance specialist and the grant management country team, over setting and assessing co-financing requirements and commitments.

4. Key Messages

- The **Monitoring and Evaluation and Country Analysis team** (MECA) within the Programmatic Monitoring Department mandate had historic gaps in its systems and tools to monitor and oversee how its technical guidelines were implemented by grant management country teams. This increased the risk of its technical recommendations not being followed, with negative implications on how issues with data and data systems at country level were addressed. The OIG's 2022 In-Country Data Audit noted that MECA-developed guidelines on Data Quality Assessments and Review were not being routinely followed by grant management country teams. This was noted in the OIG Country Audits for Ghana (2023) and India (2023) grants, resulting in the OIG identifying several areas for improvement in terms of Data Quality that had not been materially identified and addressed by the Secretariat.

In these examples, there is an opportunity for the Secretariat to reflect upon how the expertise of technical delivery teams could be most efficiently and effectively leveraged for the benefit of the overall Model. This can be done through strengthening different enablers as needed.

4.2.2 Need for quantifiable metrics to assess the return on investment for technical delivery teams, to support future investment and trade-off decisions

The organization has made a strategic decision to invest in expanding in-house technical expertise, with a large OPEX increase in technical staff resources. However, in a more resource-constrained environment, there is an opportunity to review this approach. Maximizing the contribution of the technical delivery teams will be important.

These considerations, and the assessment of how to maximize their contribution, will benefit from the contribution of these teams being clearly articulated in data-driven, quantifiable terms. As an example of good practice, the RSSH Technical delivery team within TAP was established with quantifiable metrics: targets to increase RSSH grant absorption over time. This allows for a measurable assessment of their contribution through impact on grants, and enables senior management to assess the team's impact in a quantifiable manner.

However, for several other newly created or recently expanded technical delivery teams, the overall expected impact has not been consistently defined in a quantifiable manner. This includes teams such as the In-Country Supply Chain Team, Health Finance Department, Monitoring, Evaluation and Country Analysis (MECA) team, and Technical Advice and Partnership (TAP) disease teams. The re-organization memoranda (business cases) used to justify the creation and/or expansion of these technical delivery teams

did not include quantifiable metrics that could be readily assessed. While this is in part due to the contributory nature of some of the work of technical delivery teams, there is a missed opportunity to define their overall contribution and expected return of investment. If established, this would support senior management decision making on resourcing decisions across different teams in a resource-constrained environment.

4.2.3 Opportunities to assess the optimal balance between maintaining in-house technical delivery teams and relying on external partners and suppliers, in a resource-constrained environment

When the Global Fund was founded, the organizational model was reliant on external technical partners providing technical guidance and support, consistent with the organization's foundation as a financing mechanism. The Technical Review Panel was subsequently established to provide technical inputs at key points in the grant life cycle.

As the organization's mandate and funding levels grew, grant management became more technical, and consequently the technical human resource needs at the Secretariat increased. In response, the organization recruited in-house technical specialists to both support grant processes and further strengthen the collaboration and communication with external technical partners. This resulted in the creation of several technical delivery teams that focus on providing technical advice to grant management country teams.

However, in an increasingly resource-constrained environment, there is an opportunity to re-assess the optimal balance between grant management country teams, external technical providers, and in-house technical delivery teams, to determine the most economical, efficient and effective model for the organization. This includes assessing different models that could potentially outsource or place reliance on certain aspects of technical support and guidance from external partners. Such an assessment would need to consider the economic implications of retaining expertise in-house, against other benefits of an in-house model (including management control, more efficient and effective engagement, greater availability and accountability, cost and potential conflicts of interest).

4. Key Messages

4.2.4 Opportunities to review and refine the contribution provided by technical delivery teams

As per the [Country Risk Management Operational Policy Note](#) (section A.1.10 and A.2.3), the grant management country team owns and manages country risks on a day-to-day basis in the first line of defense role. Technical delivery teams, as a second line of defense, play an oversight role over grant management country teams to ensure they execute their risk management responsibilities in line with the relevant frameworks, policies and procedures. They are also expected to periodically review, assess and – where required – provide guidance on the adequacy of risk mitigation plans and internal controls for their respective areas of expertise. However, the extent to which different teams perform this role differs greatly.

For example, the Supply Chain team reviewed their own risks in the Integrated Risk Management tool during grant-making in 53% (29/55) of High/Core countries; this compared to the TAP HIV and malaria team having reviewed only 4% (2/55) and 16% (9/55). This is linked to this activity not being included in job descriptions or departmental re-organization memoranda for teams (such as for the TAP disease teams). The Secretariat has commissioned an OIG Advisory review on Risk Management which will explore if this role should be undertaken by technical delivery teams, and if so, how it should be executed.

Efforts have also been made to better prioritize and focus the service provided by technical delivery teams to grant management country teams, including developing a tiering³³ approach to prioritize technical delivery team support across portfolios.

Good practices can be leveraged across all teams. Some technical delivery teams (e.g. TAP HIV, ICSC) have developed package of services and country-specific annual workplans which are communicated to grant management country teams. This approach allows to manage and align expectations on the nature and timing of the support to be provided during the grant life cycle. While other TAP teams (e.g. TB, RSSH) have a tiered approach which defines higher-level types of services and priority countries, throughout the grant life cycle no country-specific workplans are agreed with regional country teams. Regarding the CRG department, it has allocated CRG Investment Support Advisors/Specialists to several grant management country teams to provide day to day, context-specific support to portfolios.

The lack of a defined ‘package of services’ results in ad-hoc approaches to support grant management country teams during the grant life cycle, based on individual relationships and preferences. This increases the risk of grant management country teams not being able to fully leverage the expertise of technical delivery teams.

³³ The tiering approach is a prioritization system used by technical delivery teams to determine the level of effort they can dedicate to category of portfolios. For example, the HIV team has three tiers: mission critical (tier 1), other High Impact and selected countries for incidence reduction (tier 2), regional approach for the rest of portfolios (tier 3).

4. Key Messages

4.3 Performance management has been sufficient to support operational delivery to date, but there is an opportunity to strengthen how grant management country team performance is assessed.

Robust performance management of grant management country teams is a key enabler to ensure their work is aligned across teams and individuals, as well as with the Global Fund's broader strategic objectives. It helps to incentivize grant management country team members to focus on key goals, and to be accountable to the overall performance of their grants and that of the organization.

Significant work has been undertaken by the Global Fund Secretariat to cascade Global Fund Strategic Objectives and KPIs down into departmental priorities that are set annually.

To date, performance management has been sufficient to support the work of the grant management country team. However, as the Global Fund faces a more volatile period, with increasing risks and more complex strategic demands, there are opportunities to strengthen the approach to objective setting and assessment of performance.

4.3.1 Strategic KPI areas are mostly cascaded into individual performance objectives, but work is needed to ensure team members are assessed against these objectives

Performance objectives of grant management country team members for 2022 were mostly aligned to the relevant Global Fund strategic objectives and KPIs, which mainly refer to HIV, TB and malaria service delivery, RSSH, human rights, and domestic financing. However, year-end performance reviews did not consider these objectives (Figure 12) and the approach was inconsistent.

Performance was mainly assessed against the execution of operational tasks, e.g. issuance of management letters, revisions, meetings, review of grant documents, with limited consideration of grant performance or achievements relating to strategic KPI areas.

This may reduce grant management country teams' accountability over grant performance, particularly during the implementation phase. It also incentivizes a focus on operational activity over strategic impact, however the OIG found no direct evidence of this risk materializing.

FIGURE 12

Percentage of sampled grant management country team staff whose 2022 performance was assessed against 2017-2022 strategic KPIs

CT members	Proportion of CT members whose performance was assessed against strategic KPIs (2022)						
	Service delivery - TB (S2)	Service delivery - Malaria (S2)	Service Delivery HIV (S2)	RSSH - PSM (6a, 6b)	RSSH (8, 9a, 5c, 6d)	Domestic Funding (9c)	Finance performance (7a, 7b)
(S)FPM	63%	33%	63%	N/A	25%	38%	63%
PHME Specialist	50%	20%	33%	N/A		N/A	N/A
HPM Specialist	N/A	N/A	N/A	0%	N/A	N/A	17%

This issue is linked to an inherent tension in the Global Fund operating model. The Global Fund cannot directly control or influence implementers and national health systems - and therefore many aspects of grant implementation are outside the Secretariat's span of control - yet there are expectations that the Secretariat ensures that grant funds are used appropriately and responsibly, and achieve impact. This dichotomy permeates down to the individual staffing level.

For example, Secretariat internal policies are not aligned with the level of accountability as defined for the Global Fund Secretariat in the KPI handbook for the 2023-2028 Strategy. The OPN "Oversee Implementation and Monitor Performance" assigns full accountability for grant delivery³⁴ to implementers, while the Secretariat's accountability is limited to its oversight role over grant implementation. The KPIs handbook for the 2023-2028 Strategy puts a stronger focus on Secretariat accountability for KPI achievement: 35% of KPIs are at the lowest level of the Secretariat accountability scale, compared to 70% of 2017-2022 strategy KPIs.³⁵ For example, all disease-related KPIs are now at level 2 of control,³⁶ meaning that the Secretariat holds a certain level of accountability for their achievement. However, this is not reflected in staff performance assessments.

³⁴ Grant delivery refers to the quality and timely execution of grant activities so agreed results are achieved (Section 2 Operating Policy Note "Oversee Implementation and Monitor Performance")

³⁵ As per "M&E and KPI Framework and draft KPI handbook - 19th Strategy Committee meeting (page 11)"

³⁶ The level 2 of Secretariat accountability measures the returns on funds invested by The Global Fund through grant performance. The accountability of the Secretariat is strong in these cases as strategic KPI targets are based on grant targets. (The KPI handbook for the 2023-2028 strategy)

4. Key Messages

Further work is required to analyze the appropriate level of accountability that should be assigned to Secretariat staff. This would have to clearly define areas that are deemed within the span of control of grant management country teams, what can be influenced, and what is not within their control or influence. This would also include the appropriate level of accountability to be set for technical delivery teams. This should align with the quantifiable contribution that is defined for these teams within the wider Country Team Model.

4. Key Messages

4.4 Increased complexity in Global Fund grants has resulted in the need to reassess the overall Secretariat resource capacity for implementation support to country stakeholders.

4.4.1 The Secretariat's capacity for implementation support and oversight has grown, but reflection is needed on the capacity trade-offs between implementation support, advice and oversight

The implementation support³⁷ needs of country stakeholders and their associated demands on grant management country team have increased, requiring focused, hands-on, day-to-day implementation. The Country Team Model's capacity has not grown sufficiently to meet this need in an effective and sustainable manner, as highlighted in the Grant Management Division (GMD) and Strategic Investment & Impact Division (SIID) 2023 workforce planning.³⁸ While the effects of this gap have not materially impacted grant performance to date, there is a sustainability risk in the longer term.

Drivers for increased implementation support needs

The increases have been driven by several factors:

- Significant increase in the scale, scope and complexity of interventions supported by the Global Fund at country level.
 - A 18% increase in HTM grant allocations between the 2017-19 (US\$11.1bn) and 2023 – 26 allocation period³⁹ (US\$13.1 bn).
 - Increased breadth of interventions with larger investments made in key areas such as AGYW prevention activity, RSSH investments, Community systems strengthening, gender, key populations, and community responses, linked to the more ambitious Global Fund strategy.⁴⁰

- Increased responsibility and scope of HPMS,⁴¹ specifically RSSH investment areas, lab, oxygen. These additional responsibilities have not been formally updates in the job descriptions of these positions, meaning there is a misalignment between codified and actual responsibilities.
- Increased internal demands on the existing workforce, with more complex internal processes, controls and requirements, such as:
 - More complex funding requests and review of grant making stages
 - Seven new levers (RSSH Gaps & Priorities, Civil Society and Community, Program Essentials, Gender Equality Marker, Advance Grant-Making, Ongoing Country Dialogue and Priorities for Step Change) were introduced for GC7, increasing the requirements placed on applicants and Secretariat staff.⁴²
 - More requirements were created during the application process that need to be developed and reviewed. GC7 funding request forms increased in size (average page length from 57 to 79 between GC6 and GC7), the number of annexes increasing from 14 to 17.⁴³
 - GC7 deliverables received extensive input from various technical delivery teams focused on grant making. While intended to enhance quality and compliance, these inputs have made processes more complex and inefficient.⁴⁴
- More requirements during grant implementation around risk management and reporting:
 - Additional required updates of the Integrated Risk Management (IRM) tool⁴⁵ and increases in the risks covered. There are now IRM updates before GAC, and IRM updates for the annual CRMM.⁴⁶ Grant management country teams are also expected to address feedback from second line quarterly IRM review. The number of risk categories also increased between GC6 and GC7.
 - Additional reporting requirements to be supported and reviewed (e.g. Pulse check reporting initiated since the COVID19 outbreak).⁴⁷
 - Work related to the COVID-19 Response Mechanism (C19RM),⁴⁸ which resulted in a range of new internal processes, timelines, requirements, tools and guidance for in-country stakeholders and the Secretariat.

37 Refers to support to implementers through the continuous oversight of interventions and coordination of in-country stakeholders towards solving implementation bottlenecks (Grant Management Division workforce planning 2023)

38 GMD and SIID jointly expressed the need for 19 implementation Specialists to support priority countries on specific areas, but this was only partially approved.

39 2023 – 2025 Allocational Period: Sources and Uses of Funds. 48th Board Meeting. GF/B48/03 A – Revision 1 15-17 November 2022, Geneva, Switzerland. [Link](#).

40 Emphasis on 10 more areas than previously, including areas such as RSSH, sustainability and human rights

41 'The increased responsibilities also include C19RM related funding with ~ 50% investments going into health products which is under the purview of the HPM.

42 From Evaluation and Learning Office report "Evaluation of the Global Fund Funding Request and Grant-Making Stages of the 2023-2025 Funding Cycle"

43 From Evaluation and Learning Office report "Evaluation of the Global Fund Funding Request and Grant-Making Stages of the 2023-2025 Funding Cycle"

44 idem

45 to be completed by grant management country teams, which captures grant specific risks, including controls, mitigating actions and assurances Operational Policy Note – Country Risk Management. [Link](#).

46 Country Risk Management Memorandum (CRMM)

47 Principal Recipient Reporting Requirements per OPN to Oversee Implementation and Monitor Performance. [Link](#).

48 The C19RM is a temporary, timebound financing mechanism of The Global Fund that is to mitigate negative effects of COVID-19 on country health budgets. [Link](#).

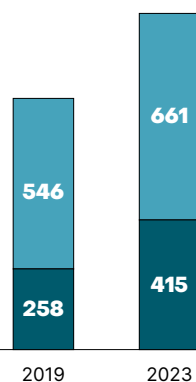
4. Key Messages

Increases in Secretariat resources have not prioritized teams providing implementation support

As previously highlighted in the OIG Audit of the Effectiveness of the Global Fund Model in Delivering the New Strategy (2024), the Global Fund workforce has increased substantially since 2016. By 2023, the Global Fund Secretariat had increased its staff by 43% (1,076 staff positions excluding consultants) compared to 2016, which was 750. Between 2019⁴⁹ and 2023, headcount grew by 34% (see Figure 13).

FIGURE 13
Evolution of the grant management country team (2019⁴⁹-2023)

- Other functions (e.g. Technical and Admin/Support Teams)
- Grant management country team



The overall headcount of staff mandated to provide implementation support (mainly grant management country team members) has increased, but insufficiently to match the increasing needs.

Between 2016 and 2023, there was a 24% increase in grant management country team staff compared to a 55% increase in other functions during the same period. This increase in other functions includes a 52% expansion in technical delivery teams from 72 staff members in 2019⁴⁹ to 114 in 2023 (see figure 9 - background section).

Overall, fewer people provide direct implementation support than those who do not. Both groups have value, but in a resource-constrained environment, there is an opportunity for the Secretariat to holistically re-assess where the most value is to support impactful grants.

When focusing on individual roles within the grant management country team, limited implementation support capacity is more pronounced, such as the Health Product Management (HPM) Specialist and Public Health & Monitoring and Evaluation (PHME) specialists (see Figure 14).

FIGURE 14
Spotlight on PHME specialist within the grant management country team

The PHME Specialist plays a pivotal role in the grant management country team as their area of expertise covers 28 out of 48 (58%) Global Fund strategic KPIs. They act as a technical lead in country dialogue, support the development of grant targets, lead monitoring and oversight to evaluate programmatic performance, provide hands-on day to day implementation support, and lead country-level risk management and solution development for 12 out of the 35 country facing risks. The PHME specialist must also interface with over 6 teams across technical delivery teams in its work, these include 1. TAP Malaria 2. TAP HIV 3. TAP TB 4. TAP RSSH 5. CRG 6. PMD. This increases the complexity of the role to ensure sufficient engagement across technical centers of excellence while balancing implementation support and oversight.

While PHME positions have increased by 19 FTE since 2019, this increase is not commensurate to the increasing workload. PHMEs still make up only 12% of the total head count of the grant facing country team and only 4% of the overall headcount of the Secretariat.

There is a risk that the current PHME cohort will lack the capacity to closely monitor program execution, identify and resolve implementation bottlenecks, and perform hands-on engagement and follow-up. This could potentially impact grant implementation and the Global Fund's ability to achieve its strategic objectives.



⁴⁹ Due to gaps in available HR data, the OIG could not isolate the number of technical delivery team staff from 2016 and had to use 2019 as the baseline. Thus, we only present the 2019 and 2023 values in figure 13. However, based on the available information to the OIG which had some limitations, grant management country team members represented 45% of total Secretariat headcount in 2016, this moved to 32% in 2019 and 39% in 2023.

4. Key Messages

This has led to a skewed distribution of resources between staff who are mandated to provide routine implementation support and oversight to countries (grant management country team), and those who advise on this support (technical delivery teams). There is a ratio of almost 1:1 between the grant management country team technical specialist (PHME and HPM) and associated technical delivery team members, who mainly provide advice and guidance to the grant management country teams (see Figure 15).⁵⁰ This distribution highlights a potential imbalance in the model, with a decreased focus on implementation oversight and support, a critical driver in achieving grant results. The ratio may alter, as a significant number of positions in technical delivery teams will end by December 2025.

This near 1:1 ratio results in individuals within the grant management country team being required to engage multiple technical delivery teams and sub-teams in a one-to-many relationship that impacts the effectiveness of these internal relationships. An example of this is the role of the PHME specialist who must interact with several technical delivery teams and sub-teams (see figure 14).

Figure 15
Ratio between grant management country team technical specialists and technical delivery team^{51, 52, 53}

Grant management country team	# of FTE	Technical Delivery Team	# of FTE
HPM Specialist/Managers	42	SO - Supply Chain Specialists/Managers	10
		SO - Procurement & Planning	14
PHME Specialists	51	TAP RSSH Advisors	24
		TAP HIV Advisors	6.5
		TAP TB Advisors	6.5
		TAP Malaria Advisors	4
		MECA Specialists	10
		CRG Specialists/Advisors	13
Total	 93 staff		 88 staff

50 A significant portion of the technical delivery teams staff in SIID, and especially in the RSSH team will end by December 2025. Many of the staff are funded outside of OPEX, including secondments, C19RM positions, CI/SI funded, and partner funded including BMGF

51 RSSH advisors support grants and grant management CTs across several distinct health functions including lab strengthening; HRH/CHW investments; surveillance, medical O2; pandemic preparedness and response (e.g. Mpox).

52 CRG supports grant management CTs across 3 areas: a) investment support, b) Human Rights, Gender and Health Equity Cluster, and c) Community Engagement, Community Systems/Response, and Key Populations cluster.

53 For Supply Operations the audit considered 100% FTE in the analysis due to the lack of evidence related to the estimated time spent by SO teams outside country team support. The OIG understands that the work of SO technical delivery teams includes activities other than support and oversight of grant management country teams. There is also a limitation on the estimate of FTEs for TAP and CRG because actual time FTEs dedicated to support country team is not tracked.

4. Key Messages

A reliance on temporary resources to support implementation needs creates sustainability risks

The implementation support capacity of grant management country teams is partially supported by C19RM funding and financing from external partners, such as the Gates Foundation. 40 grant management country team positions are funded under C19RM, representing 9% of the total headcount of grant management country team staff.⁵⁴ This financing is due to end by December 2025, however there are no phase-out or transition plans for these positions, despite the workload being expected to stay the same. In addition, key implementation support positions are currently supported with financing from external partners, such as the Malaria Specialist Advisors. Funding for these positions is not secured in the long term, and there are no plans to absorb these positions within OPEX funding. This increases the risk of future reductions in implementation support and oversight capacity, which would further exacerbate gaps in the quality of support that can be provided to country stakeholders.

As a result of the above, issues in portfolio oversight, completing grant processes, and staff wellbeing have been observed. For example:

Gaps in portfolio oversight: Past OIG country audits have highlighted gaps in Secretariat oversight, resulting in risks persisting at the country level:

- **Kenya:**⁵⁵ The Secretariat's risk management and assurance mechanisms failed to mitigate emerging risks, leading to inadequate follow-up by the grant management country team on key Procurement and Supply Chain Management risks and procurement delays, affecting their availability for beneficiaries.
- **Mozambique:**⁵⁶ The grant management country team, as part of the risk assessment at the time of the audit, did not identify a key risk pertaining to procurement and supply chain which impacted services to patients.

- **Zambia:**⁵⁷ The Global Fund did not conduct a performance evaluation of the Project Management Unit. As a result, issues in sub-recipient management, fixed assets management, and staff advances remained unaddressed.

- **Ghana:**⁵⁸ Gaps in the Secretariat's management of M&E risks resulted in programmatic data issues not being effectively mitigated.

Delays in completing grant processes: OIG Secretariat audits have highlighted issues in the adequacy of grant management country teams' support to grant processes:

- The OIG Audit of the Global Fund Approach to Reallocate Grant Funds⁵⁹ noted that completion of the portfolio optimization process in 2022 was delayed due to limited bandwidth of grant management country teams.
- The OIG Audit of the Global Fund's Approach to Grant Monitoring⁶⁰ noted delays in the issuance of performance letters to implementers. Risk mitigation activity was not prioritized, leading to delays in completing key risk mitigation actions.

Staff well-being at risk: The sustainability of the Country Team model is reliant on the well-being of staff. Sick leave data shows a relatively high level of absences from the workplace (11 days per employee for 2023). The 2023 Global Fund Ombudsman report⁶¹ highlighted challenges with burnout and other stress related issues, and this has been a repeating issue. During the Grant Management Division (GMD) workforce planning for 2023, the AELAC department identified staff at overcapacity, with high levels of attrition, burnout and medical leave rates (circa 10% of staff over the last few years). Secretariat pulse surveys⁶² have also highlighted issues such as working on weekends and after hours. This is an issue which also impacts other Secretariat departments including Strategic Investment and Impact, and Supply Operations. There is a risk of well-being issues becoming more persistent and significant, which would impact the Country Team Model's effectiveness.

⁵⁴ This includes 17 program officers, 15 HPMs, 1 HPM Manager, 5 PHMEs, 1 Fund Portfolio Assistant and 1 Fund Portfolio Manager.

⁵⁵ [Audit of the Global Fund Grants in Kenya](#). (GF-OIG-22-005)

⁵⁶ [Audit of the Global Fund Grants in Mozambique](#). (GF-OIG-22-006)

⁵⁷ [Audit of the Global Fund Grants in Zambia](#). (GF-OIG-22-017)

⁵⁸ [Audit of Global Fund Grants in Ghana](#). (GF-OIG-23-020)

⁵⁹ [Audit of the Global Fund Approach to Reallocate Grants Fund](#). (GF-OIG-24-002)

⁶⁰ [Audit of the Global Fund Approach to Grant Monitoring](#).

⁶¹ "Towards a Healthier Workplace: Insights from Ombudsperson" The 2023 Annual Report of the Ombudsperson to the Global Fund. Published in October 2024.

⁶² 2021 Employ Pulse Survey Results 2021. 53% of staff highlight that need to work on weekends or outside of normal working hours to get the necessary tasks completed.

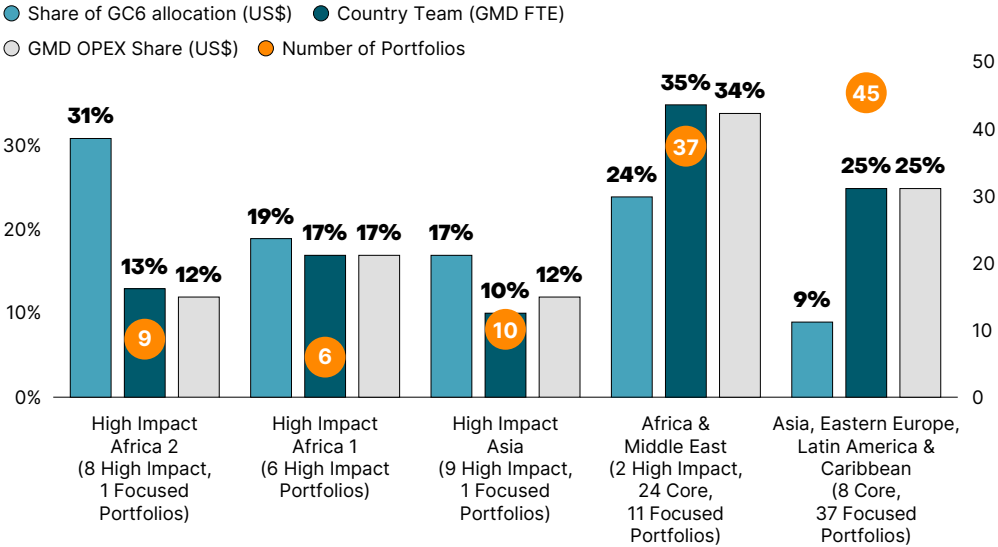
4. Key Messages

4.5 Opportunity to enhance allocation of available grant management country team resources to optimize spend and better support portfolios.

4.5.1 In an environment of scarce resources, a more differentiated approach to allocating staff across portfolios is needed

Across regions and portfolio types, the Secretariat has made significant efforts to differentiate resourcing. However, as previously noted in the *OIG Audit of the Effectiveness of the Global Fund Model in Delivering the New Strategy* (2024), a misalignment remains between the allocation of grant management country team resources, and the proportion of grant funding to regions (see Figure 16). For example, the High Impact Africa 2 region represents 31% of country-level GC6 grant budgets and only 12% of the total Grant Management Division (GMD) OPEX spend. The AELAC region represents just 9% of GC6 grant budgets, but absorbs 25% of the total OPEX share of GMD as it has the highest concentration of portfolios.

FIGURE 16
Global Fund investment GC6 vs Grant management country team staff allocation



There is an opportunity to reflect upon the current allocation, and whether resourcing can be further differentiated between regions, to maximize the effective use of available resources for the greatest impact. However, the ability to differentiate resources in a considered and impactful way would also require a further differentiation of processes for focused portfolios, to ensure reduced resources match reduced portfolio requirements and needs in a pragmatic and risk-based manner. Thus, there is also an opportunity to further look at how grant management processes and requirements for specific portfolios can be lightened and more targeted, within the risk appetite of the organization.

For example, the recent Global Fund Evaluation and Learning Office's independent evaluation on the Global Fund Funding Request and Grant Making stages of the Funding Cycle⁶³ noted that: 1) all funding request approaches require similar numbers of annexes, and the level of effort remains high across all, and 2) there is limited differentiation by portfolio in terms of GAC preparation and document needs.

4. Key Messages

At regional level, no ‘one-size-fits-all’ formula exists for allocating resources. Instead, there are different approaches to how grant management country technical specialists are allocated to portfolios, compared to investment size or risk profile. The High Impact Africa 2 region represents 32% of the Global Fund’s funding allocation, with six of the world’s top 10 HIV disease burden countries and four of the top 10 malaria disease burden countries. However, there is no dedicated HPM Specialist for each portfolio, except for Mozambique and Kenya (up to December 2025). The remainder of the portfolios share HPM Specialists. For example, Uganda (which has a moderate risk for in-country supply as per the Secretariat risk rating)⁶⁴ and Zimbabwe (which has a high risk) together receive US\$1 billion of the Global Fund’s allocation for health products and are supported by one HPM specialist. In contrast, portfolios in the High Impact Africa 1 region such as Ghana, Cote d’Ivoire and Mali have dedicated HPM Specialists; similarly in the AME region, Cameroon, a High Impact portfolio, has dedicated HPM Specialist support.

There are also discrepancies in the approach to allocating technical resources to Challenging Operating Environment (COE) portfolios⁶⁵ or those under the Additional Safeguard Policy.⁶⁶ Within the AME region, some technical specialists support more than one COE portfolio⁶⁷ with considerable complexity, yet other specialists from the same GMD region are not assigned to any COE portfolios. Thus, COE portfolios are not consistently distributed across specialists. A concentration of COE portfolios within a small number of staff can reduce oversight effectiveness if there are associated capacity constraints to address these countries’ needs.

These issues increase the risk of OPEX resources not being efficiently utilized to maximize impact, which is critical in an environment where available funding is limited. The issues are mainly due to the following factors:

Gaps in how approaches to allocate and manage grant management country team resources are documented, and how good practices are leveraged

Allocation decisions for most grant management country team members⁶⁸ are determined by the Department Head and Regional Managers within GMD. This allows for tailored and nuanced decision making by stakeholders close to the portfolios, and leads to varied approaches. The OIG noted examples of resource decisions which are well documented, follow defined guidelines, and are data driven. These include:

- The Finance department has developed a robust, data-driven allocation model to determine the level of effort for Regional Finance Specialists based on a range of key metrics, including number of portfolios, grants, allocation, and risk levels.
- The AELAC and AME Regional department in GMD developed workload analysis for PHMEs, to allow for a better differentiated resourcing approach to prioritize the level of support provided to each country portfolio.

There is an opportunity to reflect upon these different approaches and leverage good practices across teams. Outside of the above departments, most decentralized allocation decisions were not documented, with no evidence of consistent principles or guidelines being applied.

Lack of processes, systems and tools to inform and monitor resource allocation decisions and monitor the impact of decisions on workload and well-being

While some staff data is available through the Global Fund’s human resources information management system “Workday” and a Secretariat managed Country Team Distribution list, there are limited processes and tools to leverage this data to monitor the impact of resource allocation decisions, and well-being. There are no processes or guidelines that determine when, how and why resource allocations are made or reviewed, apart from a 2021 policy on staff rotation. Equally, no electronic systems are leveraged to inform, record, or monitor resource allocation decisions. Excel-based tools are used in several instances, with varying levels of maturity, dependent on the team. This means there is no formal record or analysis to show how long staff have been assigned to a portfolio, how portfolio staffing has changed over time, what past resource decisions were taken, or the actual level of effort required from staff. This makes it difficult for senior management to quickly determine if staffing levels are appropriate, if teams are over-burdened, or if staff rotation is needed, limiting their ability to make informed and timely allocation decisions. There is an important opportunity to make resource allocation decisions more efficient and data-driven.

Establishing more robust systems and tools would require trade-offs. An electronic system to track workload would require more effort from grant management country team staff in tracking their working hours, but would allow any overworking/well-being issues to be identified and quantified. This is critical, given the issues in staff well-being flagged in Finding 4.4.1.

64 Audit of the Global Fund Grants to the Republic of Uganda. [Link](#).

65 COE countries are characterized by weak implementation capacity and security concerns, making implementation more complex. These portfolios often require more oversight and support from the Secretariat.

66 The Additional Safeguard Policy (ASP) was established by Board mandate in 2004 as an approach for “alternative funding mechanisms where particular constraints exist about funding the proposed Principal Recipients and sub recipients” ASP Policy approved by the Global Fund Board in 2004 (GF/B07/DP14)




67 PHME specialist allocated for Centra African Republic and Chad; HPM Specialist for Centra African Republic and Chad; PHME Specialist for Guinea and Niger; HPM Specialist for Congo and Liberia

68 This includes the S/FPM, S/PO, FPA, S/PHME, HPM positions. The allocation of Finance Officers and Legal counsel are determined by the Finance Division and Legal and Governance Division respectively

5. Annex 1

Audit ratings and methodology

General Audit Rating Classification

Rating	Definition
 Effective	No issues or few minor issues noted. Internal controls, governance and risk management processes are adequately designed, consistently well implemented, and effective to provide reasonable assurance that the objectives will be met.
 Partially Effective	Moderate issues noted. Internal controls, governance and risk management practices are adequately designed, generally well implemented, but one or a limited number of issues were identified that may present a moderate risk to the achievement of the objectives.
 Needs significant improvement	One or few significant issues noted. Internal controls, governance and risk management practices have some weaknesses in design or operating effectiveness such that, until they are addressed, there is not yet reasonable assurance that the objectives are likely to be met.
 Ineffective	Multiple significant and/or (a) material issue(s) noted. Internal controls, governance and risk management processes are not adequately designed and/or are not generally effective. The nature of these issues is such that the achievement of objectives is seriously compromised.

Methodology

OIG audits are in accordance with the Global Institute of Internal Auditors' (IIA) definition of internal auditing, international standards for the professional practice of internal auditing (Standards) and code of ethics. These Standards help ensure the quality and professionalism of the OIG's work.

The principles and details of the OIG's audit approach are described in its Charter, Audit Manual, Code of Conduct, and specific terms of reference for each engagement. These help our auditors to provide high quality professional work, and to operate efficiently and effectively. They help safeguard the independence of the OIG's auditors and the integrity of their work. The OIG's Audit Manual contains detailed instructions for carrying out its audits, in line with the appropriate standards and expected quality.

The scope of OIG audits may be specific or broad, depending on the context, and covers risk management, governance, and internal controls. Audits test and evaluate supervisory and control systems to determine whether risk is managed appropriately. Detailed testing takes place across the Global Fund as well as of grant recipients and is used to provide specific assessments of the different areas of the organization's activities. Other sources of evidence, such as the work of other auditors/assurance providers, are used to support the conclusions.

OIG audits typically involve an examination of programs, operations, management systems and procedures of bodies and institutions that manage Global Fund funds, to assess whether they are achieving economy, efficiency, and effectiveness in the use of those resources. They may include a review of inputs (financial, human, material, organizational or regulatory means needed for the implementation of the program), outputs (deliverables of the program), results (immediate effects of the program on beneficiaries) and impacts (long-term changes in society that are attributable to Global Fund support).

Audits may also assess how Global Fund grants/portfolios are performing against target for Secretariat-defined key indicators; specific indicators are chosen for inclusion based on their relevance to the topic of the audit.

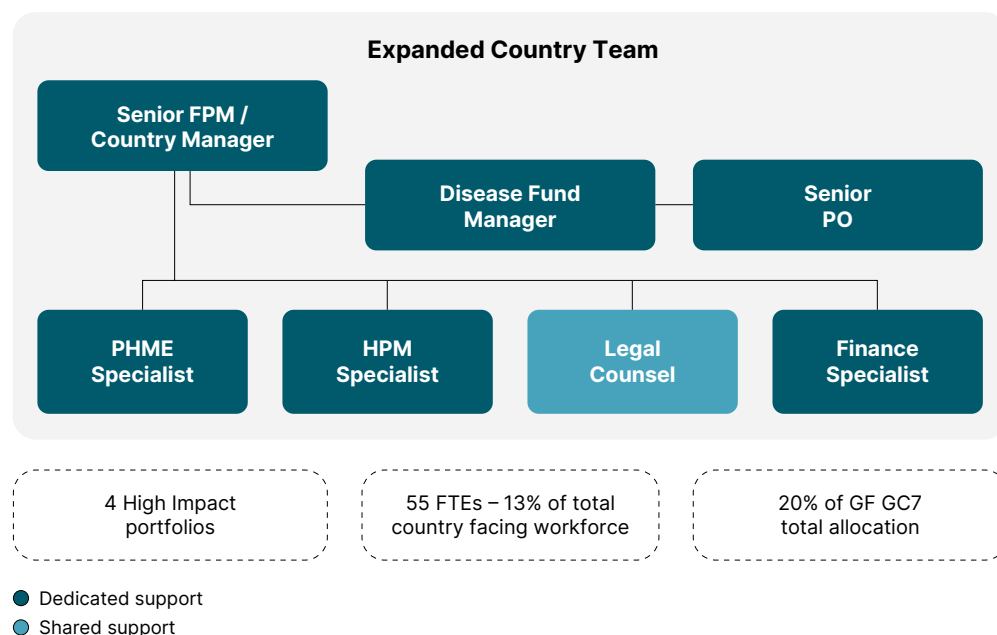
Audits cover a wide range of topics with a focus on issues related to the impact of Global Fund investments, procurement, and supply chain management, change management, and key financial and fiduciary control.

5. Annex 2

Grant Management Country Team Structures

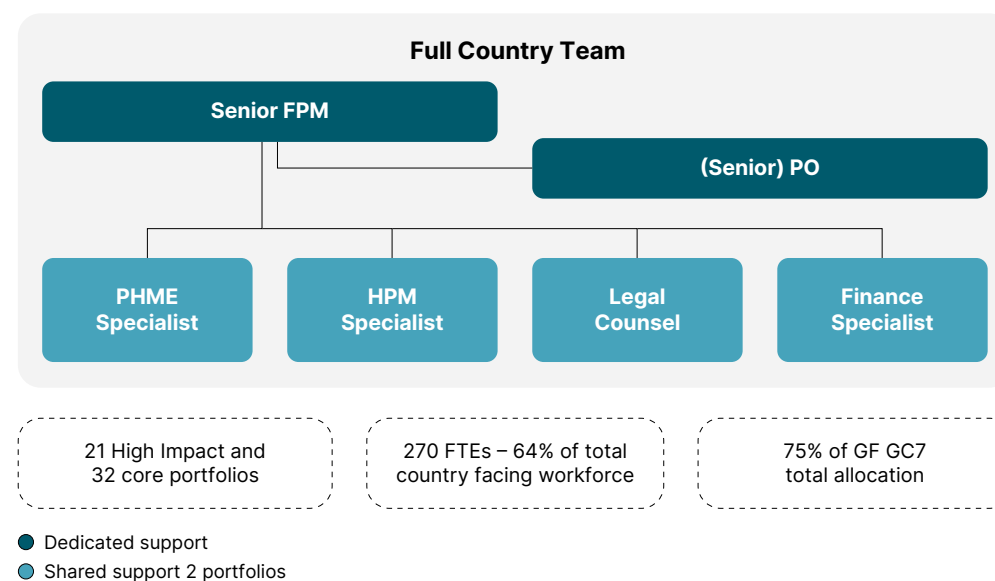
Expanded Country Team: Typically, this refers to teams managing four High Impact portfolios which are mission critical for the Global Fund, representing 18% of the GC7 funding allocation, and ranked in the top 10 in disease burden for at least two of the three diseases. These are Nigeria, Democratic Republic of Congo, Mozambique, and India. They include a Country Portfolio Manager, Disease Fund Managers, (Senior) Program Officers, as well as dedicated technical specialist support from a Public Health, Monitoring and Evaluation Specialist, a Health Product Management Specialist, a Finance Specialist, and a Legal Counsel.

FIGURE 17
Expanded Country Team



Full Country Team: These teams typically manage High Impact and Core portfolios. They are led by one Senior Fund Portfolio Manager, with the dedicated support of one or two (Senior) Program Officers. They also include shared expertise of a Public Health, Monitoring and Evaluation Specialist, Health Product Management Specialist,⁶⁹ Finance Specialist, and Legal Counsel.

FIGURE 18
Full Country Team



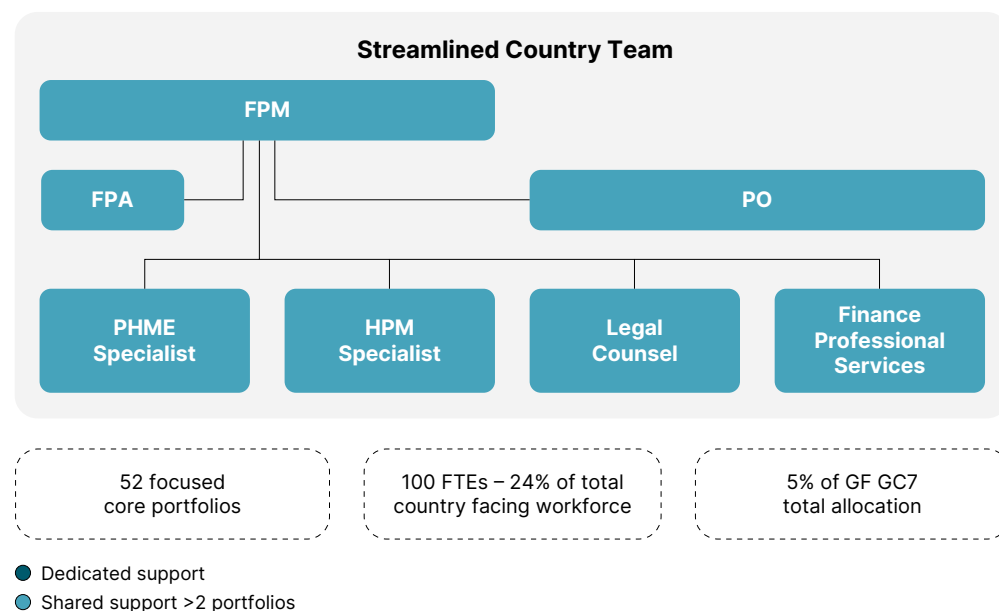
69 Some High Impact portfolios in High Impact Africa 1 have dedicated Public Health, Monitoring and Evaluation Specialist, Health Product Management Specialist support.

5. Annex 2

Grant Management Country Team Structures

Streamlined Country Team: These teams typically manage a group of focused countries within a region. They are led by a Fund Portfolio Manager, including shared support from a Program Officer in some portfolios, or a Fund Portfolio Assistant/Analyst (FPA). In terms of technical specialist support, this model includes targeted assistance and limited support of Public Health Monitoring and Evaluation, and Health Product Management specialists. The level of support varies according to region and portfolio. Finance support is provided via a centralized finance team, but there is no dedicated Finance Specialist.

FIGURE 19
Streamlined Country Team



5. Annex 3

Grant Management Country Team

Fund Portfolio Manager (FPM):⁷⁰ Leads and coordinates the Country Team. Core tasks include effective grant management, ensuring provision of grant signing, disbursements, and revisions. Acts as the primary representative of the Global Fund recipient countries and contributes to the delivery of the primary business of the Global Fund. This includes extensive stakeholder management by building partnerships in country and at global level.

Program Officer (PO):⁷¹ Reporting to the Fund Portfolio Manager (FPM), the role facilitates and coordinates grant processes at different stages of the grant life cycle. Reviews grant budgets and work plans, disbursement requests and other grant documentation. Participates in the process of analysis on performance/financial/management/contextual matters for decision making on program-related matters.

Fund Portfolio Assistant/Analysts: Assists in Country Team administrative matters with respect to grant negotiation, ongoing grant management & disbursement processes including work-plans and gathering and processing information.

Public Health/M&E (PHME) Specialist: Advises on strategic investments, develops M&E frameworks, negotiates indicators and targets for grant monitoring & assessment of grant performance. Further, they mobilize and strengthen partnerships, lead M&E and programmatic risk assurance mechanisms for data and program quality and facilitate building of resilient and sustainable systems for health (RSSH).

Health Product Management (HPM) Specialist: Advises on strategic RSSH/PP system investments, quality assurance, stakeholder management, and sustainability and transition planning. Ensures the provision of adequate technical expertise for complex and strategic matters, analyzes risks and proposes solutions for the efficient implementation of pharmaceutical management, service delivery, and supply chain management activities for health products.

Finance Specialist: Leads the financial component of portfolio delivery throughout the grant life cycle. They implement, support, and ensure compliance with the Global Fund's fiduciary policies, procedures, and practices. Ensures that funds allocated and disbursed for program delivery are utilized for the intended purpose.

Legal Counsel: Contributes to the corporate and operational effectiveness of the Global Fund through the provision of legal advice and support for the core business of the Global Fund on the management of its portfolio of investments.

Depending on the size and type of the portfolio, the following roles might be part of the grant management country team:

Disease Fund Managers (DFM): Responsible for managing disease-specific input at all stages of the grant management cycle. These roles are embedded in the teams for Nigeria, Democratic Republic of Congo, India and most recently Mozambique.

Sustainability, Transition, Co-Financing Specialist (STC): Key focal points in the Regional Team who support Fund Portfolio Managers in implementing the policy on Sustainability, Transition and Co-Financing. These specialists are embedded only in the Regional Teams of Southeast Asia, Eastern Europe and Central Asia, and Latin America and the Caribbean regions.

⁷⁰ Includes Senior FPMs who are responsible for a high disease burden country or one of the more high-risk portfolios. The FPM is responsible for a portfolio consisting of one or more countries within a region. – Job Description.

⁷¹ Includes Senior POs who are expected to operate with greater autonomy to a Program Officer whether drafting documents or managing relationships.