



MOPAN 2015-16 Assessments

Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)

Executive Summary

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The 2015-16 MOPAN 30 assessment of the Global Fund to fight AIDS, Tuberculosis and Malaria, and specifically its Secretariat, covers the period from 2014 to mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, as well as the results the Global Fund achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses the Global Funds performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation, and gives an overall view on its performance trajectory. This is the first MOPAN assessment of the Global Fund.

Context

GLOBAL FUND

- It is a financing institution to help countries defeat AIDS, tuberculosis and malaria, which in 2000 were killing 4 million people a year
- It is accountable to its Board, which comprises members from donor and implementer governments, NGOs, the private sector, foundations and communities
- It is funded through donor contributions for three-year replenishment periods, with 5% of funding from the private sector
- It runs its operations through a centrally based Secretariat. Beneficiary countries, through their country coordinating mechanisms, apply to the Secretariat for grants. Currently there are 446 active grants with projects implemented by organisations on the ground
- Its Secretariat has undergone extensive restructuring, including the introduction of a new funding model in 2012 to improve alignment with countries and increase efficiency of delivery.

Organisation at a glance

- Established in 2002
- Annual disbursements: USD 2.5 -4.6 billion
- Last three-year replenishment conference raised USD 13 billion
- Active in over 100 countries
- Over 700 staff
- Operates through Secretariat in Geneva

Overall performance

The 2016 MOPAN 3.0 assessment finds that the Global Fund provides strong global leadership for the response to HIV and AIDS, tuberculosis and malaria. While this assessment reveals some areas where performance could be strengthened and improved, the overall conclusion is that the Global Fund fully meets the requirements of an effective multilateral organisation. It is fit for purpose and able to adapt to future needs.

The Global Fund's internal restructuring and adoption of the new funding model strengthened its performance. Its focus on results-based planning, management and reporting are driving efforts to improve country-level data. Its increasing emphasis on health systems strengthening, coupled with its existing strengths in strategic and operational management, should continue to increase the impact of its investments.

The Global Fund delivers its support through structures over whom it has limited influence, and which at times suffer from weak capability, particularly in the case of Country Coordinating Mechanisms. It has

systems to assess partners' capacity within country level structures and increasingly seeks to build their capacity. The Global Fund is a learning organisation, and staff have a reputation for delivering pragmatic solutions. Innovation is valued.

The new funding model focuses financial resources where the disease burden is highest. Absorptive capacity at the country level is factored into The Global Fund's spending models and resources are generally disbursed as planned. The Global Fund builds effective partnerships, and has built innovative partnerships with the private sector both globally and in developing countries. The Global Fund is an effective multilateral organisation that makes an important contribution to global health. Investments are estimated to have saved around 22 million lives; AIDS, tuberculosis and malaria deaths have declined by more than one-third since 2002. The Global Fund's commitment to tight organisational alignment with strategy means the Secretariat is used to working flexibly in a changing environment. However, there is room for improvement, particularly in the areas of evidence-based results measurement, and specifically in the area of health systems strengthening.

Key strengths and areas for improvement

Key strengths

- **Clear strategic direction** and a proactive approach to innovation and change. Staff is encouraged to **innovate** and propose solutions
- Significant **organisational restructuring** made in direct response to partner identified operational challenges
- **Improved risk management, human resources and results-based budgeting** all well aligned to strategy within a low operational budget
- **Vibrant and effective partnerships.** The Global Fund engages with civil society as a key lever of influence in country programmes and leverages private sector skills to address operational gaps
- **Commitment to practical implementation of results-based management.** Comprehensive and detailed results reporting showing **improved outcomes** for the three diseases
- Initiatives to address **data quality** and quantity gaps to track outcomes.

Areas for improvement

- Ensuring sufficient staff to cover the **integration of cross-cutting issues** into business practices, and for the adequate support of country processes
- Consideration of the **ability of recipient countries to prioritise health system strengthening**; more explicit attention to building sustainability into design of health system strengthening interventions and careful tracking of results of health systems strengthening interventions
- Incorporating **impact measures for cross-cutting issues** into accountability systems including corporate reporting and evaluation; particularly for the interests of key populations
- **Capacity analysis** at the country level, particularly when intending to scale up intervention
- Monitoring the speed of **administrative processes** at all stages of grant implementation
- Improving the documentation flow and learning impact (internally and externally) from a systematic and quality assured set of **evaluation** activities
- **Strengthening results management and organisational learning** through a formal system to identify and address poorly performing interventions.