Presentation by the General Manager

29 March 2012

Agenda

Welcome, introduction and Q&A

- Strengthening the Foundations
- Implementing the 2012 – 2016 strategy
- Securing the resources

Objectives for today

Objectives

- **Overall plan for the fund in 2012 – 2013**
- **Management team**
- **New organisational structure and decision forums**
- **Update on the progress to date on the CTP and approach going forwards**
- **Implementation of 2012-2016 strategy**
- **Options for securing the resources**

The mission, the values and the principles of the Global Fund will not change - what must change is the way that we work

Leave a legacy of a strong institution, with a clear strategy and money in the bank

Strengthen our foundations

Implement our strategy

Secure the resources

Improve organisational health

Leverage our partners

It is not all about how we are organised or fix processes - achieving lasting change begins with how we behave

	Improving the organisational health
Teamwork	• We are a **team** that thrives together and struggles together. We **support** each other
Loyalty	• We are **loyal** to each other and to the Fund
Pride	• We are **proud** of the work that we do
Professionalism	• We are known for our **impeccable standards**. We are **transparent** about what we do
Humility	• We are **not arrogant**. We are not afraid to **recognise our mistakes** and change our course

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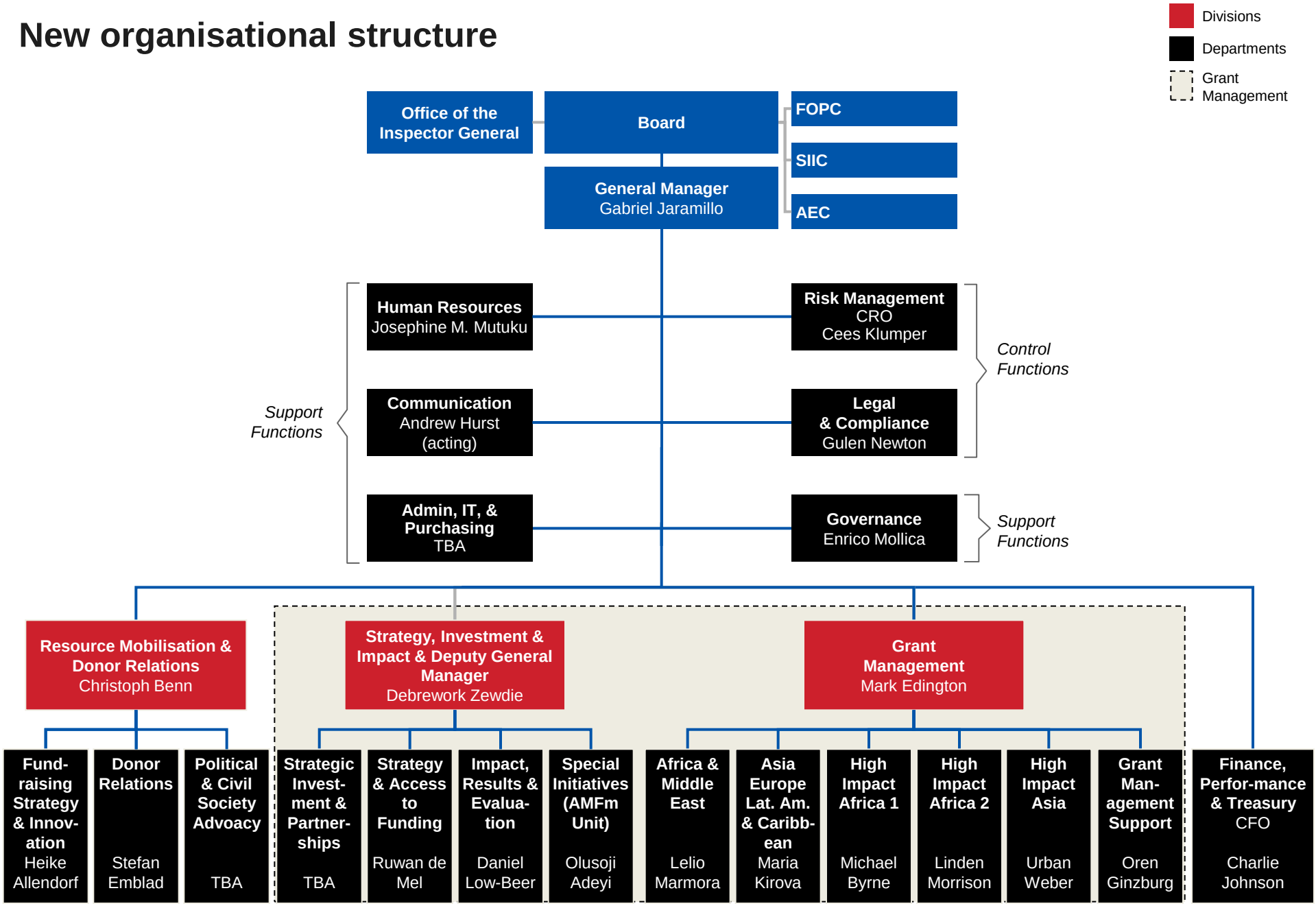
The Global Fund needs transformation

Current from…	… desired to
1 Complex organisation with bureaucratic processes adapted to "us" creating dissatisfaction in both donors and implementers	**Externally orientated** organisation focused on **proactively** responding to both **donors' and implementers'** needs with **simple and agile** processes
2 Unpredictable funding creates uncertainty for implementers	**Stabilise traditional donors** by addressing concerns on risk and competence, coupled with **innovative funding** mechanisms and **broader donor base**
3 Reactive risk management practices	**Effective risk mitigation** mechanisms **embedded** in all of the processes
4 Loose operational performance management of the Fund	Optimized operational **efficiency** by **rigorous and disciplined** monitoring of key performance measures
5 Sub-optimal talent management practices that hinder the release of staff potential	Global Fund famous for being an organisation that **recognises, rewards and develops talent**
6 Partners' capabilities in-country and in Geneva under-utilised	**Fully engaged partners** help to deliver the Global Fund's mission around the world

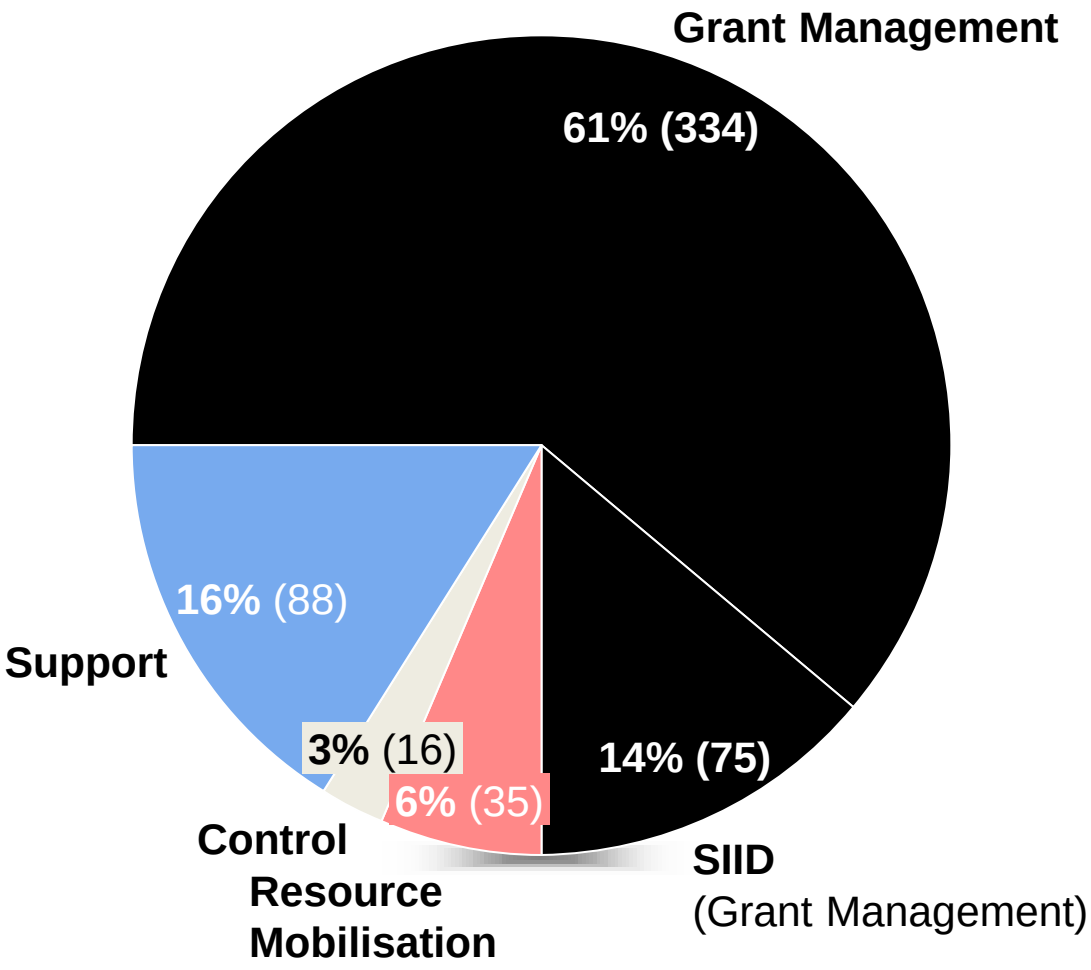
We have defined three distinct work streams to focus on in 2012

New organisational structure



75% of the resources will be focused on Grant Management in line with other financial institutions

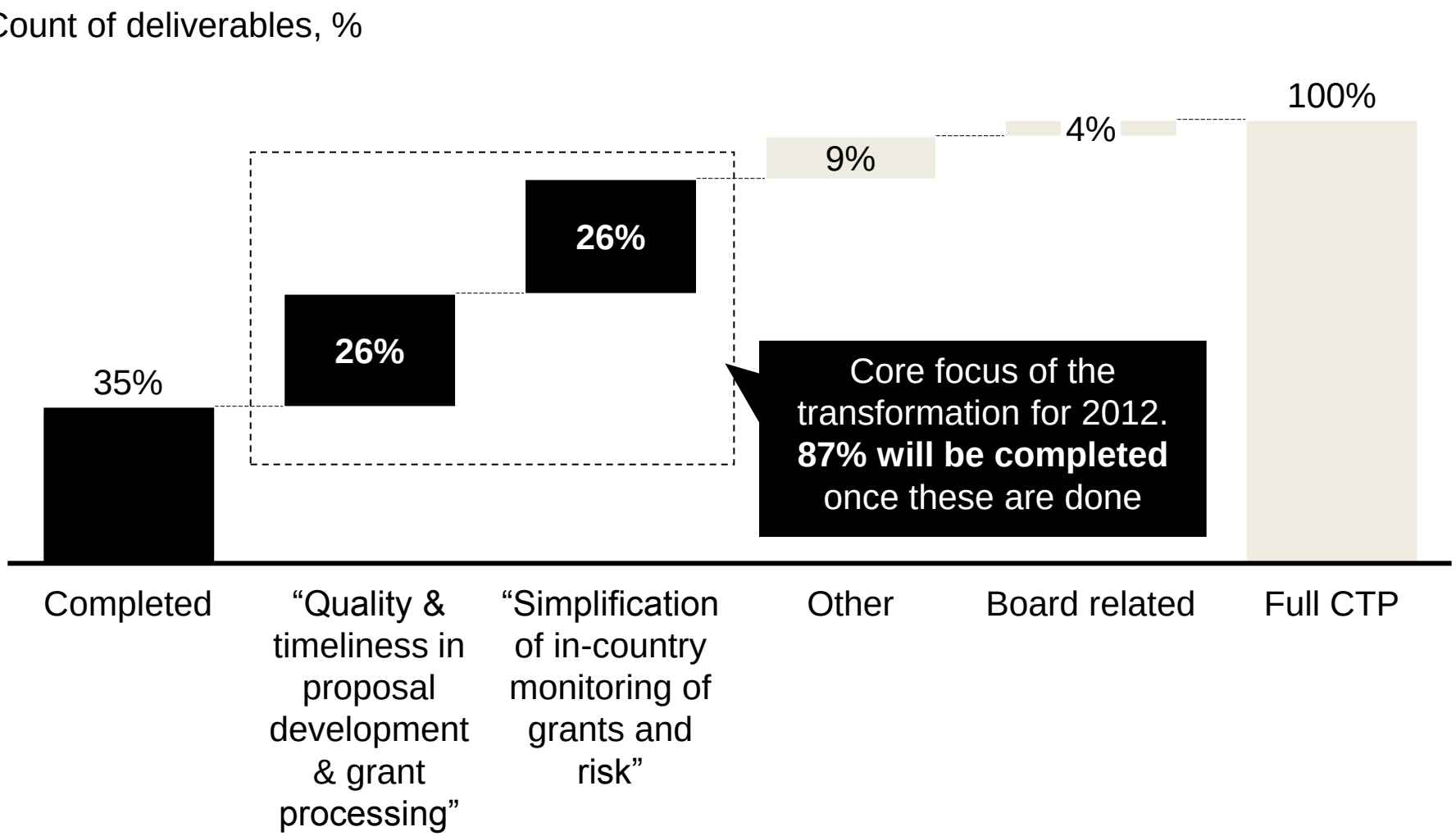
Total number of positions = 548



75% of the positions will be focused on **Grant Management**

NOTE: Excludes IT; OIG; Office of the Board

Consolidated Transformation Plan: 35% complete today, and plan to accomplish whole transformation by year-end



1 Out of 191deliverables, 27 have been superseded1 by combining into single programmes or as a consequence of Board decisions (e.g., on iterative proposal process)

Debrework Zewdie: The Deputy General Manager and Head of Strategy, Investment & Impact

- Welcome, introduction and Q&A
- Strengthening the Foundations
  - **Strategy, Investment & Impact**
  - Grant Management
  - How we work
- Implementing the 2012 – 2016 strategy
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Strategy, Investment and Impact Division: Refocused on grant management

Current from…	… desired to
1 Research institution focused on publishing academic papers and competing with technical partners for technical leadership	**Wholly engaged in grant management**, ensuring strategic thinking, quality and timeliness in proposal development and grant processing Institutional relationships and technical partnerships
2 Reactive investment driven by proposal success	Proactive **shaping of demand** to invest strategically for maximum impact
3 Funding requests follow Global Fund proposal format and Rounds	**Access to funding** based on national strategies and aligned to national cycles
4 Inefficient sequential process from proposal to first disbursement	Iterative **two-step proposal process** with grant-ready products
5 Missed opportunities to understand performance and apply lessons learned	**Impact analysis and evaluation** to inform new funding, reprogramming and renewals

New structure – Strategy, Investment and Impact

Strategy, Investment and Impact
Debrework Zewdie

Strategy and Access to Funding
Ruwan De Mel

- Define **Global Fund's business strategy**, working in partnership with stakeholders
- Quality and timeliness of **proposal development and grant processing**, and engagement with TRP

Strategic Investments and Partnerships
TBA

- Shape the **optimal portfolio** of Global Fund Investments (by country and disease)
- Provide **strategic advice for grant development**, based on input from Impact department technical **partners**

Impact, Results and Evaluation
Daniel Low-Beer

- **Evaluate and model impact** from Global Fund investments
- Develop and control performance-based funding methodology
- **Produce robust strategic information** for all stakeholders

AMFm
Olusoji Adeyi

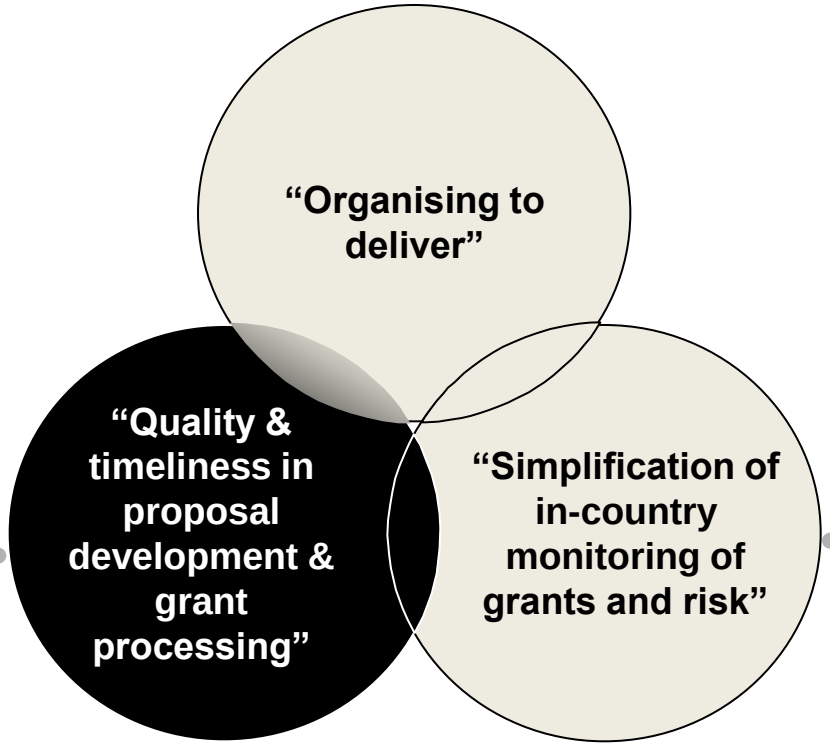
- Ensure **effective implementation of Phase I** of the AMFm Program

Grant management & strategic investment – quality & timeliness in proposal development & grant processing

Quality & timeliness in proposal development & grant processing

SIID will **lead** this…

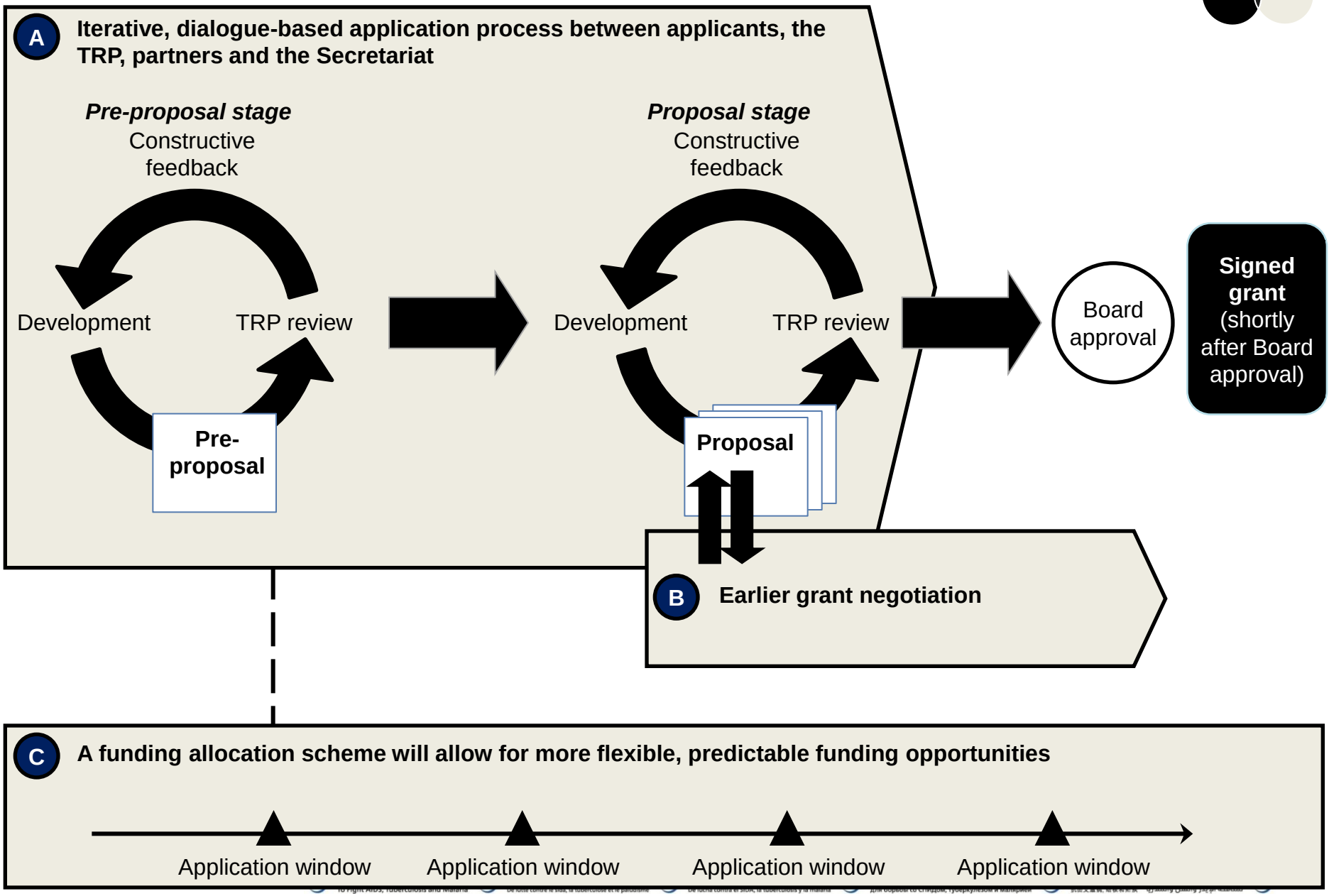
- Move to a **flexible iterative process**
- Ensure **strategic investment interventions**
- **Improve success rates** by providing early feedback
- **Shorten the time** from approval to disbursement



…and will **support** this

- **Standardise the processes and systems** to ensure impeccable grant management while **enhancing risk management**
- Improve satisfaction of the PRs and people who receive our services

Proposed funding model with 3 elements



Mark Edington: Head of Grant Management

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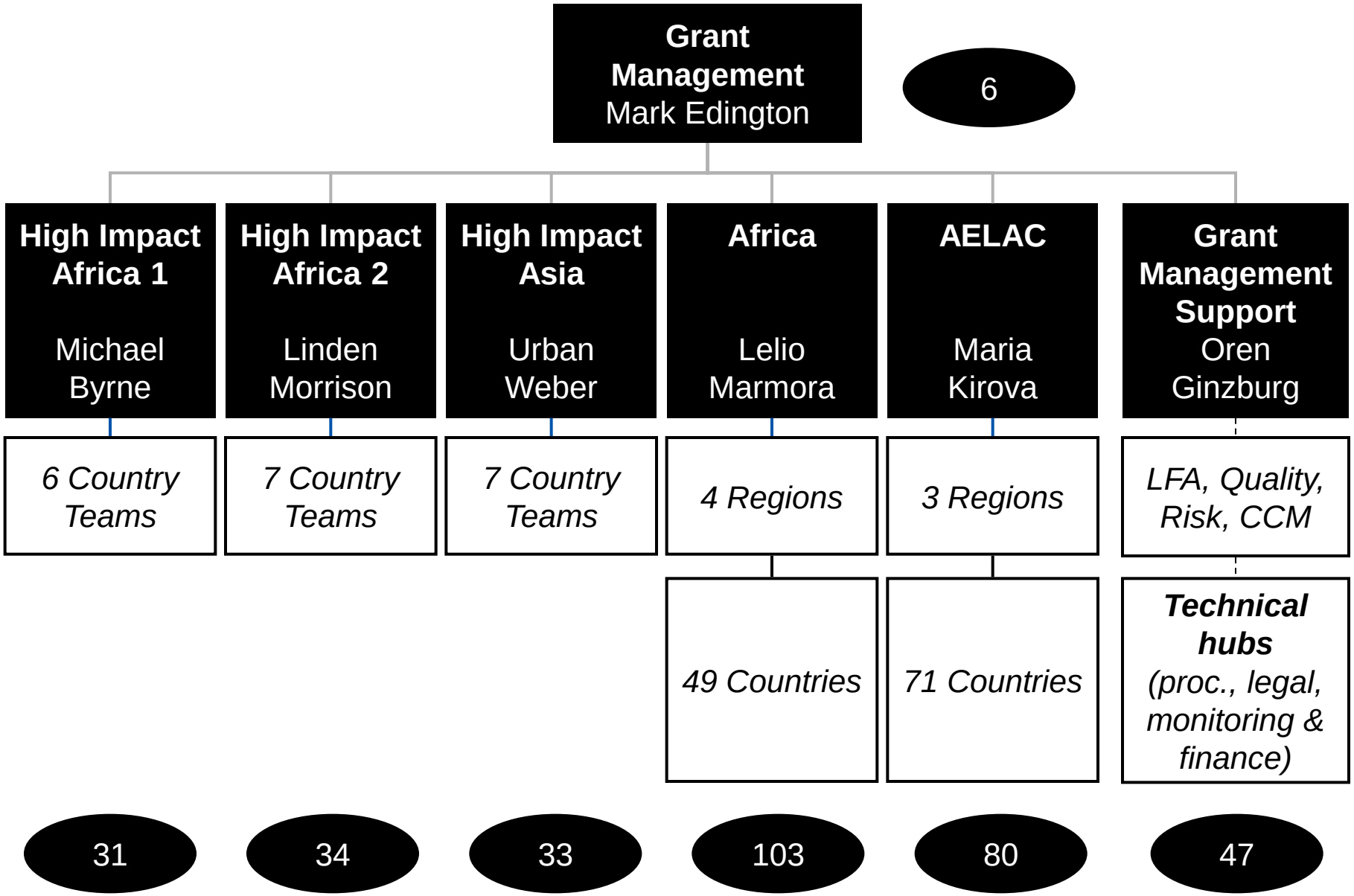
Grant Management is changing to become…

Current from…	… desired to
❶ Complex system of processes and reporting requirements with weak focus on risk management	**Streamlined system** of processes and reporting requirements with risk analysis and mitigation embedded
❷ Dispersed in-country management	**High quality country team** management centred on FPM with support and technical functions embedded
❸ Silo mentality with variable quality	**Best-practice and minimum requirements** aligned to collective goals across the Division
❹ Piloting and design testing from Geneva, rather than in-country	**In-country piloting** and design testing
❺ One-size-fits-all approach to country programs	**Tailored approach** by burden, impact & risk with increased resources on all countries

Structure of Grant Management

334 Number of positions



Resources are increasing for all countries

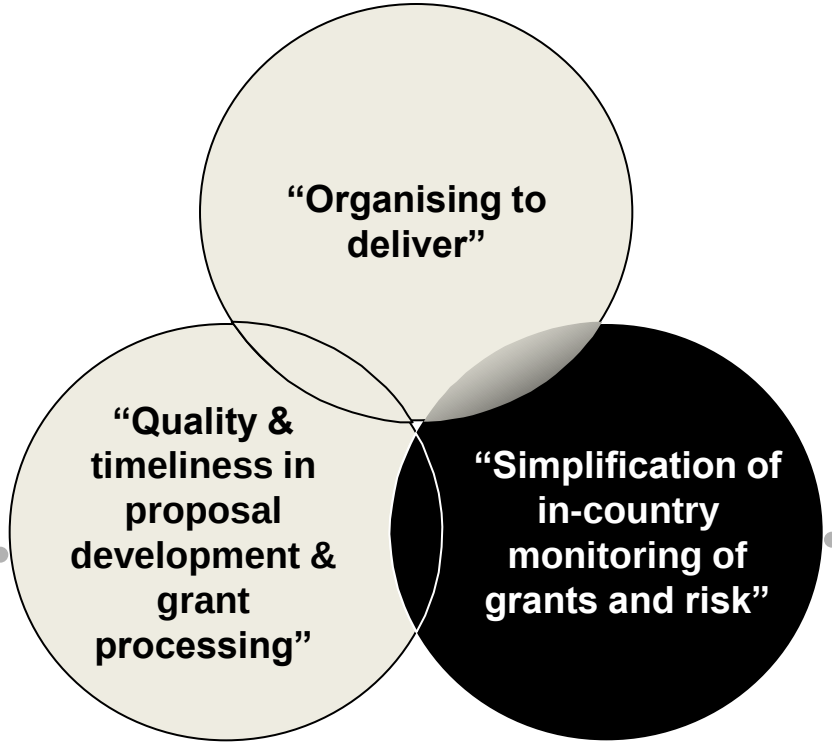
140 Number of countries

Department	Average # FTEs per country	Increase %	Disease burden %
High Impact Africa 1 (6)	3.1 Old → 4.8 New	53%	>70%
High Impact Africa 2 (7)			
High Impact Asia (7)			
Rest of Africa (49)	1.8 Old → 2.1 New	14%	<30%
Rest of Asia, Eastern Europe, Latin America & Caribbean (71)	1.0 Old → 1.1 New	11%	

The Grant Management team will lead the project on simplification of in-country monitoring of grants and risk, while supporting the SIID project

GM will **support** this…

- Move to a **flexible iterative process**
- Ensure **strategic investment interventions**
- **Improve success rates** by providing early feedback
- **Shorten the time** from approval to disbursement



…and will **lead** this

- **Standardise the processes and systems** to ensure impeccable grant management while **enhancing risk management**
- Improve satisfaction of the PRs and people who receive our services

Case for change: More than 1200 pages of documentation generated by the Secretariat, LFA, CCM and PR for 1 grant

Note: Using one example of each type of document relevant to grant management

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Strengthening the Foundations

- Strategy, Investment & Impact
- Grant Management

How we work

- Implementing the 2012 – 2016 strategy
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A new secretariat committee structure to align with our new organisational structure

Committees	Purpose
Management Executive Committee (MEC)	• Guide strategy and oversee risk, and ensure **efficient** and **effective management** of the Secretariat and its people
Executive Grant-Management Committee (EGMC)	• **Impeccable grant management** and development of Global Fund operational policies and strategies relevant to supporting countries
Funding & Finance Executive Committee (FEC)	• **Monitoring** flow of **financial resources** to ensure financial sustainability • Rigorous **financial management** and discipline
HIV/AIDS Executive Committee (AEC)	• Maximize the **effectiveness of investments** by the Global Fund and its partners in the fight against **HIV/AIDS**
Tuberculosis Executive Committee (TEC)	• Maximize the **effectiveness of investments** by the Global Fund and its partners in the fight against **TB**
Malaria Executive Committee (MaEC)	• Maximize the **effectiveness of investments** by the Global Fund and its partners in the fight against **Malaria**

Successful collaboration with our partners will be a pre-requisite for success

1 High-Level Investment Coordinating Committee (ICC)

2 ICC for HIV/AIDS

Identify with partners the priority interventions against HIV for support by the GF to maximise impact of health investments

3 ICC for TB

Identify with partners the priority interventions against TB for support by the GF to maximise impact of health investments

4 ICC for Malaria

Identify with partners the priority interventions against Malaria for support by the GF to maximise impact of health investments

Country-by-Country Coordination with Major Bilateral Donors, to be piloted with two major donors

- Detailed **coordination of investments with our partners** against the three diseases, with a special emphasis on procurement and drug supply
- **Prioritising interventions** against the three diseases, with the goal of rapidly expanding new and promising approaches and technologies
- Sharing of detailed information on grants in-country, with a **special emphasis on oversight of risk**, overcoming political and technical bottlenecks
- Tracking of progress and **identifying potential areas** of re-programming as **early as possible**

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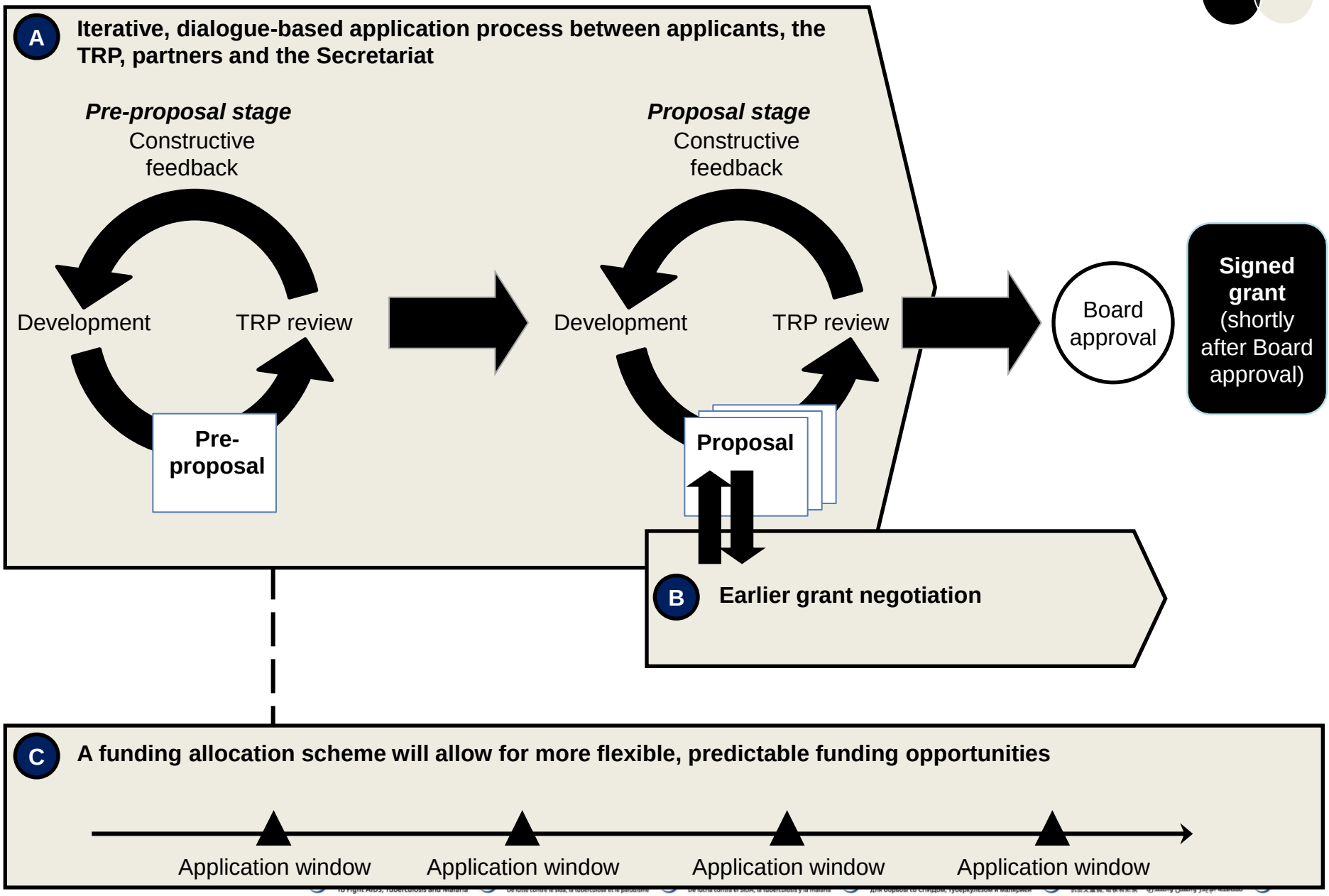

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Securing the resources

1 Traditional donor pledges and commitments

2 Reassure and give certainty to implementing countries while sending a vote of confidence to rest of the world

3 Innovative funding from emerging economies

4 Leverage Global Fund grants with other partners