

MAY 14 2002

# Report of the Second Meeting of the Board

GLOBAL FUND TO FIGHT AIDS,  
TUBERCULOSIS AND MALARIA

GF/B2/13 version 2

22-24 April 2002

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The Second Board Meeting of the Global Fund to fight AIDS, Tuberculosis and Malaria took place at the Mailman School of Public Health at Columbia University in New York City on 22–24 April, 2002.

The purpose of this report is not to present the detailed discussions of the Second Board Meeting but to record the decisions taken. These are organized below in sequential order following the agenda and the sessions held during the meeting. For each session, corresponding presentations are summarized, relevant documents referenced and major issues raised by the Board noted.

Abbreviations used to reference documents are listed in Annex I. The participants in the meeting are listed in Annex II.

## 1. Adoption of the agenda

The Chair opened the meeting with welcoming remarks to the members of the Board, their delegations and observers. In particular, the Chair welcomed the new Board member representatives from France, Nigeria, the United States and the Private Sector. The Chair also welcomed the many national ministers in attendance at the meeting. Noting the many decisions which would need to be made during the course of the meeting, the Chair proposed a number of guidelines to facilitate the meeting, including limits to the length of interventions, the importance of focusing discussions on decision points, and the use of an informal voting system. The Chair reminded the Board of the scheduled telephone press conference on Thursday morning and encouraged delegations to maintain confidentiality on the Board's deliberations prior to the conclusion of the meeting.

The Chair then asked the Interim Executive Director to introduce the agenda.

### Introduction

The Interim Executive Director introduced the agenda and explained the different sessions. He pointed out that each session would include presentations by the Secretariat and refer to documents sent to the Board prior to the meeting and included in the binder distributed at registration. He also suggested that the agenda item "Designation of Rapporteur" be added to the agenda.

## Comments

Several representatives requested that the labeling of Board members and constituencies be revised to ensure that the full constituency is referenced rather than the resident country of the appointed Board member. It was agreed that the Secretariat would review names of constituencies and develop a proposal to share with the Board prior to the September Board meeting.

The Interim Executive Director clarified that all seats of the Board are now filled. A request was made that the Eastern and Southern Africa delegation be allowed to maintain a Board seat in addition to the seat of the Chair. This was not approved. It was recommended that the Governance Working Group (see section 12) would include the issue in its discussions.

Responding to requests that the planned session on the Executive Director recruitment process be held earlier than scheduled, the Chair agreed that the presentation scheduled for Tuesday evening be held also on Monday immediately after lunch. However, it was agreed that no discussion on this item would be entertained until the Tuesday evening session.

The Private Sector representative made three specific requests: 1) that a session be held on Wednesday morning to discuss overall issues related to the Fund's governance and the role of the Board, 2) that a session be held to present the document on the role of the private sector prepared by the Secretariat for the First Board Meeting, and 3) that the conflict of interest document referred to in preparatory Board materials be tabled.

## Decisions

- 1.1 The Board adopted the agenda as presented in document GF/B2/1 with the amendments of "Designation of Rapporteur" as a new, second agenda item and an additional presentation (without discussion) on the process of recruiting the Executive Director in advance of the discussion on the new ED.

## 2. Designation of rapporteur

The Chair thanked the Foundation representative, Dr. Helene Gayle, for serving as rapporteur during the First Board Meeting and designated the Private Sector representative, Mr. Rajat Gupta, as rapporteur for the Second Board Meeting.

## 3. New Board member representatives

### Introduction

The Chair welcomed new Board member representatives during his opening remarks.

The delegation of France presented as its representative Mme. Mireille Guigaz, Director of the Department of Development and Technical Cooperation.

The United States named Secretary of Health and Human Services Tommy Thompson as its representative.

For the Private Sector, a new representative was presented: Mr. Rajat Gupta, Managing Director of McKinsey & Company.

The Chair confirmed that West and Central Africa would be represented by Nigeria and that Professor Adetokunbo Lucas would be the Board member (Professor Lucas did not attend the Board meeting).

## 4. Review of minutes from previous meetings

### Introduction

The Chair then moved on to the review of the minutes from previous meetings, referring to the following documents: the Minutes of the First Board meeting

(document GF/B2/3a); the Report from the First Board meeting (GF/B2/3b); and the Minutes of the Special Board meeting (GF/B2/3c).

The Chair reminded the Board that it had had ample opportunity to comment on the minutes, and that comments sent to the Secretariat had been taken into consideration in the preparation of these final drafts.

The Chair pointed to the one outstanding issue, that of multi-lateral staff members being able to serve on the TRP and suggested that the issue not be opened for discussion. He noted that the majority of Board members agreed that United Nations staff members could serve on the TRP in their individual capacities but that this was not the opinion of all members. The Chair suggested that the matter be referred to the working group on the TRP for consideration and asked the Board to adopt the Minutes and to take note of the report as read.

#### Comments

The NGO Community representative requested the text in document GF/B2/3a be amended as follows: in the section titled “Communication (Document 21)”, edit the last sentence to include NGOs and communities as part of the focus of communication.

#### Decisions

- 4.1 The Board adopted the minutes of the previous meetings as read with the proviso that the issue of multi-lateral employees to serve on the TRP be considered by the TRP Sub-working Group and brought back for review by the Board at its next meeting. The Board also took note of the longer report as drafted and the amendments suggested by the NGO Community representative to the short version.

## 5. First round of proposals for funding

The Interim Executive Director introduced the agenda item and explained how the proposal review process would be presented during the session and how the decision-making would be managed, referencing document GF/B2/4a.

### **5.1 GLOBAL CHALLENGES AND DRAFT STRATEGIC FRAMEWORK**

#### Introduction

The Interim Executive Director delivered a presentation on the global health and development challenge as the overarching context for the Fund. The draft strategic framework was presented, including the purpose of the Fund, strategic goals, implementation approach and values. A needs assessment tool was introduced as a possible mechanism to support the Fund's ongoing strategic analysis. The Interim Executive Director discussed the current funding situation, the importance of setting resource mobilization goals, and the need for the Fund to quickly initiate resource mobilization efforts. The documents supporting the presentation include GF/B2/9b, GF/B2/9d, GF/B2/9f and GF/B2/9g.

The Board took note of the presentation and deferred the discussion and decisions to be made in relation to the global challenges and draft strategic framework to the session on the business plan during Wednesday afternoon and to a future Board meeting.

### **5.2 REPORT FROM THE SECRETARIAT AND THE TRP**

#### Introduction

The Secretariat and the TRP presented their reports on the first round of proposals (referring to document GF/B2/4b), outlining the overall process, the screening criteria applied and the final outcome. The Secretariat Proposal team leader began by



explaining the Secretariat's achievements since the last Board meeting, including issuing the call for proposals, receiving and screening proposals, screening the nominees for the TRP and preparing for the TRP meeting. The Chair of the TRP then elaborated on how the TRP functioned during the first proposal round and what its recommendations to the Board were. A detailed breakdown of the different options and budget requirements was presented.

During the discussion, the Board confirmed that approvals from this and subsequent rounds would be consistent with policies set out in the framework document and guidelines for proposals, stating that proposals must be in line with best practice and showing evidence of political and financial commitment to tackle the three diseases, as well as evidence of national capacity to absorb funding and implement proposals in line with national plans and broader development processes.

### **5.3A PROPOSALS: POLICY ISSUES – CCM MANAGEMENT**

#### **Introduction**

The Interim Executive Director presented a number of policy issues for the Board's consideration, based on the document GF/B2/4c. The first policy issue related to the Country Coordinating Mechanism. To this end, four specific topics were discussed: the possibility of creating sub-regional CCMs for small states; the possibility of creating sub-national CCMs for very large states; the issue of multi-country CCMs; and finally the role of the Secretariat in the validation of the functioning of CCMs.

#### **Comments**

Several delegations expressed their gratitude and appreciation of the hard work of the TRP and the Secretariat given the time constraints and heavy and complex workload.

A number of issues generated substantive discussion:

Several delegations expressed their support for the proposal put forward by the Secretariat that small island states be able to submit sub-regional proposals.

Several delegations endorsed the proposal that in large countries sub-national proposals could be submitted provided that these are endorsed by the national authorities and in

line with national policies. However, it was emphasized that wherever possible, preference be given to proposals from national CCMs.

With regards to regional proposals, several delegations stressed the importance of ensuring added value from a regional body as compared to national initiatives or multi-country proposals. Delegations also noted that the CCM concept must remain the main approach and that additional efforts are needed in order to include community organizations when regional proposals are developed. Some delegations pointed out that requiring CCM endorsement from every country covered by a regional CCM could hold up proposals and that a truly regional proposals would not be about programs in each country why such approval might not be appropriate.

There was discussion about international NGOs and how they could access the Global Fund. Some indicated that they could support regional or national efforts, as long as they participated in the appropriate CCM. One interpretation was that such NGOs could not submit proposals directly to the Fund.

The Secretariat clarified the reasoning behind suggesting the Secretariat to be responsible for confirmation of CCMs, rather than the TRP. Information on CCMs will be collected throughout the year by the Secretariat and prior to TRP reviews. Any relevant information would then be shared with the TRP as the review process begins.

A large number of delegations expressed support for the proposal that the Secretariat should take the lead in confirmation of CCMs. In this connection, several important points were raised:

- The Country Coordination Mechanism does not have to be a new mechanism. In most countries the CCM builds on existing mechanism for cooperation, including CCF/UNDAF, PRSP, and UN Theme Groups.
- The importance of including private sector and non-governmental organizations in Country Coordination Mechanisms and enabling public-private partnerships were stressed.
- The partners in the Country Coordination Mechanism should be involved in proposal development, monitoring and evaluation, communication and advocacy.

Several delegations proposed the formation of a sub-working group with the task to further define the conceptual framework of the Country Coordination Mechanism and

clarify its composition and responsibilities. The Secretariat suggested that this task be included in the work of the sub-working group to be established to review the guidelines for proposals.

## Decisions

The following decisions were taken by the Board regarding Country Coordination Mechanisms, as introduced in document GF/B2/4c:

- 5.3A.1 The Board approved the principle of sub-regional Country Coordination Mechanisms for small countries, based on the small islands state classification of the United Nations.
- 5.3A.2 The Board approved the eligibility of sub-national proposals provided that they are consistent with nationally formulated policies and that there is evidence of a legal framework for the sub-national entity stating its autonomy.
- 5.3A.3 The Board confirmed that regional proposals can be accepted, provided that they clearly add value beyond the national level, include appropriate NGO and other civil society partners, and that they are supported by national Country Coordination Mechanisms.
- 5.3A.4 Confirming that Country Coordination Mechanisms should be inclusive, involving members of civil society and the private sector as partners in preparation, approval and implementation of proposals, in accordance with the guidelines of proposals and stressing the importance of improving their effectiveness and capacity, the Board
  - recognized the Secretariat as the lead advisor to the TRP and to the Board on CCM confirmation, as necessary;
  - instructed the Secretariat to include in the ToR for the TRP sub-working group further work on defining the guidelines for CCM composition and suggesting options for documenting or checking their validity;
  - noted the importance of linking this to the development and leverage of partnerships at the country level.

### **5.3B PROPOSALS: POLICY ISSUES – BALANCING THE PORTFOLIO**

#### Introduction

The second policy issue presented and discussed related to balancing the portfolio. Two topics were addressed, namely, whether a balance should be sought in each proposal round or over a longer period of time and whether the balance between interventions needed to be evident in each proposal or on an overall country plan level.

#### Comments

##### *A. Balancing over time versus per round*

There was general agreement on the need to balance the Fund's portfolio between regions, diseases and approaches and the Board endorsed the three-year approach proposed by the Secretariat.

The need for a mid-term review in addition to the suggested three-year approach was raised by several delegations. It was suggested that this mid-term review be linked to the earlier discussed needs assessment instrument.

Delegations commented there are other important factors to take into account when discussing balancing, such as balancing of the totality and the poverty situation.

The importance to further stress the Fund's role to attract additional resources, and to complement already existing funds was stressed. The Fund should strive to address the gaps when providing funding.

##### *B. Interpretation of balancing of treatment, care, support and prevention*

Some delegations reiterated that balancing of treatment, care, support and prevention in relation to HIV/AIDS, with special emphasis on treatment, is important. Some delegations suggested that countries exclude treatment due to the high cost and that the Fund should be able to respond. Those delegations suggested that to support the main goal of the Fund, countries must be asked why a certain component is not included in their proposal and that the Fund should encourage complete programs and encourage cultural change, supporting treatment as a full-fledged component of programs. Other delegations suggested it was best to let CCMs determine the most appropriate interventions according to their country context. It was also raised that circumstances

are different in different countries and that it is unrealistic to expect that proposals will be all-inclusive both of interventions and for the different diseases.

Delegations also noted that the issue of treatment is politically sensitive, where some delegates felt the issue of balancing of interventions should be left to the individual CCMs.

#### Decisions

The following decisions were taken by the Board regarding balancing the portfolio, as introduced in document GF/B2/4c:

- 5.3B.1 The Board adopted a three-year approach to balancing the portfolio between regions, diseases and interventions, subject to a mid-term review of balancing after the third round and after ongoing reviews and drawing on existing data from technical partners as well as recommending use of a needs assessment instrument.
- 5.3B.2 The Board adopted an approach regarding the balance of prevention, care, support and treatment whereby if a given proposal can explain and document that a particular intervention is available through other arrangements it is not necessary that this intervention be a part of the proposal. The most appropriate balance of interventions will differ according to country contexts.

### **5.3C PROPOSALS: POLICY ISSUES – ELIGIBILITY**

#### Introduction

The Interim Executive Director presented the third policy issue: eligibility. Several points were raised, including whether a cut-off point for country eligibility based on income should be adopted. On this point, the issue of prioritization of middle-income countries was discussed. Further, the special case of vulnerable populations within middle or higher income countries was also discussed.

## Comments

### *A. Eligibility based on income measure*

Several delegations supported a clarification of the eligibility criteria linked to national income level. The need to define/clarify the DAC wording was raised, as some delegates were not familiar with the abbreviation. Delegations commented that absorptive capacity and readiness of a country also need to be considered when considering grants, in addition to income level.

A number of delegations called for an increased focus on poverty reduction and that the focus of eligibility should be on poverty and countries in greatest need. The rules/guidelines should therefore be based on the inclusion of ODA eligible countries rather than exclusion of DAC countries. Some delegations raised the issue that their constituencies would find this approach problematic, and that it might have budget implications if the Fund allocated significant resources to high- and middle-income countries.

### *B. Lower need situations*

Most delegations endorsed the Secretariat's suggestion and no major issues were raised.

### *C. Pockets of poverty or high disease burden*

The TRP clarified the issue by referring to countries with relatively high income-level and relatively low disease burden, but with pockets of poverty or disease.

It was suggested to change the wording to not include "NGO" and "CCM", since the focus was on pockets of poverty or high disease burden, rather than the implementing entity. Further, all applications should come from CCMs, other than in exceptional circumstances set out in the framework document.

It was suggested that the Board should accept the proposed broad formulation at this stage and return to the issue after additional TRP work, as the principles would be best defined by practice.

## Decisions

The following decisions were taken by the Board regarding eligibility, as introduced in document GF/B2/4c:

- 5.3C.1 The Board reaffirmed the decision that priority be given to proposals from countries in greatest need, as determined by level of poverty and disease burden and that proposals from members of the OECD's Development Assistance Committee (DAC) are not eligible for funding by the Global Fund.
- 5.3C.2 The Board confirmed that proposals from eligible countries in lower need situations will be considered for funding, but will be given lower priority and lower overall allocation relative to those with greater need.
- 5.3C.3 The Board decided that proposals from eligible countries whose overall needs are of lower priority but which focus on particularly vulnerable populations will be considered as specified in 5.3C.2.

### **5.3D PROPOSALS: POLICY ISSUES – RESOURCE ALLOCATION**

#### Introduction

The fourth policy issue presented to the Board was resource allocation. More specifically, the issue of the timing of disbursement commitment was addressed, as well as potential funding ranges for each proposal.

#### Comments

There was general agreement that the Global Fund would approve multi-year proposals for funding, although financial commitments would only be made on a two-year basis with funding for the third and following years dependent on performance assessment as well as the availability of resources. In this connection, a number of delegations expressed concern over proposals with treatment components that could potentially be impacted if continued funding is not assured. It was suggested that special consideration for people undergoing treatment be given during the review and assessment processes.

The issue of funding ranges for proposals was debated. The lower ceiling of USD 100,000, proposed by the Secretariat, was considered too low by several delegations. A number of suggestions were made in the range of USD 300,000 – USD 500,000. In this connection, related issues concerning absorptive capacity in countries, resource gaps, the desire to avoid the need to spend review and management time on small proposals

and the principle of additionality were raised. Delegations also underscored the importance of ensuring that countries are not excluded in any way, and that priority be given to the poorest countries with the highest disease burden.

The Board agreed that there is a need to further clarify the questions of funding ranges, resource gaps, percentage justification and additionality. It was decided that the Secretariat would continue to work on the development of specific guidelines and report back to the Board at its next meeting.

### Decisions

The following decisions were taken by the Board regarding resource allocation, as introduced in document GF/B2/4c:

- 5.3D.1 The Board decided that multi-year proposals can be approved. The Fund will allocate funds for a two-year period with funding for the third and following years contingent on a satisfactory performance assessment and the Fund's available resources at that time.
- 5.3D.2 The Board endorsed the importance of additionality with regard to resources made available by the Global Fund relative to other sources of funding. The Board also agreed that it could not at this meeting set specific limits on the amount of funding available for single proposals. As such, the Board requested that the Secretariat further develop recommendations on such limits receiving advice from relevant experts, to be presented at the next meeting.
- 5.3D.3 Noting the desire to ensure economies of scale, to have maximum impact, and not to overburden the operations of the Secretariat and the TRP, the Board agreed to the principle of a lower limit of total requested funds by a single applicant. The Board asked that exceptions to this limit be considered by the TRP on a case-by-case basis. The Board instructed the Secretariat and the TRP sub-working group to further define the exact limit and report back at the next Board meeting.



### **5.3E PROPOSALS: POLICY ISSUES – COMPLEX EMERGENCIES**

#### Introduction

The fifth policy issue related to complex emergencies. It was suggested that the Fund follow the declaration of the Office for the Coordination of Humanitarian Affairs regarding complex emergencies and that a specific decision on each of these cases could be made by the Executive Director after consulting with the Board.

#### Comments

The delegations expressed strong endorsement of the proposal. It was agreed to accept the suggestion, with the addition of a definition of complex emergencies.

#### Decisions

The following decisions were taken by the Board regarding complex emergencies, as introduced in document GF/B2/4c:

- 5.3E.1 The Board decided that in the case of complex emergencies – identified by the Secretariat referencing international declarations such as those of the UN Office for the Coordination of Humanitarian Affairs – specific decisions on eligibility in each case should be made by the Executive Director in consultation with the Board to avoid delays in proposal review.

### **5.3F PROPOSALS: POLICY ISSUES – QUALITY OF PROPOSALS**

#### Introduction

The sixth policy issue presented and discussed related to the quality of proposals. It was noted that the proposals received during the first round were of lower quality than expected. The key reasons identified were linked to time constraints, unclear guidelines, and difficulties at the country level, often in countries with the greatest need. In light of this, several actions to remedy these shortcomings were suggested.

## Comments

The discussion on this topic focused on the possible role of the Fund in supporting the development of high-quality proposals and the specific proposed mechanism of a catalytic fund to fulfill that role.

There was general consensus that proposal development at the country level needs additional support, and appreciation of observations to that effect by the TRP. Multiple representatives, however, stressed that the Fund should not actually provide technical assistance nor duplicate existing mechanisms of technical assistance, which were viewed to be plentiful. In seeking to support proposal development, it was noted, the Fund may be trying to take on responsibilities that should be and are better placed in the mandates of other partners, many of which are addressing the need for capacity building and technical assistance.

At the same time, representatives affirmed the need of countries for assistance and guidance specific to the Fund process. If the Fund took no steps to respond to that need, it was suggested, it could act too passively in the interim between requiring and receiving resubmission of proposals.

A specific proposal was made by one representative to leverage the Technical Review Support Group (TRSG) to support needs related to proposal development as well as those of evaluation of implementation. (This representative also requested that greater reference to this group be made in the documents presented to the Board.). However, others noted that it is important to keep both the TRP and the TRSG insulated from design and implementation to avoid any appearance of conflict of interest.

The proposed mechanism, that of an emergency catalytic fund to support proposal development in countries of greatest need, received some support. In countries where technical assistance is not plentiful or available, for example, it was proposed that the Fund could enable capacity building. Still, several representatives expressed concern that the Fund would divert too many resources to such efforts. It was emphasized that the Fund should not create a catalytic fund but rather support a catalytic process.

## Decisions

The following decisions were taken by the Board regarding the quality of proposals, as introduced in document GF/B2/4c:

- 5.3F.1 Recognizing the need to ensure high quality proposals from countries in greatest need and noting the existing availability of resources from current partners to work with countries at the local level, the Board requested the Secretariat to recommend at its next meeting specific ways for the Global Fund to support countries where capacity to prepare proposals is less strong both by leveraging existing partnerships and possibly catalyzing new processes.

### **5.3G PROPOSALS: POLICY ISSUES – DISCLOSURE OF INFORMATION**

#### Introduction

The seventh and last policy issue related to disclosure of information, specifically what information the Secretariat should disclose and to whom. The Interim Executive Director raised a concern that the confidentiality of the Fund’s deliberations and recommendations, especially regarding proposals, had not been maintained.

#### Comments

The proposals offered by the TRP and Secretariat regarding the disclosure of information related to proposals were endorsed by several Board members. The representative of Northern NGOs agreed in principle but, noting that transparency is crucial to ensure the credibility of the Global Fund and that proposal development was an ongoing learning process, proposed that approved proposals be made available for public perusal. Others were concerned about issues of confidentiality, and that some aspects of successful proposals that might be appropriate in one context might be simply reproduced in another context, thinking the TRP approval would be assured. However, it was agreed that some detail of successful proposals needed to be shared as information to other partners about Global Fund programs in a given country as a way of improving coordination.

#### Decisions

The following decisions were taken by the Board regarding disclosure of information, as introduced in document GF/B2/4c:

- 5.3G.1 The Board authorized the Secretariat to share information on the reasoning behind the different decisions taken on proposals only with their authors, other groups that are part of the proposal (e.g. all members of a CCM listed on the CCM certification sheet), and Board Members and their representatives. All others making inquiries about specific proposals would be informed of these guidelines and directed to make their inquiries directly to the proposals' authors.
- 5.3G.2 The Board authorized the Secretariat to share information related to the review process so long as proposal-specific deliberations remain confidential.
- 5.3G.3 The Board requested the Secretariat to send a regular e-mail to Board members listing all inquiries made by Board members on information related to the review of specific proposals.
- 5.3G.4 The Board asked the Secretariat to make the arrangements for posting information of the approved proposals on the web site.

## **5.4 PROPOSALS: DECISION ON FUNDING**

### Introduction

The Board moved on to considering the proposals recommended by the TRP. The corresponding report is GF/B2/4d. The Board discussed the funding options presented earlier and the corresponding implications on regional and disease mix as well as funds available for future rounds.

The Interim Executive Director introduced the session by explaining the implications of the policy decisions discussed and taken would be minor, but that the Board would have to decide whether they should be applied retroactively.

### Comments

The initial focus of the discussion was on the relative merits of each of the options proposed to the Board by the TRP and the Secretariat. Board members voiced their support for an option and explained the advantages of that option and the disadvantages of the others. The following paragraphs reflect this debate.

*Option 1* was affirmed, in part, because the amount of future funding to the Fund remains uncertain, and it was suggested that the Fund should be able to guarantee financing of projects for their proposed lifecycle. Also, representatives noted that the operations of the Fund are still in development and the capacity of the Secretariat to support funding approvals remains limited. Representatives expressed that, due to the time constraints of the proposal process, the quality of proposals was not what was hoped nor expected based on the principles of the Fund. Finally, as the actual process of preparing for disbursement will take time, representatives argued that committing to larger options would result in delayed disbursements and false expectations regarding the receipt of financial support.

*Option 2* was viewed by some Board representatives as a balance between the larger, third option and the first option. However, the TRP Chair indicated that this second category of proposals would require modifications before they would be ready for funding. It was noted that the funding commitment of the second option is in line with available resources and, notwithstanding, provides a clear imperative for additional resource mobilization despite the greater efforts needed by the Secretariat and TRP to assist countries in finalizing the proposals. Some delegations supported this option because it was the formal recommendation of the TRP and Secretariat, who fully reviewed the proposals.

*Option 3* received endorsement from some representatives who expressed a desire for the Fund to provide emergency support as quickly as possible and to mobilize substantial resources, as according to its principles. Some delegations noted that the Fund is under pressure to meet the expectations of political leaders, stakeholders and affected communities. Advocates of this option expressed that its greater implementation risks relative to categories one and two can and should be managed but are less pressing than the risk of not providing funding to proposed programs. Moreover, the approval of this option, they explained, would be an approval in principle and not result in disbursement until proposal quality is ensured through an iterative process. Finally, the amount of time available to raise the required five-year resources for the option was viewed to be sufficient. Given the substantial modifications required of the proposals, other delegations believed that the burdens on the Secretariat and the risks were too high and that the credibility of the Fund demanded that proposals approved be only of the highest quality. These delegations emphasized the pressing need to assure that Global Fund resources are used effectively, that recipients are accountable and that the Fund's integrity be maintained.

In addition to plenary comments specifically focused on options, Board members raised a number of ancillary points, which were broadly applicable across the options; as related below.

Several representatives requested clarification on the nature of secondary reviews for proposals requiring additional information. Based on the recommendation of the TRP, it was affirmed that the TRP could review in a mid-term session any proposals after substantial revision. Proposals requiring less substantial revision could be reviewed independently of an actual TRP meeting, but representatives differed in their opinion of whether the Board should meet to approve the TRP's recommendations following such reviews. Several representatives stressed that any decisions taken between planned Board meetings should be taken in consultation with the Board but without unduly delaying the process by requiring full Board meetings. In addition there was some concern expressed that the Global Fund needed to consider how to handle equity issues related to the fact that some countries decided not to apply for the first round, thereby expecting to improve the quality of their proposals. They should not be penalized for having waited.

Several Board members also requested clarification of the requirements necessary prior to disbursement in terms of fiduciary and management arrangements. The Interim Executive Director explained that such arrangements would be in place prior to disbursement, and the decision text would reflect these requirements.

The eligibility of NGOs was questioned, both in cases of local NGOs submitting proposals independently of a national CCM and of international NGOs proposing regional or global activities independently of CCM endorsement. A number of representatives agreed that NGOs should not, other than in the exceptional circumstances set out in the framework document, receive financial support in such cases. NGO proposals must be an integral part of country CCM bids to be eligible for consideration.

There was broad agreement that the tone of the approval, no matter the option supported, should not be one of "winners" versus "losers", but instead one that emphasizes immediate commitment to portions of an extended pipeline of proposals, all of which could be funded in subsequent rounds. The goal, representatives agreed, was to fund all proposals that are eligible and that meet a certain standard of quality, through an iterative process over ongoing rounds of proposal review and approval. The Interim Executive Director, in support of this approach, suggested that representatives refer to categories of proposals as opposed to options.

Applicants of proposals in categories not recommended, it was agreed, should be strongly encouraged to resubmit and to draw on technical assistance. It was suggested that the TRP and Secretariat be empowered to enter into a dialogue with applicants whose proposals required resubmission, to ensure an effective, iterative process by which the quality of proposals be improved as quickly as possible. The Chair of the TRP specifically responded to this comment by suggesting that the role of the TRP be kept independent by not entering into dialogue with countries but instead that the Board should rely on the Secretariat for this task.

Following the first plenary, the Secretariat drafted and distributed a possible decision text for the Board. Issues raised in response to this text, in addition to editorial changes, included requests for the following:

- A decision on how to respond to non-CCM proposals in countries where the CCM is not recommended for funding;
- The specification of an appeals process for applicants whose proposals are not recommended for funding; and
- More explicit language, if not a formal mechanism, to ensure a focus on poverty and countries in greatest need for resources.

#### Decisions

The Board re-emphasized the urgent need for additional funding to fight HIV/AIDS, Tuberculosis and Malaria in countries of greatest need as determined by levels of disease burden and poverty. The Board furthermore stressed the importance of responding to the enormous interest and great need expressed through the submission of 322 proposals from 77 countries (and 7 multi-country proposals) within the deadline.

The Board indicated that all proposals reviewed by the TRP are considered as proposals in the pipeline, which will follow an expeditious and progressive process for potential approval in the near future. The fact that the Board, at this session, will approve funding for a given number of proposals should not be interpreted as an indication that other submitted proposals will not be approved for funding at a later stage.

The following decisions were taken by the Board regarding the immediate commitment to fund proposals, as introduced in document GF/B2/4b presented by the Secretariat and the TRP:

- 5.4.1 The Board requested the Secretariat to review new and resubmitted proposals to ensure consistency with the specific policy guidelines adopted by the Board at its second Board meeting as well as the Framework document.
- 5.4.2 The Board reconfirmed that non-CCM applications were not eligible unless the proposals satisfactorily explained how they met the exceptional circumstances set out in the framework document in this regard. The Board therefore agreed that non-CCM applications from the first round should be removed from category one and placed into category two, and follow the procedure for approval for category two. All decisions regarding categories one and two, as reported in the following section, were taken on the understanding that the categories had been amended in this way.
- 5.4.3 The Board gave preliminary approval to fund proposals in the first category<sup>1</sup> recommended by the TRP, provided that:
  - all proposal clarifications and additional information requested are received and reviewed by the Secretariat and endorsed by the Chair and/or Vice-Chair of the TRP;
  - appropriate fiduciary, procurement, monitoring and evaluation (including agreed criteria and reporting guidelines) arrangements are in place in accordance with Board policy directives;
  - appropriate fiduciary, procurement, monitoring and evaluation (including agreed criteria and reporting guidelines) arrangements are in place and approved by the Executive Director.

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<sup>1</sup> Categories are defined according to the recommendations made by the TRP and the Secretariat. Category 1 includes proposals/components recommended for funding with no or minor adjustments. Category 2 includes proposals/components recommended for funding needing more extensive adjustments. Category 3 includes proposals/components recommended for funding contingent on a re-review by the full TRP. Category 4 includes all other eligible proposals/components not recommended for funding but encouraged to be re-submitted.



The process of approval will be completed within six weeks on a continuous basis after the applicants received letter of notification from the Secretariat. Grant agreement negotiations for these proposals could then begin on a continuous basis as these proposals fulfill the criteria listed above.

- 5.4.4 The Board decided to approve the commitment to fund proposals in the second category recommended by the TRP, provided that clear guidelines to the applicants are provided by the TRP and the following:
  - all proposal clarifications and additional information requested are received and reviewed by the Secretariat, and approved by the Chair and Vice-Chair of the TRP upon consultation of the proposal's original primary reviewers;
  - appropriate fiduciary, procurement, monitoring and evaluation (including agreed criteria and reporting guidelines) arrangements are in place in accordance with Board policy directive;
  - appropriate fiduciary, procurement, monitoring and evaluation (including agreed criteria and reporting guidelines) arrangements are in place approved by the Executive Director.

The process of approval will be completed within six weeks on a continuous basis after the applicants received letter of notification from the Secretariat. These proposals shall finally be approved by the Board, through email, upon notification by the Secretariat that the above conditions have been met. Grant agreement negotiations for these proposals could then begin on a continuous basis as these proposals fulfill the criteria listed above.

- 5.4.5 The Board recommended that all proposals in category three need to be resubmitted for a full review by the TRP prior to being resubmitted for Board endorsement.
- 5.4.6 The Board decided to merge category 4 and 5. Proposals in this new category will be revised and reformulated using the new guidelines and form for proposals and reviewed together with newly submitted proposals.
- 5.4.7 The Board requested the Secretariat to promptly communicate to applicants of proposals in all categories the additional information needed and/or issues raised by the TRP in order to provide technical guidance,

including by relevant partners for an early revision or resubmission of proposals as recommended by the TRP.

- 5.4.8 The Board requested the Executive Director to negotiate the Grant Agreements for approved proposals, including detailed budget allocation, disbursement schedule and clear termination clauses as well as specifying the financial and program accountability and procurement mechanisms agreed.
- 5.4.9 The Board approved funding for the first two years of each proposal with subsequent years' funding contingent on:
  - a satisfactory performance assessment, to be completed no later than two years after the first disbursement;
  - the Fund's available resources at that time.
- 5.4.10 The Board authorized the Executive Director, after these conditions have been met, to enter into Grant Agreements and thereafter instruct the Trustee to disburse funds according to agreed disbursement plans and continuous reviews.
- 5.4.11 Applicants to the Fund who find that their proposal has not received a fair review by the TRP may appeal through a special procedure for which specific terms of reference will be developed by the Board Sub Working Group.

In view of concerns already raised by some applicants, the Working Group should complete its work and forward the draft procedures for consideration during the September Board meeting.

## **5.5 PROPOSALS: LESSONS LEARNED**

### **Introduction**

The Secretariat presented lessons learned from the first round of proposals, relating to timing, volume and quality. Based on the lessons learned, the Secretariat recommended that longer time to be allowed for all steps of the process as the short deadlines of the first round affected the work at all levels. The Secretariat also indicated to the Board that additional staff and resources might be required in the future, as volume and

workload is expected to increase over time, and the Secretariat had been stretched to the limit during the first round. Furthermore, guidelines and forms need to be improved and the establishment of means to support some countries should be considered in order to improve the quality of proposals submitted.

### Comments

In order to move forward with the agenda, the Secretariat suggested that a sub-group of the delegations meet while the regular Board meeting continued, to discuss the lessons learned and the terms of reference for the TRP sub-working group.

Several delegations stressed the importance of this topic. It was decided to continue the discussion during an open sub-meeting coordinated by Thailand and France to identify the questions and issues to be further investigated by the TRP sub-working group or a separate working group.

Issues raised by delegations to be included in the discussions or in the ToR of the working group:

- Terms of reference of the continued TRP sub-working group
- Selection process and criteria of TRP members
- The suggested appeals process
- The nature of interaction between the TRP and the Board, especially how the TRP should put forward its recommendations on proposals
- A clarification of the role of the Technical Review Support Group (TRSG) vis-à-vis the TRP
- Development of standard formats for presenting proposals to the Board, including poverty indicators, needs, result indicators, etc.
- Timely translation of documents relating to the proposals process.

### Decisions

The Board took note of the lessons learned and instructed the Secretariat and the TRP sub-working group to take the appropriate actions to revise current procedures and documentation in line with the guidelines developed in the sub-meeting and the revised ToR for the sub-working group. This work should be undertaken on an urgent basis; as

guidelines and forms must be revised prior to the call for proposals for the second round.

## 6. Global Commitment to fight HIV/AIDS, tuberculosis and malaria

A special session was held at the United Nations, with the overall objective to thank the Secretary General and the United Nations, and to encapsulate the overarching issues related to the Global Fund to update and frame the international community and public (including the private sector) understanding of the Fund. It was also an opportunity for the various sectors represented on the Global Fund Board to reaffirm the commitment of their constituencies to the Fund.

The United Nations Secretary-General, Mr. Kofi Annan, gave a speech to welcome the Fund's Board members, delegates and representatives and to reaffirm the global commitment to fight HIV/AIDS, tuberculosis, and malaria. Following his remarks, comments were made by the following delegates: Mr. Rajat Gupta (Private Sector), Minister of Health Girolamo Sirchia (Italy), Mr. Gordon Conway (Rockefeller Foundation), Secretary Tommy Thompson (United States), Dr. Huang Jiefu (China), Mr. John Junor (Jamaica), Ms Milly Katana (NGOs).

All the speakers noted the tremendous challenge these diseases present to their constituencies and the global community as a whole. They also stressed the importance of the Global Fund and its commitment to creating new synergies between the different types of actors (public/private, NGO/ governmental, north/south) involved in the fight against these three diseases. Many speakers, including the Italian and Foundation community representatives, discussed innovative ideas and initiatives in their communities.

Heads of delegations and ministers then continued the discussion during a closed luncheon hosted by the Secretary-General.

## 7. Executive Director appointment

### Introduction

The Chair requested the Vice-Chair to present the report on the work of the recruitment committee (GF/B2/6). The Vice-Chair explained to the Board the process used for the recruitment of the Executive Director, the criteria used in evaluations and the outcome of the interviews. The Vice-Chair then presented the recommendation of the Recruitment Committee and asked the Board to appoint the Executive Director.

### Comments

On the suggestion from one delegation, the meeting continued as a closed session, with only Board members and their alternates present in the room.

### Decisions

The following decisions were taken by the Board regarding the recruitment of the Executive Director:

- 7.1 The Board approved the appointment of Richard Feachem for the post of Executive Director for a two-year period. The contract will be renewable.
- 7.2 The Board requested the Recruitment Committee to agree on performance indicators at the time of the negotiation of the contract.

## 8. Financial and Programmatic Accountability

### **8.1 TRUSTEE AGREEMENT AND FIDUCIARY ARRANGEMENTS**

#### Introduction

The Secretariat presented the current status of the Trustee agreement and the implications of the Phase 1 agreement (documents GF/B2/9h, GF/B2/7). Options for the Fund in relation to fiduciary arrangements were discussed. Furthermore, the

importance of financial assessment of the approved proposals before disbursement was stressed. A representative from the World Bank presented the Bank's perspective on the issues, noting that some risk is involved – both programmatic and financial – by “not doing business as usual” and having CCM and partners for implementation at the country level. At the same time, the Fund's greatest strength is that it proposes to create new, more efficient structures, emphasizing that it will not do business as usual.

*WB Trustee at the global level (phase one agreement)*

Even following the approval of the Phase 1 agreement, the need for contracts with experienced, relevant local partner organizations to assist with assessment and monitoring of programme implementation and financial procedures at the country level prior to disbursement was emphasized. These organizations could be chosen among bilateral agencies, multilateral organizations or major national or international non-governmental organizations. Capacity building could also be an element of such support and services provided by such partner organizations.

Comments

Several delegations stressed the importance of adequate systems to be put in place to ensure financial and programme accountability, as these are critical elements and the basis for international development cooperation. To this end financial management arrangements of CCMs need to be assessed and checked to the satisfaction of the Global Fund. There was general agreement that a variety of partner organizations or institutions could be contracted to assume responsibility for monitoring of programme implementation and financial reporting. Such partners could be chosen among recognized local or international bilateral, multilateral or other relevant organizations, including non-governmental and commercial entities. It was noted that arrangements might differ depending on the specific country context and situation. Delegations also stressed the opportunities for capacity building in developing countries in this regard, involving capable, national contractors. The role of the World Bank was highlighted and several delegations underscored the importance of involving the World Bank in the selection of partners at the local level and the need for the World Bank to be consulted on the appointment of local partners.

Delegations expressed a split view on the involvement of the World Bank. A number of delegations expressed concern that country level monitoring not becomes an integral part of regular World Bank mechanisms, while others stressed the importance of

linking closely with the World Bank. Various alternative models were suggested including UNDP, the Global Environment Facility, UNICEF, etc.

During the discussion the Secretariat suggested that the respective CCMs at country level take the lead in identifying an appropriate partner to ensure that appropriate country-level program and financial accountability arrangements are in place prior to disbursement.

Other issues raised by Board members included the question of exchange-rate risk and whether it was prudent to hold the assets of the Fund in a single currency, procurement guidelines and arrangements and other implementation arrangements. The Board requested the Secretariat to study the issue of exchange-rate risk with the World Bank, in order to determine whether the Fund could create an internal hedge against such risk through multi-currency management. One delegation explained that its budgeting system required providing its contributions by clearly distinguishing funds to cover program costs and administrative costs, and therefore requested the Secretariat to make the necessary arrangements with the Trustee to establish separate accounts to receive these contributions for the said purposes. The importance of open tendering processes was emphasized and it was suggested that the World Bank plays an important role. For the specific arrangements there was general consensus that the Secretariat prepare summaries of relevant agreements and make these available to the Board.

There was consensus on approval of the phase 1 agreement. However, some delegations asked for further information on how the budget presented had been calculated, which the World Bank was to provide.

## Decisions

### *Phase one agreement*

- 8.1.1 The Board decided to approve the Phase one agreement.
- 8.1.2 The Board requested the Secretariat to seek clarity from the Trustee on the management of exchange rate risks as well as the request for different accounts, and that the donors be asked to clarify the intention to earmark funds.

### *Immediate next steps*

- 8.1.3 The Board decided to request the CCMs in consultation with the Secretariat and the Trustee to identify a suitable, independent, credible and experienced partner organization at country level to assure readiness for implementation and adequate programmatic, financial and related standards; and thereafter to oversee the financial accountability and programmatic implementation of the primary recipients (which could be more than one). This organization will not manage or implement the program. Implementation will be the responsibility of the local country partners identified in the proposal by the CCM.
- 8.1.4 The Board requested the Secretariat in consultation with the Trustee and other partners to define the standards for the Global Fund on financial accountability and programmatic implementation requirements at the country level, and stressed the importance of linkages to procurement policy.
- 8.1.5 The Board agreed to grant the Executive Director authority to enter into agreement with the identified partner organization at country level on the basis of the above CCM process in consultation with the Trustee on accountability standards.
- 8.1.6 These arrangements should, if possible, build on already existing structures in country and leverage new private and public partnerships. In addition, the arrangement should aim at increasing local capacity and ensuring local ownership.
- 8.1.7 The Board will be continuously informed as these arrangements are agreed in each country.

*Future steps*

- 8.1.8 The Board agreed that, in parallel to the immediate steps described above, the Secretariat in consultation with the Trustee and other partners should develop and specify the Global Fund's long term fiduciary requirements corresponding to international standards.
- 8.1.9 The outcome of the above will be reported at the next Board meeting.



## **8.2 MONITORING AND EVALUATION**

### **Introduction**

At the invitation of the Chair, the Co-Chairs of the Monitoring & Evaluation and Results-Based Disbursement (MER) Working Group presented a progress report of the Working Group and the Secretariat, referring to document GF/B2/8. The Co-Chairs explained the preliminary monitoring and evaluation framework developed by the Working Group and offered a number of measures to support near-term monitoring and evaluation needs of the Global Fund.

### **Comments**

Prior to discussing the M&E recommendations, several Board members expressed concern about the pace with which decisions would need to be taken during the remainder of the meeting. The Interim Executive Director indicated priority decisions required during the present meeting, and suggested that the proposed M&E decisions be approved in principle and be deferred as appropriate to other decision points.

### **Decisions**

With Board agreement, the decisions taken in relation to Monitoring and Evaluation were thus as follows:

- 8.2.1 The Board endorsed the inclusion of monitoring and evaluation as integral components of the grant agreement negotiations for approved proposals, noting the likely need for additional information on monitoring and evaluation to be provided by applicants.
- 8.2.2 The Board requested that monitoring and evaluation revisions to the guidelines for proposals and proposal form be considered by the Sub-working Group on Proposals (former sub-working Group on TRP) with input from the MER Working Group.

## 8.3 PROCUREMENT

### Introduction

The Secretariat presented a number of issues on procurement, following document GF/B2/9g. The relevance of procurement to the Global Fund's activities was emphasized, and the need for procurement policies was highlighted. It was suggested by the Secretariat that a small task force be formed to continue the work of developing a procurement policy for the Fund to be presented at the next Board meeting.

### Comments

It was noted that "procurement" in the discussions should be interpreted in a broader sense to mean procurement as well as supply chain management, i.e. involving also distribution and other related issues.

All delegations were in favor of establishing a task force of technical experts - however, the number of experts to be included was subject to discussion. The Board discussed the appropriate size of the task force, choosing between a small group, which would be more cost-effective and time efficient, and a larger group, with the advantage of higher transparency and openness. One delegation, stressing the importance of the Board's involvement, expressed concern that a task force appointed by the Executive Director could become too closed and suggested that each delegation should appoint one person, i.e. the task force would have 18 members. Other delegations countered that it would be impossible for each delegation to be operationally involved in all issues, and that Board members need to trust each other and thereby let a smaller group investigate the issue, with input from Board members as they choose. It was decided to form a small task force, to be co-chaired by two members of the Board. It was suggested that among the experts, one person living with HIV/AIDS and one representative from the private sector should be included. It was also noted that the task force would have a broader task, including, in addition to procurement policy, distribution and other related issues.

### Decisions

- 8.3.1 The Board instructed the Secretariat to solicit additional information on approved applicants' procurement and distribution systems and to review this information prior to the approval of disbursement in accordance with other pre-disbursement arrangements

- 8.3.2 The Board instructed the Executive Director to create a Procurement Task Force – consisting of a limited number of technical experts from multiple sectors, including UN agencies, the private sector and civil society – acting in their personal capacity and selected based on suggestions by and the approval of the Board – and to instruct this Task Force to provide the Board by its third meeting with recommendations on possible procurement policies. The Task Force will be chaired by two members of the Board and invite other Board members to voluntarily participate. The Task Force may draw on other technical expertise as necessary and on an ongoing basis.

#### Comments continued

As noted earlier, during the session on Monitoring and Evaluation, several representatives expressed concern about the pace with which decisions would need to be taken over the remainder of the meeting. It was therefore suggested that the rest of the Board meeting should be dedicated to reaching consensus on the most critical issues for the Fund and that the remaining issues should be postponed to a later Board meeting. The Secretariat pointed out that many remaining decisions were crucial for the Secretariat to be able to continue its work, and that many of the topics needed more of a general approval from the Board rather than detailed comments, but agreed to a prioritized agenda. The Interim Director suggested focusing on the decisions requiring approval from the Board, including the fiduciary agreement; the agreement on proposals; the Secretariat organization, workplan and budget; and the administrative services agreement.

In relation to the discussion on the appropriate size of the procurement task force, several delegations had raised the issue of Board governance, stating that the way the Board works must be improved. The Board must become more efficient rather than have more or longer meetings, and one way to achieve this is to form smaller task forces to address different issues. It was suggested that a sub-working group should be formed to work on guidelines for the Board's working methods and procedures as well as governance in general.

As a separate issue, it was suggested to have an additional (“mini-“) Board meeting – potentially by phone – in May-June to discuss the agenda items that would not be dealt with at this meeting due to time constraints. The Secretariat noted that according to the Board operating procedures, there is no “mini-Board meeting” and that having part of the Board members participating by telephone was not very successful. In addition, the Secretariat reported that a full Board meeting would cost approximately USD 200,000

with interpretation, delegations, etc. After voting, it was decided not to have an additional Board meeting.

## 9. Business plan and budget

The Secretariat introduced the purpose and content of an overall Business Plan for the Global Fund, including documents GF/B2/9a through 9l. The Secretariat suggested that the Business Plan be used as an operational manual for the Secretariat, noting that it would greatly facilitate the transition between the interim and permanent Secretariats. It was noted that many sections of the Business Plan had already been reviewed and discussed, in the context of other agenda items. The Secretariat explained that three additional sections would be presented to the Board during the current session.

### **9.1 BUSINESS PLAN: STRUCTURE AND STAFFING OF SECRETARIAT**

#### Introduction

The first presentation made by the Secretariat outlined the proposed structure and staffing of the permanent Secretariat. The Secretariat explained that the proposed structure would be team-based, with Fund Portfolio Managers as the core staff members with technical experts to provide cross-portfolio support. A proposed staffing plan was presented with 19 professional and 8 administrative employees to be recruited during 2002, with an additional 7+4 to be recruited during 2003. The Secretariat concluded by stating that the recruitment of the initial permanent Secretariat staff is expected to take 3 to 4 months. The structure and staffing of the Secretariat is presented in document GF/B2/9k.

### **9.2 BUSINESS PLAN: WORKPLAN AND BUDGET**

#### Introduction

The Secretariat presented the overall workplan and budget for 2002 and the tentative budget for 2003, as outlined in document GF/B2/9l. The Secretariat outlined the key

activities for the Secretariat for the rest of 2002 and asked the Board to acknowledge these. Finally, the Board was asked to approve the budget for 2002 and make the corresponding funds available to the Secretariat.

#### Comments

Several delegations noted that it was unfortunate that not more time was available to discuss the document put forward, given its importance to the future of the Secretariat.

Several delegations suggested, considering the short time-frame, to approve the proposed staffing plan and budget for a shorter period, either for the next 2 months or for the full year of 2002. One delegation pointed out that the Secretariat should be flexible in its requirements without too much emphasis on length of professional experience, to enable the Secretariat to have a wider range of choices. Agreement was found after discussion to approve the suggested overall budget for 5 months and to approve the budget for the rest of year 2002 after a full presentation at the next Board meeting. There was also general agreement that the Secretariat should initiate recruitment according to the proposed staffing plan for 2002, with a later consideration of the recruitment for 2003.

It was also noted that the incoming Executive Director should be highly involved and actively consulted in the recruitment process, both in developing the specific staffing plan and job descriptions and in the actual interview process.

#### Decisions

- 9.2.1 The Board approved the suggested organizational structure of the Secretariat in principle, stressing the importance of the incoming Executive Director having a possibility to fine-tune the structure.
- 9.2.2 The Board approved the workplan and budget for a five month period (not exceeding USD 9,8 million) and the Board requested the Executive Director to present a revised budget at the Board at the next Board Meeting.

### **9.3 BUSINESS PLAN: PARTNERSHIPS AND OTHER OPERATIONS**

Due to time constraints, it was decided to postpone the presentation and discussion of the remaining parts of the business plan to a later date.

## 10. Quasi Intergovernmental Organization

Due to the time constraint, the Quasi Intergovernmental Organization presentation and discussion was postponed to a later date.

## 11. Administrative Services Agreement

### Introduction

The Interim Executive Director, together with a representative of WHO, presented the draft Administrative Services Agreement negotiated with WHO (GF/B2/11). The Interim Executive Director reminded the Board that drafts of the agreement had been circulated previously and the Board was therefore asked to authorize the Chair to enter into the agreement with WHO.

### Comments

Several delegations thanked WHO for its support, the flexibility shown in developing the agreement and for future cooperation, and endorsed the proposed agreement.

The delegation of communities emphasized the importance of ensuring that health insurance is to be provided for HIV positive persons. The Secretariat confirmed that this would be included in the agreement with WHO. One delegation requested some minor modifications regarding the text and the Secretariat and WHO agreed that these would be addressed.

The Chair concluded that the agreement was approved by the Board, contingent on the modifications agreed by the WHO.

### Decisions

The following decisions were taken by the Board regarding the Administrative Services Agreement with the World Health Organization (WHO) (document GF/B2/11):

- 11.1.1 The Board approved the Agreement, with the minor modifications as requested, and authorized the Chairman of the Board to enter into this agreement with WHO.

## 12. Next Board meeting

### Introduction

The Chair presented issues related to the timing of the next Board meetings. The Chair noted that the Interim Secretariat suggested that the third and fourth meetings take place on 17– 18 September and 13 – 14 November, 2002, as reflected in document GF/B2/12. Also noted was the Interim Secretariat's suggestion for the next Board meeting to be held in Geneva, with future meetings possibly being held in other locations on a rotating basis.

### Comments

Several representatives agreed with the proposed dates and agenda of the next Board meetings, but noted that the scheduling should account for other confirmed events for September and November, especially regional WHO meetings planned for September. The Board requested that there be further consultations on the timing prior to the confirmation of dates for the next Board meetings.

Geneva was confirmed as the location of the third meeting. The Thai representative proposed that Thailand host the fourth Board meeting in November. The Private Sector representative suggested that it may be more practical to hold the fourth meeting in Geneva as well and asked that the fifth meeting be held in Thailand. The location of the fourth meeting was not confirmed and will be determined prior to the third meeting and it was agreed that Thailand should be viewed as an option for future meetings.

During the discussion of this last agenda item, a few other issues were raised, which the Board had been unable to previously engage. As Board governance was not discussed, it was proposed that a working group be created to consider the topic and present its findings to the third Board meeting. Some Board members expressed the need for a conflict of interest policy, and it was agreed that the working group to be formed for governance issues should also draft a policy for conflict of interest for consideration by the Board. Finally, several Board members requested clarification

regarding the legal authority (delegation of signing authority) of the newly appointed Executive Director vis-à-vis his employment with WHO; the Swiss Board member was asked to clarify this point.

#### Decisions

The following decisions were taken by the Board in its discussions of the next Board meetings:

- 12.1.1 The Board decided that the Third Board Meeting be held in Geneva and that it be tentatively scheduled for the middle of September, 2002.
- 12.1.2 The Board decided that the Fourth Board Meeting be tentatively scheduled for the middle of November, 2002 and that during this meeting a second round of proposal approvals for 2002 be considered.
- 12.1.3 The Board requested that representatives from the Private Sector and Italy chair a working group on governance and that the findings of this working group be presented at the Third Board Meeting.



## Annex I: Abbreviations of documents

<i>Reference number</i>	<i>Title</i>
GF/B2/0a	Report of the Interim Secretariat
GF/B2/0b	Provisional list of participants
GF/B2/1	Agenda
GF/B2/2	Provisional list of Board members
GF/B2/3a	Minutes of the 1st Board meeting
GF/B2/3b	Report from the 1st Board meeting
GF/B2/3c	Minutes of the special Board meeting
GF/B2/4a	First round of proposals – Cover note
GF/B2/4b	First round of proposals management: Analysis, recommendations and lessons learnt
GF/B2/4c	First round of proposals management: Policy issues
GF/B2/4d	First round of proposals – Listings
GF/B2/4d Annex 1	List of proposals received

GF/B2/4d Annex 2	Proposals submitted to the TRP
GF/B2/4d Annex 3	Outcomes of technical review process
GF/B2/4d Annex 4	TRP comments of reviewed proposals
GF/B2/5	Global commitment to fight HIV/AIDS, tuberculosis and malaria
GF/B2/6	Report on Executive Director recruitment + annexes
GF/B2/7	Trustee agreement – Phase 1
GF/B2/8	Progress report M&E and RBD Working Group
GF/B2/8 Annex II	Country programme M&E indicators
GF/B2/9a	Business plan – Introduction
GF/B2/9b	The global challenge of HIV/AIDS, TB and malaria
GF/B2/9c	Purpose, principles, scope, governance and...
GF/B2/9d	Strategy of the Global Fund (first draft)
GF/B2/9e	Partnerships at the Global Fund
GF/B2/9f	Resource mobilization at the Global Fund
GF/B2/9g	Fund portfolio management process
GF/B2/9g	The Global Fund needs assessment instrument
GF/B2/9g	Procurement

GF/B2/9h	Fiduciary management and financial accountability
GF/B2/9i	Monitoring & Evaluation and Results-Based Disbursement
GF/B2/9j	Communications at the Global Fund
GF/B2/9k	Organizational structure of the Secretariat
GF/B2/9l	Workplan of the Secretariat during 2002
GF/B2/9m	Budget proposal May – December 2002
GF/B2/10	Quasi-intergovernmental organization
GF/B2/11	Administrative Services Agreement between the Global Fund to Fight AIDS, Tuberculosis and Malaria and the World Health Organisation
GF/B2/12	Proposals for next Board meeting
GF/B2/13	Report of the second Board meeting
GF/B2/14	Expanding the Board TRP Sub-Working Group – Terms of reference

## Annex II: List of participants

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