



**The Global Fund to Fight AIDS, Tuberculosis and Malaria
Fourth Board Meeting
Geneva, 29 - 31 January 2003**

GF/B4/18

REVIEW OF PARTNERSHIPS WITH THE GLOBAL FUND

A Report by the Secretariat

Outline:

This review of partnerships, presented by the Secretariat, complements the discussion of partnerships in the Report of the Governance and Partnership Committee (GF/B4/5) and the Resource Mobilization Framework (GF/B4/6b). It presents a selection of partnerships, in Annexes I-III, to indicate the progress made by the Secretariat in developing and encouraging partnerships with and to support the Global Fund.

Summary of Decision Points:

1. The Board is requested to acknowledge and to endorse the Memorandum of Understanding with UNAIDS presented in Annex I.
2. The Board is requested to acknowledge the partnership between GTZ and UNAIDS as an example of how partners can support countries in successfully accessing and effectively utilizing the resources of the Global Fund.
3. The Board is requested to acknowledge the partnership between the Kaiser Family Foundation and the Global Fund as an example of how the external relations capacity of the Fund can be extended through partners.
4. The Board is requested to instruct the Executive Director to continue to solicit and to engage in partnerships to support the Global Fund.

1 Need for partnerships with the Global Fund

- 1.1 As a financing mechanism, the Global Fund has neither the capacity nor the mandate to pursue the full range of activities necessary to ensure that its recipients effectively use the Fund's resources to make a sustained and substantial impact in HIV/AIDS, tuberculosis and malaria. These activities include, for instance, technical assistance to programme implementation and capacity building for monitoring & evaluation (M&E). Moreover, the range of activities that the Fund must pursue, including resource mobilization, will be limited by the lean nature of its Secretariat and the absence of a presence in either donor or developing countries.
- 1.2 Against this background, it is critical that the Global Fund establish partnerships with institutions that can pursue those activities that it cannot and that can extend the efforts that it can and must. Only by doing so will the Fund effectively function as an additional tool in the fight against HIV/AIDS, tuberculosis and malaria, one that complements and strengthens other efforts towards shared objectives of poverty reduction and improved and more equitable public health in resource-poor settings.
- 1.3 The Secretariat, relying on its External Relations team and relationships with Board Members, must lead the effort to identify, solicit, broker and manage partnerships with the Global Fund. The Secretariat will pursue partnership opportunities from a tripartite strategy of public sector partnerships (governments and multilateral organizations), private sector partnerships and civil society partnerships. This framework has been used to structure the staffing of the External Relations team. The nature of partnerships will vary – for example, in formality and in the nature of benefit to the Fund – as discussed in GF/B4/5.

2 Examples of partnerships

(In its first year of operation, the Global Fund has already relied on a number of informal partnerships, many of which have functioned at the local level to support Country Coordinating Mechanisms (CCMs). The Secretariat has also pursued and encouraged global partnerships. A selection of these is presented below to exemplify these efforts.)

- 2.1 *UNAIDS*. Because the Global Fund is not a technical agency, it must rely on technical partners to provide necessary strategic analysis, technical support to the proposals process (Fund Portfolio Management) and assistance, particularly to recipients, to ensure effective and consistent M&E. UNAIDS, including its Secretariat and Cosponsors, is an exemplar of a technical partner that can provide these services. In addition, as the leading advocate for worldwide action against HIV/AIDS, UNAIDS is positioned to also assist the Fund in its resource mobilization and

advocacy efforts. UNAIDS, as a Board Member and as a stakeholder which helped create the Global Fund, has been supporting it since its inception. A Memorandum of Understanding (MOU) with UNAIDS (Annex I) has been pursued to reinforce the relationship with the Global Fund and to provide a platform for strengthened and more effective collaboration. The MOU has been reviewed by the Secretariats of both the Fund and UNAIDS, as well as the UNAIDS Cosponsors.

2.2 *GTZ*. Independently of solicitation from the Global Fund, GTZ¹ sought mechanisms to strengthen the ability of governmental and non-governmental organizations in eligible countries to make better use of the Fund and related initiatives. To do so, it has developed a “BACKUP” initiative – Building Alliances, Creating Knowledge, Updating Partners in the fight against HIV/AIDS, TB and malaria, which includes a € 25 million contribution. This will be shared along two components. The multilateral component consists of financial and technical support (including personnel secondments) to UN organisations, specifically UNAIDS, WHO and ILO. The bilateral component includes direct integrated support to CCMs and local partner organisations (mostly facilitated through GTZ offices and projects in partner countries) to facilitate proposal development and implementation of programs approved by the Fund. The agreement with GTZ and UNAIDS is included as Annex II. The Secretariat has been working with GTZ to ensure maximum complementary benefit of the initiative with Fund processes.

2.3 *Kaiser Family Foundation*. The Kaiser Family Foundation² (KFF) made a unilateral offer to the Fund to support its communications needs with an in-kind contribution of staff time and expertise, facilities in its Washington DC office, and the support of its web-based information service, kaisernetwork.org. KFF seeks to help the Fund build and strengthen its public identity; to facilitate an informed understanding of the Fund among U.S.-based media, opinion leaders and key government and non-government constituencies; and to assist the Fund to enhance its long-term ability to attract additional resources from new and existing donors. The Secretariat has accepted this offer of support, with the partnership to be maintained informally, and the External Relations team has begun to map out opportunities to leverage the assistance of KFF. These are outlined in Annex III, which is based on dialogue between the partners.

¹ Gesellschaft für Technische Zusammenarbeit GmbH (GTZ) is a German government-owned corporation for international cooperation with worldwide operations: in more than 130 partner countries, it supports 2,700 development projects and programmes, chiefly under commissions from the German Federal Government.

² The Henry J. Kaiser Family Foundation is a U.S.-based independent philanthropy that acts primarily as an operating organization to develop and run its own research and communications programs. Its work is focused in three main areas: Health Policy, Media and Public Education, and Health and Development in South Africa.

3 Progress on other partnerships

3.1 *Public sector.* The Global Fund has benefited from a number of informal partnerships with public institutions. Complementing the relationship with UNAIDS are strong and consistent partnerships with Stop TB and Roll Back Malaria (RBM). Both have facilitated direct technical support to applicants and grantees of the Fund. In order to maximize the effectiveness of this support, the Fund is working with these partners to identify appropriate focal points across the institutions for each country. Additional foci of these partnerships include, for example, the use of the Global Drug Facility of Stop TB to channel in-kind contributions to Fund recipients (see GF/B4/6b) and the support of RBM in facilitating a session with Round 1 malaria program grantees with the Institute of Medicine in London in March 2003. MOUs with both Stop TB and RBM are under development to reinforce and to strengthen this ongoing collaboration.

While the Fund must pursue technical collaborations with other institutions, the location of UNAIDS, Stop TB and RBM, as well as the fact that they themselves are partnerships which draw on public and private stakeholders in donor and developing countries, make them appropriate upfront technical partners to the Fund. Another example where interest to collaborate with the Fund has been expressed is the ESTHER initiative (Ensemble pour une Solidarité Thérapeutique Hospitalière en Réseau). Launched by the governments of France, Italy, Luxembourg and Spain with an initial commitment of € 20 million, joined by the US in 2002, ESTHER works in developing countries to assist care structures in their efforts to provide care and treatment to people living with HIV/AIDS through twinning-based capacity building. Like many partnerships with the Fund, this opportunity may be best pursued by ensuring strong linkages with in-country CCM processes.

3.2 *Private Sector.* As reviewed in GF/B4/6b, the Secretariat has engaged in discussions with senior staff of a number of foundations, including the Gates Foundation and the Wellcome Trust, to identify mutually supportive avenues of collaboration. The Secretariat is working to develop parallel grant opportunities whereby the specific value proposition and strategic priorities of a foundation can be coupled with the needs of Global Fund grantee, for example, in capacity building or in monitoring and evaluation. The Secretariat is also working to expand these explorations to include a number of other foundations and is in dialogue with the Foundations Board Member and Focal Point to pursue such possibilities.

Similarly, the Secretariat is working with the Private Sector Board Member and delegation to identify and pursue partnership opportunities with for-profit companies, both at the global and local levels. Currently being negotiated is an arrangement with Novartis to channel an in-kind

donation of 100,000 DOTS treatments annually to Fund grantees through the mechanism of the Global Drug Facility (GDF). This will not involve a MOU between Novartis and the Fund, but instead one between Novartis and the GDF, as well as an appropriately scoped MOU between the Fund and the Stop TB Partnership, under whose umbrella the GDF operates.

- 3.3 *Civil Society.* Partnership with non-governmental organizations (NGOs) and civil society more broadly, including but not limited to faith-based organizations (FBOs) and communities living with and affected by HIV/AIDS, is a core principle of the Global Fund. Their engagement with the Fund, in its governance and operation, and their participation in CCM processes is a foundation to partnership, but collaboration should not be limited to these existing arrangements. The Secretariat, which recently appointed an interim Civil Society Relations Manager, is seeking to identify opportunities for such engagement. It has worked with the Governance & Partnership Committee to suggest that the NGO Board delegations take a lead on developing mechanisms to monitor CCMs, leveraging the capacity of civil society to do so. The Secretariat is also working to encourage and to support independent initiatives among civil society partners to create dialogue about and to maximize transparency with the Global Fund.