



Investing in our future

# The Global Fund

To Fight AIDS, Tuberculosis and Malaria

Fourteenth Board Meeting  
Guatemala City, 31 October – 3 November 2006

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GF/B14/7  
Annex 3

**TECHNICAL EVALUATION REFERENCE GROUP (TERG)  
FRAMEWORK DOCUMENT ON THE SCALE AND SCOPE OF  
THE FIVE-YEAR EVALUATION**

**Outline:** This paper presents the summary of the conclusions and recommendations of the 5<sup>th</sup> TERG meeting to design, initiate and conduct the Five-Year Evaluation. It describes the key evaluation questions, priority studies and budgetary requirements. Recommendations from the TERG for the scope, scale and associated costs of the Five-Year Evaluation are presented for decision by the Board. Comments received from the Policy and Strategy Committee (PSC) and the Finance and Audit Committee (FAC) are incorporated into this document.

**Decision Point:**

The Board approves the Five-Year Evaluation plan, and its overall timeframe, budget and implementation arrangements, as presented by the Technical Evaluation Reference Group. The Board requests the Secretariat to seek cost efficiencies through tendering and contract negotiation processes and by building on existing investments by countries and partners.

The Board requests the Technical Evaluation Reference Group to report on progress of the evaluation at each Board meeting until a final report is delivered.

The Board authorizes the Secretariat under the oversight of the Finance and Audit Committee to commit an upper limit of \$17,142,000 to initiate the Five-Year Evaluation plan immediately. The budgetary implications are over a two-year period in 2007 and 2008

This document is part of an internal deliberative process of the Global Fund and as such cannot be made public. Please refer to the Global Fund's documents policy for further guidance.

## Part 1: Background and Context

1. In approving the Monitoring and Evaluation (M&E) Strategy, the Board of the Global Fund called for *“a first major evaluation of the Fund’s overall performance against its goals and principles after at least one full grant funding cycle has been completed”*. The Five-Year Evaluation is being planned and will be implemented under the guidance of the TERG, the independent body established to provide independent assessment and advice to the Board. One of the first challenges in designing the Five-Year Evaluation was to define and develop consensus on a core set of overarching evaluation questions. In its fourth meeting, the TERG discussed and agreed to a preliminary set of three overarching questions for the Five-Year Evaluation.

2. There has subsequently been extensive technical and stakeholder consultation in the development of the Five-Year Evaluation Plan. In addition to the deliberations of the TERG, the Global Fund has consulted widely on priority questions and issues to guide the Five-Year Evaluation of the Global Fund. Stakeholder consultations included facilitated sessions at the Board member retreats prior to the 12<sup>th</sup> and 13<sup>th</sup> Board meetings, a High Level Stakeholder Consultation conducted in March-April 2006, and an On-line Stakeholder Survey of a broader range of 900 individual stakeholders conducted in May-June 2006. In addition, during the Partnership Forum in July 2006 a facilitated discussion was held; outcomes of these discussions provided further validation to the overarching questions and priorities for the Five-Year Evaluation.

3. The set of three overarching questions for the Five-Year Evaluation were agreed by the TERG in its 4<sup>th</sup> meeting, and confirmed by the partner and consultative process described above:

- i. Does the Global Fund as an organization (Board, Secretariat, TRP, LFAs) through both its policies and operations, reflect the core principles, including:
  - a. Acting as a financial instrument rather than implementation agency; and
  - b. Furthering country ownership?

In fulfilling these principles, does the Global Fund as an organization perform in an efficient and effective manner?

- ii. How effective and efficient is the Global Fund partnership system in supporting HIV, malaria, and TB programs at global and country level?
- iii. What has been the overall reduction on the burden of the three diseases?

What is the Global Fund’s contribution to reducing the burden of the three diseases?

4. Building on this broad consensus and immediately following the Partnership Forum, the Global Fund Secretariat commissioned the development of a detailed plan to guide the design of the Five-Year Evaluation. The detailed plan was developed under TERG oversight and is included as an Attachment to this Framework Document. In draft form, the detailed evaluation plan was subsequently reviewed by two internationally recognized independent experts whose views and recommendations were further considered by the TERG during its 5<sup>th</sup> meeting 31 August – 2 September 2006. The Framework Document Annex encompasses detailed plans for the package of deliverables and implementation arrangements to initiate and tender the Five-Year Evaluation Plan. The package of core studies needed to answer the overarching questions and priority sub-questions is presented. A timeline and budget are provided.

5. The recommendations of the TERG regarding the scale and scope of the Five-Year Evaluation have been discussed in the Policy and Strategy Committee (PSC) and the Finance and Audit Committee (FAC). Comments received from the two committees have been incorporated into this document. The PSC and FAC expressed their appreciation to the TERG for their ongoing guidance in issues related to monitoring and evaluation and recognized the

importance of the independent advice the TERG provides to the Board in preparation for the launch of the Five-Year Evaluation.

## **Part 2: Principles for the Five-Year Evaluation**

1. The approach taken to the Five-Year Evaluation is guided by several principles, these include:

- Need for clear focus and sense of priority: An evaluation is only as good as the focus of the questions on which it is based. The Five-Year Evaluation is framed by the Global Fund principles and purpose, and the three overarching questions. The TERG has worked to simplify and consolidate input from a wide range of stakeholders into a small core set of studies which directly address priority issues under the three overarching questions. They also reduce evaluation overload and burden on partners and countries.
- Build on wealth of available information and data: It is recognized that information on grant implementation, systems effects, service delivery and epidemiologic trends is being collected and analyzed by a number of sources, both as part of the Global Fund's performance monitoring system as well as by external partners. The Five-Year Evaluation will draw from current initiatives including measurement of the Millennium Development Goals, UNGASS indicators and the Abuja targets of the Roll Back Malaria Partnership. The Five-Year Evaluation will build on these sources, invest in gaps in existing information and stimulate further efforts to collect data and report on these initiatives. Importantly, the Five-Year Evaluation efforts will build a solid platform for on-going impact assessment in the period 2010-15 and related to the Millennium Development Goals.
- Building country capacity to show health impacts: The investments in the Five-Year Evaluation are focused on involving and building country capacity to show impact on reducing the burden of the three diseases. It is aligned with country programs and partner efforts. By partnering with national institutions and others in-country, the Five-Year Evaluation will build substantial capacity in systems for measuring program progress and tracking trends in health outcomes. The majority of the impact budget will be specifically targeted to fill gaps in existing country data and capacity, based on plans for national impact measurement which will be developed to guide the evaluation activities.
- The Global Fund as an important new global health initiative warrants a high-quality impact evaluation and its associated expense. Given the substantial investments in the Global Fund, a high quality, pioneering evaluation focused on impact is required. TERG notes that substantial investments in health information systems will be required, and that this effort will lay the foundations for future evaluations of health initiatives. Consensus with relevant partners on the set of impact measurement methods and tools used in the evaluation will have substantial further benefits to the Global Fund grant portfolio. Such technical consensus coupled with practical application can catalyze the improved use of M&E funds for impact measurement across the grant portfolio and ensure that impact evaluation is sustained into the future. It should also have major benefits for other programs and initiatives which include impact measurement in their goals and plans.
- Link to Strategy Development and Review. The Five-Year Evaluation will support the strategy process, and develop key recommendations to improve the innovative Global Fund model. The Five-Year Evaluation is initiated with substantive assessment of the Global Fund model, organization, and the effectiveness of the Global Fund partnership system (including questions of alignment, harmonization and country performance). These are themes central to strategic choices and operational performance of the Global Fund. These study areas are addressed in the first phase of the evaluation to allow for the Global Fund to take action as appropriate and to document adaptations before the final synthesis

report in 2008. This process of learning with actionable recommendations to improve the Global Fund model is fundamental to the Five-Year evaluation.

### Part 3: Scope and scale of the Five-Year Evaluation

1. Following extensive technical and stakeholder review, the TERG has recommended a consolidated set of three study areas to ensure a clear, focused and simple evaluation framework which moves away from numerous thematic studies and reduces evaluation overload:

#### Study Area

	Operations	Country/ grant performance	Impact
<b>Five-Year Evaluation Questions</b>	Organizational efficiency	<ul style="list-style-type: none"> <li>•GF business model</li> <li>•GF architecture (TRP, LFA)</li> <li>• Governance</li> <li>• Mobilizing resources</li> </ul>	<ul style="list-style-type: none"> <li>•Country and partner system</li> <li>•TA</li> <li>•National Ownership</li> </ul>
	Partnership system		
	Impact		<ul style="list-style-type: none"> <li>•Coverage of interventions</li> <li>•Reduction in infections, illness and deaths</li> </ul>

#### Study Area 1: Organizational Development Assessment and Evaluation of Global Fund Effectiveness and Efficiency and Governance:

2. This study area focuses on the extent to which the Global Fund business model is performing efficiently and effectively, including examination of the architecture and systems to ensure performance and assessment of whether the component parts of the Global Fund Board, Secretariat, TRP, LFAs are operating as envisioned. Among others, this study area would examine issues related to grant management, performance-based funding, resource mobilization, governance and communication with countries. This study area will, in part, compare the strategic comparative advantages of the Global Fund with bilateral, multilateral and other partners. The study will provide actionable recommendations for improvement. Multiple approaches will be employed for this study including

- Organizational development and review of functions, focus and efficiency;
- Benchmarking of data on operational principles using both internal and external benchmarks against comparable organizations where feasible, e.g. light administrative touch, leanness, harmonization and flexibility of procedures, responsiveness;
- Key informant interviews of Secretariat, country and partners;
- Separate LFA study; and
- Governance evaluation including fundraising

3. The products from this study area will target actionable areas for improvement, such as:

- Gauge Global Fund current practices as a financial entity, identify transformation of Global Fund as “implementer” and define limits of “implementation” in accordance with Global Fund strategic choices;
- Identify successes in performance-based funding and define determinants of success for inclusion in grant guidelines and to inform technical review processes;
- Evaluate strengths and weaknesses in Global Fund operational mechanisms and identify options for improvement;
- Analyze LFA system according to policy intent, effectiveness and efficiency of services provided and develop recommendations improvements;
- Improve communication and guidance materials

## **Study Area 2: Determinants of Grant Performance:**

4. This study area focuses on the determinants of grant success with an emphasis on country context and pivotal factors such as technical and management assistance, country structures, national ownership, presence of major partners, harmonization and alignment, fragile states, effects on and strength of health systems and involvement of civil society, private sector and NGOs. Results of this study will provide insight into the positive and negative affects of the Global Fund on wider country systems. Factors within the Global Fund that potentially affect grant performance will also be considered together with necessary adaptations. Performance will be examined at the stages of proposal application, in progression from Phase 1 to Phase 2 and beyond Phase 2. It is proposed to conduct the study in up to 16 countries in depth, including quantitative modeling to allow general conclusions for the whole portfolio. Methods will include:

- Comprehensive analysis of grant performance by country characteristics including poverty, health systems, most seriously affected groups by age and gender, fragile states, donor harmonization, TA and the partner system;
- In depth diagnostic country studies in up to 16 settings to provide power for the analysis;
- Global key informant interviews to assess the partner system

5. Findings on the determinants of grant performance will be immediately applicable in a number of areas, such as:

- In proposal submission and review process, focus proposal guidelines and recommend technical assistance elements most closely identified with best performers; inform technical review process of those characteristics significantly associated with success in implementation;
- Refine and focus Global Fund procedures (e.g., grant management and early warning and response) on strongest determinants of performance in grant
- Communicate with partners on forms of technical assistance (e.g. duration, intensity, mechanisms) most associated with successful grant implementation;
- Use findings on sustained performance (beyond Phase 2) to inform applicants and grantees on steps to take to during grant implementation;

**Study Area 3: The extent of the overall reduction on the burden of the three diseases and the Global Fund's contribution to reducing the burden of the three diseases.**

6. This study area represents a bold departure from the Evaluation approaches of other major agencies and programs. The TERG has strongly recommended that the impact evaluation focus on collective efforts in recognition of the fact that, in many countries, the Fund is not the only major international investor and is closely integrated with multi-partner programs. Therefore, the impact evaluation sets out to assess overall impact on the three diseases and the contribution of the Global Fund without direct attribution. Where impact is shown, the study will describe the types of interventions, gender and specific target groups and overall costs of the program.

7. Two types of studies are proposed:

- i. Comprehensive Evaluation Country Studies in eight countries - which would involve primary data collection in 2007 and close partnership with country institutions; and
- ii. Secondary Analysis Country Studies in 12 countries, predominantly based on secondary analysis and low level of investment in data collection.

8. A set of criteria for country selection has been developed to ensure representativeness of the Global Fund portfolio, focus on Global Fund and Partner funding, and build on existing data systems. The selection criteria take into account regional and disease balance, and include availability of existing baseline and impact data, magnitude of the Global Fund disbursement, duration of programming, and opportunities for collaboration with partners. An initial application of the criteria has been made; however, the TERG recognizes that further work is required to fine-tune the selection criteria and carefully examine feasibility in the countries identified. Further refinement and final selection will be done in consultation with technical partners through the creation of a multi-partner Impact Evaluation Task Force.

9. The impact evaluation will rely on a range of data collection efforts, including surveys, surveillance, research studies, service and administrative records. A majority of the funds devoted to the impact evaluation will be invested in country systems and capacity strengthening. The impact evaluation will place high priority on filling gaps in existing data collection mechanisms including these key areas:

- Death registration systems
- Surveys for impact and coverage
- Service record systems
- Financial tracking through National Health Accounts
- Synthesis and analysis of existing quality data and use of that data in modeling

10. The TERG recognized that the proposed approach is pioneering in that it will be the first time that an organization has set out to measure impact on disease control for the three diseases at this scale. The TERG identified several compelling reasons for the Global Fund to include evaluation of impact in the comprehensive package for the Five-Year Evaluation. Foremost of these reasons is the far-reaching benefits and applicability to countries, partners and grantees.

11. The proposed impact evaluation represents a serious commitment on the part of the Global Fund not only to assess collective impact but to strengthen country capacity and systems for on-going impact measurement. To succeed, the Five-Year Evaluation will need to invest a significant proportion of the impact budget to fill gaps in existing data systems, based on plans for national impact measurement. Elements of those plans should include partnership arrangements between actors in the Five-Year Evaluation such that recipient countries benefit from technical assistance, skills building and resource investments. All elements of impact measurement, from collation and analysis of existing data to primary data collection, will be conducted in a manner that strengthens capacity and draws from existing evaluation expertise in countries to the fullest extent possible.

12. When implemented to strengthen the key areas described above, these efforts will contribute to stronger basic country-level health information systems to ensure that impact measurement tools are in place for ongoing use. The impact evaluation will use standard international impact measures related to the Millennium Development Goals (MDGs) In the short-term, these efforts will provide a major input in the MDG monitoring process. Moreover, the current investments will assist to establish a solid country foundation to measure impact in 2010-2015 towards the MDG goals and beyond.

13. As the impact evaluation is valuable for a wide range of health initiatives, the TERG recommends that major partners be encouraged to actively collaborate in developing technical consensus on the tools and methods to evaluate impact and to build country capacity. Conducted in this manner, the impact evaluation can serve as a platform to coalesce technical partner input and focus future evaluation efforts. The impact evaluation should generate a cohesive “package” of tools that can be made available to other grant recipients and partners. For recipient countries, such a package of tested tools and methods will reinforce and advance the performance-based funding model of Global Fund.

### **Core products in 2007 and 2008**

14. In preparing for the comprehensive Five-Year Evaluation, the TERG has recommended a phased approach, with a first product on Study Areas 1 and 2 delivered to the Board in 2007. In 2008 the Board will receive a product on Study Area 3 as well as an overall synthesis report consolidating findings across the three study areas. Each element of the evaluation has been designed to generate actionable findings. The Global Fund is committed to learn from and make concrete improvements based on evaluation findings.

15. The **first product** will evaluate the Global Fund business model including an assessment of whether the component parts of the Global Fund Board, Secretariat, TRP, LFAs are operating as envisioned (Study Area 1) and the Global Fund and the partnership system in support of countries grant performance (Study Area 2). This first product is the priority in the first year of the Five-Year Evaluation so that core lessons for the Global Fund model are identified and responses developed and put in place. Organizational response to the findings from the Study Areas 1 and 2 will be documented in the final synthesis report, due in 2008.

16. The **second product** will focus on the impact<sup>1</sup> of the Global Fund investments combined with those of other funding partners in reducing the health burden of the three diseases (Study Area 3). As such the report will describe a careful mapping of contributions of the Global Fund and other partners to impact, without direct attribution.

17. The **final product** will be the synthesis report (all three study areas) of the overall Five-Year Evaluation with key recommendations to improve the Global Fund business model, effectiveness of the Secretariat and partner system, and link these closely to continued impact evaluation. The final product will also account for any Global Fund response to the first evaluation report on Study Areas 1 and 2.

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<sup>1</sup> For purposes of the Five-Year Evaluation, **impact** is defined as the direct measurement or estimation of overall program effect on disease morbidity and/or mortality resulting from the combined efforts of all control initiatives and programs irrespective of their funding source(s), in a country or region.

## Five-Year Evaluation: Core Products

Study Area	Deliverable	Date
Organizational Development Assessment and Evaluation of GF Effectiveness and Efficiency.	Synthesis Report	November 2007
Determinants of Successful Grant Performance		
Overall reduction on the burden of the three diseases and the Global Fund's contribution to reducing the burden of the three diseases	Impact Evaluation Report	July 2008
Complete Package	Final Synthesis Report (All three study areas)	November 2008

### Part 4: Basic Framework for Implementation of the Five-Year Evaluation of the Global Fund

1. The TERG carefully considered the relative importance of proposed studies related to the three overarching questions and sub-questions in light of the opportunity costs associated with doing too many studies. The TERG discussed the risk of “evaluation fatigue” and burden on countries as well as potential to undermine a focus on addressing key information gaps. Therefore, there was a concerted effort to select a smaller number of priority studies that will likely result in actionable recommendations and to provide a better definition of each of these. The TERG also looked at a range of options on the packages that vary according to: the resources devoted to the fundamental stages of each study; planning, data collection, and analyses; whether there are country visits; and the number of countries involved.

2. **In considering the different packages of options with different financial requirements, the TERG recommended an in-depth comprehensive approach** which will result in a set of focused activities in three study areas and will deliver the information products within a time frame as described above.

3. The TERG also conducted a further budget analysis with a view to removing certain elements in order to decrease the overall budget. However the marginal benefits of removing elements of the evaluation were not seen as worthwhile. In particular, downsizing the impact evaluation (Study Area 3) , which will undoubtedly have a very high global profile, in order to reduce the overall Five-year Evaluation costs would seriously undermine the ability to conduct any impact evaluation which would stand up to international scrutiny. It was concluded that reducing the number of countries for impact evaluation would compromise the power of the evaluation significantly. TERG therefore proposes a comprehensive, in-depth single evaluation, with the budget seen as an upper limit which may be reduced by efforts to mobilize co-financing partners and resources in country grants.

4. Significant resources are required, particularly for the impact component. The Global Fund recommends that 5-10% of funds be spent on monitoring and evaluation in the grants<sup>2</sup>. Based on all funds disbursed in the current grant portfolio, this investment would represent in the order of US\$ 137 to 273 million. This amount has not been fully utilized for monitoring and evaluation within grants, and it is important to renew efforts to allocate funds to invest in country systems to show impact. The Five-Year Evaluation Plan provides the opportunity to provide the platform, set of tools and approaches, to fully leverage these Global Fund investments across the portfolio in the coming years. An important output of the Final Report will be recommendations on how to

<sup>2</sup> Monitoring & Evaluation Tool Kit. HIV/AIDS, Tuberculosis and Malaria. WHO, UNAIDS, The Global Fund to Fight AIDS, Tuberculosis and Malaria, USAID, US Department of State, US Department of Health and Human Services, CDC, UNICEF and the World Bank. June 2004.



sustain impact and evaluation efforts, and optimize grant funds, towards 2015, future evaluations of the Global Fund and the MDGS.

### **Comprehensive package for Five-Year Evaluation of the Global Fund**

5. The recommended approach represents a comprehensive approach to the Five-Year Evaluation. The proposed budget of US\$ 17,142,000 represents 0.6 % of all funds disbursed and covers a coordinated set of evaluation activities that span two years. The major financial element of the proposal is the impact evaluation component with most of those resources requested for the first year. An indicative summary budget by study area and year appears in Attachment 1.

6. As proposed, the comprehensive package for the Five-Year Evaluation will produce information which is actionable on a number of levels. In addition, the scale of the comprehensive package will provide information with good representation across countries and regions. Finally, this approach relies on multiple and complementary methods which will produce findings with greater rigor and credibility.

7. This proposal will require a separate allocation from the Global Fund to support its implementation. The majority of funds will be required in the first year of the evaluation (2007). In addition, recognizing the benefit of the impact evaluation to a broad range of partners, the Global Fund will actively pursue co-financing with partners. Finally, funds could be raised from among grants resources which are designated to monitoring and evaluation and are currently under spent.

8. The TERG will work with the Secretariat to seek cost efficiencies through tendering and contract negotiation processes in order to remain below the upper budget limit proposed for the Five-Year Evaluation. In addition, collaborations with partners to increase cost-efficiencies will be actively investigated.

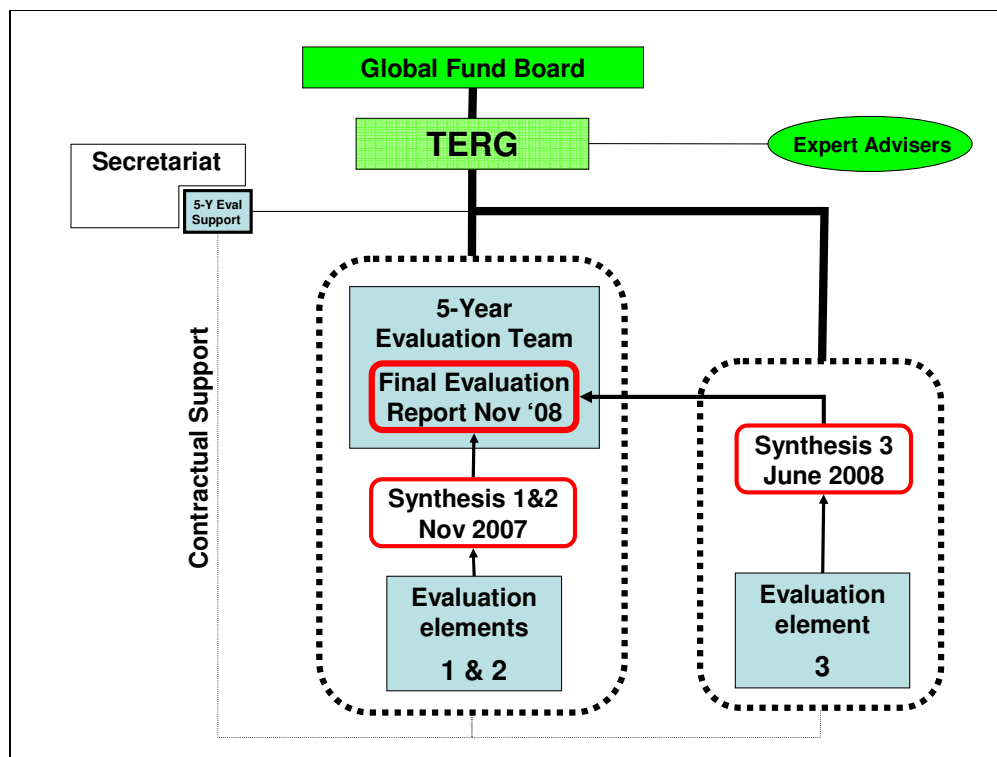
### **Five-Year Evaluation: Proposed Budget**

<b>Comprehensive Evaluation</b>	<b>Budget Amount</b>
Organizational efficiency and effectiveness	\$ 1,264,500
Country partner/Grant performance	\$ 2,939,000
Impact	\$ 12,000,600
Management support in Secretariat	\$ 937,900
<b><i>TOTAL for Five-Year Evaluation</i></b>	<b><i>\$ 17,142,000</i></b>

## PART 5: Implementation arrangements and Timeline

1. It is recommended that Study Area 1 (Organizational Development Assessment and Evaluation of Global Fund Effectiveness and Efficiency) and Study Area 2 (Determinants of Successful Grant Performance) and overall responsibility for the synthesis of the overall evaluation report should be tendered together in a single contract. Study Area 3 on impact on the three diseases requires a significantly different set of skills and expertise and will be carried out on a different timeframe. Therefore, this should be awarded as a separate contract.

### Five-Year Evaluation: Implementation Arrangements



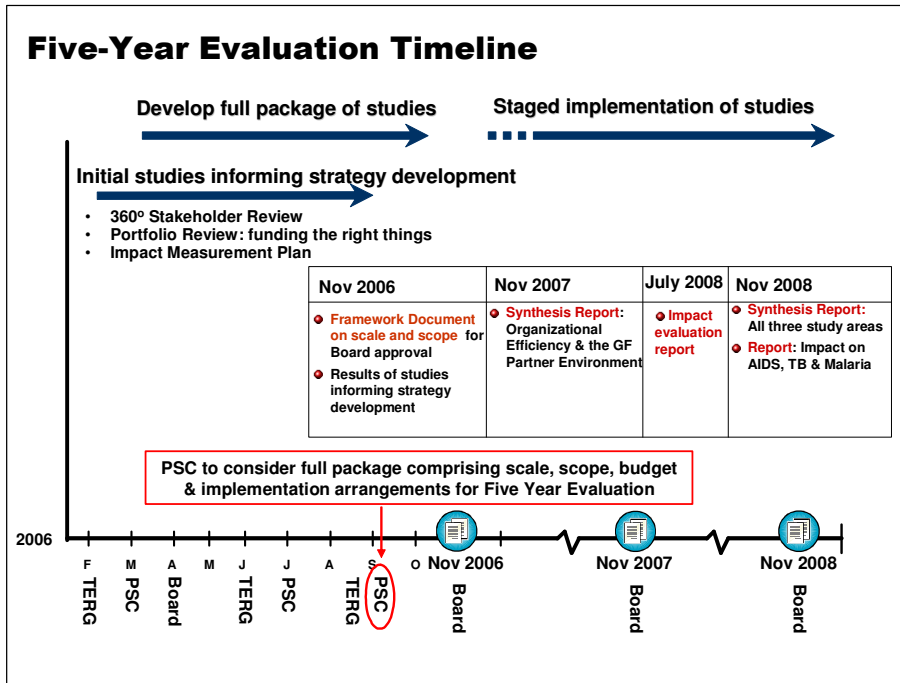
2. The oversight role of TERG is crucial to ensure the independence and technical soundness of all study elements. TERG should be the ultimate signatory on all products. The Secretariat needs to ensure adequate capacity to fully support this and provide contract administration. Contractual resources should be released only on agreement of TERG. In addition TERG recommends that a task force for the impact evaluation be created to ensure coordination among partners and harmonization of the impact study with other activities. Under overall TERG direction, the Impact Evaluation Task Force (IETF) will be composed of a core group of TERG members, additional disease-specific technical experts in impact evaluation for the three diseases, and cross-cutting specialists in such areas as health systems and issues of equity.

3. The IETF will be linked closely to ongoing efforts of existing partner facilities, such as the UNAIDS Monitoring and Evaluation Reference Group (MERG), the RBM MERG, and the STOP TB Technical Advisory Group to provide high-level technical oversight of Study Area 3 and assure that a solid platform is built with a view to:

- harmonizing partner efforts for conduct of future impact evaluation, and
- initiating solid efforts to strengthen country capacity to collect relevant data and conduct analysis to assess reduction in the health burden due to the three diseases.

## Timetable

4. The timetable for delivery of the major products to the Global Fund Board is shown below. A full description of the methods and study areas is provided in the full Framework Document.



## **Part 6: Introduction to the Decision**

1. The Policy and Strategy Committee (PSC) recognizes that the Global Fund's comprehensive plan for the Five-Year Evaluation is exceptional as this will be the first time that a major global effort will be undertaken to evaluate the impact in a systematic manner of a global program to control diseases and deaths. This focus on impact would not have been worthwhile without significant financial input from the Global Fund which has resulted in major increases in the numbers of people reached with the recommended interventions. Many countries are now well poised to conduct impact evaluations by 2008. These efforts will also provide a strong foundation for future evaluations of impact of major public health initiatives towards the MDG goals for 2010-2015.

2. In committing to measuring impact as part of the Five-Year Evaluation, the PSC recognizes that these types of studies entail a significant expense. The proposed budget for the complete evaluation represents 0.6% of all funds disbursed to date and covers a coordinated set of evaluation activities that spans two years. The PSC recognizes that this is a highly worthwhile investment, and a small proportion of funds disbursed.

### **Decision Point:**

***The Board approves the Five-Year Evaluation plan, and its overall timeframe, budget and implementation arrangements, as presented by the Technical Evaluation Reference Group. The Board requests the Secretariat to seek cost efficiencies through tendering and contract negotiation processes and by building on existing investments by countries and partners.***

***The Board requests the Technical Evaluation Reference Group to report on progress of the evaluation at each Board meeting until a final report is delivered.***

***The Board authorizes the Secretariat under the oversight of the Finance and Audit Committee to commit an upper limit of \$17,142,000 to initiate the Five-Year Evaluation plan immediately. The budgetary implications are over a two-year period in 2007 and 2008***

## Summary Budget for the Five-Year Evaluation of the Global Fund

Study area and components	Estimated labor required <sup>3</sup>		2007	2008
<b>Study area 1: Organizational Development Assessment and Evaluation of Global Fund Effectiveness and Efficiency and Governance<sup>4</sup></b>				
Document and desk review	Level 1 staff	100 person days	\$ 85,000	
	Level 2 staff	50 person days		
Task analysis	Level 2 staff	20 person days	\$ 27,500	
	Level 3 staff	15 person days		
Efficiency study including required financial input	Level 1 staff	120 person days	\$ 129,000	
	Level 2 staff	60 person days		
	Level 3 staff	30 person days		
Key informant and group interviews	Level 2 staff	80 person days	\$ 83,000	
	Level 3 staff	30 person days		
Self-assessment methods	Level 1 staff	40 person days	\$ 34,000	
	Level 2 staff	20 person days		
Private sector, in-country contributions study	Level 1 staff	100 person days	\$ 130,000	
	Level 2 staff	50 person days		
	Level 3 staff	50 person days		
OD expert assessment/external experts	Level 2 staff	90 person days	\$ 108,000	
	Level 1 staff	90 person days		
Key informant network	Level 1 staff	40 person days	\$ 141,000	
	Level 2 staff	30 person days		
	Key informants	200 person days		
Data management	Level 1 staff	80 person days	\$ 40,000	
Benchmarking	Level 1 staff	40 person days	\$ 61,000	
	Level 2 staff	20 person days		
	Level 3 staff	30 person days		
Synthesis/overall report	Level 1 staff	60 person days	\$ 126,000	
	Level 2 staff	60 person days		
	Level 3 staff	60 person days		
Other costs (communications, travel, meetings, translations)			\$ 300,000	
<b>Total Study Area 1</b>			<b>\$ 1,264,500</b>	

<sup>3</sup> This table provides indicative budgets based on level of expertise required per study component and estimated level of effort in person-days.

<sup>4</sup> Study area includes an external evaluation of the Local Fund Agent system budgeted from the 2006 budget of the PEP Unit of the Global Fund Secretariat.

<b>Study area 2: Determinants of Grant Performance</b>				
			<b>2007</b>	<b>2008</b>
Desk and data review and modeling for trend analysis	Level 1 staff	50 person days	\$ 53,000	
	Level 2 staff	40 person days		
Country Assessments (16 countries)	Level 1 staff	960 person days	\$ 1,688,000	
	Level 2 staff	800 person days		
	Level 3 staff	720 person days		
Global key informants interviews 20 person data, travel and communications	Level 2 staff	60 person days	\$ 72,000	
	Key informants	60 person days		
Benchmarking	Level 2 staff	25 person days	\$ 40,000	
	Level 3 staff	25 person days		
Synthesis and overall report	Level 1 staff	60 person days	\$ 126,000	
	Level 2 staff	60 person days		
	Level 3 staff	60 person days		
Other costs (communications, reports, travel, translations, meetings)			\$ 450,000	
<b>Final Overall Evaluation Report</b>	<b>Includes report writing, workshops, gap filling and consultation</b>			<b>\$ 510,000</b>
<b>Total Study Area 2</b>			<b>\$ 2,939,000</b>	

<b>Study area 3: The extent of the overall reduction on the burden of the three diseases and the Global Fund's contribution to reducing the burden of the three diseases</b>				
			<b>2007</b>	<b>2008</b>
Comprehensive evaluation country studies (8 country studies)	Labor	\$ 1,879,200	\$6,247,488	\$1,762,112
	Travel	\$ 320,000		
	Data systems strengthening, capacity building and synthesis	\$ 4,610,400		
	Workshops/dissemination	\$ 600,000		
	Other costs	\$ 600,000		
Secondary analysis country studies (12 country studies)	Labor	\$ 1,878,000	\$1,742,160	\$1,368,840
	Travel	\$ 75,000		
	Data collection	\$ 480,000		
	Workshops/dissemination	\$ 378,000		
	Other costs	\$ 300,000		
Impact Evaluation Secretariat	Level 1 staff	500 person days	\$365,000	\$365,000
	Level 2 staff	300 person days		
	Level 3 staff	300 person days		
	Travel		\$75,000	\$75,000
<b>Total Study Area 3</b>	<b>\$ 12,000,600</b>		<b>\$ 8,429,648</b>	<b>\$ 3,570,952</b>
<b>GF Management support</b>	2.5 FTE, 24 months (Manager; Technical Officer, Contract Support)		\$426,750	\$426,750
	Travel and other costs		\$42,200	\$42,200
<b>Total Management support</b>			<b>\$468,950</b>	<b>\$468,950</b>
<b>Grand Total (overall 2 year budget)</b>	<b>\$ 17,142,000</b>		<b>12,592,098</b>	<b>4,549,902</b>

Notes: Level 1 staff could include research assistants, data managers, analysts, and project coordinators. Daily rates for level 1 staff are estimated at US\$ 500 to include overheads.

Level 2 staff could include mid-to senior-level professionals with specialist skills in the required study area. Daily rate for level 2 staff is US\$ 700 to include overheads.

Level 3 staff are highly experienced and recognized specialists in the relevant study area. Daily rates for level 3 staff are estimated at US\$ 900 to include overheads.