

Summary Report of the Global Fund Technical Evaluation Reference Group (TERG)

Thirteenth Meeting

Geneva, Switzerland

10-11 December 2009

1.0 Introduction

This document reports on the TERG Thirteenth Meeting which took place 10-11 December 2009 in Geneva, Switzerland at the Global Fund premises. It also reports briefly on the one day Induction Meeting for new TERG members which took place on 9 December 2009 in Geneva, Switzerland at the Global Fund premises. This report provides a summary of key issues discussed and the TERG's recommendations. The agenda for the meetings and participants list are attached as Annex A. The TERG meetings focused principally on the handover of TERG activities from the retiring TERG members to the seven new incoming TERG members, a review of key Global Fund activities, and planning for TERG work in 2010.

2.0 Welcome and Induction of New TERG Members

2.1 Background

While the Five-Year Evaluation was in progress, the Board extended the appointments of the then current TERG members to ensure continuity in the oversight of the Evaluation. With the conclusion of the Five-Year Evaluation, six of the nine Board-appointed TERG members retired (Rolf Korte, Rose Leke, David Barr, Stefano Bertozzi, Bashirul Haq, Loretta Peschi) and six new members (Dorothy Kinde-Gazard, Stein-Erik Kruse, Kumaraswami Vasanthapuram, Ruth Levine, Maria Ines Nemes, Wim Van Damme) were appointed in November 2009, for a term of two years (GF/B20/DP5). In addition there was a change-over in the ex-officio member representing the HIV Reference Group with Deborah Rugg replacing Paul DeLay, one of the four ex-officio members of the TERG. With seven new members joining the thirteen-person TERG, the Secretariat organized a one-day induction meeting similar to that organized for in-coming Board members.

2.2 Discussion & Recommendations

The Cluster Director, Strategy, Performance and Evaluation (SPE), Rifat Atun, welcomed the new TERG members on behalf of the Executive Director, Michel Kazatchkine, who was unable to attend the meeting. The incoming TERG members as well as some of the continuing and retiring TERG members listened to presentations outlining the structure and functions of the five clusters in the Global Fund as well as presentation from the teams leading the implementation of the Gender Equality Strategy (GES), the Sexual Orientation and Gender Identities Strategy (SOGI,) and the Knowledge Hub. The Secretariat informed the TERG that the top priority for 2010, as defined by the Executive Director, is the Replenishment. Within the SPE Cluster, the top priority for 2010 is data quality. There was active questioning and discussion with the new TERG members beginning to identify key issues for further TERG consideration.

The retiring TERG Chair, Rolf Korte, presented to the new TERG members key points from the TERG Self Assessment completed in September 2009. He emphasized the Board's strong support for the TERG and that the TERG should make an effort to present directly to the Board at each Board meeting rather than relying solely on reporting via the Policy and Strategy Committee (PSC). He also emphasized the need for independent, dedicated secretariat support for the TERG, either within or external to the Global Fund Secretariat. He informed the new TERG members of recent discussions with the Office of the Inspector General (OIG) on how the TERG might interact with the OIG, possibly taking the OIG's workplan into consideration when planning TERG work and the TERG possibly observing and contributing to the OIG's work. The OIG was invited to present at the Induction Day Meeting but unfortunately no senior members from the OIG were available on the day.

Action points:

- As this was a pre-session to the main TERG meeting, no formal action points were agreed at this time.

3.0 Follow-up of the Five-Year Evaluation

3.1 Background

The Five-Year Evaluation concluded in May 2009 with the TERG presentation of the Synthesis Report to the Board at its Nineteenth Meeting. The follow-up of the numerous recommendations from the Evaluation, as well as certain activities related to the dissemination of the Study Area 3 findings and on capacity building, are continuing.

3.2 Discussion & Recommendations

The retiring TERG Chair presented a summary of key recommendations from the Five-Year Evaluation. The new and continuing TERG members sought guidance from retiring Chair and other retiring TERG members on their priorities for future TERG work, particularly in light of the broad range of recommendations coming from the Evaluation. The retiring TERG Chair emphasized performance-based funding (PBF) as a priority area that could be followed up with case studies in a few countries, as had been done for Tanzania and Haiti. He also concluded that gender was an area that the Evaluation has not addressed in enough detail, that the Country Coordinating Mechanisms (CCMs) still need attention, and that problems still persist with Local Funding Agents (LFAs). He also saw a role for the TERG in looking at National Strategy Applications (NSAs). The TERG has also been formally requested by the Board to input into the evaluation of the Affordable Medicine Facility for Malaria (AMFm) (GF/B19/DP27).

Discussion on PBF focused on data quality and the need to strengthen monitoring and evaluation (M&E) systems in country. The TERG recommended that the Global Fund work closely with partner organizations in this effort. The TERG emphasized the need for continuous evaluation to generate evidence-based conclusions. The TERG also cautioned the Global Fund to take care in preparing its results reports and not over interpret results data.

The retiring TERG requested that future activities of the TERG focus not only on scientific issues and evaluations of these but also consider social questions and social and political dynamics.

The Secretariat presented the Management Response to the Five-Year Evaluation as first formally presented to the PSC in September 2009 and to the Board in November 2009. The PSC paper and Board presentation had been shared with the TERG prior to the TERG meeting.

The Secretariat also presented an update on Five-Year Evaluation activities that are still on-going. These activities are essentially following up Study Area 3 activities with workshops in 17 countries to disseminate the findings from the country reports. The Evaluation tools and methodologies, as well as other evaluation tools such as SYSRA, are being compiled into a model evaluation platform (MEP). The intention is that countries can use and adapt these tools to best suit their needs. Additional efforts are planned to meet with key technical partner organizations to discuss standardizing evaluation tools. The contactor will be holding multi-country workshops in 2010 to continue the capacity building in data management and analysis initiated as part of earlier Study Area 3 in-country work.

Action points:

- The Secretariat's draft strategy for M&S strengthening to be shared with the TERG for comment following its internal review.
- The Secretariat's draft Data Quality Strategy to be shared with the TERG in time for review at its next meeting.
- Dates for the in-country dissemination work shops to be shared with the TERG in order to facilitate possible attendance by TERG members.

4.0 Election of TERG Chair and Vice-Chair

4.1 Background

Among the retiring TERG members were the Chair and Vice Chair, both of whom have served since September 2004. The TERG Terms of Reference (TOR), as approved by the Board, provide basic guidance on the election and role of the TERG Chair and Vice Chair.

4.2 Discussion & Recommendations

A representative of the Global Fund Legal Team, Richard Cunliffe, facilitated the election procedure. He confirmed that according to the TERG TOR the Chair and Vice Chair need to come from the Board-appointed TERG members but that all TERG members were eligible to vote for the Chair and Vice Chair. The TERG proposed that the TERG Chair be selected from among the three continuing Board-appointed TERG members and that the Vice Chair be selected from among the six newly appointed TERG members. In addition the TERG proposed that there be two Vice Chairs in order to ensure that the TERG is represented by two persons at key meetings such as the PSC and Board meetings. As the TERG was meeting for the first time with its newly reconstituted membership, the facilitator for the Legal Team proposed that the new Chair and Vice Chairs initially serve for a one year period. In addition the Board has requested that role of the TERG be reviewed and, as discussed below, a subcommittee of the PSC has been set up to do this. After informal discussion, Lola Dare was nominated as Chair and Ruth Levine and Wim Van Damme as Vice Chairs. The nominations were unanimously agreed.

Action points:

- Lola Dare to serve as Chair TERG, and Ruth Levine and Wim Van Damme as co-Vice Chairs, for an initial period of one year, awaiting further input from the Board and its Committees on the role of the TERG.

5.0 Review of TERG Role

5.1 Background

The Board requested in May 2009 that a small committee be set up to assist the Board, through the PSC, to "(i) follow-up on, and formulate the Board's responses to the 5YE recommendations, and (ii) further define the role of the TERG in relation to independent evaluations, the resources required and Board oversight of the process" (GF/B19/DP29). A subcommittee of the PSC was set up in September 2009, chaired by the current PSC Chair, Lennarth Hjelmåker.

5.2 Discussion & Recommendations

Lennarth Hjelmåker conveyed to the TERG the importance that the Board attaches to the TERG and to its work on the Five-Year Evaluation. As the Global Fund has changed considerably since 2004 when the TERG TOR were first drawn up, the role of the TERG may change. In his view, the Global Fund still needs a TERG function. For the time being the TERG needs to operate according to the current TERG TOR which are not so rigid as to prevent the TERG from developing a work plan. He confirmed that he will continue to brief the TERG on the subcommittee's work.

One role of the PSC subcommittee relates to the Five-Year Evaluation. Only now that the Evaluation is completed and the Management Response has been prepared and submitted to the Board (November 2009) has the subcommittee been able to take up this role.

There are eleven members of the subcommittee plus the Chair. Three members (Lola Dare, Paulo Teixeira, and Bernard Nahlen) are TERG members. The subcommittee held its first brief meeting in Ethiopia in November 2009 just after the Twentieth Board meeting. A final draft meeting report is due to go out soon to the subcommittee members. It is considered urgent now to develop a plan of action for the work of the subcommittee. In considering this, discussions with the soon to be appointed new PSC Chair will need to take place.

Action points:

- TERG to operate according to the current TERG TOR.
- Chair of PSC subcommittee to continue to brief the TERG on the subcommittee's work.
- The TERG to draft a memo to the PSC subcommittee, for full TERG review in January. Lola Dare, Stein-Erik Kruse and Wim Van Damme to work with the Secretariat on drafting the memo.

6.0 Update on Key Global Fund Activities

6.1 Background

Two key areas of on-going work were discussed in some detail: the AMFm and PBF. The Board has appointed an Ad Hoc Committee to design and oversee an evaluation of the AMFm with the TERG requested to provide guidance on the technical parameters of the design (GF/B19/DP27). Several of the recommendations from the Five-Year Evaluation were relevant to PBF, a fundamental principle of the Global Fund.

6.2 Discussion & Recommendations

The retiring Chair TERG summarized his recent interaction with the Ad Hoc Committee in the selection of a contractor to carry out the evaluation. He expressed his concern that the TERG needs to improve communications with the Ad Hoc Committee. The TERG was very interested in the AMFm as it is a new way to provide public goods and appreciated the importance of a credible evaluation of this new approach.

The Secretariat presented developments in PBF, actions in response to the Five-Year Evaluation, and asked for guidance in strategic directions going forward. The TERG supported the actions taken by the Secretariat in response to the Evaluation, and welcomed the directions going forward. TERG asked for emphasis on program strengthening with partners in M&E, health systems as well as disease measurement, communication at country level, value for money, and strengthening country analytical capacities for surveillance reports. TERG also provided guidance to the Secretariat to pursue the "scale up" options developed in response to previous TERG and Five-Year Evaluation recommendations. TERG strongly supported the approach of moving towards one year disbursement cycles and three year reviews. TERG also recommended that the Secretariat provide more prescriptive guidance on commonly agreed impact indicators to grants and the requirement of surveillance reports and country reviews as a basis for performance decisions. Finally the TERG encouraged the Secretariat to discuss with the Technical Review Panel (TRP) how to provide a stronger informational and signaling link between program performance (its ability the scale up, continue or reduce funding) and new proposal reviews. The TERG welcomed the continuation of the direction of strengthening of PBF undertaken, and feedbacks on progress over the period 2010-11.

Action points:

- The TERG to request that the TERG Chair and/or Vice Chairs be invited to all meeting of the AMFm Ad Hoc Committee.
- The Secretariat to arrange for a meeting of the TERG Chair and Executive Director.

7.0 Review of Global Fund Evaluation Agenda

7.1 Background

Prior to the TERG meeting, the TERG was sent the draft Evaluation Agenda for 2010 – 2012.

7.2 Discussion & Recommendations

The Secretariat presented a summary of the draft Evaluation Agenda as presented in the paper circulated prior to the meeting. It emphasized that the agenda is derived from, and follows on from, the Five-Year Evaluation and its findings and recommendations. The Evaluation Agenda seeks to promote a continuous evaluation process that informs the Global Fund and other organizations thus providing the basis for learning and improving. Four main types of evaluations were proposed (1) country-led program reviews and evaluations, (2) focused portfolio-wide reviews, (3) global partner-led impact and thematic evaluations, and (4) evaluations of specific parts of the Global Fund business model. The importance of promoting and assisting countries in conducting regular evaluations of their own country-wide programs was emphasized.

The TERG found that the Evaluation Agenda was a useful framework but that it needed to be more specific. It was suggested that it would benefit from presenting an overall strategy and including more on methodology. It was also considered that a stronger link to the Five-Year Evaluation findings and recommendations was required. The TERG agreed that country-led evaluations are a priority and wished to see more on how work to support these would be rolled out. The TERG advised that in doing this, the Global Fund needs to emphasize more how it will work with partners to promote country-led evaluations. The TERG would like to know more about the fit between this Evaluation Agenda and the workplan of the OIG.

The TERG recognizes the relevance of retrospective assessments to analyze the determinants of successes and failures of past programs; however, the TERG stresses that evaluations be planned that will contribute to future planning. Simply reviewing past work may not be helpful in planning future work as treatment regimes change (e.g. prevention of mother to child transmission of HIV, diagnosis of malaria prior to treatment).

In considering the Evaluation Agenda, the TERG recommended that the Secretariat also consider the corporate risk strategy and the role that evaluations might play. The TERG found that the role of the different actors was rather vague and that the cost of evaluations was not adequately addressed. The TERG would like to see some mention of evaluations of cost-effectiveness. Questions were raised as to how much is known about how the 5 - 10% of grant money available for M&E is used.

Overall the TERG found that the Evaluation Agenda describes a broad range of evaluations and there is a need to be more specific and to prioritize evaluations based on some strategic direction. The TERG agreed that three TERG members (Ruth Levine, Lola Dare, and Maria Ines Nemes) would take the lead in providing comments to the Secretariat on revised drafts of the Secretariat's Evaluation Agenda.

Action points:

- The Secretariat to provide to the TERG a revised Evaluation Agenda by the end of January 2010.
- Three TERG members (Ruth Levine, Lola Dare, and Maria Ines Nemes) to take the lead in providing feedback to the Secretariat on the revised Evaluation Agenda.

8.0 TERG Workplan, 2010 - 2011

8.1 Background

The Secretariat provided to the TERG prior to the meeting a document providing background information intended to assist the TERG in planning its 2010 workplan. This included a review of key TERG functions as outlined in its TOR, some proposed topics for any TERG-led independent evaluations, Secretariat support for the TERG, a proposed number and general time table for TERG meetings, and the TERG budget for 2010.

8.2 Discussion & Recommendations

The TERG agreed that the Evaluation Agenda should be seen as a document prepared by the Secretariat on behalf of the Global Fund, with input from the TERG. Because the TERG is an independent body, the Evaluation Agenda will not be owned by the TERG.

The TERG decided to develop a two-year workplan (2010-2011) with the intention of continuing with a rolling two-year plan. The TERG agreed to aim to add value to the Secretariat's Evaluation Agenda and more generally to the Global Fund as a whole.

Earlier TERG discussions highlighted the importance of thinking ahead and trying to identify what big questions would be being asked in 18 - 24 months, and then beginning to plan evaluations now that would answer these questions. Two recurring predicted future questions were generally (1) how successful has joint programming been in promoting health system strengthening and (2) how cost-effective were Global Fund programs.

The retiring TERG Chair stressed to the TERG the importance of identifying one or two priority areas of work that would lead to the TERG having products/accomplishments that the TERG could use as the basis of its semi-annual reports to the Board. The TERG agreed on the need to prioritize work on the evaluation of the AMFm as this is a specific request from the Board. Another proposed focus area for immediate work was reviewing and advising the Secretariat on its M&E strengthening strategy. More generally, the TERG agreed that it needed to re-establish a good working relationship with the Secretariat in order to be most effective.

In planning for the next TERG report to the Board, one proposal put forward was that the TERG report on its perspective on the Secretariat's Evaluation Agenda, its perspective on the Secretariat's follow-up actions on PBF, and more generally on the follow-up actions described in the Management Response. The TERG would also identify one or two specific studies that it would undertake with the Secretariat. Another suggestion was that the TERG's role be to provide independent assessments of evaluations or reviews undertaken by the Secretariat. In this way the TERG could provide credibility to evaluations undertaken by the Secretariat.

The TERG discussed the criteria for when an evaluation should be TERG-led. It was generally agreed that TERG-led evaluations were important when the credibility of the results of an evaluation would be compromised by the perception or reality of a conflict of interest. Other criteria such as evaluations addressing topics important and relevant to the success of the Global Fund, not being duplicative of other efforts, and meeting analytical needs were considered to be important for all evaluation efforts.

The need for TERG support from within the Secretariat was discussed. The Secretariat considered that as the time and skills required to support the TERG vary, there needs to be some flexibility in assigned staff to support the TERG. The TERG asked that it have one dedicated, named person to support the TERG.

The TERG discussed numerous possible areas where a TERG-led evaluation might be useful, generally stressing the need to be forward-thinking and to stress adding value. The workplan would include three types of evaluations: Secretariat-led, TERG-led, and Board-mandated. The TERG agreed that Lola Dare and Ruth Levine would take the lead in drafting a TERG workplan for 2010-2011.

Action points:

- Two TERG members (Lola Dare and Ruth Levine) to take the lead in drafting a TERG workplan for 2010-2011.
- Secretariat to provide the TERG with one named individual dedicated to TERG support.

9.0 Next meeting

The TERG agreed to schedule the Fourteenth TERG meeting for 8 - 9 February 2010, to be held in Geneva. As the TERG report to the Board through the PSC, the timing of the TERG meeting was based on the dates for the PSC meeting, tentatively planned for late February. Although papers to the PSC need to be submitted three weeks in advance of the meeting, presentations to the PSC by the TERG Chair/Vice Chair do not require such advance submission.

Proposed topics for the next TERG meeting included:

- Review of draft TERG two-year workplan
- Approval of TERG memo to the PSC subcommittee
- Review of revised Secretariats's Evaluation Agenda
- Presentations by MERGs on their evaluation activities
- Review of M&E Strengthening Strategy
- Update on key Global Fund/Cluster activities

**ANNEX A
MEETING AGENDA & PARTICIPANTS LIST**

AGENDA

Meeting Objectives:

- Welcome new members
- Review status of TERG activities
- Review the follow up to the Five-Year Evaluation
- Election of new TERG Chair and Vice-Chair
- Update on key Global Fund activities (AMFm, PBF)
- Review the Global Fund evaluation agenda for 2010
- Discuss TERG workplan, budget and working modalities for 2010

Thursday, 10 December 2009

Venue: The Global Fund - Hope Plaza

	08.45 - 09.00	Welcome Coffee	
1	09.00 - 09.30	<i>Chair for morning session: Rolf Korte</i> Introduction <ul style="list-style-type: none">- Welcome to all TERG members, introductions- Review of agenda	
2	09.30 - 10.30	Status of TERG Activities <ul style="list-style-type: none">- Update on previous TERG activities, recommendations <i>Presentation by Rolf Korte</i>	For TERG information
	10.30 - 11.00	<i>Coffee</i>	
3	11.00 - 12.00	Feedback from 20th Board Meeting and PSC Sub-committee meeting <ul style="list-style-type: none">- Presentation of relevant Board decisions <i>Presentation by Rolf Korte</i> <ul style="list-style-type: none">- Update from the PSC sub-committee set up to (1) follow-up responses to the 5YE recommendations and (2) further define the role of the TERG <i>Presentation by sub-committee members from the TERG (Lola Dare and Paulo Teixeira.)</i>	For TERG information
	12.00 - 14.00	<i>Lunch</i>	
4	14.00 - 15.30	<i>Chair for afternoon session: tbd</i> Five-Year Evaluation <ul style="list-style-type: none">- 5YE follow-up activities <i>Presentation by Edward Addai, Unit Director, Monitoring</i>	For TERG information

& Evaluation

- Management Response to the 5YE

Presentation by Rifat Atun, Cluster Director, Strategy, Performance and Evaluation

15.30 - 16.00 *Coffee*

5 16.00 - 17.00 **Election of the TERG Chair and Vice-Chair**

For TERG
decision

- Nomination of candidates
- Voting - facilitated by Legal

19.00 *Welcome Reception & Dinner -*

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Friday, 11 December 2009

Venue: The Global Fund - Hope Plaza

6	9.00 - 10.30	<i>Chair for morning session: Newly elected TERG Vice-Chair</i>	For TERG information
		Independent Evaluation of AMFm	
		- Update	
		<i>Presentation by Rolf Korte</i>	
	10.30 - 11.00	<i>Coffee</i>	
7	11.00 - 12.00	Performance-based Funding	For TERG information
		- Update on developments in performance-based funding and new initiatives	
		<i>Presentation by Daniel Low Beer, Unit Director, Performance. Impact & Effectiveness</i>	
	12.00 - 14.00	<i>Lunch</i>	
8	14.00 - 15.00	<i>Chair for afternoon session: newly elected TERG Chair</i>	For TERG input
		Global Fund Evaluation Agenda 2010	
		- Review of planned work in evaluation	
		<i>Presentation by Rifat Atun/Edward Addai</i>	
	15.00 - 15.30	<i>Coffee</i>	
9	15.30 - 17.00	TERG workplan for 2010 including working modalities, activities, support needs, and meeting dates	For TERG decision
	17.00	Close of Meeting	

List of Participants – TERG 13th Meeting: 10-11 December 2009

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Apologies

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