

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

Sixteenth Meeting

Geneva, Switzerland

13 – 14 January 2011

Introduction

This document reports on the TERG Sixteenth Meeting which took place 13-14 January 2011 in Geneva, Switzerland at the Global Fund premises. This report provides a summary of key issues discussed and of the action points agreed upon. The agenda for the meeting and participants list are attached^a.

Two TERG members (Maria Ines Nemes and Stein-Erik Kruse) were unable to attend the meeting and sent their apologies.

The overall meeting objectives were to (1) review the implications of Global Fund's 22nd Board meeting, and notably of its TERG-related decisions; and (2) review and update TERG workplan and accompanying budget for 2011.

1. Opening session

1.1 Welcome

The TERG Chair (Lola Dare) welcomed participants and gave immediately the floor to the Global Fund Deputy Executive Director (Debrework Zewdie) who would from now on be the TERG focal point in the Secretariat, in application of the revised TERG Terms of Reference (TORs), Membership and Procedures, adopted by the Global Fund Board in December 2011 (Document BG/22/4, Annex 5).

Debrework Zewdie underlined that the Executive Director and herself valued the TERG very much and had high expectations as regards the possibility for the TERG to inform the Executive Management on the achievements, the results, the performance of the Fund and the ways to improvement. She expressed her wish to see the distribution of work between the TERG, the Office of the Inspector General (OIG) and the Strategy, Performance and Evaluation (SPE) Cluster clarified, and their complementarities strengthened. She also informed the TERG that her agenda would not allow her to attend the 2-day TERG meeting in its entirety.

1.2 Approval of the Minutes of the TERG Fifteenth meeting

The Minutes were approved with no changes.

1.3 Review of the agenda

The draft agenda that had been distributed in advance of the meeting was reviewed to take into account changes in the availability of intended participants. The agenda was further amended at the end of the day 1 of the meeting. The agenda annexed to this report was distributed to participants in the morning of day 2 and is the final version.

2. Summary of 22nd Board meeting decisions and outcomes

2.1 New TERG TORs

The point was introduced by Todd Summers, in his capacity of Vice-Chair of the PSC. He expressed that the TERG was in the process of being profoundly renewed with revised TORs and new members to be appointed. He underlined that those changes had been driven by the work conducted in 2010 on shaping the future of TERG. Those changes also call for a new approach to the next multi-year evaluation of the Global Fund and for a clarification of the respective roles of the TERG, the OIG and SPE, which should be discussed during this meeting and written down in the Global Fund Monitoring and Evaluation Strategy.

^a It should be noted that the discussions did not always respect the agenda. For the sake of clarity, the present report follows the broad lines of the agenda rather than the order of debates.

The TERG Chair expressed her satisfaction that the Board had accepted all changes recommended by the working groups composed of TERG and PSC members. She mentioned the reinforced independence of TERG which should derive from it now having its own budget and having the Deputy Executive Director as its Focal point. She highlighted the need for the TERG to clarify its views on the better ways of ensuring that the TERG support team is strengthened.

Todd Summers concurred on the increased independence of the TERG and noted that the process for nominating TERG members had been amended, so that past and current TERG members (in addition to Board constituencies) can now propose candidates. He also expressed the view that the TERG support team, being now attached to the DED and no longer to any specific Cluster, would also be perceived as being more independent than before. Finally, he reminded TERG members that, according to the new TORs, the TERG was expected to report annually to the Board on its independence.

The Deputy Executive Director invited TERG members to submit to her an assessment of the skills they would need to be present in the support team, which should be derived from the TERG TORs and work plan.

2.2 Reform of the Global Fund

Todd Summers gave a brief presentation of the main points discussed during the last session of the Board in relation to the reform of the Global Fund, notably:

- The necessity for the Board to keep its work at a strategic level, leaving to the Committees the responsibility of ensuring the oversight of the Secretariat's work;
- The new Global Fund strategy on which the Secretariat has been encouraged by the Board to move forward.

Wim van Damme, who had attended the Board in his capacity of TERG Vice-Chair, completed the information given to participants by mentioning that:

- As regards the AMFm program, although it had been decided that its implementation would be extended by 6 months, this did not address the issue that the program is still too young to be the subject of a meaningful evaluation;
- As regards the Joint Health System Funding Platform, the Board decided that the funding decisions would be taken in the framework of Round 11;
- The Board expressed its strong expectations that the TERG could deliver useful reports and that the cooperation between the TERG, the OIG and the Secretariat could be strengthened.

3. Evaluations: The roles of the TERG, the OIG and the SPE Cluster

3.1 Update on OIG work (Presentation by the Inspector General: John Parsons)

John Parsons gave a presentation of the work conducted by his Office (see Annex 2). He insisted on the following points:

- The OIG has a very broad mandate according to which it should give assurance on the Global Fund's key business processes (which implies that the OIG conduct performance audits and not only financial audits) and give assurance that the money is spent on saving lives (which implies that the audits do not only reveal facts but also identify corrective actions and led to recommendations for improvements);
- The OIG works according to international audit standards, and therefore covers all kinds of risks, including those related to program management;
- In 2011, the OIG shall conduct 15 country audits and 10 country diagnostic reviews, it will also issue a "lessons learnt report" which should be of interest to the TERG;

- In that same year, the OIG shall also conduct process reviews, including a review of “performance-based funding at work”; which is certainly an area on which there could be a fruitful cooperation with TERG. The same is true for the work to be done on resource mobilization.

He indicated the following means of strengthening cooperation:

- Sharing strategies and work plans;
- Reviewing each other’s methodologies;
- Building on each other’s outputs (e.g. reports).

3.2 Update on Evaluations in the SPE and the Global Fund Evaluation Strategy (Presentation by Rifat Atun, Director of the SPE Cluster)

Rifat Atun based his intervention on a Powerpoint presentation (the document, which was a work in progress, is not attached).

He notably highlighted that:

- The Global Fund Evaluation strategy was under finalization within the SPE Cluster and would soon be submitted to the Executive Management Team (the Global Fund Executive Director, Deputy Director and Cluster Directors) and then to the TERG for its input;
- It was foreseen that the Secretariat would conduct program evaluations as well as thematic ones as part of its regular monitoring and evaluation work with a view to focus on the formative evaluations;
- The TERG would be expected to focus on independent evaluations that would be summative evaluations.

3.3 Overall discussion

The TERG Chair opened the floor for discussion. Exchanges took place on the following points:

Performance of Local Fund Agents (LFAs)

Two TERG members noted that the performance of LFAs, in their different areas of interventions (e.g. financial management, operational management -e.g. procurement- and M&E) was often reported as being below standard. They asked who was in charge of monitoring that performance and how it could be improved.

The Inspector General responded that LFAs were indeed key actors in the Global Fund business model, although their mandate was not always clear. Therefore, their work is regularly being audited and, although the management of LFAs is under the Secretariat’s responsibility, the OIG addressed several recommendations to the LFAs themselves, to the Secretariat and sometimes recommended that contracts with certain LFAs be amended, renegotiated or terminated.

Mandate of the OIG

Two TERG members expressed the opinion that the mandate given to the OIG by the Board might be too broad, which might result in the OIG addressing recommendations on topics on which it might not have the expertise (e.g. drug management), or the OIG being under pressure to deliver more than it can actually do with its resources.

The Inspector General responded that it was in accordance with the modern definitions of the audit function that auditors should be able to address all kinds of risks, and therefore should be allowed to look at all dimensions of the work done by a given organisation. Performance audits go beyond financial audits and there might therefore be overlaps between the work of OIG and the work of the TERG or of the Secretariat, but there should be no confusion. There is however a will and several ways to clarify the distribution of work. The Evaluation strategy is certainly critical to this regard.

The Inspector General added that he saw no need for a specific and new function of internal audit, which is already being performed by the OIG.

Other points of interest

Several participants insisted on:

- The unique role played by the Global Fund in health systems strengthening (HSS) and the need to follow, monitor and evaluate the effects of its investments in this domain;
- The importance of M&E strengthening by the Global Fund, the tools it has developed, the indicators it has defined and the data it has collected in relation to this; and the role the TERG can play in following-up the management of this activity;
- The need to keep in mind that the purpose of the Global Fund is to serve recipient countries; M&E efforts should be focusing on this aspect.

Conclusion

The TERG Chair concluded this point by requesting the TERG support team to produce a position paper that would be used as a working document by the TERG (and not meant to be addressed to the Secretariat) to organize its reflection on the articulations between audit, monitoring, evaluation; the respective roles of OIG, SPE and the TERG; and its contribution to and comment on the Evaluation strategy.

Action point 1

TERG support team to prepare a position paper.

4. Key performance Indicators (KPIs)

4.1 Presentation by the Director of the Performance, Impact and Effectiveness (PIE) Unit, Daniel Low Beer.

In addition to the presentation (see annex 3), Daniel Low Beer invited the TERG to:

- Give its comments on KPIs and the KPI framework;
- Give its input on the review of the KPI framework
- Nominate 3 TERG members to be interviewed by the consultant working on the revision of the framework.

4.2 Questions and discussion

TERG members underlined the value of the work done for defining and monitoring KPIs, which built on certain results of the Five Year Evaluation and which constituted a unique collection of data to monitor the performances of the grants and of the Secretariat. The information collected routinely via the KPIs was also described as a very useful resource for each and every evaluation.

TERG members asked if partners (e.g. The World Bank, GAVI, WHO) were involved or consulted in the definition of KPIs. The response given was that a process for inviting partners to contribute to the redefinition of KPIs had been initiated.

It was agreed during the exchanges that the TERG focal point(s) for KPIs would be kept regularly informed of the changes in KPIs and that the report on KPIs to the PSC would be shared with the TERG in advance of the PSC meetings.

Four TERG members expressed their wish to be interviewed by the consultant in charge of reviewing the KPIs: Lixia Wang (TERG focal point for KPIs), Deborah Rugg, Bernard Nahlen and Jaap Broekmans.

Action point 2

TERG support team to facilitate good cooperation between TERG focal points and the PIE unit.

5. TERG-communications

5.1 TERG website and Independent evaluation library

Florent Loiseau, for the TERG support team, introduced the point by reminding TERG members of the existence of an online Independent Evaluation Library, which is part of the TERG website. This website being due for an update, the Library should be either taken out of this site or regularly maintained and kept up to date, which requires input from both TERG members and the Secretariat.

During the discussion, TERG members agreed that:

- The library was a legacy which was worth keeping and maintaining;
- Resources should be found in the Secretariat to ensure that it is kept up to date;
- Links should be established between the TERG website and other MERGs websites;
- Reference M&E documents (e.g. the M&E strategy) already present in other parts of the Global Fund website should also be made available on this site.

Action point 3

TERG support team to ensure regular maintenance and enrichment of the TERG website, including the independent evaluation library, and to secure necessary resources/support from the Secretariat.

5.2 Relations with other Evaluation Reference Groups

Florent Loiseau, for the TERG support team, introduced the point by reminding TERG members that in their last meeting, it was agreed that they would take initiatives to exchange knowledge with other MERGs.

During the discussion, the following points were made:

- It would be good to keep a catalogue of groups similar to TERG existing in other institutions, and to have a list of focal points;
- Exchanges between professionals are growing fast and TERG members should keep others informed of those exchanges, by sharing and publishing the information;
- Jaap Broekmans proposed to give a presentation on the MERG groups working on TB during the next TERG meeting.

Action point 4

TERG support team to ensure exchange of information about and with M&E expert groups similar to TERG.

6. The Global fund New Grant Architecture

This point of the agenda was cancelled, due to the unavailability of the presenter.

7. Joint Evaluation of the Gender Equality and Sexual Orientation and Gender Identities (SOGI) Strategies

7.1 Presentation by the Secretariat (Presenter: Andy Seale, Senior Advisor Gender Sexual Diversity)

In addition to the presentations attached (See Annex 4), Andy Seale gave the following

information:

- The Gender and SOGI strategies do not have specific budgets and their implementation is described as a “no-cost” activity. Therefore, the budgets for the two evaluations remain to be found.
- The two strategies were approved by the Board and the two evaluations were required by the Board;
- Although the TERG is not mentioned in the Board decisions, TERG’s input would be welcome;
- An Expert Advisory Group has been set up, which will be in charge of the evaluation. The TERG is expected to contribute to the work of this Group.

7.2 Questions, clarifications and exchanges

Several TERG members underlined that the overall design of the strategies, the Board requirements for the evaluations and the existence of an Expert Advisory Group seemed very similar to the one adopted for the AMFm. Experience has shown that TERG’s involvement in this type of initiative was difficult to manage and lessons should be learnt from that.

Todd Summers highlighted that the Gender strategy and the SOGI strategy were very important to the Board and that this type of cross-unit program and evaluations were difficult to handle for the Secretariat and for any type of ad hoc evaluation group. However, the evaluation was still at a very early stage, and it was likely that the first outcome of this first evaluation would be modest and could simply consist of criteria for another evaluation. Therefore, the budgets should remain modest. In this context, the TERG should find its way to contribute to it, with the view that those two evaluations would feed the “10 year evaluation”. This would also demonstrate TERG’s ability to address this type of evaluation of a given strategy, which might become more and more frequent.

The TERG Chair underlined that the TERG budget should not be used to fund evaluations that were not directly commissioned by the TERG and on which the TERG would not have full control. However, the TERG should be ready to give technical input, if so invited and as part of its operational budget, it would cover the costs implied by this work (e.g. attendance to meetings, etc...).

Action point 5

TERG support team to ensure that TERG is kept informed of all developments pertaining to the Gender and SOGI strategies evaluations.

8. Update on TERG 2010 Work plan

The TERG Chair introduced the point by reminding participants that the 2010 work plan had been approved by the PSC and then revised to take into account evolving budget needs and delays in implementation. The 2010 was seen as a “bridging work plan” pending the finalization of institutional reforms affecting TERG (new Terms of Reference).

8.1 Update on the evaluation of AMFm

Dorothee Kinde-Gazard, TERG focal point for this evaluation, gave the following information:

- The Board decided that the explanatory period would be extended by 6 months;
- Out of 9 pilot countries, 6 have signed a grant agreement with the Global Fund and 2 only have received drugs;

- The TERG has informed the Board that a 6-months extension would not be enough to improve the evaluability of the program. An 18 months extension would be needed.

The TERG Chair underlined that several messages and recommendations that the TERG had prepared for the Board (e.g. regarding the evaluation of the logo effect, the case studies, and the need for both upstream and downstream evaluations) did not reach it, because they had to be sent via the Ad Hoc Committee.

TERG members agreed that:

- There should not be two streams of evaluations: one funded and commissioned by the Ad Hoc Committee and the other one by the TERG, but only one single stream;
- Therefore, the evaluative work that the TERG was advocating for should be taken onboard by the Ad Hoc Committee if it finds it relevant and cannot be funded from the TERG budget, contrary to what appears in the 2011 TERG budget;
- The TERG should obtain an update from the Ad Hoc Committee;
- On the basis of this update, the TERG should include a section on AMFm in its 2010 report to the Board via the PSC.

Action point 6

The TERG support team to request an update on the evaluation of the AMFm from the Ad Hoc Committee; to share it with TERG focal points and to prepare with them the part of the 2010 TERG report to the Board dedicated to this item.

8.2 Update on the evaluation of the Joint Health Systems Funding Platform (JHSFP)

Wim Van Damme, who is the TERG focal point for this evaluation, reminded participants that the Terms of Reference had been finalized and circulated among TERG members; and that a consultant had finally been selected and was ready to start working, as soon as his contract would be processed by the Secretariat.

Other TERG members mentioned that:

- The Global Fund plays a crucial role in the health systems strengthening (HSS), which is an ongoing process;
- The next steps after the evaluation of the JHSFP would be the evaluation of HSS;
- Partners in the implementation of the JHSFP should be engaged as soon as possible by the TERG and the consultant. The consultant should be invited to meetings between the Global Fund and external partners;
- It should be clear to all stakeholders, and notably to partners, that the evaluation is commissioned by the TERG, which is an independent body, and not by the Secretariat, and that the consultant reports to the TERG;
- The evaluation should be completed early enough to allow the TERG to report on it during the autumn 2011 session of the PSC.

Action point 7

The TERG support team to expedite the contracting process and the implementation of the evaluation, with the view that it should be completed before summer.

The TERG focal point to participate in meetings between the consultant, the Global Fund and partners to ensure good understanding and acceptance of the evaluation.

8.3 Update on the evaluation of the Global Fund's funding of in-country M&E systems

Deborah Rugg who is the focal point of this evaluation explained that the Terms of Reference for this evaluation were ready, but that the launch of this evaluation was delayed, due to insufficient number of qualified evaluators who expressed their interest.

She added that 5 new names of evaluators had been given to the TERG support team the day before (first day of the 16th TERG meeting).

Other TERG members insisted on the fact that this was an area for good cooperation between the TERG and the Secretariat. This is also a topic of interest to the Board. There is a considerable quantity of data available in the Secretariat, which would be very useful for the desk review.

Action point 8

The TERG support team to contact potential consultants and to expedite the selection and the contracting process, so that the evaluation be completed before summer.

8.4 TERG support

The TERG Chair asked for an update on the recruitment of the Team leader for independent evaluations and TERG support.

Florent Loiseau recalled the information previously given to TERG members:

- The position had been advertised in May 2010 and the recruitment process conducted;
- Deborah Rugg was the TERG representative on the interview panel;
- No suitable candidate was found;
- Decision was made to re-advertise the position;
- The deadline for applications was 21 November 2010;
- The recruitment was ongoing.

Deborah Rugg added that, confronted to the lack of a suitable candidate, several options were envisaged, such as hiring a consultancy firm to find the right person or re-advertise the position at a higher grade to attract more qualified applicants. The reason why those suggestions have not been followed has not been communicated.

During the discussion that followed, TERG members made the following points:

- The TERG might want to revisit the post description;
- The post description as it currently is mixes several profiles: those of a senior health specialist, a senior evaluation specialist, a manager, someone able to understand and master committee work and organizational complexity with sufficient political astuteness and a sense of diplomacy;
- Those skills may not exist in one single person;
- Those skills should be those of the support team, not only of the Team leader;
- The TERG should rethink the skills needed and present in the team, the desirable size of the support team and let the Secretariat determine the appropriate grade of the Team leader;
- Pending further decisions to be made about the recruitment, the Deputy Executive Director may consider appointing someone to the position temporarily.

It was decided to raise those points during the private session with the Deputy Executive Director.

Action point 9:

The TERG support team to update the TERG on the progress with recruiting a Team leader and to provide the TERG with the job descriptions of current members of the support team.

8.5 Name of TERG

Several TERG members reminded participants that no decision had been taken as regards changing the name of TERG despite reflections conducted over the past years on this topic. It was still felt that the name should be changed.

Action point 10:

The TERG support team to review the available documents in which this issue had been addressed and to send a summary to TERG members, for them to make a decision to this regard.

8.6 TERG report on its 2010 work plan

TERG members debated as to whether they should or not produce a 2010 annual report to the Board. The following points were made:

- 2010 was a bridging year, constrained by several factors, during which the TERG did not deliver as much as it had planned, due to :
 - o The energy absorbed by the reflection on the future of TERG and by participating to the drafting of the new TERG TORs;
 - o The unavailability of the Global Fund Evaluation Strategy;
 - o The renewal and insufficient size of the support team.

- However, the TERG should report on the following points:
 - o It provided support to the Secretariat (notably as regards the evaluation of AMFm);
 - o It launched two independent evaluations that should be completed in the first semester of 2011;
 - o Its perception of the distribution of roles between the TERG and the OIG;
 - o Its view on specific points of the Global Fund reform.

Action point 11:

The support team to draft a report outline to be used as a basis for the 2010 TERG report and for the presentation of the TERG Chair or Vice-Chair to the PSC.

9. Implementation of the Country team Approach (CTA)

9.1 Presentation by the Secretariat (Presenter: Pdraig Power, Senior Program Officer - Program Finance Team)

9.2 Questions and discussion

During this exchange, the following points were made:

- The implementation of CTA is to a certain extent an effect of several recommendations of the 5-year Evaluation;
- The purpose of this reform is to allow the Fund Portfolio Manager to benefit from increased support by other services and units and to be therefore more available to respond to countries' requests and to concentrate on high-level issues;
- The CTA, although still experimental, is already producing results in terms of increased speed and rates of disbursements. It has therefore been decided that a second wave of countries would be managed according to the CTA;
- There is however a balance to be found between the requirements in terms of disbursement rates and the risk aversion that may result from the recommendations of the OIG;
- In the framework of CTA, the Principal Recipients should be better served by the Global Fund, and their capacities reinforced; hence the effectiveness of the

programs should be increased, the risks should be better monitored and possible problems (e.g. stock outs) should be better anticipated.

The TERG Chair informed the presenter that the evaluation of CTA was an item on the TERG 2011 work plan. Although 2011 may be too early for conducting a meaningful evaluation, the TERG would be interested in knowing how to measure the performance of this approach.

Action point 12

The TERG support team to contact the teams in charge of implementing the CTA approach, notably the presenter; to collate suggestions on how to measure the performance of this new approach and to forward them to the TERG.

10 Conflict of interest and related matters

10.1 Presentation by the Secretariat (Presenter: Richard Cunliffe, Legal Officer - Legal Team)

In his presentation, the legal officer underlined the following points:

- There is a Global Fund policy on Conflicts of Interest that TERG members are required to follow.
- In addition to that, the TERG may want to develop its own policy just as the Technical Review Panel did, as it is mentioned in the newly-adopted TERG TORs;
- The policy is about conflicts of interest, potential conflicts of interest and perceived conflicts of interest.

10.2 Questions and discussion

Several TERG members expressed that they had been unpleasantly surprised when required to disclose private information on their revenues, assets etc... that were not related to the Global Fund. They reminded that, as TERG members, they were not paid. Some of them explained that, in order to provide the required information they had to pay accountants or lawyers.

TERG members however agreed that a policy of conflict of interest was certainly a good thing, providing that the specificities of TERG are taken into account.

The presenter offered his support to help the TERG drafting its policy. This offer was welcome by TERG members.

Action point 13:

The TERG support to liaise with the Legal office, to request that a first draft of TERG policy on conflict of interest be shared with TERG.

11. Review of the 2011 TERG work plan and budget

The TERG Chair introduced the item by recalling that:

- The 2011 TERG budget that was approved by the TERG had been conceived as a conservative means of assuring that the TERG would be granted the resources needed to discharge its functions in 2011, but with the clear and shared perception that the items appearing on the work plan and budget would be reviewed, and revised should the need arise;
- The TERG budget had been approved by the FAC, which means that if important revisions were needed, they would have to be accepted by the FAC;

- One point calling for a revision was the fact that the two independent evaluations initiated in 2010 (evaluations of the JHSFP and of the Global Fund funding of in-country M&E systems) had run late and could not be funded from the 2010 budget and had to be funded from the 2011 budget;
- Another item that needed revision was the AMFm evaluation, since it had been decided that the evaluation should be commissioned only by the Ad Hoc Committee (which was responsible for taking on board -or not- TERG recommendations), and therefore could not be funded from the TERG budget.

During the discussion, TERG members agreed on the principle that, in order to prevent any misunderstanding on the role of TERG and on its independence, TERG budget should not be used for funding evaluations that are not commissioned by TERG. For the evaluations on which the TERG is simply consulted (e.g. evaluation of the gender and SOGI strategies), a budget line should be included in the TERG budget, only to support its own costs (e.g. TERG members participations to meetings).

Action point 14:

The TERG Chair and Vice-Chair, with the help of the support team, to prepare a draft revised work plan and budget, and to submit it to the other TERG members for discussion and finalization.

The TERG support team to seek information as to whether the revised TERG 2011 work plan and budget should be submitted to the FAC, and to report to the TERG.

12. Next TERG meeting and transition to new TERG members

12.1 New TERG members and transition process

It was recalled that four TERG members have to be appointed by the end of February 2011. The support team informed TERG members that the process was delayed but that no effort would be spared to catch up on, or minimize, the delay.

Therefore, the new members (and those appointed for a second mandate, if any) would be appointed either immediately before, during or immediately after the next PSC meeting (mid-March).

It was also recalled that the mandates of five other members would come to their end in November 2011. Todd Summers furthermore informed the TERG that he would step out of his functions of PSC vice-Chair, and therefore would no longer be ex-officio TERG member, after the March 2011 session of the Board.

TERG members expressed their concern of a lack of memory and continuity in their work. They required that a transition process be put in place that would allow members who are stepping out to meet and share their experience with the newly appointed ones. It was found that the best way to ensure this transition was to allow outgoing members to attend the first TERG meeting to which newly appointed members would be invited.

Action point 15

The TERG support to organize a transition process that would allow exchange of knowledge between outgoing TERG members and newly appointed ones, as well as an induction process for new TERG members that would not have good knowledge of the Global Fund.

12.2 dates of the next TERG meeting

TERG members discussed the need for the next TERG meeting to take place before the next PSC meeting and whether it would be preferable to wait for new TERG members to be appointed.

It was agreed that the next meeting should take place during the first quarter of 2011 and before the next Board meeting, so that new and outgoing members learn to know each other and that TERG Chair and Vice-Chairs be elected before the Board meeting.

As to whether this meeting would take place before the next PSC or should preferably be replaced by a conference call, this would need to be decided later.

As a conservative measure, the dates of 3 and 4 March would need to be booked in TERG members' agendas.

Action point 16

The TERG support team to ensure the organisation of conference calls and of the next TERG meeting.

ANNEX 1 MEETING AGENDA & PARTICIPANTS LIST

AGENDA

Meeting Objectives:

- Review the implications of Global Fund’s 22nd Board meeting
- Update TERG 2011 work plan and budget

TERG Meeting: Day 1 Thursday, 13 January 2011 Venue: The Global Fund -Zhou Researchers Room - 2nd Floor			
	08:30 - 08:45	Welcome Coffee	
<i>Chair for morning session: Lola Dare</i>			
1	08:45 - 09:15	Opening session <ul style="list-style-type: none"> - Welcome - Approval of the minutes of TERG 15th meeting (All members) - Review of the Agenda (Lola Dare) - Overview of documents in meeting binder (Florent Loiseau) 	
2	09:15 - 10:15	Summary of 22nd Board meeting decisions and outcomes <ul style="list-style-type: none"> - New TERG Terms of Reference (Lola Dare) - Global Fund Future Strategic orientations and reform (feedback on Board retreat) (Todd Summers) - AMFm, Health Systems Funding Platform and other Board Decisions relevant to TERG (Win van Damme) 	For TERG information
	10:15 - 10:30	<i>Coffee</i>	
3	10:30 - 12:30	Evaluations: The role of TERG, OIG and the SPE <ul style="list-style-type: none"> - Update on OIG work (Presentation by OIG: John Parsons) - Update on Evaluations in the SPE and the Global Fund Evaluation Strategy - TERG questions for clarification - Input for a TERG position paper on the role of TERG, OIG and SPE in Global Fund Evaluations - Ways to approach the “Ten year Evaluation of the Global Fund” 	For TERG information, discussion and input
	12:30 - 13:15	<i>Lunch</i>	
<i>Chair for afternoon session: Wim van Damme</i>			

4	13:15 - 14:30	Key Performance Indicators <ul style="list-style-type: none"> - Presentation by Secretariat (Daniel Low Beer TBC) - TERG questions for clarification - TERG discussion on developing an evaluation framework for KPIs 	For TERG information and input
5	14.30 - 15.30	TERG-communications <ul style="list-style-type: none"> - TERG website and Independent evaluation library - Relations with other Evaluation Reference Groups 	For TERG discussion and decision
	15:30 - 16:00	<i>Coffee</i>	
6	16:00 - 17:15	The Global fund New Grant Architecture^a <ul style="list-style-type: none"> - Presentation by Secretariat (David Kim) - TERG questions for clarification 	For TERG information and input
7	17:15 - 18:15	Joint Evaluation of the Gender Equality and Sexual Orientation and Gender Identities Strategies' (SOGI) <ul style="list-style-type: none"> - Presentation by Secretariat (Presenter: Andy Seale) - TERG questions for clarification - TERG input on evaluating SOGI-related projects 	For TERG discussion and decision

Deliverables (Day 1):

- Approved minutes of the 15th TERG meeting
- TERG position paper on the relations between TERG, OIG and the SPE
- TERG Position paper on the Evaluation Strategy of the Global Fund
- TERG Guidance papers on:
 - Key Performance Indicators
 - New Grant Architecture
 - Sexual Orientation and Gender Identity
 - Strategic Direction and Reform of The Global Fund

^a This presentation was cancelled, due to the unavailability of the presenter

TERG Meeting: Day 2 Friday, 14 January 2010 Venue: The Global Fund - Zhou Researchers Room - 2nd Floor			
<i>Chair for morning session: Lola Dare</i>			
8	8:30 - 10:00	Update on TERG 2010 work plan Secretariat Guidance <ul style="list-style-type: none"> - Progress on AMFm evaluation (Dorothee Kinde-Gazard, Lola Dare, Bernard Nahlen) Independent Reviews/Evaluation <ul style="list-style-type: none"> - Progress on the Evaluation framework for the Joint Health System Funding Platform (Wim van Damme, Lola Dare) - Progress on the Evaluation of Global Fund's funding of in-country M&E systems (Deborah Rugg, Japp Broekmans, Bernard Nahlen) Communications TERG Support	For TERG input and decision
11	10:00 - 11:00	Implementation of the Country Team Approach <ul style="list-style-type: none"> - Presentation by Secretariat (presenter: Pdraig Power) - TERG questions for clarification 	For TERG information and input
	11:00 - 11:15	<i>Coffee</i>	
	11.15 - 12.00	Evaluation strategy and Reform Agenda (with supporting documents introduced by Debrework Zewdie and input from Rifat Atun)	For TERG information, discussion and input
	12:00 - 12:30	Private session with the Deputy Executive Director	
	12:30 - 13:15	<i>Lunch</i>	
<i>Chair for afternoon session: Lola Dare</i>			
9	13.15 - 14.30	Role of TERG and update of TERG 2011 work plan and budget Developing an Agenda for Independent Evaluations TERG 2010 Report	For TERG discussion and decision
10	14:30 - 15.30	TERG Conflict of Interest and related matters (Presenter: Richard Cunliffe, from Legal Unit)	For TERG discussion and decision
	15:30 - 16:00	<i>Coffee</i>	

12	16:00 - 16:30	Dates for the next TERG meeting	For TERG discussion and decision
	16:30	Close of meeting	

Deliverables (Day 2):

- 2010 Report on TERG Bridging Work Plan
 - Secretariat Guidance
 - Independent Evaluations/Reviews
 - Other areas of the TERG bridging work plan
- TERG-2010 report
- TERG position paper on Country Team Approach
- Position Paper on TERG Conflict of interest
- TERG position paper on ways to approach the next “Five-year Evaluation”

ANNEX 2



Technical Evaluation Reference Group
13-14 January 2011

UPDATE ON THE OIG'S WORK



Update on the OIG's work

A. The Context.

- Charter and Terms of Reference of the OIG.
- The priorities for the OIG (FAC March 2008).

B. The Requirements of the Professional audit standards we follow.

C. The OIG Audit Plan for 2011.

- Country based work.
- Assurance on Key business processes.

D. How best to strengthen collaboration with the TERG and SPE.



The OIG Charter and TORs

Independant and objective assurance on key risks impacting the Global Fund's programs and operations.



The Priorities for the OIG

- To give assurance on all grant and other key business processes based on:
 - Country based audits.
 - Reviews of the underlying processes (grant related and corporate business processes).
- FAC and the Board's consideration and approval.
- Seeking to rely on the work of other assurance providers:
 - External Auditors.
 - LFAs
 - Data Quality Audits
 - Evaluations.



What our Professional audit standards require

- Audit objectives must be in line with organizational objectives.
- Q: Why does the Global Fund exist?
A: To save lives.
- So, the OIG needs to give assurance that Global Fund's resources are spent wisely to save lives.



What the standards say about risks

- We must give assurance on ALL risks that might threaten the achievement of the Global Fund's objectives.
- This drives the scope of our country audits:
 - Financial management;
 - Programme management (governance and institutional arrangements);
 - Procurement and Supply management;
 - Programme implementation, Quality of service and Monitoring and Evaluation.



What the standard say about external expertise

- We are required to contract in such expertise.
- We use Public Health, Procurement, Supply Management and other Specialists on our audits



2011 Audit Plan approved by the Board

- 15 country audits:
 - 12 high risk countries.
 - 2 covering Best Practice.
 - Lessons Learnt from country audits in past year.
- 10 country diagnostic reviews.
- Process reviews:
 - Procurement of bed nets accross countries.
 - Performance based funding at work.
 - Risk management at work.
 - Resource mobilization.



How best to strengthen collaboration with TERG and SPE?

1. Share and comment on our respective plans/strategies.
2. Review by each other of our respective methodologies for specific pieces of work.
3. Draw upon each other's outputs
4. Presentations to the TERG.

ANNEX 3

Update on the Corporate Performance Management Framework of the Global Fund

- Jan 2011-



Global Fund's KPI Framework Objectives

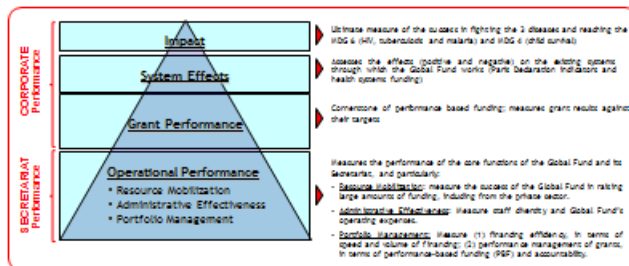
- The aim of the Corporate Performance Management framework of the Global Fund is to support the continuous improvement of organizational performance and thus to contribute to the Global Fund's mission of fighting HIV/AIDS, malaria and tuberculosis around the world.
- The KPI framework is central to the Global Fund mechanism to:
 - **Measure** corporate performance: from operational, grant, system effects to impact as an evidence base to identify strengths and weaknesses, and ensure continued funding is based on performance.
 - **Manage** corporate performance: continuous feedback to management to develop actions to identify issues and improve performance.

Subject to PSC approval, the new KPI Framework for 2011 will contain 23 indicators.



Global Fund's KPI Framework KPI Framework Overview

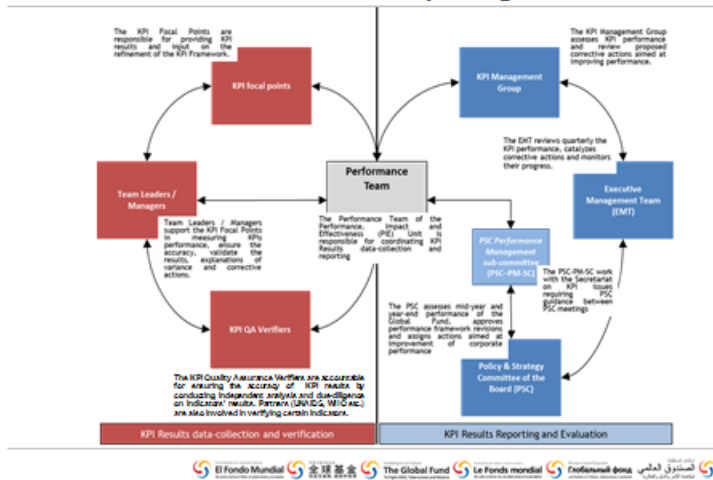
- The **Key Performance Indicator (KPI) framework** is a pyramid, building from an assessment of the core functions of the Global Fund Secretariat at the base, through evaluation of grant performance and the effectiveness of Global Fund financing, to measuring the impact achieved on the three epidemics.



Whereas the Secretariat can be held fully accountable for operational performance, achievements on KPIs on grant performance, system effects and impact are also dependent on other actors and factors which are NOT fully under the control of the Secretariat



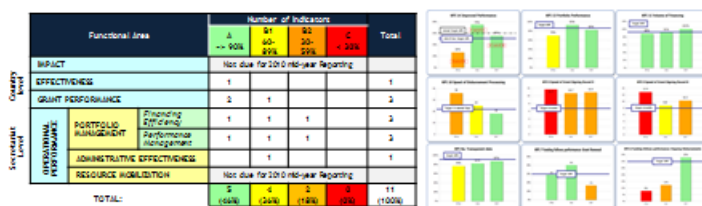
Global Fund's KPI Framework KPI Governance Structure and Reporting Process



Global Fund's KPI Framework KPI Reporting – measurement and management

- In order to facilitate the overall assessment and management of the corporate performance of the Global Fund, a **summary dashboard is regularly presented to:**
 - KPI Management Group and Country Program Team (monthly KPI Info-Flash).
 - the Executive Management Team (quarterly); and
 - the Policy & Strategy Committee (semi-annually) of the GF Board.

Illustration



Key Performance Indicators - 2010 Mid-Year Results & Modifications for 2011 Summary of 2010 Mid-Year Results

(++) CONTINUOUS STRONG PERFORMANCE	(+) IMPROVEMENTS
<p>Results (OBI 12): Strong programmatic achievements of Global Fund-supported programs in the majority of the service delivery areas. The overall performance of Top 10 indicators is 121% against a target of 80%.</p> <p>Portfolio Performance (OBI 13) continued to be strong with 82% of A and B1 rated grants in the first half of 2010 (compared to the end-2009 result of 55%) against a target of 85%. The delayed breakdown is 32% (122 out of 375) of A-rated grants and 50% (188 out of 375) of B1-rated grants.</p> <p>Civil Society Engagement (OBI 16): Strong support to civil society implementers, with 28% of funds allocated to civil society organizations (against a target of 25%).</p>	<p>Volume of Financing (OBI 11) is on track with 55% disbursed (US\$ 1.22 B) of the forecast (US\$ 1.42 B) at the end of June 2010, a strong improvement compared to mid-2009 result of 36% (US\$ 0.76 B).</p> <p>Speed of Disbursement (OBI 10) reached 27 days (median), a significant improvement compared to the 2009 average result of 25 days (median), but still below the target of 21 calendar days.</p> <p>Transparency (OBI 5a) increased to 58% of Grant Performance Reports (GPRs) published on time at the end of June 2010 (from 50.5% at the end of 2009) against a target of 50%.</p> <p>Staff Diversity - Female Sub-indicator (OBI 3a) reached 40.5% of staff originating from implementer countries compared to end-2009 result of 27% (against a target of 40%).</p>
(-) DETERIORATING PERFORMANCE	(-) PERSISTENT WEAKNESSES
<p>Expenditure Performance at Phase 2 (OBI 1): The performance of this indicator deteriorated from 26% at the end of 2009 to 15% (against a target of 30%) at the end of June 2010. 14 B2-rated grants have received on average 65% of Phase 2 funding approved vs. their original Phase amounts, compared to 23% for the 4 A-rated grants.</p> <p>Staff Diversity - Gender Sub-indicator (OBI 3a) deteriorated from 30.1% at the end of 2009 to 27.6% (vs.-to is a target of 45%) at the end of June 2010.</p>	<p>Speed of Grant Review (OBI 6) continues to be inadequate for Round 5 with a result of 10.9 months (233 days), against a target of 8 months (242 days).</p> <p>Expenditure Performance at Disbursement (OBI 4): The performance of this indicator continued to be weak with a result of 12% compared to the 2009 end-year result of 10.6% and a target of 20% for 2010. 53 A-rated grants received 105% of their expected disbursements (vs.-to is a target of 100%) compared to 55% for the 42 B2-rated grants.</p> <p>Staff Diversity - Community Sub-indicator (OBI 3a) has continued to underperform since 2009 with 1% of staff living with HIV/AIDS against a target of 2.5%.</p>

Key Performance Indicators - 2010 Mid-Year Results & Modifications for 2011
Summary of PSC Outcomes

The Policy and Strategy Committee (PSC):

- Acknowledged the improved performance of the Global Fund on the Key Performance Indicators at mid-2010, and especially on:
 - Volume of financing;
 - Disbursement speed; and
 - Staff diversity - Ethnicity sub-indicator.
- Noted the continued strong performance of Global Fund-supported programs, namely in terms of Top 10 results achieved, as well as levels of funding allocated to Civil Society.
- Raised concerns about deteriorating performance on Performance-based Funding indicators as well as Staff Diversity – Gender and Communities sub-indicators.
- Emphasized the need to balance speed with quality in grant signing and disbursement processing.
- Noted that the KPI framework may need to be adjusted in light of the reform agenda.
- Approved the proposed indicators on CSS and Government Health Spending, noting the limitations of the latter in terms of using data from National Health Accounts for assessing additionality.
- Noted the importance of the strong engagement of the PSC Performance Management Sub Committee in on-going improvement of the Global Fund's KPI framework.



Key Performance Indicators - 2010 Mid-Year Results & Modifications for 2011
PSC Decision Point (1/2)

The Policy and Strategy Committee (PSC):

1. Notes the mid-year results for the 2010 Key Performance Indicators (KPI) presented in GF/PSC14/02 and recognizes improved performance reported on the majority of indicators. The PSC was largely satisfied with the explanations provided for the targets not met and the proposed corrective actions, but expressed a range of questions and concerns about areas of persistent under-performance as well as the connection between the KPIs and actual in-country performance.
2. Approves the following proposed modifications to the KPI Framework for 2011, as presented in the Annex 1 of GF/PSC14/02:
 - i. Addition of the indicator numbered 24 - 'Community Systems Strengthening'; and
 - ii. Finalization of the indicator numbered 16 - 'Government Health Spending' (based on the preliminary indicator proposed to the PSC in March 2010).



Key Performance Indicators - 2010 Mid-Year Results & Modifications for 2011
PSC Decision Point (2/2)

3. The PSC requests its Performance Management Sub Committee, taking into account the concerns expressed by PSC members and the reform agenda, to review the current indicators to:
 - I. Assess their continued appropriateness for monitoring grant and secretariat performance at high level;
 - II. Consider the necessity of additional indicators to track progress on the reform agenda, including as reflected in the 'Agenda for a More Efficient and Effective Global Fund';
 - III. Assess the feasibility and value of weighting the KPIs so as to emphasize those that are fundamental to performance measurement;
 - IV. Recommend a systematic way to review the accuracy of the data on KPIs, including the possibility of an independent review by experts, taking into account the contribution of the TERG to this review process; and
 - V. Report back to the PSC, at its first meeting in 2011, on progress in these areas.

This decision does not have material budgetary implications.



Independent Expert Review

The PSC Sub-Committee on Performance Management supported by the Secretariat has launched the process to recruit an independent consultant to conduct the review and report findings to the PSC.

Scope of review:

- Review KPI Framework, documentation and accuracy of data used to produce 2010 end of year report
- Assess their continued appropriateness for monitoring grant and Secretariat performance
- Recommendations on the accuracy of the KPIs, their documentation and sources

Activities:

- Consult with PSC members at the PSC meeting on strengths and weaknesses of KPI framework
- Review of KPI data accuracy, documentation and KPI monitoring systems
- Conduct interviews of key staff, TERG and PSC members engaged in KPI work
- DELIVERABLE: Prepare report on framework, documentation of sources of data, and recommendations for improvements

Timeline:

- The report is scheduled to be completed in May 2011 and will be presented to the PSC in the second half of 2011.

Suggested TERG's involvement:

- TERG provides feedback and inputs to the review.
- TERG nominates individuals to be interviewed by the consultant.
- The draft report will be presented to the TERG and TERG comments will be submitted with the report.



Discussion and Guidance

- TERG comments and view on the KPI framework.
- TERG inputs on strengths, weaknesses and areas for development as an input to the review.
- TERG nominates 3 members to be interviewed by the consultant.



Global Fund's KPI Framework

Annex - KPI Framework for 2011 (1/5)



Key Performance Indicators (KPIs)	Reporting Frequency
4- IMPACT	
2.1) Global Health Impact (Revision in progress) Global progress to achieve the Millennium Development Goals (MDGs) targets is on track: -MDG 4: Reduce by two-thirds under-5 child mortality by 2015 -MIV: Achieve, by 2010, universal access for ART treatment -MDG 6: Halt and begin to reverse the incidence of malaria and other major diseases -MDG 5, TB: Halving the prevalence by 2015	Annual
2.2) Country Health Impact (Revision in progress - one or more additional sub-indicators are being considered for each disease) Percentage of countries with GF funding reporting positive trends towards the Millennium Development Goals #4 and #6 A-ART: 1. Coverage of ART among PLWHs in need B-Tuberculosis: 1. TB mortality (estimated, by WHO-STE) C-Malaria: 1. All-cause under-5 mortality;	Annual



Annex - KPI Framework for 2011 (2/5)



Key Performance Indicators (KPIs)	Reporting Frequency
3- SYSTEM EFFECTS	
21) Value for Money Percentage change in median price paid for comparable services (an aggregate total of the following services): a. ARV drugs per person, per year (for adult HIV patients treated on first-line regimens in GF-supported national AIDS programs); b. ITIs in Global Fund-supported national malaria programs; c. Proportion of countries with a DOTS unit cost per person successfully treated within acceptable range (as defined by WHO Stop TB); d. Placeholder for sub-indicator on MDR-TB; e. Placeholder for sub-indicator on PNTCT	Annual
20) Results Percentage of programs at grant review (according to the new architecture) which include an analysis by gender, age, and population at risk for key services and outcomes and identify actions to improve programs. This indicator will consider mode of transmission	Annual
19) Civil Society Engagement Percentage of funds allocated to civil society organizations as implementers	Annual
18) Health System Strengthening a. Amount of approved funding for HSS cross-cutting interventions in new Rounds; b. Overall performance of HSS strategic actions (average Percentage of targets achieved) and performance in the strategic areas of: (1) health workforce, (2) procurement, and (3) HIS.	Annual
17) Aid Effectiveness Average gap in achieving Paris Declaration targets (in Percentage)	Annual
16) Government Health Spending Percentage of Global Fund supported programs which report increasing general government expenditures on health.	Annual



Annex - KPI Framework for 2011(3/5)



Key Performance Indicators (KPIs)	Reporting Frequency
3- GRANT PERFORMANCE	
15) Quality of Services (Revision in progress) Percentage of programs at review (according to the new architecture) reporting on Quality of Services for the following relevant service areas: a. HIV treatment - Percentage of patients lost to follow up; b. Malaria - quality of malaria treatment; c. TB - treatment success rate.	Annual
14) Improved Performance Percentage of grants with previous poor performance whose performance has improved within one year	6 months
13) Excellent Performance Percentage of well performing Grants	6 months
12) Results Percentage of Top 10 output targets achieved in GF supported programs, including numeric values for : a. Number of people currently receiving ARV therapy; b. Number of smear-positive TB cases detected and treated under DOTS; c. Number of ITIs distributed; d. Number of PNTCT	6 months



Annex - KPI Framework for 2011(4/5)



Key Performance Indicators (KPIs)		Reporting Frequency
4- OPERATIONAL PERFORMANCE		
Fundraising Management Performance Management	11) Volume of Financing Actual disbursements compared to target disbursements	6 months
	10) Speed of Disbursement Processing Median time between receipt of UFA-verified PU (DR and date of disbursement (A and B)-rated Grants only)	6 months
	9) Speed of Grant Startups Average time between Proposal (Round-based) approval and first disbursement	6 months
	8) Transparency Rate a- Percentage of grants with complete progress & financial data published in grant performance reports at the time of disbursement (within two weeks) b- Percentage of grants reporting (complete) information in the Price Quality Reporting - PQR (formally PRM)	6 months
	7) Funding follows performance (grant renewals) As Phase 2 grant renewal, strong performing grants receive higher Percentage of the original Phase 2 amount than poor performing grants	6 months
	6) Funding follows performance (expected disbursements) Strong performing grants receive higher Percentage of expected disbursements than poor performing grants	6 months



Annex - KPI Framework for 2011(5/5)



Key Performance Indicators (KPIs)		Reporting Frequency
4- OPERATIONAL PERFORMANCE		
Administrative Effectiveness	3) GF Secretariat's Operating Expenses Operating expenses as: a- Percentage of grants under management b- Percentage of total expenditures	Annual
	4) Staff Diversity Performance against three agreed diversity targets: a- Gender (Percentage of women in positions with grade GS6 and above) b- Diversity (Percentage of staff originating from implementer countries) c- Communities (Percentage of staff affected with HIV/AIDS)	6 months
Resource Mobilisation	3) Private Sector Contribution (Revision in progress) Total dollars raised from the private sector (as Percentage of total annual pledges and contributions for the selected year)	Annual
	2) Donor Pledges Percentage of 2010 (2011) funding needs (grants forecast to be approved) pledged	Annual
	1) Donor Contributions Percentage of pledges for (selected year) contributed	Annual



ANNEX 4



Evaluation of the Global Fund's Gender Equality and Sexual Orientation and Gender Identities Strategies

TERG, 13 January 2011

Andy Seale, Senior Advisor for Sexual and Gender Diversity
Françoise Ndayishimiye, Senior Gender Adviser

Background and Context

Evaluation of the Global Fund's Gender Equality and Sexual Orientation and Gender Identities Strategies

Board discussions on "Gender"

- Gender Equality
- Sexual Orientation and Gender Identities

Request TERG consideration/suggestions regarding:

1. Evaluation funding
2. A TERG Focal Point to join the External Advisory Group

The Gender Equality Strategy (approved in Nov 2008)

Focused on four key areas of intervention:

- i. Ensure Global Fund's policies, procedures and structures (including the CCM, and TRP) effectively support programs that address gender inequalities
- ii. Establish and strengthen partnerships that effectively support the development and implementation of programs that address gender inequalities and reduce women's and girls' vulnerabilities, provide quality technical assistance, and build capacity of groups who are not currently participating in Global Fund processes but should be
- iii. Develop a robust communications and advocacy strategy that promotes the Gender Equality Strategy and encourages programming for women and girls and men and boys
- iv. Provide leadership, internally and externally, by supporting, advancing and giving voice to the Gender Equality Strategy

www.theglobalfund.org/documents/strategy/TheGenderEqualityStrategy_en.pdf

The SOGI Strategy (approved in May 2009)

The Sexual Orientation and Gender Identities (SOGI) Strategy, complements the Gender Equality Strategy - agreed in May 2009

Also focused on Global Fund structures, policies and processes

Key focus populations of this work include:

- Sex workers, including men, women, or transgender persons who sell sex and their clients;
- Men who have sex with men (MSM);
- Transgender persons, including transgender, transsexual, and intersex persons;
- Other sexual minorities, including women who have sex with women, especially in high HIV prevalence countries.

www.theglobalfund.org/documents/publications/other/SOGI/SOGI_Strategy.pdf

Strategy Evaluation References

A specific evaluation on this strategy will be planned and an update available in 2010.

Section 3.7 page 7 Gender Equality Strategy (agreed November 2008)

The Secretariat will measure some outcomes itself but the Technical Evaluation Reference Group (TERG) will also be requested to undertake a full evaluation of the Gender Equality Strategy within three years of its implementation.

Section 6.2 page 9 Gender Equality Strategy (agreed November 2008)

The Global Fund will also encourage partners' evaluations of the strategy as well as the establishment or strengthening of global watchdogs that can keep track of progress on key issues with an independent approach.

Section 6.2 page 9 Gender Equality Strategy (agreed November 2008)

An evaluation of the SOGI Strategy within two years of its implementation

Section 3.1 page 13 SOGI Strategy (agreed May 2009)

Evaluation Process

Process To Date

An Internal Gender Task Team has helped shape the proposed evaluation process

Builds on similar successful evaluation approaches with a much reduced budget envelope

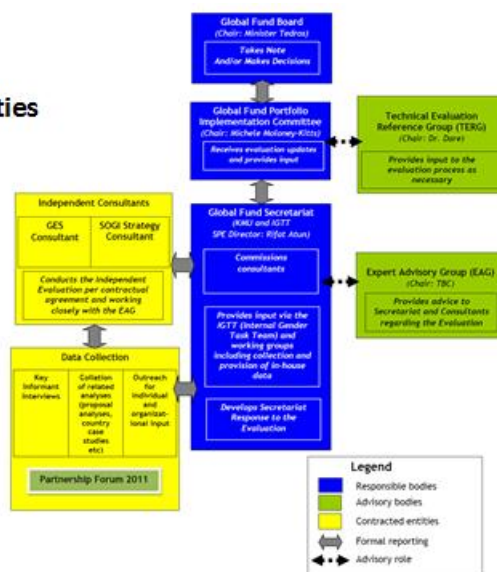
Process designed to achieve a level of independence from the Secretariat

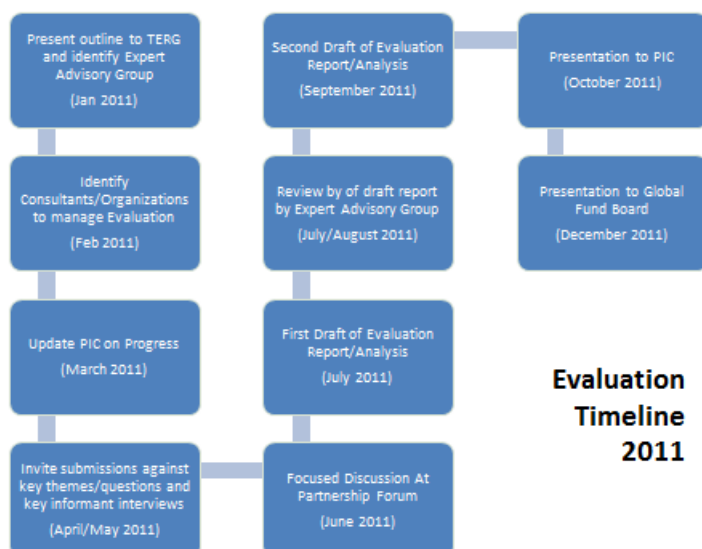
Process to ensure evaluation of the strategies jointly and as separate/distinct components – learning to be applied across the two

Process to make strategic use of the 2011 Partnership Forum

Final report will be approved by an External Advisory Group and will include a separate Secretariat Response

Diagram of Responsibilities





Evaluation Timeline 2011

Expert Advisory Group

An **Expert Advisory Group** of between 6-8 people will be established to assist the Global Fund evaluation of the first two years of both strategies. As the strategies are complementary and have a similar approach the evaluation will seek to review:

- progress meeting the common challenges faced in implementing both strategies
- progress achieved through a separate focus on Gender Equality Strategy
- progress achieved through a separate focus on Sexual Orientation and Gender Identities (SOGI) Strategy

The rationale for the Expert Advisory Group (EAG) is to assure timely and high-quality advice from a body that is dedicated to the specific challenges of both gender equality and SOGI issues. The membership criteria, terms of reference and procedures of the EAG are described (in Annex A) of the RFQ document.

Consultant Support

Detailed terms of reference for the contractors will be refined by the EAG as one of its first tasks but will cover the following critical evaluation stages:

- Development of approach, themes and critical questions
- Options for how the evaluation will reach French, Spanish and Russian speakers
- Collaboration with the 'partner' consultant to agree similarity in approach
- Review of existing data and analysis including content and relevance of Strategies
- Key informant interviews
- Solicitation of inputs from national, regional and international organizations, networks and other country level stakeholders including CCM, Principle Recipient and Sub Recipient representatives
- Focused discussions at the June 2011 Partnership Forum
- Analysis and organization of results and key recommendations into a draft report
- Consultation/feedback on draft report from Expert Advisory Group
- Preparation of final report

Proposed Evaluation Budget

Two day meeting of External Advisory Group at start of evaluation process USD 45,000

One consultant SOGI x 40 days (including costs) USD 28,000

One consultant Gender Equality x 40 days (including costs) USD 28,000
(OR organization/consultant consortium in place of individuals)

Travel support for two consultants

2x2 Geneva

1x2 Partnership Forum

USD 30,000

Two day meeting of External Advisory Group to review first draft of report USD 45,000

Report editing, translation support, publication and presentation materials USD 55,000

Total = USD 231,000

Conclusion, Discussion and Decisions

1. Request that the evaluation process is noted by the TERG
2. Request that the TERG considers how to fund the 2011 joint evaluation
3. Request the TERG nominate a focal point to join (and possibly chair) the EAG
4. Requests the TERG to consider the specific reference to its involvement in the Gender Equality Strategy:

The Secretariat will measure some outcomes itself but the TERG will also be requested to undertake a full evaluation of the Gender Equality Strategy within three years of its implementation.