

# THE GLOBAL PROGRAMS LEARNING GROUP

## GLOBAL PROGRAMS

Disburse significant funding directly to implementers.

Rely on diverse implementation arrangements and broad-based partnerships, without country presence.

Created with thematic mandates aligned to Millennium Development Goals.

Follow performance-based funding principles.

Embedded aid effectiveness principles in founding documents and operations.

## GLOBAL PROGRAMS AT A GLANCE

Global programs play an increasingly important role in the global aid architecture, particularly in the fields of education, health, environment and climate change. The term global programs is defined as “institutions that channel funding for specific development objectives, usually at the sub-sectoral level, across countries”. (Isenman et al, 2010). Collectively, global programs account for a significant portion of financing for development.

Global programs were developed in response to the need for innovation in existing aid mechanisms. Their architecture and governance structures were founded on the basis of emerging aid effectiveness principles, including a focus on: **results, transparency, country ownership and wide stakeholder representation.** With this, global programs commit to supporting their country partners to achieve their development goals and put in place **effective and strong country systems to sustain achievements.**

Global programs now provide a **decade of experience of innovative public-private partnerships addressing global challenges.** They have introduced novel approaches to financing and managing for results, have engaged in markets to benefit development outcomes, and have pioneered new and more inclusive governance arrangements. They are targeted and have been shown in evaluations to be effective in delivering services. In a short space of time they have delivered impressive contributions to achieving the Millennium Development Goals, and they have made considerable efforts to respond as a group to aid effectiveness challenges.

## LEARNING FROM EACH OTHER

Global programs promote peer exchange of experience and encourage actions on aid effectiveness through the **Global Programs Learning Group.** Created in 2006, the Global Programs Learning Group is a forum for:

- **LEARNING AND SHARING** best practices,
- **COORDINATION AND FACILITATION** of Organisation of Economic Co-operation and Development (OECD) processes,
- **ACCOUNTABILITY** to committing and implementing actions.

The key strength of the Global Programs Learning Group is that it operates as a **network model for knowledge sharing** not only amongst its members, but also with the wider aid effectiveness community. The GPGL engages in the **global dialogue on aid effectiveness**, through its membership on the *Working Party on Aid Effectiveness Executive Committee*, as well as in several thematic working groups, particularly on results-based management, accountability and monitoring. Global programs are also represented on the *Health Task Team*, the *Innovative Task Team for Health Financing*, the *Millennium Development Goals Working Group*, and the *Steering Committee of the International Aid Transparency Initiative (IATI)*.

### GLOBAL PROGRAMS LEARNING GROUP MEMBERSHIP

Cities Alliance	Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund)
Consultative Group for International Agriculture Research (CGIAR)	Global Partnership for Education
Global Alliance for Vaccines and Immunisations (GAVI Alliance)	President's Emergency Plan for AIDS Relief (PEPFAR)
Global Environment Facility (GEF)	

## GLOBAL PROGRAMS' CONTRIBUTION TO RESULTS-BASED MANAGEMENT

	PERFORMANCE-BASED FUNDING	CORPORATE PERFORMANCE MANAGEMENT FRAMEWORK	IN-DEPTH IMPACT AND OTHER EVALUATION	INVESTMENT IN MONITORING AND EVALUATION CAPACITY AND SYSTEMS	OTHER ACTIONS SUPPORTING RESULTS-BASED MANAGEMENT
	<ul style="list-style-type: none"> <li>• Funding decision based on assessment of results against time-bound targets.</li> <li>• Assessment of program performance to incentivize improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures organizational efficiency, effectiveness, and accountability.</li> <li>• Key performance indicators with baselines and targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact evaluation integrated into routine grant performance reviews, or</li> <li>• Analysis of partner country studies and independent evaluations</li> </ul>		
<b>GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA</b>	✓	✓ Operational, performance, effectiveness and impact indicators.	✓ Performance assessments with outcome/impact component.	✓	✓ Aid effectiveness assessed as part of program performance.
<b>GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATIONS</b>	✓	✓ Mission-level and strategic goal-level indicators.	✓ Independent evaluation program.	✓	
<b>CITIES ALLIANCE</b>	✓	✓ Periodical evaluations on corporate performance.	✓ Independent evaluations.	✓	✓ Results-based frameworks as conditions for funding.
<b>GLOBAL PARTNERSHIP FOR EDUCATION</b>	✓	✓ Mutual accountability matrix.	✓ Country studies, independent impact evaluations.	✓	✓ Aid effectiveness indicators in results framework.
<b>GLOBAL ENVIRONMENTAL FACILITY</b>	✓	✓ Management effectiveness and efficiency indicators.	✓ GEF Evaluation Impact Group.	✓	✓ Implementation Research.
<b>PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF</b>	✓		✓ Implementation Research.	✓	✓ Harmonization of results between Global Fund, PEPFAR and WHO.

### CONTRIBUTION OF GLOBAL PROGRAMS TO EFFECTIVE AID DELIVERY

Principles of aid effectiveness embedded in global programs' DNA. Ongoing efforts to address remaining issues and apply these principles consistently.	Extensive multistakeholder involvement and inclusive governance mechanisms.
Ability to obtain multiyear financing through periodic replenishments, long-term pledges and innovative financing arrangements.	Focus on results and evidence base through performance-based financing.
Excellent track record of transparency.	Exhibit capacity for adaptation and innovation.
	Aim for speed and scale.

### CHALLENGES OF EFFECTIVE AID DELIVERY FOR GLOBAL PROGRAMS

Proliferation and fragmentation in the number of actors and approaches at the country level, posing new challenges to coordination and alignment.	Distortion of country priorities and weakening of partner government systems through, inter alia, a supply-driven approach.
Difficulties in responding to mutual accountability requirements at the country level, despite inclusive governance at the global level.	Insufficient attention to predictability, sustainability and flexibility of financing.

## WORKING TOGETHER FOR EFFECTIVE AID DELIVERY

Global programs have set out to make a real difference in achieving development impact. As the list of Global Programs Learning Group membership shows, the member organizations are highly diverse, but they share common characteristics beyond the specificity of their mandates. From the outset most of them integrated key principles of aid effectiveness into their models, and all are striving to increase the emphasis on those principles in their operations. This has enabled them to function increasingly effectively and achieve significant results in their respective sectors. They have recognized the need to adapt in order to address challenges of alignment and harmonization at the country level and are undertaking continuing efforts to address those challenges.

Global programs **emphasize results and ensure accountability** through the clear assessment of results against targets and through results-based financing. They have transparent corporate performance management frameworks and have made significant improvements in their policies and programs in response to external evaluations. They are giving increasing attention to measuring impact in attaining objectives. For example, the monitoring and evaluation strategy of the Global Partnership for Education consists of a “results framework” to assess progress, and a “mutual accountability matrix” to define stakeholder roles and responsibilities. The Global Partnership for Education has implemented significant reforms in response to a major external evaluation, and has initiated a program of independent impact studies.

Global programs have **pioneered inclusive multistakeholder governance structures**, giving seats to developing countries, civil society and the private sector. At the country level, for example, most Global Fund governance bodies have both civil society and private sector representatives, empowering these groups to play a key role in advocacy, grant oversight, service delivery, and resource mobilization.

Global programs **help fill financing gaps in countries** and respond to a demand that existing systems cannot provide. This generates efficiencies by pooling funds from partners at the global level and mobilizes additional resources and political support for global public goods. For example, the

## COMMITMENT TO ACTION

GAVI Alliance has helped raise vaccination rates in developing countries to the highest levels in history. It has also significantly closed the time gap in new vaccine availability and helped to drive down prices.

Although global programs have made a positive contribution to development cooperation over the past ten years, there is also a recognition that they need to further adapt to and engage in more effective collective action. To this end, global programs have committed to strengthening efforts to improve aid effectiveness, as well as to working collaboratively with other relevant stakeholders on the following actions:

1. **MANAGE PROLIFERATION AND FRAGMENTATION** – develop a set of guidelines to reduce the proliferation of global programs created by donors, to assess formally the comparative advantage and performance of different channels when new funding is initiated.
2. **SUPPORT GLOBAL AND COUNTRY PARTNERSHIPS TO REDUCE DUPLICATION** – take steps to rationalize and reduce overlap among aid providers, and support global platforms which define the comparative advantage of global programs alongside other channels. Commit to engaging in country mutual accountability frameworks to implement cohesive country partnerships.
3. **INNOVATION THROUGH RESULTS AND INCLUSIVE GOVERNANCE** – continue to lead implementation of results and performance-based funding, with an increased focus on medium-term outcomes and impact. Further implement innovative governance mechanisms to integrate the private sector, civil society, parliamentarians and governments into country development partnerships.

**CITIES ALLIANCE**

[www.citiesalliance.org](http://www.citiesalliance.org)

The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. The Alliance supports cities, local and national governments and their partners to plan and prepare for future urban growth and help develop sustainable financing strategies for local services. Support provided by the Cities Alliance generally falls within three categories: citywide and nationwide slum upgrading programs, city development strategies and national policies on urban development and local government.



**CONSULTATIVE GROUP FOR INTERNATIONAL AGRICULTURE RESEARCH (CGIAR)**

[www.cgiar.org](http://www.cgiar.org)

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership. Its mission is to reduce poverty and hunger, improve human health and nutrition and enhance ecosystem resilience in developing countries through high-quality science that achieves global impact. With a budget of more than US\$ 600 million in 2009, the CGIAR represents the single largest investment in mobilizing science for the benefit of the rural poor worldwide. CGIAR funders include developing and industrialized country governments, foundations and international and regional organizations.



**GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATIONS (GAVI ALLIANCE)**

[www.gavialliance.org](http://www.gavialliance.org)

The GAVI Alliance is a public-private partnership launched in 2000 to save children's lives and protect people's health by increasing access to immunization in poor countries. The GAVI Alliance includes developing country and donor governments, civil society the World Health Organization, the United Nations Children's Fund, the World Bank, the Bill & Melinda Gates Foundation, vaccine manufacturers, research institutes and high-profile individuals from the financial and global advocacy communities. The GAVI Alliance's strategic goals are to accelerate the uptake and use of new vaccines, to strengthen health systems, to increase predictability and sustainability of immunization financing and to shape vaccine markets for the benefit of developing countries.



**GLOBAL ENVIRONMENT FACILITY (GEF)**

[www.thegef.org](http://www.thegef.org)

The Global Environment Facility (GEF) unites 182 member governments — in partnership with international institutions, nongovernmental organizations and the private sector — to address global environmental issues. The GEF funds projects geared towards protecting the environment by providing alternative sustainable and environmentally friendly practices and activities. It is the financial mechanism to the Convention on Biodiversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC), the Stockholm Convention on Persistent Organic Pollutants (POPs) and the United Nations Convention to Combat Desertification (UNCCD). The GEF also supports the implementation of the Montreal Protocol on Substances that Deplete the Ozone Layer (MPs).



**GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA (GLOBAL FUND)**

[www.theglobalfund.org](http://www.theglobalfund.org)

The Global Fund is a unique, public-private partnership dedicated to attracting and disbursing additional financial resources to prevent and treat HIV/AIDS, tuberculosis (TB) and malaria. This partnership between governments, civil society, the private sector and affected communities represents an innovative approach to international health financing. To date, Global Fund-supported programs have provided antiretroviral treatment for 3.2 million people, 8.2 million cases of infectious TB have been detected and treated, and 190 million insecticide-treated nets have been distributed to protect families from malaria transmission.



**GLOBAL PARTNERSHIP FOR EDUCATION**

[www.globalpartnership.org](http://www.globalpartnership.org)

The Global Partnership for Education promotes school attendance and quality education. Since 2002, the Partnership has helped to improve the quality of national education plans in developing countries, facilitated donor coordination around those plans, and provided an injection of resources amounting to US\$ 2.1 billion in direct trust fund support, as well as 6 percent annual increases in domestic financing. The Partnership comprises 46 developing countries; more than 30 bilateral, regional and international agencies, and development banks; the private sector; teachers; and local and global civil society groups.



**PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR)**

[www.pepfar.gov](http://www.pepfar.gov)

Launched in 2003 by President George W. Bush and expanded by President Barack Obama, PEPFAR represents the largest effort by any nation to combat a single disease internationally. In the first five years of the program, PEPFAR focused on establishing and scaling up prevention, care and treatment programs, and in this second five years, efforts are continuing toward further scale-up in the context of true country ownership, sustainability, and smart investments. Through 2010, PEPFAR has supported the treatment of more than 3 million people, care of nearly 12 million people, including approximately 4 million orphans and other vulnerable children, and the provision of prevention of mother-to-child transmission services to about 28 million pregnant women.

