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**Matters for consideration of action by the Conference of the Parties:
measures to reduce or eliminate releases
from intentional production and use: DDT**

**Draft business plan for promoting a global partnership on the
development and deployment of alternative products, methods
and strategies to DDT for disease vector control***

Note by the Secretariat

As referred to in paragraph 14 of document UNEP/POPS/COP.4/4, the annex to the present note contains a draft business plan for promoting a global partnership on the development and deployment of alternative products, methods and strategies to DDT for disease vector control. The draft plan is reproduced as submitted and has not been formally edited.

* Mandate for the action described in the present note contained in: Stockholm Convention, Article 3 and Annex B, Part II; reports of the Conference of the Parties on the work of its first meeting (UNEP/POPS/COP.1/31), annex I, decision SC-1/25, on the work of its second meeting (UNEP/POPS/COP.2/30), annex I, decision SC-2/2, and on the work of its third meeting (UNEP/POPS/COP.3/30), annex I, decision 3/2.

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Annex

**Promoting a global partnership on the
development and deployment of
alternative products, methods and
strategies to DDT to disease vector control**

Draft business plan

January 2009

Secretariat of the Stockholm Convention

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Executive Summary

The Stockholm Convention on Persistent Organic Pollutants (POPs) is a global treaty to protect human health and the environment from toxic chemicals that remain intact in the environment for long periods, become widely distributed geographically and accumulate in the fatty tissue of humans and wildlife. DDT (Dichloro-diphenyl-trichloroethane) is one of the twelve chemicals listed under the Stockholm Convention and continues to be the most produced and used. The Conference of the Parties of the Stockholm Convention (COP) allows the use of DDT for public health interventions for disease vector control as recommended by and under the guidance of the World Health Organization (WHO). Some reliance on DDT will most likely continue until locally appropriate and cost-effective alternatives are available for a sustainable transition.

Major malaria vectors are increasingly resistant to the current set of recommended insecticides. New alternatives that act outside of the current resistance patterns are urgently required to sustain effective vector control interventions based on chemicals' use. The development of products, methods and strategies to complement the use of vector control chemicals is also necessary to ensure that the arsenal of vector control interventions contains enough tools to cater for all situations.

Currently, there are collaborative alliances and organizations working to develop and deploy alternatives to DDT. These initiatives are being implemented by entities that cut across the spectrum of society and that are driven either by the need to reduce the malaria burden in endemic countries or the need to reduce the reliance on DDT for Indoor Residual Spraying (IRS). However there is no global coordination of these initiatives and gaps remain. At its third meeting in Dakar, Senegal in 2007, the COP therefore requested the Stockholm Convention Secretariat, in collaboration with the WHO and interested parties, to prepare a business plan for promoting a Global Partnership to develop and deploy alternative products, methods and strategies to DDT for disease vector control.

From consultations with more than 50 stakeholders (including disease, vector control and environmental experts, endemic country representatives, private sector stakeholders, donor countries and agencies), nine challenges associated with developing and deploying alternatives to DDT for disease vector control have been identified and grouped around four main goals (see table on the next page). Even if a multitude of actors is already working on addressing these challenges, the magnitude and complexity of the issues support the urgency to take action in a collective manner.

In this context, the concept of a Global Alliance for developing and deploying alternatives to DDT will be focused on providing an inclusive global platform for cross-sector dialogue, on supporting existing initiatives and organizations and on catalyzing new initiatives or partnerships to stimulate concrete action and to replicate and scale up best practices. The Global Alliance will add value to existing organizations and initiatives by enhancing clarity on the understanding and agreement on goals and issues to be resolved, by improving coordination across existing individual initiatives aimed at developing and deploying alternatives to DDT and by addressing gaps identified in existing initiatives in a proactive manner while limiting the potential for duplication. Through the support of the Conference of the Parties of the Stockholm Convention, the Global Alliance will be able to directly access Parties, and promote the understanding and the reduction of constraints that might hinder the deployment of alternatives to DDT. The Global Alliance will work in coordination with the broader malaria control community to support the reduction and control of malaria transmission.

The Members of the Global Alliance will document and communicate their understanding and agreement on goals and challenges to be addressed as well as the required steps to resolve them. This will form the Members' Declaration and serve as a binding element for the Global Alliance.

The Global Alliance will be governed by an Alliance Assembly and a Steering Committee and will implement its strategy through Thematic Groups while being supported by a small Coordinating Team. The Alliance Assembly will comprise all Members and will be the supreme body of the Global Alliance. The Steering Committee will provide strategic direction and set priorities for the Global Alliance while the Thematic Groups will address a specific goal or challenge.

The activities of the Global Alliance will be funded by voluntary contributions, both financial and in-kind. An estimated 370k US\$ is required in the first year to cover the establishment of the Global Alliance as well as the first Alliance Assembly and Members' Declaration Conference. In the following years of operation, an estimated 750k US\$ will be required annually to cover operating expenses of the Global Alliance.

The effectiveness and impact of the Global Alliance depend critically on its ability to secure support and involvement of critical partners from inception. Continued financial support is vital and the Global Alliance must maintain focus on action oriented initiatives and avoid drifting towards a mere discussion forum. Resources mobilized will complement the existing resources committed to malaria control to ensure that both the Global Alliance objectives of developing and deploying alternatives to DDT for disease vector control and the overarching objective of reducing the burden of malaria can be met in parallel.

Goals and challenges associated with developing and deploying alternatives to DDT for disease vector control	
<p>Goal 1 Strengthen the base of knowledge available to inform policy formulation and decision making</p>	<p>1. Understand and establish the full cost-effectiveness of alternatives compared to DDT (including direct alternatives to IRS interventions as well as other vector control interventions such as ITNs or environmental management) 2. Monitor vector resistance patterns across regions and understand vector resistance mechanisms</p>
<p>Goal 2 Overcome the complexity and cost of deploying alternatives to DDT</p>	<p>3. Cover the potential additional cost of using alternatives rather than DDT for disease vector control 4. Support in-country decisions regarding the choice of alternatives for disease vector control through the development and implementation of specific tools, guidelines and strategies 5. Develop in-country capacity to implement Integrated Vector Management programmes and support cross-sector coordination in deploying alternatives to DDT</p>
<p>Goal 3 Make available new alternative vector control chemicals</p>	<p>6. Bring to market new formulations of existing pesticide classes equally effective as DDT in vector control 7. Address the issue of barriers to discovery and commercialization and bring to market new active ingredient classes to counter vector resistance in the long term</p>
<p>Goal 4 Develop non-chemical products and approaches for vector control</p>	<p>8. Demonstrate the impact of environmental management across differing locations and set the agenda for further research 9. Address the issue of barriers to discovery and development of non-chemical alternatives to DDT and set the agenda for further research</p>

Acronyms

ANVR: African Network for Vector Resistance
COP: Conference of the Parties of the Stockholm Convention
DDD: Dichloro-diphenyl-dichloroethane
DDE: Dichloro-diphenyl-ethane
DDT: Dichloro-diphenyl-trichloroethane
DSSA: Demonstrating and Scaling-up of Sustainable Alternatives
GCDPP: Global Collaboration for Development of Pesticides for Public Health
GEF: The Global Environment Facility
GFATM: Global Fund to fight Aids, Tuberculosis and Malaria
ICIPE: International Centre of Insect Physiology and Ecology
IRS: Indoor Residual Spraying
ITNs: Insecticides Treated Nets
IVCC: Innovative Vector Control Consortium
IVM: Integrated Vector Management
LLINs: Long-lasting insecticidal-treated nets
LSHTM: London School of Hygiene & Tropical Medicine
MTC: Malaria Transmission Consortium
PDP: Product Development Partnership
PHP: Public Health Pesticides
PMI: United States of America President's Malaria Initiative
POPs: Persistent Organic Pollutants
RBM: Roll Back Malaria
UNEP: United Nations Environment Programme
WHO: World Health Organization
WHOPES: WHO Pesticides Evaluation Scheme

1 Introduction and study approach

The Stockholm Convention on Persistent Organic Pollutants (POPs) is a global treaty to protect human health and the environment from toxic chemicals that remain intact in the environment for long periods, become widely distributed geographically and accumulate in the fatty tissue of humans and wildlife. Given their long range transport in the environment, no one government acting alone can protect its citizens or its environment from POPs. The Stockholm Convention, which was adopted in 2001 and entered into force in 2004, requires Parties to take measures to eliminate or reduce the release of POPs into the environment. In December 2008, 162 countries were Parties to the Stockholm Convention.

DDT (Dichloro-diphenyl-trichloroethane) is one of the twelve chemicals listed under the Stockholm Convention and continues to be one that is the most produced and used. The Conference of the Parties of the Stockholm Convention (COP) allows the use of DDT for public health interventions for disease vector control as recommended by and under the guidance of the World Health Organization (WHO). WHO recommends the use of DDT only for Indoor Residual Spraying (IRS) provided that the guidelines and recommendations of WHO and the Stockholm Convention are met. DDT may be used until locally appropriate and cost-effective alternatives are available for a sustainable transition from DDT. The continued need for the use of DDT for disease vector control is evaluated at each biannual meeting of the Conference of the Parties.

Currently, there are collaborative alliances and organizations working to develop and deploy alternatives to DDT. These initiatives are being implemented by entities that cut across the spectrum of society and that are driven either by the need to reduce the malaria burden in endemic countries or the need to reduce the reliance on DDT for IRS. However there is no global coordination of these initiatives and gaps remain. At its third meeting in Dakar, Senegal in 2007, the COP therefore requested the Stockholm Convention Secretariat, in collaboration with the WHO and interested parties, to prepare a plan for promoting a Global Partnership to develop and deploy alternative products, methods and strategies to DDT for disease vector control.

The work of the Secretariat included three major activities to prepare this document:

- Preparing a synthesis of the key issues affecting the development and deployment of alternatives to DDT (cf. interim report). This report drew on consultation with more than 50 stakeholders across various sectors and organizations and upon the analysis of existing documentation. The list of interviews conducted and feedback from this consultation are presented in annex 4 of document UNEP/POPS/COP.4/INF/2;
- Convening a meeting to seek comments from a wide range of stakeholders on the interim report and the options for creating a Global Partnership. The report from this meeting is attached in annex 5 of document UNEP/POPS/COP.4/INF/2;
- Preparing a business plan based on inputs from the initial consultation, the interim report, and discussions held during the stakeholders' meeting.

The first section of this document synthesizes the need and urgency to develop and deploy alternatives to DDT as well as the challenges faced by stakeholders in doing so. The subsequent sections present the key principles and elements of a Global Alliance, including its mission and long term objectives, business model, key milestones and resource requirements for an initial 2009-2014 period.

2 Challenges associated with developing and deploying alternatives to DDT

2.1 The need and urgency for alternatives

DDT is one of the most produced chemicals listed under the Stockholm Convention with an estimated global annual volume of 4000 to 5000t of active ingredients used for disease vector control. Most of the production of the active ingredient is in India (~87% of 2007 production; ~85% of 2007 use) and most of the exports to Africa come from China. Because of its characteristics of particular relevance in malaria vector control (i.e. residual efficacy, spatial repellency and irritant effect), some reliance on DDT will most likely continue until locally appropriate and cost-effective alternatives are available for a sustainable transition from DDT.

As DDT is listed for elimination under the Stockholm Convention but is still recommended for specific use in public health, the management of its distribution is all the more complex. Comments received from various stakeholders point to weaknesses in the control of the DDT supply chain. For example, it is often mentioned that shipments of DDT across countries are not systematically accounted for and that DDT remains available from the informal sector. This situation creates risks that can lead to effects which are not completely understood or measured (e.g. impact on food exports from agricultural use).

The urgency to develop and deploy alternatives to DDT is not only driven by the need to reduce reliance on DDT in the context of the Stockholm Convention but also has to be considered in the context of short term and long term approaches to malaria vector control.

- Given the status of insecticide resistance in major malaria vectors (especially in Asia and Africa), new alternatives outside the current resistance patterns are required to sustain effective vector control interventions based on pesticides use. No new public health pesticides or classes of pesticides have been introduced in the past 20 years. Only four classes of pesticides are currently available for all types of vector control interventions and DDT is the only pesticide available in the organochlorine class. Six of the twelve pesticides recommended by WHO for IRS interventions are pyrethroids which is the only class of insecticides recommended by WHO for Insecticide Treated Nets (ITNs) interventions. Resistance of vectors to DDT and pyrethroids and the subsequent reduction of the effective arsenal of pesticides is a direct threat to the effectiveness of IRS and ITNs interventions and also calls for the development and deployment of alternative products, methods and strategies.
- A risk assessment on the human toxicity of DDT and its primary metabolites, DDE and DDD, is being undertaken by WHO. If the assessment concludes that DDT poses unacceptable risk to human health from its use in IRS, this could mean a significant reduction in available pesticides for IRS intervention and an increased risk of resistance developing against pyrethroids.
- In order to ensure that the arsenal of vector control interventions contains enough tools to cater for all situations, the development of approaches to complement the use of vector control chemicals is necessary. For example, some long term risks can be associated with chemical-based vector control approaches (e.g. resistance, effects on the environment and aquatic ecosystem); IRS implementation can be hindered by operational difficulties; and currently available ITNs need to be replaced every 3 to 5 years. Developing and deploying a judicious range of chemical- and non-chemical- based alternative products, methods and strategies to DDT will increase the chances that vector control interventions are available in the long term for all situations.

2.2 Review of existing alternatives and ongoing initiatives

2.2.1 Existing alternatives to DDT for disease vector control

In the context of this document, alternatives to DDT for disease vector control are broadly defined and include both the direct replacement or substitution of insecticides for IRS interventions as well as different vector control interventions, which can be used either alone or in combination and would result in a reduced reliance on DDT (e.g. ITNs, larvicides, environmental management, etc.).

Even if relevance and effectiveness vary across local situations, some alternatives to DDT are available and have already contributed to malaria control. They can be grouped in three broad categories:

- Chemical-based-alternatives – this category includes other classes of Public Health Pesticides for IRS interventions (6 synthetic pyrethroids, 2 carbamate and 3 organophosphate products), other pesticide based approaches and products (i.e. long-lasting insecticidal-treated nets (LLINs), repellents and attractants, fogging/ space spraying or insecticide sponging of cattle) and non pesticide chemical approaches (e.g. chemical larviciding);
- Approaches based on environmental management – this category includes elimination of breeding grounds, manipulation of vector natural habitat, irrigation management, design of irrigation structures taking into account human health aspects, and house improvement;
- Other non-chemical-based alternatives – this category includes predation, microbial larvicides, fungi, genetic methods, botanicals and zooprophyllaxis.

The deployment of ITNs and IRS has seen a dramatic increase in the past decade due to the availability of increased financial and human resources and the support of organizations such as the Global Fund to fight Aids, Tuberculosis and Malaria (GFATM), the United States of America President’s Malaria Initiative (PMI), the World Bank and many non-governmental organizations. The fact that vector control interventions can often be combined for greater efficiency adds to the complexity of looking at alternatives to DDT, with a combination of two alternatives being able to replace one other alternative. Some alternatives are based on products while others rely on approaches whose implementation and replication often requires a broad analysis of the local situation. While cases of successful implementation exist, some of these interventions are not always factored into the overall preventive interventions plan due to insufficient availability of information and the difficulty of assessing their potential impact on a large scale. This is especially true for environmental management approaches and non-chemical based vector control interventions.

2.2.2 Ongoing initiatives to develop and deploy alternatives to DDT for disease vector control

A multitude of actors is currently working on the issues that need to be resolved to develop and deploy alternatives to DDT. The table below provides a brief overview of current engagement of stakeholders. The initiatives have been grouped around four main goals to be achieved. A more detailed description is presented in annex 2 of document UNEP/POPS/COP.4/INF/2.

Synthesis of current initiatives undertaken to develop and deploy alternatives to DDT	
Goal 1 Strengthen the base of knowledge available to inform policy formulation and decision making	On cost-effectiveness of alternatives to DDT: <ul style="list-style-type: none"> - The World Bank, IVCC, and selected in-country studies - Demonstrating and Scaling-up of Sustainable Alternatives (DSSA) projects led by GEF/WHO/UNEP On vector resistance status and mechanism: <ul style="list-style-type: none"> - ANVR, Universities (e.g. Witwatersrand), IVCC plans for resistance studies On DDT hazard and exposure assessments: <ul style="list-style-type: none"> - WHO/ IPCS driven DDT hazard assessment and exposure assessment; consolidated results due end of 2009
Goal 2 Overcome the complexity and cost of deploying alternatives to DDT	<ul style="list-style-type: none"> - IVCC information systems projects, MTC initiative on data management and analysis, MSP (UNEP/ Duke university) project on analysis tools, Millennium Institute involvement on scenario modelling tools - WHO/ FAO focus on guidelines for pesticide use and management, IVM framework and network building - Donor projects (e.g. PMI) and WHO led projects on policy development - In-country NGOs advisory role and support to implementation
Goal 3 Make available new alternative vector control chemicals	<ul style="list-style-type: none"> - IVCC partnerships on 3 new formulations, together with Bayer and Syngenta - Reports by Sumitomo about formulation research and development work - IVCC cooperation with four chemical companies to develop three new pesticide classes and initiative on new pesticide “paradigms”
Goal 4 Develop non-chemical products and approaches for vector control	<ul style="list-style-type: none"> - Demonstrating and Scaling-up of Sustainable Alternatives (DSSA) projects led by GEF/ WHO/ UNEP - Universities and non-profit organizations involvement in the development of non-pesticide alternatives to DDT including ICIPE, Durham University, LSHTM, and Wageningen University

2.3 Challenges associated with developing and deploying alternatives to DDT

This section describes the challenges that stakeholders from different sectors are currently facing in deploying already existing alternatives to DDT and developing new ones. Challenges are defined as barriers that, if removed, would help to deploy existing and new alternatives or would help to develop new alternatives. These challenges were identified through reviews of existing documentation and web sites, as well as more than 50 stakeholder interviews with disease, vector control and environmental experts, endemic country representatives, private sector stakeholders, donor countries and agencies. Not surprisingly, these challenges often overlap with challenges faced in the management of vector control in general. They have been grouped around four goals to facilitate the initial discussions, but have to be considered in conjunction as they all need to be addressed to ensure the development and deployment of alternatives to DDT. The first two goals and associated challenges apply to all existing alternatives (chemical, environmental management, other non-chemical approaches) but also to new alternatives which will become available in the future.

Challenges associated with developing and deploying alternatives to DDT for disease vector control	
Goal 1 Strengthen the base of knowledge available to inform policy formulation and decision making	1. Understand and establish the full cost-effectiveness of alternatives compared to DDT (including direct alternatives to IRS interventions and other vector control interventions such as ITNs or environmental management) 2. Monitor vector resistance patterns across regions and understand vector resistance mechanisms
Goal 2 Overcome the complexity and cost of deploying alternatives to DDT	3. Cover the potential additional cost of using alternatives rather than DDT for disease vector control 4. Support in-country decisions regarding the choice of alternatives for disease vector control through the development and implementation of specific tools, guidelines and strategies 5. Develop in-country capacity to implement Integrated Vector Management programmes and support cross-sector coordination in deploying alternatives to DDT
Goal 3 Make available new alternative vector control chemicals	6. Bring to market new formulations of existing pesticide classes equally effective as DDT in vector control 7. Address the issue of barriers to discovery and commercialization and bring to market new active ingredient classes to counter vector resistance in the long term
Goal 4 Develop non-chemical products and approaches for vector control	8. Demonstrate the impact of environmental management across differing locations (e.g. impact on malaria burden, cost effectiveness, scalability) and set the agenda for further research 9. Address the issue of barriers to discovery and development of non-chemical alternatives to DDT and set the agenda for further research

Comparing the magnitude and complexity of the challenges identified with the current efforts to address them reinforces the urgency to take action in a collective manner. Depending on the goals and challenges, the types of interventions needed range from completing operational research studies (in order to establish the full cost effectiveness of various vector control interventions) to sustaining funding efforts for developing new active ingredients. They also include developing in-country capacity to implement Integrated Vector Management programmes, training in-country vector specialists and medical entomologists and supporting the careers of appropriate scientific staff. Identifying barriers to discovery and development of non chemical approaches and setting up a research agenda for this specific field is also part of the list of required interventions.

For all the challenges listed above, the stakeholder landscape is fragmented and mandates of organizations and current activities undertaken fall short of the interventions required. Similarly, there is a significant gap in financial resources currently mobilized, especially for the development of new chemical and non-chemical alternatives. Detailed descriptions of the challenges and the types of interventions required to address them as well as an analysis of the gaps are attached in annex 3 of document UNEP/POPS/COP.4/INF/2.

2.4 Recommendations for a way forward

Based on the review of the challenges to be addressed and on the gap analysis, the following recommendations were discussed during the Stakeholders' Meeting and should apply to the option chosen as a way forward.

RECOMMENDATION 1 – INITIATE A COLLECTIVE APPROACH AIMED AT ENHANCING EXISTING EFFORTS WHILE AVOIDING DUPLICATION

Given the initiatives currently being undertaken with regard to malaria control, the number of stakeholders involved and the variety of their agendas, there is a strong need for global, regional and local coordination in order to maximize the impact of activities. To make the best use of resources and improve chances of success this coordination will have to focus on enhancing existing efforts and bridging the gaps between initiatives while avoiding duplication.

RECOMMENDATION 2 – COORDINATE THE APPROACH WITH THE BROADER MALARIA CONTROL AGENDA AND SET OF INITIATIVES

While this document focuses on the development and deployment of alternatives to DDT, the challenges identified and activities required to address them naturally overlap with the wider vector control or malaria control agendas. Any initiative or collective approach to support the development and deployment of alternatives to DDT should be considered in the broader context of vector and malaria control and coordinated with those agendas. On the other hand, the development and deployment of safe and environmentally friendly alternatives to DDT, relative to the various criteria for Persistent Organic Pollutants, should also be included in the vector and malaria control agenda.

RECOMMENDATION 3 – ADDRESS ALL GOALS AND CHALLENGES IN PARALLEL

The challenges identified differ in how they are currently addressed, in the interventions needed to close the gaps, in their time horizon or in the chances of success. However, some of them will directly impact the successful implementation of others (e.g. challenges 1,2,3,4 and 5 will impact challenges 6, 7, 8 and 9) and thus need to be addressed in parallel to achieve an optimal result. Rather than prioritization, there is a need for coordination and planning across challenges to ensure that the interrelations are addressed and that results can be achieved in the shortest timeframe possible.

RECOMMENDATION 4 – IMPLEMENT AN OPEN AND FLEXIBLE PARTNERSHIP

There are a large number of organizations concerned with DDT: organizations dealing with the use of DDT in vector control interventions, organizations involved in the control of DDT use from an environmental perspective, organizations involved in the development of alternatives, etc. Because of this already crowded landscape, the variety of agendas and the constraints on resources, most stakeholders recommend that any way forward should allow flexible involvement of partners in their specific areas of interest. Giving stakeholders the flexibility to contribute in the way they best see fit will maximize possibilities for contribution and buy-in.

RECOMMENDATION 5 – ENSURE THAT CRITICAL PARTNERS ARE INVOLVED

Any way forward needs to be considered with a wider scope than the mandate of the Stockholm Convention. It will require a group of dedicated organizations or individuals to drive the agenda but also the involvement of critical partners. Partners such as WHO, UNEP, private sector (e.g. Croplife), research institutions, malaria endemic countries, NGOs (e.g. IPEN), donor countries or philanthropic organizations have to be involved and to find room to select their areas of engagement.

3 Mission, long term objectives and strategy for a Global Alliance

3.1 Mission and long term objectives

The mission of the Global Alliance is to support the development and deployment of alternative products, methods and strategies to DDT for disease vector control. It will do so by providing an inclusive global platform for cross-sector dialogue, by supporting existing initiatives and by catalyzing new initiatives or partnerships to stimulate concrete action and to replicate and scale up best practices. The Global Alliance will work in coordination with the broader malaria control agenda to support the reduction and control of malaria transmission.

Based on the analysis of challenges and on consultation with a wide range of stakeholders, four broad objectives have been identified for the Global Alliance to pursue over its lifetime:

- Bring together key organizations and stakeholders involved in developing and deploying alternatives to DDT for disease vector control to enhance their collaboration and effectiveness for achieving agreed goals;
- Facilitate the identification of gaps in existing programmes and catalyze the launch and implementation of pertinent complementary action oriented initiatives;
- Raise awareness of all stakeholders involved in disease vector control and facilitate their access to peer-reviewed information regarding the status of development and deployment of alternatives to DDT;
- Monitor the progress towards the development and deployment of alternatives to DDT and share results and recommendations with the community of stakeholders involved in disease vector control.

3.2 Strategy and scope of activities

The strategy of the Global Alliance is to trigger significant action to develop and deploy alternatives to DDT by focusing on:

- Mobilizing stakeholders around a common agenda to develop and deploy alternatives to DDT for disease vector control;
- Facilitating stakeholder interactions in order to strengthen and complement existing initiatives and reduce duplication;
- Identifying and supporting specific opportunities where involvement of actors from diverse cross-sector stakeholder groups is necessary or where a “vacuum” of activities is identified;
- Encouraging investments to develop and deploy alternatives to DDT for disease vector control;

In a “Members’ Declaration”, the Members of the Global Alliance will document and communicate their current understanding and agreement on goals and challenges to be addressed to develop and deploy alternatives to DDT, and on the required steps to resolve them. To become Members of the Global Alliance, organizations whose purpose or mandate lie within or overlap with the mission of the Global Alliance and professional experts who are committed to the development and deployment of alternatives to DDT will have to agree and to commit to the “Members’ Declaration”.

The Global Alliance will cover in parallel the four goals and challenges presented earlier in this document to ensure the coordinated implementation of interventions required for each of the challenges. The Global Alliance will need to incorporate in an overall planning exercise the various time horizons and chances of success of all the interventions involved in addressing the whole range of challenges. Across all the challenges, the Global Alliance will focus on creating a platform structure to assemble stakeholders and on consolidating and disseminating peer-reviewed information regarding the development and deployment of alternatives to DDT and the progress of its members. For each specific challenge, the exact scope of activities for the Global Alliance will depend on the nature and magnitude of the current gaps (e.g. types of interventions required, gaps in mandates of existing initiatives, gaps in resources available) and will have to be defined through the establishment of dedicated groups. Several types of activities can be

considered under the umbrella of the Global Alliance including: initiating analyses and facilitating synergies among experts with a view to identifying good practices and developing guidelines, standards or templates for subsequent dissemination; initiating and facilitating research studies; identifying opportunities and actors for pertinent complementary action oriented initiatives and facilitating resource mobilization for such ad-hoc partnerships.

3.3 Principles for the organization

The work of the Global Alliance has to be organized in a manner that respects its non-involvement in funding and executing programmes on the ground, yet addresses expectations that it will trigger significant action in support of the development and deployment of alternatives to DDT. It is thus suggested that the following principles guide the organization:

- The Global Alliance will not undertake substantive operations related to vector control and will not be directly involved in funding and execution of projects on the ground. The Global Alliance will respect and avoid duplication of existing initiatives involved in developing and deploying alternatives to DDT, and will seek to strengthen and contribute to them;
- The Global Alliance will help to strengthen the impact of existing initiatives by enhancing their visibility and coordination and will help trigger concrete action and foster new initiatives or partnerships where gaps are identified;
- The Global Alliance will include in its work, relevant Inter-Governmental Organizations (WHO, UNEP, World Bank), governments, private sector organizations, academic and research institutions, non-governmental/civil society organizations and other stakeholders involved in developing and deploying alternatives to DDT. It will also work with stakeholders involved in vector control and malaria control;
- The Global Alliance will provide an opportunity for stakeholders to contribute to the development and deployment of alternatives to DDT through a flexible and inclusive mechanism. Partners will be able to contribute at the advisory level and/ or at the technical level through the implementation of activities.

3.4 Value added to existing efforts

The Global Alliance adds unique value by harnessing the strength of collective action to enhance the development and deployment of alternatives to DDT and to focus on objectives that could not be achieved without the involvement of diverse stakeholders. Through the support of the Conference of the Parties of the Stockholm Convention, the Global Alliance will be able to directly access Parties, and promote the understanding and the reduction of constraints that might hinder the deployment of alternatives to DDT.

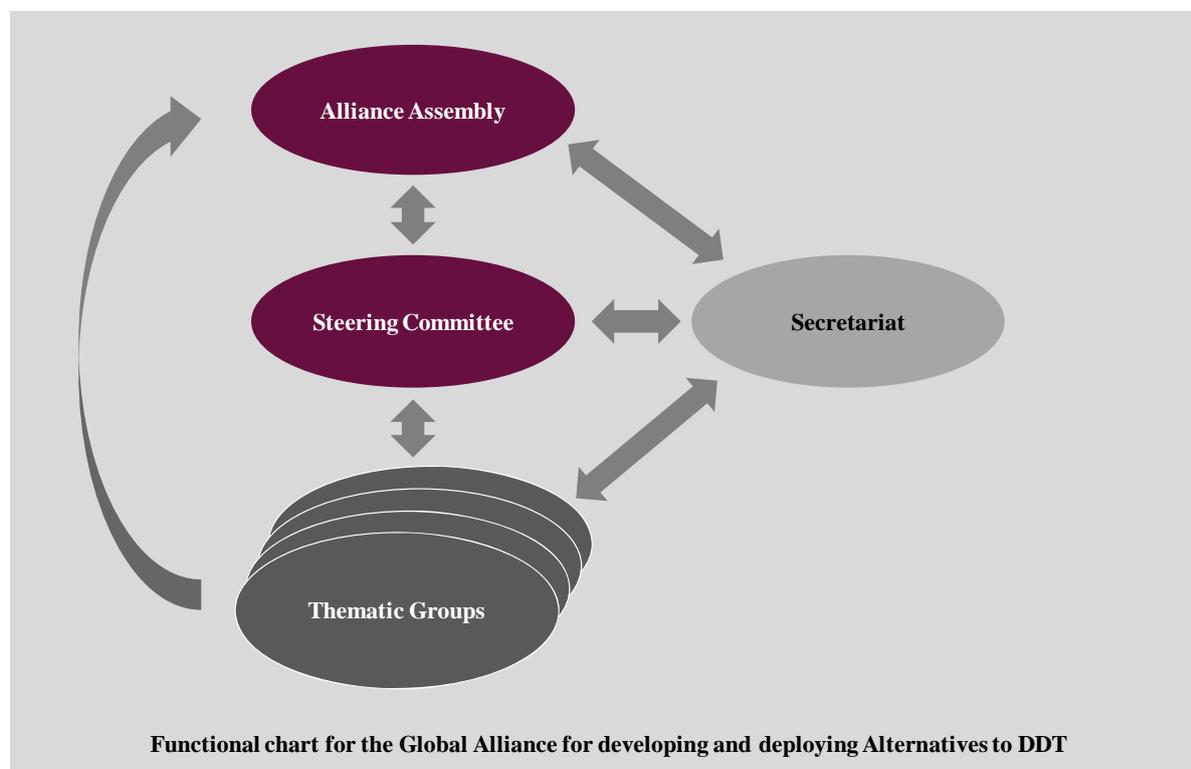
Overall, the value added by the Global Alliance to existing initiatives will be the following:

- Establishing a clear platform and a joint leadership to address the challenges around the development and deployment of alternatives to DDT and to leverage the benefits of scale (e.g. in planning, dissemination of best practices or awareness raising);
- Enhancing clarity on the current understanding and agreement on goals and issues while creating momentum in addressing the challenges;
- Improving coordination between individual initiatives aimed at developing and deploying alternatives to DDT and addressing the interactions between goals;
- Addressing gaps identified in existing initiatives in a proactive manner while limiting the potential for duplication.

4 Business model

4.1 Organizational structure

The Global Alliance will be governed by an Alliance Assembly and a Steering Committee. It will implement its strategy through Thematic Groups while being supported by a small Coordinating Team.



MEMBERS

The Global Alliance will have two membership categories: Organizational Members and Individual Members. Organizations whose purpose and mandate lie in the core of the Global Alliance's objectives will be invited to join as Organizational Members together with organizations whose mandate overlaps or touches the objectives of the Global Alliance and who wish to generate synergies on specific issues. Professional experts who are committed to the development and deployment of alternatives to DDT may join as Individual Members.

All Members will benefit from expertise, networking, materials, reports, etc provided by the Global Alliance. Potential members will agree on goals and challenges to be addressed to develop and deploy alternatives to DDT and the required steps to resolve them. Membership of the Global Alliance will be public and Members will be listed on the Global Alliance website and on organizational publications. Financial and significant in-kind contribution will also be publicly recognized on the Global Alliance website and publications. A "Members' Declaration" will reflect the shared objectives and commitments of the Members and be signed by all Members of the Global Alliance.

ALLIANCE ASSEMBLY

The Global Alliance Assembly will comprise all Members of the Global Alliance. As the supreme governing body, its role will be to endorse the composition of the Steering Committee, to approve the strategy proposed by the Steering Committee and progress reports submitted by the Thematic Groups, and to approve the annual budget and the annual financial report. The Alliance Assembly will convene for its regular meeting every two years, starting early 2010. Extraordinary meetings will be convened if requested by at least one quarter of the Members.

STEERING COMMITTEE

The Steering Committee will be the decision making body between the meetings of the Alliance Assembly. Its role will include the following:

- Provide strategic direction and priority setting for the Global Alliance; prepare a strategy and submit it to the Alliance Assembly for approval; approve an annual work plan, monitor and review its implementation;
- Endorse the establishment and mandates of Thematic Groups and review their periodic progress reports;
- Identify gaps and issues in the development and deployment of alternatives to DDT based on inputs from Members;
- Provide oversight and guidance for the Coordinating Team;
- Secure funding for the Global Alliance operating budget;
- Review the annual Financial report and submit it to the Alliance Assembly for approval;
- Review new membership applications to the Global Alliance and admit new members; terminate memberships.

The Steering Committee will be made up of 15 members, with two representatives from Stockholm Convention Party countries in each region (10 members) with due consideration to malaria endemic countries and a representative from each of the other group of Stakeholders including academic and research institutions, multilaterals, civil society/non-governmental organizations, donor countries/ foundations and private sector). In addition to the 15 members, the Coordinator will be an ex-officio member of the Steering Committee. Each group will determine a process for selecting its representation. The Coordinator will facilitate the nominations and submit a proposal for the composition of the Steering Committee to the Alliance Assembly for approval. The Steering Committee will have a term of two years and be chaired by a chairperson elected from amongst the Steering Committee members. The Steering Committee will meet at least once a year. Discussions will be open to the participation of organizational and individual Members as observers, without voting status.

THEMATIC GROUPS

The Global Alliance will form Thematic Groups with a view to creating a flexible mechanism to bring together motivated actors to address well-defined tasks in a results-oriented manner. The Thematic Groups will be the Global Alliance's mechanism to undertake substantive work and implement the Strategy. They will be initiated either directly by the Steering Committee to address a specific gap or issue or by a group of existing organizations or entities with recognized expertise and will cease to exist once their objectives are achieved. In both cases, each Thematic Group will be responsible for mobilizing its own operational resources and for establishing the terms of reference for its organization.

The Thematic Groups can take a number of organizational forms: they may be built upon existing networks, hosted and led by an established organization within the UN system, by a recognized public body with a development mission, by an academic/ research institution or a private organization; they may be launched as a "green field" initiative by partners on mutually agreed terms. In all cases, they will seek to leverage the existing and on-going work within the relevant domain, and will seek to identify and address gaps in existing work rather than duplicate it.

All Members of the Global Alliance may participate in any given Thematic Group. Each Thematic Group will identify a lead organization or individual, and determine its working mode and meeting schedule in conjunction with the Coordinating Team. The Thematic Groups will also be supported by dedicated resources from the Coordinating Team. They will submit progress reports to the Alliance Assembly every two years and interim reports to the Steering Committee on a regular basis.

The Steering Committee members and the Coordinating Team will act as advocates for the work of the Thematic Groups in order to coordinate and disseminate the results and will seek to assist in the resource mobilization as appropriate.

COORDINATING TEAM

The Coordinating Team will be responsible for managing the day to day operations of the Global Alliance and for coordinating the work of the Steering Committee and the Thematic Groups. The Coordinating Team is headed by a Coordinator, who is appointed by, and reports to, the host organization. The Coordinating Team will support the Alliance Assembly, the Steering Committee and the Thematic Groups by undertaking the following activities:

- Provide support to the Steering Committee in formulating draft strategy and work plan, in consolidating plans and progress reports from Thematic Groups and in identifying gaps and issues;
- Implement the strategies and work plan endorsed by the Steering Committee and report to the Steering Committee on the achievement of such strategies and work plan and on the use of resources;
- Support the Thematic Groups in their organizational set up, in the development of their action plan, in the coordination with other Thematic Groups and in logistical arrangements;
- Facilitate communication and exchange of learning and information between Members of the Alliance; maintain a peer-reviewed information database on the development and deployment of alternatives to DDT;
- Monitor the implementation of decisions made by the Steering Committee as well as the progress of the Thematic Groups;
- Administer, coordinate and manage contracts and other commitments entered into with Members, partners, consultants, suppliers and others, as approved by the Steering Committee;
- Prepare and manage the annual budget; prepare the annual Financial report;
- Provide organizational and logistical support for the Global Alliance.

The Coordinating Team will be organized around three core functions: facilitation of Thematic Groups; knowledge exchange and database; administrative and meetings arrangements. Ideally, the Coordinating Team will be hosted by an existing organization such as the Secretariat of the Stockholm Convention and the last two functions will benefit from synergies with existing teams. The facilitation of Thematic Groups will involve a project management role in order to support their establishment, the definition of their plan of action, and to coordinate and monitor their progress.

INTERIM ORGANIZATIONAL STRUCTURE

An Interim Coordinating Team and Coordinator will be appointed provisionally by the Conference of the Parties of the Stockholm Convention to implement the establishment of the Global Alliance. The Interim Coordinating Team will approach organizations with the aim of recruiting them as Members, will facilitate the drafting of the “Members’ Declaration” and will prepare a preliminary strategy, work plan and budget for approval by the first Alliance Assembly”. It will also facilitate the establishment of the Global Alliance main bodies (i.e. Steering Committee, Coordinating Team and Thematic Groups) and manage the organization of the first Alliance Assembly.

An Interim Steering Committee will also be appointed to guide the establishment of the Global Alliance, the drafting of the “Members’ declaration” and the work of the Interim Coordinating Team until the first Alliance Assembly and Steering Committee meeting take place. The Interim Steering Committee will also approve invitations of Members to the first Alliance Assembly and financial support for travel expenses based on expressed willingness to agree and to commit to the draft “Members’ Declaration”.

The Interim Steering Committee will be made of 15 members, with two representatives from Stockholm Convention Party countries in each region (10 members) with due consideration to malaria endemic countries and a representative from each of the other group of Stakeholders including academic and research institutions, multilaterals, civil

society/non-governmental organizations, donor countries/ foundations and private sector). In addition to the 15 members, the Coordinator will be an ex-officio member of the Steering Committee. The Secretariat of the Stockholm Convention, working with the Bureau of the Conference of the Parties of the Stockholm Convention and the WHO, will establish and inform each group of Stakeholders of the exact composition of the Interim Steering Committee. On top of the 15 members, the Interim Coordinator will be an ex-officio member of the Interim Steering Committee. The Interim Steering Committee will meet as often as required, at least every four months, until the establishment of the Steering Committee. The implementation of the business model is developed further in the annex below.

4.2 Roles of members and various stakeholders

The Global Alliance aims to give all stakeholders a chance to contribute to the development and deployment of alternatives to DDT for disease vector control through a flexible and inclusive mechanism. The Global Alliance is open to any government, international, regional or national organization, industry or business organization, civil society organization, academic or research institution that supports the mission of the Global Alliance.

The flexibility given to the Thematic Groups in their organizational set up will provide Members with a variety of options in their level of involvement and the activities undertaken. For example, Members activities can include: initiate or lead a Thematic Group; provide guidance and technical assistance to a Thematic Group; conduct specific activities within a Thematic Group work plan; share conclusions of their own activities with a Thematic Group; mobilize/ provide resources for a Thematic Group.

Some organizations such as the WHO, UNEP as well as the Parties of the Stockholm Convention will be expected to play a leading role in the Global Alliance either directly by taking part in the Steering Committee, hosting the Coordinating Team, leading Thematic Groups or providing resources for the day to day functioning of the Global Alliance. Other stakeholders already involved in the development and deployment of alternatives to DDT or in vector control or malaria control in general will also be expected to become Members and take an active role in the operations of the Global Alliance.

The lead organizations of various Thematic Groups will be encouraged to work in concert and ensure cooperation and complementarities with other Thematic Groups. They will also aim to create linkages with networks and organizations that share similar goals outside of the Global Alliance. A matrix of the Global Alliance activities and collaborative relations with other partners and networks will be developed in the early stages of its activities to clarify and crystallize working relationships with other institutions, entities, initiatives and networks.

4.3 Resource mobilization and advocacy plan

The impact of the Global Alliance will depend critically on its ability to generate interest and goodwill and secure continued financial support. The Interim Steering Committee and Interim Coordinating Team will have to undertake energetic awareness-raising and outreach efforts to mobilize support through various platforms. The Global Alliance communication will have to underline its mission, objectives, its flexible and transparent working methods, its activities and achievements. The effectiveness of this communication strategy will not only depend on the articulation of target audiences, clarity of messages and careful choice of media, but also on the understanding by all participating stakeholders of its objectives and of its interactions with other initiatives within malaria control and environmental spaces.

Resources mobilized will have to complement the existing resources committed to malaria control to avoid any cannibalization of resources and ensure that both the Global Alliance objectives of developing and deploying alternatives to DDT and the overarching objective of reducing the burden of malaria can be met.

4.4 Risk Analysis

The establishment and functioning of the Global Alliance will face three major risks:

- Support and enthusiasm from critical partners have to be secured early on to ensure the credibility and effectiveness of the Global Alliance. Critical partners include malaria endemic countries, civil society/ non-governmental organizations supporting the implementation of vector control interventions, major UN agencies and partnerships involved in malaria control and reduction of reliance on DDT (i.e. WHO, UNEP, RBM), initiatives already leading the development of alternatives to DDT (i.e. IVCC, Croplife), donors and financing mechanisms already supporting malaria control and/ or the development of alternatives to DDT (i.e. donor countries, the GEF, the GFATM, The Bill and Melinda Gates Foundation). Without continued and enthusiastic support by key stakeholders, it will be unlikely that the Global Alliance will succeed. Mitigating this risk will be one of the key objectives of phase 1 to ensure that all the critical partners are involved and supportive of the Global Alliance by the time it is established.
- Securing dedicated funding will also be crucial to the success of this initiative. Not only the establishment phase needs to be financed in the short term but the operating budget of the Global Alliance has to be secured to ensure the proper facilitation of Thematic Groups and sustain the momentum around existing initiatives. This has to be done with dedicated funding in order not to cannibalize existing resources currently channeled towards vector control and malaria control.
- The Global Alliance faces a third risk which is missing its objective of focusing on action oriented initiatives and drifting towards becoming a mere discussion forum. In order to mitigate this risk, the establishment phase will have to pay a specific attention to the definition of mandates of the initial Thematic Groups. From there, the action oriented focus will have to be maintained by the Steering Committee as a key priority, especially during the first years of operation, in order to demonstrate the effectiveness of the Global Alliance in achieving concrete results.

ANNEX

Implementation plan for the Global Alliance for developing and deploying alternatives to DDT

Key milestones and outputs

The Global Alliance will be established and built up in three distinct phases of work: (1) establish the Global Alliance, (2) build up Thematic Groups, (3) strengthen Thematic Groups and address gaps.

PHASES AND KEY MILESTONES	2009	2010	2011	2012	2013	2014
Conference of the Parties of the Stockholm Convention	◆		◆		◆	
Phase 1 – Establish the Global Alliance	■■■■■■					
Interim Steering Committee meetings	* *					
First Alliance assembly		●				
Members' Declaration Conference		●				
Phase 2 – Build up Thematic Groups	■■■■■■					
Steering Committee meetings		* *				
Alliance Assembly #2				●		
Phase 3 – Strengthen Thematic Groups and address gaps	■■■■■■					
Steering Committee meetings				* *		
Alliance Assembly #3						●

MAY 2009 - CONFERENCE OF THE PARTIES OF THE STOCKHOLM CONVENTION

The first key milestone for the Global Alliance will be the Conference of the Parties of the Stockholm Convention in May 2009. The concept of a Global Alliance for developing and deploying Alternatives to DDT will be presented and discussed together with this business plan.

The expected outputs from this discussion will be:

- An agreement on the concept of a Global Alliance;
- The appointment and mandate for the Interim Steering Committee to drive the establishment of the Global Alliance;
- The appointment and mandate for the Interim Coordinating Team to support the establishment the Global Alliance;
- A funding commitment for phase 1.

PHASE 1 – MAY 2009 TO MARCH 2010

ESTABLISH THE GLOBAL ALLIANCE

The first phase will be focused on establishing the Global Alliance bodies, on recruiting the Alliance Members and on preparing the Members' Declaration. The interim organisational structure (Interim Steering Committee and Interim Coordinating Team) appointed by the Conference of the Parties of the Stockholm Convention will guide the process and conduct the following activities:

- Build a coalition that has the critical mass to generate funding and political support for the Global Alliance and mobilize stakeholders around the concept of a Global Alliance;
- Finalize the Global Alliance by-laws, taking into account any developments in the wider malaria control community; facilitate nomination and submit a proposal for the composition of the Steering Committee to the Alliance Assembly for approval;
- Approach organizations with the aim of recruiting them as Members;

- Draft the Members' Declaration to document agreement of the Alliance Members on the way forward to address the challenges associated with developing and deploying alternatives to DDT. This Declaration will also include a list of initial Thematic Groups.
- Prepare the Members' Declaration Conference, including a list of participants based on the expressed intentions to agree and to commit to the Members' Declaration;
- Prepare a preliminary strategy, work plan and budget for approval by the first Alliance Assembly;

The main outputs for this phase will include:

- The Global Alliance by-laws; the composition of the Steering Committee;
- A Draft Members' Declaration, including an initial list and mandates for Thematic Groups;
- The list of participants to the first Alliance Assembly;
- A draft strategy, work plan and budget for the 2010-2011 and 2011-2012 periods;
- The organization of the Members' Declaration Conference and first Alliance Assembly.

MARCH 2010 - MEMBERS' DECLARATION CONFERENCE AND FIRST ALLIANCE ASSEMBLY

In order to increase stakeholder mobilization, the interim organizational structure will add the Members' Declaration Conference and first Alliance Assembly to an existing relevant global event in early 2010.

The main outputs of the Members' Declaration Conference and the first Alliance Assembly will include:

- The approved Members' Declaration, including list of initial Thematic Groups;
- The composition of the Steering Committee;
- An approved strategy, work plan and budget for the 2010-2011 and 2011-2012 periods;
- A funding commitment for the first 2 years of operations of the Global Alliance.

PHASE 2 - MARCH 2010 TO MARCH 2012

BUILD UP THE THEMATIC GROUPS

The Steering Committee will meet immediately after the first Alliance Assembly early 2010, and mandate the initial Thematic Groups. The Steering Committee will meet again early 2011.

During its first two years of operation, the focus of the Global Alliance will be threefold:

- Support and build up the Thematic Groups and ensure their proper functioning;
- Identify gaps in addressing challenges to develop and deploy alternatives to DDT and the need for additional Thematic Groups or additional activities to be included in existing ones;
- Raise awareness of policymakers and stakeholders involved in disease vector control and facilitate their access to information regarding the status of development and deployment of alternatives to DDT.

The Coordinating Team of the Global Alliance will also build up its role in supporting the Steering Committee, in supporting the Thematic Groups, and facilitating communication and exchange of information between stakeholders regarding the development and deployment of alternatives to DDT.

The outputs produced during this phase will include:

- The establishment of Thematic Groups;
- An individual and consolidated work plan and list of expected outputs for each Thematic Group;
- Resource requirements generated for all Thematic Groups;
- Reports on activities and results of Thematic Groups;
- A list of gaps and need for new activities and/ or initiatives to support the development and deployment of alternatives to DDT;
- An effective website and portal for the Global Alliance;

- An initial peer-reviewed knowledge base on the development and deployment of alternatives to DDT.

MARCH 2012 - ALLIANCE ASSEMBLY #2

The Alliance Assembly will play its role in reviewing and approving the progress reports submitted by the Thematic Groups, the strategy proposed by the Steering Committee as well as the annual budget and financial report. This second Alliance Assembly will focus on reviewing the initial functioning of the Global Alliance based on results from the Thematic Groups and the Coordinating Team activities. It will also consider the need for new initiatives and the best ways to trigger action and mobilize new resources around them.

The expected outputs of this Alliance Assembly will be:

- An approved strategy and work plan for the 2012 to 2014 period;
- An approved budget and financial report;
- An approved composition of the Steering Committee;
- A funding commitment for the upcoming 2 years of operations of the Global Alliance;
- A list of specific actions to be taken to support the functioning of the Thematic Groups (e.g. resource mobilization).

PHASE 3 – MARCH 2012 TO MARCH 2014

STRENGTHEN THEMATIC GROUPS AND IDENTIFY GAPS

By this time, the Global Alliance will have built a wide-spread, multi-sector, multi-stakeholder network of Members interested in developing and deploying alternatives to DDT. It is envisioned that the Thematic Groups will be fully established with activities that support the overall objectives of the Global Alliance and will start deliver intermediate results. Based on gaps identified during the first two years of operations, new Thematic Groups or activities within existing ones will be structured and launched with the appropriate partners and resources.

During this phase an external evaluation will be undertaken to provide an assessment of the Global Alliance's initial work and ensure that it remains aligned with its original mission and to identify possible new or emerging issues for attention. The results of this evaluation will provide the basis for decision making on activities for the Global Alliance during the 2014 to 2016 period.

The expected outputs for this phase include:

- The list of specific results achieved based on the mandate of Thematic Groups;
- An updated individual and consolidated work plan containing expected outputs from each Thematic Group;
- Updated resource requirements generated for all Thematic Groups;
- The establishment of new Thematic Groups or the introduction of new activities based on identified gaps;
- Reports on activities and results of Thematic Groups;
- An updated list of gaps and need for new activities and/ or initiatives to support the development and deployment of alternatives to DDT;
- A knowledge sharing platform fully functioning and accessible to all Members;
- An updated knowledge base on the development and deployment of alternatives to DDT;
- An evaluation of the Global Alliance activities and report on the status of development and deployment of alternatives to DDT;
- A draft strategy and work plan for the Global Alliance for the 2014 to 2016 period.

MARCH 2014 - ALLIANCE ASSEMBLY #3

This third Alliance assembly will pay specific attention to the review of results achieved by the Global Alliance in its first 4 years of operations and the definition of priorities for the 2014 to 2016 period. It will also review the activities of the Thematic Groups and consider the need for new initiatives.

The expected outputs of this third Alliance Assembly will be:

- An approved strategy and work plan for the 2014 to 2016 period;
- An approved budget and financial report;
- An approved composition of the Steering Committee;
- A funding commitment for the upcoming 2 years of operations of the Global Alliance;
- A list of specific actions to be taken to support the functioning of the Thematic Groups (e.g. resource mobilization).

Resource requirements

An estimated 370k US\$ is required in the first year to cover the establishment of the Global Alliance as well as the first Alliance Assembly and Members' Declaration Conference. An estimated 750k US\$ will be required annually to cover operating expenses in the following years of operation. The activities of the Global Alliance will be funded by voluntary contributions, both financial and in-kind. Having both the responsibility and interest in ensuring the effectiveness of the Global Alliance, Members will be strongly encouraged to support the Alliance through annual contributions. The Global Alliance will also welcome in-kind support, including hosting of meetings, contributing to logistical or staff support, co-producing publications, sponsoring developing country representatives to participate in meetings, etc.

The following budget estimate includes operational resource requirements for the Global Alliance to function but does not include requirements for the Thematic Groups to execute their activities. They will obviously differ in size and resource requirements. Only a supporting budget has been included to facilitate the functioning of the Thematic Groups as well as dedicated staff within the Coordinating Team (equivalent to 1 full time professional staff). The costing assumptions are provided in annex 1 of document UNEP/POPS/COP.4/INF/2.

Cost per year in US \$	Phase 1: Establish the Global Alliance	Phase 2: Build up Thematic Groups 2010-2012		Phase 3: Strengthen Thematic Groups 2012-2014	
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Interim Coordinating Team and Steering Committees					
Interim Coordinator	120 000				
Recruitment of Members, coalition building and resource mobilization	30 000				
Preparation of Members' Declaration draft	30 000				
Establishment of the main bodies of the Global Alliance	30 000				
Draft strategy, work plan and budget	30 000				
Interim Steering Committees	30 000				
Total	270 000				
First Alliance Assembly and Members' Declaration Conference					
Event organization and conference services	100 000				
Total	100 000				
Coordinating Team					
General Management		200 000	200 000	200 000	200 000
Facilitation of Thematic Groups		200 000	200 000	200 000	200 000
Management of knowledge exchange and database maintenance		125 000	125 000	125 000	125 000
Administration and meeting arrangements		100 000	100 000	100 000	100 000
Total		625 000	625 000	625 000	625 000
Meetings and other activities					
Alliance Assembly			60 000		60 000
Steering Committees		15 000	15 000	15 000	15 000
Thematic Groups facilitation (e.g. meetings)		50 000	50 000	50 000	50 000
Evaluation of the Global Alliance activities				25 000	
Total		65 000	125 000	90 000	125 000
TOTAL	370 000	690 000	750 000	715 000	750 000