
Background Paper to Strategy Framework Discussion

45th Board Meeting

GF/B45/05B

11-12 May 2021, *Virtual*

Board Information

Purpose of the paper: This paper is intended to provide background to the upcoming 45th Board Meeting discussion on Strategy development. It gives an overview of progress to date on the development of the next Global Fund Strategy Framework and outlines the input requested by the Board at its 45th Meeting. This paper accompanies the Strategy Framework presented in GF/B45/05A.

Background

1. The Board has made strong progress in the development of its post-2022 Strategy. The input, priorities and perspectives of stakeholders across the Global Fund partnership have been collected through the 2020 Open Consultation and the inclusive and engaging global Partnership Forums, and guided by Board steer from its December 2020 Intersessional Meeting on overarching areas of Strategy focus. This rich input and steer was synthesized and used to develop a zero draft Strategy Framework, which was refined based on Strategy Committee input at its meeting in March 2021, and served as the basis for the 19 April 2021 Board call.
2. The 19 April 2021 Board discussion was a pivotal step in firming up and prioritizing the Strategy's focus and, accordingly, the Strategy Framework structure, on the pathway to the Strategy Framework's approval in July. On the call, the Board was asked to confirm its steer on three key areas: 1) that the Strategy should include an objective that enables the Global Fund to play a continuing and evolving role in the COVID-19 response and in efforts to improve pandemic preparedness, response and solidarity if incremental funding is available for this purpose; 2) that to better support communities living with HIV, and affected by tuberculosis and malaria, supporting community systems, engagement and responses is an essential part of how the partnership works, and that healthy people and communities are the ultimate objective of all of the partnership's efforts; and 3) to reaffirm the guidance of the December Intersessional Board Meeting that the Global Fund's RSSH efforts should be focused on making integrated, people-centered investments that build sustainable outcomes against the three diseases and broader health benefits, building upon the Global Fund's comparative advantages and strengths, with community systems strengthening playing a stronger role, and retaining flexibility to support strong country plans.

Outcomes of 19 April Board Call on the Strategy Framework

3. On the 19 April 2021 call, the Board confirmed foremost that ending the three diseases should remain the primary goal of the Global Fund partnership. There was support for a distinct and visible Strategy Framework goal and role on pandemic preparedness and response (PPR), conditional on additional resources being available and avoiding any dilution of the Global Fund's primary mission. It was noted that the nuances of the Global Fund's role in PPR will need to be refined beyond the timeframe of Strategy development and on a continual basis with partners, as the COVID-19 pandemic evolves and global health and development architecture discussions progress on the global response to PPR. However, with HIV, tuberculosis and malaria as three of the biggest unresolved pandemics globally, positioning the three diseases within the PPR agenda will be critical to ensure that HIV, tuberculosis and malaria programs benefit from PPR investments, are leveraged to support PPR and for the Global Fund to remain competitive in mobilizing domestic and external resources in the contemporary context.
4. There was Board agreement that communities should be positioned both at the center of the Global Fund's work, as well as community systems, leadership and engagement being critical to *how* the Global Fund delivers its goals. The Board also confirmed the conclusions of the December Intersessional Board Meeting on the role of the Global Fund in RSSH.
5. There was overarching support for the Secretariat to further evolve Option 3 of the three draft Strategy Frameworks illustrated for the Board call, accounting for the above guidance and bringing in relevant aspects of the theory of change-style Option 2 framework to clearly articulate the Global Fund's strategy and work.
6. It is notable that a number of post-Board call constituency statements proposed changes to the Strategy Framework that either sought to continue or contest the 19 April 2021 Board discussion, particularly on the Global Fund's role in PPR and RSSH. These are challenging and important subjects, but it is important to build from the extensive Board discussions to date, continue to clearly prioritize and note differences between "what" and "how" and move towards considering final details, implementation considerations and highlighting areas where a nuanced Strategy Narrative should address specific issues.

7. On the Board call and through written constituency input that followed, a number of additional areas of input were received around language and framing, such as the need to explicitly include gender equality within the Equity and Human Rights goal, and to explicitly acknowledge the role of the Global Fund within the overarching health and development architecture. A great wealth of detailed input was provided in the statements that has been gratefully received and will be used to describe specific areas of focus in the narrative document as it is developed from July onwards. Examples of input received that will be used to write the Strategy Narrative include a description of the distinct and complementary roles and accountabilities of actors in the Global Fund partnership, or how the Secretariat will evolve its process to be more flexible and adaptive to facilitate impact according to different country contexts – from challenging operating environment to transition preparedness contexts. This detailed input will also be considered in the development of the next set of KPIs and the M&E Framework, which will be taken forward progressively as the Board's guidance on the Strategy is firmed up. To this end, an illustrative depiction of how the Strategy Framework could be leveraged to develop a theory of change is presented in the corresponding Board meeting slide deck.

Focus of upcoming Board Discussion on the Strategy Framework

8. As we move forward to the next stage of Strategy Framework refinement, an updated Strategy Framework has been drafted taking into account the Board's steer above. Specifically, the updated draft Strategy Framework positions ending AIDS, tuberculosis and malaria as the primary goal of the Global Fund partnership. PPR is positioned as a conditional and evolving subsidiary goal, with efforts subject to additional resources being made available and building upon HIV, tuberculosis and malaria capacities and with flexibility for the nuances of the Global Fund's PPR role to be determined over the coming years in line with the evolution of the global PPR agenda.
9. Working with and to serve the health needs of people and communities is highlighted as central to the partnership's goals. Among the four mutually reinforcing and contributory objectives, there is a distinct objective on community leadership and engagement, with a number of sub-objectives elaborated. Community systems strengthening is likewise a key component of the important objective to support people-centered, integrated systems for health to deliver impact, resilience and sustainability. In response to the Board's steer and input received, many of the sub-objectives of each goal have been further refined or elaborated across the Strategy Framework. The strategic shifts have been rationalized down to four, to reflect text incorporated in other parts of the Strategy Framework. There are also two options presented for consideration on updating the vision and mission of the Strategy, in line with the Board's guidance to date, and steer from the Strategy Committee in March.
10. At the 45th Board Meeting, progress will be made by concluding discussions on the Strategy Framework structure and requesting Board guidance on the following areas:
 - i. Which of the two proposed options or modifications for the Strategy's vision and mission should be taken forward?
 - ii. Are there any further edits needed to clarify the framing of the draft goals, objectives, strategic shifts and partnership enablers?
 - iii. Which topics should be prioritized for expanded clarity and description in the Strategy Narrative?
 - iv. Are there any other significant areas of disagreement from constituencies that would endanger their ability to support approval of a modified version of the Strategy Framework in July?
11. Clear Board guidance on these areas will allow for a refined Strategy Framework to be developed for discussion by the Strategy Committee at its extraordinary meeting on 15 June 2021, for input and recommendation to the Board, and for the Board to subsequently approve the updated Strategy Framework at its extraordinary meeting on 22 July 2021.
12. Following approval of the Strategy Framework, a Strategy Narrative will be drafted based on the detailed input received to date through the Strategy development process, including through the Open Consultation, the detailed recommendations of the Partnership Forums, and based on the rich constituency input received. A first draft Strategy Narrative will be circulated among constituencies at the beginning of September 2021, elaborating the specific areas of work to be taken

forward under each goal, objective and strategic shift, and further describing the nuances and intentions of each Strategy Framework area. Constituencies will have the opportunity to provide edits to the Strategy Narrative before an updated version is discussed by the Strategy Committee in October 2021 and recommended to the Board for approval in November 2021– setting the scene and kicking off the 7th Replenishment.

13. We thank constituencies for their continued input and collaboration in taking forward the Strategy Framework to ensure it delivers clear and prioritized guidance for the people we work with and for to end the three diseases and improve health.