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# Development of Strategy Framework

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**45<sup>TH</sup> BOARD MEETING**

GF/B45/05A

11-12 MAY 2021, *Virtual*

# Aims of 45<sup>th</sup> Board Meeting Discussion on Strategy Framework

On the basis of the Board's steer on the 19 April call and constituency input received by email, an updated draft Strategy Framework has been developed for Board review and input.

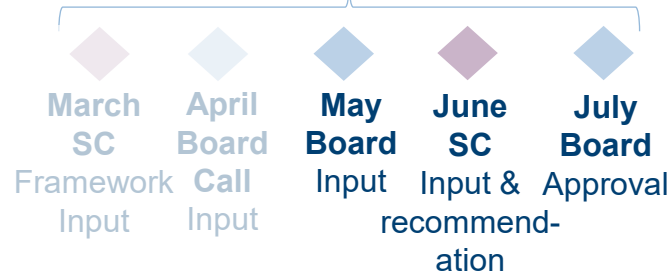
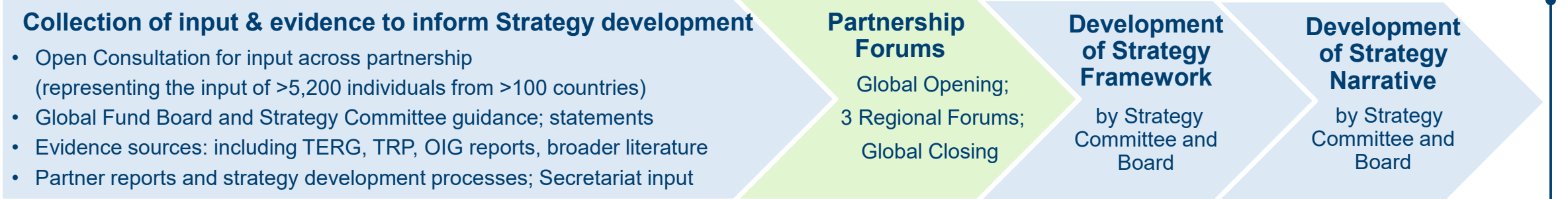
At the 45<sup>th</sup> Board Meeting, the Board will be requested to give guidance on the following questions:

- Which of the two proposed options or modifications for the Strategy's vision and mission should be taken forward?
- Are there any further edits needed to clarify the framing of the draft goals, objectives, strategic shifts and partnership enablers (slides 7-10)?
- Which topics should be prioritized for expanded clarity and description in the Strategy Narrative (e.g., specifying roles and accountabilities of actors in the partnership)?
- Are there any other significant areas of disagreement from your constituency that would endanger your ability to support approval of a modified version of this framework in July?

# Global Fund Strategy Development Timeline

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

## Strategy Development



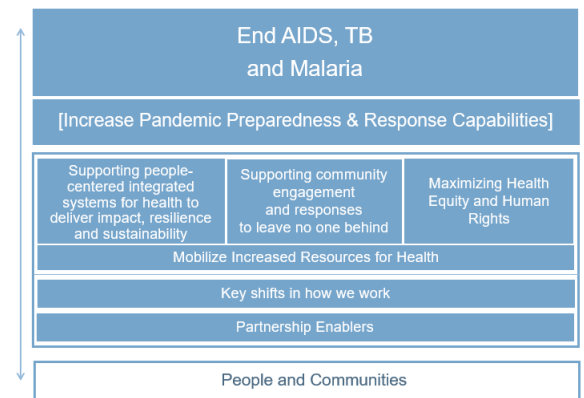
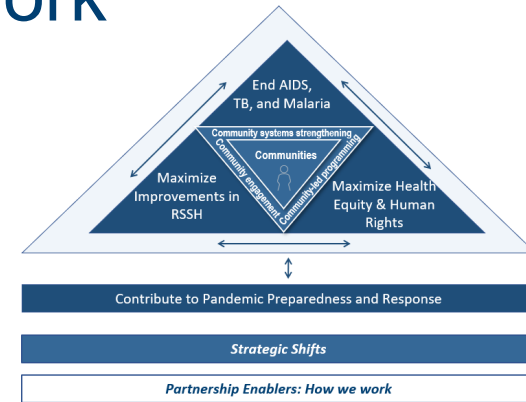
Final Strategy Document approved Nov 2021

Policy updates (including allocation methodology)  
Development of Strategy KPIs and M&E Framework

Preparations for 7<sup>th</sup> Replenishment, Strategy implementation & next cycle of GF grants (2024+)

# Overview of 19 April Board Steer on the Strategy Framework

- Ending the 3 diseases should remain the primary goal of the Global Fund.
- Overarching support for Option 3, potentially bringing in aspects of ‘theory of change-style’ Option 2 - e.g., to articulate HTM contributions to PPR.
- COVID-19 pandemic is major factor in global health landscape, support for defining a goal with sufficient visibility on pandemic preparedness and response (PPR), conditional on additional resources, with further unpacking of GF role and partner coordination, and emphasizing synergies with HTM and systems support.
- Maintain conclusions of December Interseasonal Board Meeting on RSSH.
- Important to position communities both at the center of GF work as well as community systems, leadership and engagement critical to *how* the GF works.
- Other refinements to draft language provided, including specificity around gender equality, role in wider architecture, etc.
- Options for updating the Strategy’s vision and mission have been proposed, in line with the Board’s steer on the direction of the Strategy Framework, and input by the Strategy Committee in March.



# Overview of Input by Email following 19 April Board Call

- Great wealth of input received, many details of which will be used to write the Strategy Narrative and describe intended areas of focus under each of the goals, objectives, shifts and partnership enablers - along with wider input received through the Strategy development process.
- Spectrum of perspectives in relation to how PPR is positioned in the Strategy Framework – important to keep moving forward based on agreed areas of direction to make progress with Strategy discussions.
- A few constituencies proposed specific goals on ‘integrated, people-centered approaches’. As already noted by the Board, it is critical that the GF take this approach to funding programs, and as such it has been incorporated in descriptions of how the GF will fund HTM, RSSH programs etc. – rather than a standalone objective.
- Strategic Shifts: a number of suggestions received and incorporated within the Strategy Framework text. The Shifts have been rationalized down to 4, to reflect text incorporated in other parts of the Strategy Framework.
- Appetite noted on need to articulate the distinct and complementary roles and accountabilities of actors in the GF partnership – to be described within the Strategy Narrative.

# Updated Strategy Framework for Board Review

**What we do: Our Goals**

- Primary Goal

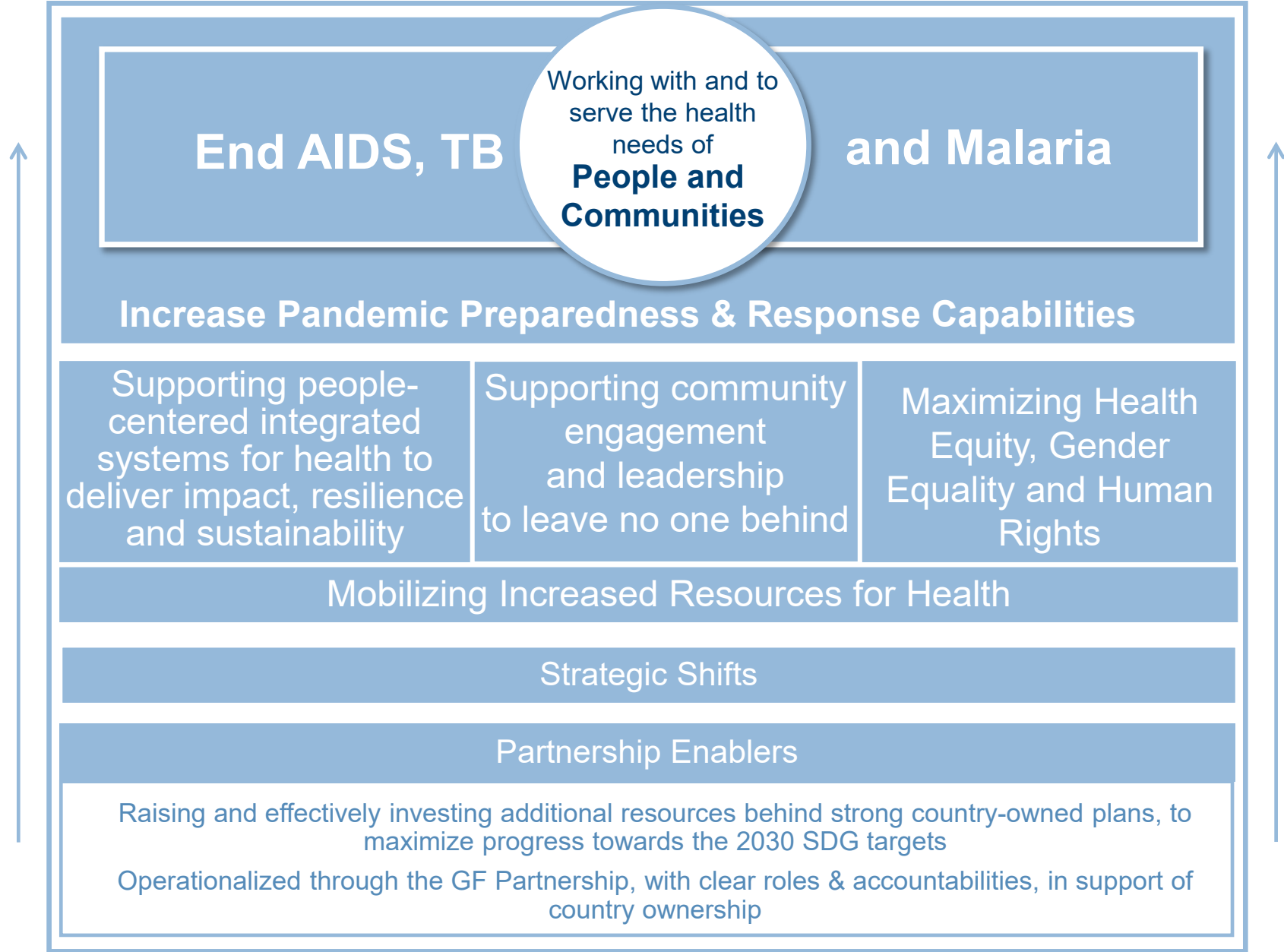
- Conditional & Evolving Goal, subject to additional resources

**How we work:**

- Mutually reinforcing contributory objectives

- Strategic Shifts to improve effectiveness

- Working through the inclusive GF Partnership Model



## End AIDS, TB and Malaria

### **HTM: Primary Goal & Objectives**

Catalytic people-centered HTM investments tailored to maximize impact, quality and build sustainability according to local context, including through:

- Redoubled focus on HTM incidence reduction
- Addressing structural barriers to HTM outcomes

#### *HIV*

- Focus on precision prevention, with behavioral, biomedical and structural components tailored to needs of populations, to reduce incidence & improve equity
- Provide quality people-centered diagnosis, treatment & care, to improve wellbeing, prevent premature mortality for PLHIV and reach epidemic transition
- Advocate and promote legislative and policy changes to reduce HIV related stigma, discrimination, criminalization and inequities and uphold the rights of PLHIV and KVP

#### *TB*

- Focus on finding and treating all people with DS-TB and DR-TB
- Scaling-up TB preventive treatment, esp. in high risk & vulnerable groups

- Improve the quality of TB care and services, through holistic and people-centered approaches, adapted to context

#### *Malaria*

- Expand equitable access to quality early diagnosis and treatment, integrated into PHC, and ensure optimal vector control coverage
- Optimize the implementation of interventions, tailored to sub-national level using granular data and capacitating decision making and action
- Drive towards elimination and facilitate prevention of reestablishment
- Establish control in all areas of high malariogenic potential and achieve regional elimination in a select area of sub-Saharan Africa to demonstrate the path to eradication

## Increase Pandemic Preparedness and Response (PPR) Capabilities

### **PPR: Conditional and Evolving Goal & Objectives**

Working collaboratively with actors across the global health architecture, the GF will leverage its core strengths and HIV, TB and malaria capacities to build pandemic preparedness and response capabilities and contribute to resilient & sustainable systems for health, subject to additional resources:

#### *Approach*

- Leveraging the GF partnership model and principles for inclusive investment decision making based on robust national PPR plans, with independent technical review, evaluation, assurance and performance management

#### *Focus*

- Scaling up core HTM investments that concurrently contribute to HTM outcomes and build PPR capabilities
- Building front-line capacity for detection and rapid response to epidemics and pandemics
- Scaling up and integration of community systems capacity for detection and response
- Strengthening disease surveillance systems, including the use of real-time digital data and detection capacity
- Strengthening laboratory systems and diagnostic capacity to meet HTM program demand and respond to outbreaks
- Addressing the threat of drug and insecticide resistance
- Leveraging the GF's platform to build solidarity for equitable, gender-responsive, rights-based approaches



## Supporting people-centered integrated systems for health to deliver impact, resilience and sustainability

## Supporting community engagement and leadership to leave no one behind

## Maximize Health Equity, Gender Equality and Human Rights

### **How we work: Mutually reinforcing contributory Objectives**

To catalyze sustainable HTM and broader health outcomes and in support of UHC, the GF will support countries and communities to:

- Deliver integrated, people-centered quality services
- Scale-up and reinforce community systems and community-led programming and monitoring
- Strengthen generation & use of quality, timely, transparent, disaggregated digital & secure data at all levels, aligned with human rights principles
- Strengthen ecosystem of quality supply chains, diagnostics and laboratory networks
- NextGen market shaping focus on equitable access to quality health products through innovation, partnership, and promoting sustainable sourcing and supply chains at global and local levels
- Harness private sector capabilities and capacities to improve the scale, quality and efficiency of services to strengthen program outcomes
- Deepen partnerships between governments and non-public sector actors to enhance sustainability, transition-readiness and reach of services, including through social contracting

To deliver greater impact and ensure the HTM response is responsive to and led by those most affected by the 3 diseases the GF will reinforce community leadership by:

- Accelerating the evolution of CCMs and community-led platforms to strengthen inclusive decision making on investments, oversight and evaluation throughout the grant lifecycle
- Evolving GF policies and processes to support community-led organizations to deliver services and oversight
- Supporting community and civil society-led advocacy to mobilize resources for health and drive toward UHC
- Expanding partnerships with communities living with and affected by emerging and related health areas to support more inclusive, responsive and effective health systems

To improve HTM outcomes and drive more equitable access to health services, the Global Fund will support the partnership by:

- Scaling up comprehensive, partnership-based approaches to removing human rights and gender-related barriers across the portfolio
- Targeting investments to reduce inequities in access and outcomes of HTM services, (including by gender, geography, age, income, for KVP)
- Supporting SRHR programs for women in all their diversity.
- Advancing youth-responsive programming, including for AGYW and young KVPs and their partners
- Deploying quantitative and qualitative data to identify drivers of inequity and inform targeted responses
- Leveraging the GF's diplomatic voice to challenge laws, policies and practices that limit impact on HTM

## Mobilize Increased Resources for Health

To strengthen the scale, sustainability, efficiency and effectiveness of health financing, the GF will work across the partnership to:

- Increase available resources for health in order to meet urgent health needs to achieve SDG 3 and catalyze domestic resource mobilization.
- Enhance focus on VfM and support for strengthening country health financing systems to ensure sustainable financing for health and improve sustainability.
- Leverage blended finance and debt swaps to translate unprecedented levels of debt and borrowing into tangible health outcomes.
- Provide health financing support to reduce service barriers & strengthen purchasing efficiency.

## Strategic Shifts

Urgent acceleration of implementation pace to achieve 2030 targets

Encourage climate, environmentally-sensitive & One Health approaches

Encourage and accept the risks of innovation to deliver health impact

Accelerate equitable introduction and uptake of innovations

## Partnership Enablers: How we work

Working as accountable partners across the global health and development architecture and in support of the 2030 SDGs goals:

**The Global Fund Partnership:** Communities, governments, civil society, donors, technical partners, private sector and other partners working together to deliver results, each with distinct, complementary roles and accountabilities, in support of core principles of impact, rights and country ownership.

**The Global Fund Model:** Raising and effectively deploying additional resources to fund ambitious, equitable, country-owned health plans developed based on global technical guidance to accelerate and maximize progress towards 2030 SDG targets.

**Secretariat:** Supporting delivery of the Strategy through appropriate, flexible and responsive grant lifecycle processes, tailored to country context - from COE to transition settings.

**Board:** Providing effective leadership, guidance, oversight and decisions to achieve the Global Fund mission.

**Independent GF Bodies:** Independent technical review, evaluation, OIG and assurance oversight in support of the Strategy's delivery and accountability.

Note: **The Strategy Narrative will articulate the distinct and complementary roles and accountabilities of actors in the Global Fund partnership**, building on the 2009 GF [Partnership Strategy](#).

# Updating the GF's **Vision** to reflect the Strategy's goals towards 2030

## 2017-2022 Strategy

### VISION:

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*A world free of the burden of AIDS, tuberculosis and malaria with better health for all.*

## Post-2022 Strategy – accounting for SC feedback and 19 April Board guidance on the Strategy's direction

**Option 1:** *Maintain current vision, which articulates the Global Fund's core HTM mandate and contributions to SDG 3's vision of better health for all.*

**Option 2:** *Adding 'equity' into the current vision, to highlight the importance of this principle for the Global Fund partnership.*

### VISION:

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*A world free of the burden of AIDS, tuberculosis and malaria with better health for all.*

### VISION:

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*A world free of the burden of AIDS, tuberculosis and malaria with better, **equitable** health for all.*

# Updating the GF's **Mission** to reflect the Strategy's goals towards 2030

## 2017-2022 Strategy

### MISSION:

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*To attract, leverage and invest additional resources to end the epidemics of HIV, tuberculosis and malaria and to support attainment of the Sustainable Development Goals.*

## Post-2022 Strategy - accounting for SC feedback and 19 April Board guidance on the Strategy's direction

**Option 1:** *Maintaining current mission, with the addition of 'reducing health inequities', to highlight the importance of this principle as part of the Global Fund's work.*

**Option 2:** *Complementing the current mission with the Board's strategic direction that, conditional upon additional resources, the Global Fund will leverage its model to build solidarity and resilience to infectious disease pandemics as part of its contribution to the SDGs.*

### MISSION:

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*To attract, leverage and invest additional resources to end the epidemics of HIV, tuberculosis and malaria, **reduce health inequities** and ~~to~~ support attainment of the Sustainable Development Goals.*

### MISSION:

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*To attract, ~~leverage~~ and invest additional resources to end **AIDS**, tuberculosis and malaria, **build solidarity and resilience to infectious disease pandemics** and support attainment of the Sustainable Development Goals.*

# Illustrative: How Strategy Framework could be leveraged to develop a ToC

Working through the inclusive Global Fund Partnership Model

Raising and effectively investing additional resources behind strong country-owned plans, to maximize progress towards the 2030 SDG targets

Operationalized through the GF Partnership, with clear roles & accountabilities, in support of country ownership

To invest behind strong country and community-owned plans

Model

- Country-driven model
- Multi-stakeholder partnership and decision making
- Independent technical review & evaluation
- Oversight & assurance

Principles

- Equity, human rights, gender
- Community engagement and leadership
- Sustainability and VfM focus

Programmatic

- Catalytic HTM investment focus according to context
- Integrated, people-centered investments
- RSSH: CSS, data generation and use, procurement and supply chain; market shaping, diagnostic and laboratory networks
- Leverage platform to advocate for core GF priorities and principles

Enacting key shifts

- Urgent acceleration of implementation pace to achieve 2030 targets
- Encourage climate, environmentally-sensitive & One Health approaches
- Encourage and accept the risks of innovation to deliver health impact
- Accelerate equitable introduction and uptake of innovations

Leveraging mutually reinforcing, contributory objectives

Supporting people-centered integrated systems for health to deliver impact, resilience and sustainability

Supporting community engagement and responses to leave no one behind

Maximizing Health Equity, Gender Equality and Human Rights

Mobilizing increased resources for health

In order to achieve our goals.

Working with and to serve the health needs of **People and Communities**

*Primary Goal:*  
**End AIDS, TB, and malaria**

*Conditional & Evolving Goal, subject to additional resources:*

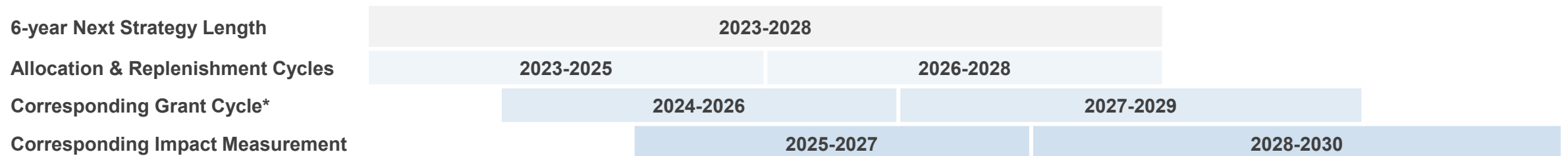
**Increase pandemic preparedness & response capabilities**



# Recommendation for 6-year Strategy length to align with SDG impact measurement, remain agile

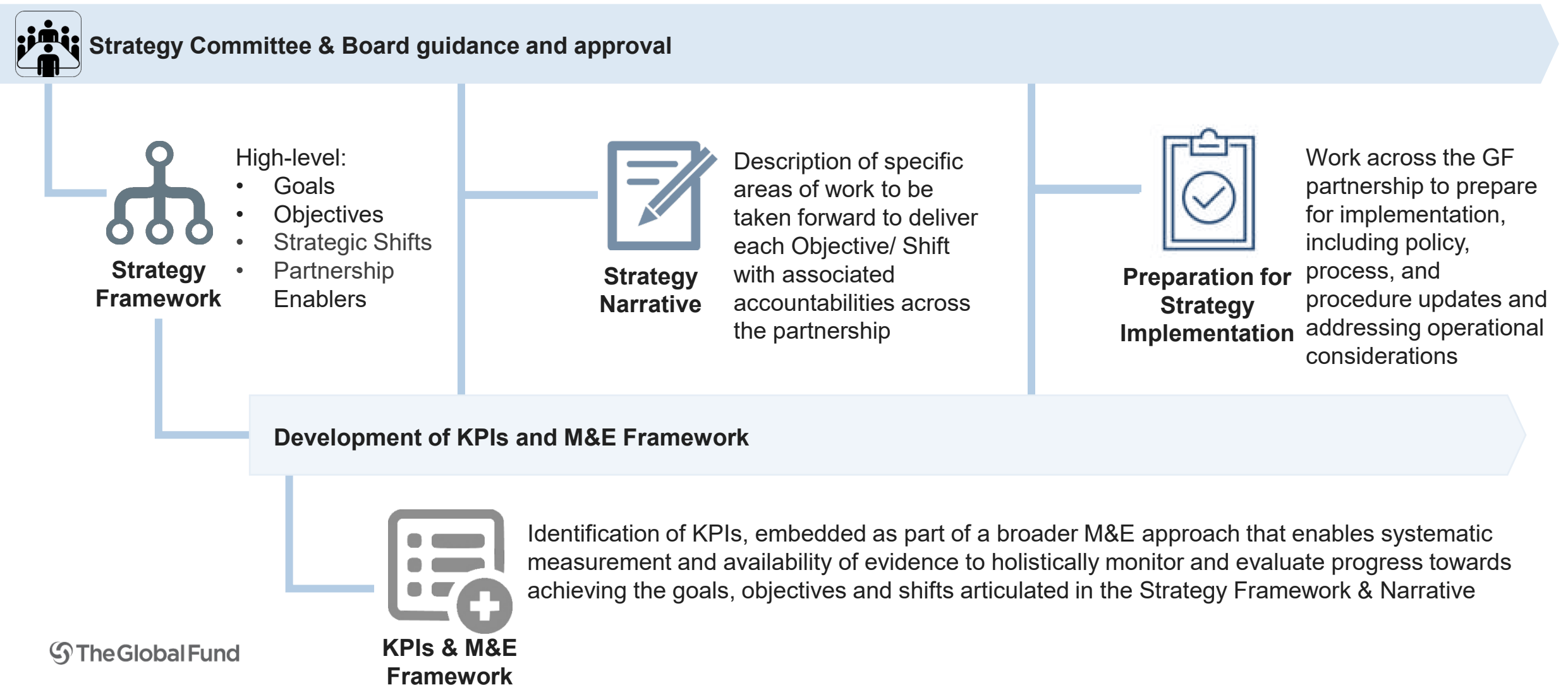
- With the adoption of the current strategy (2017-2022), the GF moved to a 6-year Strategy time horizon, in order to align with two 3-year allocation and replenishment cycles.
- This alignment has proven effective in setting out coherent visions for investment cases and giving clear guidance to countries around the organization’s allocation cycle priorities.
- The next Strategy’s aims and KPI targets will be anchored in a trajectory towards the 2030 targets. It will start in 2023, 8 years before the 2030 deadline.
- The staggered nature of GF funding means that grants derived from the 2<sup>nd</sup> 3-year cycle of a 2023-2028 strategy will be implemented until the end of 2029 (and beyond in a number of cases) and their impact measured in 2030, meaning the next GF Strategy will take the Partnership to 2030 and is well-aligned with the SDGs.
- **Recommend maintaining a 6-year strategy horizon**, to leave agility for the partnership to respond to a changing world in the lead up to the SDGs, maintain alignment with replenishment and allocation cycles, and allow for measurement of the Strategy’s impact in line with the SDGs.

## Depiction of how 6-year strategy timeframe (2023-2028) facilitates impact measurement in line with 2030 SDGs



\* Applies to approximately 70% funding

# Overview of Interlinkages between Strategy, KPI, and M&E Framework development and implementation planning



# Questions for Board Input

- Which of the two proposed options or modifications for the Strategy's vision and mission should be taken forward?
- Are there any further edits needed to clarify the framing of the draft goals, objectives, strategic shifts and partnership enablers?
- Which topics should be prioritized for expanded clarity and description in the Strategy narrative (e.g., specifying roles and accountabilities of actors in the partnership)?
- Are there any other significant areas of disagreement from your constituency that would endanger your ability to support approval of a modified version of this framework in July?



# Next steps

Revisions to the draft Strategy Framework will be made based today's input, and taken forward:

- June: Extraordinary SC Meeting – for input and recommendation to the Board
- July: Extraordinary Board Meeting – for approval
- July – November: Development of Strategy narrative
  - Early September: first draft text to be circulated for input
  - October: SC input and recommendation to Board
  - November: Approval of Strategy with narrative
- Early 2022: Investment Case launched based on approved Strategy