

Report of the 48th Board Meeting

GF/B48/25
48th Global Fund Board Meeting
15-17 November 2022, Geneva, Switzerland

Board Decision

Purpose

This document presents the Report of the 48th Global Fund Board Meeting, held in hybrid format from 15-17 November 2022.

Agenda items. The Meeting comprised of sixteen (16) agenda items and one (1) executive session.

Decisions. The Report includes a full record of the seven (7) Decision Points adopted by the Board (Annex 1).

Documents. A document list is attached to this Report (Annex 2). Documentation from the 48th Board Meeting is available [here](#).

Presentations. Presentation materials shown during the meeting are available to Board Members on the [Governance Portal](#).

Participants. The participant list for the 48th Board Meeting be consulted [here](#).

Glossary. A glossary of acronyms can be found in (Annex 3).

Decision

The Report of the 48th Board Meeting was approved by the Board of the Global Fund via electronic vote on 24th March 2023 (GF/B48/EDP06).

Table of content

| | |
|--|----|
| Agenda Item 1: Board Meeting Opening | 4 |
| Agenda Item 2: Resource Mobilization and the 7th Replenishment Outcomes | 4 |
| Agenda Item 3: Report of the Executive Director | 6 |
| Agenda Item 4: Pandemic Preparedness and Response: Global Fund engagement with the PPR Financial Intermediary Fund (FIF) at the World Bank | 7 |
| Agenda Item 5: Thematic Discussion – Communities | 9 |
| Agenda Item 6: Thematic Discussion – Gender | 11 |
| Agenda Item 7: Office of the Inspector General – 2022 Progress Report | 12 |
| Agenda Item 8: Extension of COVID-19 Response Mechanism | 16 |
| Agenda Item 9: Executive Session | 19 |
| Agenda Item 10: Sources and Uses of Funds | 19 |
| Agenda Item 11: 2023 Work Plan and Operating Expenses Budget | 22 |
| Agenda Item 12: Update on the Board Leadership Selection Process from BLNC Leadership | 24 |
| Agenda Item 13: Risk Management | 25 |
| Agenda Item 14: M&E Framework including KPIs and Multi-year evaluation calendar | 27 |
| Agenda Item 15: Next Gen Market Shaping | 31 |
| Agenda Item 16: Closing of the Board Meeting | 34 |
| Annex 1. Decisions Taken at the 48th Board Meeting | 1 |
| Annex 2. Board Meeting Document List | 6 |
| Annex 3. Glossary of Acronyms | 7 |
| Annex 4. Written Statements received from Constituencies | 8 |

Agenda Item 1: Board Meeting Opening

1. The Board convened in Geneva on 15-17 November 2022 for the 48th Board Meeting. A closed session of the Board was held on 16 November. Quorum was confirmed on all meeting days. The Chair of the Board, Donald Kaberuka, welcomed participants and guests, including those participants that joined online, and the new Chief Ethics Officer. The Chair welcomed ten new Board Members and thanked eleven outgoing Board Members for their commitment to the Global Fund.
2. The traditional candle of remembrance was lit by the Alternate Board Member of the Private Sector Constituency, Erika Satterwhite. Ms. Satterwhite remembered those we have lost and remembered those for whom we still fight and for whom we hope to leave a world without the diseases, before expressing hope for a more resilient world to meet whatever challenges may come next.

Decisions

3. The Board unanimously approved the decisions to appoint Ms. Satterwhite from the Private Sector Constituency, as rapporteur for the 48th Board meeting ([GF/B48/DP02](#)) and to adopt the agenda of the meeting ([GF/B48/DP01](#)).
4. The Chair commended the preparations ahead of the meeting and called on the Board to work together to reach the compromises and trade-offs needed on the matters before the Board at this meeting. Furthermore, the Chair referred to the exceptional and unprecedented global context, noting that the Global Fund had been able to continue its work, including adopting a Strategy and concluding a successful fundraising exercise. The Chair thanked everyone involved in the Seventh Replenishment, in particular the President of the United States for hosting the Replenishment, and the G7, African leaders, and leaders from other regions for their pledges to the Seventh Replenishment.
5. The Vice-Chair, Roslyn Morauta, also referred to the efforts of the whole Global Fund Partnership to mobilize a record level of resources. Special thanks were extended to the Executive Director and to the Secretariat. Furthermore, with reference to the difficult choices ahead, the Vice-Chair underlined the need to draw on collective strengths to holistically consider trade-offs, priorities, and phasing to find practical solutions that set the Strategy up for success and maximize the impact of every dollar that can be mobilized.

Agenda Item 2: Resource Mobilization and the 7th Replenishment Outcomes

Presentation

[GF/B48/24- - Update on resource mobilization and the Seventh Replenishment](#)

6. The Secretariat shared with the Board the final outcomes of the Seventh Replenishment – US\$ 15.669 billion – following additional pledge announcements by India, Italy, Thailand, and the United Kingdom (the last two at the margins of the Board Meeting). The Secretariat thanked the United States for its leadership and hosting of the Replenishment Conference. It thanked all donors and partners for their strong commitment and support throughout the campaign. The Secretariat reflected on the success factors and challenges encountered, committing to an in-depth analysis in the coming months. The Seventh Replenishment outcomes are unprecedented, and remarkable in the current circumstances. The Secretariat will continue to explore resource mobilization opportunities and to leverage the US match.

Board Discussion

7. Board Members commended the Secretariat, the United States as Seventh Replenishment host, and all donors and partners for the outcome of the Replenishment, acknowledging the Global Fund's unique partnership model and proven impact as major success factors. The Board also commented and sought clarifications on the following:
 - i. **Replenishment outcomes:** The Board agreed on the importance of continued resource mobilization efforts and encouraged the Secretariat to expand partnership particularly with the private sector and emerging donors, to further explore innovative and blended finance, and to focus on domestic resource mobilization. Board Members also requested the Secretariat to provide more granular data on the Replenishment outcomes (e.g., set-asides, restricted pledges) and a plan for continued resource mobilization.
 - ii. **Use of available resources:** Board Members urged the Secretariat to be flexible, work closely with partners and leverage portfolio optimization to maximize the impact of the resources available, prioritizing innovation and an integrated approach embedding investments aimed at strengthening health systems, addressing inequalities, and empowering communities and key populations. They also expressed some concerns for the limited resources available for catalytic investments, as well as for the impact of possible trade-offs. It also stressed the importance of holistically considering bilateral, multilateral and domestic resources to maximize the impact of every dollar invested.

Secretariat Response

8. The Secretariat thanked the Board for its support and suggestions to further explore additional funding streams and partnerships. While confirming the commitment to continue resource mobilization, the Secretariat emphasized the need to focus its efforts on ensuring full and timely pledge conversion and to moderate expectations on additional resources bearing in mind not only the Secretariat's stretched capacities but also the challenging environment ahead (e.g., ODA reductions, increasingly competing demands, global economic outlook and shrinking fiscal space).

Agenda Item 3: Report of the Executive Director

Presentation

GF/B48/07 – Report of the Executive Director

9. The Executive Director (ED) opened the session by thanking the Board and Chairs for their support and leadership. The ED acknowledged that the challenges faced by communities and the partnership in 2022 and extended thanks for the many contributions to the strong Replenishment outcome. The ED then provided an update against the Secretariat's 2022 & 2023 organizational priorities, including the key preparations for Strategy implementation. The ED closed by acknowledging the increasingly uncertain and challenging operating contexts the global health community will be confronted with in the coming years (e.g., due to climate change), and the need for a global health architecture that can effectively respond to these emerging challenges.

Board Discussion

10. Board Members thanked the ED for his report. In their feedback to the ED, Members underlined the importance of the following areas:
 - i. **Climate change:** The increasing relevance of climate change was highlighted, both in its direct impact on communities, and its knock-on effects on the spread of infectious diseases. An interest was expressed in a discussion on climate at a future Board meeting.
 - ii. **Strategy ambition:** There is a pressing need to maximize the impact of the partnership's resources to deliver on the ambition of the new Strategy and 10 key changes; in light of resource constraints. Members highlighted the value of leveraging new innovations, strengthening partner coordination, and continuing to place community priorities at the centre of the partnership's efforts.
 - iii. **Resilience and Sustainable Systems for Health (RSSH):** Robust investments in health systems remain fundamentally important to maximizing impact against the three diseases; it is key that the Secretariat articulate how the partnership will ensure an appropriately high level of investment in RSSH, consistent with the Investment Case analysis indicating that ~1/3rd of Global Fund investments contribute to strengthening health systems.
 - iv. **Communities:** Members underscored the importance of ensuring investments and strategic priorities place communities at the centre and empower civil society partners; it was noted that investments in Community Systems should aim to strengthen the broader infrastructure around these systems, in addition to funding Community Health Workers; it was also noted the critical contributions of communities and civil society actors in securing the strong Replenishment outcome.

- v. **Global health architecture:** In the context of an increasingly complex global health architecture, the Board affirmed the comparative advantages of the Global Fund in fighting diseases and strengthening health systems, and the importance of actively collaborating with partners to evolve this architecture.
- vi. **Health financing:** Board Members expressed the importance of leveraging innovative financing arrangements to build and sustain momentum on domestic resource mobilization; such efforts will be especially important given the challenging macroeconomic climate. They also requested a dedicated thematic discussion on health financing at a subsequent Board meeting.
- vii. **Secretariat matters:** Workload and burn-out challenges faced by the Secretariat were recognized, and it was noted that OPEX levels should provide sufficient resources to face both emerging and unforeseen challenges in the next funding cycle. It was also noted similar pressures faced by in-country implementers.

ED's Response

11. The ED thanked the Board for their rich and insightful comments. Acknowledging the lack of time for addressing all comments received, the ED spoke to the primary themes raised by the Board. The ED first reaffirmed the crucial role that communities and civil society played in securing the Replenishment outcome and acknowledged the continued constraints on PR capacity. The ED also reiterated the importance of securing high-quality investments in health systems, noting the mutually reinforcing nature of interventions that strengthen health systems, and interventions that directly reduce the burden of disease. The ED echoed the Board on the heightened need for domestic resource mobilization and welcomed the opportunity for a thematic discussion on climate change at a future Board meeting. The ED closed by recognizing the Board's sentiment that the partnership should not constrain its overall strategic ambitions in the next funding cycle, while noting that the current resourcing context requires a pragmatic approach that acknowledges the trade-offs that will inevitably be required at the country level.

Agenda Item 4: Pandemic Preparedness and Response: Global Fund engagement with the PPR Financial Intermediary Fund (FIF) at the World Bank

Presentation

[GF/B48/10 – Update on Pandemic Preparedness Objective and Establishment of the FIF at the World Bank](#)

12. The Secretariat presented an update on its work to integrate key elements of pandemic preparedness in its next cycle of grants through its support to RSSH. The Secretariat noted that despite these efforts,

the Global Fund's ability to deliver on its evolving pandemic preparedness and response objective is constrained.

13. The Secretariat presented an update on the Pandemic Fund, a recently launched Financial Intermediary Fund (FIF) at the World Bank. As an approved implementing entity (IE), the Global Fund has been engaging with FIF as an observer to its Governing Board and through joint input to its technical working groups. The Secretariat opened the floor for discussion with a focus on the Global Fund's engagement with the Pandemic Fund.

Board Discussion

14. Board Members noted its appreciation for the Secretariat's efforts to incorporate and integrate pandemic preparedness in the next cycle of grants. They welcomed the Global Fund's efforts to engage in early discussions on the development of the FIF, particularly to avoid fragmentation and duplication.
 - i. Members highlighted that the Global Fund partnership's vast expertise in addressing infectious disease threats, as well as recent learnings from C19RM, should inform discussions on pandemic preparedness. It was suggested that the Global Fund advocate around such core principles as equity, inclusiveness, and country ownership
 - ii. Board Members stressed that additional funding for pandemic preparedness should ensure synergies with other funding channels.
15. Board Members noted that not enough information is available to provide a clear steer on whether the Global Fund should apply for funding from the FIF. The Global Fund was advised to carefully consider the costs and benefits of applying for funding particularly given the relatively low amount of funding available and potentially high transaction costs especially for implementing countries. Some Board Members suggested that financing from the Pandemic Fund could be effective if it were used for allocations to and grant-making by multiple countries in areas of Global Fund comparative advantage, which were operationally integrated.
16. Board Members requested that they be kept periodically updated on the Global Fund's engagement with the Pandemic Fund and discuss the topic again once the first call for proposals is released.
17. SC Leadership noted the strong alignment with the discussion at SC20. It was stressed that the Global Fund proceed with caution, working to ensure any engagement considers the implementing countries and works in synergy with existing financing channels.

Secretariat Response

18. The Secretariat thanked the Board for its comments and guidance, noting many similarities across constituencies. The Secretariat noted that while there are many unknowns in relation to the operating

model of the Pandemic Fund, there might be a solution space, particularly in areas where the Global Fund has experience.

Action Points

19. The Secretariat will continue to keep the Board updated and will explore setting up an informal call with the SC/ Board once the first call for proposals is available.

Agenda Item 5: Thematic Discussion – Communities

Presentation

GF/B49/9A – Thematic Discussion: Communities at the Centre

20. The Secretariat presented its work on community engagement, community-led and based responses, and community health workers (CHW) in the context of the new Strategy, emphasizing the new minimum expectations for community engagement. In relation to Country Coordinating Mechanisms (CCMs), they highlighted the need to address representation gaps, transparency, and inclusion in the CCMs and the new requirement to include civil society priorities in the funding request annex.
21. The Secretariat also noted the need to strengthen community-led and -based responses, including routinely using data from community-led monitoring.
22. The Secretariat emphasized three key shifts for CHW programming: a shift toward larger scale investments that strengthen and build on existing systems, a shift toward more well-designed and comprehensive investments across systems components, and a shift toward medium/long-term investments spanning funding cycles in the context of sustainable financing pathways and broader Human Resources for Health (HRH) and health sector planning.

Board Discussion

23. **Support for communities:** Board Members congratulated the Secretariat on its work to articulate how the Strategy will be implemented in relation to communities and expressed its desire to work together in this area.
24. **Meaningful CCM engagement:** The need to fund community consultations before CCM meetings and to ensure stronger participation of young key populations and adolescent girls and young women within CCMs was emphasized. Board Members also recommended that the minimum requirements for community engagement be more ambitious.
25. **Funding for communities:** It was enquired how funding to communities is measured and how the Global Fund supports young people, especially young key populations.

26. **Malaria and TB communities:** The need for more engagement of malaria and TB communities was flagged and it was suggested to create a Key Performance Indicator to measure how well TB and Malaria communities are engaged in Global Fund processes and including more community representatives of TB and malaria in CCMs.
27. **Safety and security of key populations:** Board Members emphasized the need to consider the safety and security of key populations and ensure safe spaces for engagement.
28. **Diplomatic Voice:** The Global Fund was requested to use its diplomatic voice to advocate for funding for community-led and based responses, in part through inclusion using the allocation letter to recommend governments support community-based and -led responses.
29. **Technical Assistance (TA):** Board Members enquired whether the same levels of TA would be available for community engagement, and requested materials be made available in multiple languages.
30. **Civil society priorities in annex:** The need to transparently follow how well the priorities are being integrated into the main funding request and funded was stressed.
31. **Community Health Workers:** Board Members noted that community health workers should be seen as a key part of the system for health as they provide indispensable services. They also noted the importance of not having parallel approaches.
32. **Catalytic investments:** Members enquired how the funding levels would affect catalytic investments how lower funding levels might impact on the ability of communities to access TA.
33. **Community, Rights and Gender Advisory Group and Youth Council:** Board Members noted the importance of these groups and supported ensuring communities are active in different global health spaces, including for pandemic preparedness.
34. **Diversity of Communities.** Board Members recommended acknowledging the diversity within communities, including gender diverse communities, people with disabilities, mobile communities, and communities working on and affected by mental health.
35. **CRG expertise in the Secretariat:** It was recommended to increase CRG expertise within GMD and increase funding and capacity within the CRG department to fully deliver on the Strategy.

Secretariat Response

36. The Secretariat agreed with commentary regarding increasing CRG expertise throughout the Secretariat and is revisiting the structure and capacity of the team to deliver on the Strategy's ambition, including exploring options of secondments.

37. The Secretariat committed to using the Global Fund's diplomatic voice, but also noted the importance of partners using their own diplomatic voice at country level for driving change, especially when responding to legislative frameworks and supporting impacted communities.
38. The Secretariat noted that sustaining community engagement throughout the grant life cycle is critical to ensure communities most affected by the three diseases organizations have an active role in the shaping investments and overseeing implementation. They also noted the importance of communities in national decision-making fora and processes, including those related to pandemic preparedness.
39. The Secretariat highlighted CCM composition will be reviewed annually, including representation of TB and malaria communities, and encouraged partners to support safe spaces for dialogue at the country level.
40. The Secretariat looks forward to continuing to work with partners to ensure coordination and support to communities.

Agenda Item 6: Thematic Discussion – Gender

Presentation

[GF/B48/9B – Gender Thematic Discussion](#)

41. The Secretariat presented an update on its work on gender highlighting ambition in line with the new Strategy, progress, risks and challenges. They emphasized a dual approach – through integrating gender considerations across all portfolios and supporting gender specific interventions – to maximize the impact of investments.
42. They stressed the critical link between gender inequality and disease outcomes and discussed the need for gender transformative programming which goes beyond meeting gendered health needs to address health disparities.
43. The Secretariat stressed the need for a cross-Partnership effort to incorporate a strong gender perspective across all investments and shared a range of actions that have been taken to this end. This included the new key performance indicator on gender and the Gender Equality Marker, which the Technical Review Panel (TRP) will use to score every component of funding requests.

Board Discussion

44. **Support for dual approach:** Board Members congratulated the Secretariat and welcomed the dual approach and agreed that a cross-Partnership effort is needed to advance gender equality.
45. **Gender Equality Marker:** Members commended the adoption of the Gender Equality Marker and recommended that results should be evaluated and be given “teeth.”

46. **Capacity building:** The need to develop capacity at the country level and support community advocacy on gender was highlighted.
47. **Country-context:** Board Members highlighted how efforts need to be tailored to each country-context and to take a supportive approach, while at the same time incentivizing countries to prioritize gender equality.
48. **Tools:** Members suggested tools and easy-to-use guidelines need to be available to support countries to advance gender equality.
49. **Resourcing:** Board Members highlighted the MOPAN (Multilateral Organization Performance Assessment Network) report which noted that the Secretariat is under resourced on gender and recommended to fund more capacity in the Secretariat to support countries on gender.
50. **Partnership:** Members recommended engaging with new partners such as UN Women, UNFPA, and other partners such as LGBTQI organizations, and ministries of gender.
51. **CCMs:** Board Members enquired what support would be provided to CCMs and whether it would be possible to have minimum expectations in relation to gender.
52. **TB and Malaria:** It was stressed that greater efforts should be made include women and girls in the response to TB and malaria.

Secretariat Response

53. The Secretariat thanked the Board for their expression of support and ongoing engagement with interested partners to advance this area.
54. The Secretariat noted that while there has been important work to engage adolescent girls and young women more work is needed in relation to engaging women in all their diversity in HIV, TB and malaria (HTM) decision-making spaces and programming.
55. There was agreement to focus more on malaria and TB, and a commitment that the Gender Equality Marker applies to all disease components and RSSH where it is a separate component.
56. The Secretariat agreed that a differentiated approach is necessary depending on the country context.
57. The Secretariat agreed on the importance of a multisectoral approach and the need to bring in non-traditional partners working on gender.

Agenda Item 7: Office of the Inspector General – 2022 Progress Report

Presentation

58. The Inspector General underscored that 2022 has been another year of immense challenge for the Global Fund. The operating environment for the Global Fund remained complex with increases in both programmatic and financial risks. In many countries, despite innovative and courageous efforts, there was a struggle to get programs back on track following the pandemic. Implementers had to tackle increasing demands for healthcare and health products.
59. The Inspector General highlighted that OIG Audits and Investigations in 2022 revealed five emerging themes:
- i. Continuing challenges for the key enablers of grant impact including lack of country ownership, limited partner availability and support, and generally weaker health systems.
 - ii. Material challenges that required nuanced and better analysis of risk priorities and effective mitigation
 - iii. Absorption of Covid-19 Response Mechanism (C19RM) funds that was still low at only 53%, highlighting need for addressing underlying causes of this slow pace
 - iv. Data quality remained an issue, an audit in 2022 revealed, with material weaknesses in the accuracy, reliability, timeliness and completeness of information and routine data used in decision-making
 - v. Lack of progress on in-country supply chain risks and SEA continued to pose threats to the Global Fund's mission despite remedial commitments made at Secretariat level
60. The Inspector General highlighted that the OIG scaled up its activities to pre-pandemic levels and that its work plan remained on track. This was despite the growing complexity of OIG audits and investigations and a widening of its formal mandate to include the investigation of SEA matters and human rights violations.
61. Outlining key findings of the OIG's work, as put forth in its Operational Update in 2022, the Inspector General noted the following:
- i. a significant increase in allegations, with OIG investigators having screened 296 reports of wrongdoing – a considerable increase over 2021 for the same period,
 - ii. OIG continued its efforts to raise awareness to mitigate fraud and abuse in 2022, concentrating its efforts at the country level,
 - iii. OIG's work on Audits and Advisories continued to uncover risks and challenges to the Global Fund mission at the country level, with 41 agreed management actions for the Secretariat's attention,
 - iv. OIG has developed KPIs to hold itself accountable and to report to the AFC and to the Board.
62. The Inspector General provided an update on the 2023 Workplan and specified that the OIG has focused this on mission-driven assurance. The Workplan includes a significant increase in OIG activities, mainly at country-level in line with pre-pandemic levels. In addition, OIG will continue to

expand and evolve its data analytic capabilities to disrupt fraud and wrongdoing before it takes hold. The Inspector General highlighted that the increase in OIG budget largely relates to work force costs, professional services and travel, driven by the increase in workload, as well as rising costs.

63. The Inspector General provided an update on Agreed Management Actions (AMAs), highlighting the need for the Secretariat to address long-outstanding AMAs. Three AMAs were highlighted in OIG's paper – two relating to ethics and integrity risks and one related to quality assurance of health products. The Inspector General underscored that it needs to be clear that the Global Fund is accepting risk by not finalizing these AMAs.

Board Discussion

64. Board Members thanked and congratulated the OIG for their efforts, and commented on the following issues:
- i. **Lack of progress on PSEAH:** Members underscored the importance of putting in place prevention measures now while risk is still increasing at the country level. Global Fund must be exemplary on this and strengthening its response – an SEA risk management plan is needed urgently, and the Global Fund needs to extend this plan, particularly in high-risk environments. Implementation of the PSEAH framework needs to happen at country level. The discussion included requests for an update on whether there are plans at Secretariat to support acceleration of implementing plans, and how to translate these plans into results at the country level.
 - ii. **Country ownership:** Board Members called on the Secretariat to put in place KPIs that track action towards country ownership and encouraged the OIG to continue working with in-country institutions, such as auditors general and institutes of health for the purposes of learning and replication.
 - iii. **C19RM financing:** The need to address how the Global Fund works across its various parts to leverage resources and mandates to meet ongoing needs in COVID-19 was noted.
 - iv. **Independent Evaluation Panel (IEP):** It was also noted that it was important for the OIG to play a stable role and bring assurance on this.
 - v. **Data quality:** There needs to be an early understanding of patterns leading to the wrongdoings – such as bottlenecks – associated with lack of country ownership, or early understanding of factors against partner availability and support.
 - vi. **Risks to in-country supply chains:** Request to know what is being done to reverse this trend.
 - vii. **AMAs:** Board Members expressed great concern over AMAs, especially long-overdue AMAs

relating to PSEAH and integrity due diligence.¹ Board discussion noted the need to collectively collaborate and provide insights towards closing these AMAs, particularly AMA regarding the PSEAH operational plan,² and queried whether it is planned to accelerate implementation of AMAs.

OIG Response

65. The Inspector General addressed the comments and questions raised by the Board noting:
- i. **Lack of progress on PSEAH:** The OIG's focus will continue to be at the country level until there is material change. Also, the OIG is making *I Speak Out Now* a learning and implementation platform for everyone – from OIG/Secretariat staff, to implementers, LFAs, supreme audit institutions, to use as a source of good practice and ways of preventing fraud and abuse.
 - ii. **C19RM absorption:** The OIG's analysis is that common challenges are condensed in an environment in which the Global Fund is trying to spend these funds as quickly as possible to best prepare countries against future pandemics and to bolster their C19 response.
 - iii. **Independent Evaluation Panel (IEP):** The OIG met with the IEP and will continue to collaborate with them and to make sure that activities are complementary. The OIG has made a commitment to review the function once the IEP has been embedded.
 - iv. **Data quality:** Many countries have complex, manual processes for compiling data. Health workers try their best to report accurately but have many other pressures. This should be an ongoing focus for the Global Fund.
 - v. **Risks to in-country supply chains:** Progress is certainly being made, but the issues are most pertinent at the "last mile".

Secretariat Response

66. **Lack of progress on PSEAH:** The Global Fund needed an overall approach and GMD has worked with the Ethics Office and made good progress. GMD needed to make sure that whatever was done is risk based and can be rolled out across the Global Fund eco system. GMD still wants high-risk programming to be done, but it wants to protect vulnerable people from sexual exploitation and abuse.
67. **Risks to in-country supply chains:** These systems involve national systems that neither the Global Fund nor principal recipients control. Country ownership is important, accountability is important. Continued progress will depend on central interventions, while funding is potentially decreasing.
68. **AMAs:** A recent update from OIG showed that overdue AMAs are down 40% year on year to 19, which is the lowest number ever. A lot has been done on clearing overdue AMAs. An AMA not being closed does not mean that the risk has not been mitigated at all. All those AMAs have made substantial

¹ Audit GF-OIG-19-016, AMAs 2, 3, 6; Investigation GF-OIG21-005, AMA4.

² Investigation GF-OIG21-005, AMA4.

progress though have not fully closed. Some AMAs are so substantive that a one-line AMA can actually consist of three years of work. The way that the SEAH risk AMA was phrased was very ambitious, especially with regards to the resources that were in place. The PSEAH Unit has only recently been set up and granted additional funding. The team has developed and received cross-cutting endorsement for a four-module risk management approach, which included the development of a Global Fund SEAH risk index to inform a risk-based differentiated approach to implementer capacity assessment and grant-level risk mitigation. Country-level work will be starting shortly. The SEAH risk AMA is only a part of the work the PSEAH Unit is doing, and an open AMA is not a reflection of lack of overall progress in PSEAH. The work is substantial and includes both prevention and response activities, both of which have progressed significantly.

Agenda Item 8: Extension of COVID-19 Response Mechanism

Presentation

[GF/B48/06 – Extension of the COVID-19 Response Mechanism \(C19RM\)](#)

69. The Board Vice-Chair opened the discussion, noting that the proposal before the Board was to approve an extension to the C19RM award and implementation timelines and an increase to the percentage of the C19RM funds that may be used to cover operating costs related to the extension. The extension was proposed to better align the mechanism with the evolution of the COVID-19 pandemic and country priorities towards strengthening systems for health and pandemic preparedness.
70. The Chair of the SC provided a summary of the Committee discussions leading up to the SC recommendation to the Board in favor of the C19RM extension, including the joint AFC-SC meeting on 19 October and the additional SC meeting on 7 November.
71. In its presentation, the Secretariat focused on the areas emerging from the Committee deliberations and constituency comments. The Secretariat noted that US\$867 million was available for investment, of which US\$467 million had not yet been awarded and the AFC-approved US\$ 400 million for portfolio optimization. There was also an opportunity for countries to right-size needs and reprogram funds from the personal protective equipment (PPE) and diagnostics budget lines to RSSH or PP.
72. The Secretariat stressed that the extension would enable C19RM investments to better complement grants for the next cycle since countries would know both their allocations and priorities to be funded under C19RM before developing their funding requests. A communication and change management plan were being developed to ensure countries were adequately informed of the complementarity of the funding streams. The Secretariat also noted that if the extension was approved, CCMs would continue to receive additional uplift funds and support. The Secretariat explained that the TRP would

be involved in several ways, including through input into guidance and monitoring frameworks, and would have full visibility of approved C19RM investments during its review of core grant funding requests. The TRP would also share observations through regular channels with the Grant Approvals Committee (GAC), the Secretariat and Partners.

73. The Secretariat noted that the monitoring framework was being revised to capture the shifts towards RSSH and pandemic preparedness (PP); regular reporting to the Board would continue; and the Board would continue to have oversight and visibility through the approval of relevant C19RM awards and through GAC reports.
74. The Secretariat also explained that the proposed increase in the OPEX ceiling from 3% to 4.5% was needed to drive transparency and accountability during the extended period of operation.
75. The Secretariat further stressed that collaboration with partners within the broader context of PP would be strengthened during the C19RM extension.

Board Discussion

76. Board Members expressed support for the extension and for the shift towards strengthening systems for health. The following observations were made:
 - i. **Timelines:** Although the need to maintain pace was recognized, some concerns were raised about the ability of countries to be able to develop robust funding requests by June 2023. Calls were made for flexibility in this timeline and for consideration for further extensions if necessary.
 - ii. **Alignment with grants for the next cycle and CCM capacity:** Board Members noted that CCMs would have heavy workloads as they would be developing C19RM funding requests in parallel to the HTM requests. The need for alignment to avoid fragmentation and duplication was highlighted, and it was suggested that one of the criteria for assessing proposals should be how well they demonstrate alignment.
 - iii. **Areas of C19RM investments:** Members noted that the C19RM extension provided an opportunity to invest in lab strengthening, surveillance, community health workforce, regional manufacturing of core commodities as well as strengthening of community-led responses, including around human rights and key populations. It was also stressed that mitigating the impact of COVID-19 on HTM was a priority. Members also noted that COVID-19 was not over and that investments would still be needed for diagnostics, PPE, and therapeutics. Additionally, the need for a clear distinction between the C19RM's mandate and the GF's core mandate was noted. C19RM is a time-limited emergency mechanism, and its focus must remain clear.
 - iv. **Partnerships and coordination:** It was noted that there was a risk of fragmentation of funds available across global health entities but also opportunities for complementarity through

coordinated approaches with actors such as GAVI, UNICEF, World Bank FIF, Africa CDC and others. Members also stressed the need for coordination and joint planning at country level.

- v. **TRP involvement:** Calls were made by Board Members to increase TRP involvement in the review of C19RM proposals.
- vi. **Monitoring and reporting:** Questions were also raised about reporting on results, including on how the reporting on RSSH and PP would be complemented or aligned with reporting on these areas through the core grants, and how reporting highlights funding that goes to community-led responses and advocacy and for community health workforce.

Secretariat Response

77. The Secretariat provided the following responses and clarifications:

- i. **Timelines:** The June 2023 timeline is driven by an effort to allow enough time for countries to develop high quality requests while maintaining a sense of urgency. The timeline also allows for C19RM grants to be taken into consideration by the TRP during its review of the core grants, ensuring alignment.
- ii. **Alignment with grants for the next cycle and CCM capacity:** The Secretariat recognized that CCMs would need support to be able to coordinate with in-country actors and to develop high quality requests. Support of technical partners in countries was critical in this sense.
- iii. **Areas of C19RM investment:** C19RM remains an emergency response mechanism. Investments in surveillance, labs and community health workers will put countries in a better position if there is a need to swiftly respond to a new surge of COVID-19. Budget lines for PPE, oxygen, COVID-19 diagnostics and therapeutics will remain available.
- iv. **Partnerships and coordination:** The C19RM model was set up with GAC and CTAG partners as key strategic external reviewers. Coordination mechanisms, such as ACT-A, have been in place. Since the start of the mechanisms, CCMs have been required to coordinate and align with national COVID-19 response bodies. Similar alignment with relevant national bodies, including on pandemic preparedness bodies, will be recommended going forward.
- v. **TRP involvement:** C19RM is an emergency mechanism and must remain agile to swiftly evolve as required. External review by GAC/CTAG partners complements the extensive expertise within the Secretariat to review C19RM proposals. The mechanics of TRP reviews are not aligned with the emergency nature and agility of C19RM. TRP review of the C19RM funding requests would therefore depart from how the mechanism operates and would be considered a fundamental change of the business model. There is also a need to ensure that the TRP maintains its capacity to focus on the review of the much larger portfolio of HTM grants (in volume of financing and complexity). However, the TRP will be involved in C19RM in several ways, including:

- a. The TRP will contribute to defining upfront technical guidance for the C19RM extension and will provide input on the monitoring framework, thus helping set standards against which the quality of requests will be determined;
 - b. The TRP will have full visibility of the C19RM applications and funding decisions to be able to assess how investments in HTM funding requests complement C19RM funding;
 - c. TRP members will participate in the CTAG process to provide an additional independent set of eyes during review of individual C19RM funding requests; and
 - d. The TRP will also be able to provide observations and lessons learnt to the Secretariat, Partners and GAC on complementarity of C19RM investments based on outcomes of reviews of HTM funding requests.
- vi. **Monitoring and reporting:** The reporting framework on RSSH is consolidated and does not distinguish between C19RM and core grants. Independent reporting on C19RM results will be provided to the Board, including on results of spot checks and pulse checks. The C19RM monitoring framework is under review to ensure it captures shifts in funding needs towards RSSH/PP, as well as outcomes of prioritization of reinvestments and portfolio optimization exercises. Changes made will support the adaptation of reporting to the Board and are expected to support trend analysis of investments over time by key investment areas, complemented by analyses such as case studies. The Secretariat will also continue regular reporting to the Board to provide visibility on C19RM awards including with respect to communities and community systems strengthening, on how the mechanism evolves and on results from the strategic shift in investing in RSSH/PP.

Conclusion

78. The Board voted unanimously to approve the decision point [GF/B48/DP03](#).

Agenda Item 9: Executive Session

The Board met in executive session on day 2 of the meeting. Records are deposited with the General Counsel in line with provisions of the Board and Committee Operating Procedures.

Agenda Item 10: Sources and Uses of Funds

Presentation

[GF/B48/03A – Revision 1 – 2023 – 2025 Allocation Period: Sources and Uses of Funds](#)

[GF/B48/03B – Revision 1 – 2023 – 2025 Allocation Period: Sources and Uses of Funds](#)

79. AFC and SC leadership provided inputs on discussions from previous Committee meetings, including deliberations and trade-off discussions to inform the recommendations presented at the Board meeting on the sources and uses of funds.
80. The Secretariat presented an overview of the outcome of the Seventh Replenishment, which included additional pledges received between the additional Committee meetings in November and the 48th Board meeting and highlighted that the Replenishment must be considered in a challenging global economic context. The financial cascade was presented to the Board, illustrating how the Secretariat derived the proposed sources of funds for allocation, and explained the trade-offs and prioritization considered so that country allocations are protected. The Secretariat explained that the relative strength of the US dollar adversely impacted the Replenishment outcome, and highlighted that the Secretariat continues to engage with donors on set-asides as potential opportunities to re-direct bilateral funding towards addressing critical needs at the country level, as initiated by the SC.
81. The Secretariat emphasized the need to strike the right balance between country allocations, catalytic investment funding and OPEX, and presented a proposal for the prioritization of available funding that is considered to best deliver on the new Strategy, considering the various challenges and trade-offs.
82. The Secretariat recommended an additional US\$ 200 million investment in catalytic investments on top of the Board-approved catalytic scenario of US\$ 200 million, utilizing the Board-approved flexibility under [GF/B47/DP06](#). The total US\$ 400 million in catalytic investments will secure additional and complementary private sector contributions and increase resources for cross-cutting and cross-country priorities that are difficult to address through country allocations alone.
83. The Secretariat noted the concerns raised by the various Board constituencies regarding reductions in catalytic investments for multicountry grants as well as sufficient resourcing for cross-cutting priorities to catalyze RSSH to deliver on the commitments of the Strategy. These, along with resources required to secure private sector pledges, were the core elements of the proposal to leverage the Board-approved flexibility, recommending a US\$ 400 million in catalytic investment funding. This allowed a landing of approximately US\$ 518 million with the inclusion of the private sector contributions to catalytic investments in the relevant formula.

Board Discussion

84. Board Members commended the Secretariat for providing a balanced proposal that takes difficult trade-offs into account and appreciated the quick update of the prioritization, taking into account the additional pledges received.
85. The Board requested clarifications on different topics:
- i. Risk and technical adjustment changes between the base case presented and the outcome
 - ii. Emergency Fund allocations

- iii. Impact of both inflation and the strengthening of the US dollar
86. Overall, the Board supported the balance between country allocations, catalytic investments and OPEX.
87. Constituencies welcomed the proposal to increase catalytic investments by US\$ 200 million. However, some Board Members expressed concern that critical priorities remain underfunded, including tuberculosis, growing insecticide and antimalarial drug resistance, and innovation through NextGen Market Shaping. Support was expressed for multicountry investment in HIV key populations yet highlighted that more investments in the multicountry modality are needed to reach populations in certain contexts, with the understanding that the proposal made is in a context of a difficult Replenishment, coupled with the adverse effect of forex and increasing set-asides and donor conditions. There was also support to increase investment in RSSH catalytic investment priorities. Some Board constituencies highlighted their support to top up the Emergency Fund.
88. It was requested that the Secretariat ensure clear guidance on the new strategic goals is provided to countries.
89. The need to leverage all levers available to deliver on the Strategy was emphasized, particularly in the challenging context with increased pressure on domestic financing and including tailored messaging in the allocation letters and around co-financing.
90. Board Members highlighted the need to continue resource mobilization efforts, as it will be challenging to deliver on the ambitions of the Strategy with the currently available funds.

Secretariat Response

91. The Secretariat provided explanations on the questions raised by the Board:
- i. The risk and technical adjustments are a consolidation of all adjustments from the donors. The adjustments are updated based on the latest information from the donors and all pledges received.
 - ii. The Secretariat welcomed the support from some Board Members on the need to further top up the Emergency Fund.
 - iii. While the impact of a stronger US dollar may increase the value of funds spent in implementing countries, inflation has the opposite effect thereby offsetting the impact of potential gains.
92. Related to catalytic investments, the Secretariat noted the concerns about the level of investments for certain priorities including malaria and tuberculosis. The Secretariat highlighted that the prioritization involved difficult trade-offs, and focused on protecting country allocations, securing private sector pledges and supporting cross-cutting RSSH investments under-resourced in country allocations. All available tools will be explored to increase total funds as well as the impact of funding, including

the partnership model to leverage technical assistance and maximize the shared impact of set-asides.

93. The Secretariat recognized the importance of the allocation letters and clear guidance to ensure investments align with the objectives of the new Strategy. Detailed guidance materials are already available to countries, and the allocation letters will contain tailored messaging as relevant to the country context.

Conclusion

94. The Board voted unanimously to approve the decision point [GF/B48/DP04](#).

Agenda Item 11: 2023 Work Plan and Operating Expenses Budget

Presentation

[GF/B48/02A – Revision 1 – 2023 Work Plan, Budget Narrative and Operating Expenses Budget](#)

[GF/B48/02B – Revision 1 – Operating Expenses Budget OPEX](#)

95. AFC and SC leadership provided inputs from previous Committee meetings, including deliberations and difficult trade-off discussions to inform the recommendations presented at the Board meeting. Reviews of detailed budgets were conducted and OIG, TRP, evaluation function and Ethics 2023 OPEX Budgets were approved during the additional Committee meetings in November.
96. The Secretariat highlighted that OPEX was elaborated in a difficult replenishment context on one hand and in an inflationary context on the other hand.
97. The challenging contexts were reflected in the AFC recommendation at its November meeting of a flat-lined budget of US\$ 335 million (GF/AFC20A/DP02), which acknowledged gaps for the Secretariat to deliver on the new Strategy. With additional pledges leading to the final Replenishment outcome, the Secretariat presented a proposal to supplement the AFC's recommendation with an increase of US\$ 5 million, resulting in US\$ 340 million for the 2023 OPEX Budget. Additional pledges were also reflected in the presentation of an increase to the three-year OPEX forecast (US\$ 1,025 million, an increase of US\$ 30 million from the flat-lined US\$ 995M forecast acknowledged by the AFC at its additional meeting in November (GF/AFC20A/DP03)).
98. Prioritization and trade-offs embedded in the 2023 OPEX Budget were detailed by the Secretariat (including investment for new functions to support PSEAH, the new evaluation function and CCM Evolution), with some unfunded gaps remaining in the budget allocation when compared to needs due to limited flexibilities available.

99. The Global Fund's success is dependent on its people who are its assets: for this reason, over 60% of the Secretariat's costs comprise human resources, critical for Strategy delivery and to achieve its mission.
100. A holistic view of OPEX across funding sources (i.e., regular OPEX, SI, C19RM, restricted financial contributions for Secretariat activities) presents a flat-lined increase of 2%, reflecting the Global Fund's prioritization of investment in critical delivery areas while embedding tactical compensating reductions.
101. The Secretariat has made efforts to reduce the 2023 OPEX Budget while preserving the critical workforce, bringing in more efficiencies in evolving working practices, such as professional fees and meetings. The Secretariat highlighted that the Global Fund continues to be one of the most efficient international organizations and will continue to look for efficiencies in the future.

Board Discussion

102. Board Members commended the efforts made by the Secretariat to provide a lean and balanced 2023 OPEX Budget. The funding for evaluation, CCMs, CRG and Country Teams was considered appropriate. The Board recognized that the Secretariat will be under pressure notably in the context of staff well-being concerns. Members emphasized the importance of providing the Global Fund with the means to achieve its mission and expressed it would consider an increase in the Operating Expenses if additional funds become available in the future, while requesting the Secretariat to continue to drive efficiency and value for money.
103. Some Constituencies requested the Secretariat to provide more details on the FTE split among the different teams in 2023 and, with workforce being the main component of the Secretariat 2023 OPEX Budget, requested that the AFC focus on workforce planning.

Secretariat Response

104. The Secretariat affirmed it will continue to drive efficiency in processes and continue the Global Fund's transformation journey to become a more streamlined organization. It was noted that with the current level of OPEX, the Global Fund will not be able to deliver all the technology efficiencies needed, which may impact ability to alleviate specific areas of high workload.
105. The Secretariat confirmed the collaboration between Finance, Strategy and Policy, and Human Resources with respect to the current OPEX proposal and underlined that the pillars for strategic workforce planning are in place. Looking ahead, Finance will work closely with Human Resources to further mature the approach, noting the time needed for continued internal transformation. The Secretariat confirmed the intent to return to the Board to provide additional comfort with respect to strategic workforce planning.

Conclusion

106. The Board voted unanimously to approve the decision point [DP/B48/DP05](#).

Agenda Item 12: Update on the Board Leadership Selection Process from BLNC Leadership

Presentation

[GF/B48/18 – Board Leadership Nomination Committee Update](#)

107. In his introductory remarks, the EGC Chair noted the EGC role in overseeing the Board Leadership Selection Process and shared key reminders with constituencies on their role to support a successful process and outcome. Specifically, the EGC Chair highlighted the possibility for constituencies to nominate more than one candidate, and to draw on support from the search firm in identifying suitable candidates. He further noted the inclusion of diversity and complementary among the principles used in the selection and emphasized the need for confidentiality. The Chair of the Board Leadership Nomination Committee (BLNC) presented an update on the progress achieved in the selection process to date, and an outlook on the next steps. She reassured that the process is on track in line with its agreed timeline. Furthermore, she reiterated that the process is competency-based, as opposed to a political selection, and provided several key reminders, including the rotation principle which foresees that implementer constituencies will nominate for the Chair role and Donor constituencies for the Vice-Chair role. She further emphasized the importance of candidate confidentiality and the requirement to avoid lobbying other constituencies for candidates under consideration. She also provided an explanation on the way matching is handled by the search firm, and how non-voting constituencies can put forward candidates through this mechanism. The upcoming deadline for nominations from voting constituencies of 10 January and the need for strong engagement from constituencies were further recognized by the Vice-Chair in his brief remarks following the presentation.

Board Discussion

108. Board Members welcomed the update and noted the importance of the work done by the EGC and BLNC on this important topic. In their comments, Board Members:
- i. Sought further clarification on possible next steps in case an insufficient number or insufficiently diverse slate of candidates was nominated by the deadline;
 - ii. Noted the need to discover any negative issues related to human rights, civil society, and key populations, suggesting formal inclusion of this criteria in the process and reassurance that it will be followed up; and

- iii. Sought clarification on the end of term of the current Board Leadership.

Response

109. The BLNC Vice-Chair pointed towards the involvement of the independent search firm in conducting candidate outreach and highlighted the close involvement of the BLNC in monitoring the process, including diversity and suitability of candidates.
110. The Vice-Chair of the BLNC fully agreed with the importance of the due diligence process and reassured that these matters will be rigorously covered during the due diligence process (and are already included as part of the principles for selection).
111. The end of term of the current Board Leadership will be at the conclusion of the 49th Board Meeting in May 2023, with incoming Board Leadership attending the meeting as part of the leadership transition and onboarding.

Action Points

112. The Chair thanked the Members of the Board Leadership Nomination Committee for volunteering their time and called on the Board Members to reach out to suitable candidates before January, highlighting once again the importance of process integrity and confidentiality, including with respect to enabling confidence and trust of prospective candidates.

Agenda Item 13: Risk Management

Presentation

[GF/B48/23 – Semi-annual Risk Management Report](#)

113. The Secretariat updated the Board on the impact that volatility in the current operating environment is having on the organization's risk profile, risk trajectories relative to Board-approved risk appetite, and target risk timelines. The drivers of individual risk trajectories and the types of mitigations being deployed within countries was discussed, with reference to country case studies. A summary of the comprehensive review of the Grant-Related Fraud and Fiduciary risk presented to the AFC was also presented, to demonstrate how the fraud risk management framework is maturing, as well as work to further mature the Global Fund's overall risk management framework.

Board Discussion

114. In response to the Secretariat's presentation on the Risk Management Report, Board Members noted that the Procurement, Grant-related Fraud & Fiduciary, and Accounting & Financial Reporting by Countries risks are not expected to reach Moderate by the target date of December 2022, and that

the Secretariat will provide recommendations on revised target risk timeframes at the 49th Board meeting. The following points were also raised:

- i. **Fraud risk:** Enquired on the model in place to mitigate the increasing risk of fraud.
- ii. **SEAH risk mitigation:** Commended the work undertaken to address the SEAH risk and encouraged further progress in working with in-country partners.
- iii. **Emerging risks:** Noted the increasing concern for anti-malarial resistance in Africa and requested risk reviews for Drug and Insecticide Resistance (DIR) and Domestic Health Financing (DHF), to explore how the Global Fund is addressing these emerging risks.
- iv. **Monitoring RSSH:** Enquired on the benefit and need of an individual RSSH risk category, to facilitate monitoring of the Global Fund's investment efficiency.
- v. **Catalytic investment budget:** Enquired how mitigation strategies and assurance activities funded by the recently reduced funding for catalytic investment will be prioritized and reassessed.
- vi. **Climate change:** Requested more information on how the impact of climate change on the organization risk profile is being assessed. There is an increasing need to understand what support is needed by countries to mitigate climate change, and how the organization can reduce its carbon footprint in supply chains.

Secretariat Response

115. **Model for fraud risk:** To manage the cross-cutting impacts of fraud, the risk management framework calls for engagement with the Risk Management Department, Country Teams, and across second line functions such as Finance, Ethics, and Supply Operations; all of which have a tailored approach to addressing fraud risk. Learnings from fraud risk assessments, currently underway, will be key in understanding how the risk is evolving, and to tailor mitigating actions and capacity building efforts accordingly.
116. **SEAH risk mitigation:** The Secretariat noted SEAH is an increasing risk across all organizations and echoed the Board's comments on the need to maintain progress to address this issue, with a focus on working with in-country partners.
117. **Emerging risks:** DIR and DHF have been identified for a comprehensive review. DIR will be presented to the SC, with a particular focus on anti-malarial resistance in Africa. DHF is in discussion for a joint AFC-SC session, noting many countries are facing economic challenges and are reducing investment in health programs. Attention on these risks does not diminish the focus on Program Quality risks.
118. **Monitoring RSSH:** RSSH will not be monitored as a stand-alone risk in the Integrated Risk Management (IRM) tool. However, updated RSSH indicators reflect the new Strategy and will be a central part of reporting on, and monitoring implementation of the new Strategy.

119. **Catalytic Investment budget:** Prioritizing investments in mitigating actions and assurance will need to consider the reduced catalytic investment envelope. Adjustments will be needed, which will be determined in consultation with other second line functions.
120. **Climate change:** From a risk perspective, climate change is a consideration when reviewing disruption in the operating environment at a country and global level. The Global Fund has a strong voice on the need to mitigate climate change and has previously outlined the steps being taken to support countries via media releases.
121. **Delivering on mission:** The primary risk is not delivering on the mission of the Global Fund. Achieving this mission will require taking risk trade-off decisions to facilitate program continuity. This ultimately means that, despite a rigorous process is in place to assess risk trade-off decisions, risks are more likely to materialize, and the organization will need to be mindful of this.

Agenda Item 14: M&E Framework including KPIs and Multi-year evaluation calendar

Presentation

[GF/B48/04 – Global Fund Monitoring & Evaluation \(M&E\) Framework including KPIs and the Multi-Year Evaluation Calendar](#)

122. The Board and SC Vice-Chairs opened the session noting:
- i. The Monitoring & Evaluation (M&E) Framework including Key Performance Indicators (KPIs) and the Multi-year Evaluation Calendar is the result of an iterative and consultative development process led by the Secretariat that included Measurement Consultations with over 450 internal and external technical experts, of which many were nominated by the Board.
 - ii. A new model of evaluation which emphasized learning was approved by the Board last year. Consequently, the SC recommended to Board the endorsement of the M&E Framework and approval of the KPI Framework and the Multi-year Evaluation Calendar, with one member abstaining from the vote. The AFC recommended to the Board approval the Financial KPIs.
 - iii. The SC informed the Board it had approved the 2023 Workplan and budget for the evaluation function.
123. The new Chief Evaluation and Learning Officer (CELO) and Independent Evaluation Panel (IEP) Chair were also introduced to the Board.
124. The Secretariat presented the M&E Framework, including KPIs and the Multi Year Evaluation Calendar noting the following:

- i. The 18-month Measurement Consultations allowed for a diagnostic of the data and measurement needs anchored to the new Strategy. The consultations were an opportunity to take stock of measurement approaches, update them where needed, and address gaps in challenging measurement areas. The process also carved out a deliberate role for Evaluations in the new M&E Framework.
- ii. The M&E Framework' development process has allowed coherence between the M&E Framework and KPI Framework and related tools to be strengthened. However, each M&E Framework component serves a distinct purpose and has specific audiences.
- iii. The M&E Framework operationalizes the new Strategy's greater emphasis on data driven decision-making.
- iv. The Chief Evaluation and Learning Officer (CELO) described the value of the Multi-year Evaluation Calendar tool that enables evaluation to be strategic, timely, relevant, focused for high quality, maximize evaluation resources, realize learning potential across the Secretariat, and enhance coordination with the broader Global Fund partnership, including the OIG and CCMs. The Multi Year Evaluation Calendar is also intended to allow for prioritization and reduce ad hoc requests for evaluation topics that may not be as well aligned with the new Strategy.
- v. The KPI Framework is built upon country-level metrics with cohorts based on countries with relevant Global Fund investments; targets aligned to grant targets that in turn are often aligned to national targets (for HTM indicators the target will be 90% achievement of the grant target, considered an acceptable performance); and definitions of indicators consistent with those in grants. This country-driven approach fosters clarity on the performance of the Global Fund, reduces the level of effort for implementers and LFAs and enables better performance management, as the KPIs at the strategic level are based on the indicators measured at the country level and used for routine grant management.
- vi. Despite the KPI methodologies not changing depending on the level of available funding, the parameters (targets, cohort) will be affected for the new KPIs on Impact and Human Rights. The target of Impact KPIs will be defined based on the level of available funding while the cohort and target of the KPI on Human Rights will depend on available Matching Funds. These KPIs will be the subject of discussion in the following S C and Board meetings in Spring 2023.
- vii. The next phase will be to implement the M&E Framework and maximize the complementarity of its interrelated components. The Secretariat is working on operationalization and change management so that implementers, LFAs and Country Teams are familiar with the new KPIs especially those relating to RSSH, Equity and Gender. For the Strategy Performance Report, the Secretariat intends to integrate take-aways from Strategic reviews and thematic evaluations, as well as complementary insights coming from other M&E components. Prototypes of design for the Strategic Performance Report will be presented in 2023 to the Committees for feedback.

Board Discussion

125. Board Members welcomed the Global Fund's M&E Framework, KPI Framework and Multi-year Evaluation Calendar, and acknowledged the robust and iterative development process. On the M&E Framework, Members:

- i. **Operationalization:** Emphasized that sufficient technical capacity at the country level to implement the new M&E Framework, including KPIs, is required. To this end, a specific request for clear guidelines/toolkit was made, to ensure a common and clear understanding of KPIs at the country level. Also, the Board recommended stronger leveraging of existing partner data collection and planned evaluations.
- ii. **Evaluation Calendar:** Suggested additional topics to be considered including a global analysis on innovative finance and evaluation on the impact of this type of finance. Constituencies welcomed the Secretariat's inclusion of Partnerships and requested a specific focus on evaluating multilateral partnerships. Constituencies also asked to ensure adequate integration of the following topic areas in the M&E Framework: sustainability, gender, and climate change/environment/One Health.
- iii. **Reporting:** Asked to interlink the M&E Framework to measurement of risk, so that the Board can consider prioritization, potential trade-offs, and strategic steer for the Secretariat. Clarification was also sought on how Strategic Initiatives link to the M&E Framework.
- iv. **Standard Operating Procedures (SOPs):** Requested clarification on the process for development of the new evaluation function's SOPs.
- v. **RSSH KPIs:** Sought clarification on the operationalization of Health Facilities Assessments (HFA).
- vi. **Gender disaggregation:** Requested gender disaggregation across the entire KPI Framework where applicable.
- vii. **Cohort KPI E3b:** Asked for clarification on the cohort related to the Gender KPIs.
- viii. **Funding investments:** Underlined the importance of tracking investment levels for all strategic objectives.
- ix. **Community engagement:** Noted the inclusion of only one KPI on community leadership and engagement and requested for measurement to be strengthened through evaluations.
- x. **KPI P3 (Progress in human resources in implementation of IHR):** Suggested removal of KPI P3 as implementation is within the mandate of WHO instead of Global Fund.
- xi. **Updates to the KPI Framework:** Asked whether KPIs can be modified at mid-Strategy if necessary.

Secretariat Response

126. Due to time restrictions, the Secretariat addressed the following most recurring topics:

- i. **Operationalization:** The CELO emphasized the commitment to leveraging partner evaluation. For example, on evaluating partnerships, insights collected by ongoing multilateral partnership evaluations will be drawn upon, including the planned independent evaluation of the Global Action Plan (GAP) in 2023. The CELO confirmed that the SC and Board will be kept informed about SOPs for the new function, including at the next SC Meeting, and scope of the proposed evaluation topics.
- ii. **Health financing** (including innovative finance) will be brought to the SC and AFC for discussion in 2023.
- iii. **Reporting:** The Secretariat noted that it is considering stronger linkages between the Strategic Performance Report and reporting on Risk issues.
- iv. **RSSH KPIs:** The pilot of the Health Facilities Assessment will take place next year. It will allow definition of the questions to be used in surveys and determination of the level of effort and costs involved. The Secretariat will work in partnership with WHO to operationalize the HFAs. The Secretariat acknowledged the need to support countries during the operationalization stage and committed to work with partners towards that end.
- v. **Gender disaggregation:** Where feasible, the Secretariat will provide gender disaggregated data. It is to be noted that several countries are submitting disaggregated data through grant reporting, however prior to grant reporting, the Secretariat will need to ensure that the data is of good quality and can be aggregated to be compared across countries and that the number of countries reporting this data is large enough to show meaningful results. In addition, it is worth noting that the disaggregated data received from countries is not reported against a target, as the grant targets are generally set for the whole population and not disaggregated.
- vi. **Cohort KPI E3b:** The Secretariat recommends the indicator to be reported by as many countries as possible (all High Impact and Core, and all Focused portfolio where the focus of the grant is on gender), nevertheless it notes that adding this indicator to grant performance frameworks cannot be formally imposed due to the principle of country ownership.
- vii. **Funding investments:** The Secretariat will provide data about funding for human rights and key populations as complementary insights and will explore the provision of further investment data.
- viii. **Community engagement:** The Secretariat recognized that data on community engagement is difficult to track and that the Secretariat had to opt for the best KPI to be measured in most countries. It is expected that more qualitative information will be provided through the corresponding evaluation.

- ix. **KPI P3:** The Secretariat explained that KPI P3 is measuring the country capacity in providing human resources to support the implementation of the IHR, rather than measuring the implementation itself which will be performed by WHO.

Conclusion

127. The Board voted unanimously in favor of the decision point [GF/B48/DP06](#).

Agenda Item 15: Next Gen Market Shaping

Presentation

[GF/48/11 – Drive equitable access to quality assured health product through NextGen Market Shaping](#)

128. The Secretariat presented an update on its efforts to drive equitable access to quality assured health products through NextGen Market Shaping. The presentation included an overview of 2021 achievements, 2022 progress, and key challenges and opportunities going forward. Following the update, the Secretariat shared the proposed way forward for the non-Global Fund-financed procurement mechanism (through the wambo.org platform), as recommended by the Strategy Committee.
129. The Secretariat invited Philippe Duneton, Executive Director of Unitaid, to share some reflections on the strengthened collaboration between the Global Fund and Unitaid for access to innovations and health product introductions, stressing the intention of an inclusive partnership for impact and citing the example of the threat of resistance to antimalarials, which needs to be urgently addressed.

Board Discussion

130. Board Members welcomed the update on NextGen Market Shaping and reflected on the following:
- i. **Market shaping ecosystem and effective partnership:** It was noted that market shaping is a core competency of the Global Fund. It commented on the complex market shaping ecosystem in which the Global Fund is embedded and stressed the need to engage and build a coherent approach with appropriate partners, avoiding duplication and building synergies to reinforce collective efforts. Beyond WHO and Unitaid, key partners mentioned by Board Members ranged from Ministries of Treasury, Trade and Finance to the African Union, Africa Centers for Disease Control, African Medicines Agency, GAVI, the Medicines Patent Pool, Pan-American Health Organization and StopTB.
 - ii. **Approach:** Support was expressed for the proposed approach, which ranges from accelerating health product introductions to building capacity for local manufacturing, complemented by building capacity at the country level for sustainable procurement and supply chain as part of

national health system strengthening focusing on quality assurance, responsiveness, and impact [(last mile distribution). Board Members considered this end-to-end vision, which is not limited to specific health products but also focused on systems, to be balanced and necessary. It was stressed that a common understanding of the NextGen Market Shaping approach, including the work on capacity building for local manufacturing, is needed across Global Fund Country Teams to ensure success.

- iii. **Resourcing:** It was noted that NextGen Market Shaping is underfunded, carrying risks of not being able to put sufficient resources toward accelerating health product introductions at scale, which require both country readiness and market interventions. This could result in a slow pace of scaling up access to innovative health products, sub-optimal disease outcomes and missed opportunities for saving lives. Board Members emphasized the need to ensure the availability of resources so that innovative products are accessible to all who need them.
- iv. **Board engagement:** Board Members expressed an interest in remaining engaged to seize the strong political will for progress and to consider policy areas which may need to be revisited to address market imbalances to drive desired change. This included due considerations on quality standards and assurance requirements as well as health product mapping for local manufacturing, given market disruption risks. Board Members were keen to see the health product mapping for local manufacturing and to better understand which products may benefit from advance market commitments.
- v. **Prioritization:** Board Members sought to understand how the Secretariat plans to reprioritize NextGen Market Shaping interventions and the allocation of the USD 49m catalytic investment across priority interventions, and what the plans for implementation are.

131. Regarding the way forward for non-Global Fund-financed procurement utilizing the Pooled Procurement Mechanism and wambo.org, Board Members noted the progress to date and value proposition and agreed with the recommendation to keep the tool available for countries and not expand to additional products such as those for non-communicable diseases at this time. Members encouraged continued attention to ensure that national and regional capacity for procurement continues to be built in parallel.

Secretariat Response

132. The Secretariat responded to questions on NextGen Market Shaping by thematic area:

- i. **Health Product Introductions:** The multiyear product pipeline has been mapped for each disease area, and lead candidate products for introduction at scale have been identified: multiple first line ACTs for malaria; new nets; long-acting pre-exposure prevention for HIV; and diagnostic tools for TB. For products where an advance market commitment can make an important difference, the Global Fund is working with partners, including the Bill and

Melinda Gates Foundation and MedAccess, for a harmonized approach. Through the Partnership Taskforce co-convened with Unitaid, follow up meetings will be held to develop more detailed plans and to invite expressions of interest and engagement with partners.

- ii. **Capacity Building for Local Manufacturing:** The Global Fund is sourcing some health products locally, including nets and antimalarial medicines in Africa; however, no locally-manufactured diagnostic tests currently meet the Global Fund's quality assurance requirements. The Secretariat is exploring how to build on existing product categories that have a regional supply base and expand to diagnostics. A roundtable discussion with key partners can be convened to explore specific product areas/geographic areas to inform the way forward.
- iii. **System strengthening and country capacity building:** To advance and sustain progress, the Secretariat emphasized the need for continued and focused investment in foundational interventions. Country prioritization efforts are underway with multi-division and department engagement across all disease areas. At an upcoming meeting, the Secretariat can provide an overall progress update, including key challenges and opportunities on supply chain transformations to inform activities going forward.
- iv. **USD 49m split:** Now that the amount has been confirmed per the Board decision, the Secretariat will work to allocate the funding across priority interventions to continue the work, avoiding duplication, while leveraging partner efforts and unlocking partner funding.

133. The Global Fund Executive Director (ED) concluded by appreciating the high-quality nature of the discussion and highlighting that with the NextGen Market Shaping approach, we have an engine that could really work; however, it requires sufficient financial resources to deliver results. Noting that established arrangements and partnerships have not worked as well as we would like to deliver rapid, equitable access to vital commodities in response to COVID-19, the ED stressed that we need a collective effort to change this. The ED highlighted that, as a partner, the Global Fund not only brings scale for purchasing commodities, but a distinctive focus on delivering impact through integrated disease responses and people-centered health system strengthening. The Global Fund also contributes a real sense of urgency, impatience and unwillingness to maintain approaches that don't work.

134. Although the NextGen Market Shaping catalytic investment is notionally for the entire 3-year period of Grant Cycle 7 (GC7), the ED proposed that we adopt an approach akin to the Emergency Fund whereby the resources to support the effort can be refilled through Portfolio Optimization. This would be a policy change. The ED agreed that it may be necessary to carefully rethink some other policies which might constitute hurdles to local manufacturing investment, without compromising on quality. He stressed that success on NextGen Market Shaping will require action and commitment by the partnership as a whole, including WHO on regulatory matters and Unitaid on the upstream side.

Conclusion

135. The Board:

- i. Requested further engagement on the following:
 - a. Policy considerations linked to health product introductions (e.g., resource mobilization) and local manufacturing [e.g., quality assurance requirements];
 - b. Partner engagement on health product introductions, including detailed plans on products prioritized for introductions at scale;
 - c. Partner engagement on capacity building for local manufacturing [to identify specific product/geographic areas];
 - d. Progress update on in-country capacity building, including key challenges and opportunities on supply chain transformations to inform activities going forward.
- i. Unanimously approved the Advancement of Non-Global Fund-Financed Procurement Utilizing the Pooled Procurement Mechanism and wambo.org ([GF/B48/DP07](#)).

Agenda Item 16: Closing of the Board Meeting

136. The Vice-Chair congratulated the Board for the discussion and decisions made on complex and highly important matters during the meeting and invited the Leadership of the three Standing Committees to comment on the upcoming priorities in 2023, noting that more detailed committee workplans were available on the Governance Portal. The Vice-Chair noted that innovative finance, co-financing and broader health financing issues were highlighted for further discussion during the Board meeting

137. The SC Chair applauded the Board for the decisions made during the meeting, and noted a number of upcoming SC priorities, namely: the few outstanding TERG evaluations including on RSSH and data-driven decision making (DDDM); an upcoming SC decision to appoint new TRP members; communities and gender as reoccurring themes to track progress building on the positive trajectory and collective work up to this Board meeting; human rights as a key discussion including in the context of set aside funding; CCMs matters and innovative financing and climate issues. As a continuation to Board approval of the next M&E Framework and KPIs, the SC will place strong focus on monitoring and performance oversight of the new Strategy complemented by thematic discussions.

138. The AFC Chair noted the Committee will continue to focus on financial oversight matters, monitoring corporate and strategic performance, risk management as well as updates and reports by the OIG. In Q1 2023 the AFC will examine the 2022 annual financial report and statements with the external auditors, lessons learned from the Seventh Replenishment and further updates on resource mobilization. Next year the AFC will receive updates on the next IT Strategy, Strategic Performance

reporting of the 2022 results, and Human Resources matters including the future of work. OIG audits planned in 2023 will include proposed country audits, assessment of effectiveness in delivering the Strategy, country team assessment, value for money and management of strategic initiatives.

139. The EGC Chair highlighted the Committee's ongoing oversight of the process for the appointment of the next Board leadership led by the BLNC; efforts on governance culture with upcoming discussions between the CG and the MEC; effective reporting to the Board and Committees with a direct link to building a culture of trust and to facilitate good governance; the first mid-term performance assessment of the Committee leadership under the Governance Performance Framework; outstanding AMAs on due diligence and PSEAH matters, taking into consideration Board deliberations; efforts and approaches to expand P&Is; and the EGC Leadership's consultation with the CG on the Board request from May 2022 to assess whether the Committee mandates warrant further and more holistic review. Last, the EGC Chair drew Board attention to the EGC's recommendation on revisions to the Honorarium Framework, to be put forward to the Board for electronic decision in Q4 2022.
140. In a short discussion, constituencies shared the following comments:
- i. Regarding domestic health financing matters, a request for the Secretariat to elaborate at SC meetings in early 2023 on how recommendations raised in the relevant 2022 OIG report are being addressed, particularly around transparency and quality of domestic commitments. Such discussion could help set the basis to assess any short and or longer-term co-financing policy adjustments.
 - ii. Two constituencies queried whether AFC could have an in-depth discussion on strategic workforce planning led by Human Resources in 2023, recalling issues raised in the Report of the Executive Director about wellbeing and burnout.
141. The Board Vice-Chair underscored that comments raised during the Board meeting will be taken into consideration by the CG to reflect and set priorities for 2023, and to make time for further discussion at the next Board meeting. The Vice-Chair recognized that the thematic sessions on communities and gender at this meeting helped the Board explore implementation of the Strategy with focus on the people the Global Fund serves. The next Board meeting will include space for further thematic discussions, while the Board will continue to work collectively on building a governance culture based on trust. Last, the Vice-Chair shared that the Board Leadership has received several invitations to host the Board meeting in May 2023 outside of Geneva, which are currently being evaluated.
142. The ED thanked the Board and those who contributed to the Seventh Replenishment with pledges as well as intense advocacy efforts. The amount raised thus far through the Seventh Replenishment represents a remarkable achievement, allowing an average increase in country allocations of 3%. The ED underlined the responsibility of the partnership to now translate these resources into impact, which will require a willingness to make tough trade-offs, and the capacity to act with pragmatism

without losing ambition. The ED applauded the Board for its willingness to confront tough decisions over time, for listening with trust and respect for others' perspectives, and for acting with shared conviction to come up with answers that allow the partnership to continue to save lives. Looking forward the Global Fund will have to operate in a challenging global context with COVID-19 still ongoing, multiple conflicts and the accelerating impact of climate change, plus new threats within the three diseases. The ED expressed his confidence that with conviction and determination, the partnership can deliver the new Strategy, defeat HTM, and accelerate progress to UHC. Last, the ED showed deep appreciation for all the Global Fund staff for the ongoing work to deliver on the mission and a successful Board meeting.

143. The Board Chair further commended the Board for the constructive discussions during the meeting and acknowledged its spirit to reach consensus. He further acknowledged the significant work of the Committees ahead of the Board meeting, and thanked the Global Fund's partnership around the world, management, and Secretariat staff. The Seventh Replenishment has been described as historic and demonstrates the high level of trust and confidence in the Global Fund. The Chair firmly underlined that raising USD 15.6 billion in the current geopolitical context, and with tough competition for resources, has been a remarkable feat. He recognized both the magnitude of the outcome, as well as diversity of donors, including low-income countries, private sector, and philanthropy. This trust comes with the responsibility for all members of the partnership to translate the support into impact. Last, the Chair underscored that the partnership's ability to make progress will depend on three factors: (1) whether domestic socioeconomic conditions in many of countries further deteriorate and how health systems are affected; (2) whether the global community is prepared to step up, as just did to support the Seventh Replenishment of the Global Fund, including to address socioeconomic and climate security issues, and (3) our own ability to carry forward the next Strategy, taking and mitigating risks, and learning lessons and adjusting on an ongoing basis.
144. The Chair closed the meeting and wished those who attended in person safe travels to their respective destinations.

Annex 1. Decisions Taken at the 48th Board Meeting

| Decision Point Number | Decision Point text | Voting Summary | | |
|-----------------------|--|----------------|---------|---------|
| | | For | Against | Abstain |
| GF/B48/DP01 | <p>Approval of the Agenda</p> <p>The Agenda for the 48th Board Meeting (GF/B48/01 - Revision 2) is approved.</p> | Unanimous | | |
| GF/B48/DP02 | <p>Approval of the Rapporteur</p> <p>Erika Satterwhite from the Private Sector Constituency is designated as Rapporteur for the 48th Board Meeting.</p> | Unanimous | | |
| GF/B48/DP03 | <p>Extension of the COVID-19 Response Mechanism (C19RM)</p> <ol style="list-style-type: none"> 1. The Board acknowledges that C19RM was established to support (i) COVID-19 control and containment interventions, (ii) COVID-19 risk-related mitigation measures for programs to fight HTM, and (iii) expanded reinforcement of key aspects of health systems, and recognizes that C19RM requests and awards through the end of 2021 largely focused on the acute response to the COVID-19 pandemic; 2. The Board acknowledges that the pandemic is evolving, and that recipient priorities are correspondingly shifting towards longer-term investments in health systems' infrastructure and capacities for pandemic preparedness and response; 3. To facilitate careful planning of such investments, including alignment with potential funding requests for the Seventh Replenishment grant cycle, the Board approves that C19RM funds may be awarded through 30 June 2023, with opportunity for subsequent C19RM portfolio optimization awards; | Unanimous | | |

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| | <p>4. To enable maximization of impact from investments in resilient and sustainable systems for health, the Board approves that any C19RM funds may be implemented through 31 December 2025 and will finance interventions across the Sixth and Seventh Replenishment periods – acknowledging that the Secretariat will continue to ensure rapid deployment of funds and quality implementation notwithstanding this deadline;</p> <p>5. The Board approves that C19RM funding requests will continue to be developed through appropriate, multi-sectoral consultation and fully inclusive decision-making, which must engage communities and civil society, and which must ensure coordination with the national COVID-19 response coordinating body or provide other evidence of alignment with the national approach to COVID-19 response in the absence of such a coordinating body;</p> <p>6. The Board approves that the Secretariat may use up to 4.5% of C19RM funds, representing an increase from the prior ceiling of 3%, to cover additional management and operating costs related to extension of C19RM; and</p> <p>7. The Board agrees that all other parameters of C19RM under GF/B46/EDP06 remain unchanged.</p> <p><u>Budgetary implications (included in, or additional to, OPEX budget):</u></p> <p>Incremental management and operating costs directly attributable to C19RM will be covered by up to 4.5% of any funds made available for C19RM.</p> | | | |
| GF/B48/DP04 | <p>Sources and Uses of Funds for the 2023-2025 Allocation Period</p> <p>1. Based on the recommendation of the Audit and Finance Committee (AFC), as presented in GF/B48/03A – Revision 1, the Board approves US\$ 12.903 billion as sources of funds for allocation for the 2023-2025 allocation period. The total amount of sources of funds for allocation comprises, in accordance with the Comprehensive Funding Policy set forth in Annex 1 to GF/B36/02 – Revision 1 and approved through decision point GF/B36/DP04:</p> <ul style="list-style-type: none"> i. US\$ 13.678 billion, derived from the announced replenishment results for the Seventh Replenishment, net of adjustments; ii. US\$ 0.250 billion of forecasted unutilized funds from the 2020-2022 allocation period; and iii. a deduction of US\$ 1.025 billion of forecasted aggregate operating expenses for the 2023-2025 allocation period. | Unanimous | | |

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| | <ol style="list-style-type: none"> 2. Based on the recommendation of the Secretariat to supplement the recommendation of the Strategy Committee, as presented in GF/B48/03A – Revision 1, the Board approves the use of an additional US\$ 0.200 billion for catalytic investments for the 2023-2025 allocation period, bringing the total amount, from sources of funds for allocation, for catalytic investments for the 2023-2025 allocation period to US\$ 0.400 billion, to be made available for the priorities and associated costs set forth in Annex 1 of GF/B48/03A – Revision 1, and based on the recommendation of the Secretariat, the Board approves updating the delegated authority to the Secretariat established in paragraph 7 of GF/B47/DP06 so that the Secretariat may increase the amount of funding available for the Emergency Fund by up to an additional US\$ 0.020 billion, using funding approved as available by the AFC for portfolio optimization. 3. Additionally, based on the recommendation of the AFC and to help ensure the maximum amount of impact and use of funds over the 2023-2025 allocation period, the Board requests that the Secretariat include an additional US\$ 0.625 billion in the amount used to determine country allocations pursuant to the allocation methodology for the 2023-2025 allocation period in accordance with decision point GF/B47/DP05 (Allocation Methodology). 4. Accordingly, the Board approves that the amount of sources of funds for country allocations for the 2023-2025 allocation period is US\$ 12.503 billion, to which US\$ 0.625 billion will be added prior to determining the country allocation, for a total of US\$ 13.128 billion, to be used in accordance with the Allocation Methodology and decision point GF/B47/DP05. | | | |
| GF/B48/DP05 | <p>2023 Work Plan and Budget Narrative and the 2023 Operating Expenses Budget</p> <p>Based on the recommendation of the Audit and Finance Committee (AFC), and the recommendation of the Secretariat to supplement the AFC’s recommendation, the Board approves the following:</p> <ol style="list-style-type: none"> i. the 2023 Work Plan and Budget Narrative, as set forth in GF/B48/02A – Revision 1; and ii. the 2023 Operating Expenses Budget in the amount of US\$ 340 million (comprising (i) PART A Secretariat Operating Expenses of US\$ 272 million, which includes US\$ 16.5 million for the Office of the Inspector General’s 2023 Operating Expenses; and (ii) PART B In-Country and Independent Bodies of US\$ 68 million), as set forth in GF/B48/02A – Revision 1. | Unanimous | | |

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| | | | | |
| GF/B48/DP06 | <p>2023-2028 M&E Framework, KPI Framework and Multi-Year Evaluation Calendar</p> <p>The Board acknowledges and appreciates the extensive work across the partnership to incorporate past lessons into development of an improved holistic approach to Monitoring and Evaluation (M&E) for the new Strategy. The Board notes the recommendations of the Strategy Committee (SC) and Audit and Finance Committee (AFC), as set forth in GF/B48/04 and:</p> <ol style="list-style-type: none"> i. Endorses the components of the M&E Framework as described in GF/B48/04 Annex 1; ii. Approves the KPI Framework (including each Key Performance Indicator), as set forth in GF/B48/04 Annex 2; iii. Approves the topics for the Multi-Year Evaluation Calendar 2023-2028 as set forth in GF/B48/04 Annex 3; and iv. Delegates authority to the SC to approve changes to the Multi-Year Evaluation Calendar in 2023, following a request by the Chief Evaluation and Learning Officer and advice from the Independent Evaluation Panel. <p><u>Budgetary implications (included in, or additional to, OPEX budget)</u> Budget for the Independent Evaluation Function is included in the 2023 OPEX and will be requested annually in line with approved workplans. No specific budgetary implication for the implementation of the KPI Framework.</p> | Unanimous | | |
| GF/B48/DP07 | <p>Advancement of Non-Global Fund-Financed Procurement Utilizing the Pooled Procurement Mechanism and wambo.org</p> <p>The Board:</p> <ol style="list-style-type: none"> 1. recalls its approval of a pilot for procurement of health and non-health products via wambo.org for eligible buyers using domestic and other non-Global Fund sources of funding as detailed in GF/B37/DP09 and GF/B42/DP05; and its request that the Secretariat include the results of an evaluation of the pilot in the development of a strategy for future advancement of wambo.org to be presented for Board approval no later than November 2022; | Unanimous | | |

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| | <ol style="list-style-type: none"> 2. notes the Technical Evaluation Reference Group (“TERG”) evaluation findings and recommendations concerning the pilot discussed at the 18th meeting of the Strategy Committee; and 3. understands that the Secretariat will explore appropriate solutions for the challenges raised by the TERG evaluation and continue to facilitate access to products through wambo.org, while in parallel working to strengthen the capacities of regional and national procurement channels to ensure value for money and options for access to quality-assured health products for countries. <p>Therefore, based on the Strategy Committee’s recommendation and in support of the proposed approach for non-Global Fund financed procurements, as detailed in GF/B48/05, the Board approves:</p> <ol style="list-style-type: none"> 1. The Secretariat’s continued operationalization of the current scope of non-Global Fund-financed orders by governments and non-government development organizations in Global Fund-eligible and transitioned countries, for products and services as they become available on wambo.org; 2. Removing any cap related to non-Global Fund-financed orders; and 3. Incorporating reporting on the non-Global Fund-financed procurement mechanism into annual updates to the Board on NextGen Market Shaping implementation <p><u>Budgetary implications (included in, or additional to, OPEX budget)</u> Costs associated with operationalization of continuation of the non-Global Fund-financed procurement mechanism are estimated at up to USD 350,000 per year for incremental and ongoing operating costs related to information technology and staff. Following Board approval, these estimated costs will be incorporated, as appropriate, into the OPEX budget.</p> | | | |
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Annex 2. Board Meeting Document List

| Reference | Document Title |
|---|--|
| For Decision | |
| GF/B48/01 – Revision 2 | 48 th Board Meeting Agenda |
| GF/B48/02A Revision 1 GF/B48/02B Revision 1 | 2023 Work Plan and Operating Expenses Budget (<i>decision paper and supporting slide deck</i>) |
| GF/B48/03A Revision 1 GF/B48/03B Revision 1 | 2023 – 2025 Allocation Period: Sources and Uses of Funds (<i>decision paper and supporting slide deck; includes supplemental recommendations on catalytic investments</i>) |
| GF/B48/04 | M&E Framework (including KPIs and Multi-year evaluation calendar) |
| GF/B48/05 | Non-Global Fund financed procurement through wambo.org |
| GF/B48/06 | Extension of the COVID-19 Response Mechanism |
| Leadership Updates | |
| GF/B48/07 | Report of the Executive Director (<i>Includes update on preparations for Strategy implementation</i>) |
| GF/B48/08 | OIG Operational Progress Report |
| Strategy | |
| GF/B48/09A | Thematic Discussion: Communities at the Center |
| GF/B48/09B | Thematic Discussion: Gender |
| GF/B48/10 | Update on Pandemic Preparedness Objective and Establishment of the FIF at the World Bank |
| GF/B48/11 | Drive equitable access to quality-assured health products through NextGen Market Shaping |
| GF/B48/12 | TERG Update |
| GF/B48/13 | TRP Update |
| GF/B48/14 | Update on Country Funding and Portfolio Optimization |
| GF/B48/15 | Progress towards operationalization of the 2023-25 Catalytic Investments |
| Governance Oversight | |
| GF/B48/16 | Report of the Coordinating Group |
| GF/B48/17 | Annual Report on Status of Board Decisions |
| GF/B48/18 | Board Leadership Nomination Committee Update |
| Assessment of Organizational Performance | |
| GF/B48/19A/B | Strategic Performance Report mid-2022 |
| Commitment of Financial Resources | |
| GF/B48/20 | Financial Performance as of 30 June 2022 |
| GF/B48/21 | Recoveries Report Period ended 30 June 2022 |
| Risk Management | |
| GF/B48/22 | Agreed Management Actions Progress Report |
| GF/B48/23 | Semi-annual Risk Management Report |
| Resource Mobilization and Partnerships | |
| GF/B48/24 | Update on Resource Mobilization and the 7th Replenishment |
| Supporting Documents | |
| | 2022 Results Report |

Annex 3. Glossary of Acronyms

AFC Audit and Finance Committee

ALM Asset Liability Management

AMAs Agreed Management Actions

BLNC Board Leadership Nominations Committee

CCM Country Coordinating Mechanism

CFO Chief Financial Officer

CRG Community, Rights and Gender

CRO Chief Risk Officer

CRP Country Results Profiles

ED Executive Director

EGC Ethics and Governance Committee

GHC Global Health Campus

HSS health systems strengthening

KPI key performance indicator

STC Sustainability, Transition and CO-financing Policy

ODA Official Development Aid

OIG Office of the Inspector General

OPEX operating expenses

RSSH Resilient and Sustainable Systems for Health

SDGs Sustainable Development Goals

SC Strategy Committee

SIP Strategy Implementation Plan

TERG Technical Evaluation Reference Group

TRP Technical Review Panel

UQD Unfunded Quality Demand

UMI Upper middle Income

WHO World Health Organization

Annex 4. Written Statements received from Constituencies

All Constituency Statements and Joint Position Papers received on the occasion of the Global Fund Board Meeting will be circulated to the Board in real time and further made available on the [Governance Portal](#)

The following constituency statements and joint position papers are attached to this report:

- a. Africa Constituencies (Eastern and Southern Africa & West and Central Africa) Statement
- b. Canada, Switzerland, and Australia Constituency Statement
- c. Communities Delegation Constituency Statement
- d. Developed Country NGO Delegation Constituency Statement
- e. Developing Country NGO Delegation Constituency Statement
- f. European Commission/ Italy/ Belgium/ Portugal/ Spain Constituency Statement
- g. Eastern Europe and Central Asia Constituency Input on Pandemic Preparedness and Response
- h. Eastern Europe and Central Asia Constituency Statement
- i. Eastern Mediterranean Region Constituency Statement
- j. France Constituency Statement
- k. Germany Constituency Statement
- l. Japan Constituency Statement
- m. Joint Implementer Group Statement on behalf of the 10 Constituencies
- n. Latin America and the Caribbean Constituency Statement
- o. Point Seven Constituency Statement
- p. Southeast Asia Constituency Statement
- q. UNAIDS Constituency Statement
- r. Western Pacific Region Constituency Statement

Document Classification: Internal.

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