

Report of the 49th Board Meeting

GF/B49/18
49th Global Fund Board Meeting
10 – 11 May 2023, Ha Noi, Viet Nam

Board Decision

Purpose

This document presents the Report of the 49th Global Fund Board Meeting, held in-person in Ha Noi, Viet Nam from 10-11 May 2023.

Agenda items. The Meeting comprised of thirteen (13) agenda items and two (2) executive sessions.

Decisions. The Report includes a full record of the five (5) Decision Points adopted by the Board (Annex 1).

Documents. A document list is attached to this Report (Annex 2). Documentation from the 49th 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 49th Board Meeting be consulted [here](#).

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

Decision

The Report of the 49th Board Meeting was approved by the Board of the Global Fund via electronic vote on 7 August 2023 (GF/B49/EDP04).

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Agenda Item 1: Board Meeting Opening

1. The Board convened in Ha Noi, Viet Nam on 10-11 May 2023 for the 49th Board Meeting. Two closed sessions of the Board were held on 11 May. 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 incoming Board Vice-Chair, Ms. Bience Gawanas.
2. The traditional candle of remembrance was lit by the Board Member of the Eastern Mediterranean Constituency, Professor Mohamed Chakroun. Professor Chakroun remembered lives lost to HIV, TB and Malaria, acknowledged progress made and asked for renewed determination by the Global Fund to continue the fight against these diseases. He also encouraged the Global Fund partnership to continue to collaborate, innovate and push the boundary of what is achievable, while ensuring no one is left behind.

Decisions

3. The Board unanimously approved the decisions to adopt the agenda of the 49th Board Meeting ([GF/B49/DP01](#)) and to appoint Professor Mohamed Chakroun from the Eastern Mediterranean Constituency as rapporteur ([GF/B49/DP02](#)).

Welcome and Recognition Ceremony hosted by the Government of Vietnam

4. As part of the opening segment of the 49th Board Meeting, the Government of Viet Nam hosted a welcome and recognition ceremony, attended by high-level government representatives including the Minister of Health and Deputy Ministers of Foreign Affairs and Labor. In recognition of the Global Fund's work and mission, the Government of Viet Nam awarded a medal to Dr. Donald Kaberuka, Board Chair, Roslyn Morauta Board Vice-Chair, Peter Sands, Executive Director, Urban Weber, Head of High Impact Asia Department and Olivier Cavey, Senior Fund Portfolio Manager.
5. The Board Chair thanked the Government of Vietnam for the warm welcome, the award to the Global Fund, and hosting the 49th Board Meeting. The Chair applauded the Ministry of Health for the major achievements in malaria towards its full elimination. The Executive Director showed appreciation for the award and strong support and collaboration by the Vietnamese authorities during the Board Meeting preparations. He commended the strong partnership between Global Fund and civil society organizations, communities and Government of Vietnam to save lives and avert infections. The Global Fund remains committed to continuing and strengthening this partnership to end HIV, Tuberculosis (TB) and Malaria as public health threats in Vietnam.
6. Her Excellency Madame Dao Hong Lan, Minister of Health of the Socialist Republic of Vietnam, welcomed the Global Fund Board to the country and expressed deep appreciation for the collaboration and progress made in the fight against the three diseases since in 2003, when Vietnam received its first grant. The Minister highlighted Vietnam's achievements on HIV, TB and Malaria over the past 20 years, and thanked the Global Fund for the prompt support provided

during the COVID-19 epidemic to minimize its impact. With the goal of leaving no one behind, the Minister encouraged the Global Fund to continue supporting Vietnam and other countries.

Board Meeting Opening

7. In his opening remarks, the Board Chair alluded to the recent announcement by WHO declaring the end to COVID-19 as a public health emergency, emphasizing countries must remain cautious as thousands are still dying and new variants may emerge. There were important lessons from the past three years to be taken into consideration during the Board Meeting discussions, chiefly (i) if there is political will, the world demonstrated its capability to detect, prepare, respond, and mitigate for pandemics, and (ii) there is still a lack of global coordination and solidarity in relation to equity and justice. At a time of diminished global solidarity and weakened multilateral action, countries are facing growing challenges such as climate change, inflation, pandemics, cost of living and security. Competing priorities must be managed in a reduced fiscal space, posing a major challenge for all international organizations, and a need to assess implications for sustainability. The Chair encouraged the Board to come up with constructive ideas on how to move forward in this complex environment.
8. The Vice-Chair welcomed Board Members and invited the Committee Chairs and Vice-Chairs to elaborate on priorities and progress on committee work.
 - i. The Audit and Finance Committee (AFC) Chair commented on recent AFC recommendations for Board approval on risk appetite statements, and the 2022 Annual Financial Statements, and its decision to expand the Debt2Health mechanism. Other notable items at the AFC included financial and risk management performance, the 2022 Annual Opinion of the Inspector General (IG) and updates on Human Resources matters. Next, the AFC will continue to focus on: additional initiatives for resource mobilization and lessons learned from the last replenishment, towards early preparation for the 8th Replenishment campaign; monitoring the Global Fund risk landscape with input from the Ethics and Governance Committee (EGC) and the Strategy Committee (SC); health financing including upcoming discussions on blended financing and associated assurance mechanisms; Office of the Inspector General (OIG) progress updates and approval of its 2024 work plan and budget; financial management and engagement with the external auditors; and consideration of the 2024 operating expenses (OpEx) budget.
 - ii. The EGC Vice-Chair highlighted the EGC's unique position and commitment to steer on issues that enable effective Global Fund governance. The EGC will continue to focus on advancing governance maturity, and the role of the Board and Committees as enablers of the current strategy. The next comprehensive Governance Performance Assessment will be conducted in 2024. Key findings will be discussed with the Board to continue to drive and improve governance effectiveness. A key accomplishment of the term so far was the EGC's recommendation on the appointment of the Board Leadership Nominations Committee members, who led a successful process resulting in the Board unanimously approving the appointment of a new Board Chair and Vice-Chair. On ethics, the EGC will continue to monitor annual work plans and advise on resources, activities and risk management to step up progress. The EGC also supports and advises on the renewed

strong commitment to seek adoption of privileges and immunities, and continued engagement to advocate and explain the benefits thereof.

- iii. The SC Chair noted the efficient and collaborative transition from the Technical Evaluation Reference Group (TERG) to the new evaluation function and Independent Evaluation Panel. At the March 2023 meeting, the SC reviewed two outstanding TERG reports on Resilient and Sustainable Systems for Health (RSSH) and on data driven decision making (DDDM), both topics of interest to the Board. On the Technical Review Panel (TRP), the SC has finalized the recruitment of new members. On cross-cutting matters, the SC Chair highlighted that the committee (i) applies an embedded approach to risk management across all technical discussions, (ii) discussed how to maximize the value of set asides, and (iii) needs to better understand the strategy on health finance to, and the impact of, health financing within the complex context outlined by the Board Chair during his introductory remarks. Looking forward, among other issues, the SC will oversee: Country Coordinating Mechanism (CCM) matters including CCM Evolution and next steps following the recent OIG Audit Report , in collaboration with the EGC for CCM ethics aspects; NextGen Market Shaping for introduction of innovations and supply chain; climate and environment matters; the Communities, Rights and Gender (CRG) annual report; the independent evaluation function, including the upcoming evaluation of the allocation methodology; COVID-19 Response Mechanism (C19RM) updates; and Global Fund engagement in Prevention, Preparedness and Response (PPR) and the Pandemic Fund.
9. Declarations of interest. The Ethics Officer sought declarations of interest at the start of each meeting day. A number of constituencies declared actual or potential Conflicts of Interest (COI) in relation to agenda item 6 (Pandemic Prevention, Preparedness and Response), and the broader meeting agenda, based on their current membership of Principal Recipients/Sub-Recipients and other entities involved in negotiations to receive grants. All declarations were cleared by the Ethics Officer.

Agenda Item 2: Update from the Executive Director

Presentation

10. The Executive Director (ED) opened the session by introducing two key areas for his update to the Board: (i) progress achieved over the past six months against 2023 priorities set out at the last Board Meeting, and (ii) additional perspectives to generate discussion on major cross-cutting work areas. The ED made the following remarks:
- i. **Maximizing impact of the current grant cycle.** The Global Fund is on track to deliver its most successful year in terms of total disbursements, with an unprecedented level of grant activity in terms of scale, intensity and breadth.
 - ii. **HIV/AIDS.** Progress must continue in some areas of HIV/AIDS, particularly given the current deterioration of LGBTQ+ rights in Uganda and around the world, which is a violation of human rights and a threat to the Global Fund mission. The Global Fund has taken a

range of actions to address these matters, which is an ED priority with deep consideration for people at risk.

- iii. **TB.** While the Global Fund partnership should celebrate the ground regained by many TB programs since the COVID-19 outbreak, challenges should not be underestimated and momentum should be sustained.
 - iv. **Malaria.** Despite major achievements in many areas of malaria programs, global efforts are facing significant risk with a rise in infections and deaths. This risk is exacerbated by emergencies, conflict, increasing effects of vector and parasitological resistance, the spread of *Anopheles Stepheonis* and the frequency in climate change-driven extreme weather, among other factors.
 - v. **C19RM and coordination with the Pandemic Fund.** Swift provision of C19RM resources remains important. Many countries have not yet converted C19RM awards into purchase orders for commodities. Supported by the Board-approved extension of C19RM, the Secretariat has initiated portfolio optimization and reinvestment of already awarded C19RM funds. Both are oriented towards health systems components that support pandemic preparedness. The ED also noted the relationship between C19RM portfolio optimization wave 2 and the Global Fund's ongoing efforts to coordinate with the Pandemic Fund, which will be discussed under the relevant agenda session.
 - vi. **Co-financing.** The ability to fulfill co-financing commitments varies across middle- and low-income countries amidst competing needs and priorities. In this context, the Global Fund has been successful in catalyzing domestic resources mobilization for key health priorities. The Secretariat can provide the Board and Committees greater visibility on the commitments countries are making and the approaches taken for cases where these cannot be fulfilled.
 - vii. **RSSH.** Investments in RSSH for Grant Cycle 6 (GC6) have been higher than in previously cycles. The TRP's early reflections of Window 1 submissions for Grant Cycle 7 (GC7) were shared during the pre-Board sessions. The ED noted that it was encouraging to see countries' Window 1 Funding Requests introduce substantive adaptations which reflect the key shifts under the new Strategy, despite the challenge of a flat funding envelope. Identified lessons will be communicated to the Secretariat and countries ahead of Window 2. Significant improvement is expected in both quality and overall investment in RSSH across GC6, GC7 and C19RM awards.
 - viii. **CRG Department.** A special tribute was paid to the outgoing Head, Community Rights and Gender, Kate Thompson. There have been significant changes to the organizational configuration of the CRG Department, and more importantly the ways of working in this area within the department and with the wider Global Fund Secretariat.
11. Lastly, brief updates were provided on NextGen Market Shaping efforts, the CCM Evolution Initiative, steps to accelerate progress on protection from sexual exploitation, abuse and harassment, improvements on diversity, equity and inclusion noting the increased representation of female staff on the Management Executive Committee, and careful monitoring of issues, trends and workload impacting overall staff wellbeing.

12. The ED thanked the Board for the strong engagement and remarkable 7th Replenishment campaign and reported on the positive progress for both the 6th and 7th Replenishment pledge conversion, and ongoing efforts to pursue fundraising opportunities to unlock as much as possible of the remainder of the US pledge.
13. As closing remarks, the ED noted policy makers shifting attention towards pandemic preparedness, climate change and conflicts, and provided reflections on opportunities for accelerating the fight against the three diseases through pandemic preparedness. The ED thanked the Board and Global Fund partnership for the consistent and constructive engagement to improve the organization and its operations. The ED also recognized the Secretariat and health workers playing a key role in implementing the Global Fund mission on the ground.

Board Discussion

14. The Board thanked the ED for the comprehensive update and commented on the following matters:
 - i. **Prioritization, working in partnership and value for money.** Several constituencies highlighted the importance of ensuring focus and prioritization of key issues and exploring efficiencies and better use of funding. Working in partnership and strengthening collaboration was noted throughout the interventions, as a key driver for sustained and increased impact.
 - ii. **Continued programmatic/thematic discussions.** Several constituencies voiced interest in continuing programmatic and thematic discussions, including during a Board retreat.
 - iii. **Equity, justice and human rights.** The need for equity and justice was highlighted, with zero tolerance for corruption mentioned in the context of sustainability. The Board showed concern about the impact of current human rights challenges and developments, impacting the Global Fund mission and shrinking the space for civil society engagement. Constituencies also acknowledged the related nexus between climate change and health having an impact on the progress in the fight against the three diseases (particularly for malaria, changing the malariogenic potential of areas and challenges of people moving in and out of endemic areas, for example).
 - iv. **RSSH.** Several constituencies also noted the Board's previously communicated expectations to increase focus on and total investments for RSSH.
 - v. **Co-financing.** Constituencies highlighted the importance of country co-financing with requests for further discussion on this topic.
 - vi. **Innovation.** A number of points on the importance of innovation, particularly relating to local manufacturing, were raised by several constituencies.
 - vii. **Other matters.** There were two requests for written ED reports for all Board Meetings and more regular communication. Suggestions on topics for upcoming Board meetings and retreats included: programmatic discussions by disease categories, decentralized

manufacturing, the Global Fund's vision until 2030, business model improvements, co-financing and health financing, RSSH and NextGen Market Shaping

Secretariat Response

15. The ED thanked constituencies for the rich exchange, noting that a number of critical issues raised would be addressed during the course of the Board meeting. He voiced support for the suggestion to organize a Board retreat to discuss big picture and disease specific programmatic matters. The ED also acknowledged (i) the importance of the Global Fund partnership to further align around climate change for health, noting the WHO's leadership in this area, (ii) concerns on co-financing, stating fiscal constraints have harmed existing models of collaboration and the need for the Global Fund to be part of the broader global discussion, (iii) issues around innovations and access to these, including through local manufacturing and the importance of NextGen Market Shaping. The ED emphasized disease-specific risks faced by the partnership, which could quickly result in losing significant gains made by the Global Fund over the past two decades. Final remarks alluded to fragmentation and approaches to coordination on global health matters, with a call for the Board to leverage its influence within other fora.

Conclusions

16. The Chair concluded the session by reflecting on the work to be done, some of the current challenges faced by low-income countries and wishing the Board productive upcoming discussions.

Agenda Item 3: Strategic Performance Reporting

Presentation

[GF/B49/11A Strategic Performance Report Executive Summary](#)

[GF/B49/11B Strategic Performance Reporting end-2022 results](#)

17. The Board Vice-Chair opened the session by noting the overall positive trends in many Key Performance Indicators (KPIs) and recognizing that several constituencies had expressed concern in constituency statements regarding lack of progress for some KPIs, particularly on those related to reducing incidence and human rights.

18. The Secretariat recalled that under the KPI Framework for the 2017-2022 period most KPIs were performing well by the end of 2022, particularly those focused on financial and operational areas. The Secretariat highlighted the following aspects:

- i. **KPI on data systems (Health Management Information Systems (HMIS) coverage):** results for the data systems KPI are under target since not all countries reached the sub-targets for the four components forming this KPI. There are general positive results for sub-indicators related to deployment, completeness and integration. On the timeliness sub-indicator, COVID-19 is the key factor hindering progress. The COVID-19 outbreak was a key factor hindering progress, particularly to meet the timeliness sub-target.
- ii. **KPIs on Data-driven decision-making and digitalization:** These types of KPIs are crucial for successful implementation of the current Strategy. Under the KPI Framework for the 2023-2028 period, KPIs focused on digital HMIS maturity level and data use in-country for decision-making have been included.
- iii. **KPI on Impact and incidence reduction:** the overall target for lives saved during the 2017 – 2022 Strategy was met a year ahead of the end of the period. Additional efforts are warranted to further reduce mortality rate. The target for incidence reduction is unlikely to be met for the same Strategy Period. The need for accelerating efforts in the reduction in mortality and incidence rate by the Global Fund partnership was emphasized.
- iv. **Future reporting:** regarding reporting challenges, presentation of a coherent storyline across KPIs would be a major enhancement, rather than reporting on individual data points for KPI target results. In the future, reporting could also be organized around key strategic themes and questions.

Board Discussion

19. The Board expressed general satisfaction around progress made, as well as with the Secretariat's reporting on KPIs, and sought clarifications on the following issues:
 - i. **Data collection.** One constituency sought clarification on how data is collected in country to inform the KPI results and ensure data quality. In this context, further information was requested concerning the in-country role of UNAIDS in overseeing and coordinating the collection of data.
 - ii. **Future reporting.** The Board welcomed the proposal for future reporting to be provided in the form of a holistic narrative across KPIs. The importance of KPIs being used to drive decision making was underlined, and it was suggested to focus on KPIs measuring the ten key changes of the new Strategy and impact on the diseases. One constituency raised the direct linkage to other key reports, in particularly risk management, and suggested that these are jointly discussed by the Board to gain greater insights and agree on timely course of action.
 - iii. **Incidence reduction.** Several constituencies raised concerns regarding the lack of progress for the KPI on incidence reduction. Concerns about a further slowdown in the next grant cycle, the 2023 -2025 Allocation Period (Grant Cycle 7) was expressed. Regression in the fight against malaria, high rates of TB mortality and incidence in some of the highest-burden countries, together with slow rates in new infection reduction across the three diseases were raised as areas of concern. There was a call for further actions and mitigation measures from the Global Fund partnership.

- iv. **Human Rights.** Concern regarding not meeting the target for the human rights KPI was raised by several constituencies. The importance was highlighted of ensuring effective integration of human rights work across all country programs and program budgets, and to step up efforts and reduce barriers to care access.
- v. **Fund utilization.** One constituency raised concerns regarding fund utilization and emphasized that RSSH grants were lagging behind. The need to understand the root causes was emphasized, given the importance for the new Strategy.

Secretariat Response

20. The Secretariat addressed the following points:

- i. **Human Rights.** Final results for the 2017-2022 Strategy Period are not known yet. So far, the Secretariat has only indicated a risk that the human rights KPI -9a target will not be met. A final report on human rights KPI 9a for the 2017-2022 Strategy period will be provided by Spring 2025.
- ii. **Reporting.** The Secretariat took note of the suggestion for greater integration of different key reports to the Board, confirming that greater coordination between KPIs and risk reports is already ongoing.
- iii. **Data collection.** Data to report on KPIs is obtained from various sources. For example, for RSSH and financial KPIs data is extracted from internal Global Fund systems, whilst impact KPI data comes from partners (e.g., WHO, UNAIDS). Data on impact for HIV was provided by UNAIDS, which is the same data used by all partners. For Service delivery KPIs, programmatic data is generated by national systems, verified by LFAs, submitted to the Global Fund by the principal recipients and then validated by several teams in the Secretariat.

Agenda Item 4: 2023 - 2028 KPI Framework Adjustments

Presentation

[GF/B49/03 2023-2028 KPI Framework Adjustments](#)

21. The Board Vice-Chair commenced the session by thanking the Secretariat for the extensive work done in collaboration with the SC and AFC over the past years to finalize the Monitoring & Evaluation (M&E) Framework and KPIs for the new Strategy.
22. The SC Vice-Chair summarized committee discussions on the proposed impact targets on reduction in mortality and incidence rates across the three diseases (KPIs I1 and I2). Initially there were questions regarding (i) the wide target range being proposed, and differences between these and targets presented in the 7th Replenishment Investment Case, and (ii) future external communications on related targets and results and the upcoming High-Level meeting on TB. The final recommendation addresses these concerns. Performance for Impact KPIs go beyond the Global Fund's direct influence requiring the efforts of the whole Global Fund partnership. The proposed target range accurately represents the current complexity and uncertainty the Global Fund partnership faces to reach impact targets.

23. The Secretariat presentation focused on the following:

- i. **KPI I1 (Mortality rate reduction) and KPI I2 (Incidence rate reduction) proposed targets.** Based on the three scenarios presented in the background document to the Board, the Secretariat recommended a three point target range, namely [35% - 54% - 70%] for KPI I1, and [30% - 42% - 60%] for KPI. A target recalibration exercise will take place in 2025, when Impact targets might be adjusted if underlying assumptions have changed significantly. The proposed Mid and High target points are broadly comparable to projections from the Investment Case. Differences are due to changes in financial projections (e.g., inflation) or revision to domestic funding estimates. The same disease transmission model used for Mid and High target scenarios is expected to be used at the 2024 UN High level meeting on TB, with the difference being this version of the model is expected to assume a fully funded scenario.
- ii. **Human Rights KPI E1 proposed target.** The proposed target is for 50% of countries in the cohort to show an increase in scale of programming from the baseline, for a comprehensive response to human rights barriers for HIV, TB and malaria services during the 2023-2025 Allocation Period. This is an ambitious and realistic target given the decrease in human rights matching funds and allocations in some countries in the cohort, and performance for KPI E1 will be contingent on leveraging other funding and partnerships. This country cohort represents 47% of the HIV allocation and 40% of the TB allocation in GC7 (against 39% and 28% respectively in GC6). Reporting on KPI E1 will be complemented by other information, including evaluations planned by the Evaluation and Learning Office. The amount of investment in programs to reduce human rights related barriers to HIV and TB across the portfolio and progress towards program essentials will be monitored.
- iii. **Delegation of authority to the Secretariat for non-material KPI adjustments in consultation with the relevant Committee Chair and Vice-Chair.** In the event of any uncertainty about whether a given change is non-material, the corresponding adjustment will be treated as “material” and presented to the relevant Committee for recommendation to the Board. All non-material adjustments made to the KPIs will be communicated to the relevant Committees and the Board as part of standard reporting. Material adjustments would continue to be recommended by the relevant Committee to the Board for approval.

Board Discussion

24. The Board recognized the efforts made by the Secretariat to improve the KPI Framework and commented on the following issues:

- i. **Proposed targets for Impact KPIs I1 (Mortality rate reduction) and I2 (Incidence rate reduction).** The Board acknowledged the proposed targets balance realism and ambition based on the context presented by the Secretariat and reiterated the importance for the Global Fund partnership to remain ambitious and strive for the achievement of the Sustainable Development Goals. Several constituencies stressed the importance for the Global Fund to communicate clearly and consistently around these targets, and to demonstrate the commitment to work towards reaching the 2030 goals. In this context,

there was a request to ensure a clear communication approach from the Secretariat, stressing that KPIs should be used to drive performance in combination with other tools.

- ii. **Proposed target for Human Rights KPI E1.** Board members voiced concern about the relatively small cohort of countries for this KPI. The importance of additional information to complement and better contextualize KPI E1 was stressed. Clarifications were sought on the operationalization of this KPI in countries, community-led efforts in the reduction of human rights barriers and how human rights essentials will be followed up in grant making.
- iii. **Delegation of authority for non-material KPI adjustments.** Board members welcomed the proposal, and sought clarification on the KPIs that do not have a baseline. Beyond KPIs specifically, there was a suggestion that the EGC could reflect on no-objection decision-making procedures as an option to enhance decision-making efficiency at committee level. KPI R1b on co-financing. A request was made for the Board to discuss how co-financing commitments and their realization are captured across the M&E Framework, and how measuring challenges are being addressed.

Secretariat Response

25. The Secretariat addressed the following points:

- i. **Proposed targets for Impact KPIs I1 (Mortality rate reduction) and I2 (Incidence rate reduction).** Regarding operationalization of Impact KPIs, the models underlying the impact targets are also used to generate service delivery estimates, used as benchmarks in country when grant targets are negotiated. Yearly reporting can be used to make a comparison between actual results and assumptions made by models to track whether impact KPIs are on track and take appropriate corrective actions.
- ii. **Proposed target for Human Rights KPI E1.** The Secretariat acknowledged concerns raised about the reduced size of the country cohort noting that the human rights matching funds are the critical catalyst for supporting countries making greater progress in reducing barriers and measuring progress. It was clarified that (i) the country cohort is determined by the number of countries supported by matching funds, and due to lower levels than expected for catalytic funding levels, the cohort is also smaller and (ii) this KPI will provide annual updates on program scale-up to enable performance discussions between the Global Fund and stakeholders in country. Ongoing community-led efforts include involving communities advocating for reform of harmful laws and policies, can be covered in future updates.
- iii. **Baselines and Delegation of authority for non-material KPI adjustments.** All non-material adjustments will be communicated to the Committees and the Board. Remaining missing KPI baselines do not have an impact on their targets which are of normative nature (e.g., KPI C1 has 75% satisfaction score threshold for community engagement for each grant cycle stage)

Conclusion

26. The Board voted unanimously in favor of the decision point [GF/B49/DP03](#).

Agenda Item 5: Risk Management Report and Annual Opinion of the Chief Risk Officer & Amendments to the Risk Appetite Statements

Presentation

[GF/B49/16 Risk Management Report and Annual Opinion of the Chief Risk Officer](#)

[GF/B49/04 Amendments to the Risk Appetite Statements](#)

27. The Secretariat gave an update on the 2022 Risk Management Report and Chief Risk Officer's Annual Opinion, noting the volatility in the current operating environment and its direct impact on risk levels. The Secretariat provided a brief explanation on the use of the risk appetite framework and robust methodology to rate risks.
28. In 2021, during the peak of COVID-19, risk appetite statements were amended. In November 2022 at the 48th Board meeting, the Board was notified that some of the risks were not likely to achieve moderate levels by the end of the year.
29. On the proposed amendment of the risk appetite statements:
 - i. **Malaria program quality.** This risk is at the cusp of going from high to very high, hence the recommendation which is why a to increase risk appetite. A proposal on timeframes to reduce risk levels will be presented to the Board in November 2023. In this context, some key points were highlighted regarding the increase in malaria incidence and mortality, as well as the need for leadership to galvanize and address this risk. In terms of financial challenges, the need for efficient utilization of funds for GC6 and strategic planning for GC 7 were highlighted. There is a need to rapidly scale up initiatives such as New Nets Project and Net Transition Initiative. It was also emphasized that malaria should feature in political dialogues including discussions on climate change at the Conference of Parties (COP) 28.
 - ii. **TB program quality.** While the TB program quality risk has reduced from very high to high earlier than expected, momentum on TB should be maintained by scaling up interventions.
 - iii. **Risk appetite timeframes.** The procurement risk, grant-related fraud and fiduciary risk and accounting and financial reporting risk all remain high; therefore, the recommendation is to extend risk appetite timelines by twelve to eighteen months.
30. In addition, risks which continue to be high or have increasing trajectories were noted, including human rights and gender, SEAH, in country governance and domestic health financing. These will continue to be prioritized, monitored and mitigation actions will be put in place.

Board Discussion

31. The Board welcomed the reduction in risk associated with the TB program quality risk and was supportive of the amendments to risk appetite statements. The Board raised the following comments and questions:

- i. **Malaria program quality.** The Board expressed concern regarding the increase in risk related to malaria program quality and requested clarity on the potential consequences. Some constituencies focused on the risks related to climate change and the need for a holistic approach with a broader range of stakeholders. It was noted that there was a need for innovations such as diversifying treatments and insecticides, through collaboration and cooperation across the Global Fund partnership. There was also support for reinvigorating political and technical leadership to end malaria as proposed by the ED, as a topic for future Board meetings or retreat.
- ii. **TB program quality.** Several constituencies agreed there should not be complacency in efforts to mitigate the risk posed to TB program quality, and efforts to gather additional resources are required to sustain the progress in TB. The target of reaching moderate risk levels by June 2025 will require sustained efforts. The 2023 UN High Level Meeting (HLM) in September is an opportunity to make further commitments to scale up TB care and prevention. There is a need to scale up recent TB innovations so that the momentum can be continued.
- iii. **Procurement.** Some constituencies stated the need to encourage the possibilities of local or regional production of health products.
- iv. **Grant Related Fraud & Fiduciary.** One constituency noted the need to ensure that Global Fund resources are used for the intended purpose, and that mitigation measures should be put in place to this end. The collaboration of the OIG with in-country institutions, like supreme audit institutions, ministries of health on capacity building was lauded.
- v. **Human rights.** Some constituencies requested clarification about reasons the direction of travel for human rights risk is showing as steady, considering there is a global deterioration of gender equality and LGBTQI+ rights.
- vi. **M&E risk.** One constituency observed that when resources are scarce, often those dedicated to monitoring and evaluation are cut to sustain other essential services. There is a need to monitor whether this is the case during GC 7 to put in place mitigation actions.
- vii. **Health systems.** One constituency stated that the Strategy aims to invest a substantial share of the funding in health systems, therefore, a higher level of risk appetite will be needed in this area. Strengthening health systems is essential to deal with future pandemics and the consequences of climate change. Some constituencies highlighted the impact and constraints on health workers capacity and implementer capacity considering it is the final year of GC6 (2020-2022) implementation, inception of GC7 (2023-2025) funding requests and implementation of C19RM grants. Elaboration was requested about the plan to address different activities to be implemented in 2023 and going forward. One constituency expressed support to investments in strengthening community systems and response, and advised data from community-led monitoring is used to improve program implementation.
- viii. **CCM.** Some constituencies highlighted the importance of moving towards more inclusive and well represented CCMs, with strong participation of civil society, partners and the NGOs.

- ix. **Health financing.** Several constituencies alluded to risk associated with health financing and asked about the rationale for leveraging new resources through blended financing.
- x. **Risk appetite.** One constituency noted that the higher level of risk appetite results in the need to innovate, adapt and scale up, and that the Board's responsibility has increased from a liability, reputational, ethical and governance perspective. There was a question about how the effectiveness of the mitigation measures put in place to tackle high risk can be tracked over time. Another constituency echoed the TRP recommendations that there should be risk informed programming in proposal development.
- xi. **PSEAH.** Some constituencies requested clarity about the indication of steady direction of travel for this risk. Acknowledging that, while several measures have been put in place to prevent SEAH, there should be more acceleration of efforts to increase reporting.
- xii. **COEs.** One constituency requested a future Board discussion on COE countries, including the choice of implementing partners.
- xiii. **C19RM.** One constituency inquired about the lack of risk appetite assessment for COVID-19 and C19RM considering the high investment by the Global Fund.
- xiv. **Staff workload.** One constituency suggested a discussion on Secretariat workload as an area of concern, emphasizing the lack of target for this risk.
- xv. **LFA model.** There was a request for clarification on the effectiveness of the LFA model and its capacity to effectively manage risk.

Secretariat Response

32. The Secretariat thanked the Board for the comments and provided the following responses:

- i. **Malaria program quality.** Assured the Board there will be a continuation of the discussion on malaria among the broader Global Fund partnership to reach consensus on responding to the challenges. Consequences of increase in malaria risk will be examined on a country-to-country basis through country portfolio reviews. There will be balancing required between commodities, assurance oversight and the level of risk taken. There will also be new opportunities for incremental resource mobilization's opportunities including tapping into climate change mitigation and adaptation funding, private sector funding and using innovative financing for malaria.
- ii. **TB program quality.** Assured that there is no space for complacency on the TB programs. Currently more than half of the global TB burden is in Asia, and there has been bounce back in active case findings post COVID-19. Levels are similar to those in 2019 before the COVID-19 crisis. Although on average the risk has gone down, there are some individual country cases where risk will continue to increase therefore warranting careful monitoring.
- iii. **Risk appetite.** The risk landscape is dynamic and continues to evolve, and is closely monitored by the Secretariat. It was clarified that the purpose of the risk assessment is to assess the areas of highest risk to put in place targeted action plans at the country level.
- iv. **Human rights.** It was clarified that the risk assessment presented is as of December 2022, hence does not factor in the current global and individual country crisis, including related

to anti LGBTQI+ legislation in some countries. The Committees will further assess these issues and associated risk.

- v. **Health systems.** There has been significant engagement with communities in data and governance related matters, which was instrumental in mitigating some of the risks during the COVID-10 pandemic, and will continue to be a health systems investment priority.
- vi. **SEAH.** Distinction was made between the mitigation measures and reporting, noting that as more tools are introduced there will be higher levels of reporting. At the same time, mitigation measures are being put in place. The Secretariat assured that this is an area that will be continued to be carefully monitored.
- vii. **LFA model effectiveness.** Over the last ten years the LFA budget has been considerably reduced while providing more value from LFA activities. The LFA model is effective and further incremental improvements are underway to further strengthen it.

Action Points

33. The Board voted unanimously to approve the decision point [GF/B49/DP04](#).

34. The Board Vice-Chair closed the session noting: (i) the SC will have a follow up discussion on malaria program risk in July 2023, and that following consultations, the committee will return to the Board with a recommendation on amended timeframes to reduce target risk levels for decision by November 2023, and (ii) the discussion on climate change at the next Board meeting should be linked to malaria.

Agenda Item 6: Pandemic Prevention, Preparedness and Response

Presentation

[GF/B49/02 Engagement with the Pandemic Fund's First Call for Proposals](#)

[GF/B49/02 Additional Paper – Update on Engagement with the Pandemic Fund](#)

[Background Paper – Monthly Report on C19RM \(February-March 2023\)](#)

35. Board Vice-Chair opened the session summarizing the fast evolving and ongoing discussions on the Global Fund's engagement with the Pandemic Fund. Identifying areas for collaboration and ways of working with the Pandemic Fund is critical. The Global Fund is awarding and reprogramming up to USD 1 billion of C19RM funds covering overlapping focus areas and timelines as the Pandemic Fund. The Secretariat discussed with the SC, AFC and Coordinating Group, and continued to engage with the Pandemic Fund to prepare an initial update to the Board. Before the start of the meeting, the Secretariat further informed the Board that based upon new information, it would not be able to apply to the Pandemic Fund's first call for proposals through the approach originally presented to the Board and described in the Global Fund's

February 2023 Expression of Interest (e.g., proposing Pandemic Fund funding fund unfunded quality demand to increase the scale and synergy with C19RM awards). An additional background document was then shared with the Board including a revised proposed decision point. Considering the latest feedback received by constituencies, including two amendments from the Canada-Switzerland-Australia and Germany constituencies, the Board Chair and Vice-Chair decided to postpone a Board decision and allow for further discussions and reflections.

36. The SC Chair and the AFC Vice-Chair provided an overview of the respective committee discussions relating to Global Fund's engagement with the Pandemic Fund. Both committees have emphasized the importance of (i) reducing burden for countries and (ii) limiting transaction costs while exploring opportunities for collaboration and alignment between the Global Fund and the Pandemic Fund. In addition, the AFC Vice-Chair highlighted the need to avoid programmatic and financial overlaps and duplication regardless of potential engagement with the Pandemic Fund.
37. The Secretariat provided an update on C19RM and the Global Fund's engagement with the Pandemic Fund. The Secretariat underlined that the Board decision (GF/B48/DP03) of November 2022 to extend the C19RM timelines enabled a shift by countries towards greater system strengthening and pandemic preparedness activities, with recent portfolio optimization enabling investments to double in these areas. With respect to engagement with the Pandemic Fund, the presentation noted the high degree of overlap between the C19RM and the Pandemic Fund with respect to funding available, focus areas on disease surveillance systems, human resources of health, and laboratory systems, as well as overlapping timelines for approval processes and implementation. Last, the Secretariat outlined challenges relating to engagement in the first call for proposals, as detailed in the additional document shared with the Board (GF/B49/02). While the Global Fund will not submit an application in the first call for proposals and a number of operational details remain unclear, should countries seek to work with the Global Fund as an implementing entity, these requests will be assessed on a case-by-case basis.
38. The Secretariat stressed that it will continue to: (i) focus on reducing burden on countries; (ii) coordinate GC7 and C19RM investments with projects funded by the Pandemic Fund where needed; and (iii) engage with the Pandemic Fund to ensure better alignment going forward; and (iv) discuss next steps with the Board.

Board discussion

39. The Board thanked the Secretariat for the update and expressed general support for continued engagement with the Pandemic Fund. The following points were raised:
 - i. **C19RM.** Board members requested that, in addition to allocations, the Secretariat report on C19RM implementation and impact and what has been achieved since the creation of the mechanism, including innovations put in place to support health system strengthening. A question was raised about contingency plans in case low absorption continued.
 - ii. **C19RM and Pandemic Fund overlaps.** Board members acknowledged the overlap between C19RM and the Pandemic Fund focus areas and emphasized the need for alignment and maximizing synergies, as well as potential for leveraging the Global Fund model and experience.

- iii. **Gap between the need and resources for pandemic preparedness.** Board members noted the significant gap between the interest shown by countries in pandemic preparedness funding and available resources. In this context, the importance of understanding country needs, optimization of resources and effective use of funding was emphasized.
- iv. **Focus on priorities of countries and communities.** Board members noted that (i) national health sector and health security plans should be the basis for funding requests, and be supported by financial instruments and health organizations, and (ii) the overall goal should be reduction of transaction costs for countries. The need for civil society and community engagement at all levels was also emphasized. Board members enquired about the approach to be taken for countries that may have already prepared joint C19RM-Pandemic Fund funding requests.
- v. **Continued alignment and collaboration.** Board members emphasized the importance of collaboration, coordination and partnership between the Global Fund and the Pandemic Fund, as well as with other global health actors to avoid duplication of efforts and maximize impact. It was stressed that regardless of whether the Global Fund receives funds directly from the Pandemic Fund, alignment efforts must continue to reduce burden on countries and avoid program fragmentation.
- vi. **Analysis of challenges, processes and timelines to inform future planning.** Calls were made for the Secretariat and the Pandemic Fund to further assess misalignments between their respective processes, policies and reporting requirements, with the aim to reach a complementary and coordinated approach. Efforts to minimize additional workload, and streamline applications, reporting and operational requirements were acknowledged. The need to learn from the experience in the Pandemic Fund's first call for proposals was encouraged, with suggestions to conduct cost-benefit analyses to inform future planning and decision making. There was a request for an assessment of implementing countries' views on the complementarity of C19RM and the Pandemic Fund.

Secretariat Response

40. The Secretariat thanked the Board for a constructive discussion, emphasizing the goal of the Global Fund has been, and continues to be, to support countries in accessing effective financing in the least burdensome manner. The Secretariat assured the Board that it would assess and provide guidance, in the event any individual county applies for Pandemic Fund resources with the Global Fund as the implementing entity. Constructive discussions between the Secretariat and the Pandemic Funds will continue on avoiding duplication with current awards and on lessons learned for future calls for proposals. The AFC will also begin consideration of the Pandemic Fund under the Policy on Restricted Financial Contributions.

Action Points

41. The Board Vice-Chair thanked the Board and Secretariat for the discussion. Regarding next steps, (i) the Secretariat will continue to engage with the Pandemic Fund to address challenges in alignment, and the AFC and SC will continue the discussion at their meetings in July 2023 and make recommendations, when and as needed, to the Board on the way forward.

Agenda Item 7: Executive Sessions

42. 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 8: OIG 2022 Annual Report and Annual Opinion on Governance, Risk Management and Internal Controls

Presentation

[GF/B49/05 OIG 2022 Annual Report and Annual Opinion on Governance, Risk Management and Internal Controls](#)

43. The Board Vice-Chair opened the session by thanking the Office of the Inspector General (OIG). The Vice-Chair emphasized the importance of the OIG's independence and assurance, especially on the quality of Global Fund systems and investments, and as the third line of defense. The AFC Chair noted the careful consideration of the OIG's activities by the AFC. The OIG has made considerable progress on its work plan, overall operations and follow-up on AMAs. The AFC deliberated on strategic themes highlighted in the OIG report and assessed the status of outstanding AMAs and mitigation actions proposed.
44. The Inspector General (IG) emphasized that the 2022 OIG Opinion does not identify any material weaknesses in Global Fund governance, risk management or control processes which could significantly compromise the overall achievement of its strategic and operational objectives. The IG confirmed that (i) there was no interference in the scope, activities and communication of results of the work conducted by the OIG, and (ii) the OIG had sufficient resources to discharge its mandate in 2022.
45. At the same time, the confluence of risks including political instability, the energy crisis, cost of living and global financing outlook will continue to impact Global Fund activities.
46. Several strategic themes were highlighted including (i) positive progress in HIV and TB despite a number of challenges around supporting key populations especially in challenging operating environments; (ii) malaria programs being off track; (iii) poor data quality undermining the ability to monitor programmatic progress; (iv) deficiencies in terms of design and execution of programmatic assurance activities; (v) managing sexual exploitation, abuse and harassment (SEAH) risk at country level; (vi) increasing value for money; and (vii) ensuring quality medicines and health products reach beneficiaries on time.
47. Overall OIG performance has reached the pre-pandemic level. The IG underlined the significant number of complaints due to the increased willingness to report incidents, with critical allegations being prioritized. The IG provided an update on audits recently finalized and challenges to close

AMAs on time, while recognizing that the total number of AMAs has not changed, and overdue AMAs are in decline.

Board discussion

48. The Board thanked the OIG for the efforts and comprehensive update, took note of key themes and updates provided, and commented and on the following issues:

- i. **Global Fund leverage.** One constituency highlighted the importance of ensuring Global Fund leverage is aligned and complements partners' efforts to overcome gaps in HIV prevention and key population activities.
- ii. **COEs.** Constituencies requested the Secretariat apply a more differentiated and tailored approach in COEs, expressed concern regarding progress in the fight against malaria in advised to place more focus on the crisis taking place in Haiti.
- iii. **Emerging themes in the 2022 OIG Annual Report.** Comments from constituencies focused and expressed concern on:
 - a) **gaps in HIV prevention** especially in key populations, highlighting the TRP's preliminary update notes a need for data-based prioritization and limited programming among key populations with the highest incidence and vulnerabilities;
 - b) **data fraud, poor quality and manipulation**, undermining programmatic monitoring and decision making, while RSSH investments can build robust integrated national data systems minimizing fragmentation. Clarifications was sought about the progress made under investments in data quality under the strategic initiatives;
 - c) **risk mitigation actions** in place with a request for further elaboration on these efforts;
 - d) **AMA on quality of health products** urging to close it closed as soon as possible, and noting the need for further oversight over supply chain issues; and
 - e) **SEAH cases**, acknowledging progress made in addressing SEAH, and importance of ensuring SEAH related measures submitted as part of the funding requests are adequately financed during grant making. To consistently track and follow up with PRs on allegations, and closer collaboration between the Ethics Office and the OIG to develop a standardized process for reporting allegations which allow for phased communication between the Secretariat and PRs was encouraged. The Global Fund should be proactive in preventive measures, follow up vigorously on reports, and demonstrate the partnership is doing everything for case prevention. These efforts should include information, education, training and awareness about reporting at the CCM, PR/Sub-PR and community level. On lack of control in relation to perpetrators being re-engaged by grant implementers, the Board expressed concern seeking clarity on mitigation measures being put in place. WHO made an offer for collaboration and sharing of information, and lessons learned in this area.
- iv. **Domestic health financing.** For co-financing commitments, there were quests for transparency, assessment of impact, and an update on progress against recommendations in the OIG Advisory reviews on Domestic Financing. One constituency inquired about the TRP's role in assessing adequacy of domestic financing in funding proposals and additional tools needed to support countries to achieve resilient and sustainable health, which includes community systems strengthening.

- v. **LFAs.** One constituency highlighted the OIG recommendation on the need to strengthen and harmonize the maturity of Country Teams in risk management, and further clarify the role of second-line functions to better leverage LFA services. In this context, clarity was sought regarding optimization of the LFA role to improve risk management processes, status of implementation of the other recommendations under the OIG Advisory on LFAs, efficiencies at the country level and evolution of the LFA model.
- vi. **AMAs.** Several constituencies inquired about outstanding AMAs and requested more systematic information regarding progress made on AMAs.
- vii. **P&Is.** One constituency noted difficulties faced by the OIG team during investigations in countries where the Global Fund does not have P&Is, and noting the Board can support these efforts.
- viii. **Secretariat cross-team collaboration.** One constituency noted that the Secretariat Country Teams and other cross-functional teams should work in a more integrated way.

The Inspector General response

49. The OIG addressed the following points:

- i. **COEs.** Acknowledged the Global Fund model has tremendous impact in several countries, while in high-risk contexts where the organization has limited control operations are difficult. The IG emphasized the need to challenge the organizational model to respond effectively to better manage risks and maximize impact.
- ii. **Data quality.** Agreed with Board concerns on data quality, and noting data quality checks by some countries are rudimentary, involving many manual steps in data management. This results in monitoring and managing risks being more difficult as reliance is placed on data received from country level. The current number of data fraud investigations is low, stating this is a rapidly evolving landscape requiring careful oversight.
- iii. **Risk management.** The IG noted country teams are aware of the issues faced by the programs however are less effective at monitoring and mitigating risks. Monitoring of risk at the country level is partially undermined by poor data quality.
- iv. **AMAs.** Implementation of AMAs was impacted by the Secretariat having to prioritize certain activities due to the COVID-19 pandemic. At the same time there is a need for renewed focus particularly on the most critical AMAs. On the follow up on previous themes and recommendations, OIG and AMA Reports reference and track progress of previously prioritized issues.
- v. **SEAH cases.** The IG expressed gratitude to the Board for its support in this area and welcomed collaboration offered by the partnership on access to information for SEAH cases.
- vi. **P&Is.** The IG welcomed the offer on supporting efforts for the Global Fund to obtain P&Is in implementer countries, confirming this would facilitate OIG activities.
- vii. **Implementation of recommendations.** A high-level summary was provided on OIG recommendations outlined in the advisory reviews on domestic health financing and LFAs.
- viii. **Country team and cross cutting teams:** This is an area that is carefully being evaluated in the audit on the Country Team model and supporting functions (internal audit).

The Secretariat response

50. The Secretariat provided the following responses:

- i. **Data manipulation.** Mitigation measures have been put in place to address financial and fiduciary fraud. However, the fraud landscape has evolved with more complex cases increasing risk for data fraud. The newly established Programmatic Monitoring and Risk Division is carefully examining this issue.
- ii. **Supply chain.** Integrated planning and reporting across supply chain are being implemented to address the underlying issues identified by the OIG. There are complementary efforts to support country capacity building with a focus on downstream supply chain area. On the quality assurance AMA, there was substantive progress in the last two years with a pending issue related to post market surveillance. Initial guidelines have been developed which will be consulted with partners and countries before being issued.
- iii. **LFA.** The LFA model is generally robust and LFAs provide some of the leads for OIG investigations. There is good advancement in the implementation of recommendations under the OIG Advisory. Approaches to risk management are also being updated to adapt LFA services. Fraud risk assessments conducted by LFAs are also underway.
- iv. **Domestic health financing:** OIG recommendations have either been or are in the process of being implemented. For example, commitment letters sought for GC 7 included the amount of domestic financing, the content and tracking of utilization of those funds. On innovative financing, there is a recommendation underway to develop a strong assurance framework for blended financing, to be presented to the AFC and Board in 2023.
- v. **AMAs.** Efforts are underway to close outstanding AMAs, and in the meantime mitigation measures have been put in place. There has been understanding that the COVID-19 pandemic period was challenging for implementers and the Country Teams, while it is paramount to catch up with putting in place OIG recommendations.
- vi. **PSEAH.** The Secretariat thanked the Board for its support in dealing with Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) issues and offer to share lessons learned and data. Among work done so far, the following was noted: a risk management methodology has been developed and is currently being piloted to assess risk at the country level; there is strong cross Secretariat collaboration including with the Grant Management Division, which has resulted in training and greater awareness at country level; ethics officers have been put in place within the CCMs and are working on PSEAH issues to help with prevention. On the victim support advocate, there are dedicated resources within the Ethics Office and further resources are being invested in this. There are funds set up to provide financial compensation for losses directly linked to two cases.

Agenda Item 9: Annual Report and Opinion of the Ethics Officer

Presentation

[GF/B49/09 Annual Report and Opinion of the Ethics Officer](#)

51. The EGC Chair informed the Board that the EGC is comfortable overall with the 2022 Ethics Officer Annual Opinion. The Global Fund has shown strong commitment to ethics under

challenging circumstances. The current general state of ethics risk is high and impacted by external factors, with mitigation measures in place or under development to manage it at an acceptable level. The EGC will continue to monitor resources available and efforts to advance the level of maturity of the ethics function, management of the ethics risk and AMAs closure.

52. The Ethics Officer (EO) presented on the 2022 Annual Report and Opinion on the state of Ethics and Integrity (E&I) across the Global Fund. The presentation included a summary of ethics risks, progress made in ethics for the January 2022 - April 2023 period, and areas of focus for 2023. Despite multiple global crises, the maturity of the Global Fund's E&I program currently remains at the 'adapting' level'. The E&I program contains several elements that reflect important attributes with opportunities to further mature. Regarding ethics risk management, current areas of focus include fraud, corruption, and emerging risks of unreliable, manipulated programmatic data. SEAH risk remains high, but steady, with mitigation actions under way and on track to further mitigate the risk. On closure of AMAs, the EO reported on the prioritized work and ongoing collaboration between the Ethics Office and the Risk Department on accountabilities for ethics risks, as well as alignment with the Human Resources Department regarding roles on investigations. Among a number of 2023 priorities, the Ethics Officer envisioned: (i) initiating Codes of Conduct revisions and an update of the E&I Framework, and (ii) exploring the development of a revised, tailor-made methodology for assessing the Global Fund's maturity on ethics.

Board Discussion

53. The Board welcomed the comprehensive update and Opinion, progress made on maturity of the E&I program and efforts to uphold high ethical standards in a difficult environment. Constituencies commented and requested additional information on the following issues:

- i. **Cross-department collaboration.** One constituency sought clarification on collaboration and support from other departments, including complementarity of the OIG and Ethics Officer's mandates on PSEAH investigations.
- ii. **Climate.** One constituency encouraged acceleration of efforts to reduce the climate footprint of production and supply chains, with a request to discuss these issues at the next Board meeting.
- iii. **PSEAH.** Several constituencies highlighted prioritization of PSEAH matters, including capacity building and risk reduction at the country level, and demonstration of a zero-tolerance approach. Given concern about the findings in recent OIG reports, particularly on the lack of implementer capacity to respond to and address the allegations, and the risk of re-engaging offenders at grant implementer levels, the Ethics Office and OIG are encouraged to closely collaborate on PSEAH matters.
- iv. **Speaking-up and staff wellbeing.** One constituency noted the importance of protecting overall staff wellbeing and a safe working environment with channels to speak up, with a request to elaborate on reasons this remains partially achieved.

- v. **AMAs.** The Secretariat was encouraged to close long outstanding ones as soon as possible in 2023.
- vi. **CCMs.** One constituency welcomed the role of ethics officers at CCM level, noting PRs could also benefit from a similar setting to further advance progress, and the importance of informing all CCM members about this in-country role. There was a request to conduct a review of CCMs' conflict of interest policies and the impact of their application across different types of stakeholders.
- vii. **Reporting modalities.** There was a suggestion for joint Board sessions to enable easy cross-reference of the different opinions on key cross-cutting themes, given the complementarity of risk, ethics and OIG reporting.
- viii. **Trainings.** Trainings on ethics matters including for CCMs are welcome, while a constituency noted additional efforts are necessary, particularly for online training, updates to Codes of Conduct and the E&I Framework, and implementation of approved accountability processes and improved evaluation follow-ups.
- ix. **Prevention and detection of ethical breaches.** There was appreciation for insights from the EO regarding the level of confidence for the existing system designed to prevent and detect ethical breaches, with an invitation for suggestions on potential areas for improvement to further strengthen these mechanisms.
- x. **Ethics Officer role.** One constituency stressed the importance of the Ethics Officer role to the overall success of the organization, and that it remains sufficiently independent to fulfill the Terms of Reference.

Secretariat Response

54. The EO thanked the Board for the positive feedback on the ethics and integrity work and addressed the following issues:
- i. **PSEAH.** The EO agreed that more progress should be expected on PSEAH matters. Ongoing efforts by the team and the tracking system in place are well positioned to increase the pace of progress and scale up work.
 - ii. **Trainings.** The offer of trainings and awareness programs will increase, first at country/CCM level followed by engagement with PRs and SRs. The Ethics Office provides PRs, SRs and other third-party actors support and guidance where there are concerns regarding capacity to carry out investigations. Additional and holistic capacity building is needed to further advance in this area.
 - iii. **Speaking-up and staff wellbeing.** There are ongoing initiatives led by the executive management team at the Secretariat on strengthening the speak-up culture and associated channels, and psychological safety. Lack of freedom to speak up could result in a substantial reputational risk for the Global Fund. Regarding the internal justice mechanism, the ED has commissioned an OIG advisory review to assess and potentially further strengthen the current approach.

Agenda Item 10: Thematic discussion: Human Rights

Presentation

[GF/B49/06 Background note to thematic discussion on human rights](#)

55. The Board Vice-Chair opened the session noting that work on community leadership, gender equality and human rights, health equity and strong community systems is essential for the Global Fund's mission and the lives of those most affected by the three diseases.
56. The SC Vice-Chair provided an overview of the SC deliberations in March 2023, which were part of a series of in-depth discussions on CRG related matters by the SC and the Board. The SC stressed the need for progress on human rights beyond countries participating in the Breaking Down Barriers (BDB) initiative, and for human rights to be integrated across processes and health programs. It also emphasized the importance of prioritizing human rights as part of country dialogues and portfolio optimization decisions, as well as leveraging partnerships and use of diplomatic voice.
57. The Secretariat presented a progress update on human rights efforts highlighting results achieved, level of ambition in line with the new Strategy, approaches, risks and challenges. The following points were noted:
- i. In the current Strategy, human rights are (i) part of the primary objective to end HIV, TB and malaria, and (ii) a contributory objective alongside gender equality and equity given their centrality for defeating the three diseases and building inclusive systems for health. The current environment, with further criminalization of same sex sexual behavior and service provision, provides evidence of the importance and cross cutting nature of human rights. This environment presents both a challenge and an opportunity for a Secretariat-wide approach to human rights.
 - ii. Building upon the Global Fund partnership's comparative advantage, the Secretariat has taken a practical, pragmatic and programmatic approach, and supported scale-up of evidence-based programs to reduce barriers. This approach remains relevant at a time of unprecedented, well-funded and concerted efforts against LGBT communities, gender equality, sexual and reproductive health and rights and civil society space. Investing in safety and security, legal support and empowerment, and community-led efforts is needed when a crisis occurs and at all times.
 - iii. Results of the BDB initiative were outlined, highlighting increases in investments across the HIV and TB portfolio (KPI 9b) and the partnership work to advance human rights in malaria. Despite remarkable results, KPI 9a and 9c targets will not be achieved for the 2017-2022 period. Yet, significant progress has been achieved in all BDB countries with valuable lessons learnt to inform future work.
 - iv. In the next three years the Secretariat's ambition will focus on three areas: a) achieving further progress and impact in all 24 BDB countries; b) greater quality investments, with

stronger focus on stigma and discrimination and harmful laws, across the portfolio, and on contribution to prevention, gender equality and equity; and c) clear roles, responsibilities, coordination and accountability across the Secretariat and with partners. Seven priorities for delivering on the Strategy's ambition, were presented, including expanding and evolving BDB and the Human Rights Strategic Initiative, using new levers such as Human Rights Program Essentials, evolving the work on TB and malaria, enhancing focus on human rights risk, and partnerships to address particularly challenging issues. The Ukraine country example, presented by GMD, showed lessons learnt in challenging operating environments.

Board Discussion

58. The Board thanked the Secretariat for the comprehensive update and commented on the following points:

- i. **Timeliness of the thematic discussions.** Board Members noted the timeliness of the discussion given the global trend of pushbacks on gender equality and LGBTQ+ rights. Constituencies raised the importance for the Global Fund Partnership to leverage all its tools, including diplomatic voice and grants. Since the Global Fund does not have a presence at country level, Board members encouraged catalyzing the roles of bilateral and multilateral partners, global and regional structures and bodies monitoring human rights treaties. The importance of ensuring meaningful engagement of all stakeholders, including communities, civil society and governments was highlighted, as well as the need for South-to-South learning. There was a call to consistently communicate the criticality of human rights, for proactive rather than reactive approaches, and for greater attention to removing human rights-related barriers beyond BDB countries.
- ii. **Board's role in responding to current global human rights threats.** Constituencies stressed the need for diplomatic voice and action across the Global Fund partnership, including by Board Members, and additional joint strategies at country level and in multilateral spaces. There were requests for: a systematic approach to pre-empting and responding to human rights crises, up to a level comparable to prevention of fraud and PSEAH; further discussion and proposals from the SC; and a future Board retreat.
- iii. **Increased human rights funding needs.** Board members commended results of the BDB initiative noting the need for increased funding and focus across the full portfolio, through country grants and catalytic investments, and for more funding to reach civil society and community-led organizations. It was recommended that all opportunities be leveraged, such as reprogramming and portfolio optimization, particularly in non-BDB and low-income countries; lessons learned from Window 1 be applied to future funding applications; and to use levers such as program essentials, tracking their effectiveness. Investments in strengthening safety and security were recognized as being of critical importance, complemented by domestic funding for sustainability incentivized by co-financing requirements.

- iv. **Reporting.** There were requests for regular progress updates beyond BDB countries, covering program essentials and efforts to support increased safety and security, including through rapid reprogramming to meet urgent needs.
- v. **Strengthened performance and risk management, and enhanced accountability.** Board Members expressed concern about not meeting KPI targets and acknowledged the need for enhanced approaches to managing performance and risk, including through more measures in GC 7 for fund utilization and results delivered. There was a call for use of evaluations to complement assessments in BDB countries, and use of data to inform success narratives.
- vi. **Increased capacity within the Secretariat and across the Partnership.** Board members noted the importance of ownership of and accountability for human rights across the Secretariat, recognizing that CRG Ready presents an opportunity for joint accountability across the Secretariat. Board members called for: (i) embedding additional CRG support to impactful grants, (ii) increased funding for CRG work, and (iii) leveraging the work of partners, noting the power of collective voice and investments.

Secretariat Response

59. The Secretariat thanked the Board for its observations and commented on the following points:
- i. **Looming human rights pushbacks and the need for greater human rights investments were acknowledged.** Human rights matching funds have made a big difference, while there is still a need for greater investment. There is agreement on the importance to align funding and portfolio optimization decisions to the increased need in human rights funding.
 - ii. **Investments in safety and security and human rights community infrastructure** are top priorities. In the analysis of lessons learned in Window 1, the Secretariat is assessing additional opportunities for safety, security, and legal support. As the example of Ukraine highlighted, human rights community infrastructure is critical for alleviating impact of crises.
 - iii. **Partnerships.** Agreement on criticality of partnerships. The Secretariat is committed to continuing co-convening the Global Partnership, engaging with UNAIDS, GNP+ and others, and engaging in closer partnerships with PEPFAR.

Action Points

60. The Secretariat will work with the SC to define next steps and options for Board engagement.
61. The Board Vice-Chair closed the meeting by reminding the Board that it was the obligation for the entire partnership to advocate for human rights, not just for the communities, but with them.

Agenda Item 11: Update on Resource Mobilization

Presentation

GF/B49/17 Update on Resource Mobilization

62. The Secretariat provided an update on the Global Fund's Seventh Replenishment, which secured commitments of US\$15.7 billion for the 2023-2025 allocation period. The Secretariat thanked donors, Board Leadership, Board members, civil society, the private sector, and community partners, with a special mention to the United States, the host of the Seventh Replenishment, for their commitment despite a challenging macroeconomic and geopolitical context. Twenty-five contribution agreements have been signed as of beginning of May 2023 with both public and private donors. There has also been progress in amounts received in cash, with conversion being slightly ahead compared to the last cycle at the same point in time. Pledge conversion for the Sixth Replenishment continues to progress well with a 2% increase compared to the same period for the Fifth Replenishment. C19RM 2021 pledges reached US\$4.2 billion with 100% of donor commitments secured in cash as of March 2023.
63. In 2023, the Secretariat will continue to ensure pledge conversion and strive to raise additional contributions. A lessons learned exercise on the Seventh Replenishment is currently underway and will conclude in Q3 2023. Consultations and surveys with external stakeholders, and assessment reports issued by partners, will be considered. Recommendations from this exercise will feed into the strategic planning for the Eighth Replenishment, for which the Secretariat requested the Board's support and engagement when preparations are initiated. The Secretariat is also tightening its risk management around pledge conversion. Concern was expressed regarding the sustainability of the Global Fund's advocacy ecosystem, both from a financial perspective and given the shrinking space for civil society in some regions.

Board Discussion

64. The Board congratulated the Secretariat and the United States government for the success of the Seventh Replenishment. The Board urged the Global Fund partnership to continue its efforts to mobilize additional resources to end AIDS, TB and malaria, emphasizing the unique role the Global Fund plays in advancing global health outcomes. The Board welcomed the lessons learned exercise as an effective tool to fine-tune the preparations for the Eighth Replenishment. Constituencies commented and raised questions on the following matters:
- i. **Resource mobilization.** One constituency emphasized the importance of mobilizing as many resources as possible to unlock the U.S. match. Another constituency encouraged the Secretariat to continue looking for prospects in donors that did not pledge or whose pledges did not meet the 30% target.
 - ii. **Domestic resource mobilization.** Several constituencies requested (i) more information regarding domestic resource mobilization, including on efforts for monitoring and

- dissemination of information on progress made against co-financing commitments; and (ii) asked for innovative financing to be a matter of discussion at the next Board meeting.
- iii. **Set asides.** One constituency sought clarification on technical assistance set asides, inquiring on how it will be aligned with strategic objectives and the ways in which the Board can support the Secretariat.
 - iv. **Strengthening health systems.** One constituency reiterated the importance of health systems strengthening in the current Strategy, the investment case proposal and need for continued efforts in this area. It was noted the importance of supporting implementing countries in developing and monitoring sustainable health system programs, advocating for fulfilment of country commitments and having a clear methodology for calculating these investments.
 - v. **Portfolio optimization.** One constituency noted that the choices for allocation of funds under the portfolio optimization process need to be guided by the SC.
 - vi. **C19RM.** One constituency expressed concern regarding low absorption rate for C19RM and need for complementarity between the funding under the C19RM Portfolio Optimization Wave 2 and Grant Cycle 7 (GC7).
 - vii. **TB funding.** One constituency noted that there should be further efforts to improve TB-related services in collaboration with regional development banks and national health services. Further, the UN High-Level Meeting on Universal Health Coverage was highlighted as a critical forum to ensure that funding for TB will be on the radar of key stakeholders in development finance.

Secretariat Response

65. The Secretariat thanked the Board for its support and provided the following responses:

- i. **Continued resource mobilization.** Efforts will continue to secure additional commitments to leverage the U.S.'s matching pledge to the extent possible, while acknowledging that the resource mobilization context is complex, especially in the coming years. Ongoing work with implementing countries and civil society partners on substantive evidence-based communication can potentially unlock additional commitments. There are opportunities in the private sector pipeline that could have a multiplier effect, while some donors could also top-up their pledges.
- ii. **Domestic resource mobilization.** The Health Financing Department leads on domestic resource mobilization matters. Additional efforts are underway to further explore new innovative financing mechanisms and partnerships.
- iii. **Set asides.** An update on technical set asides was provided to the SC in March 2023. The AFC will continue discussions on relevant aspects under its mandate to inform future Board discussions. The Secretariat and other key stakeholders are designing a format to report to the Board on set aside-related areas of work, geographic areas, opportunities for investments, among other elements.
- iv. **C19RM.** Absorption rate for C19RM is currently evolving, while focus continues on quality of investments rather than resources spent. It was acknowledged that under the Wave 1

Portfolio Optimization, the complementarity between C19RM and Grant Cycle 7 was not optimal given countries were not aware yet of their allocations under Grant Cycle 7. For Wave 2, there is better integration and planning by countries aided by engagement with TRP.

Agenda Item 12: Items discussed in writing

GF/B49/12 Evaluation Matters

The update on Evaluation matters was discussed in writing. This section includes questions raised in three Constituency Statements and answers from the Secretariat.

66. Constituency commentary noted the following, in response to the update on Evaluation Matters:
- i. Acknowledgment of the Independent Evaluation Panel's (IEP) approach to benchmarking synthesis, which should ensure beneficiaries' views are heard and represented in evaluations. One Constituency voiced interest in (a) the operationalization of the new evaluation process, starting with the 2023 Strategic Review and the evaluation of the Allocation Methodology, and (b) how engagement, learning and integration components of the "operational shifts" for the new Strategy will develop with these evaluations.
 - ii. Addressing global North-South power differentials in evaluations could help strengthen the role and voice of civil society groups and communities in the learning and evaluations of the Global Fund.
 - iii. One constituency encouraged the Secretariat's Evaluation and Learning Office (ELO) to ensure community-led data collection, monitoring, reporting and analysis efforts inform evaluations. This should be done without risk to the security of key populations who are criminalized.
 - iv. One constituency expressed appreciation for sharing the vision of the Independent Evaluation Function and requested timely updates on its operationalization, as well as the determination on the outstanding topic for the last evaluation in 2023.
 - v. One Constituency noted that the evaluation on resource allocation is critical to provide solid evidence for effective decision-making. A second constituency expressed appreciation for the review of RSSH allocation as part of the evaluation on resource allocation. There was a request to receive Board updates on this evaluation's progress and be involved in the development of the Terms of Reference (ToR).

Secretariat Response

67. The Secretariat acknowledges points regarding the importance of using community-led data in evaluations with the required due care in doing so.
68. Constituencies will be kept updated on evaluation matters through formal SC and Board meetings. Under oversight of the IEP, the ToR for the Allocation Methodology evaluation has been finalized and the Request for Proposal was issued.

69. Interest in the operationalization of the new evaluation process, particularly in how the engagement, learning and integration components of the operational shifts develop with these evaluations is also noted by the Secretariat, to be part of the regular SC and Board updates.

Agenda Item 13: Closing of the Board Meeting

70. The Board Vice-Chair noted that the Coordinating Group will follow up and align work plans of the governance bodies based on the meeting discussions, including with respect to (i) the way forward on engagement with the Pandemic Fund, including discussion on the policy on restricted financial contributions by the AFC; (ii) SC discussion on malaria program risk, and (iii) follow up with both the OIG and Secretariat on health financing matters, including co-financing aspects. The incoming Board Chair and Vice-Chair will consult with the Secretariat on the organization of a Board retreat and additional informal Board calls on strategy implementation and other key issues. The Board needs to continue monitoring grant making activities, discussing strategic priorities and mobilizing the Global Fund partnership.
71. On behalf of the Implementer Group and Donor Group, respectively, Miso Pejkovic and Paul Schaper thanked the outgoing Board Chair, Dr Donald Kaberuka, for his commitment and contributions to the Global Fund. The outgoing Chair and Lady Roslyn Morauta, now incoming Board Chair, were recognized for their leadership during a difficult period for the Global Fund, including during the exceptional context of the COVID-19 pandemic, while ensuring continuity of Board work and deliberations. Lady Roslyn Morauta was appreciated for her willingness to continue serving the Global Fund as the new Board Chair. The Board unanimously approved decision point [GF/B49/DP05](#) Appreciation of Outgoing Chair and Vice-Chair of the Board.
72. The ED joined Board Members in showing appreciation for the leadership of the outgoing Board Chair and Vice-Chair, highlighting their contributions and efforts, including to two successful Global Fund replenishments. The ED thanked Dr Donald Kaberuka for bringing his financial expertise and experience, and advocating for the Global Fund mission in multiple global platforms. The ED also welcomed the incoming Chair and Vice-Chair, looking forward to their collaboration.
73. Dr Kaberuka thanked Constituencies for their confidence, and the ED and management team for their leadership and professionalism during a difficult period for the Global Fund. Dr Kaberuka congratulated the incoming Chair and Vice-Chair and wished them a successful tenure. The outgoing Chair shared some reflections, underlining the importance of retaining focus on 2030 goals, supported by strong country ownership, in the context of COVID-19 co-existing with HIV, TB, malaria and other pandemics. He reflected on the importance of countries prioritizing health, and putting in place sound financial management, in order to transition out of Global Fund-financed support in the future. He also shared the view that greater voice should be given to the Global South by international organizations, including through representation at governance level. Reflecting specifically on the Global

Fund Board, he noted that Africa receives around 70% of Global Fund resources and comprises 47 countries with diverse socioeconomic realities, a context which may merit consideration as to whether the region should have more space at Board level.

74. Lady Roslyn Morauta thanked Dr Donald Kaberuka for his interest and willingness to support global health matters since he joined the Global Fund, noting how Dr Kaberuka's deep understanding of the global political and economic landscape helped the Global Fund navigate the development of its new strategy and the COVID-19 context.
75. The incoming Vice-Chair thanked the Board for her appointment and opportunity to contribute to the Global Fund mission. The incoming Board Chair and Vice-Chair will inform the Board of their priorities and proposed ways of working for their 3-year term. The Vice-Chair closed the meeting thanking Board delegates for their contributions.

Annex 1. Decisions Taken at the 49th Board Meeting

Decision Point Number	Decision Point text	Voting Summary		
		For	Against	Abstain
GF/B49/DP01	<p>Approval of the Agenda</p> <p>The Agenda for the 49th Board Meeting (GF/B49/01 – Revision 1) is approved.</p>	Unanimous		
GF/B49/DP02	<p>Approval of the Rapporteur</p> <p>Mohamed Chakroun from the Eastern Mediterranean Region is designated as Rapporteur for the 49th Board Meeting.</p>	Unanimous		
GF/B49/DP03	<p>2023-2028 KPI Framework adjustments</p> <p>The Board notes the recommendations of the Audit and Finance Committee (“AFC”) as set forth in GF/AFC21/EDP02, and the Strategy Committee (“SC”) as set forth in GF/SC21A/DP01, and:</p> <ul style="list-style-type: none"> i. Approves the adjustments to the 2023-2028 Key Performance Indicator (“KPI”) Framework (including each KPI) as set forth in GF/B49/03 Annex 2; ii. Notes that proposed material changes to a KPI (refer to GF/B49/03 Annex 1 for the approach to assessing materiality) will continue to be recommended by the AFC or SC, within their respective allocated responsibilities (each a “Relevant Committee”) (as set forth in Annex 2 section 2.2 of GF/AFC20/09 and Annex 2 section 2.1 of GF/SC20/05 revision 2), for Board approval; and iii. Delegates authority to the Secretariat, in consultation with the Relevant Committee Chair and Vice Chair, to make non-material KPI adjustments, in line with GF/B49/03 Annex 1, and report back to the Relevant Committees and Board on all such changes. <p>Budgetary Implications: This decision has no budgetary implications.</p>	Unanimous		

GF/B49/DP04	<p>Amended Risk Appetite Statements</p> <ol style="list-style-type: none"> 1. The Board: <ol style="list-style-type: none"> i. recalls its ultimate responsibility to the Global Fund’s stakeholders for overseeing the implementation of effective risk management; ii. affirms the Strategy Committee’s concurrence with the amended Risk Appetite Statements under such committee’s oversight, as reported to the Audit and Finance Committee; and iii. further affirms the Audit and Finance Committee’s concurrence with the amended Risk Appetite Statements under such committee’s oversight and integration of the Strategy Committee’s concurrence, as set forth in Annex 1 to GF/AFC21/06 and pursuant to decision point GF/AFC21/DP01. 2. Based upon the recommendation of the Audit and Finance Committee, the Board approves the amended Risk Appetite Statements, including risk appetite and timeframes to achieve target risk, as set forth in the table in Annex 1 to GF/B49/04, acknowledging that the target risk level for each risk shall become the revised risk appetite at the target due date, or when earlier achieved. 3. This decision point and the amended Risk Appetite Statements approved by it shall supersede decision point GF/B46/DP05 (November 2021). 	Unanimous		
GF/B49/DP05	<p>Appreciation of Outgoing Chair and Vice-Chair of the Board</p> <p>The Board expresses its deep appreciation to Dr. Donald Kaberuka for his leadership as Chair of the Board. Over his time working with the Global Fund, he has driven strong engagement for the Global Fund at the most senior levels, provided strategic direction including during a prolonged period of virtual governance, and demonstrated clear commitment to the work of the Global Fund.</p> <p>The Board also expresses sincere gratitude to Lady Roslyn Morauta for her leadership as Vice-Chair of the Board. She has served the Global Fund with passion and dedication and continues to show her personal conviction for the mission of the Global Fund by her willingness to continue as the incoming Chair of the Board. During her tenure as Vice-Chair, Lady Roslyn Morauta has been an active leader and a strong advocate for the Global Fund and the communities we serve.</p>	Unanimous		

	<p>During their tenure, Dr Kaberuka and Lady Morauta presided over strategy deliberations and decisions that will continue to shape the future of the Global Fund under its new strategy. Together, they have contributed to strengthening relations among Global Fund stakeholders. Their contribution will have a lasting impact on the Global Fund.</p> <p>The Board wishes Dr Kaberuka every success in the future and bestows upon him the honorary title of Chair Emeritus. The Board welcomes Lady Roslyn Morauta into her new role, and looks forward to her tenure, as Chair of the Board.</p>			
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Annex 2. Board Meeting Document List

Reference	Document Title
For Decision	
GF/B49/01	49 th Board Meeting Agenda
GF/B49/02	Engagement with the Pandemic Fund's First Call for Proposals
GF/B49/02 Additional Paper	Update on Engagement with the Pandemic Fund
GF/B49/03	2023-2028 KPI Framework Adjustments
GF/B49/04	Amendments to the Risk Appetite Statements
Leadership Updates	
GF/B49/05	OIG 2022 Annual Report and Annual Opinion on Governance, Risk Management and Internal Controls
Strategy	
GF/B49/06	Background note to thematic discussion on human rights
GF/B49/07	Update on Country Funding and Catalytic Investments
Governance Oversight	
GF/B49/08	Report of the Coordinating Group
GF/B49/09	Annual Report and Opinion of the Ethics Officer
GF/B49/10	Annual Report on Privileges and Immunities
Assessment of Organizational Performance	
GF/B49/11	A. Strategic Performance Report Executive Summary
	B. Strategic Performance Reporting end-2022 results
GF/B49/12	Evaluation Matters
Commitment of Financial Resources	
GF/B49/13	Financial Performance Update
GF/B49/14	Recoveries Report
Risk Management	
GF/B49/15	Agreed Management Actions Progress Report
GF/B49/16	Risk Management Report and Annual Opinion of the Chief Risk Officer
Resource Mobilization and Partnerships	
GF/B49/17	Update on Resource Mobilization
Supporting Documents	
	Summary of Electronic Board Decisions approved since December 2022
	Monthly Report on C19RM (February-March 2023)

Annex 3. Glossary of Acronyms

AFC Audit and Finance Committee

AMAs Agreed Management Actions

BLNC Board Leadership Nominations Committee

CCM Country Coordinating Mechanism

CRG Community, Rights and Gender

C19RM COVID-19 Response Mechanism

COP Conference of Parties

CRO Chief Risk Officer

DDDM Data Driven Decision Making

ED Executive Director

E&I Ethics and Integrity

ELO Evaluation and Learning Officer

EO Ethics Officer

EGC Ethics and Governance Committee

HMIS Health Management Information Systems

HSS Health Systems Strengthening

GC Grants Cycle

IG Inspector General

IEP Independent Evaluation Panel

KPI Key Performance Indicator

LFA Local Fund Agent

LGBTQI+ Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex

M&E Monitoring and Evaluation

OIG Office of the Inspector General

OPEX Operating Expenses

PPR Prevention, Preparedness and Response

PSEAH Protection from Sexual Exploitation, Abuse and Harassment

RSSH Resilient and Sustainable Systems for Health

SC Strategy Committee

SEAH Sexual Exploitation, Abuse and Harassment

TB Tuberculosis

TERG Technical Evaluation Reference Group

TRP Technical Review Panel

UQD Unfunded Quality Demand

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. Canada-Switzerland-Australia
- b. Communities
- c. Developed Country NGOs
- d. Developing Country NGOs
- e. East and Southern Africa & West and Central Africa
- f. European Constituencies Joint Statement
- g. Eastern Mediterranean Region
- h. France
- i. France and United States
- j. Germany
- k. Implementer Group Joint Statement
- l. Japan
- m. Latin America and Caribbean
- n. Partners
- o. Point Seven
- p. Private Foundations
- q. Private Sector
- r. UNAIDS
- s. United States
- t. Western Pacific Region