

## Thirty-Third Board Meeting

# Update on Strategy Development and Partnership Fora

For Board Information

GF/B33/13 – Revision 1  
Geneva, Switzerland  
31 March – 1 April 2015

# Content

1. Strategy Development Process and Timeline
2. Emerging Priorities for 2017-21 Global Fund Strategy
3. Partnership Fora
4. Looking Forward

## Annex

# Content

## 1. Strategy Development Process and Timeline

## 2. Emerging Priorities for 2017-21 Global Fund Strategy

## 3. Update on Partnership Fora

## 4. Looking Forward

## Annex

# Strategy Framework 2012-2016: “Investing for impact” (1/2)

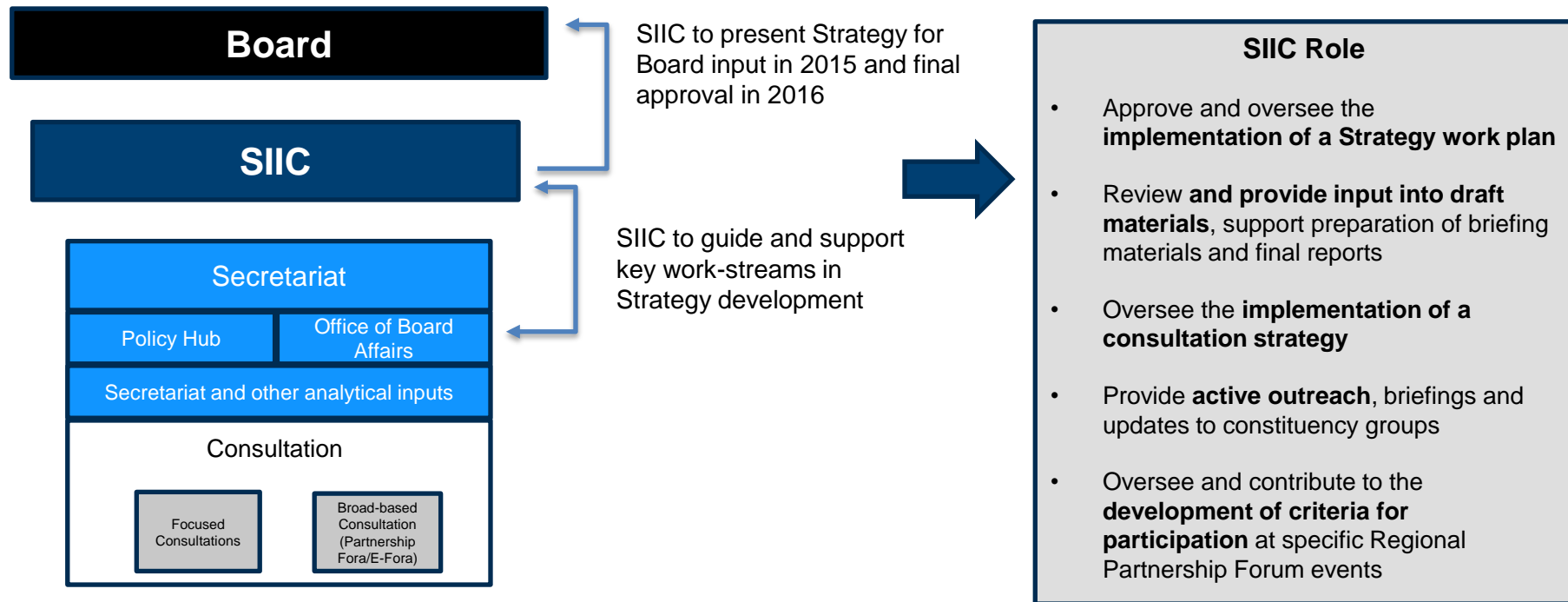
<b>Vision</b>		A world free of the burden of HIV/AIDS, tuberculosis and malaria with better health for all		
<b>Mission</b>		To attract, manage and disburse additional resources to make a sustainable and significant contribution in the fight against AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the MDGs		
<b>Guiding principles</b>		<ul style="list-style-type: none"> <li>• Being a financing instrument</li> <li>• Multi-sectoral engagement</li> <li>• Performance-based funding</li> <li>• Additionality</li> <li>• Partnership</li> <li>• Good value for money</li> <li>• Sustainability</li> <li>• Integrated, balanced approach</li> <li>• Effectiveness and efficiency</li> <li>• Country ownership</li> <li>• Promoting human right to health</li> <li>• Transparency and accountability</li> </ul>		
<b>Goals</b>		<b>10 million lives saved<sup>1</sup> over 2012-2016</b> <b>140-180 million new infections prevented over 2012-2016</b>		
		<b>Global plan</b>	<b>Global Fund leading targets for 2016</b>	<b>Indicators for other selected services</b>
<b>Targets<sup>2</sup> (2016)</b>	<b>HIV / AIDS</b>	UNAIDS 2011-2015 Strategy, 2011 Investment Framework, and UNGASS June 2011 Declaration	7.3 million people alive on ARTs	<ul style="list-style-type: none"> <li>• PMTCT: ARV prophylaxis and/or treatment</li> <li>• HIV testing and counseling</li> <li>• Prevention services for MARPs</li> <li>• Male circumcision</li> </ul>
	<b>TB</b>	Global Plan to Stop TB 2011-2015	4.6 million DOTS treatments (annual) 21 million DOTS treatments over 2012-2016	<ul style="list-style-type: none"> <li>• HIV co-infected TB patients enrolled on ARTs</li> <li>• MDR-TB treatments</li> </ul>
	<b>Malaria</b>	RBM Global Malaria Action Plan 2008 and May 2011 updated goals and targets	90 million LLINs distributed (annual) 390 million LLINs distributed over 2012-2016	<ul style="list-style-type: none"> <li>• Houses sprayed with IRS</li> <li>• Diagnoses with RDTs</li> <li>• Courses of ACT administered to confirmed malaria cases</li> </ul>

1. Based on impact of provision of ART, DOTS and LLINs using methodology agreed with partners. 2. Targets refer to service levels to be achieved in low- and middle-income countries.  
 Note: Goals and targets are based on results from Global Fund-supported programs which may also be funded by other sources; targets are dependent on resource levels

# Strategy Framework 2012-2016: “Investing for impact” (2/2)

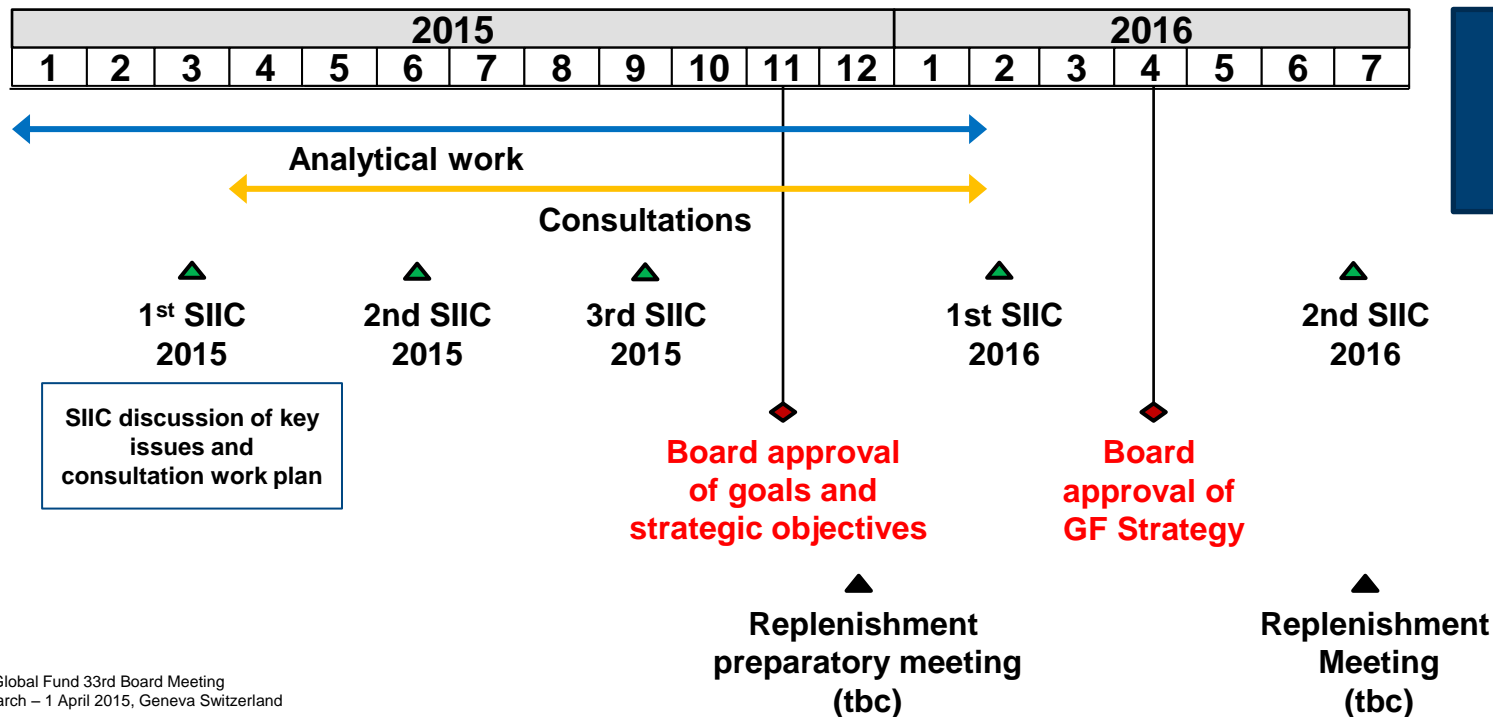
Strategic Objectives				
1. Invest more strategically		2. Evolve the funding model		3. Actively support grant implementation success
Strategic Actions	1.1 Focus on the highest-impact countries, interventions and populations while keeping the Global Fund global	2.1 Replace the rounds system with a more flexible and effective model <ul style="list-style-type: none"> <li>• Iterative, dialogue-based application</li> <li>• Early preparation of implementation</li> <li>• More flexible, predictable funding opportunities</li> </ul> 2.2 Facilitate the strategic refocusing of existing investments		3.1 Actively manage grants based on impact, value for money and risk 3.2 Enhance the quality and efficiency of grant implementation 3.3 Make partnerships work to improve grant implementation
	1.2 Fund based on quality national strategies and through national systems 1.3 Maximize the impact of Global Fund investments on strengthening health systems 1.4 Maximize the impact of Global Fund investments on improving the health of mothers and children			
4. Promote and protect human rights		4.1 Ensure that the Global Fund does not support programs that infringe human rights 4.2 Increase investments in programs that address human rights-related barriers to access 4.3 Integrate human rights considerations throughout the grant cycle	5. Sustain the gains, mobilize resources	5.1 Increase the sustainability of Global Fund-supported programs 5.2 Attract additional funding from current and new sources
Strategic Enablers	Enhance partnerships to deliver results			
	Transform to improve Global Fund governance, operations and fiduciary controls			

# SIIC guidance and oversight for Strategy development



The Global Fund 33rd Board Meeting  
31 March – 1 April 2015, Geneva Switzerland

# Overview timeline for Strategy development



**Detailed  
timeline  
in annex**

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# Board Retreat discussion on strategic priorities

The Fall 2014 Board Retreat identified the following (non-exclusive) priorities for further development in the 2017-2021 Strategy:

- Ending the three epidemics
- Sustainable impact and domestic funding
- Key populations and human rights
- Health systems strengthening
- Partnership
- Challenging Operating Environments
- Differentiation

**Need to consider the difficult trade-offs that are inherent to the GF's work and build consensus on our priorities for the 2017-2021 Strategy**

# Strategic Framework: vision and mission (1/3)

## Vision

**Current Text:** *“A world free of the burden of HIV/AIDS, tuberculosis and malaria with better health for all.”*

**Feedback received to date:** Remains a relevant and accurate vision.

## Mission

**Current Text:** *“To attract, manage and disburse additional resources to make a sustainable and significant contribution in the fight against AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the MDGs.”*

**Feedback received to date:**

Strong, but needs to be rephrased to reflect SDGs and potentially greater specificity on impact, saving lives, and/or ending epidemics.

**Question:** To what extent should this be revised? Should there be an explicit mention of impact, saving lives, and/or ending epidemics? How should the mission describe the SDGs and our contribution to poverty reduction?

- E.g. major revision: *“Investing the world’s money to defeat AIDS, tuberculosis and malaria.”* (From GF internal communications)
- E.g. minor revision: *“To invest additional resources to make a sustainable and significant contribution in the fight against AIDS, tuberculosis and malaria in countries in need, and contribute to achievement of the SDGs.”*

# Strategic Framework: guiding principles (2/3)

## Guiding principles

### Current Text:

• Being a financing instrument	• Additionality	• Partnership
• Sustainability	• Promoting human right to health	• Integrated balanced approach
• Country Ownership	• Transparency and accountability	• Performance-based funding
• Multi-sectoral engagement	• Effectiveness and efficiency	• Good value for money

**Feedback received to date:** Generally relevant but could be consolidated as principles are currently too numerous and generic. Could include focus on impact and evidence-based approaches.

**Question:** Is it useful to revisit and consult on the guiding principles?

# Strategic Framework: draft strategic objectives (3/3)

Based on discussions and feedback received to date

***“Revision with ambition”***

## DRAFT Priority Areas/Strategic Objectives

### 1. Focus on the highest impact countries

- Focus resources on highest burden countries with the least ability to pay
- Differentiate investments for impact across diverse country-contexts
- Increase flexibility and partnerships for greater impact and deeper engagement in the most challenging environments

### 2. Focus on key populations, rights and gender

- Invest in CSS and programs to address gender inequalities and remove legal barriers
- Address health inequities

### 3. Focus on the highest impact interventions

- Support the most cost-effective interventions based on evidence and evaluation of what works
- Maximize the impact of GF resources on health systems and RMNCH
- Invest in strategic initiatives critical to progress against the three diseases
- Support the most effective approaches to deliver quality services to key and vulnerable populations

### 4. Effectively implement the Funding Model to deliver impact

- Ensure realization of funding model principles: predictable funding, country ownership, inclusive dialogue, funding based on quality national strategies and through national systems where possible,
- Effectively manage risk for grant management
- Ensure that the GF does not finance programs that infringe on human rights
- Evolve and improve the allocation model for impact

### 5. Sustain the gains, mobilize resources

- Increase the sustainability of Global Fund-supported programs through an effective co-financing policy and by increasing domestic resource mobilisation
- Attract additional funding from current and new sources
- Integrate sustainability throughout the grant cycle and support responsible country transitions

# Strategic Framework: summary of SIIC feedback

- Do not be constrained by the structure of the previous strategy, the new strategy should be fit for purpose
- Strategy consultations should be inclusive and reflect multiple inputs
- Update Mission for SDGs and consider other revisions
- Narrow and focus guiding principles. Key words include acceleration, scale-up, sustaining, results, quality, ending epidemics, transparency, human rights, accountability
- Increase focus on epidemiological impact against the three diseases
- Increase focus on leveraging funding and additionality
- Increase focus on women and girls
- Increase focus on supporting resilient health systems and improving data
- Shift focus from high impact countries to high impact locations and people

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1. Changes in 2015
2. SIIC oversight of Strategy development and Partnership Forum planning
3. Partnership Forum 2015 Theme and Timeline
4. Objectives and Focus
5. In-person consultations
6. Target participation
7. Other consultation opportunities

# Changes in 2015

- Focused around strategy development

*“the scope of the Partnership Forum should be focused on and aligned to the development and implementation of the Global Fund Strategic Plan”*

*Governance Plan for Impact, approved at 32<sup>nd</sup> Board Meeting*

- 3 smaller meetings rather than one global meeting

*“In-person meetings should be structured as smaller, more iterative, more focused and more timely meetings, aiming to synthesize strategic input from multiple sources...”*

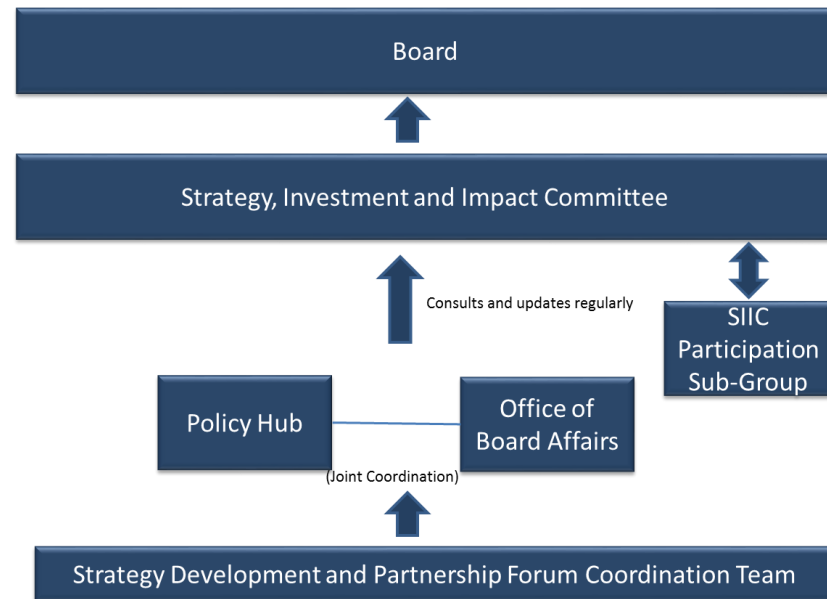
*Evaluation of the 2011 Partnership Forum*



# SIIC oversight of Strategy and Partnership Forum planning

## Role of the SIIC:

- Oversight by full committee
- Key involvement of SIIC Leadership
- Identification of priority strategic areas
- Approval, guidance and input into materials
- Monthly update and discussion calls
- Facilitate broader constituency engagement
- Oversee participant selection (sub-group)
- Promote and advocate Strategy-related activities



# Partnership Forum 2015 Theme

## ***Shaping our Future: Collaborating for a Healthier World***



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# Objectives and Focus

## Key Objectives

- Contribute to a new strategy (2017-2021) that makes the Global Fund impactful and fit-for-purpose in the post 2015 world
- Ensure an inclusive and participatory consultation process

## Focus

- Built around key themes identified for the Strategy Development Process
- Opportunity for the Global Fund to hear many different voices and opinions

# In-person consultations

- 3 iterative meetings focused around key issues in the new Strategy development

1<sup>st</sup> Partnership Forum  
May 7-8  
Addis Ababa

2nd Partnership Forum  
June 24-25  
Bangkok

3rd Partnership Forum  
Sept 2 -3  
LAC region (location TBC)

Estimated 330 total participants across 3 meetings

# Target participation

- Participation methodology approved by the SIIC
- Key elements include:
  - Strong focus on in-country stakeholder and civil society participation
  - Equal participation from each region
  - Increased participation from Global South (80% vs. 75%)
  - Broad range of stakeholders to be invited:
    - In-country stakeholders
    - Global and Regional stakeholders and partners
    - Stakeholders with an existing governance, funding or assurance role

*Outreach currently being initiated for Partnership Forum 1 - Addis Ababa*

# Other Consultation opportunities

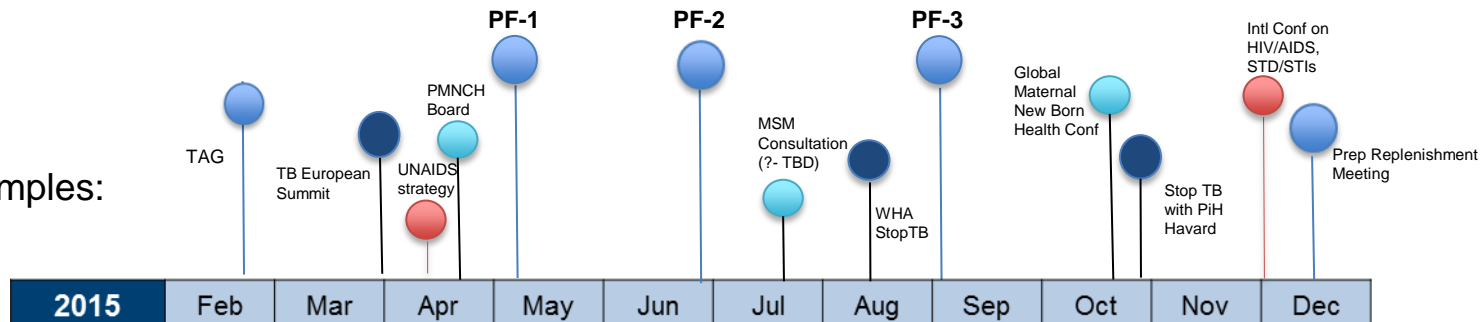
## E-Forum

- Opportunity to directly input on key strategic questions
- Borderless, open, available in 4 languages (English, French, Russian, Spanish)
- Targeting a broad outreach to receive input from wide range of stakeholders
- Including people who do not participate through the usual channels

## Other potential strategy consultations

- Global Fund identifying other opportunities with partners for additional consultation opportunities

Examples:



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# Potential SIIC and Board Meeting agenda items

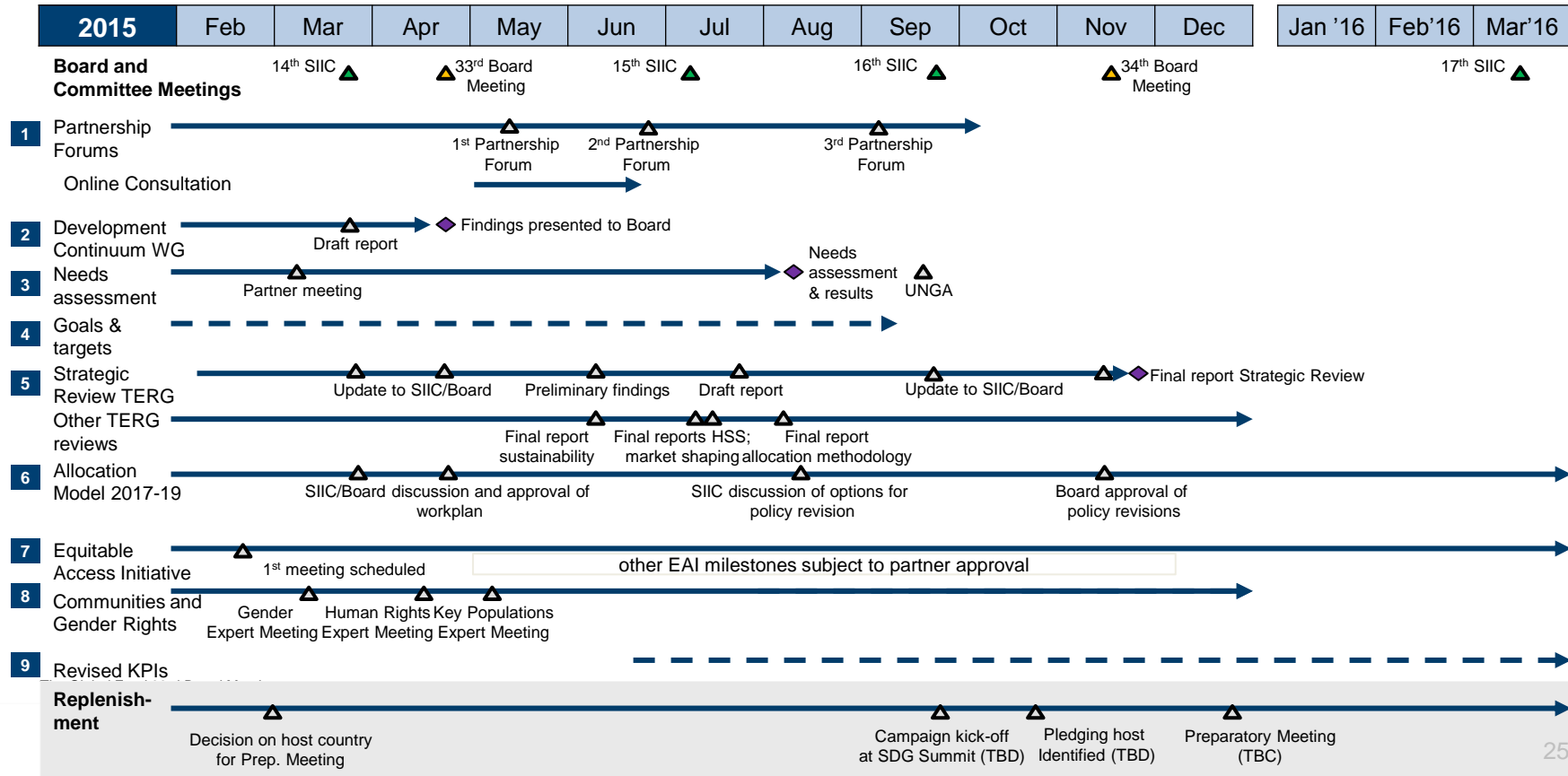
Decision Points	Lead	Feb 2015 SIIC	Mar 2015 Board	Jun 2015 SIIC	Oct 2015 SIIC	Nov 2015 Board	Feb 2016 SIIC	Spring 2016 Board
Partnership Forums and online consultations	Office of Board Affairs with Policy Hub							
Development Continuum Report	Policy Hub							
Needs Assessment	SIID							
Goals and Targets	SIID							
GF Strategic and Thematic Reviews	TERG							
Allocation Model 2017-19 ( incl. Lessons learned from NFM implementation)	SIID							
Market Shaping	FISA							
Sustainability and co-financing	Policy Hub and SIID							
Challenging Operating Environments	Policy Hub							
2017-2021 Strategy	Policy Hub							
Replenishment Updates	External Relations							



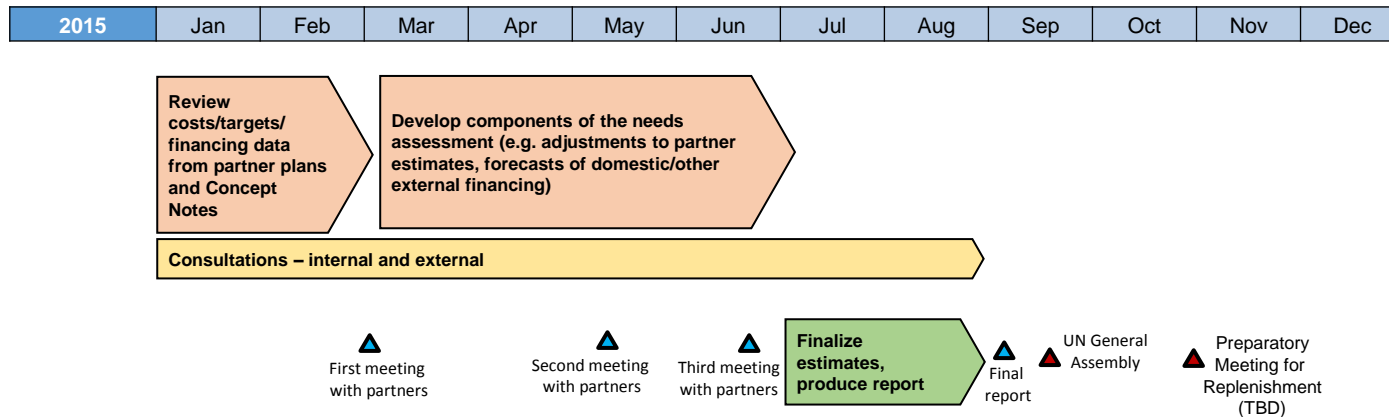


# ANNEX

# Detailed timeline for Strategy development



### 3 Timeline for the 2017-2019 needs assessment



#### Key dependencies:

**Strategy goals and targets**



**Allocation**

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Allocations  
communicated

## 5 Timeline for the Strategic Review

Action	Target date
Request for Proposals	October - November 2014
Update to the Board	November 2014
Contracting a review team	December 2014
Review of existing information and additional data collection	December 2014 - May 2015
Inception report	January 2015
TERG meeting	February 2015 (done in January)
<b>Meta-review and synthesis</b>	March 2015
<b>Preliminary findings and initial recommendations</b>	May 2015
<b>Draft Strategic Review 2015 synthesis report</b>	July 2015
<b>TERG meeting to finalize the report</b>	September 2015
<b>Strategic Review 2015 Report presented to the SIIC for review and recommendation to the Board for approval</b>	Q4 2015

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## 5 Timeline for other TERG reviews

### Thematic review on HSS

1. Inception Report: February 2015
2. Table listing Donor/ Partner Models with potential country examples: March 2015
3. Draft Synthesis report: May 2015
4. Final presentation in Geneva to the Global Fund Secretariat and the TER: June 2015
5. Final Synthesis Report: June 2015

### Thematic review on market shaping

1. Inception report: April 2015
2. Preliminary draft report: June 2015
3. Final report: July 2015

### Thematic review on sustainability

1. RFP for main consultant/s: November 2014
2. Identification of country case study consultants: December/January 2014
3. Development of country case study standard template: January 2014
4. Inception report from main consultant: end January 2014
5. Drafts of country case studies: April 2015
6. Draft overall synthesis report: May 2015
7. Final report: June 2015

### Thematic review on effects of allocation methodology

1. Inception report: April 2015
2. Progress update May 2015
3. Draft report: July 2015
4. Final report: July 2015