
Global Fund Strategy Development

43rd Board Meeting

GF/B43/05

14-15 May 2020, *Virtual*

Board Consideration

Purpose of the paper: This paper sets out early reflections and key questions for the Board to consider as it embarks on the development of the post-2022 Global Fund Strategy.

Context

1. On 20 March 2020, the Strategy Committee (SC) convened to discuss a revised approach to the development of the Global Fund's next Strategy, acknowledging that the COVID-19 pandemic is radically impacting global health programs. The SC recommended slowly commencing consultations virtually on Strategy development, beginning after the 43rd Board meeting in May. Since March 20, when global COVID-19 cases totaled approximately 266,000, the impact of the COVID-19 pandemic on HIV, TB and malaria programs and on low- and middle-income countries has exponentially increased. The Board has rapidly and exceptionally approved a temporary COVID-19 response mechanism (C19RM) to control the impact of COVID-19 on the Global Fund mission and country health systems. This pandemic is driving significant changes in the ability to fight the three diseases and strengthen systems for health, and in broader economies and societies as we all struggle to respond to this pandemic. The changes to our work, global health, and the broader world will not be fully known for years, but it seems clear that we are no longer on the same "road to 2030" we had envisioned discussing at a Board retreat on the next Strategy.
2. At the same time, some things have not changed. The challenges that the Global Fund partnership has identified in reaching the Sustainable Development Goal 3 (SDG 3) targets for the three diseases remain, from the need to scale up HIV prevention services, to finding and successfully treating missing TB cases, and to scaling up effective vector control for malaria. These challenges remain as important today to address as before the COVID-19 pandemic. The need to strengthen the resilience and sustainability of health and community systems that provide services was clear before the outbreak and has only increased. And the need to address risks and barriers to these objectives, from human rights barriers to services, to gender discrimination, to increasing drug resistance, are unchanged and remain today. Indeed many, if not all of these challenges, are further complicated and exacerbated by COVID-19.
3. The basic timelines for the Global Fund's Strategy development also remain unchanged, tied to replenishment and allocation cycles per Board decision GF/B33/EDP26. The next Strategy is scheduled to be approved at the end of 2021, because it will form the basis of the investment case launched at the beginning of 2022, which will then be used for a Fall 2022 replenishment, providing funding for the next allocation and grant cycle. Some have suggested postponing the Strategy discussion until this pandemic is over, in hopes that we can proceed as we have in the past. However, with each passing day it is more and more clear that we will be living with COVID-19 for the coming years and that it is reshaping our work and world. Some of the timelines for Strategy development can be compressed, but the November 2021 deadline for Strategy approval remains if we are to preserve this cascade of business-critical events.

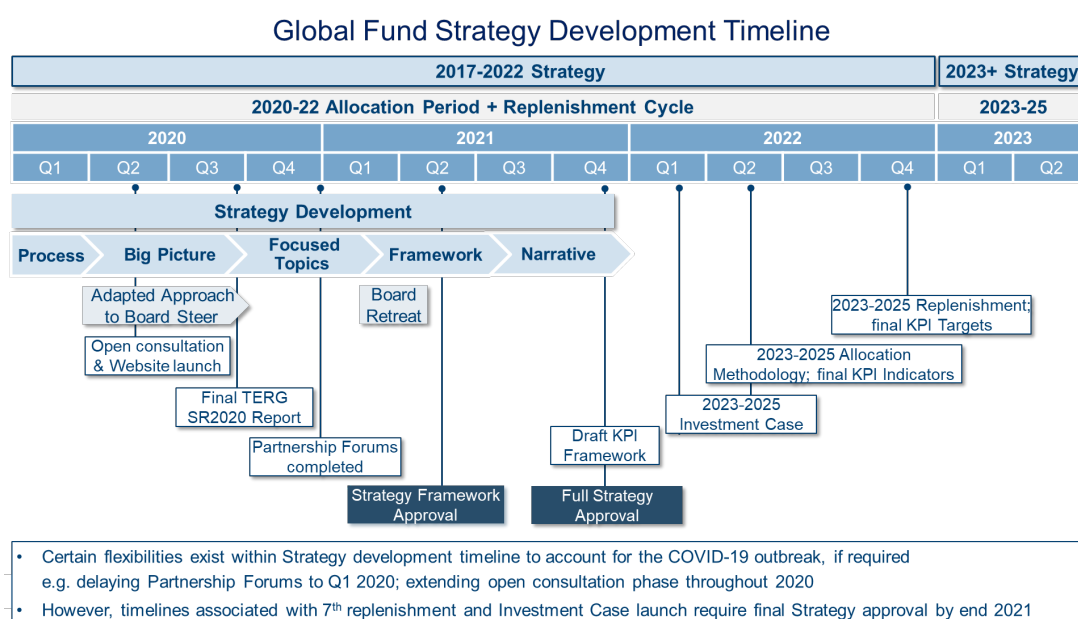


Figure 1: Global Fund post-2022 Strategy Development Timeline. An explanation of the process is set out in Annex 1.

4. Thinking about long-term Strategy in a time of profound change is difficult, but it is important to move forward with this discussion while accounting for the challenges that the Global Fund partnership is currently facing and remaining flexible to adjust to extraordinary events.
5. There is already significant evidence to consider in the next Global Fund Strategy. Strategic performance reporting summarizes the progress of the Global Fund partnership on key performance indicators; Technical Evaluation Reference Group (TERG) Thematic Reviews on Sustainability, Transition and Co-Financing (STC), Market Shaping, Resilient and Sustainable Systems for Health (RSSH), and others with associated management responses have been published; OIG audits of critical countries and thematic issues are regularly published; and initial input from the TERG's Strategic Review will be available in May and finalized in August 2020. The Technical Review Panel (TRP) is preparing their recommendations to feed into the development of the next Global Fund Strategy and has published its observations on the 2017-2019 allocation cycle. Excellent external reports from the Global Fund's technical partners like WHO's report on Primary Health Care on the Road to Universal Health Coverage (UHC) and systematic reviews such as the Lancet Commission on Malaria summarize global progress and challenges in areas where the Global Fund works. The Secretariat will be consolidating this extensive information on a Strategy development website shortly but much of the evidence we will need to consider for our next Strategy is available today.
6. The Board should also consider and discuss its views on the 2017-2022 Strategy, even as the Global Fund is only just now crafting the second set of grants under this Strategy. There are things this Strategy did well that should continue, such as differentiating the Global Fund's work to a changed development landscape with a focus on STC and Challenging Operating Environments (COEs), identifying critical public health needs and areas for investment like the focus on HIV transmission amongst adolescent girls and young women, and elevating the importance of RSSH, human rights, gender, and domestic financing in the Global Fund's work. There are also areas that were less successful in this Strategy, such as the lack of clear accountability across different parts of the partnership to less clear understanding and prioritization of the Global Fund's specific role in building RSSH. What lessons have you learned so far and what do you think needs to be kept, discarded or added for the next Strategy? We encourage you to review the current Strategy¹ with this specific framework in mind.

Keep	Discard	Add
<i>e.g. Civil Society leadership in both governance and programming</i>	<i>e.g. Lack of clear accountability for strategy objectives and KPIs across Secretariat, Countries and Partners</i>	<i>e.g. Role of climate change on health</i>

Table 1: Illustrative framework for Board input on aspects of the Global Fund's current approach that should be kept, discarded, or added for the next Strategy.

7. **Board Steer to Guide Strategy Development:** While the March 2020 Board Retreat could not take place in person due to the COVID-19 outbreak, Board steer to guide Strategy development will be sought:
 - Commencing with one-to-one calls for input prior to the May Board meeting;
 - A summary of Board input will be presented at the May Board meeting, for review and initial discussion of: 1) aspects of the current Strategy that should be kept, discarded or added; and 2) for agreement on key questions where further input and evidence are required to take forward decision making;
 - The outcomes of the May Board meeting will be used to guide and synthesize input obtained through the partnership-wide open consultation;

¹ <https://www.theglobalfund.org/en/strategy/>

- Outcomes of the open consultation will be reviewed by the Strategy Committee and Board over the summer, for further refinement of 1) aspects of the current Strategy that should be kept, discarded or added; and 2) to review emerging evidence around key questions for decision making;
- Further input and evidence will be sought including through the Partnership Forums, and based on the recommendations of the TERG's Strategic Review 2020 and the TRP;
- These areas of input and evidence will be used by the Board to further refine and shape areas of Strategy focus going forward.

A description of the overall Strategy development process can be found in Annex 1. The M&E Framework for the next Strategy will be developed alongside the Strategy, with further details of the timeline set out in Annex 2.

Discussion Questions

8. As the Board sets out on this journey, some key questions for reflection and to guide the Board's development the Global Fund's post-2022 Strategy are set out below:
 - What have we learned from progress and challenges in the Global Fund's and global effort to fight the three diseases, build RSSH, promote human rights and gender equality, and mobilize resources?
 - What are the biggest challenges to reaching the 2030 targets for HIV, TB and malaria and for SDG3?
 - What role is the Global Fund best positioned to play in strengthening RSSH and UHC, including to improve outcomes in the three diseases?
 - What can the Global Fund learn from the early COVID-19 response and how the Global Fund model could best support improved global health security and protect progress in the fight against the three diseases?
 - What are the Board's hopes for the post-2030 global health and development landscape, and what should the Global Fund do to support transition to this state?
 - In consideration of the above, what role does the Board want the Global Fund to play in contributing to SDG 3? How does this differ by implementation context?
 - Based on experience of implementing the current strategy, are there any elements of the way it is currently structured that need to be strengthened to improve impact, such as better prioritization of objectives, definition of accountabilities with partners, or defined theories of change?
 - What should the Global Fund keep doing, stop doing and add to its work to best contribute to the achievement of the 3 disease and SDG3 targets for 2030, and beyond?
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Annex 1: Description of Strategy Development Process

9. The Strategy development process is set out in Figure 1. A brief description of the key stages is given below:

Process stage: The process for Strategy development has been guided by the Strategy Committee at its 11th and 12th Meetings in October 2019 and March 2020, and through a dedicated Working Group on Strategy Development. See Annex 3 for further details.

Big picture stage: Board steer to guide Strategy development (as set out in paragraph 7 above) will be used to guide input obtained through an open consultation across the Global Fund partnership to gather stakeholder priorities for the next Strategy. A Strategy development website will be launched as an online hub for information, input, e-consultations and updates on Strategy development. Further opportunities to facilitate stakeholder input and cross-stakeholder discussions through virtual platforms will be sought until in-person meetings are possible.

Focused topics stage: Regional Partnership Forums will be held, with stakeholders from across the partnership engaged and asked to consider the input received through the open consultation, the recommendations of the TERG Strategic Review 2020 and TRP, other relevant input and evidence. The Partnership Forums will solicit input and discuss potential areas of focus for the next Strategy, guided by Board steer on Strategy development.

Framework stage: The outcomes of the Partnership Forums will be reviewed by the Strategy Committee and Board to determine the focus and objectives of the post-2022 Strategy. The Strategy Framework is currently scheduled for approval in May 2021.

Narrative stage: Following approval of the Strategy Framework, a narrative for the Strategy will be developed under the guidance of the Strategy Committee and Board, with the final document to be approved in November 2021.

Since the timelines associated with the 7th Replenishment (in particular, the Investment Case launch early 2022) require approval of the next Strategy by the end of 2021, and there remains significant uncertainty around when in-person meetings will be feasible over the Strategy development period, the Strategy Committee recommended slowly commencing consultations virtually on Strategy development. However, if needed, certain flexibilities within the Strategy development timeline can be leveraged to account for the COVID-19 outbreak. For example, if necessary, Partnership Forums could be delayed to Q1 2021 and the big picture open consultation stage be extended throughout 2020.

Annex 2: Timeline for M&E Framework Development

Timeline for Monitoring & Evaluation Framework and related components

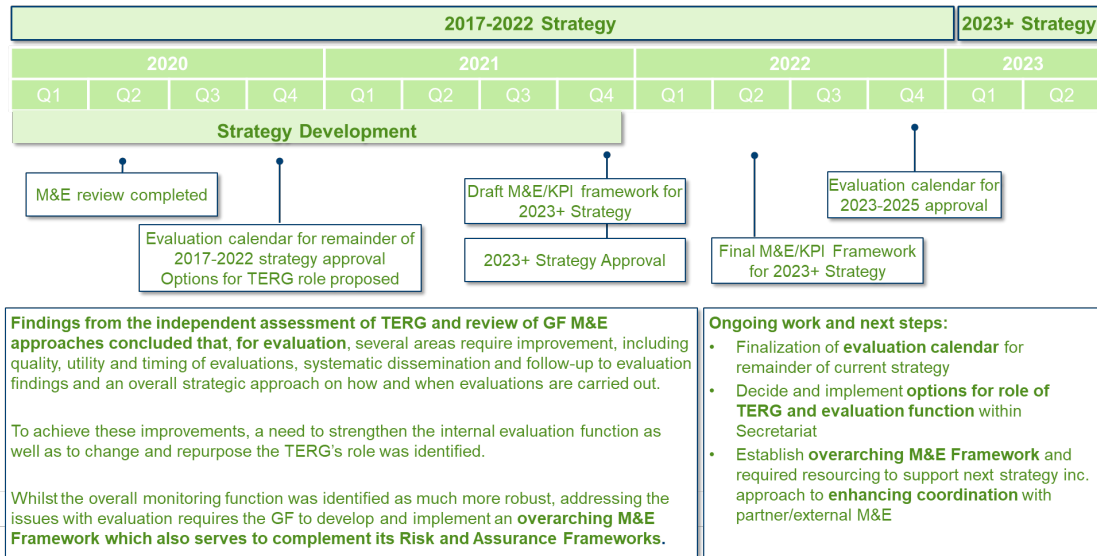


Figure 2: Timeline for the development of the M&E Framework for the Next Strategy, and related components.

Annex 3: Strategy Development Presentations Discussed at the 12th Strategy Committee Meeting in March 2020

- [GF/SC12/14: Preparations for the Development of the Next Strategy](#)
- [Update to GF/SC12/14: COVID-19 Adaptations to GF Strategy Development](#)