
Report of the Coordinating Group

43rd Board Meeting

GF/B43/08

14-15 May 2020, *Virtual*

Board Information

Purpose of the paper: This report provides a summary update on Coordinating Group activities for the period between the 42nd and 43rd Board Meetings (November 2019-April 2020), and overview of decisions taken by the three committees in this period.

Context

1. This report provides an update to the Board on the activities of the Global Fund Coordinating Group (“CG”). As identified in its Terms of Reference,¹ the CG is a mechanism for coordination between the Board and its Committees, to ensure effective collaboration, particularly regarding cross-cutting issues, with the overall objective of enabling strategic focus across all governance bodies.
2. Since the CG’s last report to the Board, the Board Leadership convened one in-person meeting (November 2019) and two virtual CG meetings (March and April 2020), and exchanged regularly with the Chairs and Vice-Chairs of the committees. The Executive Director is also engaged in CG discussions, ensuring consideration of Secretariat perspectives in the strategic discussions of governance leadership.
3. As the CG reaches the end of its activity in its current composition, the Board Leadership takes the opportunity to thank the leaders of the three committees for their service, and to extend sincere appreciation to AFC Chair Beatrijs Stickers and Vice-Chair Anthony Garnett; EGC Chair Sandra Thurman and Vice-Chair Grace Rwakarema; and SC Chair Kieran Daly and Vice-Chair Abdalla Osman.
4. The CG extends its sincere appreciation, shared by the Board, of the ability of the Global Fund Secretariat under the leadership of Peter Sands to demonstrate the commitment, responsiveness, and flexibility of the Global Fund in responding to COVID-19.
5. A list of decisions adopted by the standing Committees between the 42nd and 43rd Board meetings (November 2019-April 2020) is included in annex.

What were the focus areas for the Coordinating Group?

6. As the meeting point for the leaders of the Board, the Committees, and the Executive Director, the CG’s role is central to ensuring that all governance bodies are positioned to best support the achievement of the Global Fund’s strategic objectives. The work of the CG continues to support priorities laid out by the Board Leadership in their letter to the Board.
7. CG meeting time during the reporting period has focused on both core, cross-cutting discussions, and specific and emerging priority areas. Specifically:
 - i. Exploring **Board and committee priorities** and focus, with the CG serving as a forum for cross-committee input, and shaping the **agenda for the 43rd Board Meeting**, including adapting both Board and committee agendas to an effective virtual format, and revised priorities;
 - ii. Ongoing focus on measures and modalities to continue to raise the **strategic focus of Board meetings** in order to maximize efficiency, effectiveness, and use of Board member expertise and experience;
 - iii. The selection and appointment of **Committee Chairs, Vice-Chairs and members** for the 2020-2022 term, and preparing for a smooth **transition** between committee terms;
 - iv. The **COVID-19** context, Global Fund response, and implications for governance continuity; and
 - v. Initial discussions on the evolving work on the **monitoring and evaluation approach**.
8. **Governance continuity: virtual governance.** In February 2020, the CG remained in close contact with the Secretariat regarding the possibility of convening the March committee meetings. A decision to convene the committees virtually was reached based on the evolving global situation,

¹ [Terms of Reference of the Coordinating Group](#)

and considering relevant advice issued by the Swiss authorities, and the approach of partner organizations. Similarly, the planned Board Retreat was postponed, and the 43rd Board Meeting moved to virtual modalities.

9. In this context, at its March 2020 virtual meeting, the CG discussed measures to adapt governance to virtual modalities, and to significantly reduced Secretariat capacity. Measures included: streamlining agendas to focus on priority deliberations; use of existing electronic decision-making procedures; additional modalities for virtual engagement, including discussion boards and video presentations in advance of virtual meetings; renewed focus on constituency statements and questions in advance; and the importance of strong IT solutions. The discussion noted the possible need to consider expedited decision-making approaches for urgent items, and time-bound delegations of authority, to committee or Secretariat, to move forward specific work areas. Adapting meeting modalities to the virtual context places renewed emphasis on measures already in place in support of governance efficiency and effectiveness, elevating Board and committee discussions, and leveraging role of committees in support of the Board. Namely, effective documentation, focused agendas, and the role of leadership.
10. **Governance continuity: expedited decision-making.** In March 2020, the Board Leadership, in consultation with the CG, and following calls with constituencies, agreed to an expedited decision-making process, in the context of the urgency of seeking Board consideration of exceptional proposals from the Secretariat in response to COVID-19. Under this expedited process, urgent and exceptional decisions would be brought directly to the Board for consideration and electronic decision, following consultation with the CG on the proposal, and with expedited voting periods where needed. The approach intended to enable the Global Fund to remain agile, rapid and responsive, and to ensure the full Board's involvement in time-sensitive decision-making.
11. "Urgent and exceptional decisions" are those directly related to the COVID-19 context, including flexibilities or measures required to safeguard the Global Fund's core business and strategic objectives; and exceptional measures to enable the Global Fund to effectively support the COVID-19 global response. The CG noted the importance of transparency in such situations. The Secretariat will report to the relevant committee(s) and Board on implementation of exceptional decisions approved by the Board. Broader principles and arrangements for exceptional and urgent decision-making are also being considered as part of ongoing governance continuity planning.
12. **COVID-19 and business continuity.** Throughout March and April 2020, the CG received updates from the Secretariat on the Global Fund's response to the COVID-19 pandemic, similarly reported to the Board through written updates, situation reports, and weekly calls with the Executive Director.
13. The CG has also appreciated the extraordinary effort of the staff and the Technical Review Panel to continue work with countries to develop and review funding proposals, ensuring that the core work of the Global Fund is maintained even under the challenging conditions.
14. The CG convened in April 2020 to review the Secretariat's proposal on the *COVID-19 Response for Business Continuity and Country Support*,² presenting two decisions on temporary, extraordinary measures to (1) enable flexibilities needed to ensure business continuity and delivery of the Global Fund's core mission; and (2) provide direct support to countries to respond rapidly to the COVID-19 pandemic and mitigate the negative impact of the pandemic on HIV, TB and malaria programs and systems for health. CG discussion focused on seeking clarifications from the Secretariat on aspects of the exceptional proposals. The CG noted the intent of the decisions as central to safeguarding the Global Fund mission, and emphasized the need for exceptional measures to be time bound, limited in scope, and transparent, with regular reporting on implementation.
15. **Monitoring, learning and evaluation (MLE).** At its November 2019 meeting, the CG received an update from the Secretariat on the way forward for the MLE workstream. CG discussion reflected on the importance of robust, independent monitoring and evaluation as an enabler to deliver

² GF/B42/ER09 – COVID-19 Response for Business Continuity and Country Support, presenting two decisions approved unanimously by the Board on 9 April 2020: <https://www.theglobalfund.org/board-decisions/b42-edp10/> & <https://www.theglobalfund.org/board-decisions/b42-edp11/>

impact. The discussion recognized the complexity of monitoring, learning and evaluation within a partnership-based model. CG members provided input on the need to consider the full picture of monitoring and evaluation, and risk and assurance functions, while ensuring clear understanding of the distinction between each. An update was provided to the 12th Strategy Committee in March 2020.³

16. While this work is currently largely paused due to the COVID-19 pandemic, focus on priorities and reduced Secretariat capacity, the Board Leadership remains mindful of the importance of the MLE work stream, and notes that consideration of monitoring and evaluation aspects remains closely linked to the Board's considerations in the context of the strategy development process. The ongoing work of the TERG is also noted as it pursues Strategic Review 2020, the Prospective Country Evaluations, and a thematic review on HIV prevention that will feed into the Board's strategy discussions.

How will the Coordinating Group support Board priorities into 2020 and beyond?

17. CG attention will remain focused on enabling strategic focus at Board and committee level overall. Particular attention is expected regarding:
 - i. **Preparing for the next Strategy**, reflecting on how governance bodies are prepared for the critical discussions and decisions ahead in 2020-2022, strategy development in a virtual environment, and supporting the Strategy Committee in their stewardship of this process.
 - ii. **Enabling strategic discussion**, with focus on partnership both globally and at country level, in context of Universal Health Coverage, the SDGs, and the Global Action Plan. The Agenda of the 42nd Board Meeting introduced interactive and cross-cutting discussion sessions in support of this objective. While the streamlined agenda of the virtual 43rd Board Meeting provides reduced space for discussion, the Board Leadership remains committed to keeping sight of key strategic themes.
 - iii. **Effective committee handover and transition**, including completion of handover reports from each outgoing committee, and a structured onboarding process for the incoming committees and their leaders.
 - iv. Onboarding **the new Coordinating Group**, with the transition to incoming Committee Chairs and Vice-Chairs after the 43rd Board Meeting.
 - v. Facilitating Board consideration of the Global Fund's overall **monitoring and evaluation approach**, linked to broader conversations on the Global Fund model, and supported by appropriate oversight and assurance structures, following robust discussion at the Strategy Committee.

³ [GF/SC12/15 – Global Fund Oversight, Accountability and Learning – Focus on MLE](#)

Annex 1 to GF/B43/08: Report of the Coordinating Group

Committee Decisions adopted between the 42nd and 43rd Board meetings (15 November 2019 to 08 May 2020)

Decision Points approved by the Audit and Finance Committee between the 42 nd and 43 rd Board Meetings	
DP Ref. No.	Title
12th AFC Meeting, 16-17 March 2020	
GF/AFC12/DP01	Portfolio Optimization
GF/AFC12/DP02	2019 Financial Statements
GF/AFC12/DP03	Total Rewards Review
GF/AFC12/EDP01	Sources of Funds for the C19RM Mechanism
12th AFC Meeting, 16 April 2020	
GF/AFC12/DP04	ESG Principles
GF/AFC12/DP05	Key Performance Indicator 12b

12th Audit and Finance Committee Meeting Decision Points

Decision point: GF/AFC12/DP01: Approval of Available Sources of Funds for Portfolio Optimization and Financing Unfunded Quality Demand for the 2017-2019 Allocation Period

Based on its review and discussion of the Secretariat's analysis of sources and uses of funds, as presented in GF/AFC12/02 – Part A, the Audit and Finance Committee, in accordance with its delegated authority from the Board under the Comprehensive Funding Policy, pursuant to GF/B36/DP04 and presented in Annex 1 to GF/B36/02 – Revision 1, approves US\$ 300 million as available sources of funds for financing prioritized and costed areas of need on the register of unfunded quality demand for the 2017-2019 allocation period, according to the prioritization process adopted by the Strategy Committee, pursuant to GF/SC04/DP02 and as presented in Annex 1 to GF/SC04/04 – Revision 2.

Decision Point: GF/AFC12/DP02: Acceptance by the Audit and Finance Committee of Documents and Responses Relating to the 2019 Consolidated Financial Statements and 2019 Statutory Financial Statements

Based on its review and discussion, the Audit and Finance Committee (the “AFC”) accepts the:

final version of the 2019 Consolidated Financial Statements, which have been prepared by the Secretariat and audited by KPMG SA, and are included in the 2019 annual financial report as set forth in Annex 1 to GF/AFC12/05A;

final version of the 2019 Statutory Financial Statements, which have been prepared by the Secretariat and audited by KPMG SA, as set forth in Annex 2 to GF/AFC12/05A;

the unqualified audit opinions on both the 2019 Consolidated Financial Statements and the 2019 Statutory Financial Statements, which have been prepared by KPMG SA, and the related conclusions and statements of KPMG SA; and

comments and responses by the Secretariat and KPMG SA to the questions and topics of discussion during the AFC’s deliberations.

Accordingly, the AFC recommends the following decision points to the Board for its approval its Forty-Third Meeting in May 2020:

Decision Point: GF/B43/DPXX: 2019 Annual Financial Report

The Board authorizes the issuance of, and therefore approves, the Global Fund’s 2019 Annual Financial Report, including the 2019 Consolidated Financial Statements which have been audited by KPMG SA, as set forth in Annex 1 to GF/B43/XX.

Decision Point: GF/B43/DPXX: 2019 Statutory Financial Statements

The Board authorizes the issuance of, and therefore approves, the Global Fund’s 2019 Statutory Financial Statements, which have been audited by KPMG SA, as set forth in Annex 2 to GF/B43/XX.

Decision Point: GF/AFC12/DP03: Total Rewards Review: Second Round of Amendments to the Global Fund’s Human Resources Policy Framework and Employee Handbook

- 1. The Audit and Finance Committee (AFC) reiterates its support for the rewards philosophy presented as part of the Total Rewards Review (TRR) project, as expressed in Decision Point GF/AFC08/EDP01.*
- 2. In line with the phased approach to implementation proposed by the Secretariat, the AFC acknowledges that Decision Point GF/AFC08/EDP01 approved a first round of amendments to the Human Resources Policy Framework (HRPF) and the Employee Handbook, which primarily concerned employees commencing employment with the Global Fund on or after 1st July 2019.*
- 3. Reaffirming its support for the proposal that, starting on 1st January 2021, TRR related changes should also apply to all staff who commenced employment with the Global Fund before 1st July 2019, the AFC:*
 - i. approves the amendments of the HRPF set forth in Annex 1 to GF/AFC12/18 effective as of 1st January 2021;*

- ii. approves the adoption by the Executive Director of the amendments to the Employee Handbook set forth in Annex 2 to GF/AFC12/18 with an effective date of 1st January 2021;
- iii. decides that the new Annex XIII to the Employee Handbook, upon becoming effective, shall apply notwithstanding any contrary provision of the HRPF.

Decision point: GF/AFC12/DP04: Approval of the Environmental, Social and Governance (“ESG”) Investment Principles

The Audit and Finance Committee (the “AFC”):

- 1. acknowledges its review and discussion of the ESG Investment Principles presented by the Secretariat and the environmental, social and governance factors it contains which will help set the overall strategic direction to be considered for investments; and
- 2. approves the ESG Investment Principles set forth in GF/AFC12/04.

Decision Point: GF/AFC12/DP05: Revision of Performance Target for Key Performance Indicator 12b: Availability of affordable health technologies: Affordability

- 1. Based on its review and discussion of the proposal presented by the Secretariat, the Audit and Finance Committee (the “AFC”) recommends that the Board approve the revised 2020 performance target for Key Performance Indicator 12b as set forth in GF/AFC12/16.
- 2. Accordingly, the AFC recommends the following decision point to the Board for approval at its Forty Third meeting in May 2020:

GF/B43/DPXX: Key Performance Indicator 12b: Availability of affordable health technologies: Affordability

Based on the recommendation of the Audit and Finance Committee, the Board approves the revision to the 2020 performance target for Key Performance Indicator 12b as presented in GF/B42/XX

Decision point: GF/AFC12/EDP01: Approval of Available Sources of Funds for the C19RM Mechanism

- 1. The Audit and Finance Committee (AFC) recognizes the request to the Board for a decision point, as set forth in GF/B42/ERO9 (April 2020) which would approve:
 - a. the creation of a COVID-19 response mechanism (C19RM) the investment and financial management modalities to be implemented by the Secretariat;
 - b. the amount of US\$ 180 million as available sources of funds for C19RM, out of the amount of US\$ 300 million initially approved by the AFC as available sources of funds for financing prioritized and costed areas of need on the register of unfunded quality demand for the 2017-2019 allocation period pursuant to decision point GF/AFC12/DP01; and
 - c. subject to AFC approval, the additional amount of US\$ 320 million as available sources of funds for C19RM.
- 2. Should the Board approve this decision point, based on its review and discussion of the Secretariat’s analysis of sources and uses of funds, the Audit and Finance Committee accordingly approves the additional amount of US\$ 320 million as available sources of funds to fund other initiatives approved by the Board, such as C19RM.

Decision Points approved by the Ethics and Governance Committee between the 42nd and 43rd Board Meetings	
DP Ref. No.	Title
12th EGC Meeting, 17-18 March 2020	
GF/EGC12/EDP01	Amended and Restated Code of Conduct for Governance Officials
GF/EGC12/EDP02	Amended and Restated Policy on Conflict of Interest
GF/EGC12/EDP03	Revisions to the Code of Ethical Conduct for CCM Members
GF/EGC12/EDP04	Ethics Office recommendation on the waiver of the obligation of Board delegates to the 43 rd virtual Board meeting, to submit Declarations of Interest (DOI) pursuant to the Code of Conduct for Governance Officials.

12th Ethics and Governance Committee Meeting Decision Points

<p><u>Decision Point: GF/EGC12/EDP01: Amended and Restated Code of Conduct for Governance Officials</u></p> <p>1. The Ethics and Governance Committee (Committee) notes the responsibility of the Ethics Officer, pursuant to decision point GF/B33/DP10 approved by the Global Fund Board at its Thirty-Third Meeting (April 2015), to advise it and Board Leadership on their review of the Code of Ethical Conduct for Governance Officials, the findings of which will be presented to the Board for discussion and potential revisions.</p> <p>2. Following review and deliberation, the Committee recommends the following decision point to the Board for approval at its Forty-Third Meeting in May 2020:</p> <p><i>GF/B43/EDPXX: Amended and Restated Code of Conduct for Governance Officials</i></p> <p>1. Based on the recommendation of the Ethics and Governance Committee, the Board approves the revisions to the Code of Conduct for Governance Officials, as set forth in Annex 1 to GF/B43/XX, developed in furtherance of the Ethics and Integrity Framework adopted by the Board at its 32nd Meeting (GF/B32/DP09);</p> <p>2. Accordingly, the Board acknowledges that this decision point and the revisions to the Code of Conduct for Governance Officials shall supersede the approval of the previous Code of Ethical Conduct for Governance Officials, as set forth in Annex A to GF/B33/15 – Revision 2, pursuant to paragraph 2 of the decision point GF/B33/DP10. Budgetary implications: Not applicable.</p>
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Decision Point: GF/EGC12/EDPo2: Amended and Restated Policy on Conflict of Interest

1. The Ethics and Governance Committee (Committee) notes the responsibility of the Ethics Officer, in accordance with his Terms of Reference approved by the Global Fund Board pursuant to decision point GF/B33/EDP14 (January 2017), to advise it and the Executive Director on potential modifications to ethics-related policies.

2. Following review and deliberation, the Committee recommends the following decision point to the Board for approval at its Forty-Third Meeting in May 2020:

GF/B43/DPXX: Approval of the Amended and Restated Policy on Conflict of Interest

1. Based on the recommendation of the Ethics and Governance Committee, the Board approves the amended and restated Policy on Conflict of Interest, as set forth in Annex 1 to GF/B43/XX;

2. Accordingly, the Board acknowledges that this decision point and the amended and restated Policy on Conflict of Interest shall supersede the decision point GF/B27/DP05, the previous Policy on Ethics and Conflicts of Interest for Global Fund Institutions as set forth in Annex 1 to GF/B27/07 and the previous Declaration of Interest Form set forth in Annex 2 to GF/B27/07.

Budgetary implications: Not applicable.

Decision Point: GF/EGC12/EDPo3: Revisions to the Code of Ethical Conduct for CCM Members

1. The Ethics and Governance Committee (Committee) notes the responsibility of the Ethics Officer, in accordance with his Terms of Reference approved by the Global Fund Board pursuant to decision point GF/B33/EDP14 (July 2015), to advise it and the Executive Director on potential modifications to the Code of Ethical Conduct for Country Coordinating Mechanism (CCM) Members.

2. Following review and deliberation, the Committee approves revisions to the Code of Ethical Conduct for Country Coordinating Mechanism Members, as set forth in Annex 1 to GF/EGC12/EDPo3, developed in furtherance of the Ethics and Integrity Framework adopted by the Board at its Thirty-Second Meeting pursuant to decision point GF/B32/DP09 (November 2014).

3. Accordingly, the Committee acknowledges that this decision point and the revisions to the Code of Ethical Conduct for Country Coordinating Mechanism Members shall supersede the approval of the previous version of the code, as approved by the Board at its Thirty-Ninth meeting pursuant to decision point GF/39/DP09 as set forth in Annex 4 to GF/B39/04 – Revision 1.

No budgetary implications

GF/EGC12/EDPo4: Ethics Office recommendation to approve a waiver of the obligation of Board delegates to the 43rd virtual Board meeting, to submit Declarations of Interest (DOI) pursuant to the Code of Conduct for Governance Officials.

Decision Points approved by the Strategy Committee between the 42nd and 43rd Board Meetings	
DP Ref. No.	Title
11th SC Meeting, 13 November 2019	
GF/SC11/DP05	Exception to Maximum Shares for the 2020 – 2022 Allocation Period
GF/SC11/EDP01	Appointment of New Members of the Technical Review Panel and approval of a reserve list for the Technical Review Panel
12th SC Meeting, 19-20 March 2020	
GF/SC12/DP01	Reallocation of associated costs among strategic priorities
GF/SC12/DP02	Location and Dates for the 2020 Partnership Forums for the Development of the Next Global Fund Strategy
GF/SC12/EDP01	Revisions for Key Performance Indicator 6a – Resilient and Sustainable Systems for Health: Procurement
GF/SC12/EDP02	Revisions for Key Performance Indicator 6f: RSSH – Alignment with National Strategic Plans
GF/SC12/EDP03	Revisions for Key Performance Indicator 9c - Key populations and human rights domestic investments
GF/SC12/EDP04	TERG membership renewal

11th Strategy Committee Meeting Decision Points

Decision Point: GF/SC11/DPO5: Exception to Maximum Shares for the 2020 – 2022 Allocation Period

1. The Strategy Committee (the “SC”) notes that:
 - a. The technical parameters for the 2020 – 2022 allocation period, which the SC approved in March 2019 (GF/SC09/DPO2), set maximum shares for allocation at 10-percent funding at a disease level (the “Maximum Disease Share”) and 7.5-percent funding at a country level; and
 - b. Under the qualitative adjustment process approved by the SC in July 2019 (GF/SC10/DPO2), the Maximum Disease Share would be maintained throughout the process unless otherwise authorized by the SC.
2. Based on the Secretariat’s recommendation, as presented in GF/SC11/ERO1 – Revision 1, and subject to the decision by the Board on the sources and uses of funds for the 2020 - 2022 allocation period, the SC decides to authorize one country’s tuberculosis component and another country’s malaria component to exceed the Maximum Disease Share as part of the qualitative adjustment process for the 2020 – 2022 allocation period.

Budgetary implications: none.

Electronic Decision Point: GF/SC11/EDP01: Appointment of New Members of the Technical Review Panel and approval of a reserve list for the Technical Review Panel

Based on the recommendation of the Strategy Committee’s Working Group on Technical Review Panel (the “TRP”) Matters, as presented in GF/SC11/ERO2, the Strategy Committee (the “SC”):

Approves the appointment of the individuals presented in Annex 1 to GF/SC11/ERO2 as new members of the TRP in accordance with the revised TRP Terms of Reference, as set forth in Annex 1 to GF/SC11/11 – revision 1 and approved by the SC in October 2019 (GF/SC11/DPO2); and

Acknowledges that the individuals on the reserve list as presented in Annex 2 to GF/SC11/ERO2 may be appointed by the TRP Leadership, in consultation with the Global Fund Secretariat, as members of the TRP should vacancies or other appointment needs arise prior to the next TRP membership recruitment process.

Appointment of the individuals presented in Annex 1 as members of the TRP is subject to review of possible conflicts of interest to be conducted after the individuals presented on Annex 1 are notified of SC decision.

Budgetary implications: none.

12th Strategy Committee Meeting Decision Points

Decision Point: GF/SC12/DP01: Reallocation of associated costs among strategic priorities

1. Pursuant to its delegated authority under GF/B36/DP06, the Strategy Committee decides that a total of USD 19 million of associated costs be reallocated among Board-approved priorities for the 2017-2019 allocation period to be reallocated from originating priorities as described in paragraph 13 to the receiving priorities described in paragraph 12 of GF/SC12/19.
2. The Strategy Committee further decides that, should the Secretariat identify additional amounts that are to remain unutilized by the end of 31 December 2020, up to USD 11 million may be reallocated among the associated costs of priorities for the 2017 – 2019 allocation period.
3. The Strategy Committee also acknowledges the Secretariat's flexibility to return amounts unutilized by receiving priorities to originating priorities.
4. The Strategy Committee directs the Secretariat to report on its management of the USD 19 million reallocation and any additional reallocated amount up to USD 11 million for Strategic Initiatives for the 2017 – 2019 allocation period.

Budgetary implications (included in, or additional to, OPEX budget) n/a to OPEX budget.

Decision Point: GF/SC12/DP02: Location and Dates for the 2020 Partnership Forums for the Development of the Next Global Fund Strategy

Based on the recommendation of the Strategy Committee, as presented in GF/B42/XX, the Board:

1. Approves the following locations and dates for the 2020 Partnership Forums for the development of the next Global Fund strategy:
 - i. Kyiv, Ukraine: September 8 – 10, 2020
 - ii. Johannesburg, South Africa: October 13 – 15, 2020
 - iii. Bangkok, Thailand: November 3 – 5, 2020
2. Due to the evolving nature of the COVID-19 outbreak and the tight timelines for convening Partnership Forums, delegates to the (a) Secretariat flexibility to postpone any of the Partnership Forums and (b) Strategy Committee authority to approve, on an expedited basis, changes to Partnership Forum locations and dates.

Budgetary implications: associated costs will be covered by OPEX.

Decision Point: GF/SC12/EDP01: Revisions for Key Performance Indicator 6a – Resilient and Sustainable Systems for Health: Procurement

1. Based on its review and discussion of the proposal presented by the Secretariat, the Strategy Committee (the “SC”) recommends that the Board approve the revisions for Key Performance Indicator 6a as set forth in GF/SC12/03 Revision 1xxx.

2. Accordingly, the SC recommends the following decision point to the Board for approval at its Forty Third meeting in May 2020:

GF/B43/EDPXX: Key Performance Indicator 6a - Resilient and Sustainable Systems for Health: Procurement

Based on the recommendation of the Strategy Committee, the Board approves the i revisions for Key Performance Indicator 6a as presented in GF/B43/XX.

This decision has no budgetary implications.

Decision Point: GF/SC12/EDP02: Revisions for Key Performance Indicator 6f: RSSH – Alignment with National Strategic Plans

Based on its review and discussion of the proposal presented by the Secretariat, the Strategy Committee (the “SC”) recommends that the Board approve the performance target for Key Performance Indicator 6f as set forth in GF/SC12/04.

1. Accordingly, the SC recommends the following decision point to the Board for approval at its Forty Third Meeting in May 2020:

GF/B43/EDPXX: Key Performance Indicator 6f: RSSH – Alignment with National Strategic Plans

Based on the recommendation of the Strategy Committee, the Board approves the performance target for Key Performance Indicator 6f as presented in GF/B43/XX.

This decision has no budgetary implications.

Decision Point: GF/SC12/EDP03: Revisions for Key Performance Indicator 9c - Key populations and human rights domestic investments

Based on its review and discussion of the proposal presented by the Secretariat, the Strategy Committee (the “SC”) recommends that the Board approve revisions for Key Performance Indicator 9c as set forth in GF/SC12/05 Revision 1.

1. Accordingly, the SC recommends the following decision point to the Board for approval at its Forty Third Meeting in May 2020:

GF/B43/EDPXX: Key Performance Indicator 9c: RSSH – Key populations and human rights domestic investments

Based on the recommendation of the Strategy Committee, the Board approves the revisions for Key Performance Indicator 9c as presented in GF/B43/XX.

This decision has no budgetary implications.

Decision Point: GF/SC12/EDPo4: TERG membership renewal

The Strategy Committee acknowledges the work of the Working Group on TERG recruitment and renews the following six persons for a second three-year term as indicated below.

- i. *Cindy Carlson, Marie Laga, and Dan Whitaker (until September 2022 or until replaced);
and*
- ii. *Helen Evans, George Gotsadze, and Godfrey Sikipa (until February 2023 or until replaced).*

Budgetary implications (TERG member honoraria are included in OPEX budget)