# Post-2028 Strategy Development Process

GF/B56/13
56th Board Meeting
28-30 October 2026, Geneva, Switzerland
*For Board information*

# Executive Summary

- The Strategy Committee (SC) has oversight of the "development and review of the institutional strategy of the Global Fund."[1] The current strategy ends in 2028 and the process to begin the development of the next strategy will begin in Q4 of 2026. Board approval of the Strategy Framework is anticipated in Q4 of 2027, with the full narrative approved in Q2 of 2028.
- This presentation sets out the context for the new post-2028 Strategy and the illustrative topics to be addressed as part of the process. It proposes a high-level, adaptable Strategy and a staged consultation process to define the Global Fund's future role, scope and value-add in an evolving ecosystem.
- At its 31st Meeting, the SC was requested to provide input around the type of strategy and the consultation process.

## SC Input

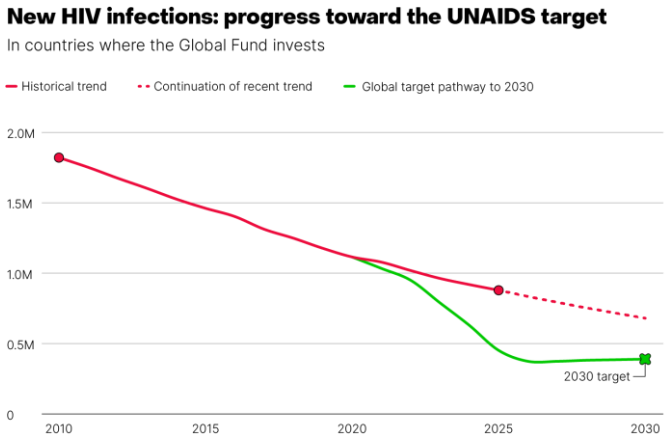
- The SC supported the proposed approach and process for the development of the next Global Fund Strategy, viewing the new Strategy as an opportunity to clarify the Global Fund's role and value-add within an evolving global health ecosystem. SC Members emphasized the need for clear prioritization, differentiation by implementation context and appropriate flexibility – supporting a mid-term inflection point to adapt to the context and eventual post-2030 goals. SC members underscored the need for inclusive consultations to ensure meaningful participation of implementers, communities, civil society. SC members suggested leveraging existing regional bodies and community platforms as part of the consultation process.



[1] Strategy Committee Charter, para 2.1.a

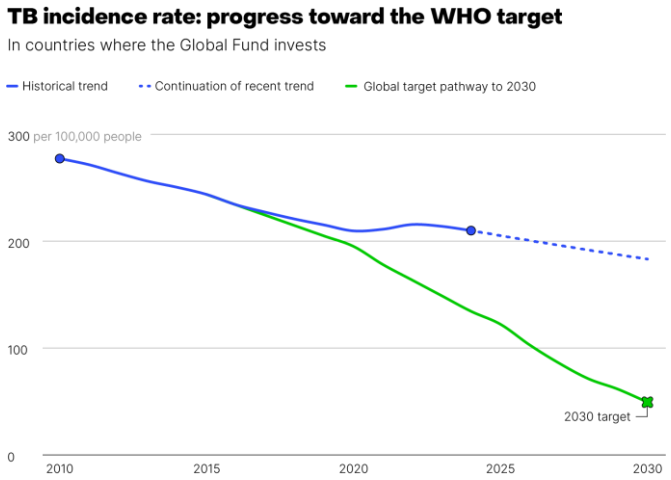
# Context: Significant progress, but gains fragile and gaps remain to 2030 targets

## 72 million lives saved



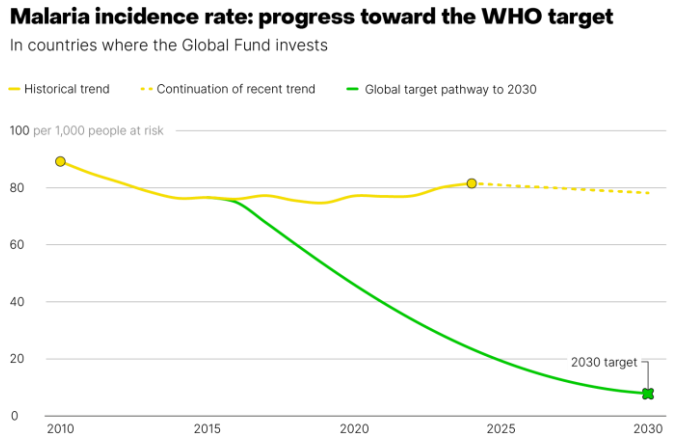

### Progress, Opportunities, Challenges

- Reduction in deaths by 77% in countries where the Global Fund invests
- Reduction in infections by 64%, pediatric treatment lagging behind
- Treatment services and overall results were mostly resilient in 2025, but need to accelerate targeted HIV prevention, key population services, and eliminating vertical transmission
- Targeting Lenacapavir and other innovations while protecting treatment is key to accelerating progress




### Progress, Opportunities, Challenges

- Reduction in deaths by 43% in countries where the Global Fund invests, but sustaining gains requires continued focus and investment
- 62% infections and 60% deaths in Asia and the Pacific; 24% and 29% in SSA
- 5 MICs make up ~53% TB cases among GF-eligible countries
- New tools such as PoC diagnostics used holistically with all other TB tools offer opportunity to reduce cost of finding & treating people with TB




### Progress, Opportunities, Challenges

- Reduction in deaths by 27% in countries where the Global Fund invests
- Malaria resurgence due to inadequate access to prevention and care, population growth, extreme weather, conflict, drug and insecticide resistance
- 97% cases concentrated in LIC & L-LMICs; limited near-term ability to increase domestic financing
- Focus on optimizing vector control mix and innovations to address drug resistance

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Source: 2026 Results Report, WHO, UNAIDS

# Wider context shaping the next Strategy

- **Progress against HIV, TB and malaria remains fragile**, with 2030 targets off track and resource gaps widening. Absence of post-2030 global goals as future anchor.
- **Increased emphasis on sustainability**, resilience, and self-reliance.
- **Growing pressures for ecosystem reform,** with sharper focus on institutional comparative advantage and reducing parallel processes.
- **Diverging country contexts requiring differentiated approaches** to delivering impact, managing risk and sustaining progress.
- **Rapid innovation creates new opportunities** for impact, while increasing the need for prioritization, equitable access and market stewardship.
- **Increasing economic and political pressures** on donor budgets.
- **Stronger expectations** around value for money and need for measurable impact, innovation and speed.

# Rationale for a new Strategy

## What can the next Strategy do?

### ✓ Define the Global Fund's value proposition in an evolving ecosystem

- Anchor the Global Fund's role in a changing context and define its continued relevance.
- Strategy to be high-level, adaptable, directional.

### ✓ Underpin the Investment Case

- Board-approved Strategy Framework will underpin the Investment Case (IC) for the Ninth Replenishment and beyond.

### ✓ Re-energize the partnership and build cohesion

- Strategy development process is an important vehicle to drive cohesion around the Global Fund's future focus.

## What will the Strategy not deliver?

### ✗ Rigorous prioritization

- Given that the Strategy must be high level to be adaptable to the evolving context, the Strategy will not rigorously prioritize within programs or systems nor provide for in-depth examination of trade-offs.
- Prioritization will take place through Strategy operationalization.

# Fit-for-purpose Strategy and process in an evolving context

## Aims of Strategy development

To develop a Strategy that delivers high-level direction on the Global Fund's future role and scope, adaptable to respond to evolving context, and through the process of its development, drives partnership cohesion and support for the Global Fund's mission.

### Type of Strategy

- **Flexible, directional, high-level** asserting the Global Fund's future role/direction.
- **Adaptable** to evolve within changes to global health ecosystem; aim for 6-year Strategy but with built-in mid-term inflection point to adapt to ecosystem and post-2030 goals.

### Type of process

- **Focus input at higher-level** to keep Strategy directional.
- **Consultative** to understand evolved needs, with strategically focused consultations.
- **Build on** shared understanding of Global Fund strengths, differentiated by implementation context.

# Topics to address through Strategy development process

**The Strategy development process will define the Global Fund's future role, scope and value-add**, including related to:

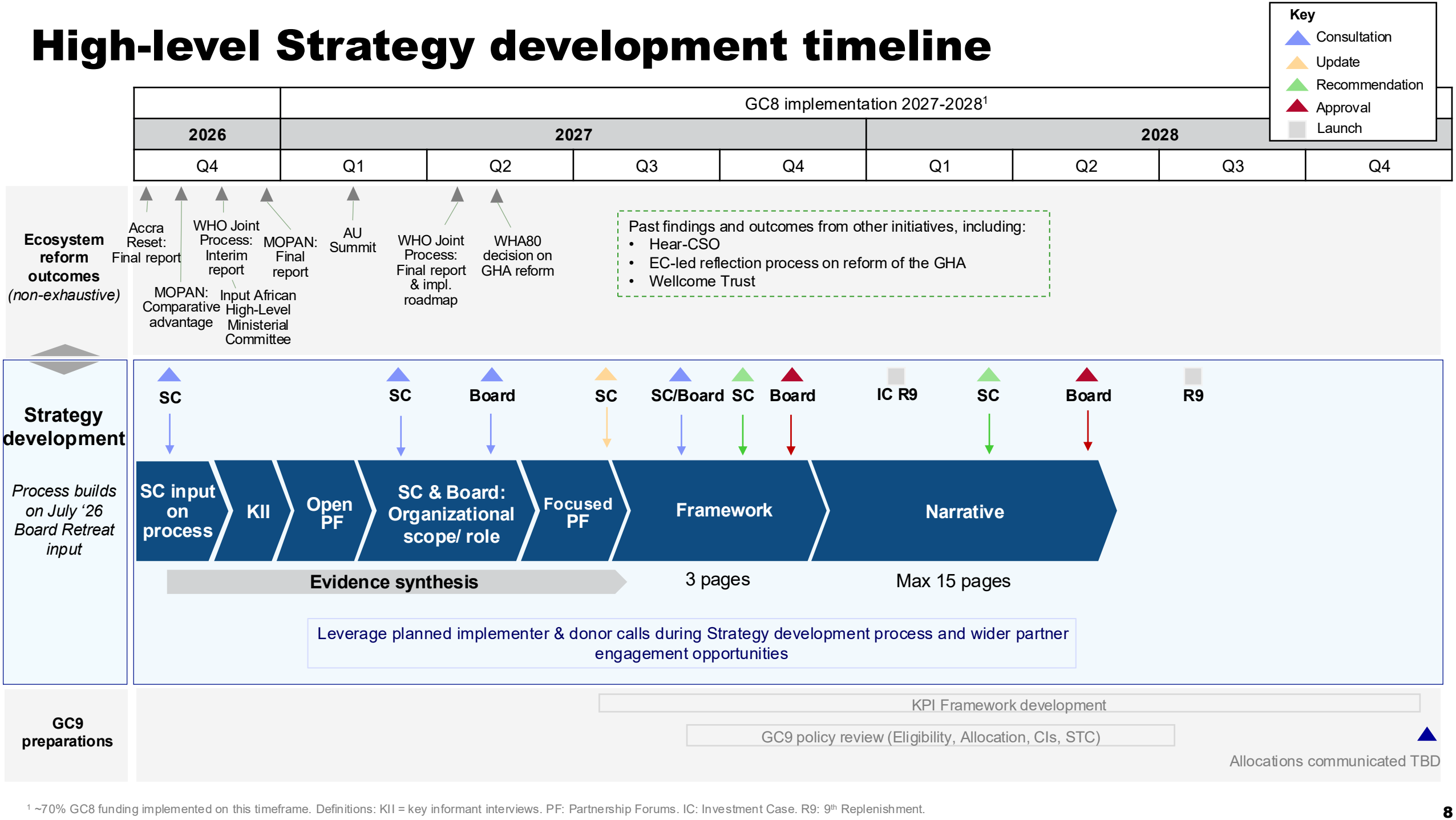
1) **HIV, TB, malaria and health outcomes**
2) **Global Fund core competencies/strengths**
3) **Sustainability and self-reliance**

**Illustrative topics to address as part of the Strategy development process**

*Non-exhaustive and to be further refined as the process and ecosystem discussions develop*

- Focus on HIV, TB and malaria vs a wider spectrum of infectious disease outcomes.
- Role in contributing to integrated systems for health – where it starts and stops.
- Global or regional public goods that the Global Fund should contribute to given its size and influence (e.g., market shaping, giving voice to community, reach program scale with commodities/ innovations, surveillance systems).
- Differentiation of the Strategy by implementation context, given shift to national health self-reliance and evolved country and community needs.

# High-level Strategy development timeline




[1] ~70% GC8 funding implemented on this timeframe. Definitions: KII = key informant interviews. PF: Partnership Forums. IC: Investment Case. R9: 9th Replenishment.

# Strategy consultation approach

## Two-staged approach to Strategy consultations

*From broad to focused input as the Strategy direction is refined*

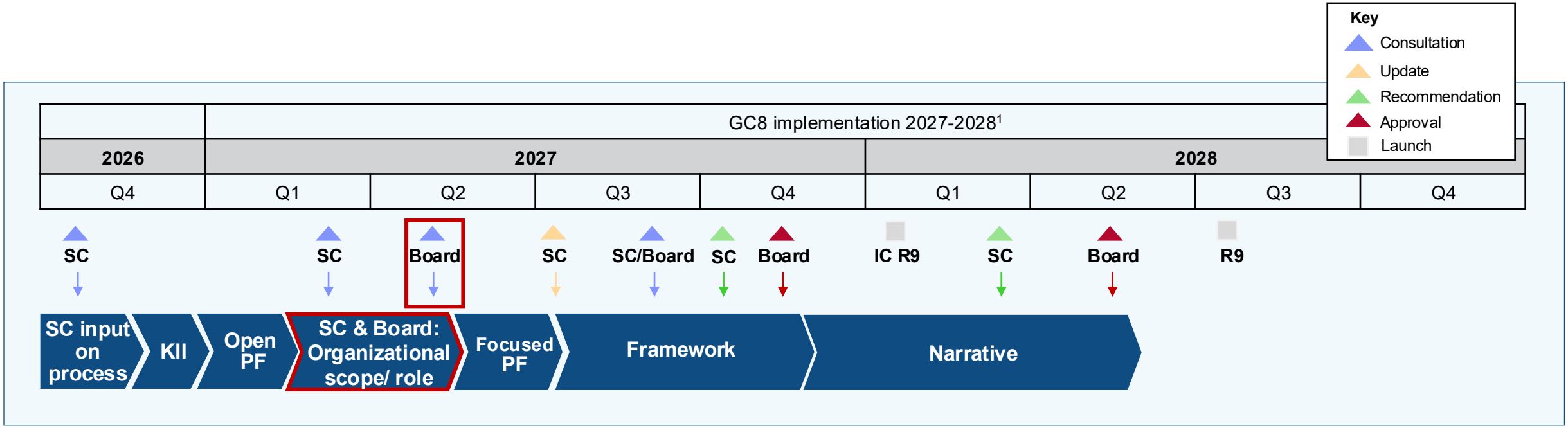
| *Nov/Dec '26* | *Mid-Jan to mid-Feb '27* | *March to May '27* | *End of June '27* | *Framework: to mid-Sep<br>Narrative: to end Feb '28* |
|---|---|---|---|---|
| **Key informant Interviews** | **Open Partnership Forums** | **SC/ Board guidance on role & scope** | **Focused Partnership Forums** | **Framework & Narrative Development** |
| • Thought leaders across partnership, incl. new stakeholders<br>• Virtual | • Open to entire partnership<br>• Active effort to reach wider circles<br>• Open online consultation platform | • 32nd SC Meeting<br>• 57th Board Meeting | • Implementation context-specific<br>• Small groups (multiple groups for each context)<br>• Virtual facilitated meetings | • Early Sep: SC/Board call on emerging Framework |
| **For input on Global Fund strengths and value-add, and to shape consultation questions** | **For broad input on Global Fund strengths and value-add, and country and community realities and needs. Will not deliver specificity to build the Framework.** | **For governance steer on future Global Fund role and scope, informed by themes from consultations** | **For focused input to build the architecture and content of the Framework** | |



In addition, internal Secretariat consultations will be held in parallel to the wide and focused Partnership Forums, for input on Global Fund strengths and value-add, and to translate input into business model refinements.

# Next steps

**At the 57th Board Meeting in May 2027, the SC will be consulted on organizational scope and role, informed by emerging themes from the KII, Open Partnership Forums, and SC steer.**



# Annex

# Evidence needed to develop the Strategy

| | | Type of evidence | Sources (non-exhaustive) | |
|---|---|---|---|---|
| | | | Available Information | Consultations |
| Status | **Disease status and challenges** | Partner strategies, data and reports, perspectives | WHO, UNAIDS, Stop TB, RBM | Key Informant Interviews (KII) |
| Status | **Implications of changed implementation context on the Global Fund (economic, systems maturity, health access/rights)** | Partner data and reports, perspectives | World Bank, other partner publications | KII |
| Perspectives | **Country and community realities:** perspectives on challenges, gaps and anticipated needs in changing ecosystem (forward-looking) | Perspectives, reports, articles | As above, plus regional body (e.g., AU, ACDC, ACB) and community reports, literature | KII, Partnership Forums, internal consultations |
| Perspectives | **Role of technical partners** | Partner data, reports and Strategies perspectives | WHO, UNAIDS, Stop TB, RBM, World Bank, Unitaid, other partner publications | KII |
| Perspectives | **Donor priorities** | Policies, perspectives | Donor policies and budgets | KII, internal consultations, SC/Board input, Partnership Forums |
| Perspectives | **Ecosystem perspectives:** role/comparative advantages of the Global Fund | Reports, articles, perspectives | Ecosystem reform outcomes, wider literature | KII |
| Perspectives | **Global Fund strengths** | Reports, perspectives | KPIs, Global Fund Results Report | July Board Retreat outcomes, KII, Partnership Forums, internal consultations |

# Questions for SC

## Type of Strategy

1. Should the new Strategy define the Global Fund's future role, scope and value-add in an evolving global health ecosystem?
2. Does the SC agree that the new Strategy should be high-level, directional, and adaptable to respond to the evolving context?
3. Should the new Strategy speak to differentiation by implementation context?

## Consultations

Is the consultation approach appropriately staged to obtain relevant partnership input, test/refine ideas, gain buy-in through the process, and re-energize the partnership?