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# Development of the Next Global Fund Strategy

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**44<sup>TH</sup> BOARD MEETING**

11-12 NOVEMBER 2020

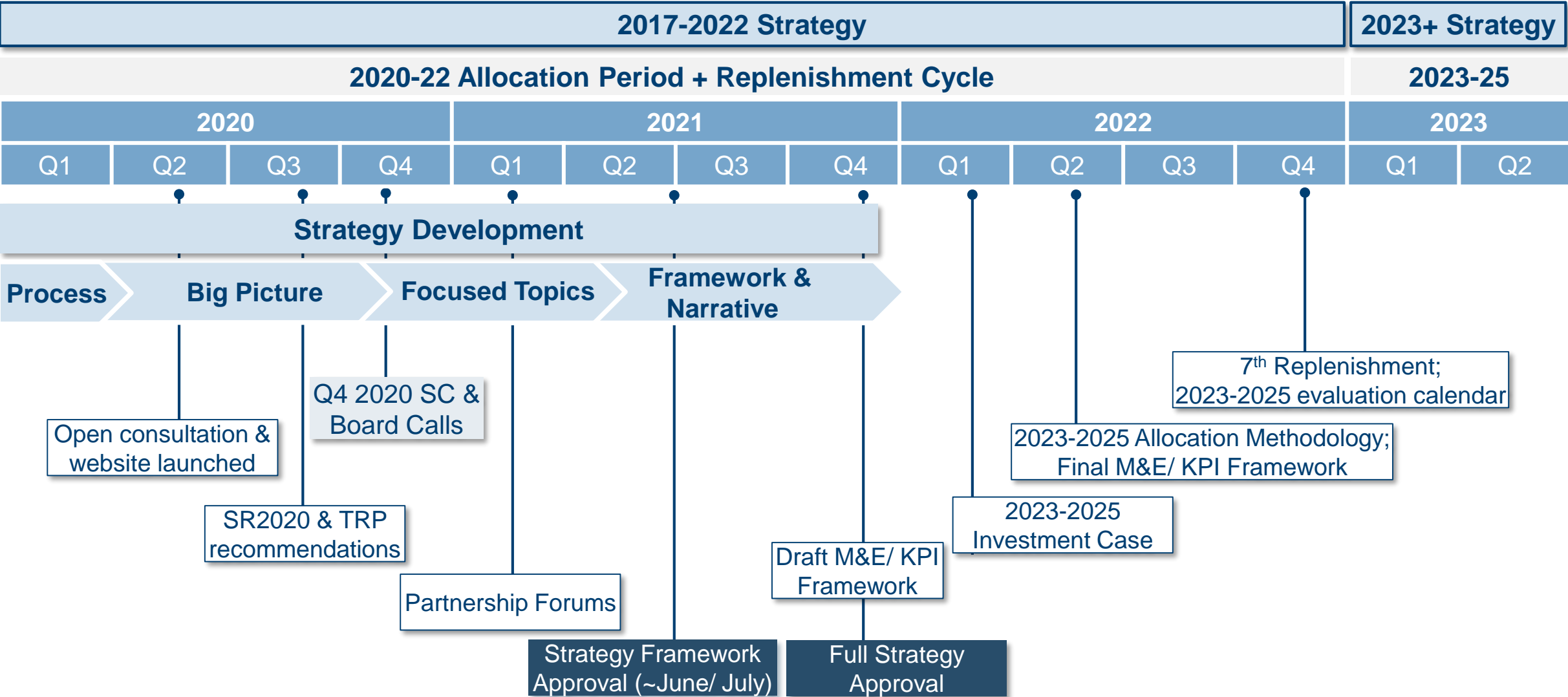
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FOR BOARD INPUT

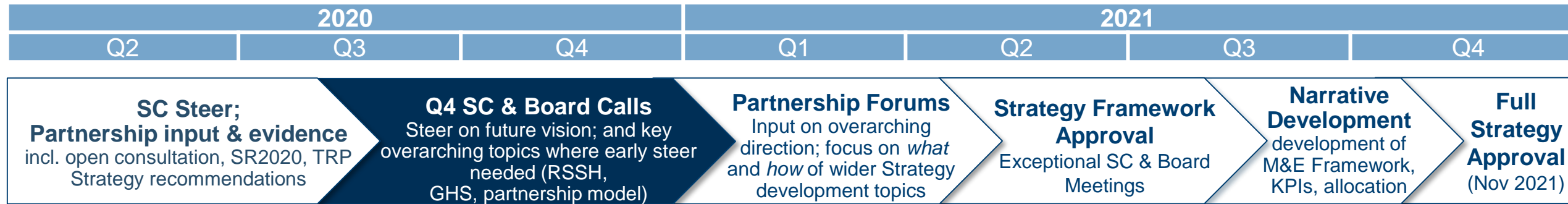
# Overview

1. Reflections on Board Retreat Part 1 and upcoming stages of Strategy development
2. Partnership Forum preparations

# Global Fund Strategy Development Timeline

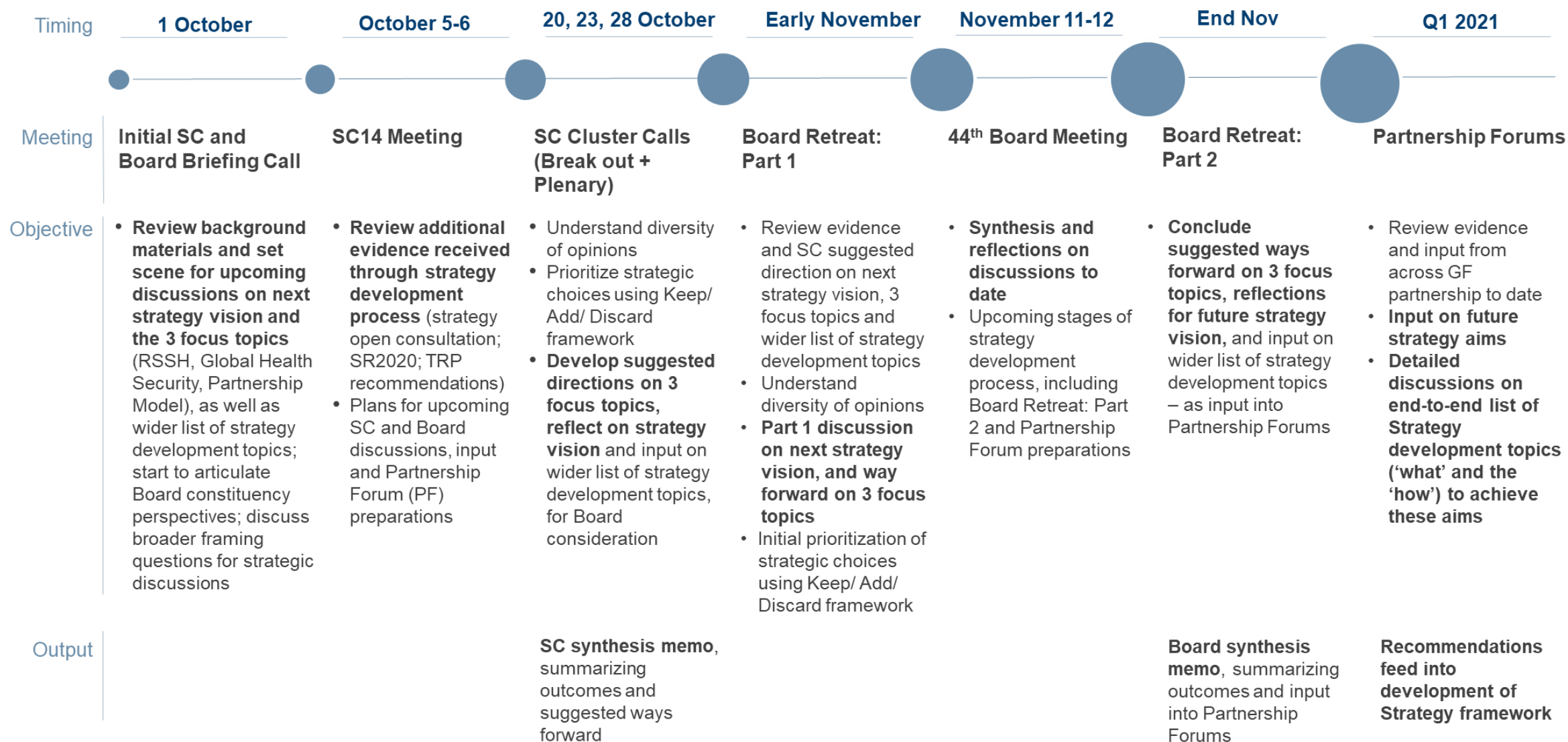


# Focus of Q4 2020 SC and Board Discussions on Strategy Development



- Building on the direction from the SC and Board, the Q4 2020 SC and Board calls will start to chart a way forward for their vision for the next GF Strategy towards achievement of SDG 3 within the context of COVID-19
- These discussions will focus on three topics where clear and early guidance is most needed in setting the future direction of the GF:
  - 1) Future role of the GF in RSSH – *as highlighted at May Board meeting*
  - 2) Future role of the GF in GHS – *as highlighted at May Board meeting*
  - 3) Improvements to the GF partnership model to strengthen program effectiveness - *consistently highlighted by constituencies, TRP, TERG and partners as structural challenge that is important to address upfront*
- As a critical lens for addressing these topics, the Q4 2020 SC and Board discussions will also consider how the GF's future direction in these areas can contribute to building 2 areas of GF strength noted by the Board in May:
  - Community and civil society engagement and leadership in the response
  - Focus on equity (including human rights, gender, most vulnerable populations)
- The Q4 2020 discussions will also start to discuss the '*what*' and '*how*' of the evolving list of wider Strategy development topics where substantive changes are needed to operationalize the future Strategy vision

# Recap: Outline and Objectives of Q4 2020 Discussions



# Aims of Board Retreats (Parts 1 and 2)

- Reflect on the recommendations and considerations highlighted through the SC Cluster Calls and available evidence and input into Strategy development
- Conclude suggested ways forward on the future role of the GF on the 3 focus topics, reflect on for future Strategy vision, and input on wider list of Strategy development topics – as input into the Q1 2021 Partnership Forums

## *Focus of last week's Board Retreat Part 1 (days 1 and 2)*

- Understand the diversity of opinions around the Board, areas of concurrence and divergence, trade-offs and implications of options on 3 topics
- Discuss how the future focus of the GF in the 3 topic areas can contribute to strengthening impact against HIV, TB and malaria, and build two agreed areas of GF strength (community engagement and leadership of the response; and focus on equity, human rights, gender, the most vulnerable).
- Initial prioritization of options, before reconvening to conclude discussions at Board Retreat Part 2.

# Outcomes of Board Retreat Part 1 Discussions

Placeholder

# Looking towards Board Retreat Part 2 – Concluding Discussions

## Aims of today's discussion

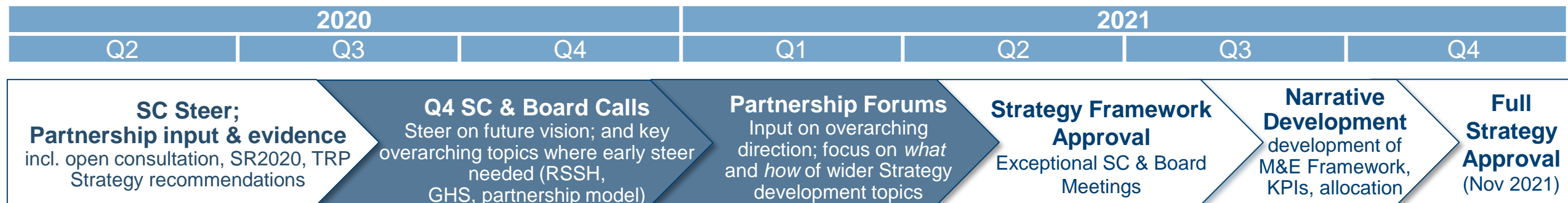
- Opportunity for Board to reflect on Board Retreat discussions to date
- Highlight areas that are important to be taken into account, going into the concluding Board Retreat Part 2 discussions

## *Next Step: Focus of Board Retreat Part 2 (post-Board)*

- Revisit Board perspectives around on 3 focus topics, trade-offs and implications of options
- Conclude suggested ways forward on the future role of the GF on the 3 focus topics, reflect on future Strategy vision, and input on wider list of Strategy development topics – as input into the Q1 2021 Partnership Forums



# Towards a Strategy Framework: Upcoming Strategy Development Stages



- **Consultations across the GF partnership and input through Open Consultation:** will continue through 2020 to continue to shape the topics for Strategy development, and provide suggestions for areas of Strategy focus.
- **Partnership Forums (PFs):** Representatives from across the GF partnership will come together to reflect on: SC and Board input, and the wide range of evidence and input received from across the GF partnership to date, including conclusions of Q4 2020 Board and SC discussions.
- Participants will suggest future Strategy aims, and develop in more detail recommendations on the ‘what’ and ‘how’ of the end-to-end list of Strategy development topics to achieve these aims, noting the trade-offs and prioritization decisions are needed, to take forward a bold, focused, agile and ambitious next Strategy for the partnership.
- **Development of Strategy Framework:** The outcomes of the Partnership Forums will be synthesized and used by the SC to develop the next Strategy framework.
- The Strategy framework will be recommended by the SC to the Board at extraordinary meetings mid-2021, to allow time following the PFs for synthesis of recommendations in the development of the Strategy framework.

# Overview

1. Reflections on Board Retreat Part 1 and upcoming stages of Strategy development
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# 6<sup>th</sup> Partnership Forums: Dates and Virtual Format Approved by SC

## 6<sup>th</sup> Partnership Forum meetings to be held virtually

Partnership Forum	Dates
<b>Global Opening*</b>	<b>January 19, 2021*</b>
<b>Partnership Forum I: EECA-LAC</b>	<b>February 9-11, 2021</b>
<b>Partnership Forum II: Africa &amp; MENA I**</b>	<b>February 17-19, 2021</b>
<b>Partnership Forum III: Asia &amp; MENA II**</b>	<b>March 3-5, 2021</b>
<b>Global Closing*</b>	<b>March 15, 2021*</b>

Global Opening and Closing to create a common thread across PFs, build momentum, common discussions and concurrence around recommendations for Strategy development

\* Global Opening and Closing are joined by all participants; dates are subject to change

\*\* MENA (I – Africa PF) includes Morocco, Egypt, Djibouti, Sudan, Somalia Tunisia, South Sudan, Algeria, Mauritania, Eritrea

MENA (II – Asia PF) includes, Iraq, Syria, Jordan, Lebanon, Yemen, Palestine

# Key Input and Evidence to Inform Partnership Forum Discussions

- The Partnership Forums will seek input from representatives from across the GF partnership on the future focus and aims of the Global Fund Strategy towards the 2030 goals in the context of the COVID-19 pandemic
- Participants will discuss in detail the ‘what’ and ‘how’ of a wide list of Strategy topics to achieve these aims, tailored to regional contexts
- Topics for discussion will be continually updated based on evolving SC, Board and partnership input and evidence; and the agenda will need to ensure flexibility to address interlinkages and other topics that emerge during the PF

## Open consultation

## SC & Board Guidance

## TERG, TRP, OIG, wider evidence

## Partners

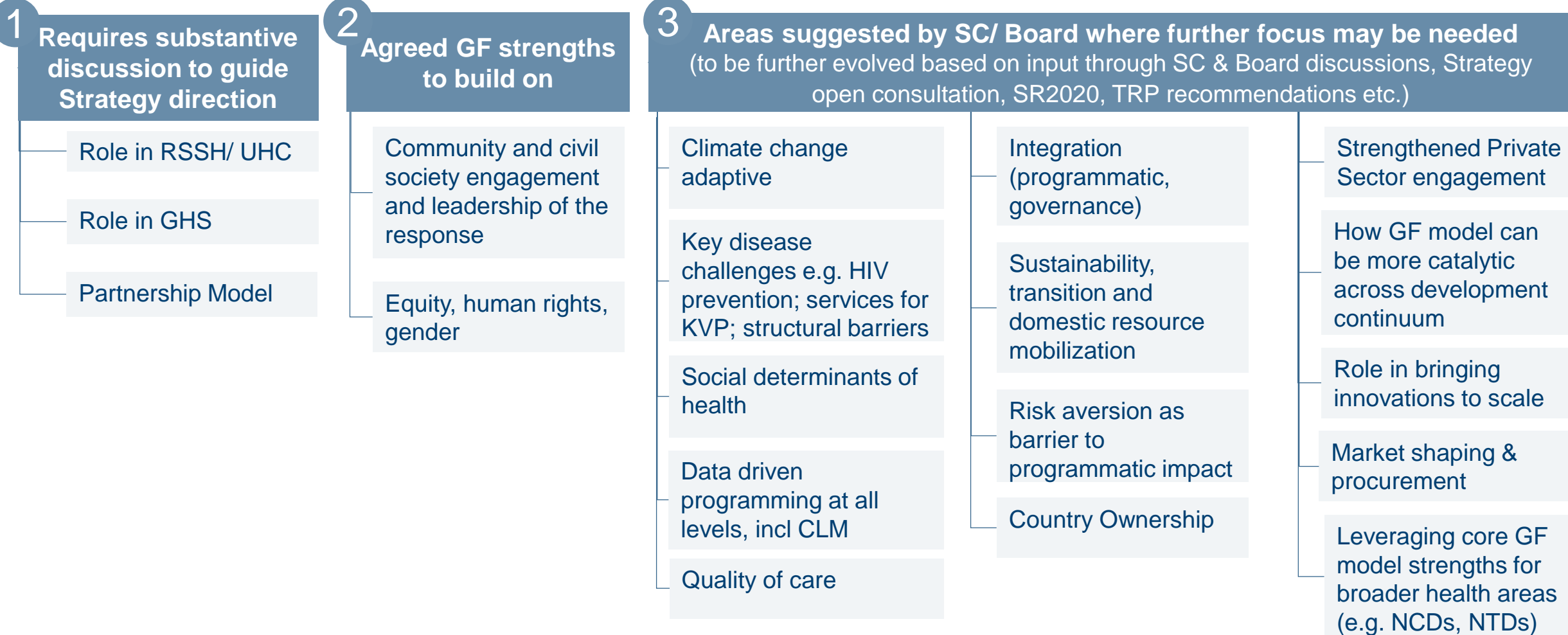
## Secretariat

### Key inputs and evidence to inform topics for Partnership Forum discussions include through:

- Almost 250 responses to date from individuals and stakeholder groups – input to continue through to PF
- 109 countries reached, website viewed > 3,200 times, >700 downloads of background documents
- > 20 stakeholder groups in GF partnership supported with consultations (e.g. GFAN, W4GF, Friends, ACB, Youth Council); CRG topic consultations to be hosted in Q4 2020; many more being hosted across partnership
- SC and Board meetings, including the Q4 2020 SC and Board Strategy development discussions
- Constituency input and constituency statements
- Constituency consultations: support provided to 24 constituencies, Implementer & Donor Groups
- TERG SR2020 mid-term Strategy review; TRP recommendations for Strategy development
- TERG, TRP, OIG reviews and reports; wide-range of evidence from the literature
- Input through coordinated partner Strategy consultations, partner reports, strategies and modelling
- Secretariat consultation underway – gathering team and individual input; as well as topic-specific input

# Evolving List of Strategy Development Topics

To be continuously updated based on SC, Board and partnership input and evidence



Focus of Fall 2020 SC and Board Discussions: All topics, with focus on 1 and 2

Focus of Partnership Forums: In depth discussions on Strategy aims, the '*what*' and '*how*' of all topics (+ others yet to be raised)

# Illustrative topic groupings for PF breakout group discussions

- **Topics for discussion will be continually updated** based on evolving SC, Board & partnership input and evidence
- The **agenda will need to ensure flexibility** to address **interlinkages between topics** and **new topics that emerge during PF**
- Consider **grouping topics** for PF discussion: by those that look at **defining the focus** of the next Strategy, and what is needed to **achieve these goals**
- Illustrative groupings for such discussions listed below (based on input to date), but will evolve over time
- Equity and community engagement & leadership topics to be discussed across all groupings

Will also be discussed as part of all other topics

## Defining our focus

Delivering against HIV, TB and malaria	Integration and systems for health	Adapting to a changing environment	Equity, human rights, gender and most vulnerable
<ul style="list-style-type: none"> <li>▪ Global and regional aims, progress and challenges</li> <li>▪ Regional priorities and key areas of focus (e.g. HIV prevention; KVP services; structural barriers; missing TB cases; quality early malaria diagnosis &amp; treatment)</li> </ul>	<ul style="list-style-type: none"> <li>▪ UHC/PHC integration</li> <li>▪ Cross-health / cross-sector collaboration and integration</li> <li>▪ CSS and HSS</li> <li>▪ Governance integration (incl. CCMs)</li> <li>▪ Social determinants of health</li> <li>▪ Quality of care</li> </ul>	<ul style="list-style-type: none"> <li>▪ GHS including pandemic preparedness / AMR / insecticide / product resistance / One Health</li> <li>▪ Climate change</li> <li>▪ Fragility, migration, displacement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthening focus on equity, human rights, gender and the most vulnerable (e.g. KVP and AGYW)</li> <li>▪ Addressing structural barriers</li> <li>▪ Reducing health inequities</li> <li>▪ Meaningful participation</li> </ul>

## Achieving our goals

Strengthening program impact by country context	Partnerships to support effective implementation	Resource mobilization	Sourcing operations
<ul style="list-style-type: none"> <li>▪ Data driven programming at all levels, incl. CLM</li> <li>▪ How GF model can be more catalytic by context</li> <li>▪ Sustainability/ transition support</li> <li>▪ Managing risk aversion as barrier to impact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthening community and civil society engagement and leadership of responses</li> <li>▪ Strengthening partnership model to improve program effectiveness</li> <li>▪ Private sector engagement</li> <li>▪ New partnerships for (e.g. GHS)</li> <li>▪ Country ownership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Domestic resource mobilization</li> <li>▪ Resourcing our aims (including global health security)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Market shaping</li> <li>▪ Procurement</li> <li>▪ Bringing innovations to scale</li> </ul>

# Illustrative high-level outline and approach

## Global Opening

### Global welcome address

- Board, SC and Secretariat Leadership
- Government and community representatives from each of the regions

### Panel: The global context - where do we stand?

To contextualize the PFs, experts and partners from across the Global Fund partnership discuss where we stand with a decade to go on the 2030 goals, and how global developments including COVID-19 affect progress.

### Partnership Forums overview

Brief overview of the three regional PF, the focus topics, and how this will be brought back together in a global closing and feed into the Strategy process.

## Regional 3 - Day Partnership Forums

### Day 1

- Regional opening
- Overview of key topics for discussion and summary of input to date
- A virtual Partnership Forum: How we will work together (IT briefing)
- Breakout groups focus on defining the role of the Global Fund and their regional priorities for the four 'Defining our focus' topics

### Day 2

- Breakout groups focus on the what and how for the four 'Achieving our goals' topics
- Session to discuss interlinkages between topics and address new topics that emerge during the PF

### Day 3

- Breakout groups refine and prioritize recommendations for each of the eight topics
- Regional closing

## Global Closing

### Panel: Reflection on emerging topics and trends

Rapporteurs discuss the emerging topics from the three PFs and reflect on the global response going forward.

### Closure and next steps

Brief summary of key recommendations brought forward 3 PFs, explanation of next steps in the Strategy development process and thanking participants for their contributions.

- Board, SC and Secretariat Leadership

- The agenda includes flexibility on day 2 to discuss interlinkages and discuss new topics that have not previously been highlighted.
- The PFs have an equal status, with questions and facilitation consistent across all three PFs. A read-out will be shared after each PF.



# Strengthening meaningful PF engagement through virtual format

Pre-meeting preparation, inclusive participation and facilitating collaboration and idea exchange

## Preparation and wide-engagement in PF run-up

- **Pre-meetings for communities and civil society** PF participants, as well as wider constituencies and partners to be **held well in advance** (e.g. mid-Jan) rather than the day before the PF to allow participants to **fully prepare**, and strategize with their constituencies before the PF
- Background **evidence packs on topics** for PF discussion to be **provided in advance** (in relevant languages) to assist with preparations
- **Global Opening and Closing Sessions** - Bring all regions together to build momentum, common discussion and concurrence around recommendations for Strategy development

## Ensuring meaningful and inclusive participation

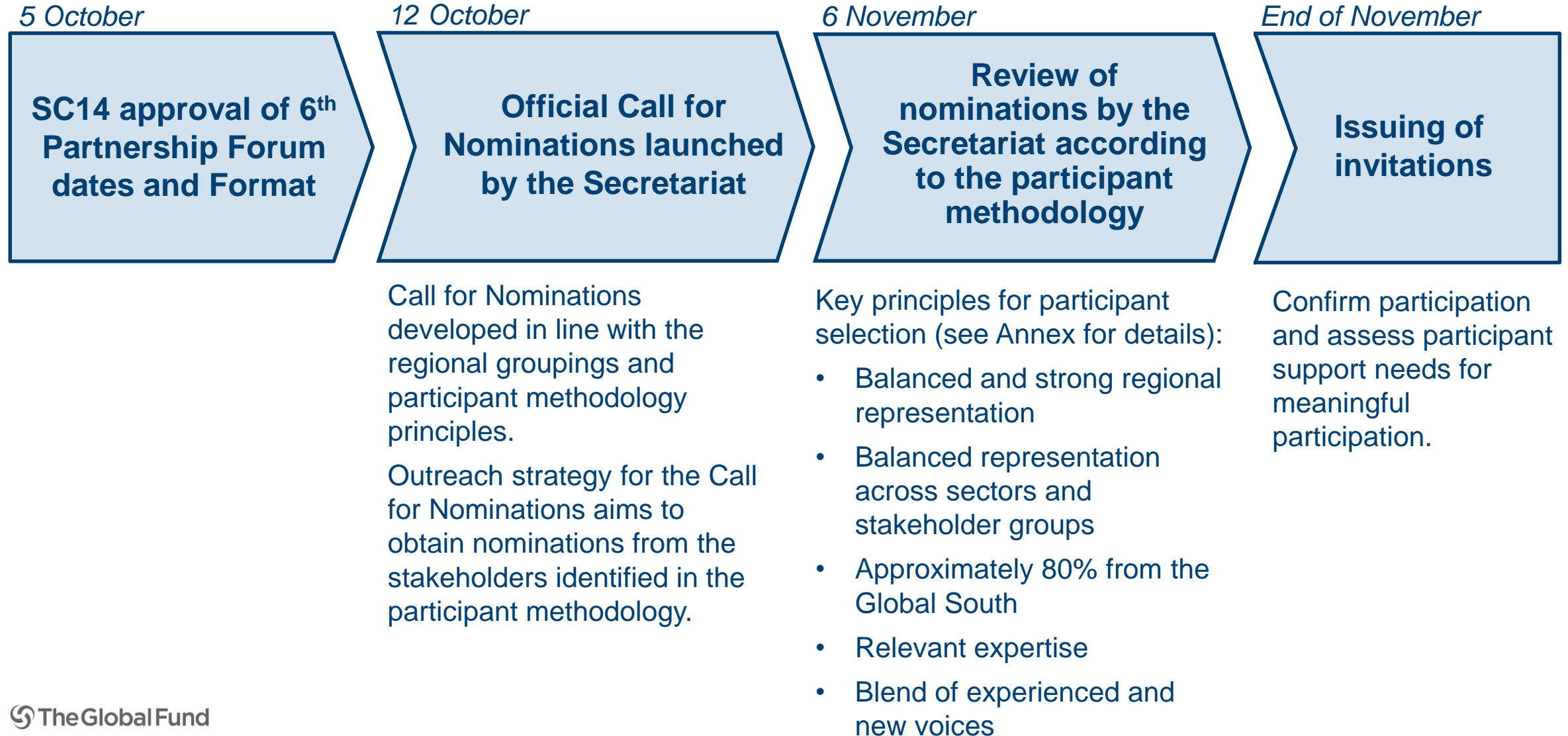
- **Inclusive virtual platform** (with possibility to connect via phone)
- **Live interpretation**
- **IT support** and trainings to participants
- **Support for connectivity** (funds to support internet or phone access)
- **Safe space environment** (platform security, clarity on recording, meeting design and facilitation, clear rules of engagement)
- **Early availability and translation** of pre-read materials
- **Effective facilitation** (supported by rapporteurs, knowledgeable in global and regional health and development matters, experience with virtual facilitation)

## Facilitating increased collaboration and idea exchange through innovative tools

- A 'Q&A space' where participants can park questions
- Strategic spaces for participants to come together:
  - **Topic booths:** Virtual booths on strategy development topics hosted by topic rapporteurs
    - Participants can 'visit' the booth to exchange with others on topics and obtain relevant materials
    - Secretariat can be present at the booths to be called upon as a resource on specific topics
    - Outcomes of each breakout session are shared in the booths for participants to view
  - **Book a room:** Participants can invite others for a bilateral meeting



# 6th Partnership Forum: Call for Participant Nominations



# Key Questions for Board on Illustrative Partnership Forum Approach

- Based on experiences and lessons from past PFs, will the illustrated approach for structuring the PF sessions be effective in bringing together the wide range of partnership voices around the table to input into the future aims and focus of the next Strategy?
  - Are there other approaches that could be considered?
- Which other ideas and best practices should be considered for supporting engagement, meaningful participation and leveraging innovative technological approaches to support momentum around Strategy development?

Back Up

# 6th Partnership Forum Participant Selection Methodology: General

## 6<sup>th</sup> PF Participant Section Methodology

The participant selection methodology (guided by the SC and finalized following the March 2020 SC meeting) guides the selection of participants based on:

### **i. 6 guiding principles** (below)

Based on this, distributions of participants by stakeholder group and region are derived according to:

**ii. ~350 participants** in total across the 3 meetings, to ensure discussions remain focused and based on the input of representatives from across GF partnership stakeholder groups

**iii. Regional groupings** (8 GF regions + Global North)

**iv. Stakeholder type** – see following slides for further details

### PF Participant Selection Methodology: Principles

- 1) Balanced and strong representation across the eight GF global grant regions, and stakeholders from the Global North
- 2) Diversified in-country stakeholders, civil society and communities
- 3) Seeking representation of approximately 80 percent of participants from the Global South
- 4) Ensuring a blend of experienced voices with those who have not had the opportunity to participate through the regular channels
- 5) Relevant expertise and knowledge, including on cross-cutting matters, to contribute to discussions on Strategy direction
- 6) Achieving participation from across all sectors – including representation of key populations and vulnerable communities, youth, women, transgender people, people affected by HIV, TB or malaria, those working on health systems and community systems strengthening initiatives, and government representatives from the Global South (including from transitioned countries) representing regional, health & broader development perspectives

## Updates through virtual format

- Aims and approach for participant selection broadly still apply in virtual setting, given the need to:
  - Ensure focused and in-depth discussions (noting the challenges of virtual communications and facilitation, and that concrete outcomes are needed given the now shorter timeframe between PFs and Strategy framework approval)
  - Facilitate participant IT support, translation and effective communications through virtual platform
- However, leveraging virtual format to introduce **Global Opening and Closing sessions**, to build momentum, common discussions and concurrence around recommendations for Strategy development

# 6<sup>th</sup> Partnership Forum Participant Selection Methodology: Principles

- 1) **Balanced and strong representation across the eight GF global grant regions**, and stakeholders from the Global North
- 2) **Diversified in-country stakeholders, civil society and communities**
- 3) Seeking representation of approximately **80 percent of participants from the Global South**
- 4) Ensuring a **blend of experienced voices** with those who have not had the opportunity to participate through the regular channels
- 5) Relevant expertise and knowledge, including on cross-cutting matters, to **contribute to discussions on strategy direction**
- 6) Achieving **participation from across all sectors** – including representation of key populations and vulnerable communities, youth, women, transgender people, people affected by HIV, TB or malaria, those working on health systems and community systems strengthening initiatives, and government representatives from the Global South (including from transitioned countries) representing regional, health & broader development perspectives

# 6<sup>th</sup> Partnership Forum Participant Methodology: Target Distributions of Participants from Regional Groups

Regional Groups	2020 Total Target %	2020 PF Africa Target #	2020 PF Asia Target #	2020 PF ECCA-LAC Target #	2020 Participation Total target #
West & Central Africa	11%	39			39
East Africa	15%	53			53
Southern Africa	11%	39			39
MENA (I) ***	5%	16			16
South & West Asia	11%		39		39
East Asia & Pacific	11%		39		39
MENA (II) ***	5%		16		16
EECA	8%			28	28
LAC	8%			28	28
Global North	16%	18	18	18	56
<b>Total</b>	<b>100%</b>	<b>165</b>	<b>112</b>	<b>74</b>	<b>350*</b>

\* For in-person PF, assumed 350 participants. Numbers across all columns do not total 350 due to rounding errors in rounding up to whole numbers of participants.

\*\* In 2015 total target for MENA was 10%, the same as for the other GF grant regions.

\*\*\* MENA (I – Africa PF) includes Morocco, Egypt, Djibouti, Sudan, Somalia Tunisia, South Sudan , Algeria, Mauritania, Eritrea ; MENA (II – Asia PF) includes, Iraq, Syria, Jordan, Lebanon, Yemen, Palestine

# 6<sup>th</sup> Partnership Forum Participant Methodology: Target Participant Distribution by Stakeholder Group/ Sub-Groups

Stakeholder Group (sub-group)		2020 target %	2015 target %
<b>Country Stakeholders</b>		50%	43%
	• Implementers: PRs and SRs	10%	20%
	• CCM Members	8%	14%
	• Parliamentarians, Government Officials, Law Makers	10%	9%
	• Other in-country stakeholders (NEW)	7%	N/A
	• Communities (including key and vulnerable populations) (NEW)	15%	N/A
<b>Stakeholders with an existing GF governance, funding or assurance role</b>		18%	25%
	• Donor Govts, Private Foundations and other Donors	4%	6%
	• Board & Committee Members	7%	9%
	• LFA teams	3%	4%
	• TRP and TERG members	4%	6%
<b>Global and Regional stakeholders and partners</b>		32%	32%
	• Civil Society & Faith Base Orgs	20%	19%
	• Multilateral & Bilateral Partners	5%	7%
	• Expertise providers (NEW)	7%	N/A
<b>Total participants for 3 PFs</b>			

# Examples of stakeholders to guide the call for nominations

Stakeholder Group (sub-group)	Example
<b>Country Stakeholders</b>	
• CCM Members	• <i>Mix of CCM member types</i>
• Implementers: PRs and SRs	• <i>Mix of government and non-government organizations, including multi-country and transitioned countries</i>
• Key, vulnerable and underserved populations & communities affected by HIV/TB/malaria (NEW)	• <i>KP &amp; vulnerable and underserved populations across the 3 diseases</i>
• Other in-country stakeholders (NEW)	• <i>e.g. Local private sector, health insurance providers</i>
• Parliamentarians/ Law Makers	• <i>Parliamentarians involved in GF matters, e.g. MoF, MoH, MoE,</i>
<b>Stakeholders with an existing GF governance, funding or assurance role</b>	
• Board & Committee Members	• <i>Board and committee members (voting, non-voting)</i>
• Donor Govts, Private Foundations and other Donors	• <i>e.g. Private sector donors, Gov donors not represented on GF Board</i>
• LFA teams	• <i>Mix of LFA expertise</i>
• TRP and TERG members	• <i>TRP and TERG members spanning range of expertise</i>
<b>Global and Regional stakeholders and partners</b>	
• Civil Society & Faith Base Orgs	• <i>e.g. Regional CS networks from 3 diseases, youth orgs</i>
• Expertise providers (NEW)	• <i>e.g. Experts from relevant fields (e.g., sustainability, epidemic response, private sector partners facilitating innovative implementation, environment, global health security)</i>
• Multilateral & Bilateral Partners	• <i>e.g. Africa Union, ADB, GAVI</i>



# Partnership Forum Participant Methodology: Resulting distribution by stakeholder sub-groups by region

**Regional distributions** applied to each **stakeholder sub-group**, to get target number of participants from each sub-group from each region

		Country Stakeholders					Stakeholders with existing GF governance, funding, assurance role				Global and Regional stakeholders and partners		
PF Regions	2020 Total participants	PRs-SPRs	CCM	Parliamentarians/ Government, Law Makers representatives	In-country stakeholder	Communities (including key and vulnerable populations)	Donor Govts, Private Foundations and other Donors	Board & Committee Members (voting and non-voting)	LFA	TRP & TERG	Civil Society & FBOs	ML-BL Partners	Expertise providers
West & Central Africa	39	5	4	4	3	7	2	3	1	1	8	2	3
East Africa	53	6	5	5	5	10	2	4	2	1	10	3	4
Southern Africa	39	5	4	4	3	7	2	3	1	1	8	2	3
MENA (I)*	16	2	1	2	2	3	1	1	1	1	3	1	1
Global North	18	0	0	2	0	0	1	2	0	1	4	1	1
<b>Total participants PF I: Africa</b>	<b>165</b>	<b>18</b>	<b>15</b>	<b>17</b>	<b>13</b>	<b>27</b>	<b>7</b>	<b>12</b>	<b>5</b>	<b>5</b>	<b>33</b>	<b>9</b>	<b>12</b>
South & West Asia	39	5	4	4	3	7	2	3	2	2	8	2	3
East Asia & Pacific	39	5	4	4	3	7	2	3	2	2	8	2	3
MENA (II)**	16	2	1	2	2	3	1	1	1	1	3	1	1
Global North	18	0	0	2	0	0	1	2	0	1	4	1	1
<b>Total participants PF II: Asia</b>	<b>112</b>	<b>12</b>	<b>9</b>	<b>12</b>	<b>8</b>	<b>17</b>	<b>5</b>	<b>9</b>	<b>5</b>	<b>6</b>	<b>23</b>	<b>6</b>	<b>8</b>
EECA	28	3	2	2	2	5	1	2	1	1	6	1	2
LAC	28	3	2	2	2	5	1	2	1	1	6	1	2
Global North	18	0	0	2	0	0	1	2	0	1	3	1	1
<b>Total participants PF III: EECA/LAC</b>	<b>74</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>15</b>	<b>4</b>	<b>5</b>
<b>Total Participants 3 PF Meetings</b>	<b>350*</b>	<b>36</b>	<b>28</b>	<b>35</b>	<b>25</b>	<b>53</b>	<b>14</b>	<b>25</b>	<b>12</b>	<b>14</b>	<b>70</b>	<b>18</b>	<b>25</b>