



The Global Fund and the Lusaka Agenda

51st Board Meeting

For Input

GF/B51/03

22 – 24 April 2024, Geneva, Switzerland

Executive summary

Background

- The Lusaka Agenda explores how **six Global Health Initiatives (including the Global Fund)** can more effectively **accelerate country-led progress to UHC**
- The Lusaka Agenda was discussed at both the **March Strategy and Ethics and Governance Committees**

Situation

- Much of the Lusaka Agenda is aligned to the **Global Fund's 2023-2028 Strategy**, and there is general agreement amongst the Board on some aspects, specifically those connected to enhanced collaboration with other GHIs and the **4 workstreams focused on collaboration with Gavi and GFF**
- The informal Board call in January 2024 identified some areas that **require more governance discussion and consideration**
- Upcoming Board and Committee sessions covering many of the key themes in the Lusaka Agenda offer **additional space for continued discussion**

Questions for Discussion

1. Does the Board have additional reflections to add to the recent SC and EGC deliberations?
2. Does the Board agree that elements of the Lusaka Agenda should be discussed within the context of the full Global Fund strategy?
3. Does the Board have additional guidance for its Committees as they move forward in considering whether and how the Global Fund might take forward more specific aspects of the Lusaka Agenda?

Recall: Lusaka Agenda identified 5 key shifts and 9 near-term priorities

Five Key Shifts (5-10 Years)

Making a stronger contribution to Primary Health Care (PHC) by effectively **strengthening systems for health**

Playing a catalytic role towards **sustainable, domestically-financed** health services and public health functions

Strengthening joint approaches for achieving **equity in health outcomes**

Achieving **strategic and operational coherence**

Coordinating approaches to products, **R&D and regional manufacturing** to address market and policy failures in global health

Near Term Priorities (1-3 years)

Responsive Governance

Common metrics for HSS, alignment, and equity

Monitoring and understanding impact

Aligning with and using government systems
Including accelerating efforts to align behind one national plan, one budget, and one M&E system

Simplification and alignment of grant application and disbursement processes

Transparency over external financing flows, into and within countries

Sustainability and transition

R&D, manufacturing, market shaping

Common vision for development assistance for health

Summary of March 2024 SC discussion on the Lusaka Agenda

General

- The SC acknowledged that the Lusaka Agenda encompasses many different themes and ideas, with varying levels of alignment with the Global Fund Strategy
- The SC acknowledged the need to discuss some aspects further within the context of the Global Fund Strategy and welcomed upcoming opportunities to do so across various governance engagements this year
- The SC recognized broad alignment for progressing the collaboration with Gavi and GFF across 4 identified workstreams and agreed that these 4 workstreams should move forward without further delay
- Some members advised that the collaboration agenda should not overtake that of eliminating Global Fund's mission to end HIV, TB and malaria.

Stakeholder involvement

- The SC noted concerned about the lack of participation of civil society and communities in the formation of the Lusaka Agenda, and cautioned against a decreasing reliance on CCMs, which are unique in the platform they provide to such groups

Pathfinder countries

- SC members affirmed a bottom-up approach to engaging countries to determine their interest in being a Pathfinder country

Joint Working Group

- SC members support a joint working group with limited membership selected from the Global Fund SC and/or Board and Secretariat, alongside equivalent representation from Gavi and GFF
- SC members suggested that civil society and community representatives should be prioritized as part of this joint working group
- SC recommended that a JWG would not have decision-making authority
- SC highlighted that the Secretariats of GFF and Gavi need to discuss the joint working group with their own governance before it could be implemented

Summary of March 2024 EGC discussion on the Lusaka Agenda

Mechanisms for review of external agendas

- EGC recognized that the Global Fund operates within a broader global health ecosystem and "external" discussions may be frequently brought into the Global Fund dialogue. EGC agreed there should be a clear process for how external reviews or ideas should be introduced for consideration within Global Fund governance.
- The EGC expressed concern where external agendas are brought to the Global Fund with the expectation that they be implemented, without alignment through the defined governance processes of the Board and its Committees. EGC drew a clear distinction between the Board discussing whether or what to take forward and "how" an external agenda should be implemented. It was underlined that the Board and the Committees have not yet opined on whether, what or how to take forward from the Lusaka Agenda.
- The EGC noted the need to guard against the risk of creating distraction of the Secretariat and the governance bodies from focusing on the agreed Strategy while balancing the potential benefit of engaging with new ideas and analyses.

Governance principles

- The Committee recalled several governance principles including:
 - Duty of care to the organization: The Board should reflect on external ideas, while ensuring that actions taken are in the best interests of the Global Fund
 - Adherence to the inclusive and representative nature of the Global Fund's multi-stakeholder Board
 - Ensuring respect and commitment to Global Fund governance by ensuring discussions, deliberations and decisions take place within the Global Fund's governance structures
 - The Board should maintain a clear direction, spend its time wisely and be wary of being sidetracked by every distinct external idea or agenda.

Joint Working Group requirements

- A working group would need to:
 - Have a clearly defined rationale
 - Be clearly situated within the Global Fund governance structure, with the Board and Committees retaining oversight and decision-making authority
 - Have clearly defined Terms of Reference defining its scope of work and reporting modalities
 - Have a selection process that is consistent with Global Fund principles of inclusive representation

Themes addressed by the Lusaka Agenda Key Shifts will be discussed in 2024 governance sessions (illustrative)

Date	Governance sessions	Themes (specific topics)
March 2024	Audit and Finance Committee	- RSSH/UHC/PHC (Pandemic Fund) - Country ownership/systems (one budget, one report) - Sustainability (one budget, one report))
	Ethics and Governance Committee	- RSSH/UHC/PHC (CCMs) - Governance (Board representation, Governance performance assessment)
	Strategy Committee	- RSSH/UHC/PHC (allocation methodology, CCMs) - Sustainability (examining sustainability levers) - R&D/regional manufacturing (vector control QA) - Coordination with other GHIs (GF/Gavi/GFF collaboration)
April 2024	Board Meeting/Retreat	- RSSH/UHC/PHC (allocation methodology) - Country ownership/systems (one budget, one report) - Sustainability (examining sustainability levers; accelerating use of in-country systems) - R&D/regional manufacturing (vector control QA) - Governance (Board representation; Governance performance assessment)
	Joint call with Gavi on malaria	Coordination with other GHIs (malaria coordination)
July 2024	Audit and Finance Committee	RSSH/UHC/PHC (Pandemic Fund)
	Ethics and Governance Committee	Governance (Board representation, governance performance assessment)
	Strategy Committee	- RSSH/UHC/PHC (allocation methodology; contributory RSSH measurement , C19RM, pandemic fund) - Country ownership/systems (HIV – including protecting the role and voice of civil society) - Sustainability (STC, eligibility) - Coordination with other GHIs (GF/Gavi/GFF collaboration)
October 2024	Audit and Finance Committee	- Sustainability (co-financing and domestic resource mobilization) - Coordination with other GHIs (GF/Gavi/GFF collaboration – enabling function) - Country ownership/systems (one budget, one report)
	Ethics and Governance Committee	- Country ownership/systems (CCMs - protecting the role and voice of civil society) - Governance (Board representation, Governance Action Plan next version)
	Strategy Committee	- RSSH/UHC/PHC (allocation methodology; CCMs; Climate & Health) - Country ownership/systems (CCM - protecting the role and voice of civil society) - Communities, rights and gender - Sustainability (eligibility and STC) - R&D/regional manufacturing (NextGen efforts) - Coordination with other GHIs (GF/Gavi/GFF collaboration)
November 2024	Board meeting	- RSSH/UHC/PHC (allocation methodology, protection against climate-related threats) - Country ownership/systems (CCM - protecting the role and voice of civil society) - R&D/regional manufacturing (NextGen efforts) - Coordination with other GHIs (GF/Gavi/GFF collaboration) - Governance (Board representation, Governance Action Plan 3.0)

- Much of the Lusaka Agenda is aligned with the Global Fund's 2023-2028 Strategy, and based on March Committee discussions, work is proceeding in many areas (e.g., workstreams with Gavi and GFF)
- The January informal Board call and March Committee discussions identified some questions and tensions that require more Governance engagement – many of these topics are scheduled to be discussed throughout 2024

*Discussed at March 2024 AFC meeting
 ** Discussed at March 2024 EGC meeting
 *** Discussed at March 2024 SC meeting

Outstanding areas for Governance discussion

Topic

Strategic questions for steer

1

Aligning with and using government systems



- How do we strengthen alignment with and use of country systems while **protecting the engagement and role of civil society and communities**? What does this mean for **CCMs**?
- What trade-offs might be entailed by **one plan, one budget, one report** or related modalities (e.g. pooled funding)? **Whose “one” are we talking about?***

2

HSS/PHC strengthening



- How do we sustain and grow the gains in the fight against HIV, TB, and malaria while also **strengthening HSS/PHC**?
- How do we **reduce burden on countries for reporting** while also having sufficient reporting to the Board?
- What does this look like at **different funding levels**?

3

Sustainability



- **What does “sustainability” mean** to different stakeholders? What does it mean across GHIs?***
- What **sustainability levers are best** for the Global Fund to focus on?***

4

Global Fund evolution



- Are we a **model built for HTM** that can evolve to also respond to **other public health threats**?
- Where do we go in terms of **Board representation?****

Questions for discussion

- 1 | Does the Board have additional reflections to add to the recent SC and EGC deliberations?
- 2 | Does the Board agree that elements of the Lusaka Agenda should be discussed within the context of the full Global Fund strategy?
- 3 | Does the Board have additional guidance for its Committees as they move forward in considering whether and how the Global Fund might take forward more specific aspects of the Lusaka Agenda?

Annex

Background on the Lusaka Agenda

The **Lusaka Agenda** is the final product of the Future of Global Health Initiatives (FGHI) – a multi-stakeholder process convened during 2023 by John-Arne Røttingen (Norway) and Mercy Mwangangi (Kenya)

The **objective was to explore how six Global Health Initiatives can more effectively accelerate country-led progress to UHC**. FGHI focused on 6 orgs: CEPI, FIND, Gavi, the Global Fund, GFF, and Unitaid (Multilateral development banks, bilateral agencies and technical partners were not in scope)

It was led by a Steering Group of 9 country governments, 7 organizations (AMREF, APCASO, Africa CDC, BMGF, EC, WT, Senderos) and observers (WHO, WB, UNICEF)

An initial commissioned research project coordinated by Wellcome Trust produced a research paper in August 2023 which was followed by the formation of a **Commitments Task Team** (a subset of the Steering Group) **which worked on defining the eventual directions outlined in the Lusaka Agenda**

After consultations throughout Sep. to Nov., **the Lusaka Agenda was launched on 12 December 2023**

The **Global Fund was engaged throughout the process**, with ED and Secretariat attending multiple meetings, consultations and briefings throughout 2023

There is now a time-limited (until April 2024) **Lusaka Agenda Working Group** that is co-chaired by Patrick Kuma-Aboagye (Ghana), Desta Lakew (Amref Health Africa) and Jean-Bernard Parenteau (Canada)

Lusaka Agenda's 5 key shifts are embedded in the Global Fund Strategy

Lusaka Agenda 5 Key Shifts

Global Fund Strategy (2023-2028)

Global Fund Activities (ongoing or planned)

Making a stronger contribution to Primary Health Care by effectively **strengthening systems for health**



RSSH Objective
(pg. 30-39)



- Investments in **PHC/UHC** and C19RM shift to **RSSH**, 8th Replenishment Investment Case
- Consider capacity & representation in CCMs with PHC/UHC expertise
- Collaboration with Gavi on HSS investments

Playing a catalytic role towards **sustainable, domestically-financed** health services and public health functions



Maximizing Increased Resources Objective
(pg. 50-51); RSSH Objective (pg. 38)



- **Sustainability** will be a focus in Committees and Board in 2024, including analysis of roles of grant finance, concessional lending, and domestic financing
- Continued engagement with AU/ALM, and strengthened monitoring and reporting on **co-financing**

Strengthening joint approaches for achieving **equity in health outcomes**



Equity, Gender Equality & Human Rights Objective
(pg. 44-47)



- Stimulate and support **community engagement** and integrate human rights, gender equality and equity in funding requests
- **CCM** as a model for civil society and community inclusivity
- Focusing on the **U in UHC**, particularly in context of HIV

Achieving **strategic and operational coherence**



Partnership Enablers Section
(pg. 61-65)



- **Collaboration with Gavi on 4 workstreams, including GFF on country engagement**
- Continued work with diverse set of partners

Coordinating approaches to products, **R&D and regional manufacturing** to address market and policy failures in global health



RSSH Objective
(pg. 35-37)



- **NextGen Market Shaping Strategy**
- Collaboration with WHO, UNITAID and Gavi on market shaping and regional manufacturing
- Strengthening collaboration with WB under auspices of new MOU

Many Global Fund activities also align with the Lusaka Agenda's near-term priorities

Near-Term Priorities (1-3 years)	Illustrative Global Fund Activities (ongoing or planned)
Governance	Governance assessment process; Discussion on Board representation
Common metrics	Working with Gavi and WHO on aligning metrics for RSSH
Monitoring and understanding impact	Further quantifying direct RSSH and HTM contributory investments towards health systems/PHC/UHC
Aligning with and using government systems	Supporting MoFs and Supreme Audit Institutions to strengthen public financial management
Grant application and disbursement processes	Developing options on simplifying processes and applications
Transparency over external financial flows into, and within, countries	Improving access to financial data through Data Explorer; increasing engagement with MoFs and linkages to WB and MDBs
Sustainability and transition	Scheduled governance sessions in March and May on sustainability
R&D, manufacturing and market shaping	NextGen Market Shaping Strategy; collaboration with Gavi, UNITAID and WHO on regional manufacturing and market shaping
Vision for the future of development assistance for health	Inputting to WHO's Strategy for Global Health 2025-2028, a global vision for global health, and UN's Summit of the Future