



## Civil Society Update to GFAN from the 36th Board Meeting November 16<sup>th</sup>-17<sup>th</sup> 2016

GFAN was invited as a Guest of the Chair to the 36<sup>th</sup> Global Fund Board Meeting in Montreux (Switzerland) and to attend the meetings of the Developed Country NGO Delegation as a permanent observer. This document provides an overview of the Board Meeting process, key documents and important issues, and potential advocacy opportunities for civil society.

Key issues that were on the agenda for this Board Meeting included;

- Approval of the 2017-2019 Country Allocations
- Approval of the Catalytic Investments for 2017-2019
- Replenishment and Resource Mobilisation
- Key Performance Indicators (KPI's) that measure success in Strategy implementation
- Sustainability and Transition

### The process

For 3 days before the Board Meeting, all 3 civil society (CS) delegations (Developed Country NGO, Developing Country NGO and Communities) held separate as well as joint preparatory meetings. For those who have never participated in a Board Meeting: the delegations meet – separately and jointly – ahead of time to determine what key interventions are needed: sometimes they agree to take those forward jointly, sometimes not.

Following that, the CS delegations have a series of meetings together and separately with various officials and other delegations of the Board (such as the donors, implementing governments or constituencies such as Foundations and Private Sector) to raise and solicit support for the steps identified to address or move forward the key issues.

Sometimes, issues can be “resolved” through these series of meetings. Other times they are raised at various points during the Board Meetings. If the latter happens, the delegations can choose to put a Decision Point forward or amendments to DP's that are tabled by the Committees or other delegations.

### The documents

The agenda for the Board Meeting can be found on the Global Fund website: just search for 36<sup>th</sup> Board meetings. Hyperlinks to relevant documents related to items covered in this report are provided below in the matrix. All Decision Points are also posted on the website immediately after the Board meeting.

There were almost 30 documents distributed for the Board Meeting and another 10 presentations (slide decks).

### Understanding the issues

What follows below is a table that identifies some of the most relevant issues that have been discussed, comments made by the civil society and other delegations and some of the possible advocacy follow-up opportunities.

Please note: it is impossible to capture the detailed level of rich, complex and nuanced discussions that took place and developed throughout the week. This table very much provides a GFAN and by now means an official or authorized accounting of events and positioning.



36<sup>th</sup> Board Meeting, November 2016

Issue	Explanation	Outcome of Board deliberation	Potential follow-up by GFAN members
ED report	<p><a href="#">GF/B36/10</a></p> <p>Report of the Executive Director: the ED presented his report and highlighted from this the huge challenges of MDRTB as a global health crisis as described in his report.</p> <p>He particularly focused on the need to focus on “quality of services” at country level as a key component of our efforts if we want to achieve impact.</p> <p>Finally the ED also highlighted the outcome of the successful replenishment and emphasized that this is the beginning of ongoing resource mobilization.</p>	<p>Delegations from CS and Middle Income Countries (LAC, EMRO, ECCA) commented about the lack of attention in the ED report to the Sustainability and Transition Policy (STC) – this policy has been recently established and delegations want to be able to follow the implementation of this and make sure it is transparent to all and sufficiently funded.</p> <p>Romania and Jordan were mentioned as examples of countries that transitioned out, but are now coming back again due to higher disease burdens and/or GNI fluctuations.</p> <p>In his response the ED mentioned that he considers Procurement and Supply Chain management, resource mobilisation and a smooth transition to the next ED as the priorities of the remaining time of his tenure.</p>	<p>All three CS delegations have a clear interest in working closely on STC implementation. ICSS has co-hosted with OSF a meeting on Sustainability and Transitions – a report and action plan will be made available soon via the GFAN list serve.</p>

GF Strategy	<p>Harley Feldbaum (Head Strategy and Policy, Policy and Strategy Hub) presented on request of the Coordinating Group (Board and Committee leadership) on the progress in implementing the new GF Strategy.</p> <p>GF Secretariat will provide updates on this process at each BM. Hot topics in this reporting will be: Supply Chain, Human Rights and STC.</p> <p>The KPI's and TERG reviews will also guide this reporting.</p>	<p>Developing NGO's asked about the Secretariat Operational Policy Notes (OPN's) and whether these are reviewed by SC, and whether and how the GFS is still implementing the DTF. Communities joint the Developed NGO's in the latter question.</p> <p>ECCA highlighted the increased prevalence in the region and at the same time lower investments due to transition processes.</p> <p>Harley responded that there is no change in the use of the DTF policy but promised to follow up Silvio (Access-2-Funding).</p>	
Resource Mobilization	<p><a href="#">Resource Mobilisation slide deck</a></p> <p>Greg Ferrante (AFC chair) and Christoph Benn (Head of external relationships) gave a presentation on the outcomes of the replenishment meeting.</p> <p>Christoph highlighted the increased donor base (1 new donor and 1 returning donor) and great leadership of African Heads of State.</p> <p>He also emphasized the need for an ongoing resource mobilization effort: "the end of replenishment is the beginning of replenishment". In that context initiatives in parliaments were mentioned: Germany for example recently approved a top up of 10 million.</p>	<p>Ambassador Debbie Birx called on all donors to come forward with an additional 900 million dollars to leverage the &gt; 450 million USD that the USG will made available as matching funds.</p> <p>Developed Country NGO put a DP forward to strengthen the Board's engagement in ongoing resource mobilization and requested the Board to take this issue on as a standing agenda item in its Board meetings. DP/BM36/</p> <p>The P7 delegation raised the concern that more and more donors are including conditions to their pledges, which are deducted from the country allocations. P7 re-emphasized the need for unrestricted contributions from public donors.</p>	<p>Please find the DP on Resource mobilization in this <a href="#">document</a>: GF/BM36/DP03</p>

<p>Risk Management</p>	<p><a href="#">GF/B36/26</a></p> <p>The Chief Risk Officer and Head of Grant Management presented the Risk Management Report, as well as a detailed explanation of the Prioritized Action Plan (PAP) to Accelerate Management for Impact:</p> <ul style="list-style-type: none"> <li>• Help the Secretariat and the Board monitor, assess and oversee in real time the implementation of our strategy to achieve the best possible impact with the investments we make</li> <li>• Reinforce a Risk Management Culture by prioritizing initiatives and actions that will enhance mitigation of identified risks (supply chain, program quality and financial management) in our delivery for impact. It further strengthens core internal control principles, consistency, accountability and responsibility as key drivers to effective risk management in the decision-making</li> <li>• That single-minded plan is helping us to improve our governance and our risk management through an enhancement of our maturity level. It is giving us a holistic view of interconnected initiatives at the Global Fund and supports implementation of our strategy, and guide us to Operation Excellence</li> </ul>	<p>Of the risks identified in the report, those related to Sustainability, Transition and Co-Financing and CCMs were of highest importance for most delegations, including the Developed Country NGO delegation, EECA (who also pressed for an STC working group), the Communities delegation, as well as donor countries such as France and the UK.</p> <p>UNAIDS echoed many sentiments, and said that what the Secretariat is calling Risk Management, they call simply “making the money work”.</p> <p>The Developing Country NGO delegation emphasized the need to involve communities and affected populations in all consultation processes, and the Private Sector pressed for the need for more robust data, and for that data to be shared more routinely and transparently with the Board and Committees. They also pointed out that the report very clearly shows that resistance is trending in the wrong direction, and that the Secretariat need to be playing a more active role in examining if programs are working to counter resistance, or if they’re perpetuating it.</p>	
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<p>OIG</p>	<p><a href="#">OIG Report - GF/BM36/11</a></p> <p>Inspector General Mouhamadou Diagne presented the OIG Progress Report, which showed no real new trends or issues that hadn't already previously been identified. These included supply chain management issues and quality of service, among others. He also emphasized the need to focus more on gauging progress, and that risk management actions being taken by the Secretariat are trending in the right direction.</p> <p>The IG stressed that people are not deliberately circumventing policy and procedure, but that there is often contradiction between procedure and being able to get the job done effectively. We need to think about compliance procedures, and have clear incentives and disincentives for following or not following procedure.</p>	<p>The Developing Country NGO delegation asked to know when the OIG audit and updated risk management report will be available. They also expressed their ongoing support for the Speak Out campaign, but said that they hadn't seen strong support for it from the Secretariat or country teams.</p> <p>Germany drew specific attention to the need for a stronger focus on RSSH (Resilient and Sustainable Systems for Health).</p> <p>The Developed Country NGO delegation expressed concern about WAMBO, stating that the process should not be rushed through without proper analysis. Mark Dybul countered these concerns, stating that countries, particularly those currently transitioning or transitioning soon, are very excited about it and want access to WAMBO as soon as possible.</p> <p>Mouhamadou said that the OIG has been monitoring issues surrounding human rights very closely, and that intake and reporting are low. They are working very closely with different stakeholders to figure out how to make sure human rights violations are reported. The OIG has undertaken a number of activities to address human rights issues including workshops, and recognize that they need to keep building more awareness around these issues. He also expressed a need to maintain focus on long outstanding overdues, and that they have seen an improvement in financial controls in many countries where a financial agent was brought in.</p>	
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<p>CRG</p>	<p><u>Communities, Rights and Gender update</u></p> <p>Kate Thomson, Head of Community, Right and Gender Department, presented the above slides as an update, with a specific emphasis on the uptake of health care when human rights barriers are addressed. She also stated that the CRG department is working with the OIG to do an independent review of the uptake of human rights based programming, which will be starting next year.</p> <p>Work in the last year has been informed by a rapid review process, and activities were developed as a response to recommendations made during this process, and then mapped out how the human rights work is relevant across the Global Fund's new strategy.</p>	<p>The delegation from Eastern and Southern Africa expressed the need to see a stronger KPI on CRG and human rights, which was echoed by many others.</p> <p>Many delegations also expressed the immense need to engage KPs, and ensure that catalytic funds are made available and accessible to small community groups working with KPs. The Communities delegation highlighted the need to validate data that's already been collected at community/local levels, and to ensure that countries are encouraged and capacitated to submit proposals for the next funding cycle that specifically target and engage communities.</p> <p>UNAIDS drew attention to the fact that there are 7 human rights programs recommended, and that people like to cherry pick the ones that are easier or less controversial, but they need to be seen as a package.</p> <p>Kate said she is looking forward to receiving the results from the review on community capacity building, and will continue to work with technical partners on getting and using robust data. She's also keen to stick with a definition of KPs that we can all agree with, but also be able to tailor our approaches to specific contexts. She is also working closely with TB partners to identify and understand what the human rights packages would be for TB, and malaria as well, including addressing men and boys, and making sure we're funding the right things for the right people in the right communities.</p>	
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<p>Allocation 2017-2019</p>	<p><a href="#">GF/BM36/3</a></p> <p>The CFO started with a financial update, explaining some of the key issues around losses due to Foreign Exchange.</p> <p>Harley Feldbaum continued explaining how the ITP project (to help increase country level absorption) and how the 2014-2016 UQD has been reviewed and basically wrapped up.</p> <p>Then the sources of funds available for country allocations were explained: there is US\$10.3 billion available for countries and US\$0.8 billion for catalytic funding.</p>	<p>There was discussion about the unhelpful way in which the outcome of Replenishment was communicated since this was not using 'spot rate value' of the pledges as is used in determining country allocations, and an amendment to the CFP was accepted in order to have better communication between the Board's AFC and GF Secretariat to prevent such confusion in the past. This DP passed.</p> <p>On behalf of a number of delegations (Developed Country NGOs, Developing Country NGOs, Communities, LAC, EECA and EMRO) a statement was read out about the need for revision of the operating procedures and the CFP in order for the GF to be able to spend funds available more expediently and remove potential obstacles in the CFP that prevent this from happening.</p> <p>The leadership of AFC responded positively to engaging in a conversation with the delegations on these issues.</p> <p>The first allocation letters for this new replenishment period are expected to go out on December 15.</p> <p>The Board approved the DP on the allocation.</p>	<p>Developed Country NGO distributed a decision paper on "sources of funds" that explains well how the GF got from the 12.9 bn replenishment outcome to the 10.3 bn for countries and 0.8 bn for catalytic funding. This paper has been distributed via the GFAN list serve called: "GF/B36/03: 2017 – 2019 Allocation: Sources and Uses of Funds and GF/B36/02: Comprehensive Funding Policy" and can also be found <a href="#">here</a>.</p> <p>The statement of Delegations asking for a CFP/operating procedures review aimed at identifying flexibilities is also being shared via GFAN (Statement on the need for more and smarter spending of resources).</p>
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<p>Catalytic Investments</p>	<p><a href="#">GF/BM36/4 Revision 1</a></p> <p>Harley Feldbaum (Head of Policy and Strategy) explained the overall intention of the Catalytic Investments, namely that they are meant for “incentivizing the use of country allocations for strategic priorities in line with the Global Fund and partner disease strategies, including for key and vulnerable populations, gender-based programs and contributing to resilient and sustainable systems for health”. This means that they are meant to help finance initiatives that fall outside of the existing scope of the allocations.</p> <p>The Strategy Committee recommended that \$800 million of the \$11.1 billion marked for allocation be made available for catalytic investments. The \$800 million would be broken down into \$344 million matching funds, \$184 million Strategic Initiatives, and \$272 million in Multi-Country Proposals.</p>	<p>Many delegations expressed their thanks and support for the Catalytic Investments as a whole, particularly within the scope of funding KPs, as many implementing governments are reticent to make similar investments.</p> <p>Ambassador Debbie Birx from the US raised concerns around the matching funds, because for some of the lowest income, highest burden countries, matching may require them to remove money from other core health services, so perhaps exceptions should be made for such countries. The private sector delegation expressed similar concerns, stating that countries will likely take the matching funds out of their allocations, so we need to be sure that we don’t perversely constrain treatment by putting caps on the matching funds.</p> <p>The Developed Country NGO delegation stated that many countries do not understand the process around applying for catalytic funds and therefore clear, articulated guidelines are required. They also hope that there will be a more robust involvement of communities and civil society in the process as it moves forward, and that it will still allow countries to express their full demand with no caps.</p> <p>Harley responded that this was a quick process to develop a complicated set of priorities, and the Secretariat learned some lessons around it. As we get more specific with the catalytic funds, it gets more complicated to operationalize them, and they would ensure that they would not pull funding away from treatment, and can make the matching funds work for countries whose grants are heavily commoditized.</p>	<p>The Catalytic Investments actually represent opportunities for civil society and key &amp; vulnerable populations to optimize their benefit from GF funding and potentially leverage their work through matching funds.</p> <p>It is recommended to closely follow the information sharing of the Access to Funding team of the GF Secretariat and visit the website: <a href="http://www.theglobalfund.org/en/applying/funding/">http://www.theglobalfund.org/en/applying/funding/</a></p>
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ED selection	<p><a href="#">GF/BM36/7</a></p> <p>Membership of the Nomination Committee has been decided. The Committee has been expanded to 9 people:</p> <p>Jan Paehler – Chair (EC)  Amy Baker - Canada  Michèle Boccoz - France  Sarah Boulton - UK  Filipe da Costa - SEA  Hristijan Jankuloski – Developing Country  NGO’s  Vinand Nantulya - ESA  Eric Goosby (independent)  Mphu Ramatlapeng (independent)</p>	<p>There was extensive discussion in the Ethics &amp; Governance Committee (ECG) but only an announcement in the Board meeting.</p> <p>The Nomination Committee is expected to interview candidates in two rounds and submit a short-list of up to 4 candidates and final report to the Board no later than 10 February 2017.</p> <p>The interviews and final selection are expected to happen in the Board retreat on 28 Feb - 1 March 2017.</p>	<p>We are not aware of an informal strong list of candidates. There was also little or no mention of names of potential candidates during the Board meeting.</p> <p>The ED’s ToR can be found in <a href="#">GF/BM36/7</a>, Annex 1.</p>
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<p>High Risk Countries</p>	<p><a href="#">GF/BM36/28</a></p> <p>The recent review of the Global Fund’s business model was presented, and based on the review, the Secretariat recommended that the Global Fund focus near term efforts on implementing the proposed improvements while maintaining its long-term commitment to continuously assessing and adapting the business model.</p> <p>Based on feedback from Board and Committee stakeholders, over 70% of interviewees expressed a strong preference for the Global Fund to improve the current model and use existing flexibilities more effectively to manage risks and address implementation bottlenecks programs may face.</p> <p>Challenges were identified in three areas. Interviews with stakeholders, survey results and the Global Fund’s own analysis highlighted three main challenges related to the Global Fund’s business model: 1) partner engagement and portfolio management, 2) risk management and 3) country coordinating mechanisms.</p>	<p>The Communities delegation expressed an interest in improving the existing business model, and in doing so, remembering that the Global Fund is a funding mechanism, first and foremost, and should be wary of shifting too far away from that. They also said that a lot of the risks outlined in the review could likely be mitigated by strengthening partnerships at country-level.</p>	
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<p>CCMs</p>	<p><a href="#">CCM presentation</a></p> <p>CCM funding has increased over the last couple of years mainly partly due to increased regional CM's.</p> <p>Through its Eligibility and Performance Assessment (EPA) monitor increased performance has been assessed but more works needs to be done on: gaps in CCM performance and oversight, poor integration and weak coordination, issue related to Conflict of Interest and weaknesses in civil society participation and in addressing sustainability issues.</p> <p>GF Secretariat developed and Action Plan to address these issues.</p>	<p>France, Switzerland, Canada and Germany have developed a document on CCM's and presented last minute a DP (summarized):</p> <ol style="list-style-type: none"> <li>1. Emphasize the need for continued in country support to CCMs in their core functions, increased cross-cutting prioritization of CCM issues in the work plan of the Secretariat and the need for a technical support</li> <li>2. The Board asks the Ethics and Governance Committee to develop a proposal to reinforce the CCMs in their role, mission, and functioning in line with the new Strategy.</li> <li>3. Sustaining the inclusive platform created by the CCM in countries after their transition out of GF support should be part of this proposal.</li> </ol> <p>GF Secretariat responded that they would propose to include the issues as listed by France and Switzerland through their Action Plan. The EGC and SC commented that they would include discussing of the paper in their Committees.</p> <p>There was a lot of support for the GF Secretariat's action plan and much sympathy for the DP presented by France and Switzerland.</p> <p>ESA also developed a position paper that addresses CCM functioning (we could not find a copy yet).</p>	
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<p>TERG</p>	<p><a href="#">GF/BM36/14</a></p> <p>The Technical Evaluation Reference Group (TERG) presented its multi-year workplan, which includes:</p> <ul style="list-style-type: none"> <li>• Establish Prospective Country Evaluations (PCEs) platforms in eight countries</li> <li>• Develop guidance material and work with the Secretariat on improving robust measurement of health impact</li> <li>• Conduct a Strategic Review 2017 (SR 2017) – focused on follow-up of recommendations to SR2015 and recent evaluations</li> <li>• Conduct 3 thematic reviews; and additional reviews in the event that additional funding is identified</li> <li>• Hold three TERG meetings</li> <li>• Proactively conduct learning and advisory functions</li> </ul>	<p>Lucica Ditiu from the Stop TB Partnership expressed concern in behalf of the Partners delegation that the proposed evaluations process would put undue strain on in-country partners who are already going through similar proposal and evaluation processes from multiple other partners and funders, and if this is meant to be a standalone process outside of the standard evaluation, then it could be incredibly taxing on the countries.</p> <p>The Secretariat responded that the first step will be to see what data already exists or is already currently be collected in each country, to avoid taxing the partners and duplicating efforts.</p>	
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<p>Secretariat budget &amp; Work plan</p>	<p><a href="#">GF Secretariat's Operating Expenses (OPEX) 2016 and 2017</a></p> <p>The Global Fund Secretariat presented a Zero Based Budget for 2017 of US\$300 million.</p> <p>The ambition is to maintain the \$900M operating cost allocation (which is included in the for next 3 years whilst delivering on strategic objectives.</p> <p>Priority activities representing new work, or work requiring additional focus to deliver the new strategy (a 25 million investment):</p> <ul style="list-style-type: none"> <li>(5 million) Maximize impact against ATM</li> <li>- (9) Build resilient &amp; sustainable systems for health</li> <li>- (1) Promote &amp; protect human rights and gender equality</li> <li>- (5) Mobilize increased resources</li> <li>- (4) Governance, management, control and support</li> </ul> <p>In response to concerns, it was explained that the CCM budget has doubled over the last 3.5 years. It may look like a reduction because the regional CM's will be funded from the proposals.</p>	<p>Overall the Board expressed a lot of support for the zero based budget, although it was also flagged that the Secretariat should make sure it is able to deal with the upcoming waves of new application. GFS responded that they have identified the number of people needed for this effort and that this has been taken into account.</p> <p>Communities welcomed the priorities on data collection, human rights, sustainability, key populations and gender but expressed concerns about the low levels of investments in these areas.</p> <p>The budget was approved unanimously.</p>	
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<p>KPIs</p>	<p><a href="#">GF/BM36/6A</a></p> <p>The Board first reviewed the 2016 mid-year results for the KPIs, and then discussed the proposed plan for 2017-2022.</p> <p>2016:</p> <p>Based on the 2016 mid-year results, we're not hitting a lot of targets, and it's generally acknowledged that they were a miss. Currently at risk of not meeting the target for HSS, and falling below expectation on access to funding and human rights protection.</p> <p>2017-2022:</p> <p>The committee decided to withdraw the proposed Decision Point rather than review it, due to widespread discontent.</p>	<p>A number of delegations and members (including the WHO, Private Foundations, the Developing Countries NGO delegation, and Germany) felt that the proposed KPI targets were "good enough" to move forward, stating that they felt they were in line with global plan targets, that overall it is a good framework, and recognizing that they will flux over time.</p> <p>Others, including the UK, USA, Developed Country NGO delegation, Canada/Australia/Switzerland, and the Communities delegation, expressed their disagreement with the targets and whether or not they align with the global plans, and their support for the creation of an Advisory Group that would include technical experts to help decide on a way forward.</p> <p>In lieu of approving the proposed KPIs, the Board passed GF/B36/DP09, which calls for the creation of an advisory group to move the process forward and, hopefully, toward the eventual approval of new KPIs.</p>	
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