

Board Leadership Annual Report to the Board 2022

July 2022

Document Classification: Internal.

Document Circulation: Board Members, Alternate Board Members, Constituency Focal Points and Committee Members.

This document may be shared by the Focal Points within their respective Board constituency. The document must not however be subject to any further circulation or otherwise be made public.

Dear Board Colleagues,

This has been another extraordinary year: from continuing to confront the COVID-19 crisis to developing a bold new Strategy to get back on track to end the three diseases by 2030. Once again, we have deeply valued your support and take this opportunity to thank you.

In 2021, the Global Fund celebrated 20 years since we were founded. During that time, our unique partnership has made remarkable progress against HIV, TB and malaria. But over the last two years, the impact of the COVID-19 pandemic has been devastating. For the first time in the Global Fund's history, key HIV, TB and malaria programmatic results declined.

The Global Fund's Results Report 2021 detailed how our partnership moved swiftly to support countries to respond to the COVID-19 pandemic and to adapt lifesaving HIV, TB and malaria programs so they could safely continue. And we want to thank the Board for its support, including through key decisions on C19RM.

We want to make special thanks to the Secretariat, the management and staff. They have done all of us proud in terms of keeping the work of the Global Fund alive, relevant and active during these difficult times.

In this annual report, we provide an overview of the Board's work over the last year, focusing on governance, strategy and preparing for implementation. Annex 1 summarises the major activities of the Board Leadership. Annex 2 is a list of Board decisions over the last year, for reference.

Governance oversight

The quality of the Global Fund's governance is critical for the success of our mission. Over the last year implementation of the Governance Action Plan 2.0 has continued. We welcome the Board decisions extending our terms to May 2023 and are pleased that the next Board Leadership team will have a longer, three-year term, aligned to the replenishment cycle. Likewise, we welcome the Board decision to leverage Committees, including through longer terms.

We would also like to acknowledge the tremendous contribution of the Committees, which play an invaluable role in supporting the Board and the good governance of the Global Fund. A special thank you to our outgoing leaders and members, especially Gunilla Carlsson, Michael Ruffner and Suomi Sakai. And a warm welcome to our new Committees, a continued strong line-up of committed, capable and diverse leaders and members.

Strategy Development

Strategy development has been the Board's major focus over the last twelve months. Following broad inclusive consultations, the Board approved first the Strategy Framework (in July 2021) and then the Strategy Narrative (in November 2021). The new Strategy places people and communities front and centre of the fight against HIV, TB, malaria and accelerates the shift to more integrated, people-centered models of prevention, treatment and care.

Progress has also been made preparing for implementation. The Board approved the Global Disease Split (in November 2021) and then then the Eligibility Policy, 2023-2025 Allocation Methodology and Catalytic Investments (in May 2022).

Board oversight and guidance on preparations for implementation will continue this year, with a Retreat in July, further key decisions coming to the Board, and deeper interaction and discussion on critical issues.

Implementation and impact

Effective Board oversight of implementation of the new Strategy will be critical for its success. While we must avoid the temptation to micro-manage, we have a responsibility to set the principles for implementation and ensure that robust frameworks are in place to assess organisational performance.

In November 2021, the Board approved a new independent evaluation model to replace the Technical Evaluation Reference Group and the creation of the Independent Evaluation Panel. While there may have been a diversity of views about the planned model, it is essential it succeeds. The Board, the Strategy Committee, the Independent Evaluation Panel and the Executive Director must ensure that evaluations are independent, rigorous and feed into learning (as evidenced by improved performance).

Work is progressing on the transition to the new evaluation model, including the appointment of a new Chief Evaluation and Learning Officer, updates to relevant policies and governance documents, and the dissolution of the TERG at the end of this year.

We would like to thank current and previous TERG members for their service to the Global Fund. We believe the contestability and challenge has served the Global Fund well; they have also provided a valuable window for the Board into critical issues.

Alongside the new evaluation model, new Monitoring and Evaluation and KPI Frameworks are being developed. The selection of indicators, the degree of disaggregation, and the transparency and clarity of reporting will be invaluable for the effective implementation of the new Strategy. We look forward to updates at the Board retreat and Strategy Committee meetings, leading to the Board's consideration of the Frameworks later this year.

Risk and resources

We have a new strategy, we are looking for new resources, but the landscape has changed dramatically before our eyes. The COVID-19 crisis is not yet over for large parts of the world: health programs continue to face disruptions. New, cascading crises are now being felt: the Russian invasion of Ukraine, the spill-over disruption to commodity market and supply chains. The consequence is that many countries face the specter of hunger, increased poverty and further setbacks to sustainable development.

The Global Fund is fortunate to have a robust risk-management framework: our 'three lines of defense'. We are grateful for the work of the Office of the Inspector General, the Chief Risk Officer and the front-line teams. In November, the Board amended Risk Appetite Statements, including risk appetites, target risk levels and timeframes to achieve target risk. Over the coming year, we will need continued vigilance and adaptability to navigate an increasing complex risk environment.

The best way we can manage risks though is to ensure that the Global Fund has the resources it needs to fully deliver, and that means meeting the \$18 billion target for the Seventh Replenishment. That is the minimum required to get back in track to 2030 targets. Yet, with inflation, further shocks and setbacks, the whole Global Fund Partnership will need to push hard, with all of the levers we have to fight for what counts. We are grateful for the leadership shown by the Biden administration in hosting the Seventh Replenishment and pledging up to \$6 billion. We now need to raise the other \$12 billion to fully unlock this.

We have an added responsibility to show that multilateralism can work. We hope that during this period of replenishment, we see greater support for the work of the Global Fund despite the challenges we are facing, and because of the challenges we are facing. We would hope and expect that the support of the Global Fund will be stronger.

We look forward to working with you over the coming year to prepare the Global Fund for a successful start to the new Strategy. To fight for what counts.

Dr Donald Kaberuka

Chair of the Board

Lady Roslyn Morauta

Vice-Chair of the Board

Annexes

- Annex 1: Major Activities of the Board Leadership, June 2021 to May 2022
- Annex 2: Board Decisions, June 2021 to May 2022

Related documents

- [Agenda for 46th Board Meeting, November 2021, Virtual Board Meeting](#)
- [Agenda for 47th Board Meeting, May 2022, Geneva, Switzerland](#)
- [Report of the Coordinating Group, November 2021](#)
- [Report of the Coordinating Group, May 2022](#)
- [Strategic Performance Report end-2021 \(summary\)](#)
- [Global Fund Strategy \(2023-2028\)](#)
- [Seventh Replenishment Investment Case](#)
- [Results Report 2021](#)

Annex 1: Major Activities of the Board Leadership, June 2021 to May 2022

Month	Activity
July	Chair and Vice-Chair participated in Committee meetings, and Coordinating Group Meeting
	Extraordinary Board Meeting on Strategy Development
	Vice-Chair attended GFAN Asia Pacific meeting on strategizing for the Seventh Replenishment
August	Informal Board Call: Increases to the C19RM Fast-track Investment Cap
	Vice-Chair attended the Pacific Friends board meeting
September	Coordinating Group meeting
	Joint committee meeting on C19RM
	Chair attended UNGA Event 20 Years of Impact in the Fight Against AIDS, TB and Malaria
October	Chair and Vice-Chair participated on Committee meetings, and Coordinating Group Meeting
	Board leadership had bilateral calls with Board Members
	Vice-Chair attended the Pacific Friends board meeting
	Vice-Chair address on Global Fund to the Pacific Society, Brisbane
	Vice-Chair attended the APLMA board meeting
	Vice-Chair attended Pacific Friends meeting on Seventh Replenishment planning
November	45th Board Meeting, and Coordinating Group Meeting
	Chair was keynote speaker at the 10th Anniversary of L'Initiative (former Initiative 5%)
	Vice-Chair attended the Pacific Friends board meeting
December	Vice-Chair attended GFAN Asia Pacific campaign launch for the Seventh Replenishment
	Vice-Chair attended APCASO strategy meeting
January	Chair and Vice-Chair led the Committee Leadership and Membership selection process
	Chair was keynote speaker at the Dubai Expo 2022: The Next Wave: Preventing and Preparing to Beat Future Pandemics event
February	Seventh Replenishment Prep Meeting
	Chair attended the EU/AU Summit, Brussels
	Chair was keynote speaker at the high-level ECAM panel
	Chair had a bilateral meeting with Commissioner Jutta Urpilainen in charge of International Partnerships in the EU.
March	Chair and Vice-Chair participated in Committee meetings, and Coordinating Group Meeting

	Vice-Chair attended GFAN Asia Pacific meeting and presented the Investment Case for the Seventh Replenishment
	Vice-Chair attended the Pacific Friends board meeting
	Vice-Chair spoke at the Doha Forum and attended the launch of Friends of Global Fund Qatar
	Vice-Chair attended Pacific Friends and CSO meeting on Seventh Replenishment planning
	Chair had bilateral meeting with H.E. Ms. Reem Al Hashimy, State Minister for International Cooperation.
	Chair had a bilateral meeting with H.E. Maha Barak, Board Chair of the RBM and Mr. Simon Bland, Chief Executive Officer at Global Institute for Disease Elimination in Abu Dhabi
	Chair had a bilateral meeting with H.E. Mr. Marwan Al Ghanem, Director General of the Kuwait Fund for Arab Economic Development (KFAED) in Kuwait City
	Vice-Chair call with Australia's Shadow Minister for International Development
	Chair co-hosted an event on Advancing Global Health Equity Agenda: Spotlight on the Global Fund replenishment with Brookings Institute in Washington DC
	Chair attended the Aspen/Pfizer Meeting dialogue on National Fiscal Policy and Health
April	Chair had a bilateral meeting with Melinda Gates, Co-Chair of the Gates Foundation, on the margins of the April spring meetings in Washington DC
	Chair attended CGD Board of Directors Meeting/ virtually
	Chair co-hosted a roundtable discussion on Domestic Health Financing with Melinda French Gates in Washington DC
	Chair met with US Global Fund Constituency delegation, Washington DC
	Chair was a keynote speaker at the Capitol Hill Reception for World Malaria Day in Washington DC
	Chair was a keynote speaker at the 'Malaria No More', Private Sector Event, with President Sirleaf, Washington DC
	Chair met with Assistant Secretary Sison, Washington DC
	Chair met Rwandan Ambassador in the US, Washington DC
	Chair met Mozambique Minister of Finance and Mozambique Ambassador in the US, Washington DC
May	46th Board Meeting, and Coordinating Group Meeting
	Vice-Chair attended the APLMA board meeting
	Vice-Chair attended APPG meeting (German Foundation for World Population, DSW)
	Vice-Chair attended and gave closing remarks at Unitaids 15th Anniversary
	Vice-Chair attended Germany's high-level reception with Minister for Health
	Vice-Chair attended the GFAN Global Meeting

Additional Standing Meetings/Calls of Board Leadership:

- Monthly call/meeting with Executive Director
- Quarterly meeting with Coordinating Group
- Quarterly call/meeting with IG
- Quarterly call/meeting with Ethics Officer

Board Leadership also had regular calls with LGD and ERCD on governance and resource mobilisation issues (including MOPAN and the Seventh Replenishment)

Annex 2: Board Decisions, June 2021 to May 2022

Core Board Functions:

1. Strategy Development (Eight Decision Points)
2. Governance Oversight (21 Decision Points)
3. Commitment of Financial Resources (39 Decision Points)
4. Assessment of Organizational Performance (Three Decision Points)
5. Risk Management (One Decision Point)
6. Partnership Engagement, Resource Mobilization and Advocacy (Nil Decision Points)

Date	Number	Title
Strategy Development		
22/7/2021	GF/EB01-2021/DP03	Approval of Strategy Framework
9/11/2021	GF/B46/DP03	Approval of the Strategy Narrative for the 2023-2028 Global Fund Strategy
10/11/2021	GF/B46/DP04	Global Disease Split for the 2023-2025 Allocation Methodology
22/12/2021	GF/B46/EDP06	Extension of the COVID-19 Response Mechanism and COVID-19 Operational Flexibility
10/5/2022	GF/B47/DP04	Approval of the Eligibility of the 2020-2022 Transition Funding Components for an Additional Allocation
10/5/2022	GF/B47/DP03	Approval of the Revised Eligibility Policy
11/5/2022	GF/B47/DP05	Allocation Methodology 2023 - 2025
11/5/2022	GF/B47/DP06	Catalytic Investments for the 2023-2025 Allocation Period
Governance Oversight		
1/6/2021	GF/B45/EDP02	Revisions to the Terms of Reference of the Ethics Officer
21/7/2021	GF/B45/EDP07	Approval of the Report of the Global Fund 45th Board Meeting
22/7/2021	GF/EB01-2021/DP01	Appointment of the Rapporteur
22/7/2021	GF/EB01-2021/DP02	Approval of the Agenda
20/8/2021	GF/B45/EDP15	Appointment of Replacement Chair of the Strategy Committee

4/10/2021	GF/B45/EDP19	Appointment of Replacement Members on the Audit and Finance Committee and the Strategy Committee
12/10/2021	GF/B45/EDP20	Approval of the Report of the Global Fund Extraordinary Board Meeting (22 July 2021)
19/10/2021	GF/B45/EDP25	Extension of terms of the Board Chair and Vice-Chair
8/11/2021	GF/B46/DP02	Approval of the Agenda
8/11/2021	GF/B46/DP01	Approval of the Rapporteur
11/2/2022	GF/B46/EDP11	Approval of the Report of the Global Fund 46th Board Meeting
15/3/2022	GF/B46/EDP16	Appointment of Independent Committee Members
22/4/2022	GF/B46/EDP19	2021 Annual Financial Report
22/4/2022	GF/B46/EDP20	2021 Statutory Financial Statements
4/5/2022	GF/B46/EDP26	Appointment of the Chairs, Vice-Chairs and Members of the Standing Committees of the Board
5/5/2022	GF/B46/EDP24	Appointment of the External Auditor Appointment of the External Auditor
10/5/2022	GF/B47/DP02	Approval of the Agenda
10/5/2022	GF/B47/DP01	Approval of the Rapporteur
12/5/2022	GF/B47/DP07	Board Leadership Term
12/5/2022	GF/B47/DP08	Leveraging the work of the Standing Committees
23/5/2022	GF/B47/EDP03	Appointment of the Vice-Chair of the Ethics and Governance Committee
Commitment of Financial Resources		
18/8/2021	GF/B45/EDP12	Increases to the COVID-19 Response Mechanism's (C19RM) Fast-track Investment Ceiling
10/11/2021	GF/B46/DP07	2022 Work Plan and Budget Narrative and the 2022 Operating Expenses Budget
2/12/2021	GF/B46/EDP02	Approval of Additional Funding to Address the Health Crisis in Venezuela

	Various (17 Decision)	Approvals of the Secretariat's Recommendation on Funding from the COVID-19 Response Mechanism
	Various (3)	Decisions on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2017-2019 Allocation Period
	Various (12)	Decisions of the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
	Various (4)	Decisions on the Secretariat's Recommendation on Grant Extensions
Assessment of Organizational Performance		
4/6/2021	GF/B45/EDP01	Approval of Revised Definitions, Metric Adjustments and Targets for KPIs
10/11/2021	GF/B46/DP06	Independent Evaluation Function
21/12/2021	GF/B46/EDP08	Approval of the Revision for KPI 6e
Risk Management		
10/11/2021	GF/B46/DP05:	Amended Risk Appetite Statements