

Board Leadership Annual Report to the Board 2023

August 2023

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Dear Board Members,

We would like to extend our deepest appreciation for your service, contributions, and unwavering support over the past four years. Your commitment has been instrumental in the success of the Global Fund partnership, driving our swift response to the Covid-19 pandemic, spearheading unprecedented replenishments, the expansion of effective grants and, thereby, saving an increasing number of lives.

Since the start of the Covid-19 outbreak in 2020, the Global Fund allocated US\$5 billion (as of May 2023) to assist countries in combating the pandemic, sustaining crucial HIV, TB, and malaria services, and strengthening health systems. Despite the impact of the virus on the Covid-19 pandemic on HIV, TB, and malaria in low- and middle-income countries, the prompt actions by the Global Fund averted potentially more severe consequences.

The effectiveness of Global Fund interventions has been demonstrated across all three disease areas, as confirmed by the Global Fund's Results Report 2022. The Results report emphasizes how our partnership has empowered countries and communities in managing the pandemic and persisting in the fight against HIV, TB, and malaria. Since our inception in 2002, we have cumulatively saved 50 million lives.

These remarkable responses and results serve as a powerful reminder of why we strive to serve the health needs of people and communities, and to end AIDS, TB, and malaria. Once again, we express our profound gratitude to our board members for your support and dedication.

This report presents the Board and Board Leadership's work from July 2022 to May 2023, with a focus on the replenishment, preparation for strategy implementation, and governance and transition.

Our primary role as Board Leadership has been managing the Board's affairs, including ensuring the Board is organized properly, functions effectively, and meets its obligations and responsibilities. During 2022-2023, we organized and facilitated the Board discussions outlined in this report (and detailed in the November 2022 and May 2023 Board Reports, linked below).

The Board's decisions, as shown in Annex 2, are organized around its six core functions (as set out in the Bylaws), namely Strategy Development, Governance Oversight, Commitment to Financial Resources, Assessment of Organizational Performance, Risk Management, Partnership Engagement, Resource Mobilization, and Advocacy.

We were also actively involved in advocacy for the Global Fund replenishment (as summarised in Annex 1). We would like to thank the External Relations and Communication Department as well as the Governance Team for their support with these engagements.

1. Record Replenishment

The most significant achievement of the past year was the Seventh Replenishment, culminating in a record total of US\$15.7 billion. This success, amidst challenging global economic conditions, is testament to our collective dedication to combating HIV, Tuberculosis, and Malaria.

Our gratitude extends to each Board member, and to all public and private donors, with special acknowledgment of the implementer governments that pledged as donors themselves. We also wish to

acknowledge our advocates from civil society and communities who have relentlessly supported the Global Fund. Your collective efforts highlight the potency of our partnership and its capacity to effect meaningful change.

Following the successful Replenishment outcome, the Board approved investments totalling US\$13.7 billion at our November Board meeting. This will assist over 120 countries in their battle against the three diseases and to bolster their health systems over the next three years.

We also thank the Board and committees for their understanding and flexibility in approving these investments, which stand as a fine example of the strength and trust within our governance bodies. Prior to the November Board meeting, there was uncertainty about the final quantum of resources for the Sources of Funds, and this necessitated agile decision-making by committees and the Board. We commend the Secretariat for providing clear and transparent information on the evolving financial data.

2. Implementing the New Strategy

In November 2021, the Board approved a new, ambitious Strategy that places people at the centre of the fight against HIV, TB, and malaria. Recognising lessons from the past and challenges for the future, the new Strategy includes:

1. A stronger focus on prevention across HIV, TB, and malaria, emphasizing the need to reduce new infections among vulnerable populations to end these pandemics.
2. Emphasis on integrated, people-centred healthcare services that address multiple diseases, holistic needs, and promote overall health and well-being, moving beyond the silos of individual diseases.
3. Systematic support for developing and integrating community health systems, recognizing their vital role in combating the three diseases and reinforcing healthcare system resilience and sustainability.
4. Empowerment and inclusion of communities affected by the diseases, putting them at the centre of the Global Fund's efforts, and working to eliminate barriers to their participation and leadership.
5. Intensified efforts to address inequities, human rights, and gender-related barriers, scaling up existing activities, learning from experiences, and increasing ambition levels.
6. Increased focus on programmatic and financial sustainability, to ensure that progress can withstand shocks and reversals, and the momentum can be sustained.
7. An emphasis on accelerating equitable access to and deployment of healthcare innovations, working to quickly address bottlenecks to those most in need.
8. Greater reliance on data-driven decision-making, through investment in systems and capabilities for rapid generation, analysis, and use of high-quality, disaggregated data.

9. Explicit recognition of the Global Fund's role in pandemic preparedness and response, considering the secondary impact of pandemics on HIV, TB, and malaria, and defining roles and responsibilities in collaboration with partners.
10. Clear delineation of roles and accountabilities of Global Fund partners across all aspects of the Strategy, to ensure mutual accountability in its delivery.

Understandably, the Board expressed enthusiasm for visibility and discussion of Strategy implementation, as part of our oversight of strategy and organisational performance. This is being taken up through a series of committee and Board discussions, both on key decisions and thematic topics, as well as planned evaluations and discussions of strategic performance reports. So far, this has included:

- Approval of a new monitoring and evaluation framework, including key performance indicators, as a crucial tool to measure investment impacts and rigorously track and report performance.
- Thematic discussion and strong commitment to gender equality, human rights, and community leadership—critical components for the new Strategy to effectively combat the three diseases.
- Discussion of the strengths of the Global Fund partnership in shaping global health product markets, highlighting the need to accelerate equitable access to innovative medical products.
- Approval to continue offering the Global Fund's online procurement platform, wambo.org, for non-Global Fund-financed orders by governments and development organizations.
- Extension of the COVID-19 Response Mechanism (C19RM) until the end of 2025, enabling countries to utilize remaining funds based on their evolving priorities and to strengthen health systems.
- Recognition of the Global Fund's pivotal role in combating pandemics, engaging in dialogue on how the Global Fund can best contribute to the pandemic preparedness agenda alongside the World Health Organization and the World Bank.
- Careful oversight of risks, including approving increasing risk appetite for malaria interventions while also maintaining vigilance against TB.

3. Governance

Governance improvement, and trust-building, are ongoing endeavours that involve us all.

We express deep gratitude to the Ethics and Governance Committee, the Audit and Finance Committee and the Strategy Committee for their respective commitments to governance, financial oversight, and strategic guidance, all integral to the Board's function and the governance of the Global Fund. Likewise, we are grateful to the Technical Review Panel (TRP), Independent Evaluation Panel (IEP), Country Coordinating Mechanisms (CCMs), and our grant implementors, whose unwavering commitment and expertise drive the Global Fund's success.

We sincerely appreciate the Ethics Office and Office of the Inspector General for their vigilant work in upholding strict ethical standards through implementing conduct codes, delivering training, and conducting investigations and audits. And we underscore that the ongoing vigilance and further strengthening of safeguards against any form of exploitation or abuse are imperative for the Global Fund.

Special acknowledgment goes to Executive Director Peter Sands, for his strategic leadership, and to Inspector General Tracy Staines, for her diligent assurance of systems and accountability. We also extend our thanks to the Secretariat, the OIG staff, and the Governance Team within the Legal and Governance Department for their invaluable support.

To each of you, we extend our deepest gratitude. Your commitment goes beyond invaluable—it is lifesaving.

4. Board Leadership Transition

During the Board Leadership transition in Ha Noi, we welcomed our new Vice-Chair, Bience Gawanas, and acknowledged the crucial function of the Coordinating Group (CG). As discussed in the CG's report to the Board (linked below), the CG will continue to coordinate committee work plans, discuss cross-cutting issues (such as risk, KPIs and pandemic preparedness) and ensure agendas that align with the 2023-2028 Strategy.

Our parting advice to the Board is to remain vigilant in the face of new and unfolding challenges from climate change, conflict, economic and social disruptions, and encroachment on human rights. It is imperative to reinvigorate both political and technical leadership, so we can address these challenges thoughtfully and effectively.

We are reassured that the Global Fund partnership's collective resilience and adaptability have always been the bedrock of our accomplishments, and they will continue to serve well in the coming years.

Warmest regards,

Dr. Donald Kaberuka

Lady Roslyn Morauta

CC: Coordinating Group, Chair of the Technical Review Panel, Chair of the Independent Evaluation Panel, Inspector General, Management Executive Committee.

Annexes

- Annex 1: Major Activities of the Board Leadership, June 2022 to May 2023
- Annex 2: Board Decisions, June 2022 to May 2023

Related documents

- [Report of the 48th Board Meeting, 15-17 November 2022, Geneva, Switzerland](#)
- [Report of the 49th Board Meeting, 10-11 May 2023, Ha Noi, Viet Nam](#)
- [Report of the Coordinating Group, November 2022](#)
- [Report of the Coordinating Group, May 2023](#)
- [Strategic Performance Report end-2022](#)
- [Results Report 2022](#)

Annex 1: Major Activities of the Board Leadership, June 2022 to May 2023

Date	Activity
June 2022	<p>Chair attended the 26th Commonwealth Heads of Government (CHOGM), Rwanda</p> <p>Vice Chair participated in the Global Health Security Conference in Singapore and meetings with Singapore government</p>
July 2022	<p>Coordinating Group and Committee meetings</p> <p>Chair met with the United States Government (USG) Representative, Geneva</p>
August 2022	<p>Chair attended the 72nd WHO Regional Committee for Africa, Lome 24 August 2022</p> <p>Vice Chair visited India from 18 to 22 August to meet with government and NGO partners.</p> <p>Vice Chair attended the 24th International AIDS Conference in Montreal.</p> <p>The Vice-Chair and Executive Director visited Australia to advocate for a strong Global Fund replenishment.</p> <p>The Vice-Chair visited New Zealand to meet key stakeholders and advocate for an increased pledge at the Seventh Replenishment Conference.</p>
September 2022	<p>Chair visit Riyadh, Saudi Arabia</p> <p>Chair and Vice Chair attended the Seventh Replenishment Conference, New York (18th-21st September 2022)</p> <p>The Vice-Chair spoke on a panel at an UNGA side event organised by StopTB and Devex on 'TB: The road to 2030'.</p> <p>The Vice-Chair chaired a high-level event organised by UNAIDS and PEPFAR on 'Political leadership in the HIV response'.</p> <p>The Vice-Chair visited Japan, where she represented the Global Fund at the state funeral of former Prime Minister Shinzo Abe.</p>
October 2022	<p>Coordinating Group and Committee meetings</p> <p>Chair attended International Monetary Fund /World Bank Fall meeting, Washington, DC 13th - 15th October 2022</p> <p>Chair participated at Switch Point Conference, Washington, DC, 11th October 2022</p>

	The Vice-Chair participated in the WISH Conference in Doha from 4 to 6 October and met with Qatar government.
November 2022	The Vice-Chair visited Indonesia from 20 to 21 November to express gratitude for their US\$10 million pledge to the Seventh Replenishment Coordinating Group and 48th Board Meeting
December 2022	Chair attended 2nd International Conference on Public Health in Africa, Rwanda (CPHIA 2022), 12 th -15 th December 2022 Vice Chair participated in World Aids Day in Canberra
January 2023	The Vice-Chair hosted a visit to PNG by Australian parliamentarians, organised by Pacific Friends of Global Health.
March 2023	Coordinating Group and Committee meetings The Vice-Chair served as the keynote speaker at the Australasian Conference on Point of Care Testing for Infectious Diseases on 15 th March 2023.
April 2023	Chair: International Monetary Fund /World Bank Spring meeting, Washington, DC 10 th - 16 th April 2023 Chair participated in IMF/WB Spring meeting side event: Investing in Sustainable HIV Responses for Broader Health Security and Economic Resilience in Africa, 14 th April 2023. The Vice-Chair attended the Asia Pacific Leaders' Conclave on Malaria Elimination on 23 rd – 25 th April, where country representatives, global partners, and experts came together to reaffirm commitments and take action to end malaria.
May	49th Board Meeting in Hanoi, Vietnam. Coordinating Group and Board Leadership Transition

Additional Standing Meetings/Calls of Board Leadership:

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

Annex 2: Board Decisions, June 2022 to May 2023

Core Board Functions:

1. Strategy Development (2 Decision Points)
2. Governance Oversight (17 Decision Points)
3. Commitment of Financial Resources (23 Decision Points)
4. Assessment of Organizational Performance (3 Decision Points)
5. Risk Management (1 Decision Point)
6. Partnership Engagement, Resource Mobilization and Advocacy (0 Decision Points)

Date	Decision	
Strategy Development		
16/8/2022	GF/B47/EDP10	Eligibility of Venezuela's Malaria and TB Components for the 2023-2025 Allocation Period
16/11/2022	GF/B48/DP03	Extension of the COVID-19 Response Mechanism (C19RM)
Governance Oversight		
23/5/2022	GF/B47/EDP03	Appointment of the Vice-Chair of the Ethics and Governance Committee
13/6/2022	GF/B47/EDP04	Revisions to the Charter of the Office of the Inspector General
14/6/2022	GF/B47/EDP05	Revisions to the Board and Committee Operating Procedures
13/7/2022	GF/B47/EDP08	Appointment of the Ethics Officer Appointment of the Ethics Officer
12/8/2022	GF/B47/EDP09	Approval of the Report of the 48th Board Meeting
24/8/2022	GF/B47/EDP13	Appointment of the Board Leadership Nomination Committee Membership Membership
3/10/2022	GF/B47/EDP15	Appointment of Replacement Members on the Strategy Committee and on the Ethics and Governance Committee
15/11/2022	GF/B48/DP02	Approval of the Rapporteur Approval of the Rapporteur
15/11/2022	GF/B48/DP01	Approval of the Agenda Approval of the Agenda
16/12/2022	GF/B48/EDP01	Revisions to the Honorarium Framework Revisions to the Honorarium Framework

27/1/2023	GF/B48/EDP04	Location of the 49th Board Meeting Location of the 49th Board Meeting
13/2/2023	GF/B48/EDP05	Appointment of Replacement Members on the Strategy Committee and on the Ethics and Governance Committee
24/3/2023	GF/B48/EDP06	Approval of the Report of the 48th Board Meeting Approval of the Report of the 48th Board Meeting
20/4/2023	GF/B48/EDP11	Appointment of the Board Chair and Vice-Chair
10/5/2023	GF/B49/DP02	Approval of the Rapporteur Approval of the Rapporteur
10/5/2023	GF/B49/DP01	Approval of the Agenda Approval of the Agenda
11/5/2023	GF/B49/DP05	Appreciation of Outgoing Chair and Vice-Chair of the Board Appreciation of Outgoing Chair and Vice-Chair of the Board
Commitment of Financial Resources		
26/5/2022	GF/B47/EDP01	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
26/5/2022	GF/B47/EDP02	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period
23/6/2022	GF/B47/EDP06	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
18/7/2022	GF/B47/EDP07	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
12/8/2022	GF/B47/EDP11	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
12/8/2022	GF/B47/EDP12	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period
18/10/2022	GF/B47/EDP17	Increasing the Emergency Fund 2020-2022 Increasing the Emergency Fund 2020-2022
25/10/2022	GF/B47/EDP16	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period

14/11/2022	GF/B47/EDP18	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
14/11/2022	GF/B47/EDP19	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period
16/11/2022	GF/B48/DP05	2023 Work Plan and Budget Narrative and the 2023 Operating Expenses Budget
16/11/2022	GF/B48/DP04	Sources and Uses of Funds for the 2023–2025 Allocation Period
17/11/2022	GF/B48/DP07	Advancement of Non-Global Fund-Financed Procurement Utilizing the Pooled Procurement Mechanism and wambo.org
16/12/2022	GF/B48/EDP02	Decision on the Secretariat's Recommendation on Funding from the 2020-2022 Allocation
16/12/2022	GF/B48/EDP03	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period
27/3/2023	GF/B48/EDP07	Decision on the Secretariat's Recommendation on Additional Funding to Finance Unfunded Quality Demand from the 2020-2022 Allocation Period
27/3/2023	GF/B48/EDP08	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2017-2019 Allocation Period
27/3/2023	GF/B48/EDP09	Decision on the Secretariat's Recommendation on Grant Extensions
14/4/2023	GF/B48/EDP10	Additional Funding from the COVID-19 Response Mechanism
27/4/2023	GF/B48/EDP12	Decision on the Secretariat's Recommendation on Funding Unfunded Quality Demand from the 2020-2022 Allocation Period
3/5/2023	GF/B48/EDP13	2022 Annual Financial Report
3/5/2023	GF/B48/EDP14	2022 Statutory Financial Statements
8/5/2023	GF/B48/EDP15	Additional Funding from the COVID-19 Response Mechanism
Assessment of Organizational Performance		
14/9/2022	GF/B47/EDP14	Confirmation of revision to target definition for KPI 4 (Investment efficiency)

17/11/2022	GF/B48/DP06	2023-2028 M&E Framework, KPI Framework and Multi-Year Evaluation Calendar
10/5/2023	GF/B49/DP03	2023-2028 KPI Framework adjustments
Risk Management		
11/5/2023	GF/B49/DP04	Amended Risk Appetite Statements