



Independent observer  
of the Global Fund

## EXTRAORDINARY STRATEGY COMMITTEE MEETING DISCUSSES THE REVISED STRATEGY FRAMEWORK

On 15 June 2021 the Global Fund Strategy Committee (SC) met virtually at an Extraordinary Meeting to discuss their recommendations to the Extraordinary Board meeting to be held on 22 July 2021. Its aim was to review and recommend to the Board the Strategy Framework presented in Annex 1 of GF/ExtraordinarySC01/02.

Based on the clear Board direction at its 45th Meeting, the Strategy Framework has been updated and the explanatory paper explains in more detail the intent behind the revised draft Strategy Framework. The explanatory paper provides critical background and context for the discussion of the Strategy Framework and was the basis for informing the Strategy Committee recommendation that will be presented to the Board meeting in July.

The key aspects of the paper are described below.

### Background

During the past 18 months of discussions on Strategy development, three fundamental precepts have become clear. First, the Global Fund was created with the mission of ending HIV/AIDS, tuberculosis (TB) and malaria among the most impacted communities worldwide and it must remain committed to completing that mission as its primary goal. Second, the Global Fund partnership should be working to protect and promote the health and wellbeing of people and communities. To that end, the people and communities living with and most affected by the three diseases and emerging health threats must be at the center of all the Global Fund's efforts. Third, to achieve its mission to end the three diseases requires disease and health investments that maximize people-centered, integrated national and community

systems for health, community engagement and leadership, and improvements in health equity, gender equality and human rights.

These three mutually reinforcing, contributory principles are the main tenets of the next Global Fund Strategy, supported by essential work to mobilize increased international and domestic resources for health. The work to prepare for Strategy implementation before the next cycle of grants as well as Key Performance Indicators (KPIs) and monitoring and evaluation (M&E) frameworks will build from this greater clarity of purpose.

The COVID-19 pandemic has been the single largest set-back in the fight against HIV, TB and malaria since the creation of the Global Fund. The pandemic’s actual death toll is likely to far exceed the 4 million official deaths and the health, social and economic impacts have been the severest among the poorest and most vulnerable people and communities. This pandemic is far from over and the impact is catalyzing a far-reaching G7/G20/UN debate about the shape, architecture and priorities of global health. These will affect all global health organizations, in particular the Global Fund as the largest multilateral provider of grants in global health and the only agency specifically created to fight pandemics.

Given the extraordinary and continuing impact of COVID-19, the Secretariat, Strategy Committee and Board have had extensive discussions on the Global Fund’s potential future role in supporting pandemic preparedness and response (PPR). Underpinning these deliberations has been the imperative of protecting gains and the Global Fund’s mission against HIV, TB and malaria, ensuring that the three diseases – three of the largest global pandemics – are not forgotten in a shifting global health agenda. This means applying the lessons the Global Fund has learned from responding to COVID-19 to strengthen the resilience of HIV, TB and malaria programs and build system resilience and sustainability for the future.

The revised Strategy Framework

As a result of the Partnership Forum ([Voices of the people I: EECA and LAC partnership forums](#); [Voices of the people II: Sub-Saharan Africa and MENA 1 partnership forums](#); and [Voices of the people III: Asia Pacific & MENA II](#)) held earlier this year, and the considerable inputs received from the various stakeholders, a revised version of the framework is now available and is depicted in Figures 1 to 5 below.

Figure 1. Overall view of Strategy Framework

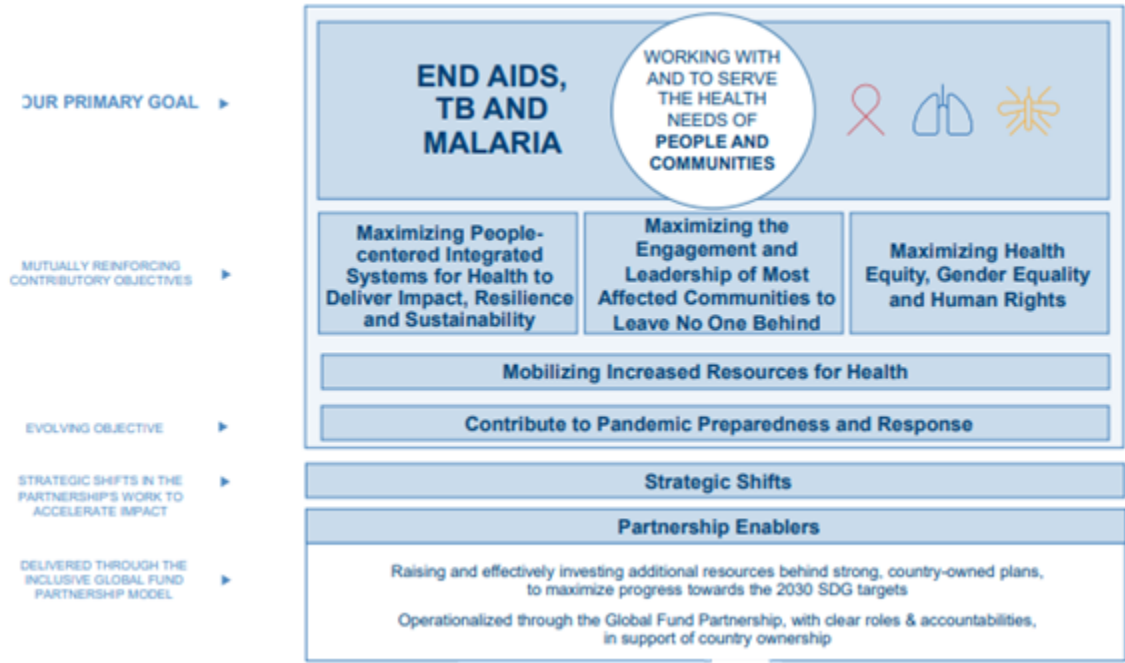


Figure 2. Strategy goal and objectives

OUR PRIMARY GOAL	<b>End AIDS, TB and Malaria</b>		
	<p>To reach the ambitious SDG targets for HIV, TB and malaria, the Global Fund will support catalytic, people-centered HIV, TB and malaria (HTM) investments tailored to maximize impact, equity, quality and build sustainability according to local context, based on country-owned plans and aligned with technical partner guidance, including through:</p> <ul style="list-style-type: none"> <li>Redoubled focus on HTM incidence reduction</li> <li>Addressing structural barriers to HTM outcomes</li> </ul>		
SUB-OBJECTIVES	<p><b>HIV</b></p> <ul style="list-style-type: none"> <li>Focus on precision prevention, with behavioral, biomedical and structural components tailored to the needs of populations (including key and vulnerable populations (KVP)), to reduce incidence and improve equity</li> <li>Provide quality, people-centered diagnosis, treatment and care, to improve wellbeing for people living with HIV (PLHIV), prevent premature mortality and eliminate HIV transmission</li> <li>Advocate for and promote legislative, practice, program and policy changes to reduce HIV-related stigma, discrimination, criminalization, other barriers and inequities and uphold the rights of PLHIV and KVPs</li> </ul>	<p><b>TB</b></p> <ul style="list-style-type: none"> <li>Focus on finding and treating all people with DS-TB and DR-TB through equitable, people-centered approaches</li> <li>Scale-up TB prevention with emphasis on TB preventive treatment and airborne infection prevention and control</li> <li>Improve the quality of TB services across the TB care cascade including management of co-morbidities</li> <li>Adapt TB programming to respond to the evolving situation, including through rapid deployment of new tools and innovations</li> <li>Promote enabling environments, in collaboration with partners and affected communities, to reduce TB-related stigma, discrimination, human rights and gender-related barriers to care; and advance approaches to address catastrophic cost due to TB</li> </ul>	<p><b>Malaria</b></p> <ul style="list-style-type: none"> <li>Ensure optimal vector control coverage</li> <li>Expand equitable access to quality, early diagnosis and treatment of malaria, through health facilities, at community level and in the private sector</li> <li>Implement malaria interventions, tailored to sub-national level, using granular data and capacitating decision making and action</li> <li>Drive towards elimination and facilitate prevention of reestablishment</li> <li>Accelerate reductions in malaria in high burden areas and achieve sub-regional elimination in select areas of sub-Saharan Africa to demonstrate the path to eradication</li> </ul>

Figure 3. Mutually reinforcing contributory objectives and sub-objectives

MUTUALLY REINFORCING CONTRIBUTORY OBJECTIVES	<p><b>Maximizing People-centered Integrated Systems for Health to Deliver Impact, Resilience and Sustainability</b></p> <p>To catalyze sustainable HTM and broader health outcomes and in support of UHC, the Global Fund will strengthen RSSH by supporting countries and communities to:</p> <ul style="list-style-type: none"> <li>Deliver integrated, people-centered quality services</li> <li>Strengthen and reinforce community systems and community-led programming, integrated within national health and social systems</li> <li>Strengthen generation and use of quality, timely, transparent, and disaggregated digital and secure data at all levels, aligned with human rights principles</li> <li>Strengthen the ecosystem of quality supply chains to improve the end-to-end management of national health products and laboratory services</li> <li>NextGen market shaping focus on equitable access to quality health products through innovation, partnership, and promoting sustainable sourcing and supply chains at global, national and community levels</li> <li>As part of Global Fund efforts to strengthen country oversight of the overall health system, better engage and harness the private sector to improve the scale, quality and affordability of services wherever patients seek it</li> <li>Deepen partnerships between governments &amp; non-public sector actors to enhance sustainability, transition-readiness and reach of services, including through social contracting</li> </ul>	<p><b>Maximizing the Engagement and Leadership of Most Affected Communities to Leave No One Behind</b></p> <p>To deliver greater impact and ensure the HTM response is responsive to and led by those living with and most affected by the 3 diseases, the Global Fund will reinforce community leadership by:</p> <ul style="list-style-type: none"> <li>Accelerating the evolution of CCMs and community-led platforms to strengthen inclusive decision making, oversight and evaluation throughout Global Fund-related processes</li> <li>Evolving Global Fund business processes, guidelines, tools and practices to support community-led organizations to deliver services and oversight, and to be engaged as providers of technical expertise</li> <li>Supporting community and civil society-led advocacy to reinforce the prioritization of health investments and drive toward UHC</li> <li>Expanding partnerships with communities living with and affected by emerging and related health areas to support more inclusive, responsive and effective systems for health</li> </ul>	<p><b>Maximizing Health Equity, Gender Equality and Human Rights</b></p> <p>To improve HTM outcomes and drive more equitable access to health services, the Global Fund will support countries and communities by:</p> <ul style="list-style-type: none"> <li>Scaling up comprehensive programs and approaches to remove human rights and gender-related barriers across the portfolio</li> <li>Supporting comprehensive SRHR programs and their strengthened integration with HIV services for women in all their diversity and their partners</li> <li>Advancing youth-responsive programming, including for AGYW and young KVPs and their partners</li> <li>Deploying quantitative and qualitative data to identify drivers of HTM inequity and inform targeted responses, including by gender, age, geography, income and for KVPs</li> <li>Leveraging the Global Fund's diplomatic voice to challenge laws, policies and practices that limit impact on HTM</li> </ul>
	<p><b>Mobilizing Increased Resources for Health</b></p> <p>To strengthen the scale, sustainability, efficiency and effectiveness of health financing for national and community responses, the Global Fund will work across the partnership to:</p> <ul style="list-style-type: none"> <li>Increase international financial and programmatic resources for health from current and new public and private sources</li> <li>Catalyze domestic resource mobilization for health to meet the urgent health needs for SDG 3</li> <li>Strengthen focus on VIM to enhance economy, efficiency, effectiveness, equity &amp; sustainability of Global Fund supported country programs &amp; systems for health</li> <li>Leverage blended finance and debt swaps to translate unprecedented levels of debt and borrowing into tangible health outcomes</li> <li>Support country health financing systems to improve sustainability, including reducing financial barriers to access and strengthening purchasing efficiency.</li> </ul>		
SUB-OBJECTIVES			

Figure 4. Evolving objective for contributing to Pandemic Preparedness and Response

## EVOLVING OBJECTIVE

### Contribute to Pandemic Preparedness and Response (PPR)

Working collaboratively with actors across the global health architecture under an evolving objective, the Global Fund will leverage its core strengths and HIV, TB and malaria capacities and contributions to RSSH, community leadership and engagement, and equity, gender equality and human rights to build pandemic preparedness and response capabilities and contribute to resilient and sustainable systems for health.

#### Approach

- Leveraging the Global Fund partnership model and principles to contribute to PPR, strengthen the resilience of HIV, TB and malaria programs and contribute to wider systems strengthening and resilience.

## SUB-OBJECTIVES

#### Focus

- Scaling up investments that build the resilience of HTM programs to current and future threats
- Building front-line capacity for detection and rapid response to epidemics and pandemics at facility and community levels
- Scaling up and integration of community systems capacity for detection and response
- Strengthening disease surveillance systems, including the use of real-time digital data and detection capacity
- Strengthening laboratory systems, supply chains and diagnostic capacity to meet HTM program demand and respond to outbreaks
- Addressing the threat of drug and insecticide resistance, including through One Health approaches
- Leveraging the Global Fund's platform to build solidarity for equitable, gender-responsive and human rights-based approaches
- Championing community and civil society leadership and participation in pandemic preparedness and response planning, decision making and oversight

Figure 5. Equipping the Global Fund Partnership to deliver the new Strategy: Strategic Shifts and Partnership Enablers



You can read more of our articles on the Partnership Forum deliberations here: [Voices of the people IV: Africa calls for investments in health systems at the sixth global fund partnership forums](#) and [Voices of the people V: civil society and community reflections on the global fund partnership forums to inform global fund strategy development](#).

There now appears to be an acceptable degree of alignment among constituencies on the question of how the Global Fund should engage on PPR and its specific placing of PPR within the Strategy Framework.

In brief, there is broad agreement that the Global Fund should be more intentional in building PPR capabilities through its existing mission to end AIDS, TB and malaria and through related efforts to strengthen resilient and sustainable systems for health (RSSH). In turn, this requires integrated, people-centered approaches, support for the engagement and leadership of communities living with and affected by the three diseases, and maximizing health equity, gender equality and human rights.

Given the ongoing coronavirus pandemic, the Global Fund should remain adaptable in its Strategy on engaging in both the continuing COVID-19 response and in discussions about better preparing for future pandemics. The Board has provided clear parameters for this flexibility to ensure any efforts to support

PPR are: (i) synergistic with and do not dilute efforts towards the Global Fund's core mandate on HIV, TB and malaria; (ii) built upon the Global Fund's country and community-led model and equity, gender equality and human rights principles; and (iii) conducted in full partnership and coordination with the World Health Organization (WHO) and other global health actors.

To further inform the Strategy Committee and wider constituency reflections on the updated draft Strategy Framework, the paper provides more on the aims and intent behind the text and boxes of the corresponding draft Strategy Framework.

[Read More](#)

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