

GLOBAL FUND IMPLEMENTER GROUP

ROAD MAP 2017-19

February 28, 2017



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

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ABOUT THE ROAD MAP

The Implementer Group consists of the ten constituencies on the Board of the Global Fund to Fight AIDS, TB and Malaria that implement Global Fund financing. At the Implementer Group retreat in September 2016, all ten constituencies agreed on shared priority areas for 2017-19, which were reviewed at the pre-Board meeting in November. Based on the Global Fund strategy and on Secretariat briefings on proposed implementation plans, the constituencies drafted proposed actions for each area.

From December 2016 through February 2017, the road map task team met in smaller working groups with Secretariat focal points to develop a plan and timeline. The road map task team was led by Implementer Group chair Allan Maleche, supported by two part-time consultants, Meg Davis and Ania Dzieszowska.

The four priority areas identified by the Implementer Group are:

1. *Improve Implementer Group effectiveness*
2. *Improve absorptive capacity*
3. *Sustainability and transition*

4. Human rights and gender equality

At the retreat, it was agreed that **strengthened CCM engagement** was critical for every one of these priority areas. To promote this, EECA and EMRO plan a regional CCM workshop.

The Secretariat has flagged concerns that funding for TA in a US program has been cut by 80%. The Implementers will discuss this with donors in order to ensure adequate resources for training of CCMs.

ROAD MAP TASK TEAM

- **Chair** *Allan Maleche*
- **Communities** *Maurine Murenga*
- **Developed** *Mike Podmore, Jack MacAllister*
- **Developing** *Hristijan Jankuloski*
- **EECA** *Ana Filipovska, Natalya Nizova*
- **EMRC** *Thamer Al Hilfi, Omid Zamani*
- **ESA** *Vulindlela Msibi*
- **LAC** *Javier Hourcade Bellocq*
- **South East Asia** *Filipe DaCosta*
- **WCA** *Abdoulaye Ciré Anne*
- **Western Pacific** *Alison Cupit*
- **Consultants** *Meg Davis, Ania Dzieszkowska*

The executive director identified Secretariat focal points to ensure alignment of the road map with implementation plans for the 2017-22 strategy:

- **CCMs** *Rene-Frederic Plain (GMD)*
- **Absorptive Capacity** *Peter Hansen (SIID), Adda Faye (Finance)*
- **Sustainability and Transition** *Matt Macgregor (GMD)*
- **Human Rights and Gender Equality** *Kate Thomson, Heather Doyle (SIID)*

1. IMPROVE IMPLEMENTER GROUP EFFECTIVENESS

Improving the effectiveness of constituencies and of the Implementer Group as a whole were identified as urgent priorities. At the Nairobi retreat, each constituency agreed to identify one or two concrete activities in this area, and was asked to share their activities in early 2017.

Activities underway for 2017 include:

Launching an online platform with folders sharing constituency papers, webinars, and other resources. The Implementer Group will be responsible for managing the content. Access will be shared with all constituency leadership. Consultants have begun to gather materials for the platform, which will launch during the executive retreat on February 28th.

Creating a current contact list of Implementer representatives, including country or community represented and areas of expertise. This has been compiled with the new list of Global Fund-eligible countries to **identify any gaps in representation, especially from high-burden countries.** Having a contact list is especially important when the Implementer Group needs to communicate quickly to respond to urgent situations. A partial set of contact lists have been obtained, but there are gaps, including the lists from both African constituencies and Western Pacific constituency.

Updating the Google group for Implementer constituency leadership. In future, ownership of the mailing list should be handed over routinely with a change of Implementer Group leadership. Constituencies should share their changes in membership with the chair and co-chair to ensure that confidential documents are not shared externally.

Ensuring space on each retreat agenda to share challenges and successes with constituency strengthening.

To strengthen coordination and strategic engagement in health governance by civil society, a **joint meeting with civil society leadership** from the Boards of the Global Fund, UNITAID and UNAIDS PCB is planned for late 2017.

Based on experience in early 2017 with the **KPI advisory group**, Implementer Group leadership is drafting a memo to Committee leaders outlining requirements for a better process in the future. This process should ensure Implementer-nominated advisors are compensated for their time, and included from the outset in discussions about KPI targets that have taken place between donors, technical partners and the Secretariat. The Secretariat should also work with technical partners to ensure the next set of KPI targets are developed from the ground up, in a more inclusive process that fully engages implementing governments and civil society.

The Implementer Group chair and co-chair should also be supported with a **part-time advisor** to assist in reading papers, gathering and analyzing information, and providing strategic advice, especially just before and during Board meetings; as well as a part-time project manager to follow up on plans.

It was agreed that **each constituency would identify one or two concrete actions** to improve their functioning in 2017, and would visit as observers on each other's retreats. Seven constituencies have shared their planned activities and timeline

for 2017 (we still do not have replies from the African constituencies or Western Pacific):

An online platform will launch February 28th

- *Delegation recruitment drive (Developing);*
- *Annual retreats with onboarding of new constituency members (Developed, Developing, Communities, LAC, EMRO, EECA, and Southeast Asia);*
- *Common calls before Board meetings with EECA, EMRO, LAC and SEA inter-government constituency to develop*

common positions on major issues, and joint meetings during Board meetings with Donor constituencies;

- *E-learning courses for new constituency members (EMRO) -- A list of existing e-learning courses at the Secretariat has been shared with Omid by Meg and Ania;*
- *Assigning constituency focal points/leads on specific areas to keep track of those issues and liaise with the Board and Secretariat; improved engagement with their broader external contact group (Developed)*

Next steps:

- The online platform will be launched February 28th, during the Board retreat.
- If the Implementers Group keeps a part-time project manager on board, that person could also create a monthly email newsletter to update constituencies on one another's work and to share updates from the ImG leadership. A first newsletter was sent in February.
- The Implementer Group leadership will ask the executive director to ensure the Secretariat completes a master contact list for the Board, and to share it on the online platform. A current list of Board representatives, the countries and organizations they represent, their contact information, and areas of expertise, should be maintained by OBA and should always be available to the Board.
- Implementer Group leadership should continue to ensure the issue of constituency strengthening stays on the agenda.
- Constituencies agreed in the Nairobi retreat to pair up in order to share experiences and good practices, as follows:

PAIRED WITH

Southeast Asia	Western Pacific
Eastern Europe & Central Asia	Eastern Mediterranean Region
Latin America & Caribbean	Eastern Europe & Central Asia
East & Southern Africa	West & Central Africa

PAIRED WITH

Communities Delegation

**Developed Country NGO and
Developing Country NGO**

2. IMPROVE ABSORPTIVE CAPACITY

At the retreat, the Secretariat shared work underway in the ITP program to improve impact and reduce cash balances. While the task team recognized the progress made, it was clear that implementing governments and civil society have not been engaged in the process. As a result, technical partners' analysis of gaps and bottlenecks at the country level, and priorities for technical assistance, is often different from the analysis of CCMs and domestic experts.

To close that gap, the task team consulted with the Secretariat and agreed to bring together the two kinds of data (Secretariat and country-level) to identify gaps, and to use this approach to engage CCMs more actively in developing and managing solutions.

- Implementers will work with the Secretariat to recruit a consultant to do a "deep dive" on financial and programmatic data in one country.
- The CCM would do a similar review of their own data, identifying gaps and bottlenecks in the country.
- The Implementers Group will hold a small, focused workshop of Secretariat and CCM to analyze and map the two kinds of data.
- Implementer Group members would join the workshop to identify any potential broader policy issues to address at the Board.
- The results will be written up as a case study to share with other countries. If it is productive, this process would be repeated with 1-2 other countries.
- Likely countries: Kenya, Côte d'Ivoire
- Other possible countries: India, Nigeria, Cambodia, South Africa

EMRC has volunteered to lead this area of work.

As part of their work plans for 2017, **West and Central Africa** is working on plans to address absorptive capacity, and **Southeast Asia** constituency is working to identify internal as well as Global Fund barriers to absorption.

Next steps:

- Allan and Thamer are meeting with Peter Hansen, head of ITP team, and Adda Faye, head of Programmatic Finance, to review this plan and discuss next steps
- Draft TORs for the consultant(s) in consultation with Secretariat; recruit and hire consultant(s); and identify date and location of the workshop.

3. SUSTAINABILITY AND TRANSITION

Many implementer constituencies identified this as an urgent area of concern. The ongoing crisis in Venezuela, and the challenges to responding given that it is ineligible for Global Fund financing, is just one example of the serious problem facing a growing number of countries.

As there are a number of groups and processes outside the Secretariat working on this issue, the task team proposed to focus on policy issues that the Board could take forward.

- February - Developed is leading the process of drafting TORs for a consultant to do research to a) evaluate experience with implementation of NGO Rule, b) identify flexibilities in STC policy, and c) study feasibility of emergency fund.
- End February Board leadership retreat - Meet in person, discuss the work underway; Engage relevant Implementers on committees to map potential allies and strategize.
- March Strategy Committee meeting - Table concrete proposals for policy changes to benefit affected Implementer communities.
- May Board Meeting - Aim to bring policies to the Board.

EECA and Developed Country NGO constituencies have volunteered to lead this work.

Two more areas where the Secretariat has requested support from the Implementers include **domestic resource mobilization** to meet the needs of key populations, and help

with thinking through **social contracting mechanisms** to scale service provision sustainably.

In addition, as part of their 2017 work plan, **EMRO** plans research on transition and governance and risk management in the region, including country-focused research during March, September, and October.

The common calls before Board meetings with **EECA, EMRO, LAC and SEA inter-government constituency** to develop common positions on major issues is another platform to align and push forward concerns about management of transitions.

Next steps:

- Recruit researcher(s); Developed Country NGO delegation has allocated resources for this as part of their constituency funding request, and has shared the consultant TORs for input.

4. HUMAN RIGHTS AND GENDER EQUALITY

All ten constituencies identified human rights and gender equality as a priority area. Based on consultation with the CRG team at the Secretariat, the following actions were proposed:

- Coordinate a workshop on needs of women and girls in one country, and bring together Ministries of Education, Gender, Social Protection for development of shared plans with Ministry of Health and CCM to address needs (recommend a Francophone country).
- Public statements in French and English by Implementers Group about importance of addressing needs of key populations, women and girls in concept notes.
- ImG members could speak at EANNASO meeting in Rwanda in March to emphasize how important Board feels it is to address needs of women and girls and KP.
- The proposed activities under STC could also help to progress on the KPIs for key populations, human rights, and gender in middle-income countries.

EMRC has volunteered to lead the work on women and girls. **Developed** delegation has plans to coordinate through their system of focal points/leads to ensure more strategic and effective communication with CRG and others in the Secretariat around key populations, human rights and gender.

Next steps:

- **EMRC** should schedule a follow-up call with interested constituencies and Kate Thomson and Heather Doyle at the Secretariat, to discuss next steps.

ROAD MAP: ESTIMATED COSTS 2017

CATEGORY	DESCRIPTION	ESTIMATED COSTS	SOURCE OF FUNDING
Implementers Group annual retreat	To review progress on road map and update, to review progress and share lessons learned on constituency strengthening, and hand over to new ImG leadership	\$50,000 for a retreat with 30-35 Board Members, Alternate Board Members, and CFPs	ImG funding request to Secretariat
Implementers Group project manager, part-time	<ul style="list-style-type: none"> • Populate and manage online platform • Manage timeline of road map activities • Develop retreat agendas • Coordinate calls, workshops, take minutes • Research support • Monthly newsletter 	\$35,000 for two days/week plus full-time before and during Board meetings	
Implementers Group advisor,	Part-time to read papers, gather and analyze information,	\$65,000	

CATEGORY	DESCRIPTION	ESTIMATED COSTS	SOURCE OF FUNDING
part-time	liaise with Secretariat, and provide strategic advice; briefings for ImG in advance of Board meetings and on other issues as needed; full-time support during Board meetings		
Conference calls	Cost of a monthly conference call service	\$50/month = \$600	
Regional CCM workshop	Meeting with EMRO and EECA members	?	EMRO and EECA
Health governance civil society meeting	Meeting of CS Board members from Boards of GF, UNITAID, UNAIDS PCB	\$15,000	
Absorptive capacity 1-2 consultants	To do deep dive on data at Secretariat and country level; to write a case study about the process	\$10-15,000	
Absorptive capacity workshop	To review and discuss consultants' work with CCM	\$20,000	

CATEGORY	DESCRIPTION	ESTIMATED COSTS	SOURCE OF FUNDING
STC consultant	To research and analyze policy options	\$10,000	Developed
Women and girls workshop	One country (possibly Francophone): to bring together Ministries of Education, Gender, Social Protection for development of shared plans with Ministry of Health and CCM to address needs of women and girls	\$20,000	
TOTAL 2017 ESTIMATED COSTS		\$230,600	
<i>Resources provided by constituencies</i>		- \$10,000	
BALANCE		\$220,600	