

Charter of the Strategy Committee

12 May 2022¹

¹ As approved by the Board on 28 January 2016 (GF/B34/EDP07) and amended on 13 June 2018 (GF/B39/EDP02), on 14 November 2019 (GF/B42/DP06), 11 November 2021 (GF/B46/DP06), and 12 May 2022 (GF/B47/DP08).

A. Purpose

1. The purpose of the Strategy Committee (the “Committee”) of the Global Fund to Fight AIDS, Tuberculosis and Malaria (the “Global Fund”) is to (i) provide oversight of the strategic direction of the Global Fund; and (ii) ensure the optimal impact and performance of its investments in health.

B. Functions

2. The Board has delegated its authority to the Committee to exercise the following powers and perform the following functions:

Advisory Functions

- 2.1 The Committee shall advise and make recommendations to the Board on the following:
 - a. Development and review of the institutional strategy of the Global Fund.
 - b. Adoption of, and modification to, monitoring and evaluation frameworks, key performance indicators frameworks (including methodology and targets), and multi-year evaluation calendars, to assess the Global Fund’s performance with respect to the strategy and grant portfolio.
 - c. Modifications to the Board-approved policies governing the grant portfolio operations and other strategic policies of the Global Fund, based upon assessment of the performance of the Global Fund’s grant portfolio and initiatives, and taking into consideration advice and recommendations received from the other Standing Committees of the Board.
 - d. Strategies for enhancing investment impact and value for money, taking into consideration issues such as epidemiological trends, technological developments, and market-shaping interventions.
 - e. Adoption of, and modifications to, strategic policies on market dynamics matters such as market-shaping interventions and the sourcing of quality-assured pharmaceuticals, devices and other health products.
 - f. Through the Audit and Finance Committee and in accordance with the risk management strategy or related policies approved by the Board: (i) the identification, assessment, mitigation, monitoring and assurance of areas of risk that affect the implementation of the Global Fund’s strategy, strategic policies , the achievement of strategic objectives and performance targets, (ii) where appropriate, risk appetite statements to be set by the Board and operationalized by the Global Fund in the management of such risks, and (iii)

analysis of other risk areas assigned to the Committee by the Coordinating Group.

- g. Material modifications to the mandate of the TRP, IEP or any other advisory bodies of the Global Fund under the Committee's oversight.
- h. Actions to be taken in relation to the IEP's annual report and associated recommendations.

Decision-Making Powers

2.2 The Committee shall exercise the following decision-making powers:

- a. Approval of and/or modifications to frameworks for the implementation of strategic policies adopted by the Board, including reprogramming of grant programs and funding in order to align investment decisions with strategic policies and optimize impact.
- b. Approval of and/or modification to the Terms of Reference for the Technical Review Panel (the "TRP") and the Independent Evaluation Panel (the "IEP"), or any other advisory bodies of the Global Fund under the oversight of the Committee, in accordance with the Board-approved mandate for such bodies.
- c. Appointment and removal of members to the TRP and IEP, or any advisory bodies of the Global Fund under the oversight of the Committee.
- d. Joint recruitment of the head of the evaluation structure of the Secretariat, with the IEP and the Executive Director of the Global Fund.
- e. Approval of the strategic priorities, guidelines, evaluation criteria, processes, work plan and procedures of the TRP and IEP.
- f. Approval of the strategic priorities and the annual work plan for the evaluation structure of the Secretariat, considering IEP advice.

Oversight Functions

2.3 The Committee shall have responsibility for oversight and review in the following areas:

- a. The implementation of the strategy through the grant portfolio and related initiatives of the Global Fund, making use of assessments based upon relevant key performance indicators adopted by the Board, internal and external evaluations, reports of the advisory bodies of the Global Fund, and

the advice and recommendations of the other Standing Committees of the Board.

- b. The implementation of the strategic policies of the Global Fund, taking into consideration issues such as changes in the disease landscape (such as epidemiological trends and activities of partner organizations), the evolving global health landscape, and the overarching principles, objectives and enablers of the institutional strategy.
- c. The overall impact and effectiveness of Global Fund investments in health, including its market-shaping, partnerships and strategic decisions, and the implementation of quality assurance policies.
- d. The Secretariat's management of areas of risk that affect the implementation of the Global Fund's strategy, strategic policies, the achievement of strategic objectives and of performance targets, or other risk matters assigned to the Committee by the Coordinating Group as well as the effectiveness of such management.
- e. Oversight of the TRP, IEP and other advisory bodies of the Global Fund designated as being under the oversight of the Committee, including review of evaluations, commentaries, and recommendations of such bodies, and annual performance assessments of such bodies in accordance with the performance assessment framework adopted by the Board.
- f. Adoption of, or modifications to, the job description of the head of the evaluation structure of the Secretariat, acknowledging that the Secretariat may make non-material modifications to the job description in the due course of its operations.
- g. Outcome of the work of the evaluation structure of the Secretariat, including a) its contribution to learning within the Secretariat and b) inputting in the performance assessment processes of the head of the evaluation structure of the Secretariat.
- h. The appropriate allocation of resources to the evaluation structure of the Secretariat, in accordance with the strategic priorities and work plan of the IEP and the evaluation structure of the Secretariat, for proposed inclusion in the operating expenses budget recommended by the Audit and Finance Committee to the Board.

C. Composition

3. The Committee shall be comprised of the following members:²
 - a. Six voting representatives of constituencies from the implementer group;³
 - b. Six voting representatives of the constituencies from the donor group;⁴
 - c. One non-voting, neutral Chair;
 - d. One non-voting, neutral Vice-Chair;
 - e. Three representatives of the non-voting, ex-officio members of the Board, each acting in a non-voting, ex-officio capacity;
 - f. The Chair of the Technical Review Panel, acting in a non-voting, ex officio capacity; and
 - g. The Chair of the IEP, acting in a non-voting, ex officio capacity.
4. Nomination and appointment of Committee Members shall be according to the Operating Procedures of the Board and Committees.
5. The Chair and Vice-Chair of the Committee will alternate between individuals nominated by donor and implementer constituencies each term, provided that the Chairs of the Committee and the Audit and Finance Committee are selected from nominations by different constituency groups each term.
6. Committee Members shall have: (i) qualifications and expertise in senior positions in the key areas of work and mandate of the Committee; and (ii) the key competencies of committee members set forth in the Operating Procedures of the Board and Committees.

D. Term of Office

7. Committee Members shall serve coinciding three-year terms, or until the appointment of their respective successors. The Chair and Vice-Chair of the Committee shall serve coinciding three-year terms, or until the appointment of their respective successors.

² The constituencies contained within the implementer group and donor group are identified based upon the description of the Board within the Bylaws (Article 7). The implementer group consists of the group encompassing the seven developing country seats, the two non-governmental organization seats, and the representative of a non- governmental organization who is a person living with HIV/AIDS or from a community living with tuberculosis or malaria. The donor group consists of the group encompassing the eight donor seats and the private foundation and private sector seats.

³ Pursuant to the Board's decision GF/B42/DP06, this paragraph will enter into force upon the expiry of the term of the current Strategy Committee in May 2020. Until such date, the Committee shall be comprised of five voting representatives of constituencies from the implementer group.

⁴ Pursuant to the Board's decision GF/B42/DP06, this paragraph will enter into force upon the expiry of the term of the current Strategy Committee in May 2020. Until such date, the Committee shall be comprised of five voting representatives of constituencies from the donor group.

E. Reporting and Communication

8. The Committee will develop its activity in accordance with the committee work methods outlined in the Operating Procedure of the Board and Committees.
9. The Chair and Vice-Chair of the Committee shall interact regularly with and report to the Coordinating Group on the results of the Committee's deliberations, as well as any issues relevant to its discussions.
10. The Chair and Vice-Chair of the Committee shall prepare a report of its work after each committee meeting and submit a report summarizing the Committee's work for each meeting of the Board. The Committee may also prepare ad-hoc reports as requested by the Board and/or Coordinating Group, which may relate to the inter-sessional activities of the Committee and its members.

F. Rules of Procedure, Member Roles and Responsibilities

11. The rules of procedure of the Committee, including procedures for quorum and voting, and the roles and responsibilities of Committee Members and Committee Leadership shall be as set forth under the Operating Procedures and the Board and Committee Member Roles and Responsibilities, respectively.

G. Review of the Strategy Committee

12. The Committee and its members are held accountable by the Board. The Committee will undergo a performance self-assessment against its mandate based on the performance assessment framework approved by the Board.
13. This Charter may be amended from time to time by the Board.