



# **6<sup>th</sup> Partnership Forums** **Summary Report**

**February-March 2021**

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# 1. Background

The Global Fund to Fight AIDS, Tuberculosis and Malaria (the "Global Fund") organizes **Partnership Forums** approximately every six years as part of its Strategy development process. The Partnership Forums are mandated by the Global Fund Bylaws and aim to provide an inclusive platform for stakeholders from across the partnership to come together to collect ideas, review evidence, and help identify areas of future Global Fund Strategy focus, with an emphasis on obtaining the perspectives of implementers who are not regularly engaged in Global Fund strategic discussions.

The **6<sup>th</sup> Partnership Forums** – held in the first quarter of 2021 – were convened amid the COVID-19 pandemic that is threatening to set back progress against HIV, TB and malaria by decades and with just a decade to go to the 2030 Sustainable Development Goals (SDGs). Due to restrictions in relation to the COVID-19 pandemic, the 6<sup>th</sup> Partnership Forums were convened entirely virtually for the first time.

Guided by the Participant Methodology for the 6<sup>th</sup> Partnership Forums<sup>1</sup>, the 364 participants<sup>2</sup> who attended the Partnership Forums represented the diverse range of stakeholders that make up the Global Fund partnership, including local, regional and global civil society and communities living with and affected by the three diseases; implementing governments; technical partners; the private sector; and donors. Annex 1 includes a breakdown of participants.

The 6<sup>th</sup> Partnership Forums consisted of a total of **five distinct virtual meetings** convened over six weeks (2 February–15 March 2021) – a joint Global Opening followed by three regional Partnership Forums and a joint Global Closing:

- The **Global Opening** brought together all Partnership Forum participants to set the stage for the regional forums, including by considering the current and future role of the Global Fund in addressing the critical challenges to progress against HIV, TB and malaria and in contributing to SDG 3 by 2030 in an evolving global environment.
- The **three regional forums** each took place over three days and included a mix of plenary sessions and breakout group discussions. An opening plenary set the stage for each forum, with a panel discussion to contextualize the development of the Global Fund's new Strategy within the rapidly changing global and regional environment. Subsequent plenaries, held after breakout group sessions, centered primarily on discussing and synthesizing feedback from the groups, and concluding on overarching recommendations from each respective regional forum.

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<sup>1</sup> Participants were invited through a formal nomination process based on criteria determined in conjunction with the Global Fund's Strategy Committee. The same criteria were used for inviting participants across each of the three Regional Partnership Forums. The Participant Methodology aimed to ensure a balance between familiar voices and those stakeholders who typically have fewer opportunities to engage in Global Fund strategic discussions, and to bring a balance of perspectives, experiences, geographical backgrounds and areas of expertise from across the Global Fund partnership.

<sup>2</sup> This reflects the total number of people who joined one or more of the five virtual meetings, i.e., the Global Opening, three regional forums, and/or Global Closing. Of those, 345 joined one of the regional Partnership Forums.

- The **Global Closing** aimed to present and discuss the consolidated recommendations from the three regional forums and to further contextualize their implementation in the evolving global environment.

**This report aims to provide a summary of each of these five meetings, as well as provide overarching recommendations and lessons learned from across the Partnership Forums. More detailed information on the outcomes of the regional forums is available in the separate regional Partnership Forum reports available on the Global Fund Strategy Development Webpage.<sup>3</sup> These reports, plus the detailed notes taken during the regional forums, are part of the full scope of inputs being used by the Global Fund Secretariat, Strategy Committee and Board to develop the post-2022 Global Fund Strategy.**

## **2. Summary of the 6<sup>th</sup> Partnership Forums**

Brief summaries from the five distinct virtual meetings that comprised the 6<sup>th</sup> Partnership Forums are provided below. They include a summary of the overarching points raised at the Global Opening and Global Closing, and key priorities and recommendations for the post-2022 Global Fund Strategy brought forward during the three regional forums.

### **2.1 Global Opening**

The Global Opening on 2 February 2021 brought together all participants across the 6<sup>th</sup> Partnership Forums to set the stage for the regional meetings, including by considering the current and future role of the Global Fund in addressing the critical challenges to progress against HIV, TB and malaria and in contributing to SDG 3 by 2030 in an evolving global environment. A total of 181 people participated.

Ahead of the Global Opening, the participants of the community and civil society pre-Partnership Forum virtual consultations (see 'Partnership Forums pre-meetings' in Section 4 below for more information) shared a joint [statement](#) summarizing the key messages that came out of their deliberations as well as their top-line priorities for the next Strategy. A number of community and civil society representatives also submitted clips expressing their individual wishes for the next Global Fund Strategy, which were compiled into a video that was played at the Global Opening. The video can be viewed on the [Global Fund's webpage](#).

The Global Opening commenced with an official welcome from Dr. Donald Kaberuka, Chair of the Global Fund Board, Lady Roslyn Morauta, Vice-Chair of the Global Fund Board and Peter Sands, the Executive Director of the Global Fund. It was followed by an interactive panel and audience discussion focused on contextualizing the development of the Global Fund's new Strategy in a rapidly changing global environment with a decade to go on the 2030 goals, amid the COVID-19 pandemic, which threatens to set back the Global Fund's mission and progress by decades. The panel was chaired by Rico Gustav, the Global Fund Strategy Committee Chair, with panelists including Professor Dr. Armindo Tiago, Minister of

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<sup>3</sup> <https://www.theglobalfund.org/en/strategy-development/6th-partnership-forums/>

Health, Mozambique; Ambassador Stéphanie Seydoux, Ambassador for Global Health, France; Joyce Ouma, adolescents and young people representative at the Global Fund Country Coordinating Mechanism of Kenya, member of the Communities Delegation to the Board of the Global Fund and observer of the Youth Council to the Executive Director of the Global Fund; and Dr. Stela Bivol, Director of the Center for Health Policies and Studies (PAS Center), Moldova. See Annex 2 for the full Agenda.

Issues highlighted by speakers and panelists included:

- The **impact of the COVID-19 pandemic on HIV, TB and malaria progress being a top priority in discussions regarding the new Strategy**, given how the pandemic has affected progress against the three diseases, overwhelmed health systems, and caused vast economic and social disruption. It was highlighted that resilience in the face of COVID-19 and future pandemics relies on all partners coming together to safeguard the achievements in the fight against the three diseases over the past 20 years and to deepen and expand the collective response.
- The need to **learn more from and better support communities and civil society within and beyond the Global Fund partnership**, starting with putting communities at the center of the partnership's work and truly engaging them as experts and equal partners in achieving its mission. This includes ensuring the Global Fund's focus on working with communities living with and affected by the three diseases, including key populations, is more consistently reflected in how the programs it supports are designed and implemented on the ground.
- The value of the Global Fund being **bolder and more flexible** in its fight against the three diseases. It was highlighted that the Global Fund will need to do **more to confront the root causes of inequity** – including stigma, discrimination, gender inequalities and human rights barriers. Global Fund partners were encouraged to consider **how the Global Fund can use its investments and influence to advocate for equity and social justice**.

## 2.2 The Regional Partnership Forums

The three regional forums<sup>4</sup> each took place over three days and included a mix of plenary sessions and breakout group discussions. An opening plenary set the stage for each forum, with a panel discussion to contextualize the development of the Global Fund's new Strategy within the rapidly changing global and regional environment. Subsequent plenaries, held after breakout group sessions, centered primarily on discussing and synthesizing feedback from the groups, and concluding on overarching recommendations from each respective regional forum.

The facilitated breakout groups were at the heart of the regional forums. Independent external facilitators supported the breakout group discussions. The topic groupings were defined based on input and evidence gathered during the Strategy development process throughout 2020, including from an online Open Consultation that received 324 submissions

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<sup>4</sup> Regional Partnership Forum I: EECA and LAC (9-11 February 2021); Regional Partnership Forum II: Western, Central, Eastern and Southern Africa & MENA I (15-17 February 2021); Regional Partnership Forum III: Western, Southern, South-Eastern and Eastern Asia, the Pacific & MENA II (3-5 March 2021).

representing over 5,450 individuals.<sup>5</sup> As indicated in Figure 1 below, the breakout group topics spanned two categories, with six within the ‘defining our focus’ category and four within the ‘achieving our goals’ category. These topics encapsulate ~25 sub-topics as shown in Annex 3. Participants were assigned to one breakout group from the ‘defining our focus’ topics and one from the ‘achieving our goals’ topics based on pre-identified preferences, with participation balanced across stakeholder groups.

Participant rapporteurs worked together with their respective breakout groups to capture the main takeaways from their conversation in summaries that were then discussed in plenary. The key overarching recommendations from each of the regional partnership forums are described below and grouped across three main areas: the recommended ‘directional’ trends for the Global Fund in its next Strategy; recommended cross-cutting areas of focus ‘across domains’; and recommended ‘ways of working’.

In addition to this report, more detailed information from these summaries is available in three regional partnership forums meeting reports, which highlight input across the 10 breakout group topic areas and plenary discussions.<sup>6</sup> These meeting reports informed the development of this report. To support independent reporting from the Partnership Forums, the drafting of these reports was led by an independent rapporteur.

**Figure 1. Topics for regional forums’ breakout group discussions**



N.B: The two key areas of Global Fund strength (equity, human rights, gender, and most vulnerable; and community and civil society engagement and leadership of the response) were discussed across topics  
 \* Except in the case of EECA where there were only five 'Defining Our Focus' break-outs (as there was no 'Delivering outcomes against malaria' break-out)

**a. Regional Partnership Forum I: Eastern Europe and Central Asia and Latin America and the Caribbean**

Regional Partnership Forum I for Eastern Europe and Central Asia (EECA) and Latin America and the Caribbean (LAC) was held on 9-11 February 2021. A total of 71 people participated, including 25 from EECA, 33 from LAC and 13 from the Global North. Speakers included the Chair of the Global Fund Board, Dr. Donald Kaberuka, and representatives from different partners including Dr. Lena Nanushyan, Deputy Minister of Health of Armenia;

<sup>5</sup> Information about the online Open Consultation, including synthesis of inputs, is available at: [www.theglobalfund.org/en/strategy-development/](http://www.theglobalfund.org/en/strategy-development/).

<sup>6</sup> Available on the Strategy Development webpage: <https://www.theglobalfund.org/en/strategy-development/6th-partnership-forums/>

Alejandra Acuña, Vice Minister of Health, Costa Rica; Keren Dunaway, Gender Equality Officer at the International Community of Women Living with HIV (ICW) and Youth Coordinator for Llaves Foundation, Honduras; and Daniyar Orsekov, Advocacy Coordinator at the Eurasian Coalition on Health, Rights, Gender and Sexual Diversity (ECOM), Kyrgyzstan.

Breakout discussions were held separately for the EECA and LAC regions due to substantial time differences between the regions, and plenary sessions brought participants from both regions together to discuss common challenges and interlinkages.

The key overarching recommendations from Regional Partnership Forum I are provided below. **More detailed recommendations on each of the breakout group discussion topics and the meeting agenda are in the Regional Partnership Forum I Meeting Report available on the Strategy Development webpage.**<sup>7</sup>

### ***Directional***

- **Keep the main focus on HIV, TB and malaria**, and use Global Fund investments to enhance integration and strengthen systems.
- **Redouble efforts to address equity, human rights, gender and other structural barriers, and support community-based programs for and led by key and vulnerable populations** – recognizing these are the biggest barriers to HIV and TB progress in the regions. The Global Fund must seek to maximize its influence through country grants, specific catalytic funding, and increased use of political engagement to accelerate progress.
- **Be a leader: use the Global Fund’s leverage to advocate for its core principles** – especially those related to human rights, equity, gender equality and other structural determinants of the three diseases – to keep HIV, TB and malaria on the agenda; safeguard the role of communities and civil society; and mobilize domestic resources.
- **Leverage the strengths and flexibility of the Global Fund as it positions itself to act nimbly, efficiently, and in a rights-based manner in a changing global landscape** – including to address emerging epidemics, climate change, and migration/fragile settings to protect progress against HIV, TB and malaria.

### ***Across domains***

- **Commitment to strengthen community (including key and vulnerable populations) and civil society engagement and leadership of the response, including through:**
  - leadership of and greater engagement in programs;
  - community-led monitoring (CLM);
  - creating avenues for direct community funding;
  - promotion of dual-track financing principles (and excluding international non-governmental organizations (INGOs));
  - multi-country grants;
  - meaningful engagement on CCMs; and
  - advocating for engagement in other national processes.

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<sup>7</sup> <https://www.theglobalfund.org/en/strategy-development/6th-partnership-forums/>

- **Strengthened cross-sector collaboration, enhanced partnerships and accountability** (regional, in-country and with communities and civil society) to support sustainability and integrated service delivery, address social determinants of health, and harmonize with UHC agendas.

### **Ways of working**

- Strengthened transition support – including for:
  - Domestic resource mobilization;
  - Advocacy for policy change and rights-based, equitable responses; and
  - Government capacity building on community and civil society engagement and the sustainability of key and vulnerable population programs.

Priority additional steps could include:

- Introducing flexibilities regarding pace of transition (especially in the wake of COVID-19); and
- Facilitating access to technical support, recognizing that in EECA and LAC the Global Fund is sometimes the only or main funding mechanism.
- **Ensure that Global Fund processes promote and support differentiation at all levels according to context**, including:
  - Support for regional approaches to strengthen cross-border collaboration and jointly advocate for policy change;
  - Longer horizons for investments that deliver change over longer periods (e.g., equity, human rights, gender); and
  - Better use of catalytic investments and other tools to achieve aims.
- **Increased use of timely and quality data to inform decision making**, including support and use of CLM, subnational data and cross-sectoral data, and support for operational research – with routine sharing of data and best practices to local-levels for use.
- **Use of the Global Fund’s leverage to ensure transparency of costing and supply chain information, and to support access to affordable commodities (including in the context of transition)**, to support sustainability and continued progress, accountability and community engagement.

### **b. Regional Partnership Forum II: West and Central Africa, East Africa, Southern Africa and Middle East and North Africa (MENA) I<sup>8</sup>**

Regional Partnership Forum II for **West and Central Africa, East Africa, Southern Africa and MENA I** was held on 15-17 February 2021. A total of 152 people participated, making it the largest of the three regional forums: including 41 from East Africa, 17 from Southern Africa, 19 from West and Central Africa, 37 from MENA I and 38 from the Global North. Speakers at the opening plenary included the Chair of the Global Fund Board, Dr. Donald Kaberuka, and representatives from different partners including Dr. Charles Mwansambo, Secretary for Health at the Malawi Ministry of Health; Marie Solange Ngoueko, Executive Director at the Public Health International Consulting Centre, Cameroon; Professor Zoubida

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<sup>8</sup> Morocco, Egypt, Djibouti, Sudan, Somalia, Tunisia, Algeria, Mauritania, Djibouti and Eritrea.



Bouayad, CCM Chair, Morocco; and Liberty Glenton Matthyse, Executive Director, Gender DynamiX, South Africa.

The key overarching recommendations from Regional Partnership Forum II are provided below. **More detailed recommendations on each of the breakout group discussion topics and the meeting agenda are in the Regional Partnership Forum II Meeting Report available on the Strategy Development webpage.**<sup>9</sup>

### **Directional**

- **The Global Fund should maintain its core focus on HIV, TB and malaria** to ensure progress against its core mandate, and clarify an engaged role and niche in global health security, RSSH and on funding coinfections and comorbidities. All investments should consider the benefits of people-centered service integration while ensuring catalytic approaches given limited resources.
- **Place communities at the center**, including by recognising and supporting their leading role in the response, and give far greater attention to:
  - **Addressing structural barriers to and social determinants of HIV, TB and malaria** (including human rights, gender barriers, and specific barriers faced by key and vulnerable populations, youth, and women);
  - Shifting from a predominant Global Fund focus on biomedical interventions to also include greater focus on behavioral, structural and systems-wide areas; and
  - Supporting the generation and collection of indicators to track progress in these areas.
- **Maximize use of the Global Fund’s political leverage** in support of its core principles and strategic priorities, including to:
  - Advocate for political leadership in overcoming structural barriers (including human rights) and addressing social determinants of HIV, TB and malaria;
  - Advocate for increased domestic resources for health; and
  - Act as a catalyst to encourage other partners (development, government, Global Fund governance officials) to leverage their role. The guiding principle should be to demonstrate, at global, regional and national levels, what good human rights programming looks like.
- **Enhance the sustainability of programs through:**
  - Strengthened integration of people-centered Global Fund disease investments into national health and community systems (especially for key and vulnerable populations);
  - Support for integrated, meaningful and sustained community engagement in HIV, TB and malaria responses;
  - Support for inclusive development of national strategic plans; and
  - More **catalytic support for domestic resource mobilization** (e.g., use of co-financing to address health system barriers, more health for money, leveraging cross-sectoral investments).

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<sup>9</sup> <https://www.theglobalfund.org/en/strategy-development/6th-partnership-forums/>

## ***Across domains***

- Strengthened support for generation and use of quality, disaggregated data for decision making at all levels, including:
  - Support for electronic management systems;
  - Platform integration across sectors and partners;
  - Support for and integration of community-led monitoring (CLM);
  - Ethical collection and use of quality disaggregated data on key and vulnerable populations;
  - Strengthening the availability and transparency of program data for in-country partners at all levels; and
  - Strengthened technical support to help prioritize program focus on most affected populations.
- **Embolden and scale up community and civil society leadership of programs**, including through:
  - Direct funding channels (including dual-track financing) that address access barriers at the CCM level;
  - Support for CLM;
  - Addressing lack of risk appetite for community-led work;
  - Recognizing communities' roles as experts;
  - Addressing commensurate compensation (e.g., of community health workers, peer networks, etc. );
  - Providing capacity building; and
  - Ensuring integration with national systems.
- **Support country ownership by articulating distinct and complementary roles** that governments, communities, civil society, the private sector and technical and other partners play, to ensure mutual inclusion, respect and accountabilities, and address barriers to inclusive leadership and decision-making.

## ***Ways of working***

- **Address implicit CCM power imbalances**, including between governments and communities, civil society, key and vulnerable populations and youth, and address the limited voice of malaria and TB, to ensure meaningful engagement and balanced decision making.
- **Strengthen market shaping, procurement and innovation uptake** by incentivizing local and regional manufacturers; ensuring transparency of data quality assurance of systems; leveraging private sector expertise; supporting preferential pricing for domestic resources; and through Global Fund transition.
- **Improve the flexibility and responsiveness of the Global Fund Secretariat operations** throughout the grant lifecycle to better deliver the Global Fund's strategic

priorities according to country context and in response to a changing environment (e.g., global health security, COEs, climate, governance challenges, etc.).

### **c. Regional Partnership Forum III: South West Asia, East Asia, the Pacific, and Middle East and North Africa (MENA) II<sup>10</sup>**

Regional Partnership Forum III for **South West Asia, East Asia, the Pacific, and MENA II**, was held on 3-5 March 2021. A total of 122 people participated, including 46 from East Asia and the Pacific, 20 from South West Asia, 26 from MENA II and 30 from the Global North. Speakers included the Vice-Chair of the Global Fund Board, Lady Roslyn Morauta, and representatives from different partners including Her Excellency (Dasho) Dechen Wangmo, Health Minister, Royal Government of Bhutan; Dr. Riyadh Abdul Amir Al-Halfi, Director-General of Public Health, Ministry of Health, Iraq; Justin Francis Bionat, Executive Director, Youth Voices Count, the Philippines; and Cathy Ketepa, Chair Lady for the National Key Population Advocacy Consortium and National Coordinator for National Sex Workers' Organization 'Friends Frangipani Incorporation', Papua New Guinea.

The key overarching recommendations from Regional Partnership Forum II are provided below. **More detailed recommendations on each of the breakout group discussion topics and the meeting agenda are in the Regional Partnership Forum III Meeting Report available on the Strategy Development webpage.**<sup>11</sup>

#### ***Directional***

- **Keep the focus on HIV, TB and malaria**, while leveraging Global Fund strengths to make related contributions to RSSH and global health security through solidarity and rights-based approaches.
- **Put communities front and center of the next Global Fund strategy:** 'Walk the talk' on community and civil society engagement and leadership of the response (from CCMS to the Global Fund Board and Secretariat levels). Strengthening community engagement and systems is one of the Global Fund's unique comparative advantages. It should use its leverage to:
  - Safeguard an equal place for communities at the table with government in decision making around the grant lifecycle, to leverage each stakeholder's comparative and complementary strengths in program implementation and M&E;
  - Ensure direct and increased funding for community-led responses (including through dual-track financing and multi-country grants); and
  - Focus on people-centered approaches rather than on just the diseases.
- **Addressing stigma, inequities, human rights and structural barriers** (including legal/policy changes at national and regional levels) must be viewed as essential to stepping up progress against HIV, TB and malaria and leaving no one behind, with clear, wider benefits beyond disease responses. The Global Fund should use its political leverage to advance these issues with all partners, and at all levels. Investments should be accompanied by appropriate metrics to measure impact, including beyond the grant lifespan.

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<sup>10</sup> Iraq, Syria, Jordan, Lebanon, Yemen and Palestine.

<sup>11</sup> <https://www.theglobalfund.org/en/strategy-development/6th-partnership-forums/>

## **Across domains**

- **Integrating HIV, TB and malaria programs into national systems** to build sustainability, contribute to UHC and maximize impact, including by:
  - Seeking integration with related areas of health provision (e.g., sexual and reproductive health, febrile illnesses, mental health); related sectors (e.g., social protection, education, environment); and community systems and responses; and
  - Building government capacity, working on national policies (e.g., public financial management), and ensuring mechanisms for directing public financing (such as social contracting) are in place prior to transition, while supporting communities' and civil society's critical advocacy role.
- **Generation and integration of timely, quality and open data for comprehensive decision making and ensuring every person counts**, with focus on:
  - Understanding, valuing and supporting KVP and those left behind (respecting confidentiality concerns);
  - Expanding community-led monitoring;
  - Supporting electronic management systems and innovations; and
  - Integration across platforms to inform comprehensive, people-centered responses.
- **Augment HIV, TB and malaria programs** to respond and contribute to the COVID-19 response, including by leveraging global health security momentum to prioritize ending AIDS, TB and malaria; better integrating communities in the COVID-19 response; and ensuring flexibility to adapt to evolving contexts and priorities.

## **Ways of working**

- **Addressing power imbalances on CCMs** to safeguard empowered and equal representation of TB and malaria, and of communities (including KVP, migrant populations, indigenous communities) in decision making throughout the full grant lifecycle.
- **Bringing innovations to scale** across the three diseases, including through strengthened partnership with the private sector, academia and communities for evidence generation, operational research, technical support, developing investment cases, capacity building and support for rapid scale-up and use of new tools.
- **Supporting market shaping and access to commodities** – including in advance of, during and after transitions – through addressing barriers to access to affordable medicines, strengthening supply chain infrastructure and leveraging quality assurance mechanisms at national levels.

- **Supporting resource mobilization** through innovative domestic and external resource mobilization approaches and partnerships (including with the private sector), strengthened investment cases and data.
- **Increasing Global Fund Secretariat flexibility to support countries to tailor programs to country contexts**, including by addressing rigidity around risk appetite to allow space for innovations and improve program quality, promoting local solutions, and ensuring country teams are capacitated to promote community roles and to support tailoring of programs across country contexts.

### 2.3 Global Closing

The **Global Closing** on 15 March 2021 aimed to present and discuss consolidated recommendations for the next Global Fund Strategy from across the three regional forums and to further contextualize them in the evolving global environment, as well as to discuss how the input received from the 6<sup>th</sup> Partnership Forums will be used to inform and shape the Strategy’s development. A total of 159 people participated. The Global Closing included welcoming remarks and reflections from the Vice-Chair of the Global Fund Board, Lady Roslyn Morauta; an overview of emerging recommendations from the three regional meetings, followed by brief remarks by participant rapporteurs from each of the three regional forums on key points raised during the regional partnership forums: Raminta Stuikyte, Senior Advisor to the Senior Advisor of the Joint UN Programme on HIV/AIDS in Eastern Europe and Central Asia; Olivia Ngou, Founder & Executive Director, Impact Sante Afrique and Global Coordinator, Global Network of Civil Society for Malaria Elimination (CS4ME) and alternate Board Member Communities Delegation to the Global Fund Board; and Dr Rupali Sisir Banu, National Program Coordinator (NPC), National Tuberculosis Control Program Directorate General of Health Services, Bangladesh.

The Global Fund Executive Director, Peter Sands, then moderated a conversation and group discussion, with speakers Erika Castellanos, Director of Programs, GATE and Board Member Communities Delegation to the Global Fund Board; Professor Salim Abdool Karim, Director of the Centre for the AIDS Program of Research in South Africa (CAPRISA) and Professor of Global Health at Columbia University; and pre-recorded remarks by Representative Barbara Lee, Chairwoman, House Appropriations Subcommittee on State, Foreign Operations, and Related Programs, United States of America.

The speakers shared their observations on the feedback received during the three regional forums. Some of the speakers commented that a “game changer” for the next Strategy would be prioritizing community systems strengthening (CSS) and community, rights and gender (CRG) – not just at the strategy level but at the budget and allocation levels as well. It was noted that this work will require stronger community leadership on CCMs and all other Global Fund structures.

Other key issues highlighted by speakers included the importance of tailoring programming to country context and adopting a more ‘people-centered’ approach – one that addresses the

holistic needs of individuals. Speakers also commented on country ownership – and how it should take into account the complementary yet distinct roles of different actors across the partnership (e.g. communities, governments, civil society, technical partners, development partners, the private sector etc). Speakers also discussed how many of the lessons learned by the Global Fund in its response to the COVID-19 pandemic could be applied to its ‘core’ business around HIV, TB and malaria and may lead to more of a willingness to take risks to achieve programmatic impact.

The event concluded with an outline of the next steps in the Strategy development process. See Annex 4 for the Agenda. The Global Closing was recorded and can be viewed on the [Global Fund Strategy development webpage](#).

### 3. Conclusions and recommendations

As noted above, the key overarching recommendations from across all three regional forums are grouped across three main areas: the recommended ‘directional’ trends for the Global Fund in its next Strategy, recommended cross-cutting areas of focus ‘across domains’, and the recommended ‘ways of working’. The list below is an overview of the overarching recommendations emerging from the 6<sup>th</sup> Partnership Forums.

#### *Directional*

- **Maintain the focus on HIV, TB and malaria**, with contributions to RSSH through integrated, people-centered approaches (including coinfections and comorbidities) and to global health security and solidarity through a rights-based approach, aligned with Global Fund strengths.
- Place communities at center of the next strategy, including by:
  - Safeguarding the equal place of community (including KVP) and civil society with government in decision making throughout the grant lifecycle;
  - Reinforcing each stakeholder’s complementary strengths in program implementation and M&E; and
  - Ensuring direct funding for community-led responses.
- **Redouble efforts to address equity, human rights, gender and other structural barriers** to HIV, TB and malaria outcomes, including through support for community-led KVP and regional programs
- **Leverage the Global Fund’s position to advocate for its core principles and strategy aims** across stakeholder groups at national and global levels – including on human rights, equity, gender equality and other structural determinants of the three diseases

### **Across domains**

- **Strengthened generation and integration of timely, quality and open data for comprehensive decision making** (including community-led monitoring), ensuring that every person counts.
- **Strengthened sustainability and transition support**, including through integration into national systems, strengthening community systems and responses, work on national policies, social contracting, support for advocacy for sustained investments in KVP programs, innovative domestic and external resource mobilization, and emphasizing value for money.

### **Ways of working**

- **Support country ownership by articulating distinct and complementary roles** that governments, communities, civil society, private sector and technical and other partners play, to ensure mutual inclusion and accountabilities.
- **Address power imbalances on CCMs** to safeguard meaningful and equal representation of TB, malaria and communities (including KVP) throughout the grant lifecycle.
- **Strengthen partnerships to achieve strategy aims**, including with private sector, academia and related sectors (social protection, environment).
- **Strengthen market shaping, procurement and innovation uptake** and address barriers to access to affordable commodities.
- Increase Global Fund Secretariat flexibility to support countries to tailor programs to country context, and to address rigidity around risk appetite to allow space for innovations and improve program quality.

## **4. Lessons learned**

The objectives of the 6<sup>th</sup> Partnership Forums were to gather representatives from across the Global Fund partnership, particularly those not regularly engaged in Global Fund Strategy discussions, to review input, evidence and guidance received on Strategy development to date and to help identify areas of future focus for the next Global Fund Strategy to improve the partnership's impact. It was important that the Partnership Forums be conducted in an open, inclusive and engaging manner to ensure that the voices and priorities from across the diverse Global Fund partnership were heard, to ensure that the next Global Fund Strategy meets the needs of the people it works with and serves.

The objectives of the Partnership Forums were grounded in the Global Fund Bylaws<sup>12</sup>; which specify that the Partnership Forums are an ongoing process linked to the Global Fund Strategy, and will:

- Provide input into the development and implementation of the Global Fund strategic plan; and

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<sup>12</sup> [https://www.theglobalfund.org/media/6007/core\\_globalfund\\_bylaws\\_en.pdf](https://www.theglobalfund.org/media/6007/core_globalfund_bylaws_en.pdf)

- Provide an important and visible platform for debate, advocacy, continued fundraising, and inclusion of new partners for the development of the Global Fund strategic plan.

This section aims to highlight key successes and capture high-level lessons learned for future Partnership Forums. These lessons learned have been informed by feedback from participants (including through an online feedback survey with 55 responses), facilitators, and the Global Fund Secretariat.

### ***Participation***

Participants represented the broad and diverse range of stakeholders that make up the Global Fund partnership. Participants were invited through a formal nomination process based on criteria determined in conjunction with the Global Fund's Strategy Committee. The criteria aimed to ensure a balance between familiar voices and those stakeholders who have fewer opportunities to engage in Global Fund strategic discussions; and bring a balance of perspectives, experiences, geographical backgrounds and areas of expertise to contribute to the discussion. The target participation number was met, with 99% of the target number of participants (350) joining at least one session during the regional partnership forums.

Looking at the regional partnership forums individually, this was 96% for EECA-LAC (target 74), 93% for Africa-MENA I (target 164), and 109% for Asia, Pacific and MENA II (target 112). Detailed participation numbers per stakeholder group and per regional Forum can be found in Annex 1 and the meeting reports of the three regional partnership forum meetings.

### ***Partnership Forums pre-meetings***

The civil society and community Partnership Forum pre-meetings, traditionally hosted by the Global Fund Secretariat, were held virtually in advance of the Global Opening to help participants prepare for the Partnership Forums, and the pre-meetings were broadly considered to be effective by participants. The extra time between the pre-meetings and formal Partnership Forum proceedings was cited as important for allowing the participants to have additional time to communicate and consult with their respective constituencies to ensure their views were represented. The pre-meetings resulted in the drafting of a joint public statement by the participants outlining their priorities, concerns and vision for the post-2022 Strategy, which was shared at the Global Opening. The Global Fund Secretariat encouraged, supported and co-convened pre-meetings and Partnership Forums briefings for other stakeholder groups including implementer governments, which were reported to be effective in supporting participants with their preparations. For future Partnership Forums, it may be beneficial to leverage pre-meetings more broadly to support meaningful engagement.

### ***Connectivity and technology***

The 6<sup>th</sup> Partnership Forums were the first entirely virtual forums. The Global Fund Secretariat worked with partners to apply best practices and to identify connectivity and other participation challenges in advance. Personalized support was provided to address connectivity needs identified by participants in the registration form (e.g. internet or phone connectivity). Connectivity challenges were reported to be limited overall. The 6<sup>th</sup> Partnership



Forums were hosted on a virtual meeting platform that participants reported to be intuitive and easy to use. The platform could only be accessed by registered participants through multi-factor authentication to ensure a safe space where only invited participants could join the conversations. Various Information Technology training sessions were offered to participants in advance of the Partnership Forums.

### ***Language***

Live interpretation was available during all Partnership Forum sessions based on the language needs identified by participants, in addition to translation of the chat in plenaries, multilingual facilitation and availability of background documents and slides in multiple languages. To ensure inclusivity and promote meaningful discussions in future Partnership Forums, it's key to ensure multilingualism and to provide appropriate options to support the full participation of people living with disabilities.

### ***Program***

To ensure meaningful and sustained engagement in a virtual environment, as well as to accommodate time zone differences to the extent possible, the agenda was designed based on a maximum of 3 hours of participation a day. The program consisted of a diverse mix of sessions and followed an iterative design where participants worked from sharing views to prioritizing recommendations.

Maintaining the concept of a virtual Global Opening and Closing that convenes all participants is recommended as complementary to regional in-person Partnership Forums in the future, in order to create global momentum, and build concurrence around the Partnership Forum recommendations.

### ***Facilitation***

The Partnership Forums were supported by a strong and diverse external facilitation team, which was reported to be effective and allowed for inclusive, open and in-depth discussions. This approach helped to ensure oversight across the five meetings, a diversity in backgrounds and facilitation styles, and leverage complementary skills. It is recommended to maintain this approach for future (virtual) Partnership Forums.

### ***Meaningful participation and safe space***

Small breakout groups of a maximum of 10-15 participants were convened for in-depth discussions. Stakeholders from across the Global Fund partnership were assigned to each breakout group. Despite efforts to encourage meaningful implementer government participation, it was observed that implementer governments were less vocal overall in the 6<sup>th</sup> Partnership Forums. For future Partnership Forums, it may be beneficial to organize regional pre-meetings for government implementers, to share their collective priorities and prepare for participation in the discussions.

Collaborative principles, both regarding technology (raise hand, mute, and chat functions) and collaboration (respect, inclusivity, providing adequate space, privacy, and confidentiality)

helped to ensure effective discussions and a safe space for all participants. It is recommended that future Partnership Forums remain guided by such collaborative principles.

### ***Reporting***

A diverse team of participant rapporteurs led the independent documentation of outcomes of the breakout group discussions. Summaries of the breakout group discussions were posted on the online platform during the 6<sup>th</sup> Partnership Forums, to facilitate the identification of interlinkages and prioritization recommendations. The recommendations from the 6<sup>th</sup> Partnership Forums have been published in detailed reports for transparency of the discussions and outcomes, and to inform the work against HIV, TB and malaria across the Global Fund partnership. For future Partnership Forums, it's recommended to continue these approaches.

## **5. Next steps**

Along with other inputs throughout the wider Strategy development process, the detailed Partnership Forum recommendations and input is being used by the Global Fund Secretariat, Strategy Committee and Board to develop the post-2022 Global Fund Strategy Framework and Narrative. The Global Fund will continue to engage with participants at key points in the ongoing process, prior to the Strategy's anticipated final approval by the Board in November 2021.

Following the Strategy's approval, preparations will be made for implementation, including the development of the M&E Framework and KPIs to measure the performance of the next Strategy and relevant policy updates. It will also kick off preparations for the 7<sup>th</sup> Replenishment in 2022. The next Strategy is planned to commence in 2023.

## Annex 1: Attendance at the 6<sup>th</sup> Partnership Forums

<b>By Stakeholder Group</b>	<b># of Participants<sup>13</sup></b>	<b>%</b>
<b>Country stakeholders</b>	<b>161</b>	<b>44%</b>
Implementer (Principal Recipient/ Sub-recipient)	38	10%
Country Coordinating Mechanism (CCM)	29	8%
Parliamentarian/Government Official or Lawmaker	20	6%
Other In-country Stakeholders <sup>14</sup>	38	10%
Communities (including key and vulnerable populations)	36	10%
<b>Stakeholders with an existing Global Fund governance, funding or assurance role</b>	<b>71</b>	<b>19%</b>
Donor (including donor governments, private foundations, private sector donors)	10	3%
Board and/or Committee Member	27	7%
Local Fund Agent	18	5%
TRP / TERG member	16	4%
<b>Global and regional stakeholders and partners</b>	<b>132</b>	<b>36%</b>
Civil Society	78	21%
Multilateral and Bi-lateral Partner	32	9%
Technical expert	22	6%
<b>Total</b>	<b>364</b>	<b>100%</b>

<sup>13</sup> Refers to participants who joined one or more of the five virtual meetings, i.e., the Global Opening, three regional forums, and/or Global Closing.

<sup>14</sup> Other in-country stakeholders include local private sector, health insurance providers, healthcare providers, government agencies, local academia, and local representatives of international (UN) organizations.

## Annex 2: Agenda: Global Opening

2 February 2021	
Time (CET)	Session Description
13:00-13:25	<p>Welcome/ Bienvenue: <i>Setting the Scene</i></p> <p>Session Chair: Lead facilitators</p> <p>Speakers: Dr. Donald Kaberuka, Chair of the Board, Lady Roslyn Morauta, Vice-Chair of the Board and Peter Sands, Executive Director, the Global Fund</p>
13:25-14:15	<p>Our Partnership's Future: Towards greater impact in a rapidly changing environment. <i>Panel and Audience Discussion</i></p> <p>Interactive discussion between a multi-stakeholder panel and the audience to contextualize the development of the Global Fund's new Strategy in a rapidly changing global environment with a decade to go on the 2030 goals, amid the COVID-19 pandemic, which threatens to set back our mission and progress by decades.</p> <p>Session Chair: Rico Gustav, Global Fund Strategy Committee Chair</p> <p>Panelists:            Professor Dr. Armindo Tiago, Minister of Health, Mozambique            Ambassador Stéphanie Seydoux, Ambassador for Global Health, France            Joyce Ouma, adolescents and young people representative at the Global Fund Country Coordinating Mechanism of Kenya, youth member of the Communities Delegation to the Board of the Global Fund and observer of the youth council to the Executive Director of the Global Fund            Dr. Stela Bivol MPH, Director of the Center for Health Policies and Studies (PAS Center), Republic of Moldova</p>
14:15-14:25	<p>The 6<sup>th</sup> Partnership Forums: <i>A central part of the development of the next Global Fund Strategy</i></p> <p>Brief overview of the Global Fund Strategy development process, including how the 6<sup>th</sup> Partnership Forum participant engagement contributes to the development of the Global Fund's next Strategy.</p> <p>Session Chair: Lead Facilitators</p> <p>Speaker: Dr. Harley Feldbaum, Head of Strategy and Policy, the Global Fund</p>
14:25-14:30	<p>Closing Remarks</p> <p>Speaker: Global Fund Board Leadership</p>

## Annex 3: Breakout Group Topics

<b>Defining our focus</b>	<b>Delivering outcomes against HIV, TB and malaria*</b> <ul style="list-style-type: none"> <li>Global and regional aims, progress and challenges</li> <li>Regional priorities and key areas of focus (e.g. HIV prevention; key &amp; vulnerable population (KVP) services; structural barriers; missing TB cases; quality early malaria diagnosis &amp; treatment)</li> </ul>	<b>Integration and systems for health</b> <ul style="list-style-type: none"> <li>Resilient &amp; sustainable systems for health (RSSH) (incl. Universal Health Coverage/Primary health care integration, people-centered approaches, cross-health / cross-sector collaboration and integration)</li> <li>Community systems strengthening</li> <li>Social determinants of health</li> <li>Quality of care</li> </ul>	<b>Adapting to a changing environment</b> <ul style="list-style-type: none"> <li>Global health security including COVID-19, antimicrobial / insecticide / product resistance / One Health</li> <li>Climate change</li> <li>Fragility, migration, displacement and challenging operating environments</li> </ul>	<b>Equity, human rights, gender and key and vulnerable populations</b> <ul style="list-style-type: none"> <li>Strengthening focus on equity, human rights, gender and the most vulnerable (e.g. KVP and adolescent girls and young women)</li> <li>Addressing structural barriers</li> <li>Reducing health inequities</li> </ul>
<b>Achieving our goals</b>	<b>Strengthening impact by country context</b> <ul style="list-style-type: none"> <li>Data driven programming at all levels, incl. community-led monitoring</li> <li>Enhancing impact by tailoring to country context</li> <li>Sustainability/ transition support</li> <li>Managing risks as potential barriers to greater impact</li> </ul>	<b>Partnerships to support effective implementation</b> <ul style="list-style-type: none"> <li>Strengthening community and civil society engagement and leadership of responses</li> <li>Improving partnership model to strengthen program effectiveness</li> <li>Strengthening Country Coordinating Mechanisms (incl. programmatic and governance integration)</li> <li>Private sector engagement</li> <li>Country ownership</li> </ul>	<b>Resource mobilization</b> <ul style="list-style-type: none"> <li>Domestic financing</li> <li>Donor financing</li> <li>Resourcing our aims (including global health security)</li> </ul> <p>N.B: The two key areas of Global Fund strength (equity, human rights, gender, and most vulnerable; and community and civil society engagement and leadership of the response) were discussed across all topic groupings</p> <p>* 'Delivering outcomes against HIV, TB and malaria' was further broken into three breakout group topics, i.e., one for each of the diseases.</p>	<b>Market Shaping, Procurement, Supply Chain and Bringing Innovations to Scale</b> <ul style="list-style-type: none"> <li>Market shaping</li> <li>Procurement</li> <li>Bringing innovations to scale</li> </ul>

## Annex 4: Agenda: Global Closing

15 March 2021	
Time (CET)	Session Description
13:00-13:15	<p>Welcome and reflections</p> <p>Welcome and reflections on the three regional Partnership Forums.            Session Chairs: Facilitators Claudia Ahumada and Kevin Osborne            Speaker: Dr. Donald Kaberuka, Chair of the Board</p>
13:15-13:45	<p>Three regional Partnership Forums: Reflections and recommendations. <i>Moderated conversation and audience discussion</i></p> <p>The aim of this session is to consolidate recommendations for the next Global Fund Strategy from the three regional Partnership Forums and highlight specific recommendations and regional nuances. The session starts with a brief recap of the recommendations brought forward in the three regional Partnership Forums followed by reflections from a participant rapporteur from each regional Partnership Forum and an interactive discussion with the audience.</p> <p>Session Chairs: Facilitators Claudia Ahumada and Kevin Osborne</p> <p>Participant rapporteurs:</p> <ul style="list-style-type: none"> <li>• Raminta Stuiyte, Senior Advisor to the Senior Advisor of the Joint UN Programme on HIV/AIDS in Eastern Europe and Central Asia (Partnership Forum 1: Eastern Europe and Central Asia, and Latin America and the Caribbean)</li> <li>• Olivia Ngou, Founder &amp; Executive Director, Impact Sante Afrique and Global Coordinator, Global Network of Civil Society for Malaria Elimination (CS4ME) (Partnership Forum 2: Africa and the Middle East and North Africa (MENA) I<sup>15</sup>)</li> <li>• Dr. Rupali Sisir Banu, National Program Coordinator (NPC), National Tuberculosis Control Program Directorate General of Health Services, Bangladesh (Partnership Forum 3: Western, Southern, South-Eastern and Eastern Asia, the Pacific, MENA II<sup>16</sup>)</li> </ul>

<sup>15</sup> MENA I includes Morocco, Egypt, Djibouti, Sudan, Somalia Tunisia, Algeria, Mauritania and Eritrea.

<sup>16</sup> MENA II includes Iraq, Syria, Jordan, Lebanon, Yemen and Palestine.

13:45-14:30	<p>The next Global Fund Strategy: Catalyzing Greater Impact in a Rapidly Evolving Environment. <i>Moderated conversation and audience discussion</i></p> <p>Building on the recommendations brought forward in the regional Partnership Forums, this session aims to contextualize these recommendations and the next Global Fund Strategy in a rapidly evolving global environment, including the COVID-19 pandemic threatening to reverse the health gains of the last two decades. The session will kick off with a moderated conversation followed by an interactive discussion with all participants.</p> <p>Moderator: Peter Sands, Executive Director, Global Fund</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Representative Barbara Lee, Chairwoman, House Appropriations, Subcommittee on State, Foreign Operations, and Related Programs, United States (video remarks)</li> <li>• Erika Castellanos, Director of Programs, Global Action for Trans* Equality (GATE), Board Member Communities Delegation Global Fund Board</li> <li>• Professor Salim Abdool Karim, Director of the Centre for the AIDS Programme of Research in South Africa (CAPRISA) &amp; Professor of Global Health at Columbia University</li> </ul>
14:30-14:45	<p>The Journey Ahead: Next steps in the Strategy development process and closing</p> <p>Overview of next steps in the Strategy development process and how the input received from the Partnership Forums will be used to inform and shape the process, followed by closing remarks.</p> <p>Session Chairs: Facilitators Claudia Ahumada and Kevin Osborne</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Dr. Hannah Grant, Senior Strategy and Policy Advisor, the Global Fund</li> <li>• Lady Roslyn Morauta, Vice-Chair of the Board</li> </ul>