

COVID-19 Response and Business Continuity

47th Board Meeting

Pre-Board Session, 5 May 2022: COVID-19 Secretariat Update

GF/B47/08

10-11-12 May 2022, Geneva / Virtual

Board Information

Purpose of the paper: This paper provides the Board with an informal update, as of 14 April 2022, on the Global Fund response to COVID-19 and ensuring business continuity and delivery of the Global Fund's core mission.

Executive Summary

Input Sought

The Board members will have an opportunity to discuss the Global Fund's response during the 5 May 2022 pre-Board session with the Executive Director.

Themes this Paper Addresses

The paper covers the latest update on the Global Fund's response to COVID-19 and can be reviewed in tandem with the latest monthly update to the board, which can be found on the [Governance portal](#). It builds on the 18th Joint AFC-EGC-SC Session on 10 March 2022. The paper focuses on continued COVID-19-related disruption of programs in Global Fund-supported countries as well as the ongoing situation in Switzerland affecting Global Fund staff. The Secretariat's four-pronged response includes measures to support staff with virtual work as well as the upcoming transition back to the Global Health Campus (GHC) following the recent COVID-19 waves; ensuring sustained progress on the Global Fund's core mission in the evolving environment through a focus on core operations, continued and robust Business Contingency Planning (BCP) and extensive risk monitoring; the latest updates on awarding Global Fund-supported countries with emergency resources through the COVID-19 Response Mechanism (C19RM); and the areas in which the Secretariat is playing a role as part of the global community of international organizations fighting COVID-19 (such as through the Access to COVID-19 Tools Accelerator, ACT-Accelerator).

Sections of the paper include:

1. The Global Fund's response
 - Keeping our people safe (page 3)
 - Protecting our core mission (page 3)
 - Supporting countries we invest in to respond to COVID-19 (page 5)
 - Our role in the global COVID-19 response and looking ahead (page 6)

Context

Keeping our People Safe

1. The Secretariat continues to comply with all the Swiss Federal Council and Geneva cantonal guidance. On 17 February 2022, the Swiss Government announced that the previous mandatory working from home directives were being removed and decided to maintain the obligation of mask wearing on public transport and in healthcare institutions and isolation for individuals who test positive for COVID-19 until 31 March 2022. On 1 April 2022, these last remaining measures were lifted by the Swiss Government. The Global Fund's Situation Response Team (SRT) agreed to gradually re-open the GHC in two stages: in stage 1, from 7 February 2022, the GHC was reopened to staff with a 20% maximum capacity. Stage 2, from 1 March, the building's capacity has been increased to 60% and the cafeteria as well as other services reopened. A COVID-19 vaccination certificate is still required to enter the building and mask-wearing is recommended when moving around. The gradual reopening will continue to be carefully monitored as it progresses and will transition into the Future of Work Project in July 2022. In parallel, the Secretariat has continued with virtual working and adapting to the new hybrid working environment, including by holding online meetings with Committees, and has put support mechanisms in place for staff and managers, such as IT measures that support teleworking, working from abroad flexibility (see below), and resources for staff that received a positive diagnosis for COVID-19.
2. The SRT remains active and continues to support the alignment of decisions with GHC partners (Gavi, StopTB, RBM and Unitaid). All decisions are overseen by the Management Executive Committee (MEC).
3. Flexibilities allowing each staff member to 'Work from Abroad' up to a maximum of 30 days continue in place, increased by 10 days from 2021. The restriction on business-critical travel has been lifted by the SRT and all business essential travel is now permitted. Returning to pre-pandemic levels for low- and medium-risk countries, with additional responsibility on managers to ensure traveler safety. Travel to high-risk countries will be reassessed if there are more than three cases of COVID-19 outbreaks or related health emergencies with staff in more than three countries at the same time.

Protecting our Core Mission

4. Despite the hurdles, the Global Fund's core business is moving ahead as planned, with 207 funding requests now reviewed by the Technical Review Panel (TRP), completing the funding request review and recommendation stage for this funding cycle. 257 grants were Board-approved by the end of 2021 and as of end-March, grants worth US\$12.5 billion, representing 99% of the core allocation funds, have been reviewed and recommended by the Grant Approvals Committee (GAC).
5. The Strategy development process has been fully virtual for the first time, and in November 2021 the Global Fund Board approved the partnership's new Strategy to accelerate progress towards the 2030 SDG horizon and contribute to a world free of

the burden of AIDS, tuberculosis and malaria with better, more equitable health for all. Preparations are now underway for implementation of the Strategy, including through Strategy Delivery planning and associated policy and operational changes. The new Strategy also sets the stage for the 7th Replenishment.

6. Business Contingency Plans (BCPs) first established in 2020 remain in place, allowing flexibilities for countries, Principal Recipients (PRs) and health product processes and systems, while mitigating risks faced by our core programs due to in-country disruptions. Following an internal review process, BCPs by department and processes were amended or integrated into core policy. Several of the initial flexibilities in core grant operations have either been removed and/or adapted, following a due diligence check on risks and tradeoffs, and integrated into core processes where needed. The remaining plans will provisionally remain until September 2022, following the most recent extension memorandum signed by the Executive Director in April 2022.
7. Our IT response to COVID-19 has continued through direct support of Global Fund strategic objectives. This has included Pulse Checks and Spot Checks workstreams with all unplanned/unforeseen COVID-19 enhancements having been delivered across our platforms. With the progress of the Future of Work project, and expected implementation from September 2022, we continue to prepare both our colleagues and infrastructure for a hybrid return to work through our digital workplace initiative. We have implemented several key programs aimed at increasing the digital skills of our employees to enhance collaboration, improve capability and automate workflows to replace manual processes. These efforts have been underpinned by our drive for operational excellence¹. We retain our focus on reinforcing our project management practices aimed at improving the bottom line of our projects, enhancing project delivery, quality, time, and cost. This is supported by our evolving vendor governance framework where we are partnering to obtain best value for money, achieve performance targets and manage key vendor risks from data to resilience and security.
8. The Performance and Accountability internal monitoring mechanism has been updated to monitor the impact of COVID-19, providing visibility into the Secretariat's business processes that face the greatest disruption. There has been limited change in the trend of process disruption levels over the last quarters of 2021. Business Process Owners (BPOs) have adapted to operate in the new normal and as part of BCP monitoring, are regularly tracking and monitoring the level of disruption of their processes and taking corrective actions as needed. As a result, centralized BCP monitoring and reporting that was being performed quarterly was discontinued starting in January 2022. Overarching business risks, including monitoring country disruptions, securing IT and communication, and delivering sufficient health product supplies, remain on the Secretariat's radar.
9. Conversion of Sixth Replenishment pledges into contributions is on track and remains a key ongoing priority. The Global Fund has signed agreements with 79% (46 of 58) of public donors as of 31 March 2022. For the most part, public donors have signed agreements with multi-year payment schedules (40 of 46). Signed contribution agreements are in place for 91% of private sector pledges. Contributions of US\$9.2

¹ Achievements include obtaining ISO/IEC 20000-1:2018 Service Management certification, passing an ISO 27001 IT Security surveillance audit and looking forward to achieving ISO 22301 Business Continuity Management System (BCMS) certification in 2022.

billion from public donors and US\$9.9 billion overall have been secured in cash, in line with expectations for full conversion of forecasted pledges.

10. While payment delays or defaults resulting from the COVID-19 crisis cannot be excluded, controls and mitigations on pledge conversion have been tightened and additional measures put in place as part of the Secretariat's contingency plan. The continued support and advocacy from Board and Committee members will be critical in ensuring timely pledge conversion in addition to the mobilization of advocacy partners, including civil society organizations, communities, members of parliament and champions.

Supporting Countries' Respond to COVID-19

11. In 2021, following extraordinary support from our donors, the Global Fund crossed the US\$4 billion mark of investments made to support countries in combating COVID-19 and mitigating its impact on the three diseases and global health systems since the beginning of the response in 2020. As of 11 April 2022, US\$4,419 million has been awarded (including funding approved by the Board) to 108 countries and 22 multicountry programs.
12. Cumulatively, since the beginning of the Global Fund's response to COVID-19 in early 2020, 104 countries have used the Pooled Procurement Mechanism / wambo.org to access COVID-19 related health commodities. This includes, at the time of writing, orders placed for over 77 million SARS-CoV-2 diagnostic tests across 99 countries and US\$210 million worth of PPE products across 84 countries. These are important increases since our last Board meeting in November 2021. The Global Fund is the largest funder of diagnostics in Africa and remains a large funder for all non-vaccine related health products for COVID-19 in the regions we support.
13. Earlier this year, the Global Fund made available US\$200 million of additional funding, adapting to the evolving pandemic and responding to urgent needs. Out of a total requested amount of US\$258 million, US\$196 million has been awarded as of 11 April 2022. These funds are primarily from new donor contributions. The additional funds have been invested primarily through a Fast-track opportunity, targeting priority interventions (including continuation or scale-up of SARS-CoV-2 diagnostics and Oxygen support) in addition to C19RM eligible priorities. As of the time of writing, US\$62 million has been awarded for COVID-19 diagnostics and US\$52 million has been awarded for medical oxygen. The C19RM Investment Committee prioritized funding for countries facing programmatic gaps, with potential to accelerate implementation, who had recent COVID-19 surges, and with absorptive capacity, including where additional funds were most urgently needed and could be deployed rapidly.
14. In addition to making greater financial resources available to countries, following consistent and extensive consultations with the Board, Committees, and partners, the Secretariat continues to iterate the C19RM model. At this juncture, the Office of Inspector General finalized the audit report of C19RM 2021 on 30 March 2022. The outcomes and comprehensive agreed management actions will further inform the implementation of C19RM funds and ensure necessary adaptations to the mechanism. As far as key achievements and good practices are concerned, the audit of C19RM

2021 highlights that the mechanism maintained a very quick pace in approving requests, improved inclusiveness, and developed a well-designed Monitoring & Oversight (M&O) framework. On the agreed management actions side, acknowledging the primary role played by in-country partners and the current implementation stage, the Secretariat will review the external review process in order to further optimize and mature the role played by technical partners on the GAC and the COVID-19 Technical Advisory Group (CTAG). In addition, the Secretariat will continue to strengthen elements of the M&O framework, develop and operationalize a portfolio optimization framework for C19RM investments in line with the evolving nature of the COVID-19 pandemic, considering factors such as absorption to date and the evolution of external funding landscape.

15. The C19RM Secretariat has also initiated various process improvements and optimizations, and C19RM continues to make Centrally Managed Limited Investments (CMLI) that encourage innovations that identify and leverage opportunities amidst the pandemic to provide implementation support in reinforcing the response to COVID-19, improve health systems and solve cross-disease challenges. US\$97 million is available for CMLIs, of which US\$16 million has been awarded, US\$50 million has been set-aside for early access to novel C19RM therapeutics, and US\$31 million remains available for additional CMLI awards. The CMLIs include funds for expertise to support investments in oxygen clinical care and related products (Project BOXER) across 30 countries, the rapid scale-up of testing coverage and strengthening of laboratory networks and services (Project STELLAR) across 22 countries in Africa and support towards civil society and community engagement as well as the strengthening of community-led monitoring.
16. While the current deadline for use of C19RM funds continues to be December 2023, and all implementation activities must be completed by that date, due to ongoing absorption challenges and evolution of the COVID-19 pandemic, the Secretariat is working on a Portfolio Optimization approach and refinement of reprogramming guidelines to ensure funds are deployed effectively where they are most needed to maximize impact of C19RM investments.
17. The C19RM Secretariat continues in fluent contact with GAC and the GAC/CTAG partners through the review of C19RM additional funding requests and monthly meetings discussing lessons learned and themes to refine the Global Fund's COVID-19 response, including new WHO guidance on SARS-CoV-2 Ag-RDT for COVID-19 self-testing and updates on C19RM implementation from the Latin America and Caribbean region.

Playing Our Role in the Global COVID-19 Response

18. The Global Fund is a co-founder of the ACT-Accelerator (ACT-A) partnership that has been at the forefront of providing countries with equitable access to necessary tools to fight the pandemic. Through C19RM, the Global Fund is the primary source of grant support for all COVID-19 tools except vaccines. As of 29 October 2021, an unprecedented mobilization of sovereign funders and private sector, philanthropic and multilateral contributors has galvanized commitments of US\$ 18.7 billion for ACT-

A. The 2020-21 ACT-A budget's funding gap was US\$ 14.5 billion. Since 29 October 2021, all new pledges in support of the ACT-Accelerator will count towards the 2021-2022 budget. These pledges, now total US\$1,792 million as of 7 April 2022, with a 2021-2022 funding gap of US\$15 billion. ACT-A launched a new resource mobilization campaign on 9 February 2022 for the US\$16.8 billion funding needed for the COVID-19 response over the period October 2021 to September 2022. With only six months left in the funding cycle, the 10th Facilitation Council meeting on 26 April is an opportunity to urgently call to close the ACT-A funding gap. It will equally serve as a platform to recognize commitments to date, pledge new funding and drive intensified push to reach the global COVID-19 targets.

19. The ACT-A Financing Framework is entirely focused on the current response to COVID-19 and not related to the Global Fund's Investment Case for the Global Fund's Seventh Replenishment. The Investment Case explicitly excludes the COVID-19 response. The Global Fund contributes to achieving ACT-A targets through C19RM and reports accordingly.

20. The Global Fund plays a key role in three of the four ACT-A pillars. It remains actively engaged as a co-convenor of the Diagnostics and Health Systems and Response Connector pillars and supports procurement and distribution for the Therapeutics pillar. Moreover, we continue to encourage advocacy and community engagement across all ACT-A workstreams and through the Global Fund Advocates Network. The Global Fund is also actively engaged in the ACT-A strategic review process. Global Fund investments in strengthening health systems and community systems play a critical role in the rollout of all COVID-19 tools and we therefore, along with partners, actively supported countries to procure diagnostics, PPE, therapeutics, and oxygen. The Secretariat has published technical briefs to scale-up community testing and encouraged implementing countries to consider establishing national policies for task-shifting. The main objective is to allow increased access to COVID-19 diagnostics tools while actively leveraging partnerships (e.g., Supply Consortium and ACT-A) across Diagnostics, Therapeutics, and the Health Systems and Response Connector pillars. Examples include continued collaboration with AU-CDC, WHO AFRO, and African Society for Laboratory Medicine and National Lab Directors to accelerate country adoption and scale-up of Ag RDTs, working with WHO to develop guidance for implementation of joint COVID-19/TB screening and testing (integrated testing) and working with the World Bank and other partners on an initiative, "Rethinking PPE", to strengthen the PPE ecosystem.

Looking Ahead

21. The primary focus for 2022 is ensuring implementation and impact. This will include the mobilization of implementation support through CMLIs and additional TA from partners. As the pandemic continues, the death toll and the threat of new variants grow. As COVID-19 persists, new variants are expected every 2 to 3 months, with immediate global spread. Beyond the death toll, COVID-19 is having a devastating impact on societies including in global health, economic, education, climate and poverty. Investments in the COVID-19 response will have a long-lasting impact. Furthermore, with the unpredictable nature of COVID-19 and the spread of variants, the Secretariat is prioritizing the translation of awards into the procurement of

budgeted commodities to support in-country responses and identify avenues for reprogramming of underutilized funds and procurement savings to meet the evolving needs of Global Fund-supported countries. For this purpose, the Secretariat is carrying out deep-dives on the key areas of C19RM investment, including medical oxygen, COVID-19 diagnostics and personal protective equipment (PPE) to identify bottlenecks and leverage the expertise across the Secretariat and partners to further accelerate the implementation of investments. We will continue to be responsive to feedback from our partners, donors and staff and continue to rapidly approve awards through C19RM, as applicable, and to monitor and oversee the implementation of investments.

22. We continue to work alongside our partners to address the crisis and avoid losing ground against HIV, TB and malaria gained over the past 20 years. The Executive Director will continue to update the Board on our approach to COVID-19 through regular calls and monthly reports. We continue to ask for support from Global Fund partners to remain on track to accomplish our mission of ending HIV, TB and malaria as epidemics and making a positive impact on the lives of the people we serve. Alongside its partners, the Global Fund will play its role in contributing to strengthening countries' pandemic preparedness capabilities over the next Strategy term, by strengthening people-centered, integrated systems for health and resilient HIV, TB and malaria programs that are better able to prevent, detect and respond to infectious disease outbreaks.

23. The Global Fund has extended the opportunity for donors to continue to contribute to C19RM through September 2022 to align with the ACT-A budget. As C19RM remains the leading source of grant funding for non-vaccine tools in the global response to the COVID-19 pandemic, funding from the ACT-A resource mobilization campaign may likely contribute additional funds to the mechanism. This extension most recently enabled additional contributions for a total of US\$293 million from the UK, Canada and Germany, which has enabled the awards of additional funding and ensures the Global Fund can continue to support our collective response to the COVID-19 pandemic as countries continue to adapt. In addition to how strategies to contain the spread of COVID-19 variants and response to the evolution of the pandemic will unfold, the outcome of the ACT-A resource mobilization effort will also inform discussions on the future of C19RM, including implications on the implementation period for these funds.

Document Classification: Internal.

Document Circulation: Board Members, Alternate Board Members, Constituency Focal Points and Committee Members.

This document may be shared by the Focal Points within their respective Board constituency. The document must not however be subject to any further circulation or otherwise be made public.

Annexes

The following items can be found in Annex:

- Annex 1: Relevant Past Board and Committee Decisions
- Annex 2: Relevant Past Documents and Reference Materials

Annex 1 – Relevant past Board and Committee Decisions

| Relevant past Decision Point | Summary and Impact |
|--|--|
| <p>GF/AFC18/DP01: Approval of Available Sources of Funds for the COVID-19 Response Mechanism (C19RM) and Increase of the Overall C19RM Fast-track Ceiling Amount</p> <p>(March 2022)</p> | <p>1. The Audit and Finance Committee recognizes the Board decision points:</p> <ol style="list-style-type: none"> GF/B42/EDP11 (April 2020), creating a temporary COVID-19 response mechanism (C19RM) and approving the mobilization of additional resources from private and public donors for C19RM; GF/B43/EDP12 (September 2020), extending the period to approve C19RM requests through 15 April 2021 and requesting the Secretariat to return to the Board should total additional funding for C19RM exceed US\$ 500 million; GF/B44/EDP18 (March 2021), extending the period to mobilize additional funds, which will be used to support C19RM, through 31 December 2021 and to award C19RM funds through 31 March 2022, on the terms set forth in such decision point; GF/B45/EDP12 (August 2021), delegating authority to the Audit and Finance Committee to increase the overall C19RM Fast-track ceiling amount by up to a further US\$ 700 million due to the continuing threat of the COVID-19 pandemic and the urgent need to scale-up country responses; and GF/B46/EDP06 (December 2021), extending the period to mobilize additional funds, which will be used to support C19RM, through 30 September 2022 and to award C19RM funds through 31 March 2023, on the terms set forth in such decision point. <p>2. Based on its review and discussion of the Secretariat's analysis of sources and uses of funds, as presented in GF/AFC18/02, the Audit and Finance Committee:</p> <ol style="list-style-type: none"> approves an additional amount of US\$ 75 million as available sources of funds; increases the overall C19RM Fast-track ceiling amount by a further US\$ 75 million; acknowledges that the additional amount of US\$ 75 million will be applied to C19RM pursuant to Board decision points governing C19RM; and accepts that the total available sources of funds for C19RM shall accordingly be US\$ 4,453 million, of which US\$ 975 million is available for C19RM Fast-track awards. |

| Relevant past Decision Point | Summary and Impact |
|---|--|
| | Budgetary implications (included in, or additional to, OpEx budget): A portion of the additional funds approved by this decision, not exceeding 3%, will fund incremental management and operating costs directly attributable to the extension of C19RM. |
| GF/B46/EDP06: Extension of the COVID-19 Response Mechanism and COVID-19 Operational Flexibility (December 2021) | The Board approved (i) a further extension of the timelines for the receipt and award of funds for the COVID-19 Response Mechanism (C19RM); (ii) a revision to the Board approval thresholds for C19RM awards; and (iii) a further extension of the Secretariat's delegated authority to grant limited exceptions to the Quality Assurance Policies to waive the requirement for preshipment sampling and testing. |
| GF/B45/EDP12: Increases to the COVID-19 Response Mechanism's (C19RM) Fast-track Investment Ceiling (August 2021) | The Board delegated authority to the Audit and Finance Committee (the "AFC") to increase the overall ceiling amount to be made available through the C19RM Fast-track investment channel. The AFC may increase the C19RM Fast-track investment ceiling by up to a further USD 700 million, based on additional funds approved as available by the AFC. |
| GF/AFC15/EDP02: Approval of Available Sources of Funds for the C19RM Mechanism (April 2021) | The Audit and Finance Committee approved the additional amount of US\$ 3,619 million as available sources of funds for allocation to C19RM pursuant to Board decision points GF/B42/EDP11, GF/B43/EDP12 and GF/B44/EDP18; bringing the total available sources of funds for C19RM to US\$ 4,378 million. |
| GF/B44/EDP24: Second Extension of the Timeline for Including COVID-19 Products in the wambo.org Pilot (April 2021) ² | The Board approved the change in the end date of the period through which non-Global Fund financed transactions for COVID-19 products may be issued as purchase orders by wambo.org until November 2022 or until the Board approves a future strategy for wambo.org, if earlier, and confirmed that all other conditions and flexibilities set forth in GF/B43/EDP07 shall continue to apply. |
| GF/B44/EDP18: Second Extension of C19RM Timeline and Operational Flexibility for COVID-19 (March 2021) ³ | The Board approved the extension of the timelines for the receipt, award, and use of funds for the Global Fund COVID-19 Response Mechanism (C19RM), and to extend the duration of the Secretariat's delegated authority to grant limited exceptions to the pre-shipment sampling and testing requirements under the Quality Assurance Policies. |
| GF/AFC14/EDP04: Approval of Available Sources of Funds for the C19RM Mechanism (December 2020) | The Audit and Finance Committee (i) approved an additional amount of USD 41 million as available sources of funds; (ii) acknowledged that the additional amount of USD 41 million would be applied to C19RM pursuant to Board decision points GF/B42/EDP11 and GF/B43/EDP12; and (ii) accepted that the total available sources of funds for C19RM would accordingly be USD 759 million. |
| GF/AFC14/EDP02: Approval of Available Sources of Funds for the C19RM Mechanism | The Audit and Finance Committee (i) approved an additional amount of USD 53 million as available sources of funds; |

² <https://www.theglobalfund.org/board-decisions/b44-edp24/>

³ <https://www.theglobalfund.org/board-decisions/b44-edp18/>

| Relevant past Decision Point | Summary and Impact |
|--|--|
| (November 2020) | (ii) acknowledged that the additional amount of USD 53 million would be applied to C19RM pursuant to Board decision points GF/B42/EDP11 and GF/B43/EDP12; and (iii) accepted that the total available sources of funds for C19RM would accordingly be USD 718 million. |
| GF/B43/EDP12: Extension of C19RM Timeline and Operational Flexibility for COVID-19 (September 2020)⁴ | The Board: (i) extended the time for the Secretariat to approve requests for C19RM funds through 15 April 2021; (ii) affirmed application of all other previously approved principles under GF/B42/EDP11; (iii) requested the Secretariat to return to the Board should further extensions of C19RM be required or if total additional funding for C19RM exceeds USD 500 million; and (iv) extended through 15 April 2021 the operational flexibility under paragraph 3 of GF/B42/EDP10. |
| GF/AFC13/EDP01: Available Sources of Funds for the C19RM Mechanism (August 2020) | The Audit and Finance Committee approved USD 165 as available sources of funds and acknowledged that the amount would be applied to C19RM in accordance with GF/B43/EDP11. |
| GF/B43/EDP07: Extending the wambo.org pilot to include COVID-19 products (July 2020)⁵ | The Board extended the scope of the pilot approved by GF/B42/DP05 to include COVID-19 products available in wambo.org for procurement by Global Fund Principal Recipients, subject to certain conditions and reporting. |
| GF/B42/EDP11: Additional Support for Country Responses to COVID-19 (April 2020)⁶ | The Board approved the creation and initial funding up to USD 500 million of a COVID-19 response mechanism to finance interventions consistent with WHO guidance on COVID-19 in the context of national Strategic Preparedness and Response Plans across the 5 th and 6 th replenishment periods. |
| GF/B42/EDP10: Operational Flexibilities to Ensure Continued Operations during COVID-19 (April 2020)⁷ | The Board approved certain operational flexibilities: (i) for delivery of goods and services under Global Fund programs to be funded from the 2017-2019 allocation period, up to 180 days after the implementation period end date; (ii) Secretariat approval of increase of grant amounts to integrate awards of portfolio optimization funds approved by the Secretariat in line with the Strategy Committee-approved prioritization framework, where such funds have been approved as available by the AFC; and (iii) Secretariat grant of limited exceptions to the Quality Assurance Policies, to waive the requirement for pre-shipment sampling and testing for Expert Review Panel-approved products, vector control products, and condoms, where such testing may delay the delivery of products to countries. |

⁴ <https://www.theglobalfund.org/board-decisions/b43-edp12/>

⁵ <https://www.theglobalfund.org/board-decisions/b43-edp07/>

⁶ <https://www.theglobalfund.org/board-decisions/b42-edp11/>

⁷ <https://www.theglobalfund.org/board-decisions/b42-edp10/>

Annex 2 – Relevant Past Documents & Reference Materials

- COVID-19 Monthly Update to the Board: <https://www.theglobalfund.org/en/covid-19/monthly-update-to-the-board/>
- GF/AFC17/03 Semi-Annual Risk Management Report
- GF/AFC16/02 COVID-19 Response and Business Continuity (Joint Committee Session)
- GF/AFC16/13 C19RM Risk, Assurance, Monitoring and Oversight
- GF/AFC15/07 Risk Management Report and CRO's Annual Opinion
- GF/B45/04 COVID-19 Response and Business Continuity
- GF/B44/03 Report of the Executive Director
- GF/B44/16 Risk Management Report
- Annex to GF/B44/06 COVID-19 Response and Business Continuity
- GF/B43/Background Document COVID-19 and Business Continuity
- COVID-19 Situation Reports: <https://www.theglobalfund.org/en/covid-19/>