

# **Update on Resource Mobilization and the Seventh Replenishment Action Plan**

## **47<sup>th</sup> Board Meeting**

GF/B47/21

10-11-12 May 2022, Geneva / Virtual

### **Board Information**

**Purpose of the paper:** This paper provides an update on ongoing pledge conversion and resource mobilization efforts and presents an overview of the Seventh Replenishment Action Plan

# Executive summary

## Context

Along with its continued efforts to ensure pledge conversion from the Sixth Replenishment and mobilize resources for the COVID-19 Response Mechanism (C19RM), the Global Fund is now moving full steam ahead with the Seventh Replenishment resource mobilization campaign, setting in motion key engagements associated with this process. The Seventh Replenishment campaign and the Investment Case were officially launched at the recent Preparatory Meeting, held virtually between 23 and 24 February, which served as an opportunity for the partnership to discuss its impact to date and the need to mobilize at least USD 18 billion for the 2023-2025 cycle to continue the fight against HIV, tuberculosis and malaria, while strengthening systems for health and supporting pandemic preparedness.

While the Global Fund's Seventh Replenishment is taking place in a context of increasing pressures on official development and health funding, including major geopolitical conflicts, the partnership will remain flexible and responsive to the rapidly changing landscape while ensuring the Global Fund's crucial role is recognized in high-level political platforms and discussions on the broader health architecture.

Overall, Seventh Replenishment-related activities have been successfully launched with very positive prospects. The Secretariat will continue managing risks potentially affecting resource mobilization and the Global Fund's reputation and work closely with partners to ensure that Seventh Replenishment targets are achieved.

## Questions this paper addresses

- A. What is the status of the Sixth Replenishment pledge conversion?
- B. What are the latest developments in terms of additional resource mobilization efforts?
- C. What is the status of the Seventh Replenishment Action Plan?
- D. How is the Global Fund managing risks vis-à-vis upcoming replenishment activities?

## Conclusions

- A. **Conversion of Sixth Replenishment pledges into contributions** is on track and remains a key ongoing priority. The Global Fund has signed agreements with 78% (45 of 58) of public donors as of 31 December 2021. For the most part, public donors have signed agreements with multi-year payment schedules (37 of 45). Signed contribution agreements are in place for 91% of the value of private sector pledges. Contributions of USD 8.7 billion from public donors and USD 9.3 billion overall have been secured in cash. During the second half of 2021 an unprecedented USD 4.4 billion of cash contributions have been secured in line with expectations for full conversion of forecasted pledges.
  - 1. Out of the USD 48 million in private sector funding committed to catalytic funding under the **Policy for Restricted Financial Contributions** (GF/B37/DP08), USD 24 million have been paid.

2. In terms of **additional resource mobilization efforts**, the Global Fund has raised over USD 4.1 billion over 2020 and 2021 to support the COVID-19 response and protect investments in the fight against HIV, tuberculosis and malaria. USD 2.1 billion have been received in cash as of 31 December 2021. In March 2021, the Audit and Finance Committee (AFC) approved additional pledges for C19RM, increasing the total sources of funds to USD 4.64 billion.
3. **Key activities for the Seventh Replenishment** have successfully taken place, including the launch of the Investment Case for the 2023-2025 cycle and the Fight for What Counts campaign at the Preparatory Meeting. This event, co-hosted by five African heads of state, took place virtually on 23 and 24 February and was attended by high-level donor and partner representatives as well as participants from across the Global Fund partnership. The partnership's advocacy networks, including civil society and communities, organized pre-preparatory meetings in the host countries. The Secretariat continues to actively engage donors, champions and advocates to further explain the Investment Case and articulate multiple efforts to achieve the Seventh Replenishment's advocacy and resource mobilization goals.

### **Input sought**

This paper provides the Secretariat's regular update to the Board on resource mobilization matters and outlines the activities underway as part of the Seventh Replenishment Action Plan. Board advice and guidance is sought on the approach to the Seventh replenishment campaign.

### **Input received**

During its 46<sup>th</sup> meeting in November 2021, the Board expressed its willingness to support the roll-out of the Seventh Replenishment Action Plan. The Board (1) highlighted the need for a strong Investment Case with an ambitious target; (2) inquired about the articulation of ongoing needs for C19RM and the Seventh Replenishment; (3) emphasized the importance of mobilizing the Global Fund's advocacy ecosystem; (4) invited the Secretariat to work with Board constituencies on donor-to-donor outreach, leveraging global political processes and facilitating sharing of experiences of previous replenishment host(s); (5) encouraged the Secretariat to continue to accelerate private sector engagement, including with non-traditional funders; and (6) called upon the Secretariat to continue collaborating with partners, including through existing global health platforms.

During its 45<sup>th</sup> meeting in May 2021, the Board congratulated the Secretariat for the successful pledge conversion efforts to date, with follow-up questions on the slight slowdown in the number of signed contribution agreements at the end of 2020. The Board also urged the Secretariat to rapidly initiate its advocacy efforts around the Seventh Replenishment and asked for a costed workplan on this process to be shared with the AFC during its October session. Some constituencies indicated that the focus on COVID-19 should not distract the Secretariat from Seventh Replenishment preparations. Additional information was requested around the amount of resources the Global Fund needs to mobilize in 2021-2022 for C19RM.

## **Context**

1. Along with its continued efforts to ensure conversion of Sixth Replenishment pledges and mobilize additional resources for the COVID-19 Response Mechanism (C19RM), the Global Fund is implementing the Seventh Replenishment resource mobilization campaign, setting in motion key engagements associated with this process.
2. A key moment in the first quarter of 2022 was the Seventh Replenishment's Preparatory Meeting, held virtually over 23 and 24 February and co-hosted by the heads of state of the Democratic Republic of the Congo, Kenya, Rwanda, Senegal, and South Africa. This meeting brought the partnership together to review results and impact to date, discuss what it would take to make the vision of a world free of HIV, tuberculosis and malaria a reality, and review how the Global Fund can contribute to making the world better prepared to face future pandemics. With the launch of the Investment Case for the Seventh Replenishment, the Preparatory Meeting kicked off the Global Fund's campaign to mobilize resources for the 2023-2025 cycle, expected to culminate with the Pledging Conference hosted by Mr. Joe Biden, President of the United States, in the third quarter of 2022. Preceded by civil society-led dialogues in each of the five host countries, as well as global civil society virtual and hybrid meetings, the Preparatory Meeting also provided the impetus for community advocates to come together, highlighting the role of the Global Fund partnership in saving lives and empowering communities.
3. Leveraging the increased attention and dynamism in global health in support of the Global Fund's mission and role in the COVID-19 response, the Global Fund continues to demonstrate its relevance and broaden its support base despite the increasing pressures on official development and health funding, domestic fiscal challenges stemming from the COVID-19 pandemic, and additional assistance pressures presented by the conflict in Ukraine. In this regard, the Global Fund's approach will remain flexible and responsive to a rapidly changing landscape, ensuring the organization's crucial role is recognized in high-level political platforms and discussions on the broader health architecture, strengthening its collaboration with key partners on advocacy and resource mobilization, and maintaining an active engagement with donors, advocates and champions across the world.

## **Sixth Replenishment pledge conversion**

4. Conversion of Sixth Replenishment pledges into contributions is on track and remains a key ongoing priority. The Global Fund has signed agreements with 78% (45 of 58) of public donors as of 31 December 2021. For the most part, public donors have signed agreements with multi-year payment schedules (37 of 45). Signed contribution agreements are in place for 91% of the value of private sector pledges. Contributions of USD 8.7 billion from public donors and USD 9.3 billion overall have been secured in cash. During the second half of 2021, an unprecedented USD 4.4 billion of cash contributions have been secured in line with expectations for full conversion of forecasted pledges. This robust conversion rate is an important signal of donor confidence in advance of the Seventh Replenishment.

5. 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.
6. The Sixth Replenishment included catalytic investments supported by the private sector under the Board-approved Amended and Restated Policy for Restricted Financial Contributions ([GF/B37/DP08](#)). In this regard, USD 48 million in private sector funding was committed for such purposes, out of which USD 24 million has been paid. Supported catalytic investments, based on policy parameters, have been aligned with those approved by the Board and include support to last-mile digital health, differentiated service delivery and prevention in HIV (self-testing), supply chain transformation, and integrated HIV, tuberculosis and malaria services in antenatal and postnatal care.
7. In terms of in-kind/innovation partnerships with the private sector, all 13 non-financial partnerships have contribution agreements in place and are on track for delivery, with 90% of their workplans implemented. These partnerships leverage and transfer expertise from large companies such as Microsoft, Google, Project Last Mile, Johnson & Johnson and innovative start-ups in areas such as supply chain management, patient insights, technology and data management in order to strengthen in-country health systems and service delivery. 70% of these partnerships include the production of knowledge and/or learning assets, and 90% of them include at least one country-based project in progress.

### **Additional resource mobilization for C19RM**

8. While the Global Fund's resource mobilization activities normally continue in-between replenishments, the 2020-2021 period offered unprecedented opportunities for engagement with donors and partners. In this context, the Global Fund has played a critical role in the global response to COVID-19 as a founding partner of the Access to COVID-19 Tools Accelerator (ACT-A), establishing C19RM to help mitigate the worst impacts of the pandemic on low- and lower-middle-income countries, support their responses, and urgently strengthen their health systems.
9. In 2020, the Global Fund secured a total of USD 259 million in contributions from donors for C19RM, allowing the Global Fund to sustain its support to countries beyond the initial funding envelope of USD 500 million. This included pledges from Canada (CAD 65 million), Denmark (DKK 25 million), Germany (EUR 150 million), Norway (NOK 285.2 million) and Sweden (SEK 100 million).
10. In 2021, as part of their support to ACT-A, pledges were received from Canada (additional CAD 25 million), Germany (additional EUR 140 million), Luxemburg (USD 2 million), the Netherlands (additional EUR 27 million), Norway (additional NOK 440 million), and Switzerland (CHF 50 million). With the adoption of the American Rescue Plan Act, the U.S. committed USD 3.5 billion in support of the Global Fund.

11. In total, additional pledges over 2020 to 2021 have reached USD 4.1 billion with contributions of which USD 2.1 billion received in cash as of 31 December 2021. In March 2022, the AFC approved pledges received towards C19RM from Canada (CAD 35 million), the United Kingdom (GBP 60 million) and Germany (EUR 175 million), increasing the total sources of funds for C19RM to USD 4.64 billion.
12. On the private sector side, (RED) continues to mobilize partners to support C19RM. Private sector partners have also taken part in key events and calls to action in support of the Global Fund. Several important private sector engagement workstreams have progressed during this period, including the completion of the Private Sector Engagement TERG review as an input to the new Global Fund strategy.
13. In terms of the Global Fund's engagement in ACT-A, the ACT-A Facilitation Council Financial and Resource Mobilization Working Group launched a [Consolidated Financing Framework for ACT-A Agency and In-Country Needs](#) on 9 February 2022. The document builds on ACT-A's strategic plan and budget from October 2021 to September 2022, which requires a total of USD 23.4 billion to support equitable access to COVID-19 tools. The new Financing Framework, which recommends that USD 16.8 billion of the total ACT-A budget is covered by public and private donors, calls upon 55 donors to contribute their "fair share" to the relevant agencies and foresees a USD 6.5 billion share for the Global Fund (USD 3.9 billion for diagnostics, USD 1.2 billion for therapeutics, and USD 1.4 billion for the Health Systems and Response Connector).<sup>1</sup> The overall Global Fund share is about 60% of the total grant financing ask of all non-vaccine pillars. As of 7 April, only USD 1.8 billion has been pledged towards the ACT-A 2021-22 funding target. With six months of the budget period left, donors have asked ACT-A pillars to prioritize their financing needs. The Global Fund will continue to be part of this unique global health partnership, having extended C19RM funding opportunities through September 2022, to align with the ACT-A budget request. Investments through C19RM will help mitigate the knock-on impact on HIV, tuberculosis and malaria, and equally reinforce health and community systems, enabling them to be better prepared for future pandemics.

### Status of the Action Plan for the Seventh Replenishment

14. In line with the Seventh Replenishment Action Plan, presented for the consideration of the AFC ([GF/AFC17/10](#)) and the Board ([GF/B46/20](#)), the priority between the last quarter of 2021 and the first quarter of 2022 was to ensure a solid launch of the Seventh Replenishment Investment Case and campaign as the major milestone for the beginning of the execution of the resource mobilization strategy.
15. The **Seventh Replenishment's Preparatory Meeting** took place virtually on 23 and 24 February and was co-hosted by the heads of state of the Democratic Republic of Congo, Kenya, Rwanda, Senegal, and South Africa. This event served as the platform to launch the **Seventh Replenishment's Investment Case**, which articulates the need to mobilize at least USD 18 billion to save 20 million lives, cut the death rate from HIV, tuberculosis and malaria by 64%, and strengthen systems for health to build a healthier and more equitable world. The Preparatory Meeting convened 430 participants, primarily representing donor delegations, both public and private, and implementing partners

---

<sup>1</sup> It is important to note that as the ACT-A coordinating agency for the diagnostics consortium, the total procurement budget for diagnostics is attributed to the Global Fund.

alongside representatives from Board constituencies, Board and Committee leadership, civil society, communities, global health and development partners, and private sector organizations. The Preparatory Meeting aimed to (i) provide a platform to discuss how to get back on track to achieve the SDG targets for HIV, tuberculosis and malaria in 2030; (ii) kick-off a frank and constructive exchange of views on the required resources and contributions from across the partnership; (iii) present and explain the role the Global Fund can play in building strong, inclusive health systems that contribute to pandemic preparedness; (iv) discuss the progress made on domestic financing and the challenges of maintaining and meeting commitments in the face of the global economic crisis; and (v) showcase Africa's leadership in the fight against the three diseases and progress to date in achieving SDG 3 targets.

16. In addition to the high-level engagement from leaders from across the partnership, including Anthony Blinken, U.S. Secretary of State representing the replenishment host, the Preparatory Meeting also showcased the strong collaboration with global health partners who lent their technical expertise and support to the development of the Investment Case. Following opening remarks by the IMF, leadership from WHO, UNAIDS, Stop TB and RBM Partnership to End Malaria participated in a robust presentation of the merits of investing in the fight against infectious diseases and the need to meet the SDG 3 goal of ending the epidemics of HIV, tuberculosis and malaria by 2030.
17. The feedback received from key stakeholders during the Preparatory Meeting and in various capital visits that have taken place since then has been very encouraging. Delegations expressed support for the strong Investment Case and clear understanding of the rationale for the target. While noting that mobilizing USD 18 billion is an ambitious goal, especially in the current context, anchoring the ask in the global disease plans and within the broader SDG 3 framework provides a solid argument for the need to increase investments. Delegations also welcomed the alignment of the Investment Case with the Global Fund strategy's themes and focus areas, including the emphasis on people-centered and integrated approaches, RSSH (including community systems), human rights, gender, and others. The Global Fund continues to take note of additional questions arising during discussions with donors and partners, and will continue to develop and launch tools and assets to provide additional clarity.
18. The Seventh Replenishment campaign, "Fight for What Counts", kicked off with a week-long countdown on social media, counting down the days to the launch of the Investment Case at the Preparatory Meeting on 23 February. Civil society, advocates, technical partners and staff amplified the campaign messages, videos, stories and the Investment Case itself across social and traditional media. The Global Fund earned 210 media hits reaching over 184 million people worldwide. On social media, the Global Fund achieved a 111% increase in impressions and a 44% increase in engagement compared to the Sixth Replenishment campaign launch. The campaign film was viewed over 170,000 times, and the Seventh Replenishment landing page on the Global Fund's website received five times as many visits compared to the Sixth Replenishment. The full Investment Case is available in English and French, and to reach the widest audience possible, a shorter executive summary is available in Arabic, English, French, Italian, German, Japanese, Spanish and Russian. A Korean version will be provided soon. The campaign launch assets included a communications and social media toolkit, the

campaign film, impact stories and videos, social media tiles, key messages and talking points, website special sections, and a press release. For the first time, Global Fund staff were able to watch the Preparatory Meeting through a special livestreaming platform. Over 550 people attended.

19. The campaign, which will culminate with the **Pledging Conference** in the third quarter of 2022, is intended to inspire and mobilize political leaders, donors, changemakers, influencers, civil society, communities, and the private sector to join the Global Fund movement and achieve its USD 18 billion target. Over the last few weeks, the Global Fund has been rolling out a robust campaign and communications strategy, including significant outreach and cultivation of current and prospective donors; a targeted media and social media campaign; speaking engagements and participation in major events and summits; engaging with and amplifying the advocacy work of civil society partners; creating compelling, emotive videos and stories to show the resilience of the people the Global Fund serves and the impact of the partnership; recruiting new champions and key influencers; and providing the tools and resources needed for staff, supporters, donors and partners to engage with and support the replenishment process.
20. In this context, the Secretariat's active engagement with the **Global Fund's advocacy ecosystem** has served to regularly share developments and strategies, and mobilize the breadth of the partnership. Over 2021, there were regular calls and briefings with advocacy partners to ensure the timely exchange and updates on the Global Fund's role in the global COVID-19 response, while also laying the groundwork for civil society and community engagement in the replenishment process. Similarly, between the last quarter of 2021 and the first quarter of 2022, the Secretariat was also engaged in multiple events organized by civil society coalitions, including the Global Fund Advocacy Network (GFAN) family, with its global, Asia Pacific and Africa chapters, and other groups at the national, regional and global level, to better understand their asks and expectations for the Seventh Replenishment.
21. With the support of the Global Fund, civil society and communities actively mobilized in advance of the Preparatory Meeting. Efforts led by GFAN Africa included high-level dialogues in each of the five host countries between 16 and 22 February 2022. These dialogues brought together a diversity of stakeholders, including parliamentarians, ministers of health, civil society and community advocates, including young people, and the private sector, to reflect on Africa's leadership role in global health and what a successful replenishment looks like for Africa and the world. In addition to these national dialogues, GFAN Africa convened two global civil society dialogues prior to the Preparatory Meeting, in which community and civil society delegates convened to strategize around key messages and milestones in the build-up to the replenishment. The Global Fund helped ensure that civil society constituencies that may normally be less present in these spaces had the opportunity to participate. This was done by creating links with advocates from the mental health space, women and girls, and youth. Looking forward, the Global Fund will continue to expand upon these efforts, ensuring close communication and collaboration with the Communities, Developed Countries NGO, and Developing Countries NGO delegations.



22. Over the course of 2021 and 2022, the Global Fund 20<sup>th</sup> Anniversary Torch Caravan traveled through 20 countries across Africa. Organized by GFAN Africa, the Caravan was a celebration of the Global Fund partnership's 20 years of impact. Civil society, community-based organizations and communities also used the caravan to remind world leaders of the need to continue to support the Global Fund. As a conclusion to this initiative, in early March 2022, the torch was passed to the U.S. as host of the Seventh Replenishment Pledging Conference.
23. Between 7 and 11 March, civil society and communities also drew inspiration from the campaign to mobilize around the replenishment with a key moment at the Global Week of Action. Led by GFAN, GFAN Asia Pacific, GFAN Africa and CS4Me, communities and civil society came together during the Global Week of Action to raise awareness on the key messages of the Seventh Replenishment Investment Case. Under the campaign call "In extraordinary times, the power of more," communities and civil society partners reached out to embassies and the high commissions of donor countries of the Global Fund to thank them for their contributions to the Global Fund so far. They also raised their voices to amplify key messages about the Global Fund's replenishment, drawing on the Investment Case, resulting in actions taken in over 60 countries.
24. The Secretariat will continue to work closely with **champions** and influencers from implementer countries, in addition to the co-hosts of the Preparatory Meeting, to leverage their voices in favor of a successful Seventh Replenishment and a global commitment to end HIV, tuberculosis and malaria. This includes strategic country missions to collectively determine how each champion can exercise its leadership in support of the Global Fund, towards successfully securing pledges for the Seventh Replenishment while also exploring opportunities to increase domestic resource mobilization.
25. Engaging with **individual parliamentarians and global, regional, and national parliamentary groups and networks** in both donor capitals and implementing countries is also a vital component of the Secretariat's work to nurture the Global Fund's advocacy system and build political support. Throughout 2021, the Global Fund was able to engage with numerous political advocacy platforms due to the strong relationships it maintains with partners such as the Global TB Caucus, the Inter-Parliamentary Union, the UNITE Global Parliamentarians Network, the International Forum on Global Health, and various national all-party parliamentary groups. This has included three dozen separate briefings, meetings, hearings and other events, either initiated by the Secretariat or carried out in collaboration with advocacy partners, which led to a direct engagement with over 210 distinct members of parliament from over 60 countries. These direct engagements build awareness of the Global Fund, increase political will to support our priorities, and create opportunities to connect parliamentarians with civil society and other advocacy partners. Furthermore, these collaborations regularly included working with allies to secure language supporting the Global Fund and highlighting its role in the global health architecture in various declarations, calls to action, reports, letters, media, and parliamentary questions.
26. Similar parliamentary engagement efforts have been underway in the initial months of 2022, with 20 events or meetings already convened (as of early April 2022), which have facilitated direct engagement with 75 distinct members of parliament from a mix of 26

donor and implementing countries, plus the European Parliament. Civil Society partners have been directly connected with members of parliament allies during seven of these events. In addition, updates on the Global Fund's work and results, including the Investment Case and details regarding the Seventh Replenishment campaign, have been shared through e-mail updates to approximately 400 members of parliament and nearly 100 partners from various global, regional, and national parliamentary groups and networks. Supportive members of parliament have also expressed support for the Seventh Replenishment and related Global Fund priorities in numerous written statements, declarations, letters, reports, op-eds and parliamentary questions in 2022.

27. The Global Fund continues its **engagement with donors at all levels**, including with the U.S. as the Seventh Replenishment host. Over recent months, the Global Fund has met regularly with U.S. officials to plan outreach in support of a robust replenishment. In his 2023 budget request released on 28 March 2022, President Biden included USD 2 billion for the Global Fund for 2023 and indicated the intent to pledge up to USD 6 billion for the Seventh Replenishment. This represents an unprecedented demonstration of leadership and commitment to a successful replenishment from the host country and sends a clear signal to other donors.
28. The Global Fund team, together with partners, is now embarking on a series of in-person and virtual visits to donor capitals in support of the Investment Case to convince key decision-makers and budget holders of the need to increase funding to the Global Fund. Extensive outreach is ramping up for all current and prospective donors to discuss the various themes of the Investment Case in more depth and leverage visibility opportunities.
29. In addition, the Global Fund Secretariat has deepened its **engagement with G7 and G20** presidencies, including as a member of the G20 Health Working Group (as part of the sherpa track), securing language in official papers and communiqués on the key role of the Global Fund in fighting pandemics, supporting low- and middle-income countries' equitable access to COVID-19 tools, and in mitigating the knock-on impact on HIV, tuberculosis and malaria. The Global Fund has also actively engaged in the preparation of the Joint G20 Health and Finance Ministerial meeting held in late October 2021 and was invited to deliver a formal address at the meeting. In December 2021, the Global Fund joined the G20 Joint Finance and Health Task Force established and co-chaired by Italy and Indonesia. Since then, the Secretariat has been actively participating in the proceedings to ensure support for its central role in the global health architecture and in pandemic prevention, preparedness and response, and to secure strong support from G20 economies to a successful Seventh Replenishment.
30. The Seventh Replenishment provides a potential breakthrough moment in mobilizing resources at scale from **private sector and philanthropists**. The deferment of Davos in January of 2022 did prevent a more formal collective launch of the private sector campaign, but bilateral engagements and event planning have continued. The Global Fund is working on a High Net Worth Individual (HNWI) workstream aiming to increase philanthropic contributions, focusing on the U.S. and Gulf regions. In addition to this, private sector partners have taken part in key events and calls to action in support of the Global Fund, including roundtables with key stakeholders, Friends of the Global Fight, representatives of the private sector in Gulf countries, and major foundations. The

Secretariat has also been leading discussions with the World Economic Forum and Goal 17 to develop case studies and extend private sector partnerships in core areas such as digital health, oxygen and behavioral change. The Secretariat has provided a range of case studies based on the Global Fund's experience and will participate in several events to mobilize greater private and cross-sectoral engagement. A call to action for private funding to support frontline health workers was launched by Peter Sands, Executive Director of the Global Fund, Ellen Johnson Sirleaf, former president of Liberia, and Raj Panjabi, Special Assistant to the U.S. President and Senior Director for Global Health Security and Biodefense. Finally, the recent announcement in September 2021 of a USD 50 million investment in community health to improve access to primary healthcare by the Lives and Livelihood Fund—a concessional debt financing facility set up by the Islamic Development Bank, the Bill and Melinda Gates Foundation and others—was facilitated and coordinated by the Secretariat's Private Sector Engagement Department.

31. Across the entire spectrum of relations with public and private donors, implementing governments, civil society, communities and other various partners, **Board leadership** has been playing a critical role in guiding and supporting the Secretariat's efforts, including in ensuring a successful Preparatory Meeting and in actively engaging in several targeted events and meetings. To date, this agenda has included engagements in the context of the European Union-African Union Summit in Brussels, the GFAN family Global Week of Action, missions to donor and implementing countries, and key roles in hosting and facilitating the Preparatory Meeting, among others.

## **Risk management**

32. The current volatile environment increases the likelihood and impact of inherent risks to the Global Fund's resource mobilization activities. Many of the activities described above, as outlined in the Seventh Replenishment Action Plan, are critical to mitigate funding- and reputation-related risks and ensure that resource mobilization targets or the Global Fund's positioning are not affected by external factors and events. Active engagement with donors and partners rests at the very center of these efforts, along with proper representation of the organization in high-level fora and the media, and well-timed and appropriate advocacy interventions in key markets. The Secretariat's assessment of the future funding and reputational risk levels and trajectories, together with detailed mitigations and assurances, are summarized in the Organizational Risk Register, which can be found in the Annual Risk Management Report (GF/AFC18/07).

## **Next steps**

33. The Secretariat will continue updating the Board on the implementation of the Seventh Replenishment, particularly on advocacy and resource mobilization matters. As of the beginning of April, the Secretariat will focus on full execution of the resource mobilization strategy, and on building the momentum of announced pledges, supported by further development and deployment of the replenishment campaign's assets and on ensuring comprehensive preparations for the Pledging Conference itself. The Secretariat welcomes the support and advice of the Board in paving the way to achieve a successful Seventh Replenishment.

# Annexes

## Annex 1 – Relevant past Board decisions

Relevant past decision points	Summary and impact
<p><b>GF/B46/EDP06: Extension of the COVID-19 Response Mechanism and COVID-19 Operational Flexibility (December 2021)</b></p>	<p>Based on the rationale provided in GF/B46/ER06, the Board:</p> <ol style="list-style-type: none"> <li>1. Approves that any additional Sixth Replenishment pledges received through 30 September 2022 will be used to support the COVID-19 Response Mechanism (C19RM);</li> <li>2. Approves that any additional C19RM funds may be awarded through 31 March 2023;</li> <li>3. Approves to revise the thresholds for Board approval of C19RM awards set out in paragraph 5.d of GF/B44/EDP18 based on the total additional C19RM funding made available, as follows:               <ol style="list-style-type: none"> <li>i. If up to US\$ 1 billion of additional funding for C19RM is made available, the Board approval threshold will increase to US\$ 45 million, and the Secretariat will have delegated authority to increase Board-approved C19RM awards by up to US\$ 15 million, where such increases scale-up interventions approved by the Board;</li> <li>ii. If more than US\$ 1 billion of additional funding for C19RM is made available, the Board approval threshold will increase to US\$ 55 million, and the Secretariat will have delegated authority to increase Board-approved C19RM awards by up to US\$ 20 million, where such increases scale-up interventions approved by the Board; and</li> <li>iii. Threshold amounts will continue to be measured in aggregate by country, not including any amounts awarded under the fast-track approach or C19RM funds awarded in 2020.</li> </ol> </li> <li>4. Agrees that all other parameters of C19RM under GF/B44/EDP18 remain unchanged; and</li> <li>5. Approves that the Secretariat may continue to grant limited exceptions to the Quality Assurance Policies to waive the requirement for pre-shipment sampling and testing (as originally approved under paragraph 3 of GF/B42/EDP10) through 31 December 2023.</li> </ol>

Relevant past decision points	Summary and impact
<p><b>GF/B43/EDP12: Extension of C19RM timeline and operational flexibility for COVID-19 (September 2020)</b></p>	<p>The Board agrees that COVID-19 continues to pose a grave threat to the Global Fund’s mission to fight HIV/AIDS, tuberculosis, and malaria and strengthen systems for health, and that continued support for country responses to COVID-19 is critical to safeguard Global Fund programs and country health systems. The Board acknowledges its previous decisions establishing the Global Fund COVID-19 Response Mechanism (C19RM) to provide additional support for country responses to COVID-19 (GF/B42/EDP11) and approving certain time-bound operational flexibilities to ensure the continued delivery of the Global Fund mission during the pandemic (GF/B42/EDP10). Noting that COVID-19 continues to jeopardize country health systems and impede progress in the Global Fund’s mission, and that additional funds may become available for C19RM, the Board:</p> <ol style="list-style-type: none"> <li>1. Approves that the Secretariat may approve requests for C19RM funds through 15 April 2021;</li> <li>2. Affirms that all other previously approved principles under GF/B42/EDP11 will continue to apply to C19RM;</li> <li>3. Requests the Secretariat to return to the Board, through its committees as relevant, for additional consideration and approval should further extensions of C19RM be required as the pandemic continues to evolve, or if total additional funding for C19RM exceeds USD 500 million; and</li> <li>4. Approves that the operational flexibility under paragraph 3 of GF/B42/EDP10, delegating authority to the Secretariat to grant 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, will apply through 15 April 2021.</li> </ol>

Relevant past decision points	Summary and impact
<p><b>GF/B42/EDP11: Approval of COVID-19 Response Mechanism (April 2020)</b></p>	<p>The Board approved the creation of a temporary COVID-19 response mechanism (C19RM) to provide additional support for country responses to the pandemic and to ensure the continuity of the fight against HIV, tuberculosis, and malaria with initial funding of up to USD 500 million. The Board decided that:</p> <ul style="list-style-type: none"> <li>(i) C19RM is a Board-approved initiative for which the Global Fund may mobilize additional resources from private and public donors, in accordance with existing policy;</li> <li>(ii) The Secretariat may approve requests for C19RM funds for an initial six-month period through 30 September 2020; and</li> <li>(iii) C19RM funds may be used through 30 June 2021. These dates could be extended by the Board, based on updated information on needs as the pandemic evolves. The Board also requested the Secretariat to further operationalize the investment and management modalities for C19RM.</li> </ul>

## Annex 2 – Relevant past documents and reference materials

1. Update on resource mobilization presented for information to the 46<sup>th</sup> meeting of the Global Fund Board ([GF/B46/20](#))
2. Update on resource mobilization presented for information to the 18<sup>th</sup> AFC meeting ([GF/AFC18/11](#))
3. Update on resource mobilization presented for information to the 17<sup>th</sup> AFC meeting ([GF/AFC17/10](#))
4. Update on resource mobilization presented for information to the 16<sup>th</sup> AFC meeting ([GF/AFC16/12](#))
5. Update on resource mobilization and replenishment presented for information in the context of the 45<sup>th</sup> meeting of the Global Fund Board ([GF/B45/19](#))
6. Update on resource mobilization presented for information to the 15<sup>th</sup> AFC meeting ([GF/AFC15/10](#))
7. Update on resource mobilization presented for information to the 14<sup>th</sup> AFC meeting ([GF/AFC14/09](#)) and the 44<sup>th</sup> meeting of the Global Fund Board ([GF/B44/17](#))
8. Update on resource mobilization and replenishment presented for information in the context of the 42<sup>nd</sup> meeting of the Global Fund Board ([GF/B42/21](#))
9. Update on resource mobilization presented for information to the 12<sup>th</sup> AFC meeting ([GF/AFC12/07](#))