

# **Third Annual Retreat of the Implementer Group of the Global Fund Board**



**Dereck Springer, Chair**  
**Loretta Wong, Vice Chair**  
**Implementer Group of the Global Fund Board**

**Kandersteg, Switzerland**  
**8-9 October 2015**

**Third Annual Retreat of the  
Implementer group of the Global Fund Board**

**Retreat Communique**

The Third Retreat of the implementer group of the Global Fund Board held in Kandersteg, Switzerland on 8-9 October 2015 issues the following communique:

*The implementer group reaffirmed its commitment to strengthening implementers' participation in, engagement of and accountability in the Global Fund Board, within the Group and their constituencies and noted the significant progress. In reviewing the progress over the past year, the retreat is pleased to note:*

- Significant growth among implementers demonstrated by increased collaboration and participation and stronger implementer group interventions in board meetings;
- Strengthened internal governance through the development of vision and mission statements and constituency representation, strategy development, expansion of delegation membership and definition of clear procedures for consultation and participation processes;
- Increased meaningful participation in committees and in different consultation platforms;
- Improved and strengthened constituency internal operation and governance, including revision of constituency terms of reference;
- Increased communication within constituency through dissemination of Global Fund updates and constituency activities via Spanish and English versions of newsletter and website;
- Preparation and dissemination of Board Members quarterly reports;
- Regular briefings to Permanent Missions of LAC Member states based in Geneva;
- Analysed documents and decision points and shared with constituency;
- Formally launch of the Africa Bureau, which is now in the process of obtaining privileges and immunities status;
- Attendance and participation in all three Partnership Fora, including civil society pre- and post-meetings
- Partnering with CSO delegations and other governmental constituencies on common issues and sharing of information and expanded participation of civil society members and youth;
- Increased cost efficiency by exploiting various fora including the Partnership Fora for constituency meeting and planning;
- The Communities Delegation organised two community and civil society consultations for Global Fund Strategy development to solicit input and fora preparations;
- Supported the Network of Sex Workers Projects (NSWP) in developing core modules for regional trainings on the Global Fund for sex workers;
- Worked together and agreed within implementers on decision points that impact communities—including decision points on co-morbidities;

- Collaborated with regional and country networks rolling out the new funding model. Shared information for writing the concept notes and for monitoring key performance indicators and communities' involvement;
- Secured funding to strengthen constituency work;
- Conducted capacity building on New Funding Model (NFM) and risk management;
- Supported Global Fund replenishment through the establishment of a regional network;
- Increased participation in Global Fund structures, including working groups and committees;
- Conducted a gap analysis on constituency membership capacity;
- Increased collaboration between constituencies through a risk management forum.
- Risk Management Forum (RMF) in Dakar, Senegal: The Delegation mobilized resources from the GIZ as well as the OIG, to co-finance and host a two-day RMF in the francophone African region, hosted by Africaso. The process and event was coordinated by the delegation with support from The Global Fund Secretariat (risk management, regional and country teams) and GIZ with input from UNAIDS.
- Supported a regional consultation on strategy issues, with Caribbean Vulnerable Communities Coalition;
- Mobilised resources to support full-time communication focal point, however the sustainability remains a challenge;
- Strengthened constituencies through a delegation retreat and a review of internal governance;
- Developed a strategy for the year with a work plan to guide implementation;
- Launched a delegation web site ([www.developingngo.org](http://www.developingngo.org)) and strengthened social media engagement (Twitter: @developingNGOs);
- HSS/ CSS: Opinion piece and position paper developed and disseminated; and
- SDGs and human rights opinion article and position paper developed and disseminated via the *Health and Human Rights Journal*

None of these achievements would have been possible without the commitment of the constituencies, the support of the Global Fund Board leadership and the Global Fund Secretariat.

While there has been progress in several areas, there are challenges, including communication within and among constituencies due to language barriers and limited feedback, inadequate resources and sustainability. Additional challenges include:

- Sustainability of resources to support constituency's operation;
- Sustainability/predictability in core funding—including for CFP position and funding for administrative support, communication and translation;
- Continuity of engagement and capacity building of Global Fund processes and mechanisms;
- Fostering engagement of the Global Fund Secretariat in promoting and supporting knowledge sharing and lessons learned among the LAC countries and CSO networks;
- Board member recruitment
- Timelines of Board and committee documents have improved, however, SIIC needs to improve dissemination timeframes;
- Obtaining access to information with the Secretariat;

- Need for an actual seat on the SIIC for meaningful community involvement;
- Maintaining membership participation throughout the term and between Board meetings, capacity and work load balance; and
- Improving the Global Fund Secretariat's fiscal support. However, this presents an opportunity for external resource mobilization to maintain constituency functions and engagement;

The retreat discussed the OIG's report on the assessment of the adequacy of implementers' resources and made several recommendations which will be presented to the FOPC for endorsement and submission to the Board for approval.

The retreat endorsed a proposal for resource mobilization to support the core functions of the implementer group.

The retreat reviewed the new Global Fund Strategic Framework and Allocation Methodology, recommended changes in language.

### **The Implementers resolved to address the following priorities:**

#### *1. Strengthen internal and external communication of the implementer group*

The implementers **accepted** the recommendation to develop terms of reference for a Communication Working Group which will have responsibility for the development of a communication strategy and provision of oversight for its implementation.

#### *2. OIG Report on Adequacy of implementer resources*

The Retreat discussed the findings of the OIG report and made the following recommendations:

- Implementers should identify the minimum needs for constituencies and the Implementer group to fulfil their role in the Global Fund governance;
- Suggest a threshold of USD100,000 per constituency each year, while allowing the Global Fund Secretariat (GFS) the flexibility to approve additional funding request with a justification in accordance with OIG's recommendation and submit to the FOPC for its consideration and submission to the Board for approval. Also allocate USD100,000 to the implementer group to facilitate improved communication and constituency support.
- Explore the possibility of carrying forward unspent budget into the following, year and presenting a three-year budget with the provision for annual adjustments to enable more flexibility in managing resources;
- Request that OBA provides clear guidance on procedures and requirements (i.e. in what format the workplan and budget should be submitted, how the reports should be submitted and what documentation should be kept for reporting and accountability purposes);
- Define the role of OBA through clear terms of reference regarding the type of support that the office provides to the implementer constituencies and the implementer group.
- Agree on a means for translating correspondence from the Global Fund Board to constituencies that speak languages other than English; and
- Request OBA to allow flexibility for constituencies to utilize their travel budget for BM, ABM and CFP and to allow committee members so that constituencies can best determine how to spend this allocation. (This could be differentiated according to region,

as travel costs for Asia Pacific Region are higher than for Developed Country NGO, and would increase country ownership.

### *3. Strengthening Implementer Engagement – Proposal for Resource Mobilization for the implementer group*

The retreat received and endorsed a proposal for resource mobilization to support the core function of the implementer group and made the following recommendations:

- Establish a Working Group on Resource Mobilization and
- Request the Board to review the honorarium policy through the recommendations of the FOPC in discussions with the TGC.

### *4. Global Fund New Strategy 2017-2021 – SIIC Update*

The retreat received updates from the SIIC representatives on the new strategy, allocation methodology and market shaping, and agreed:

- Emphasis should be placed on domestic financing and ensuring the involvement of regional networks in the replenishment;
- Monitoring of KPIs particularly those for human rights and health system strengthening, is not being done well should be monitored more closely;
- Human rights principles should guide the response;
- Agreed that the absence of two SIIC members, though unavoidable, limited the discussion and decisions of the committee;
- Several changes, which were made to the Strategic Framework for 2017-2021. (These revisions are reflected in red in the attached framework.)

### *5. Allocation Methodology*

The implementers discussed and agreed that the fundamental elements of the Allocation Methodology should not be changed, however, countries should determine and lead the needs assessments and the Secretariat should have more flexibility to maximize impact and ensure money is spent well.

There was discussion in relation to whether there should be flexibility prior to the review of the allocation methodology, however, the implementers did not agree on applying such flexibility before allocation due to the unavailability of information upon which to make a decision.

The implementers noted that countries should have flexibility to move resources around the three diseases.

It was also noted that band four countries have no access to health systems strengthening. Community systems strengthening, gross national income and disease burdens are the only criteria currently used to determine the allocation.

The implementers recommend that although action has already been taken to reduce the funds currently in the bank, the Global Fund is urged to spend quickly.

The implementers agreed to share the following statement with the Board:

*We, the implementers, **cognizant** of the significant unspent funds that are available in the bank to be used by the countries to implement programs; **conscious** of the Global Fund's commitment to saving lives; and **impelled** by our collective desire to achieve the end of the three diseases, **urge** the Board to request the Global Fund Secretariat to **accelerate** the use of those funds.*

#### *6. Implementer Engagement with Head of Board Affairs*

Implementers engaged with the Head of Office of Board Affairs and agreed that:

- OBA should allow adequate time for constituency consultations on decision points;
- Alerts through Board effects notification of uploaded documentation, especially for the Committee papers should be made available immediately after documents are posted, and not received the day after.
- Documents, decision points, emails on scheduling feedback calls should not be sent out on a Friday due to differences in time zones, as these emails will typically be read on a Monday.
- All constituencies should be represented on committees to have their voices heard;
- Constituencies should provide simple and flexible workplans to enable OBA to facilitate their work; and
- The operating procedures for Committees' membership selection does not include provision for constituencies to submit their nominations and supporting documents to the Implementer Group for submission to the Board Leadership. Although there was a recommendation that the procedures should be amended, the issue was not thoroughly discussed and as such there was no consensus among implementers as to whether the they should be revised or flagged for future consideration

#### *7. Update on the Finance Operational Planning Committee (FOPC)*

The retreat received an update from the FOPC members, and agreed that there is need to focus on financial KPI-related targets for 2016 (Indicator 11 is related to grant expenses). Additionally a request should be made for a report on the funds available in-country.

#### *8. Transitional Governance (TG) Committee Update*

Implementers were updated on the work of the Transitional Government Committee, and were informed that a decision is required on the committee structure at the 34<sup>th</sup> Board Meeting given that new committees will be installed in March 2016. There will be additional consultations on this issue in the coming weeks.

#### *9. Updated Fifth Replenishment*

A replenishment strategy has been developed that addresses: Strong investment case; broader and longer-term perspectives for GF replenishment; and enhanced partner-focused strategy. Key milestones have been identified; communication messages and materials have been developed; and needs assessments and timelines have been articulated. Implementers agreed on the following:

- Need for a successful replenishment to implement the new strategy;
- Need to be ambitious in determining the role that the Global Fund can play in the replenishment;
- Need to be cognizant of the current complex global economic and geopolitical environment;
- Need to share the current replenishment strategy with all countries; and
- Need to provide guidance to civil society regarding their engagement

It was agreed that the implementer group would prepare a strong message to urge Denmark to continue to invest in the three epidemics. It was reported that Denmark had also made cuts in seven countries that receive bilateral funding.

#### *10. Evaluation of Implementer Leadership*

The implementers expressed confidence in the leadership of the implementer group, highlighted their strengths and identified areas for development.

The implementers recommended that the Evaluation Committee be formalized as part of good governance within the group. It was recommended that the Evaluation Committee be formed annually through calls for volunteers within the implementer group as early as August each year to facilitate a transparent evaluation process.

#### *11. Endorsement of Implementer Chair and Elections of Vice Chair for 2015-2017*

The Chair recalled that only one nomination was received for the position of Chair, and that implementer constituencies had no objection to the nominee, thus the Chair invited the Retreat to formally endorse the nominee, **Mr. Allan Maleche**, Alternate Board Member of the Developing Country NGO Delegation as the new Chair of the Implementer group.

Thereafter the two nominees for the position of Vice-Chair were interviewed via skype. Mr Robert Thomson managed the process and tallied the votes, which were verified by the Vice-Chair.

**Prof. Nataliya Nizova** of the EECA constituency was elected Vice-Chair of the implementer group with a seven out of ten majority vote. The nominees were informed of the outcome of the elections via email.

The outgoing Chair and Vice-Chair of the implementer group congratulated the new Chair and invited him to address the retreat. Mr. Maleche thanked implementers for the confidence shown in electing him and assured members that he will strive to strengthen and expand implementer engagement and participation and to devise and implement strategies to improve communication.