



AFRICAN CONSTITUENCY BUREAU
FOR THE GLOBAL FUND

2020 ANNUAL REPORT

A SUMMARY OF THE BUREAU'S ACHIEVEMENTS

MARCH 2021





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ACRONYMS

ACB	African Constituency Bureau for the Global Fund
ACM	Annual Consultative Meeting
AFC	Audit and Finance Committee
AGYW	Adolescents Girls and Young Women
AU	African Union
C19RM	COVID19 Response Mechanism
CCM	Country Coordinating Mechanism
CFP	Communication Focal Point
COE	Challenging Operating Environment
CSO	Civil Society Organization
CSS	Community Systems Strengthening
DRM	Domestic Resource Mobilization
EGC	Ethics and Governance Committee
ESA	Eastern and Southern Africa
FCDO	Foreign, Commonwealth & Development Office
GF	Global Fund
GHS	Global Health Security
HIV	Human Immunodeficiency Virus
JACA	Joint African Constituencies Action plan
KVP	Key and Vulnerable Population
M&E	Monitoring and Evaluation
NCE	No-Cost Extension
OIG	Office of the Inspector General
RECs	Regional Economic Communities
RSSH	Resilient and Sustainable Systems of Health
SC	Strategy Committee
SOP	Standard Operating Procedure
TB	Tuberculosis
TERG	Technical Evaluation and Reference Group
UHC	Universal Health Coverage
WCA	West and Central Africa



“ THANKS TO GREAT WORK AND SUPPORT FROM THE BUREAU, WE WERE ABLE TO ACCOMPLISH A LOT IN 2020.”

MESSAGE FROM THE BOARD CHAIR

The year 2020 was exceptional and totally unprecedented. With COVID-19, and the disruptions associated with it, life as we know it completely changed and we had to institute measures to ensure business continuity. With extensive travel moratoria, and in-country support to COVID-19 Task Forces, East and Southern Africa (ESA) and West and Central Africa (WCA) leaders were stretched to the call. I am delighted to share with you our top achievements in 2020.

Thanks to great work and support from the Bureau, we were able to accomplish a lot in 2020. With support from an ad hoc elections committee led by Grace Rwakarema and Dr. Djalo Mele, a new cohort of ESA and WCA Board and committee members were ushered in in May 2020. The good news is that participation by countries in the votes went up from 65% to 74%. WCA participation was over 90% which is extremely commendable.

The momentous event for the organization was engagements towards and representing Africa in various fora vis-à-vis the Global Fund's post-2022 strategy. The Bureau hosted 20 engagement meetings with diverse African stakeholders including, but not limited to the African Union (AU), Regional Economic Communities (RECs), Country Coordinating Mechanisms (CCMs), technical partners – including WHO AFRO, UNAIDS and UNHCR – Civil Society Organizations (CSOs), academic, etc. They also launched policy research on 12 priority areas relevant to ending HIV, TB and malaria (HTM) by 2030. Together, these efforts enabled us to identify Africa's top asks.

Another major milestone was increased funding for our programs in 2020. In addition to the medium-term support from Bill and Melinda Gates Foundation (BMGF), the Bureau had a total of \$1.5m new funding from L'Initiative and Foreign, Commonwealth and Development Office (FCDO) mostly towards engagements on the post-2022 strategy. We greatly appreciate this support.

The Bureau continued supporting ESA and WCA Global Fund governance representatives with engaging countries, policy analysis, policy research, including analysis and positioning of board and committee meetings. The prepping and strategizing sessions hosted by the Bureau before each board and committee meetings were an extremely helpful engagements enabling us to prepare for meetings.

Finally, in 2020 we edged further in our resolve to build a strong Bureau in terms of organizational systems. Building on the Office of the Inspector General's (OIG) fiscal assessment of our systems, the Bureau revised manuals for Human Resources, the Financial management and internal control, the administration and code of conduct. The Governance Framework that established an expanded mandate for the Bureau and linked us nearer to the AU was also revised and ratified by the ACM in November 2020.

Looking ahead in 2021, our keep focus will be finishing off our engagements towards the post-2022 Global Fund strategy. Additionally, reviewing and revising our current strategic plan, together with the advocacy strategy, will be important engagements. Arising from these, the Bureau will mount a resource mobilization with a variety of funders.

I wish to thank the secretariat for their hard work that has earned us the achievements enumerated in the report. I also wish to thank my fellow board members for their commitment to Africa's work in Global Health. I am also grateful to our donors for their support towards Africa's work in Global Health.

P. Niamba

Board Chair: Pascal Niamba



“THESE ACHIEVEMENTS WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE SUPPORT AND COMMITMENTS OF VARIOUS STAKEHOLDERS”

ACKNOWLEDGEMENTS FROM THE EXECUTIVE DIRECTOR

The year 2020 was unlike any other before in the life of the Bureau. COVID-19 happened. And with it so may unforeseen disruptions and changes to our modus operandi. Thanks to some very well thought out business continuity response, we were able to stay on course and ensure planned activities were successfully implemented, albeit with some hiccups in some areas. As a results, we have some really great achievement to celebrate as the Board Chair has stated above.

The above achievements would not have been possible without the support and commitments of various stakeholders whom we owe a debt of gratitude. The leadership of the ACB board has been pivotal in ensuring we stay the course. The Board members have kept us challenged and engaged and provided on-going oversight over the year. Amidst their own busy schedules in-country – with many of them playing leading roles in the COVID-19 fight in their respective countries – they turned up for every meeting and kept pushing us towards ensuring plans were achieved.

I also wish to recognize the African Union, under Her Excellency Mrs. Amira Elfadil's leadership. The AU have engaged with us throughout our engagements and our work. In particular, I wish to single out Dr. Sheila Shawa-Musonda for her relentless efforts in pushing forward ESA and WCA's agendas from the AU's perspectives.

Our work in 2020 would not have been possible without the strong commitment from the countries, in particular the CCMs. Our ambitious engagement plan towards the Global Fund's post-2022 strategy would not have become a reality without countries that turned up in huge numbers to inform the conversations and make the case for a stronger African voice. Related to our work with countries, specific individuals come to mind: Grace Rwakarema, Dr. Djalo Mele, Dr. Sandile Buthelezi, Dozie Ezechuku, Tajudeen Ibrahim, Nancy Bolima, Dr. Sedjro Eclou, to mention but a few, come to mind here.

Our funders – BMGF, FCDO, L'Initiative and GIZ – too deserve strong recognition here. They believed in our ideas and supported us throughout the course to ensure a strong African voice is heard in the Global Fund's post-2022 strategy deliberations. In particular, we are grateful to Mariah Richardson, Todd Summers, Eric Fleutelot, Sarah Respaut, Annick Jeantet-Quentin, Sara Boiten, Sarah Boulton and Sophie Hermanns. Joseph Chiu and Rita Motlana's engagement with us was critical to much of the progress we achieved in 2020, especially vis-à-vis the new Global Fund strategy and institutional strengthening efforts.

Our technical partners, WHO AFRO and UNAIDS, were incredibly important especially during consultations towards the next Global Fund strategy. Dr. Nirina Razakaso and Dr. Victor Bampoe deserve particular mention for ensuring Africa taps into normative evidence advice.

Finally, I would be failing in my duties if I failed to mention the invaluable work of staff at the Bureau. Many of them took a chance on us with just a year's contract. And they joined us just in time for the engagements with stakeholders for which they hit the road running. While very new to Global Fund programming, their energy and enthusiasm towards work made realization of the African voice in post-2022 Global Fund strategy discussions a reality. They did this while at the same time they were getting to know more and more about the Bureau and its work.

To you all, on behalf of ESA and WCA, I want to say thank you for your commitment to Africa's work in global health. With so much ahead of us in 2021, I am certain we will indeed once again call upon your goodwill in advancing ESA and WCA's causes.

Executive Director: Josephat Kakoma



INTRODUCTION & BACKGROUND





INTRODUCTION & BACKGROUND

One can easily argue that the other spelling for 2020 is COVID-19. In 2020, COVID-19 became the center piece of socio-economic and political ecosystem disruptions globally exposing the us to a new set of vocabulary including social distancing, respiratory etiquette, flattening the curve, self-isolation among others. In responding to this crisis, the ACB had to institute business continuity measures which largely entailed using virtual platforms. Engagement and dialogue through physical meetings had been one of its principal instruments for influencing policy change and addressing the gap between 'Global Fund policy(s) as intended' and 'Global Fund policy(s) as practiced'. The ACB is delighted to report that despite COVID-19 related challenges, it was resilient and quickly adapted its modus operandi to virtual engagements. The uptake of this change was quickly adapted by both ESA and WCA and helped ACB achieve most of the goals it had set out for 2020.

The nucleus of the ACB's work in 2020 hinged on mobilizing stakeholders, generating relevant evidence, facilitating effective policy dialogue in order to amplify Africa's voice towards the post-2022 Global Fund Strategy. Stakeholder engagements were complemented by the commissioning of policy research along 12 thematic areas relevant to the Global Fund strategy culminating in the development Africa's top asks. To propel this effort, the ACB launched an advocacy strategy dubbed 'African Voice for the Global Fund' to ensure African top asks remain on the policy radar.

During the reporting period the ACB, working with an election ad hoc committee led by Grace Rwakarema and Dr. Djalo Mele, facilitated the election of governance representatives for the 2020-2022 period with new entrants in the Global Fund board and committees to provide effective oversight. ACB sustained its core mandate of supporting its board and committee members to effectively participate during the 43rd and 44th board meeting as well as the 12th, 13th and 14th committee meetings, respectively, by developing constituency statements, talking points, position papers and prepping and strategizing sessions to enhance representation. In keeping with business continuity, ACB conducted its Annual Consultative Meeting (ACM) that served the twin objective of a pre-board meeting as well as ACBs Annual General Meeting (AGM) in November 2020.



ACB continued in its quest to reinforce its organizational systems to ensure that all its work is firmly anchored on strong, tested, efficient and accountable systems to advance the ACBs core mandates. As such, ACB, working with an ad hoc committee led by Dr. Djalo and Grace Rwakarema, facilitated revision of the ESA and WCA Governance Framework. We also revised the Human Resources Manual, Financial Management and Internal Control Manual, and developed the Administration Manual and the Code of Conduct for staff. Additionally, Standard Operating Procedures (SOPs) for procurement processes and recruitment and management of consultants and planning were also developed. In 2020, ACB had an additional 8 staff joining the organization including Policy Analysts, Advocacy Advisors, Strategic Information and Translator. The new staff joined during the ACB's surge in work related to the Global Fund's next strategy.

Finally, ACB continues to leverage on resources granted through the generosity of its funders to implement various components of its mandate. In 2020, the ACB secured funding worth £695,000 (USD 907,000) with FCDO to support evidence generation and analytical support for the post-2022 Global Fund Strategy engagements through policy research and an expanded staff complement. Funding from L'Intiative to the tune of €500,000 (USD 590,000) secured in 2020 has been critical in helping the ACB focus in generating evidence critical for spurring policy dialogue on the causes of sub-optimal grant performance in Global Fund grant implementation in the WCA region while developing an Advocacy strategy to address these. L'Intitive also supported review and revision of the ACB's strategy and business plan which will be undertaken in 2021. BMGF's funding remains critical in anchoring the ACBs central operations.



2

INFORMED AND WELL-SUPPORTED REPRESENTATIVES





INFORMED AND WELL-SUPPORTED REPRESENTATIVES TO THE GLOBAL FUND BOARD AND COMMITTEES.

2.1 Nomination & Election of Global Fund 2020-2022 Board & Committee Members

In 2020 the African constituencies welcomed a new cohort of governance representatives for the 2020-2022 period. While WCA retained Prof. Pascal Niamba and Dr. Benjamin Atipo as Board Member and Alternate Board Member, respectively, ESA welcomed new faces that include Hon. Dr. Zwelini Mkhize and Mrs. Susan Mochache as Board Member and Alternate Board Member, respectively. Regis Zoure from Burkina Faso continued as Communication Focal Point (CFP) for WCA while Phephelaphi Dlamini from South Africa assumed the CFP role for ESA.

Similarly, with the exception of Dr. Nduku Kilonzo who continued as strategy committee member, an entirely new team constituted the committees. Dr. Djalo Mele was nominated as Strategy Committee (SC) member, Mr. Eduard Ouko was successfully nominated as vice-chair of the Audit and Finance Committee (AFC) and joined by Ms. Malefia Dereje. For the Ethics and Governance Committee (EGC), Hon. Dr. Magda Silva was successfully nominated as chair, while Prof. Niamba and Mr. Rudolf Maziya were nominated as members. Suffice to note that for the first time since establishment of the Global Fund ESA and WCA had representation in all committees of the Global Fund.

A notable observation during the election was the improvement of voter turn-out from 65% in the previous cycle to 74% in the current cycle. Much – including early launch of the nomination and election process, better and frequent communication, translation of guidance documents, use of a nomination committee, etc. – needs to be done to ensure this positive trend continues into future cycles.



As is common practice, new appointments are accompanied by orientation to enable the new governance representatives understand how the Global Fund operates, the key focus during 2020-2022 and on operations of the ACB. Although efforts were made to onboard new appointees virtually, travel restrictions coupled with the fact that most of these Board members continue to play significant roles in managing the pandemic in their respective countries impacted on the quality of the onboarding process. Notwithstanding these challenges, however, onboarding new ESA and WCA Global Fund governance officials is critical to their successful execution of their mandate.

2.2 Develop and operationalize Joint African Constituencies Action (JACA) Plan

The ACB Board traditionally identifies priorities that it would seek to accomplish during its tenure. During the 12th ACB Board meeting held on 16th October 2020, the board adopted the following as areas of focus for the 2020-2022 JACA Plan.

Towards the Global Fund	Towards ACB
Post-2022 Global Fund Strategy	Mid-term review and revision of the ACB strategy
WCA Catch up	Development of the Advocacy Strategy
Resilient and Sustainable Systems for Health (RSSH)	Development of the ACB Business plan
Domestic Resources Mobilization (DRM)	Development of ACB Policy Analysis, Engagement and Advocacy protocol
HIV Prevention (AGYW & KVPs)	

The Board Members largely focused their efforts in 2020 towards Global Fund facing imperatives, most of which were attained during engagements with various stakeholders and the Global Fund vis-à-vis the next Global Fund strategy. The Global Fund facing priorities are normally implemented by ensuring they receive attention during Global Fund board and committee deliberations. These areas have all been reflected in the African Constituencies' submissions towards the Global Fund's post-2022 strategy discussions. The year 2021 will be focused on implementing the JACA Plan, particularly for the ACB-facing priorities. This will largely be review and revision of the ACB strategy and development of the advocacy strategy and the business plan. The ACB will support the Board in developing an implementation and monitoring plan to enhance performance and promote accountability to the results they have committed to.



AFRICAN PRIORITIES EFFECTIVELY REPRESENTED





8 Weeks



19 meetings



3,610 + minutes
of conversation



2/3 countries participated
Across 5 clusters

Over USD 300,000
Saved through virtual engagements



Reduced carbon
footprint



3 targeted questions



Consensus on
15 preselected topics

**AFRICAN PRIORITIES
EFFECTIVELY
REPRESENTED**



In 2020, the Bureau supported ESA and WCA board and committee members to effectively engage in the Global Fund's 12th, 13th and 14th committee meetings and the 43rd and 44th Board meetings respectively.

While there were a number of conversations taking place in the Global Fund governance systems during this period, a couple of them were of strategic interest to Africa and consequently received deliberate attention from the Bureau:

3.1 The Post 2022 Global Fund Strategy

3.1.1 Stakeholder consultations

During the last 5 months of 2020, the ACB was largely preoccupied with stakeholder engagements to inform the post-2022 Global Fund Strategy and the highlights are therefore given significant prominence in this report. Between 12 August and October 2020, the ACB conducted a series of 20 virtual consultations with WCA and ESA country stakeholders to inform and drive Africa's voice on key issues of strategic importance towards the post-2022 Global Fund Strategy. The engagement plan applied a two-phase bottom-up approach.



Under Phase I of the consultations, 15 pre-selected strategic policy areas were purposively selected based on epidemiological trends, emerging areas of interest in global health and normative guidance from the technical partners. These were assigned to five clusters namely, Central Africa, East Africa, Southern Africa, West Africa Francophone and West Africa Anglophone. This was a pragmatic approach to ensure comprehensive coverage of all policy areas within the limited time frame. The consultations involved participation of the African Union, CCM representatives, subject matter experts, academicians, technocrats, global health experts, regional economic commissions (RECs), technical partners (WHO AFRO, UNAIDS and UNHCR) mostly as resource persons and representatives of civil society and international organizations.

Phase II of the consultations was the validation process and ran weekly from 18 September to 3 November 2020. The WCA and ESA constituencies deliberated on the topics to build on or endorse the priorities for Africa identified in Phase I. Each consultation was preceded by a presentation from a technical expert on a particular subject area who provided the context and landscape, ultimately setting the stage for discussions. Panel discussions were then set up and included implementers, policymakers and researchers who added diverse perspectives on the subject matter. Summary reports for each of the meetings were produced and further synthesized.

The final validation process took place during the ACM on November 2-3, 2020. The ACM is the highest consultative and decision-making process for ESA and WCA and was attended by 53 delegates drawn from African countries and the ACB secretariat. Discussions during the ACM resulted in consensus over ESA and WCA's 'top asks' towards the Global Fund's next strategy. These 'top asks' would later find their way in informing discussions during the Global Fund's 44th board meeting and the partnership forum scheduled for February 17-19, 2021, including feeding the African Voice for the Global Fund advocacy campaign.

3.1.2 Africa's top asks

The top asks are summarized as follows:

1. Double-down on HIV, TB and malaria;
2. Strengthen Resilient and Sustainable Systems for Health (RSSH) including community systems, catalyzing governance and leadership, support data systems for evidence-based programming, Domestic Resource Mobilization, and supporting PSM and market shaping;
3. Reorient Partnerships;
4. Address Human Rights and gender, Equity and inclusivity; and
5. Support the West & Central Africa region in improving performance.

3.1.3 Spotlight on WCA specific asks

While there was agreement on the Africa wide asks, for WCA in particular, stakeholders demanded a bold and differentiated approach focused on adaptability and flexibility as key to addressing underperformance. Stakeholders were therefore unanimous on the following as areas that the post-2022 Global Fund Strategy should focus on:

1. Create an enabling environment to address the uniqueness of challenging operating environments (COE) through acceptance by the Global Fund to recalibrate its risk approach to ensure the "right balance between financial safeguards and program implementation". This approach operationalizes principles of 'country ownership' and 'partnership' which enhances participation of government, communities, development actors and other players.
2. Strengthen health sector governance including stronger in-country coordination.
3. Implement RSSH with a focus on strengthening community systems, including community leadership and implementation.
4. Strengthen country and cross-border implementation mechanisms to provide adequate HIV, TB and malaria response in situations of crisis, emergencies, and challenging operating environments.
5. Encourage innovation and multi-sectoral approach for all three diseases, focusing on malaria due to high incidence and



slow progress in reducing malaria morbidity.

6. Health financing:

- Encourage evidence generation through the routine production and use of national health accounts and expenditure tracking to inform DRM policies; and
- Encourage countries in WCA to use their co-financing to strengthen their health systems for sustainability instead of purchasing health commodities.

7. Consistently apply objective criteria for countries to exit the additional safeguards policy. These criteria would have milestones and deliverables that the Secretariat and the country can jointly monitor.

8. Maintain the momentum on Global Fund's comparative strength by addressing equity, human rights and gender disparities.

9. Ensure the Global Fund's "Accelerons le mouvement" in WCA project's findings and recommendations are effectively addressed and implemented over the current cycle and into the next strategy.

These 'top asks' were critical in informing the 6th partnership forum held February 17-19, 2021 where the ESA and WCA reiterated the Africa positions on these strategic issues.

3.2 Prepping and strategizing sessions with Board and Committee Members

The Global Fund board and committees are the official policy platforms of engagement with other stakeholders over Africa's strategic priorities including the Global Fund's post-2022 strategy. In 2020, the 12th, 13th and 14th committee meetings, and the 43rd and 44th Board meetings were held via a virtual format. The ACB places a high premium on ensuring that both committee and board members fully understand emergent issues and are able to articulate Africa's position from an informed standpoint. These sessions also serve as an important platform for debates on positions identified by the ACB secretariat as board and committee members also contribute to the positioning through pushing back and also tweaking the language to fit their preferences as Africa's leaders and representatives.

To advance this goal, ACB held three preparatory meetings with ESA and WCA members of the EGC and the SC to appraise them on key issues arising from their respective reports. Prepping and strategizing meetings with the AFC were however not possible due to challenges with availability of its members to participate virtually. ACB Executive Director, Josephat Kakoma, therefore represented ESA on the AFC14 meeting. ACB further virtually prepped and strategized with Board Members for their 43rd and 44th board meeting, including through ACB's ACM held on November 2-3, 2020. The ACM serves as a pre-board meeting and is coupled with dedicated calls to take the Board through critical issues that either required their vote or strong voice with a sturdy focus on the post-2022 Global Fund Strategy.

The ACB further prepped and strategized with the board members to enable their effective participation during the intersessional meeting held on 11th December 2020, where three options critical to the Global Fund's next strategy, namely, the Global Fund's future role in building RSSH, its future role in Global Health Security (GHS) and strategic refinements to the partnership model were discussed.

The above preparatory meetings were informed by summaries, constituency statements and talking points prepared by the ACB to enable the board and committee members' effective participation in the 12th, 13th and 14th committee meetings as well as the 43rd and 44th board meetings.

It is worth noting that for the first time, prepping and strategizing sessions were extended to the committee members, a departure from previous practice on the understanding that the committees are critical arenas for policy influence before the agendas find their way to the board level.



CAPACITY OF AFRICAN CONSTITUENCIES





CAPACITY OF AFRICAN CONSTITUENCIES TO PARTICIPATE, ENGAGE AND INFLUENCE GLOBAL FUND DECISIONS AND DISCUSSIONS STRENGTHENED



4.1 Bilateral advocacy discussions with other constituencies on the side-lines of Global Fund board and committee Meetings

Bilateral advocacy discussions are key in engaging other constituencies including donors, technical partners, implementers and CSOs in advancing Africa's strategic priorities. Bilaterals are also crucial to assessing other constituencies' positions leading into key Global Fund governance meetings. During the period under review ACB held bilateral discussions with various stakeholders and constituencies leading into the Board and Committee meetings. Bilateral meetings were held with the Germany, French and the Private Foundations. Other key engagements included engagements with and influencing the implementer group's positions on the post-2022 strategy.

Moving forward into 2021, ACB will continue engaging bilateral and other constituencies to put forward Africa's positions, identify areas of convergence on the Global Fund Strategy and seek to understand where divergent positions exist in order to better the chances of African priorities being part of the post-2022 strategy. Bilateral advocacy engagements is critical, if Africa's priorities are to have buy-in in Global



Fund deliberations.

4.2 Round table discussions to advocate for African strategic priorities ahead of Global Fund board and committee meetings

On 17 December 2020, the ACB, led by ESA and WCA Board Members – Hon. Dr. Mkhize and Prof. Niamba, respectively – held a virtual roundtable discussion to launch the campaign dubbed 'African Voice For The Global Fund' in short (#AfricanVoice4GF) to create awareness and secure the buy in of Africa's top strategic asks for the next Global Fund Strategy. The roundtable brought together CSOs, UN agencies, other Global Fund constituencies, policymakers, and media personnel to amplify Africa's voice through the mass media. The WCA and ESA board and committee members also participated in roundtable discussion on Africa priorities for the Global Fund. Through this round table discussion, the ACB emboldened policymakers at various levels of governance and influence to rally behind, amplify and advocate for Africa's 'top asks' at various policy spaces available at their disposal. A press release targeting policy makers at various levels was subsequently produced and disseminated through the ACB website and through social media platforms.

4.3 Cluster-Based Learning Networks (CBLNs)

The ACB has historically used CBLNs as one of its primary mechanisms of engaging African countries in Global Fund policy discourses where countries share Global Fund implementation experiences and identify issues that require Global attention. In 2020, CBLNs were modified from in-person engagements to virtual ones and were largely focused on the ACB's engagement plan towards the next Global Fund strategy.

Related, the ACB has launched virtual engagements with countries to enable them share experiences in terms of what's working and what's not working, lessons learned and best practices when it comes to responding to COVID-19. So far, discussions were held on:

- Health financing, diagnosis and treatment and supply chain and distribution of commodities;
- Human resources for health vis-à-vis COVID-19;
- Adolescent girls and young women (AGYW);

Future meetings will discuss and share experiences on: vaccine roll out and implementation, food and nutrition for TB and ARV drugs, key populations and gender-based violence (GBV).

Furthermore, a proposal has come through to introduce a series of discussions for Principal Recipients (PRs) to share implementation experiences, best practices, etc. This will likely be after June 2021.



INCREASED COMMUNICATION ACCESS





INCREASED COMMUNICATION AND ACCESS TO INFORM AND ENHANCE THE ACB GOALS

Communication is the lifeline of any organization. In 2020, the ACB focused its communication efforts towards ensuring inclusivity of all stakeholders, particularly the WCA, adapting to the realities of COVID-19 through virtual engagements, and disseminating targeted analytical outputs to advance ESA and WCA priorities with respect to the post-2022 Global Fund Strategy while keeping stakeholders abreast with developments and discussions in the Global Fund governance systems.

5.1 Translation of documents and interpretation services

In order to ensure inclusivity and effectiveness in the participation of policy dialogue of the and Global Fund governance conversations especially for WCA, the ACB made deliberate efforts during the reporting period to do three things. First, it worked towards a bi-lingual staff complement by, where possible, recruiting staff who are able to communicate in both English and French. Second, it ensured that critical outputs such as position statements, talking points and meeting reports were all translated into French ahead of time. Lastly, the ACB ensured instantaneous interpretation for English-French and vice-versa in its stakeholder meetings and ACM through the Interpretify platform.

Despite these efforts, however, there still exists a gap in ensuring the effective participation of the Portuguese speaking (Lusophone) constituents. The ACB is working towards ensuring their effective participation in future meeting.

5.2 Support countries with Blue Jeans subscription

COVID-19 changed the way business is conducted in 2020 with most meetings taking a virtual format. This transition required investments in better internet connectivity and use of virtual platforms that come at a cost. To ensure the African constituencies remain plugged into policy discussions on Global Fund and COVID-19, the ACB provided BlueJeans Subscription to 135 members across 34 countries as well as 12 staff from the Bureau to facilitate effective engagements in key events such as stakeholder consultations on the post-2022 Global Fund strategy and sharing of key lessons learned on the impact of COVID-19 on the three epidemics. Countries that have not yet subscribed to BlueJeans will be facilitated do so in quarter 1 of 2021.







5.3 Development and publication of on-line newsletter articles on Africa's strategic priorities

In 2020, the ACB released three newsletter updates largely dedicated to providing information on progress as well as priorities identified by ESA and WCA during constituency stakeholder consultations to inform the next Global Fund strategy. The ACB will continue using this platform to provide updates on other key events in the Global Fund Strategy development process. A key focus in 2021 will be increasing the number of subscribers to the newsletter.

5.4 Create social media content to advance consensus and advocacy over African strategic priorities in order to bolster advocacy efforts towards Africa's strategic priorities in the Global Fund's post-2022 strategy,

ACB is rolling out its social media plan through platforms such as Twitter, Facebook and LinkedIn. During the reporting period under review, ACB had maintained an average of 3 posts per day dedicated to amplifying Africa's voices on the next Global Fund strategy through the "African Voice for Global Fund" campaign advocacy tools/posters highlighting the continent's key asks while providing regular updates on key and emerging issues around HIV, TB, Malaria as well as COVID-19.

MEDIUM		FREQUENCY
Press Conference		2 Press Conferences
Newsletters		3 newsletters
Twitter		100 000 impressions on twitter
Linkedin		20 000 impressions on LinkedIn



WE CAN END HIV, TB & MALARIA

IF THE AFRICAN VOICE IS REFLECTED IN THE NEXT GLOBAL FUND STRATEGY TO:

- Continue building and enhancing effective 'Resilient and Sustainable Systems for Health' (RSSH)
- Decisively engage and catalyze 'governance and leadership
- Enhance and improve 'data driven programming
- Progressively increase 'domestic resource mobilization

Join us to amplify African Voices in the post-2022 Global Fund Strategy.

#AfricanVoice4GF

UNDP Regional Service Center for Africa, CRC Street, Addis Ababa, Ethiopia OFFICE: +251-1155716460/ +251-1155716411
WEBSITE: @africanvoice4gf @africanvoice4gf @africanvoice4gf @africanvoice4gf

FOR THE NEXT GLOBAL FUND

SUPPORTING COMMUNITY INTERVENTIONS WILL MAKE A DIFFERENCE IN THE HIV, TB AND MALARIA RESPONSE

Join us to amplify African Voices in the post-2022 Global Fund Strategy.

#AfricanVoice4GF

UNDP Regional Service Center for Africa, CRC Street, Addis Ababa, Ethiopia OFFICE: +251-1155716460/ +251-1155716411
WEBSITE: @africanvoice4gf @africanvoice4gf @africanvoice4gf @africanvoice4gf

BETWEEN 2010 AND 2016, ANNUAL TB INCIDENCE RATE IN WEST CENTRAL AFRICA INCREASED BY 10%

Let's turn the tide of these epidemics with the next Global Fund Strategy by taking concrete and deliberate steps to address 'underperformance' in West & Central Africa

Join us to amplify African Voices in the post-2022 Global Fund Strategy.

#AfricanVoice4GF

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5.5 Additional communication focus in 2021

In 2021, the ACB will, in addition to the previously reported activities, develop and publish policy briefs flowing from policy research, revamp its website to include new functionalities and better visual appeal in order to reach wider audiences to keep countries and partners informed about what the ACB is doing. In addition, the ACB will develop the ACB intranet to rapidly and transparently share information online in response to the changing and challenging landscape in the face of HIV, TB and malaria, and recently the COVID-19 pandemic. The intranet will also serve as a repository of vast amounts of evidence to be placed at the disposal of staff and ESA and WCA countries.



LEVERAGING PARTNERSHIPS





LEADERSHIP & PARTNERSHIP

The ACB has continued partnering with its traditional partners in global health, including the African Union, WHO AFRO, UNAIDS and regional economic communities (ECCAS, SADC and WAHO).

In addition, the ACB worked with the Global Fund's Accélérons le mouvement project to enhance grant management improvement in the WCA region through focus on increased absorption, effective health program financing, better stakeholder collaboration and improved in-country program and grant management. ACB is addressing the WCA Global Fund implementation challenges primarily through the L'initiative Grant. Key focus is to ensure the agreed action items arising from country assessments are addressed in the 2020-2022 grants cycle, including through the post-2022 Global Fund strategy.

Additionally, consultative meetings towards the post-2022 Global Fund strategy unveiled a set of new partners worth collaborating with. These include resource persons that either made presentations or comprised the panel discussions such as academicians, policy think tanks and the United Nations High Commissioner for Refugees (UNHCR). Others include researchers that led the policy research.



7

ENHANCING ACB CREDIBILITY





ENHANCING THE ACB CREDIBILITY AND BUSINESS CONTINUITY THROUGH STRONG GOVERNANCE AND MANAGEMENT

7.1 Board meetings

Despite COVID-19 related challenges, the ACB Board calendar was implemented accordingly. The Board held its 11th (May 8th), 12th (16th October) and 13th (4th December) board meetings in 2020 to ensure continued oversight during the pandemic. The board meetings focused on ensuring business continuity by presiding over the approval critical instruments such as revised governance framework, HR and administration manuals, finance manual as well as the code of conduct and ethics. These meetings were also useful in appraising the board on programmatic and financial progress from the secretariat and approving the 2021 workplans. The ACB looks forward to working with an expanded board to comply with the requirements of the revised Governance Framework.

7.2 The Annual Consultative Meeting (ACM)

The ACM, customarily held in Addis Ababa every year was held virtually in November 2-3, 2020 due to travel restrictions associated with COVID-19. The two-day meeting brought together 53 delegates from more than 30 countries. The ACM is the ACBs highest decision-making body. The ACM served the twin objective of serving as a pre-board meeting for the 44th Global Fund Board meeting and also served as the ACB annual general meeting (AGM). The first objective largely featured the adoption of Africa's top asks for the post-2022 Global Fund strategy where delegates validated Africa's top asks, a product of several weeks of stakeholder consultations and policy research. Day two of the meeting focused on its second agenda, the annual general meeting (AGM), which focused on two key issues. First, the presentation by the ACB on its programmatic and financial performance for the year 2019, and second, the ratification of the revised Governance Framework which was unanimously passed by all countries present.

7.3 Revision of management and governance manuals

The ACB maintains its momentum of building a strong and sustainable organization to ensure that its work in supporting global health policy in Africa remains anchored on a solid footing. In 2020, the ACB embarked on developing and revising relevant organizational policies and standard operating procedures (SOPs) to strengthen its capacity to respond to the growing needs of the African constituencies.



With support from the GIZ the ACB revised the Financial Management and Internal Control Manual as well as the Human Resources Manual and developed the Administrative manual as well as the Code of conduct and Ethics manual for staff. These revisions and developments were informed by the OIG sponsored assessment of the Bureau that covered financial management and human resources and administrative processes. These documents were approved by the board in May 2020.

As mentioned above, the Bureau also revised the Governance Framework which was ratified during 2020 ACM. The new governance framework ushered in an expanded mandate for the ACB which has triggered the expansion of the board to include the AU, technical partners and donors in order to strengthen oversight for an expanded mandate. In addition, through the technical assistance of the of the BMGF sponsored consultant, the ACB developed SOPs for a) Planning and b) Recruitment and Management of Consultants to enhance operational efficiency at the Bureau.

7.4 Evolving organizational structure

Through the technical assistance of the BMGF sponsored consultant, the ACB conducted a functional analysis by looking at its current functions vis-à-vis existing staff and organizational structure in order to identify potential areas of operational efficiency gains. As a result, the ACB has reaffirmed its current structure to operationalize a Policy and Programmes Manager to provide effective program oversight for the ACB while liberating the Executive Director's time to focus on strategic leadership for the ACB. Inclusion of the manager position also aligns with an assessment conducted by the FCDO in July 2020 that recommended improvements to enhance programme management capacity. Further improvements on the ACB organizational structure will be informed by the revised strategic planning exercise which will be concluded mid 2021.

7.5 Project Staffing

Between July and December 2020, ACB recruited 8 additional staff to enhance its policy analysis, engagement, evidence generation and advocacy functions. These include one through BMGF (Policy and Programmes Manager), four through L'Initiative (2 Policy Analysts, a Policy and Advocacy Advisor and a translator) and four through FCDO (a Policy Analyst, a Strategic Information Advisor, a Policy and Advocacy Advisor, and a Data Analyst). All the newly recruited staff, with the exception of the Policy and Programmes Manager, are teleworking from their respective home countries.

These recruitments were a major shot in the arm for the ACB as they bolstered its capacity to embark on stakeholder engagements towards the Global Fund's post-2022 strategy engagements. The staff were able to host 20 virtual engagements and consensus building workshops towards identifying priorities strategic to the continent towards the post-2022 Global Fund strategy. The staff complement also played a pivotal role in supporting ESA and WCA's Global Fund governance officials not in the least including summarizing board and committee documents, positioning, developing talking points and playing a supportive role during the prepping and strategizing sessions with the Board and Committee Members on the 'top asks' for Africa. Further the additional staff enhanced the ability of the ACB to periodically connect with countries to identify bottlenecks, challenges with the advent of COVID-19 and draw lessons learnt in accessing C19RM funding.



8

FINANCIAL PERFORMANCE & OUTLOOK





FINANCIAL PERFORMANCE & OUTLOOKS

8.1 Resource mobilization

Resource mobilization remains an on-going priority for the Bureau to ensure sustainability. In 2020, with support from Joseph Chiu, the Bureau's resource mobilization efforts yielded a total of \$1.5m, with new funding from FCDO of £695,000 (USD907,000) and L'Initiative €500,000 (USD590,000). Together, these projects support eight (8) additional staff (3 Policy Analysts, 2 Advocacy Advisors, a Strategic Information Advisor, a Data Analyst (COVID-19) and a Translator.

The funding was primarily focused on engagements towards the post-2022 Global Fund strategy and improving grant performance in the WCA region. While new funding was successfully achieved in 2020, most of it is only for a year. Consequentially, the new staff that joined the Bureau in 2020 will have to be released due to insufficient funding after mid-2021. Additionally, the revised strategic plan will likely signal additional needs for the Bureau. Guided by the revised strategy, the Bureau will be more targeted in its resource mobilization efforts to address staffing and other emerging needs to fulfil its mandate.

8.2 Financial Performance in 2020

Overall, the ACB's burn rate for its 2020 budget was 72%. The lower expenditures were largely due to a combination of travel restriction because of COVID19, and savings generated from delayed recruitment of some positions.

The financials also betray the Bureau's overdependency on specific donors. Hence, the ACB needs to increase resources mobilization efforts and broaden the resource envelop beyond the current donors.

The human resources allocation continued to increase and reached 70% (47%-2019) of the Bureau's total expenditures

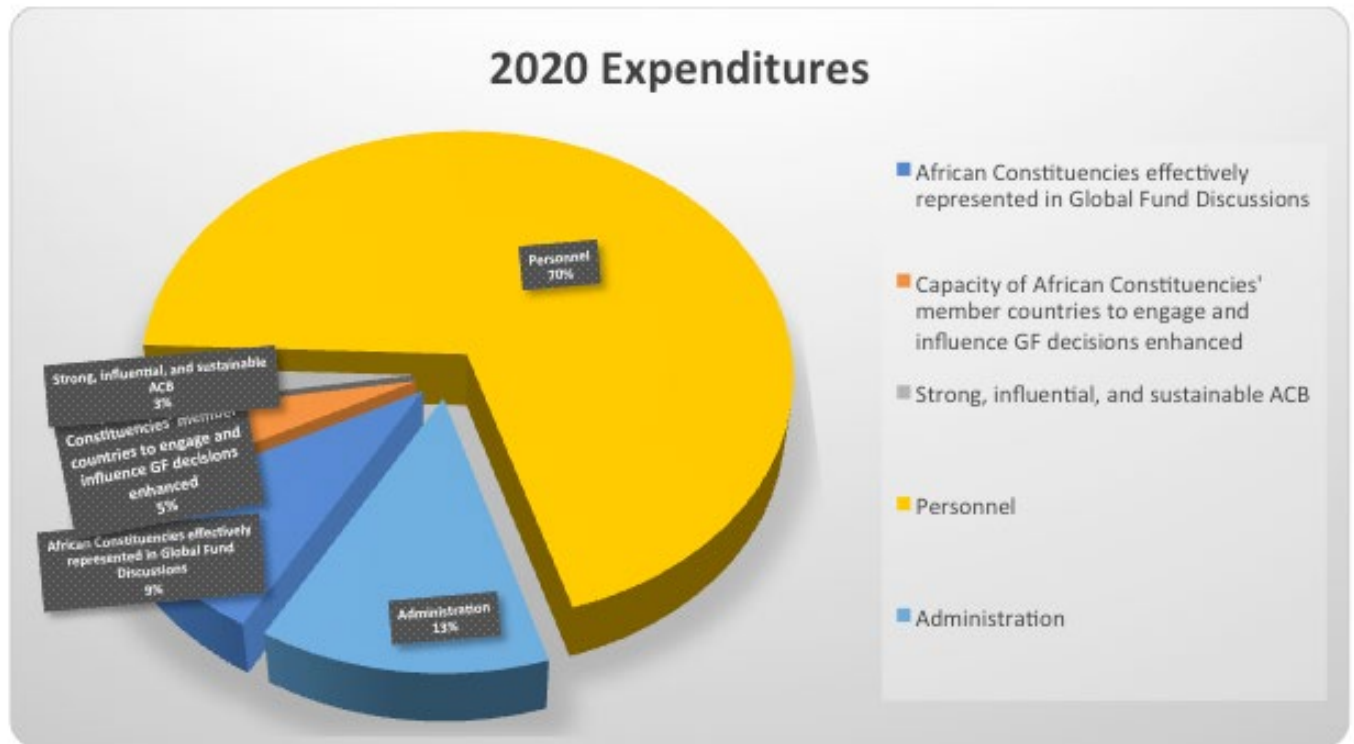


2020 Grant Received & Expenditures Report

Income				
Balance b/f	1,305,796.27			
BMGF	500,000.00			
Global Fund	254,238.00			
L'Initiative	542,735.31			
FCDO	490512.53			
Total Income	3,093,282.11			
Expenditures/Objectives	Budget	Actual	Variance	Rate
African Constituencies effectively represented in Global Fund Discussions	237,394.00	116,987.39	120,406.61	49%
Capacity of African Constituencies' member countries to engage and influence GF decisions enhanced	265,391.00	64,155.99	201,235.01	24%
Strong, influential, and sustainable ACB	62,425.00	38,492.81	23,932.19	62%
Personnel	977,443.00	885,143.96	92,299.04	91%
Administration	231,183.00	166,223.51	64,959.49	72%
Total Expenditures	1,773,836.00	1,271,003.66	502,832.34	72%
Balance c/f	1,822,278.45			

Notes:

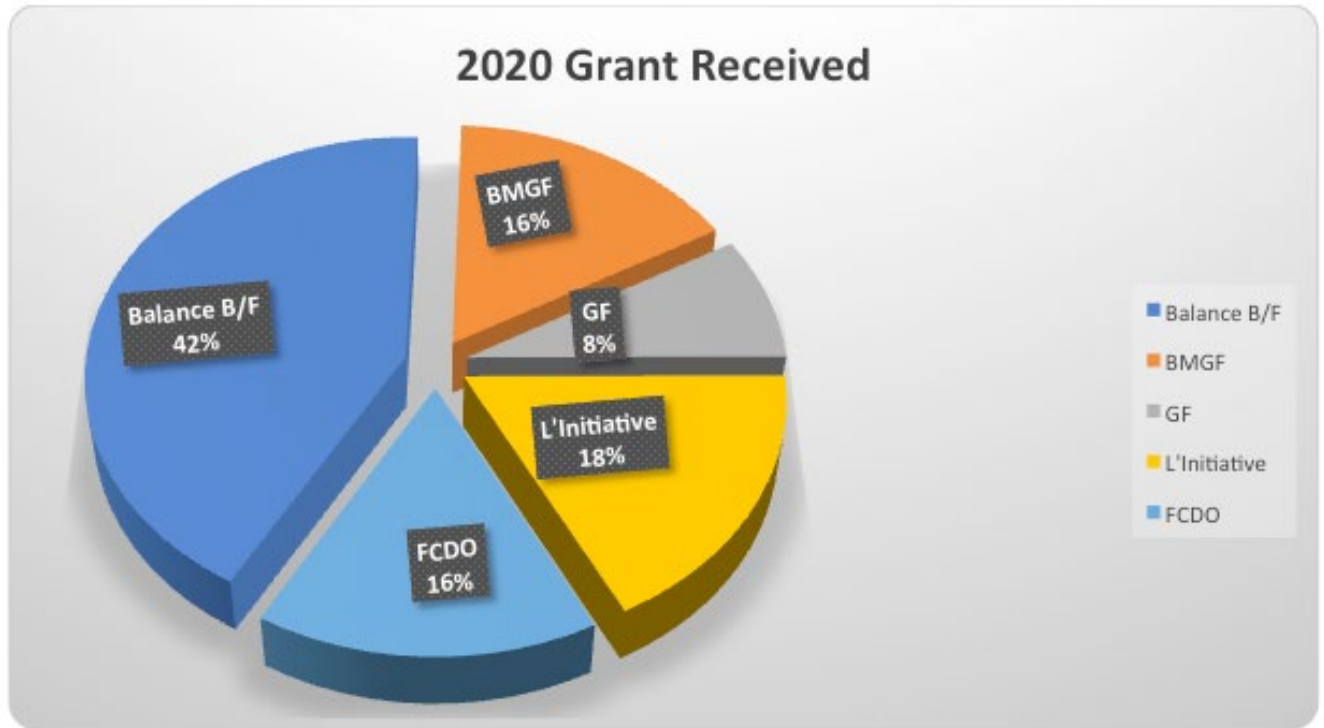
- Under-utilization of budget under personnel was primarily due to delayed recruitment process of some positions.
- Underutilization of constituency effective representation and engagement budget were largely due to cancellation of in person annual consultative and GF Board meetings because of COVID19 travel restriction.
- The travel restriction also affected the burn rate of all other line items as indicated above.



The below funding source analysis shows that the bureau is still running its operation with the support of specific donors especially BMGF.

93% (\$1,218,723.00) of the balance brought forward in 2020 is BMGF's share. This shows that BMGF remains the Bureau's major source of funding though securing 16% and 18% of the total fund from FCDO and L'Initiative respectively is encouraging during the period.

The Bureau should therefore ramp up resource mobilization efforts to minimize dependency on one donor. The risk associated with this scenario is that should the main donor cease its support for different reason the organization suffers the risk of closure as resources would be too insufficient to continue with most operations.



8.3 Financial outlook – 2021

The support from the current donors will continue in 2021 and the bureau expects to receive €49,905.40 (USD58,888) from L'Initiative and £272,370.00 (USD355,452) from FCDO according to the signed grant agreement. The ACB board approved a total budget of \$ 2,001,125.00 for 2021.



ACB'S FOCUS IN 2021





ACB'S FOCUS IN 2021

9.1 Policy focus

The ACB's policy focus for 2021 will be on the Global Fund's post-2022 strategy discussions. The year 2020 laid the foundation through stakeholder forums and commissioning of policy research. Informed by evidence gathered through these two processes, the ACB will mount a spirited advocacy campaign through the Global Fund 6th Partnership Forum, roundtables, Board and Committee meetings and through social media to ensure its positions are entrenched the development of the next Global Fund Strategy.

9.2 Board expansion

With an expanded mandate under the new Governance Framework, the ACB will initiate the recruitment of new board members drawn from the AU, technical partners (WHO AFRO and UNAIDS) and donors in order to bolster its governance capacities to go hand in hand with its organizational growth goals.

9.3 Review and revision of the ACB strategic and Business Plan

The ACB will review and revise its strategy during the first half of 2021 in order to inform the second half of the 2017-2022 strategy implementation and to be responsive to current contextual issues surrounding implementation of the Global Fund strategy including Global Health Security such as COVID-19. Additionally, an advocacy strategy will also be developed to inform the Bureau's advocacy work post-2022. Finally, the organization will also develop a new Business plan as a corollary to the revised strategic plan. This will cost the revised strategy and provide a projection of required resource requirements for the ACB based on its long-term goals to advocate for the health priorities for Africa.

9.4 Fund-raising

Following the cardinal principle 'resources follow functions' the ACB will direct its fund-raising initiatives at the back of the revised strategy. The ACB will adopt a systematic stance in approaching potential funders identified in the revised business plan to help advance its new goals. Sustainability will be an overarching theme in its fundraising efforts and therefore the ACB will seek to forge partnerships with non-traditional partners including looking inward to ESA and WCA to fill in funding gaps over time. The organization plans to host a donor's conference at which the revised strategy will be launched together with the resource needs of the organization.



10

CONCLUSION





CONCLUSION

Events of 2020 which were largely punctuated by COVID-19 will remain etched in the annals of history. Despite the challenges associated with the pandemic, the ACB quickly adapted to the new business environment by quickly shifting to virtual ways of working. The successful transition would not have been possible without the support of ESA and WCA countries that equally moved swiftly to adapt to the new ways of working despite additional challenges related to connectivity in some parts of Africa. Further, this shift was also made possible by the generosity and flexibility of our funders; BMGF, L'Initiative, FCDO and the Global Fund for availing resources to help the Bureau reach ESA and WCA stakeholders but by also providing the latitude to repurpose funds previously earmarked for physical meetings.

In spite of the pandemic, 2020 was a largely very successful year for the African constituencies. A new cohort of board and committee leaders was ushered in. ESA and WCA countries were strongly engaged to inform discussions on the next Global Fund strategy. New funding amounting to \$1.5m was brought into the organization's coffers. The organization's Governance Framework was revised, ushering in an expanded mandate for the Bureau to in future support Africans in other global health bodies, hence new categories of board members including the AU, technical partners and funders.

The ACB looks forward to a brighter 2021 as we continue making explicit, clear and emphatic what Africa needs to end the three epidemics through the next Global Fund Strategy. We will also be focusing on reviewing and revising our strategic plan, developing our advocacy strategy and developing a business plan. All these efforts will result in a renewed focus on the future and stronger resources mobilization efforts to realize the new focus.



AFRICAN CONSTITUENCY BUREAU
FOR THE GLOBAL FUND

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