



AFRICAN CONSTITUENCY BUREAU  
FOR THE GLOBAL FUND



# ANNUAL REPORT 2022

APRIL 2023



MOULDING  
AFRICA'S  
HEALTH SECTOR



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## ACRONYMS

<b>ACB</b>	African Constituency Bureau for the Global Fund
<b>ACM</b>	Annual Consultative Meeting
<b>AFC</b>	Audit and Finance Committee
<b>AMA</b>	Agreed Management Actions
<b>ASP</b>	Additional Safeguards Policy
<b>AU</b>	African Union
<b>BMGF</b>	Bill and Melinda Gates Foundation
<b>CBLN</b>	Cluster-Based Learning Network
<b>CCM</b>	Country Coordinating Mechanism
<b>CFP</b>	Constituency Focal Point
<b>COE</b>	Challenging Operating Environment
<b>CPHIA</b>	International Conference on Public Health in Africa
<b>CRSPC</b>	Country and Regional Support Partner Committee
<b>C19RM</b>	COVID-19 Response Mechanism
<b>EGC</b>	Ethics and Governance Committee
<b>ESA</b>	East and Southern Africa
<b>GC</b>	Grant Cycle
<b>GFAN</b>	Global Fund Advocates Network
<b>HTM</b>	HIV, TB, and Malaria
<b>KPI</b>	Key Performance Indicator
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NEC</b>	Nominations and Elections Committee
<b>OIG</b>	Office of the Inspector General
<b>PR</b>	Principal Recipient
<b>RBM</b>	Rollback Malaria
<b>RSSH</b>	Resilient and Sustainable Systems for Health
<b>SC</b>	Strategic Committee
<b>SR</b>	Sub-Recipient
<b>TB</b>	Tuberculosis
<b>TERG</b>	Technical Evaluation Reference Group
<b>UNAIDS</b>	Joint United Nations Programme on HIV and AIDS
<b>WCA</b>	West and Central Africa
<b>WHO</b>	World Health Organisation



## Executive Summary

In 2022, we witnessed Africa actively participating in **Global Fund governance platforms** by contributing to critical decisions in committee and board meetings

The participation was vital and strategic, considering that Africa remains the epicenter of HIV and malaria epidemics and is home to more than half of the 30 high TB burden countries worldwide. With support from the African Constituency Bureau (ACB), the East and Southern Africa (ESA) and the West and Central Africa (WCA)

constituencies supported governance decisions that include Sources and Uses of Funds, the Global Fund 2023 work plan, Extension of the utilization of the COVID-19 Response Mechanism (C19RM) funds to end 2025, Extension of wambo.org for non-Global Fund resources, Monitoring and Evaluation Framework, and the Multi-year evaluation calendar. Africa's participation culminated in developing and submitting 12 constituency statements to the Global Fund governance bodies.

The ACB continued implementing its project amid several moving pieces within the Global Fund ecosystem. With the adoption of the 2023-2028 Strategy, there needed to be revisions and alignments of systems to enhance coordination in preparation for the rollout of the new strategy. In line with the many documents received from the Secretariat, the ACB provided support to ESA and WCA leaderships on decision points that include revisions to the Terms of Reference for the Technical Review Panel, the change from a 2- to a 3-year tenure for Board and Committee Operating Procedures, the Governance Performance Assessment Framework, and the changes to the honorarium framework—the period of all these high-level reviews also coincided with ACB organizing ESA and WCA countries to participate in the nomination and selection of the next cohort of Global Fund board chair and vice chair positions.

Global Fund grants in several WCA countries continue to be implemented under challenging environments characterized by political instability, security tensions, and displacements. These all call for inter-country collaboration to ensure the continuity of HIV, TB, and malaria (HTM) services among migrant populations. Long-running conflicts have spillover effects on millions of people in the affected region, with children, girls, and women bearing the most consequences. Internal disputes and displacements affect grant absorption, including the supply chain, finding of TB missing cases, distribution of mosquito nets, and the provision of diagnostics services. To this end, ACB and its partner, AIDSPAN, arranged a cluster-based learning network (CBLN) in Lomé, Togo, to tackle information asymmetry in challenging operating environments (COE). A Lomé 'declaration' was produced and shared with the participants and the Global Fund. Five strategic priorities for WCA identified from the meeting were capacity building, COE, alleviation of financial procedures and exit from ASP, risk management, and co-financing.



Given the impact of COVID-19 on HTM services, ACB supported ESA and WCA committee and board leadership to push for local manufacturing as a risk mitigation measure and ensure affordable commodities are manufactured closer to the consumers. Experiences learned at the height of the pandemic showed that many African countries struggled to access life-saving medicines and other consumables. Africa, therefore, needs to move towards self-dependence in the manufacturing, supply, and distribution of these essential commodities so that at the climax of any pandemic, commodities reach out to communities at the right time and with good quality.

Organizational risk registers are essential for countries to determine areas requiring attention. However, after the Lomé meeting, few countries/principal recipients (PRs) were aware of their risk profiles. The organizational risk register for Quarter 2 of 2022 showed mixed residual risks and their directions of travel, with some risks either being high, steady, or declining. Through the ACB-organised CBLN, the Global Fund country teams were requested to ensure risk matrices were shared timely and systematically without having to be requested.

Meaningful and collaborative partnerships are essential in the fight against the three diseases. Thus, during the year, ACB jointly organized separate regional meetings with UNAIDS, the Stop TB Partnership, and the African Union (AU). ACB also participated in three regional conferences organized by Roll Back Malaria. These meetings touched on better ways to accelerate progress in the fight against HTM and to sensitize countries in their Grant Cycle 7 (GC7) application

In Lomé, Togo, the ACB held a meeting with representatives of the ministries of health on the margins of the 72nd WHO Regional Africa Ministerial meeting. This side event culminated in advocacy for African countries to increase their pledges at the 7th replenishment conference and to work towards raising health resources domestically.

During the year, BMGF and L'Initiative conducted two independent evaluations to assess the capacity of ACB to discharge its mandate. The findings from both evaluations pointed towards some areas for improvement. In the coming year, ACB will develop a work plan to address the critical areas identified for optimal representation of the two constituencies.

The ACB work remains a journey whose accomplishment is possible through the commitment and effective representation by committee and board members in Global Fund governance platforms. These accomplishments result from long conversations, passion, impassive explanations in committee or board meetings, consensual approval, and resounding no or abstention votes.



## MESSAGE FROM THE BOARD CHAIR

We started 2022 with successful board and committee leadership nominations and elections for the 2022-2024 cycle, conducted in utmost transparency following Global Fund guidance and under the effective oversight and coordination of our nominations and elections committee (NEC). Our new leadership has injected the much-needed vibrancy to undertake its stewardship role.

As a board, we committed to five key priorities in 2022; three were Global Fund facing, while two were ACB-facing. Both provided oversight of other aspects of the ACB 2022 work plan.

On the Global Fund side, we committed to providing the requisite leadership to advance our advocacy efforts for the 7th Global

Fund replenishment. We had a series of advocacy efforts that began with the initiative by five African Presidents from Kenya, the Democratic Republic of Congo, South Africa, Rwanda, and Senegal, who played a critical role in rallying African countries to commit to the 7th replenishment. The advocacy efforts culminated in a successful Ministerial side event at the margins of the 72nd WHO/AFRO Regional Committee meeting on 26th August 2022 in Lomé, Togo. I am pleased to announce that 18 African countries pledged \$65 million during the September 2022 pledging conference in New York.

Second, deeply concerned about Africa's dependence and unsustainable practices on the net importation of pharmaceutical products, we commissioned research to inform Africa's position on this policy issue. To further advance this goal, we held a successful side meeting on the margins of the 2nd International Conference on Public Health in Africa (CPHIA) held in Kigali, Rwanda, from 13-15 December 2022. The meeting brought together experts from a broad spectrum of disciplines to weigh in on the subject matter as a precursor to the experts' meeting scheduled for February 2023, where Africa's position on local manufacturing and NextGen Market Shaping would be developed.

Third, as the ACB Board, we constituted a task force to identify areas where Country Coordinating Mechanisms (CCMs) could improve while reinforcing good practices to align with the bold ambition of the Global Fund 2023-2028 Strategy. I am happy to report that in 2022, the task force reached out to 21 countries to seek their views on the current state of play with CCMs, challenges, and opportunities for systemic change. This output informed the conversations on CCMs during the July 2022 Board retreat and Information Board call. In September 2022, the Global Fund Office of Inspector General (OIG) commissioned an Audit of the Country's Coordinating Mechanisms to further inform the work of the CCM task force.

On ACB facing priorities, the ACB board welcomed the independent evaluation findings from L'initiative and the Bill and Melinda Gates Foundation (BMGF), whose reports pointed out critical areas of improvement for the ACB and, more specifically, what it needs to do to actualize its ambition of expanding to other Global Health Initiatives. The Board is working with the ACB secretariat to ensure that the recommendations are implemented and that the ACB remains a strong, vibrant, sustainable, and relevant organization that advances Africa's health policy priorities. Secondly, the ACB board oversaw the development of its first-ever resource mobilization strategy to provide structure, a clear road, and tools to address funding gaps to help the ACB fully implement its 2022-2025 strategy.

I thank my Board colleagues, the ACB secretariat, our two constituencies, and all stakeholders who made 2022 who made the year a fruitful one

**ACB Board Chair**  
**Mrs. Susan Mochache**



## A WORD FROM THE EXECUTIVE DIRECTOR

The year 2022 marked the implementation of the second slice of our 2022-2025 strategy. We started with ambitious plans to ensure that our voice remains strong and relevant in Global Fund governance decisions, that we pursue strategic partnerships to advance our mission, and that the bureau continues strengthening its systems and processes to support better Africa's delegations to achieve global health policy goals.

In 2022, we effectively supported our Committee and Board leadership to collaboratively preside over critical Global Fund agenda and decisions that included the 7th replenishment, catalytic investments, allocation methodology, NextGen Market Shaping, and Pandemic Preparedness and Response,

among others. The bureau ensured that our countries were sufficiently mobilized to actively articulate their voices to the policy discourses and decisions on these topics.

We complemented our work in 2022 by leveraging solid partnerships to draw on other partners' strengths. This was particularly crucial in the preparatory phase of the NFM4 cycle. We forged strong partnerships with the Africa Union, Africa CDC, UNAIDS, Roll Back Malaria, WHO/AFRO, the Stop TB Partnership, GIZ BACKUP Health through the Swiss Agency for Development and Cooperation, AIDSPAN, AUDA-NEPAD, and AIDS Watch Africa. I am also happy to report that the partners went beyond their call of providing technical support to avail resources at our disposal to help mobilize countries to meet in person with the requisite technical assistance.

In 2022, the ACB helped coordinate the selection process of a new cohort of the Board and Committee members of ESA and WCA constituencies for the 2022-2024 and facilitated their orientation to the Global Fund systems and processes. It further coordinated meetings with the ACB Board leadership to help the Board better deliver on its mandate of providing adequate oversight of the operations of the ACB.

Several positions we championed alone or with allies became Global Fund decisions. Among them are increased emphasis on resilient and sustainable systems for health, an extension of the time for the COVID-19 response mechanism, and increased attention to countries classified as Challenging Operating Environments.

In 2022, we successfully raised resources to support our policy, advocacy, and communication work. We received a new grant worth over \$636,000 from L'initiative, \$164 from UNAIDS, and \$179,000 from GIZ BACKUP Health through the Swiss Agency for Development and Cooperation, support, and \$101,000 from WHO AFRO/GF. This is in addition to the Global Fund constituencies fund and the Bill and Melinda Gates Foundation (BMGF) core support.

Finally, L'initiative and the Bill and Melinda Gates Foundation (BMGF) conducted two external independent evaluations on the ACB. These evaluations highlighted our positive aspects, including improved representation of Africa's positions through quality statements. They also pointed to critical programmatic and organizational areas of improvement, including our ambition for an expanded mandate that will see us support African board members in other Global Health Initiatives (GHI) and internal re-organization that aligns with our growth trajectory. These recommendations have been included in the 2023 work plan with the ACB board's approval.

Thank our Board leadership, the ACB staff, partners, and stakeholders who worked hard to help us deliver on our 2022 work plan.

**Executive Director:  
Josephat Kakoma**



## BACKGROUND

THIS ANNUAL REPORT PRESENTS THE PROGRESS OF THE ACB PROJECT FOR THE YEAR 2022. THE PROJECT WAS IMPLEMENTED TO SERVE THE ESA AND WCA CONSTITUENCIES AND MAKE THEIR VOICES BETTER HEARD IN GLOBAL FUND GOVERNANCE DECISIONS.

**The 2022-2025 ACB Strategic Plan set the tone for the implementation. Three strategic objectives and the accompanying nine result areas guided the execution of the project. Thanks in part to the global easing of COVID-19 restrictions that ushered in a new era of increased physical constituency engagements throughout 2022.**

Consistent with the ACB 2022-2025 Strategic Plan, the ACB moved from being primarily reactive to a proactive outfit in the policy arena and extended its tentacles beyond the Global Fund to other global health policy spaces. Partnerships with other international health actors were a critical turning point in 2022, for they helped the ACB reach far beyond. The project tapped on the convening capabilities of actors such as the AU, the World Health Organisation (WHO), and UNAIDS to mobilize and bring together countries, Regional Economic Commissions (RECs), and other Global Health Institutions to advance the policy direction and renew commitment in the fight against the three epidemics.

The strengthening of organizational systems within ACB continues to be a work in progress. The finalized Resource Mobilisation Strategy and the Communication Strategy will be critical documents in the coming year in shaping the project. The involvement of board members in resource mobilization will be an innovative approach and a game changer in pursuit of ACB's sustainability. Operationalizing the L'Initiative and the BMGF evaluation findings will positively shape ACB's operations.



## **SPECIFIC OBJECTIVE #1: TO ENSURE THAT AFRICAN PRIORITIES AND INTERESTS ARE REFLECTED IN GLOBAL FUND GOVERNANCE DECISIONS**

### **1.1 Result 1.1: Evidence to inform policy discourse and influence decisions is generated and published**

#### **1.1.1 Commission research to generate evidence on WCA/African public health priorities and develop position papers**

By year-end, ACB had commissioned policy research on local manufacturing. The results will be delivered in early 2023. In addition, ACB had begun leading discussions on NextGen Market Shaping related to the Global Fund. The policy research and the conversation will culminate in an expert meeting planned for early 2023

#### **1.1.2 Conduct data mining and analysis of country/constituency level data to generate evidence on policy implementation, Global Fund resources expenditures, and progress in HIV, TB, and malaria programming toward the 2030 goals.**

Throughout the year, the ACB conducted data mining and analysis to generate evidence meant to strengthen ESA and WCA position statements, including enriching arguments for committee and board meetings. For example, during the second half of the year, data mining established the existence of multiple pockets of malaria resistance in Africa, a cause for concern in the fight against the disease. Thus, during the 48th Global Fund Board meeting, the two African constituencies advocated for an increased allocation in the Catalytic Initiative to support efforts that track the effectiveness of antimalarial medicines, diagnostics capacity, and the efficacy of insecticides. Such advocacy not only contributes to strengthening the market-shaping Strategic Initiative agenda but also helps to inform where risks are highest and where resources and impact could be maximized, in addition to mitigating the effects of global warming on malaria.

#### **1.1.3 Organize regional events on ongoing and emerging health priorities and WCA/Africa-related policy challenges and opportunities.**

Recognizing the remarkable progress made over the past two decades in the fight against HIV and recently adopting the 2023-2028 Global Fund Strategy, the ACB, and UNAIDS co-hosted a consultative meeting in Nairobi, Kenya, from 11-13 April 2022. A follow-up joint meeting was held during the ACB's Annual Consultative Meeting (ACM) in Addis Ababa, Ethiopia, from 27-29 April (1.3.1). The Nairobi meeting mobilized countries to develop strategies that advocate for a successful



7th Global Fund Replenishment and to develop ambitious plans that effectively respond to the Global AIDS and Global Fund strategies. In attendance were representatives from Kenya, Eswatini, Mozambique, South Africa, Zimbabwe, Zambia, Malawi, Uganda, Tanzania, Cameroon, Rwanda, South Sudan, Nigeria, DRC, Guinea Bissau, Côte d'Ivoire, Ghana, Mali, and Senegal. The outcome of this renewed fight against HIV/AIDS was a consensus on eleven critical messages delivered by African member states and partners at the Global Fund's 7th replenishment. In addition, the Nairobi meeting created seven areas for countries to act on. The ACB and UNAIDS were jointly tasked to provide support throughout the process leading to the 7th replenishment.

Under the theme "Improved Political Commitment and domestic financing for TB," the ACB, in partnership with Stop TB, the AU, and WHO Regional Office for Africa, convened a two-day meeting in Addis Ababa, Ethiopia, from 28-29 November 2022. The 17 high TB burden African countries, TB experts, and stakeholders participated in the meeting. Arranged at the GC7 preparations and in recognition of the upcoming United Nations High-Level Meeting on TB planned for 2023, the meeting deliberated on wide-ranging issues that include increasing domestic resources for TB, strengthening community responses, access to quality TB diagnosis, scaling up prevention efforts, including community, rights, and gender barriers. The meeting outcomes were a communique to accelerate efforts in addressing TB as a significant health threat in Africa.

## **1.2 Result 1.2: Board and committee representation to promote and secure Africa's policy interests is enhanced**

### **1.2.1 Strengthen Africa's policy interests in Global Fund governance platforms**

The ACB coordinated the selection process of Board and Committee members for ESA and WCA constituencies for the 2022-2024 cycle. The following activities were undertaken:

- i. Launched a call for nominations on 8 November 2021, with communication to both constituencies shared to identify and put forward suitable candidates to participate in the elections
- ii. Coordinated a multisectoral election team to oversee the voting process
- iii. Convened an information call on 24 January 2022 to respond to any questions on the voting procedures

Following the finalization of the voting process and in line with the Global Fund governance systems, a list of candidates to lead Africa was officially announced at the ACM held in Addis Ababa, Ethiopia, in April 2022.

For WCA, His Excellency Dr. Jean-Jacques Mbugani newly assumed the position of Global Fund Board Member; Dr. Magda Robalo is the Alternate Board Member; Dr. Pepe Kilimalima Ngwasi is the new Constituency Focal Point (CFP); and Mr. Daniel Domelevo now represents the Audit and Finance Committee (AFC). Dr. Magda Robalo is the Ethics and Governance Committee (EGC) Vice Chair, while Dr. Djalo Mele remains the Strategy Committee (SC) member.

For ESA, Dr. Charles Mwansambo is the incoming Alternate Board member; General Edelin Calixte Randriamiandrisoa newly assumed the EGC position; Major General Dr. Gerald Gwinji took up the SC; while Mmes Susan Mochache and Margaret Mundia remained in the positions of Global Fund Board Member and CFP, respectively. The new leadership cohort officially assumed their duties following the closure of the 47th Global Fund Board Meeting held in Geneva in May 2022.

In October 2022, the Global Fund governance team held virtual calls with CFPs to build the capacity for committee and board meeting preparations, consensus building, and conflict management. Both ESA and WCA joined other constituencies and participated in the sessions. Some insights from the capacity-building sessions will help the two African constituencies plan better and actively participate in future committee and board meeting preparations.

In addition, each year, the ACB Board jointly identifies specific activities that it will actively work on through the Joint African Constituencies Action Plan that are ACB-facing and Global Fund-facing. Below is a summary of the achievements.

ACB Facing		
	Activities	Progress made
1	Operationalize the broadening of the ACB mandate	<ul style="list-style-type: none"> <li>Several rounds of meetings with AU and Africa CDC have been hosted. The plan is to seek "affiliation" with the AU which will provide ACB with privileges and immunities enjoyed by the AU.</li> <li>Evaluation results advise a pause on this until the new AU representative on the ACB board comes on board.</li> </ul>
2	Engagement of new non-traditional funders	<ul style="list-style-type: none"> <li>This activity has been halted, awaiting the conclusion of the Resource Mobilisation Strategy to advise on the 'how' and identification of essential private foundations across the continent.</li> </ul>
Global Fund Facing		
1.	Provide leadership on the 7 <sup>th</sup> replenishment advocacy activities	Held a successful side event at the margins of the 72 <sup>nd</sup> WHO AFRO meeting in Lomé, August 2022
2	Provide leadership to influence Global Fund's NextGen Market Shaping with focus on local manufacturing	<ul style="list-style-type: none"> <li>The consultant has developed an initial draft of Africa's position on NextGen Market Shaping.</li> <li>Abstract to hold a side meeting on 14 Dec 2022 on local manufacturing accepted at CPHIA</li> <li>Experts meeting will be held mid-February 2023</li> </ul>
3	Provide leadership to influence repositioning of CCMs	<ul style="list-style-type: none"> <li>Engaged 21 countries to seek their views on the current state of play with CCMs, challenges, and opportunities for systemic changes in anticipation of Global Fund's 2023-2028 strategy. This output informed the conversations on CCMs during the July 2022 Board retreat and Information Board call, respectively.</li> <li>September 2022 meeting with the Grants Management Division where we could share, in greater detail, feedback from the 21 countries with the Global Fund.</li> <li>In September 2022, the OIG commissioned an Audit of the Country's Coordinating Mechanisms. It will help with the deep dives the Task Force was supposed to do.</li> </ul>

### 1.2.2 Convene regional meetings to appraise countries on the outcomes of Global Fund board decisions, collate feedback from countries, and develop advocacy messages

As part of feedback sessions with governments, the ACB arranged the following:

- In March and December 2022, ACB reached out to countries to appraise them of the outcomes of the committee meetings
- Held a feedback session at the ACM in Addis Ababa, Ethiopia (1.3.1)
- In October 2022, appraised countries on the outcomes of the three 20th Global Fund Committee meetings (AFC, EGC, SC) and solicited input into the 48th Global Fund Board meeting.

All these feedback sessions remain valuable, and apart from being an information-sharing platform, they further solicit insights for better future engagements.

### 1.2.3 Develop summaries, talking points, and constituency statements for board and committee agenda items.

During the year, Africa participated in all three Global Fund committee meetings (18th, 19th, 20th) held in March, July, and October, respectively. For example, SC issues for discussion varied and included catalytic investments, updates on M&E and KPI Framework, allocation methodology, revision of the eligibility policy, an update on preparations for strategy implementation, NextGen Market Shaping, and Pandemic Preparedness and Response, among others. Recommendations from the three committees fed into the 47th and 48th Global Fund Board Meetings held in May and November 2022, respectively. In ensuring adequate representation of the African constituencies in these Global Fund governance bodies,



the ACB undertook the following:

- Developed 12 position statements, summaries, and talking points for committee/board leadership for familiarisation and input
- Conducted two in-person prepping and strategizing sessions with the board in Geneva ahead of the 47th and 48th Board meetings
- Held nine prepping sessions with committee members on all the discussion topics

Important to note that ACB improved its processes by associating closely with committee members, not only for prepping but also by requesting their feedback on draft talking points before sharing them with Board members.

### 1.3 Result 1.3: Ongoing and emerging health system and policy challenges and opportunities are identified and discussed

#### 1.3.1 Convene Annual Consultative Meeting (ACM) with ACB board and constituencies

The ACM was held under the theme “getting back on track,” given the negative impact COVID-19 has had on the performance of HIV, TB, and Malaria programs. Convened in Addis Ababa, Ethiopia, from 27-29 April 2022, the meeting brought together CCMs and regional actors such as AIDSPAN. It coincided with ACB’s 5th Anniversary, a moment that, too, provided ESA and WCA countries moments to reflect, galvanize action, and re-imagine a world without the three epidemics.

Five topics (allocation for the RSSH, catalytic funds, absorption, analysis of the OIG report, and risk management) were



up for group work and plenary discussion in recognition of their role in the new Global Fund Strategy. The meeting agreed that Global Fund should be explicit in their guidance notes to countries and that there be investments towards the capacity building to ensure country actors drive towards sustainability and country ownership. The ACB also took advantage of the meeting to update countries on Africa’s position on the Global Fund policy agenda, such as on the Global Disease Split, Monitoring and Evaluation independent evaluation functions, and revising the risk appetite framework. The meeting also discussed the need to review the WCA’s performance in response to the OIG’s 2019 advisory findings. It explored practical

solutions to address the identified gaps, whose outcome culminated in the hosting of the Lomé meeting in June 2022. Further, countries were challenged to advocate for the 7th replenishment in their countries and to remind their leadership to honor their 6th replenishment pledges. Accordingly, towards the end of June 2022, the ACB began sensitization meetings with Charge d’affaires of Embassies/Ambassadors to the DRC, Malawi, South Africa, Benin, and Kenya accredited to the Federal Democratic Republic of Ethiopia.

Day 3 of the meeting took an opportunity to reflect on the resolutions of the Joint ACB-UNAIDS meeting, which was held in Nairobi in April 2022, and to remind countries to further engage internally with other relevant structures/stakeholders on the identified seven areas for action. Participants agreed to take up the seven areas for action with their countries.

#### 1.3.2 Conduct Cluster Based Learning Networks (CBLNs)

CBLNs continue to offer African countries an opportunity to share experiences and best practices that could improve grant implementation. Hosted periodically by the ACB, these learning networks have proven catalytic in advancing south-to-south learning. During the year, ACB held a CBLN different from its traditional ones. Instead of focusing only on geography and CCM, the ACB focused on fragile countries classified as Challenging Operating Environments (COE). The virtual component

held on 15 June was a preamble to the in-person meeting held in Lomé, Togo, from 22-23 June 2022, targeting 13 COE countries (Burkina Faso, Burundi, Chad, DRC, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Central Africa Republic, Sierra Leone, South Sudan). The meeting discussed policies related to the COE, grant implementation, successes, and challenges during the current cycle. Key issues from the above meetings were:



- i. There is a lack of shared understanding of the roles of the fiscal agents between the Local Fund Agents and the PRs/SRs
- ii. There is limited understanding of the requirements and plans for the transitioning out of the fiscal agents' support (processes, milestones, timelines)
- iii. Capacity building for the principal recipients (PRs) and sub-recipients (SRs) is not clearly defined and is rarely offered

iv. Lengthy approval processes by

the Fiscal Agent often end up delaying grant implementation hence poor absorption

- v. Lack of effective coordination between PRs and fiscal agents resulting in delays at implementation due to late signing off or approval of requests
- vi. Expenses approved by the fiscal agents are sometimes disallowed by the external auditor or the OIG
- vii. The fiscal agents disallow services procured (for example, training) by PR/SR for various reasons, yet the event would have since occurred:
  - a. no respect for procurement procedures of the Global Fund
  - b. no respect for the procurement procedures of the country

Given the above observations, ACB developed a matrix and shared it with the Global Fund, proffering proposed solutions within the ambit of country implementers, CCMs, or the Global Fund.

In continuation with the momentum from the Lomé meeting, the ACB, with its partner, AIDSPAN, further held virtual conversations with the thematic groups (capacity building, COE, alleviation of financial procedures, and exit from additional safeguards policy (ASP), risk management, and co-financing) set up in Lomé. Key outcomes from the 'catch-up' were:

- o There is no capacity-building plan in place to enhance the capacity of countries systematically should they graduate from ASP
- o There needs to be clarity on what it takes for a country to come out of the ASP and a clear roadmap for flexibilities and innovations.
- o The procurement system is fraught with significant malpractices, yet it is a critical enabler that ensures commodities reach consumers.
- o Due to political and security risks in the region, the distribution of commodities to the periphery of the country is always a challenge.
- o Lengthy approval processes for PRs/SRs requests are a panacea of poor absorption, and the situation could be better for countries operating under a zero cash policy

Given the above, countries highlighted that prior to grant commencement, it would be prudent for the Global Fund Country Teams and stakeholders to convene an all-inclusive country dialogue where critical aspects of the grant and



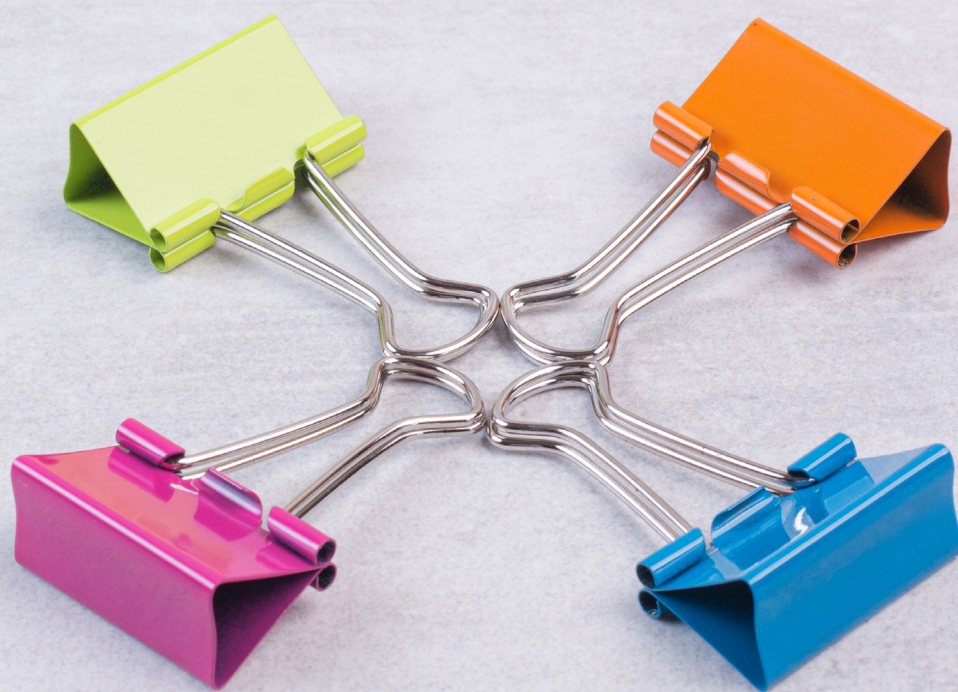
its implementation are discussed through a participatory process. In addition, fiscal agents need to develop a structured capacity-building plan with clear milestones toward sustainability. As financial, programmatic, procurement, and reputation risks can affect grant performance, countries implored that the Global Fund Country Teams must have the tenacity to drive program implementation in all the functional areas, i.e., financial management, capacity building, risk mitigation, and monitoring and evaluation.

### 1.3.3 Participate in implementer group meetings.

The Implementers Group (ImG) meeting finally took off on the margins of the 48th Global Fund Board Meeting. Major General Dr. Gerald Gwinji handed over the vice chairmanship of the group to the incoming incumbent. The new leadership now comprises of Miso PejkoVIC (chair) from Eastern European and Central Asian and Yolanda Paul (vice chair) from Developing Country NGOs.



The Implementers Group (ImG) meeting finally took off on the margins of the 48th Global Fund Board Meeting. Major General Dr. Gerald Gwinji handed over the vice chairmanship of the group to the incoming incumbent. The new leadership comprises Miso PejkoVIC (chair) from Eastern European and Central Asia and Yolanda Paul (vice chair) from Developing Country NGOs.



## SPECIFIC OBJECTIVE #2: TO DEVELOP INNOVATIVE PARTNERSHIPS THAT SUPPORT THE AMPLIFICATION OF AFRICAN GOVERNMENTS' POLICY POSITIONS IN GLOBAL HEALTH PLATFORMS AND ENHANCE SUSTAINABILITY

### 2.1 Result 2.1: Africa's policy positions are amplified

#### 2.1.1 Arrange roundtable discussion / Policy dialogue/Virtual Coffee Session on priority policy issues

Virtual Coffee Sessions are innovative and interactive advocacy platforms that ACB uses to bring together partners, technical experts, and ESA and WCA constituencies to delve into and deliberate on topics pertinent to the African region. On 22 March 2022, in support of the 2022 World TB Day, whose theme was "Invest to End TB. Save Lives," the ACB hosted a Virtual Coffee Session on TB. Government implementers, TB experts, TB champions and survivors, civil society organizations, the private sector, and other key stakeholders participated. A second and a third Virtual Coffee Session was on pediatric HIV and gender mainstreaming, respectively. All these platforms discussed experiences and ways to mitigate the impact of the diseases. The outcomes of these sessions were documented and packaged for social media dissemination as posters and podcasts.





### 2.1.2 Conduct a DRM campaign

A draft concept note on the DRM campaign for health was developed and presented during the ACM (1.3.1), where countries pledged to support the campaign. The campaign implementation is currently on hold as the focus shifted towards advocacy undertakings for the Global Fund 7th replenishment. In collaboration with the AU and UNAIDS, a meeting for African ambassadors and donor countries was conceptualized. The Global Fund 7th replenishment investment case was repackaged and shared for better comprehension and traction for a wider audience.

### 2.1.3 Develop/reinforce strategic partnerships to influence global health policies

ACB and GFAN Africa jointly held a meeting to identify mutual areas for collaboration regarding Global Fund's 7th replenishment and, in general, to establish a long-term partnership. In the framework of ACB's 5th Anniversary, achievements for the past five years were documented as testimonials by stakeholders that worked closely with ACB since its inception. These messages were shared on social media, thereby increasing ACB's visibility in the global health arena.



AFRICAN  
CONSTITUENCY  
BUREAU  
FOR THE  
GLOBAL FUND



YEARS  
ANNIVERSARY  
2017-2022

#### DR. MAGDA ROBALO

FORMER MINISTER OF PUBLIC  
HEALTH OF GUINEA-BISSAU & WCA  
ALTERNATE BOARD MEMBER

"ACB was the missing link between African constituencies and the Global Fund, for a more productive, efficient and relevant contribution of Africans to the key governance instrument of the Global Fund and better health outcomes."



## 2.2 Result 2.2: Strategic partnerships to influence global health policies are developed/reinforced

2.2.1 Identify and collaborate with partners to amplify African public health priorities in strategic advocacy platforms (Organize side meeting alongside the WHA, IAS, RECs (SADC, WAHO))

### a) Partnerships

ACB is actively working towards establishing sustained partnerships with other implementing partners and stakeholders to enhance better HIV, TB, and malaria outcomes for Africa. During the period under review, ACB collaborated with five partners to raise visibility, support coordination efforts, and get involved in platforms that advance Africa's policy position. These initial engagements are a 'giant step' and have laid a strong foundation for future collaborations. The following partners were engaged:



Partnerships	Issues collaborated on
<b>UNAIDS</b>	The ACB and UNAIDS co-hosted two mobilizations meetings to agree on strategies for Africa's strong advocacy for a successful 7 <sup>th</sup> Global Fund replenishment in support of countries ambitious plans to effectively implement the Global AIDS, Global Fund and PEPFAR strategies. The first meeting was held in Nairobi, Kenya, from 11-13 April 2022 and a follow-up meeting at the back of the ACM on 29 April 2022 in Addis Ababa, Ethiopia. The mobilization meetings mainly deliberated on the status of the HIV response, the sustainability of and the funding projection of the HIV response in Sub-Saharan Africa, as well as on leveraging the 7 <sup>th</sup> Global fund replenishment. The outcome of the meeting was a collaboration towards ensuring African member states and their partners work towards disseminating the 11 key messages to advance goals of the Global Fund's 7 <sup>th</sup> replenishment conference planned for the United States later this year.
<b>RBM</b>	During the reporting period, the ACB held discussions with the RBM Partnership to End Malaria, through its Country and Regional Support Partner Committee (CRSPC). The ACB participated in a series of events held between June and September 2022 in Nairobi, Kenya; Harare, Zimbabwe; Dakar, Senegal; and Brazzaville, Republic of the Congo. In these meetings, the ACB introduced its work and area of focus to participants.
<b>Global Fund Advocates Network (GFAN) Africa</b>	GFAN Africa and ACB collaborated on advocacy initiatives pertaining to the Global Fund's 7 <sup>th</sup> replenishment. ACB participated in the communities and civil society preparatory meeting which identified key messages for the 7 <sup>th</sup> replenishment. An article on the same topic co-written together with GFAN Africa was published on ACB newsletter. Discussions are ongoing on the possibility of formalizing the partnership ( <a href="#">What is the Global Fund 7th replenishment investment case all about? – African Constituency Bureau</a> )
<b>AIDSPAN</b>	Collaborated with AIDSPAN at the meeting held from 22-23 June 2022 in Lomé, Togo, on wide ranging issues related to implementation of Global Fund grants for countries operating in COE. A report with specific issues affecting COE countries was produced and shared with countries ( <b>Synthèse des discussions et feuille de route 2022</b> ). In addition, five thematic working groups (capacity building, COE, Alleviation of financial procedures and exit from ASP, Risk management, Co-financing) were set up in which country representatives engaged virtually and delved on key recommendations to address key challenging facing the WCA region.
<b>African Government Ambassadors to Ethiopia and Africa CDC</b>	In order to increase ACB's visibility as well as garner support on the Global Fund's 7 <sup>th</sup> replenishment, bilateral meetings were held with Ambassadors of Kenya, South Africa, Malawi, Rwanda, Senegal, and DRC accredited to the Federal Republic of Ethiopia. The engagements helped the ACB to disseminate its strategic plan. Again, on the margins of the ACM, the ACB together with its board members to the Global Fund met with the then Africa CDC Director, Dr. John Nkengasong. The meeting galvanized the support on the foreseen expansion of ACB's mandate to also provide support to other African leaderships in other Global Health governance bodies.
<b>WHO/AFRO</b>	On the margins of the 72 <sup>nd</sup> WHO Regional Africa Ministerial meeting in Lomé, Togo, the ACB in collaboration with WHO/AFRO and other partners hosted a Replenishment Panel discussion to mobilize African Minister's support for the 7 <sup>th</sup> Global Fund Replenishment. In addition, the ACB applied for accreditation of regional non-State actors not in official relations with WHO to participate in the WHO Regional Committee for Africa.



At the project's inception, the ACB envisaged formalizing partnerships through a signed Memorandum of Understanding (MOU), with a shared vision of purpose and expected outcomes with other interested parties would be reached. Then again, from ACB's current deeper reflection, the process of finalizing a signed MOU is lengthy as iterative discussions will need to happen, which may fail to be concluded within the lifetime of the current project. Additionally, signed MOUs often call for stewardship of intersectoral collaboration and effective management in monitoring the implementation of the MOU, including strengthening individual and organizational capabilities to implement what is outlined in the MOU. In the current budget, resources are not allocated to fulfill these eventualities; therefore, the preferred option is a mutual partnership that is formalized even without an MOU. Notwithstanding, the ACB will continue to pursue the MOU route where feasible.

#### **b) Bilateral meetings before the Board meetings**

In the 47th and 48th Global Fund Board meetings, the ACB board held pre-board conversations with other constituencies to identify areas of common ground or divergent views. For example, towards the 48th Board Meeting, bilateral meetings were held with Private foundations, EMRO, Eastern Europe and Central Asia (EECA), French Constituency and L'Initiative, United Kingdom, Point 7, Developing & Developing Developed Country NGO, and the United States delegation. Given the 7th replenishment outcome, the pre-board bilateral mostly centered on service continuity for people already on treatment, prevention efforts to cut new infections, and NextGen Market Shaping through RSSH investments.

### **2.3 Result 2.3: Communication to effectively collect, transmit and amplify constituency interests, priorities, and experiences is enhanced**

#### **2.3.1 Develop and publish newsletters**

Three newsletters and 39 articles were produced covering the ACM meeting, a courtesy visit to Africa CDC, Implementers Group of the Global Fund, and the 72nd Ministers of Health in Africa meeting in Lomé, Togo. Also available for publication and dissemination through social media platforms were outcomes of the virtual coffee session on TB and HIV pediatrics in the WCA region. Since its first newsletter, the ACB has introduced the 'policy corner' where policy issues arising from Global Fund discussions are delved into and written about for broader dissemination through ACB websites. So far, policy areas analyzed include Conflict of Interest, COE, and the Global Fund Sustainability, Transition, and Co-financing policy.



## **SPECIFIC OBJECTIVE #3: TO PURPOSEFULLY STRUCTURE A SUSTAINABLE BUREAU WITH THE CAPACITY TO ADEQUATELY SUPPORT AFRICA'S DELEGATIONS TO ACHIEVE THEIR GLOBAL HEALTH POLICIES AND PRIORITIES**

### **3.1 Result 3.1: ACB sustainability is achieved**

#### **3.1.1 Develop and implement the resource mobilization strategy**

The ACB is strengthening its resource base in line with the ACB 2022-2025 Strategic Plan. To this end, a Resource Mobilisation Strategy was developed in 2022. It lays out a roadmap, strategy and tools for raising resources to fund the organization's ambition and enhance its sustainability goals.

### **3.2 Result 3.2: Staff capacity to effectively deliver on the strategic plan is enhanced**

#### **3.2.1 Undertake Staff Development (training, mentorship, conferences)**

Strengthening the staff capacity to undertake the ACB mandate is a crucial priority for the project. Accordingly, one staff attended a conference hosted by the International AIDS Society in Canada; another team participated in a conference in Nairobi, Kenya, convened by the Private Sector, while eight staff attended the International Conference on Public Health in Africa (CPHIA) held in Kigali, Rwanda. The acquired skills will continue to shape and guide ACB's operations.

#### **3.2.2 Convene internal quarterly review meetings of the ACB project to monitor the progress of implementation of the strategic plan**

ACB periodically undertakes program reviews to enable the organization to assess results and, where possible, realign activities, strategies, and other resources for course correction. Thus, during the year, three quarterly program review meetings were



conducted for Q1, Q2, and Q3 to better inform staff on program performance for projects funded by the L'Initiative, Global Fund, and BMGF. The quarterly program reviews culminated in the development of an Indicator Reference Sheet. These documents clearly define and describe each project performance indicator to promote common understanding among the staff.

### **3.3 Result 3.3: ACB Board's capacity to effectively play its oversight role is enhanced**

#### **3.3.1 Orient new board and committee members**

The new cohort of African leadership to the Global Fund board and committees participated in the onboarding exercise arranged by the governance team of the Global Fund. Held virtually from 29-30 June 2022, the onboarding session was attended by new and current board members, alternates, and CFPs. In October 2022, the Global Fund governance team held virtual calls with CFPs to build their capacity on committee and board meeting preparations, consensus building, and conflict management. Both ESA and WCA joined other constituencies and participated in the sessions. Insights obtained from the capacity-building sessions will help the leadership of the two African constituencies better plan and actively participate in future committee and board meeting preparations.

#### **3.3.2 Convene ACB board/advisory meetings**

The ACB advisory board is yet to be constituted, although the Terms of Reference were discussed at the ACM in April 2022 (1.3.1) to clarify roles and responsibilities.



## PROJECT AND FINANCIAL MANAGEMENT

### 4.1 ACB External Evaluations

In the last quarter of 2022, the ACB board welcomed the independent evaluation findings from L'initiative and the Bill and Melinda Gates Foundation, whose reports pointed out critical areas of improvement for the ACB. The evaluations made several recommendations to strengthen the governance of the ACB, including measures to widen ownership by African Constituents and build a more sustainable and diverse funding base. To create a more secure foundation and ensure that the ACB is fit for purpose to expand its mandate to other GHI boards. The evaluations made further recommendations to improve the performance of the ACB Secretariat, including specific improvements to the management structure and consideration of office location based on a cost-benefit analysis in year two of the grant. The Board is working with the ACB secretariat to ensure that the recommendations are implemented and that the ACB remains a strong, vibrant, sustainable, and relevant organization that advances Africa's health policy priorities.

### 4.2 Funding and Resource Mobilization

ACB successfully negotiated with BMGF for funding to cover the period from February to Dec 2022. A commitment to another three-year funding cycle post-2022 will be discussed sometime in 2023. Additionally, ACB received \$179,019.47 from GIZ Backup support to fund the TB (28-29 Nov 2022), and the RSSH meeting planned for next year (18-20 January 2023).



2022 Income & Expenditure Report				
<b>Income</b>				
Balance b/f	387,505.10			
BMGF	542,777.00			
Global Fund	386,188.00			
L'Initiative	636,682.17			
UNAIDS/Genesis	164,674.81			
GIZ	179,019.47			
WHO	25,352.25			
<b>Total Income</b>	<b>2,322,198.80</b>			
<b>Objectives/Descriptions</b>	<b>Budget</b>	<b>Actual Expenditures for the year</b>	<b>Variance</b>	<b>Burn Rate</b>
Ensure that African priorities and interests are reflected in Global Fund governance decisions	621,836.01	560,834.61	61,001.40	90%
Develop innovative strategic partnerships	54,015.93	37,119.76	16,896.17	69%
Maintain and sustain a purposefully structured & sustainable bureau	71,807.09	55,688.22	16,118.87	78%
Payroll Expenditures	1,215,696.94	1,144,076.85	71,620.09	94%
Operational Expenditures	69,165.07	85,447.89	(16,282.82)	124%
<b>Total Budget/Expenditures</b>	<b>2,032,521.04</b>	<b>1,883,167.33</b>	<b>149,353.71</b>	<b>93%</b>
Balance c/f	<b>459,231.71</b>			



## CONCLUSION

The ACB was able to deliver on the commitments made for 2022. The year began with a significant push from ESA and WCA to get back on track to recover lost ground due to COVID-19. The constituencies further joined in celebrating the ACB 5th anniversary by reflecting on successes, lessons learned, and what needs improvement.

The ACB helped coordinate critical conversations in the Global Fund committee and board discussions leading to the 47th and 48th board meetings on catalytic investments, allocation methodology, KPI targets, and NextGen Market Shaping.

We remain proud of our advocacy efforts towards the 7th replenishment, where a total of USD 15.7 was pledged, with Africa putting its foot forward through pledges from 18 countries worth USD65 million. The pledge shortfalls mean additional efforts ahead in 2023, including continued advocacy for increased pledges, holding to account all pledges, and doing more with less.

On the organizational front, ACB is reviewing evaluations from both BMGF and L'Initiative and will be making changes to respond to critical recommendations to make ACB stronger and more responsive to the needs of its constituencies.



AFRICAN CONSTITUENCY BUREAU  
FOR THE GLOBAL FUND

# LET'S ENGAGE

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