Annex C: Terms of Reference (ToR) – Joint Gavi / Global Fund Taskforce

1.   Background

The global health funding ecosystem is undergoing a period of reflection and redefinition. Amid shifting political and financial landscapes — including reduced external financing, the growing emphasis on country ownership and self-reliance, emerging regional health institutions, and increasing scrutiny on impact and efficiency —there is broad consensus on the need for global health institutions (GHIs) – and indeed the broader health landscape – to adapt. Gavi and the Global Fund have established a joint internal Taskforce, chaired by the Gavi CEO and Global Fund ED, to examine how the institutions can evolve their ways of working together more radically to better support countries and respond to a changing environment, while simultaneously advancing already agreed areas of collaboration.

2.   Objectives and Principles

Objectives of the effort:

1. Drive greater impact, efficiencies, and effectiveness at country-level to achieve our respective missions
2. Identify efficiencies at HQ levels

Principles on which the work should be grounded:

1. Country-centricity – meeting country priorities and needs, and empowering national leadership and communities in decision-making
2. Mission – recognizing each organization's distinct mandate and retaining accountability to our governance bodies and the communities we serve
3. Country self-reliance – acknowledging the long-term goal of sustainable, full domestic financing

3.   Composition + supporting groups

- **Sponsors/ chairs:** Sania Nishtar, Gavi CEO and Peter Sands, Global Fund ED

- **Taskforce members:** Small, agile working group composed of individuals internal to Gavi and the Global Fund who will meet on a regular basis to drive progress across all areas of engagement and <u>across both the near/medium term work areas and the longer-term structural elements</u> (the latter supported by an external firm). Taskforce members are expected to coordinate closely with their internal working teams to ensure timely input and data-sharing that informs joint discussions.
  - Gavi: Chief of Staff (Hannah Burris), Director Strategy Design & Delivery (Johannes Ahrendts)

- o Global Fund: Chief of Staff (Katie Kampf), Head of Strategy and Policy (Harley Feldbaum)
- **Operational Support team:** Individuals from each organization responsible for preparing Taskforce meetings, liaising with workstream leads, operational management of the external firm, etc
  - o Gavi: Alex Beecher, Senior Specialist, Strategy Design & Delivery
  - o Global Fund: Louise Robinson, Senior Partnerships Advisor
- **Workstream leads:** Technical leads for each work area responsible for driving the work in their area and implementing agreed shifts may be invited to the Taskforce meetings on an as-needed basis (note: are not standing members) – note that the table below reflects the current workstream structure and is subject to change and there may be new leads appointed for the longer-term work areas
  - o Malaria: Scott Gordon (Gavi), Harley Feldbaum/Scott Filler (Global Fund)
  - o Health Systems Strengthening: Alex de Jonquieres (Gavi), Shunsuke Mabuchi (Global Fund)
  - o Country Engagement: Colette Selman (Gavi), Francesco Moschetta (Global Fund)
  - o Enabling Functions: Niamh Lawless/Andy Mends (Gavi), Adda Faye/The-Phong Nguyen (Global Fund)

4. Roles and responsibilities of the Taskforce

- Provide strategic guidance and feedback on key questions, priorities, and proposed directions explored by the external provider
- Ensure alignment with organizational priorities
- Guide the focus of the analysis and validate emerging insights
- Advise on risks, sensitivities, and feasibility of proposed options
- Guide and review progress of the near/medium term work areas
- Support senior leadership and governance engagement across both organizations
- Ensure cross-functional collaboration and timely input from relevant teams within each organization

5. Timeline

Starting immediately

6. Ways of working

The Taskforce will meet regularly to oversee tangible progress on identified near-term priorities, guide the external provider once the longer term work kicks-off, and ensure alignment between both organizations.

- **Frequency:** Biweekly meetings (2x month) [to increase/decrease based on need for sponsors/chairs]

- **Agenda:** Jointly developed by the Operational Support team, informed by project needs and Taskforce member inputs

- **Participation:** Primarily in-person (travel permitting), hosting can be alternated, with workshops/deep-dives convened as needed

- **Outputs:** Summary notes and action items will be shared within one week and tracked in subsequent meetings

7. Confidentiality

Members must maintain confidentiality regarding sensitive information discussed within the group and adhere to data protection regulations.