



**A review of the application of the Global Fund Challenging Operating Environments (COE) policy for malaria in advance of the new funding applications  
December 13-14, 2019  
Nairobi, Kenya**

**Background**

The Global Fund to Fight AIDS, TB and Malaria (Global Fund), in 2016, released its challenging operating environments (COE) policy. The policy aims to systematize The Global Fund's approach in COEs and to provide overall guidance on future Global Fund engagement in these contexts. It codifies the Global Fund commitment to "improve effectiveness in COEs through innovation, increased flexibility and partnership", as stated in the Strategic Framework of the 2017-2022 Global Fund Strategy.<sup>1</sup>

Since the release of the COE policy, efforts have been made to determine ways in which it could be operationalized to allow countries the flexibilities on implementation and reporting defined in the policy. To date, a standard approach has not been agreed upon between national programs, The Global Fund and Local Fund Agents (LFAs), leading to unrealistic expectations and inconsistencies across countries.

**Objective**

The RBM Partnership to End Malaria through its Country/Regional Support Partners Committee (CRSPC) is co-convening this meeting with The Global Fund in order to identify best practices to date in the implementation of the COE policy within the malaria grants, identify challenges with implementation and reporting in COE countries, determine where these are similar across countries and agree upon the flexibilities possible under the COE policy to facilitate delivery of life-saving interventions.

Specifically, the areas of malaria programming to be discussed include:

- Case management (facility)
- Community case management
- Vector control
- PSM

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<sup>1</sup> The Challenging Operating Environments Policy - [https://www.theglobalfund.org/media/4220/bm35\\_03-challengingoperatingenvironments\\_policy\\_en.pdf](https://www.theglobalfund.org/media/4220/bm35_03-challengingoperatingenvironments_policy_en.pdf)

- Monitoring and evaluation, OR and surveillance
- SBCC (cross-cutting)

A secondary objective will be to undertake a mapping of technical support required from the CRSPC in 2019 to allow for forward planning.

Some of the questions that may be answered during the meeting are:

- What are the prominent bottlenecks and challenges hampering malaria program coverage and impact, ranging from acute emergency to fragile settings?
- What type of flexibilities are needed to increase coverage or impact in the fight against malaria?
- What are the risks, for both countries and The Global Fund, with applying flexibilities to the grants in terms of the oversight functions in The Global Fund (e.g. LFA, FA, OIG)? What would be the appropriate balance between increasing the risk appetite and program impact?
- What are proposed solutions to bottlenecks that may require a higher-level decision making prior to their application?
- What are the opportunities for reprogramming to address issues raised by countries? Are there specific flexibilities needed for reprogramming in COEs?
- What are the specific TA requirements for the countries?

**Meeting preparation:**

In advance of the meeting, each participant should:

- Review existing analyses that have been undertaken by The Global Fund (programmatic results vs systemic, financial and contextual challenges), as well as other supporting documentation;
- Consider planning, implementation and reporting experiences and develop a list of the major successes, challenges and lesson(s) learned.

During the meeting, facilitators will:

- Keep track of key issues raised throughout the panel discussions to be used for the group work;
- Work with countries to identify TA requests identified throughout the course of the meeting (to be identified during group work).

**Participants:**

- COE country representatives (NMCP/EP, PR, SR, IP)
- COE country LFA
- The Global Fund country, RSSH, Malaria, Health Financing teams
- The Global Fund COE team
- The Global Fund Risk teams
- RBM Partnership to End Malaria
- Technical and financial partners (WHO, UNICEF, PMI, UNF, etc.)

## Day 1

Time	Subject	Responsible
8:00 – 8:30	Arrival of participants and registration	
8:30 – 9:00	<b>Opening of meeting</b> <ul style="list-style-type: none"> <li>• Self-introductions</li> <li>• Opening remarks</li> <li>• Review of meeting objectives</li> <li>• Administrative arrangements</li> </ul>	CRSPC
9:00 – 9:15	<b>Presentation: The COE Policy</b> <ul style="list-style-type: none"> <li>• COE policy journey: objectives</li> <li>• COE classification, key factors</li> <li>• Flexibility cases and best practices</li> <li>• Contingency planning</li> <li>• Emergency fund</li> </ul>	The Global Fund COE Team
9:15 – 9:30	<b>Presentation: Risk Perspective</b> <ul style="list-style-type: none"> <li>• Overview of GF risk approach in COEs</li> <li>• Lessons learned through the risk lens</li> </ul>	The Global Fund Risk Team
9:30 – 10:15	<b>Presentation: Malaria in COEs</b> <ul style="list-style-type: none"> <li>• Baseline data on malaria performance across COE countries</li> <li>• Success and challenges</li> </ul>	The Global Fund Malaria Team
10:15 – 10:30	<b>Question and answer, discussion</b>	Participants
10:30 – 11:00	<b>Tea / coffee break</b>	
11:00 – 11:15	<b>Presentation: Review of refugee/IDP inclusion in GF grant applications</b>	United Nations Foundation
11:15 – 11:30	<b>Presentation: RBM Vector Control in Humanitarian Emergencies</b>	RBM Vector Control in Humanitarian Emergencies
11:30 – 11:45	<b>Question and answer, discussion</b>	Participants
11:45 – 12:45	<b>Panel 1: Successes and challenges with vector control</b> <ul style="list-style-type: none"> <li>• 10-minute presentation per country</li> <li>• 30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	South Sudan, Yemen, Central African Republic
12:45 – 13:30	<b>Lunch</b> <b>*Optional session on Malaria Control in Humanitarian Emergencies guide</b>	Moderators: WHO & UNICEF
13:30 – 14:30	<b>Panel 2: Successes and challenges with case management (facility-based)</b> <ul style="list-style-type: none"> <li>• 10-minute presentation per country</li> </ul>	Sudan, Liberia, Afghanistan

	<ul style="list-style-type: none"> <li>30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	
14:30 – 15:30	<b>Panel 3: Successes and challenges with case management (community-based)</b> <ul style="list-style-type: none"> <li>10-minute presentation per country</li> <li>30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	Burundi, DRC, Mali
15:30 – 16:00	<b>Coffee / tea break</b>	
16:00 – 17:00	<b>Panel 4: Successes and challenges with seasonal malaria chemoprophylaxis</b> <ul style="list-style-type: none"> <li>10-minute presentation per country</li> <li>30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	Niger, Guinea Bissau, Nigeria
17:00 – 17:45	<b>Group work 1 – Key issues and solutions</b> <ul style="list-style-type: none"> <li>Based on issues raised during the panel discussions, each country will work with their partners to identify top priorities amongst the issues relevant to their context and propose potential solutions based on the framework of the GF COE policy. Day 1 will focus on malaria-specific priorities</li> </ul>	Per country Rapporteur from RBM across 5 countries (to report out end of Day 2)
17:45 – 18:00	<b>Discussion and wrap up of day</b>	CRSPC / The Global Fund
18:00	<b>End of day 1</b>	

## Day 2

Time	Subject	Notes
8:30 – 9:00	Arrival of participants	
9:00 – 10:10	<b>Panel 5: Successes and challenges with monitoring, evaluation, OR, surveillance and reporting</b> <ul style="list-style-type: none"> <li>10-minute presentation per country</li> <li>30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	Haiti, Eritrea, Nicaragua
10:10 – 10:40	<b>Tea / coffee break</b>	
10:40 – 11:40	<b>Panel 6: Successes and challenges with procurement and supply chain management</b> <ul style="list-style-type: none"> <li>10-minute presentation per country</li> <li>30 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	Tchad, Guinea, Congo
12:00 – 13:00	<b>Panel 7: Program management, grant management and human resources</b> <ul style="list-style-type: none"> <li>10-minute presentation per country</li> <li>45 minutes facilitated discussion to identify cross-cutting successes and challenges</li> </ul>	Somalia, Pakistan, Sierra Leone, Mauritania
13:00 – 14:00	<b>Lunch</b>	

	<b>**Working lunch for Sahel 5 countries</b>	
14:00 – 15:15	<b>Group work 2 – Continuing key issues and solutions</b> <ul style="list-style-type: none"> <li>Based on issues raised during the panel discussions, each country will work with their partners to identify top priorities amongst the issues relevant to their context and propose potential solutions based on the framework of the GF COE policy. Day 2 will focus on systems/admin/operational priorities</li> </ul>	Per country Rapporteur from RBM across 5 countries (to report out end of Day 2)
15:15 – 15:45	<b>Tea / coffee break</b>	
15:45 – 17:15	<b>Groups present back on top three priorities per intervention area</b>	Per country
17:15 – 17:45	<b>Next steps and wrap up of meeting</b>	CRSPC / The Global Fund
17:45	<b>End of meeting</b>	