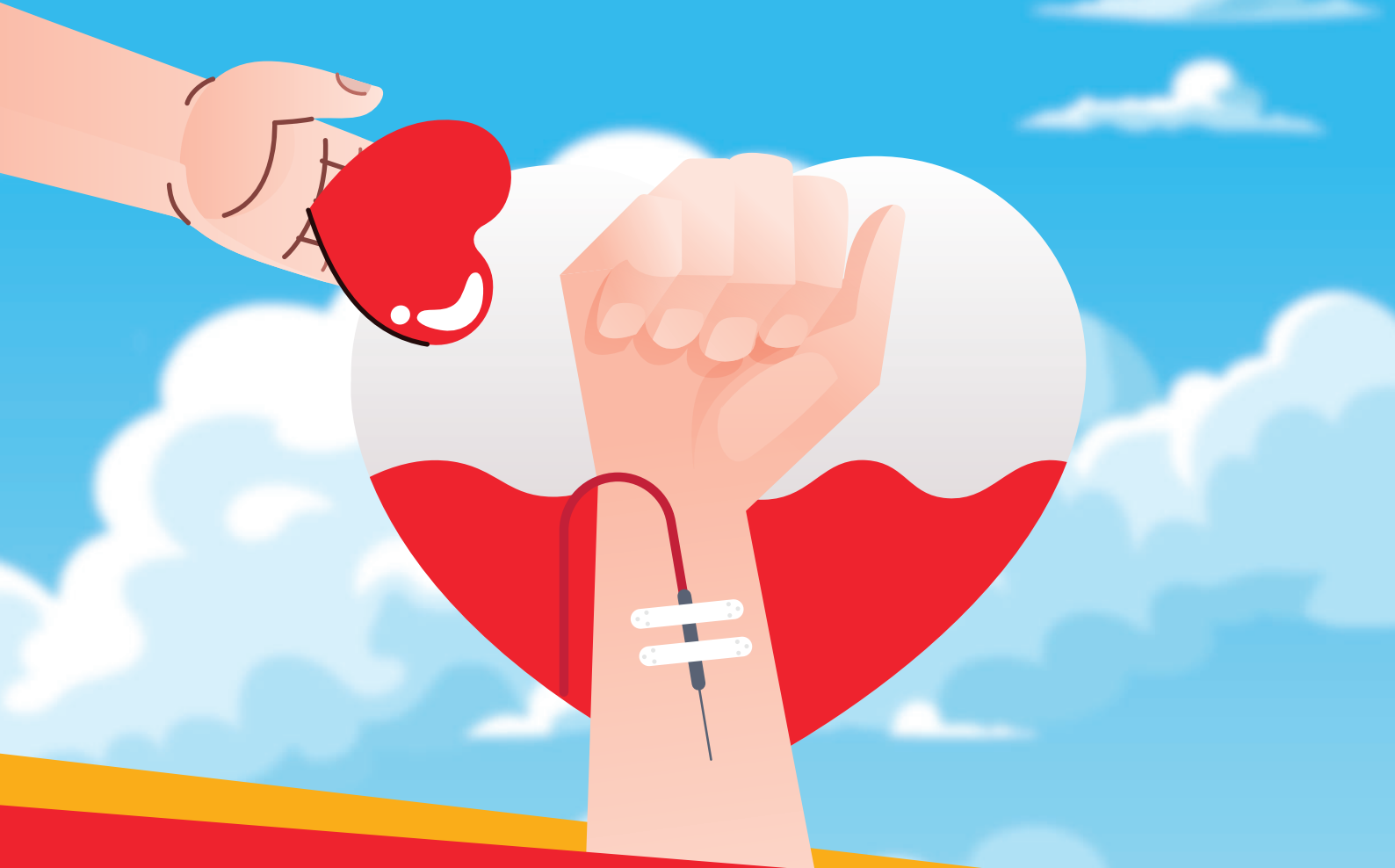


Investing in the Global Fund

A Strategic Partnership for Health Leadership from Gulf Donors



Leveraging the 8th Replenishment to Strengthen Regional Stability, Build Resilient Health Systems, and Combat HIV and Tuberculosis in the Middle East and North Africa.

A Policy Brief for Gulf Donor Engagement

Date: **7 Novembre 2025**

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PURPOSE OF THIS POLICY BRIEF

This policy brief is designed with a clear and targeted purpose: to propose a strategic partnership between Gulf donor nations and The Global Fund to Fight AIDS, Tuberculosis and Malaria during its 8th Replenishment. It is not a call for charity, but a forward-looking investment framework that aligns directly with the national visions, diplomatic priorities, and economic diversification agendas of the Gulf Cooperation Council (GCC) states. We aim to reframe the relationship from one of donor-recipient to one of co-investors in regional health security and shared prosperity



PRIMARY AUDIENCE

This document is intended for the principal architects of Gulf foreign policy, economic planning, and international engagement

- *Policymakers & Senior Advisors in royal courts and executive offices*
- *Finance Ministers & Deputy Ministers overseeing sovereign wealth and fiscal strategy*
- *Diplomatic Leaders & Foreign Ministers shaping the Gulf's global role and bilateral ties*



OUR CORE PROPOSITION

We present a compelling case for Gulf leadership through a substantial and strategic commitment to the Global Fund's 8th Replenishment. This is not merely a contribution to global health—it is a direct investment in the Gulf's own long-term security, influence, and economic resilience

The proposal rests on three mutually reinforcing pillars of strategic interest:

1

Safeguarding Regional Stability & Security

The Gulf's prosperity is intrinsically linked to the stability of its neighborhood. The unchecked spread of HIV and TB in MENA—a region connected by labor, trade, and kinship—poses a direct and escalating risk to Gulf populations and economies. Investing in the Global Fund is a cost-effective, proactive measure to strengthen health systems at the source, contain outbreaks before they cross borders, and foster a more secure and predictable regional environment

2

Asserting Global Leadership & Diplomatic Influence

The 8th Replenishment offers a strategic platform for Gulf nations to transition from emerging donors to foundational architects of the global health architecture. A bold commitment serves as a powerful instrument of health diplomacy, amplifying the Gulf's soft power, building multilateral forums. This is a tangible demonstration of global citizenship that matches the Gulf's economic stature and aspirational vision.

international goodwill, and positioning the region as a credible and influential leader in

3

Advancing Economic Prosperity & Strategic Returns

The Global Fund delivers one of the highest returns on investment in global development—\$19 in health and economic gains for every \$1 invested. A replenishment pledge should be viewed not as an expense, but as a strategic investment in human capital, economic stability, and systemwide resilience. It directly supports the implementation of national visions such as Saudi Vision 2030 and UAE Centennial 2071 by fostering a healthier, more productive region—one that is essential for long-term trade, investment, and sustainable growth.

THE DELIVERABLE: A BLUEPRINT FOR ACTION

This brief goes beyond analysis to provide a clear and actionable roadmap. It outlines how Gulf nations can leverage the Global Fund's proven mechanisms—from innovative financing instruments like Debt2Health swaps to influential governance roles—to shape health outcomes across MENA. It offers a practical pathway for Gulf leaders to catalyze a sustainable health response that benefits both their citizens and the wider region.

In answering the central question— “Why invest, why now, and what is in it for us?”—this brief provides a resounding response: regional security, global stature, and economic sense.



EXECUTIVE SUMMARY: A STRATEGIC INVESTMENT FOR GULF LEADERSHIP

The Middle East and North Africa (MENA) region—a zone of critical strategic importance to the Gulf—is facing a rapidly escalating health crisis. It is home to the world’s fastest-growing HIV epidemic, with new infections having surged by 116% since 2010, alongside a persistent and severe tuberculosis (TB) burden that claims tens of thousands of lives annually.

This is not a distant challenge. It is a direct threat to the Gulf’s own security and economic interests. Epidemics do not respect borders; they travel along the same routes that connect the Gulf to the world—through labor migration, trade corridors, and religious pilgrimage.

The Global Fund’s 8th Replenishment represents a time-sensitive and pivotal opportunity for Gulf nations to confront this threat with a proven multilateral partner. The Global Fund is not a charity—it is one of the world’s most efficient and accountable vehicles for health investment, delivering measurable results and systemic impact.

We urge Gulf nations to seize this moment of leadership by:

Making an ambitious and significantly increased financial pledge to the 8th Replenishment, with a collective minimum 15% increase over previous commitments to close the funding gap and signal serious intent.

Championing the MENA region within the Global Fund’s governance, using enhanced



contributor status to ensure that funding models and strategies are responsive to the region’s unique political and operational complexities.

Pioneering innovative financing mechanisms, such as Debt2Health swaps, to convert sovereign debt into tangible health investments within the region, demonstrating financial creativity and regional solidarity.

Positioning health security as a central pillar of foreign policy, establishing a formal strategic partnership with the Global Fund to become cornerstone investors in a stable and healthy MENA.

The cost of inaction—a generalized HIV epidemic and a worsening TB crisis—would far exceed the strategic investment required for control. By investing ambitiously in the Global Fund, Gulf donors can transform the health trajectory of the MENA region and unequivocally establish their role as architects of a healthier, more secure future.



1. INTRODUCTION: THE MENA HEALTH CRISIS — A STRATEGIC IMPERATIVE FOR GULF LEADERSHIP

The nations of the Gulf Cooperation Council (GCC) are today at a defining juncture in their international trajectory. Through visionary leadership, economic diversification, and growing diplomatic engagement, the Gulf is increasingly shaping global agendas—not merely participating in them. It is against this backdrop of ascendant influence that a critical challenge—and opportunity—has emerged in the Gulf’s immediate neighborhood. The Middle East and North Africa (MENA) region, bound to the Gulf by deep historical, cultural, religious, and economic ties, is experiencing a silent yet accelerating health catastrophe.

For years, the MENA region was inaccurately characterized as a low-prevalence zone for diseases such as HIV. Current evidence reveals a starkly different reality: the region is now the epicenter of the world’s fastest-growing HIV epidemic, with new infections having risen by 116% since 2010. This alarming trend is compounded by a persistent and severe tuberculosis crisis, responsible for nearly 86,000 deaths annually.

This dual epidemic represents far more than a public health issue—it is a direct threat to regional stability and prosperity, with profound implications for the Gulf itself. The crisis is fueled by a confluence of factors: political fragility, humanitarian emergencies, mass displacement, and chronically underfunded and fragmented health systems. These conditions create an environment where diseases spread undetected and untreated, exacerbated by stigma, criminalization, and a severe lack of data.

MENA receives less than 1% of global HIV funding—a stunning disparity that has left a dangerous vacuum in the response. Existing efforts, however valiant, are critically outmatched by the scale and velocity of the challenge.

The interconnectedness of the Gulf and the wider MENA region—through millions of migrant workers, extensive trade and logistics

networks, religious tourism, and deep social and familial bonds—makes this health crisis a matter of direct national interest for GCC states. Uncontrolled epidemics in neighboring countries represent a clear and present danger to the Gulf’s health security, economic stability, and longterm strategic goals. It is precisely this convergence of risk and opportunity that defines the strategic imperative for Gulf leadership. The Global Fund’s 8th Replenishment is not just another fundraising round—it is a defining moment for strategic partnership. It offers a timely and effective channel for the Gulf to leverage its financial capacity and diplomatic influence to confront a regional threat at its source, thereby safeguarding its own future.

This Investment Case is grounded in the Gulf’s own diplomatic and philanthropic priorities, including the use of health as a tool of statecraft, the pursuit of innovative finance, and the aspiration to shape the multilateral system. By making a landmark commitment, Gulf nations can:

Protect their national interests by building a healthier, more stable neighborhood.

Solidify their global stature by becoming cornerstone investors in the global health architecture.

Demonstrate strategic foresight by investing in cost-effective prevention today to avoid far greater human and economic costs tomorrow.

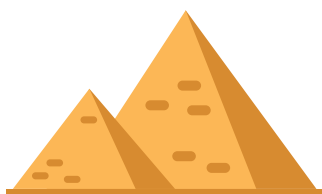
The pages that follow detail this proposition, outlining the tangible benefits for the Gulf, the proven efficacy of the Global Fund, and the concrete steps required to seize this historic opportunity. The health of the MENA region is not a peripheral concern—it is integral to the Gulf’s own security and prosperity. The time for decisive and ambitious leadership is now.

THE DUAL CRISIS IN MENA: HIV AND TUBERCULOSIS – AN ACCELERATING REGIONAL THREAT

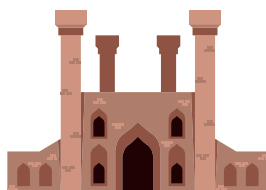
The Middle East and North Africa are confronting a converging health emergency driven by two intersecting epidemics—HIV and tuberculosis. This dual crisis unfolds against a backdrop of political instability, chronic underfunding, and pervasive social stigma, creating a combustible mix that threatens to undo decades of developmental progress.

1. THE WORLD'S FASTEST-GROWING HIV EPIDEMIC: A SILENT SURGE

MENA holds the troubling distinction of hosting the world's fastest-growing HIV epidemic. Since 2010, new infections have risen by 116%, in stark contrast to the global decline of 39% over the same period. This surge is particularly acute in several key countries:



Egypt has experienced a catastrophic 609% increase in new HIV infections since 2010, transforming from a low-prevalence country to one facing a rapidly expanding epidemic.



Iran and other nations show similar patterns of explosive growth, with epidemiological models warning of potential generalization if transmission dynamics remain unchecked.

The epidemic is characterized by its concentrated nature among key populations who face extreme marginalization and legal barriers, including:

- *Men who have sex with men (MSM)*
- *People who inject drugs (PWID)*
- *Female sex workers (FSW)*

These groups are largely excluded from formal health systems due to criminalization, stigma, and discrimination. This creates an invisible epidemic—one that spreads undetected and untreated, fueling transmission networks that remain largely hidden from public health authorities



2. THE PERSISTENT TUBERCULOSIS CRISIS: A RESURGENT THREAT

Tuberculosis remains a massive and persistently under-addressed burden in the region. Recent data paints a grim picture:

- *In 2023 alone, the region reported 936,000 new TB cases and nearly 86,000 deaths—a devastating toll for a preventable and curable disease.*
- *The WHO Eastern Mediterranean Region faces a TB incidence rate of 112 per 100,000 population, well above global targets.*
- *The prevalence of latent tuberculosis infection (LTBI) stands at 41.78%, representing a vast reservoir for future active cases.*

The TB crisis is exacerbated by several region-specific drivers:

- *Migration and Displacement: Large-scale population movements due to conflict and economic hardship create ideal conditions for TB transmission.*
- *Conflict-Driven Collapse: In settings such as Syria, Yemen, and Gaza, the deliberate destruction of health infrastructure has crippled diagnostic and treatment capacities.*
- *Poverty and Overcrowding: Deteriorating economic conditions and growing humanitarian crises have created environments where TB thrives, particularly in displaced and refugee communities.*



3. THE ACCELERATING NATURE OF THE CRISIS

This dual epidemic is not static—it is accelerating, driven by systemic failures in the regional response:

- *The World's Lowest Treatment Coverage: MENA has the lowest antiretroviral treatment coverage rate globally—only **43%**, compared to a global average of **76%**. This means the majority of people living with HIV are not on treatment, leading to preventable deaths and ongoing transmission.*
- *A Crippling Data Deficit: Chronic underinvestment in disease surveillance and health information systems means the true scale of both epidemics is likely significantly underestimated, leaving health authorities without the evidence needed for effective planning.*
- *Systemic Underfunding: The MENA region receives less than **1%** of all global HIV funding—a stunning disparity given the scale and velocity of its epidemic*

The convergence of these factors—explosive HIV growth, persistent TB transmission, abysmal treatment coverage, and systematic neglect—has created a regional health emergency of unprecedented scale. This is not a contained public health issue—it is an accelerating threat with direct implications for regional stability, economic development, and human security. Without immediate, substantial, and strategic intervention, the human and economic costs of bringing these epidemics under control will grow exponentially, with consequences that will reverberate across the region for generations



WHY THIS MATTERS TO THE GULF: HEALTH, STABILITY, AND INFLUENCE

The stability and prosperity of the Gulf are inextricably linked to the condition of its neighborhood. The health crisis unfolding in the Middle East and North Africa (MENA) is not merely a distant humanitarian concern—it is a direct and pressing strategic priority for the Gulf Cooperation Council (GCC) states. A robust investment in the Global Fund during its 8th Replenishment represents a proactive defense of the Gulf's national interests, which can be understood through three interconnected pillars:

1. REGIONAL STABILITY AND SECURITY: BUILDING A RESILIENT FIRST LINE OF DEFENSE

The Gulf's security is profoundly interdependent with the stability of the MENA region. Political fragility, active conflicts, and large-scale humanitarian crises in neighboring states have dismantled public health infrastructure and created ideal conditions for disease to thrive. Weak health systems act as incubators for epidemics, which respect no borders. These health threats travel along the same routes that connect the Gulf to the world—through the millions of expatriate workers, extensive trade and supply chain corridors, and religious pilgrimage networks.

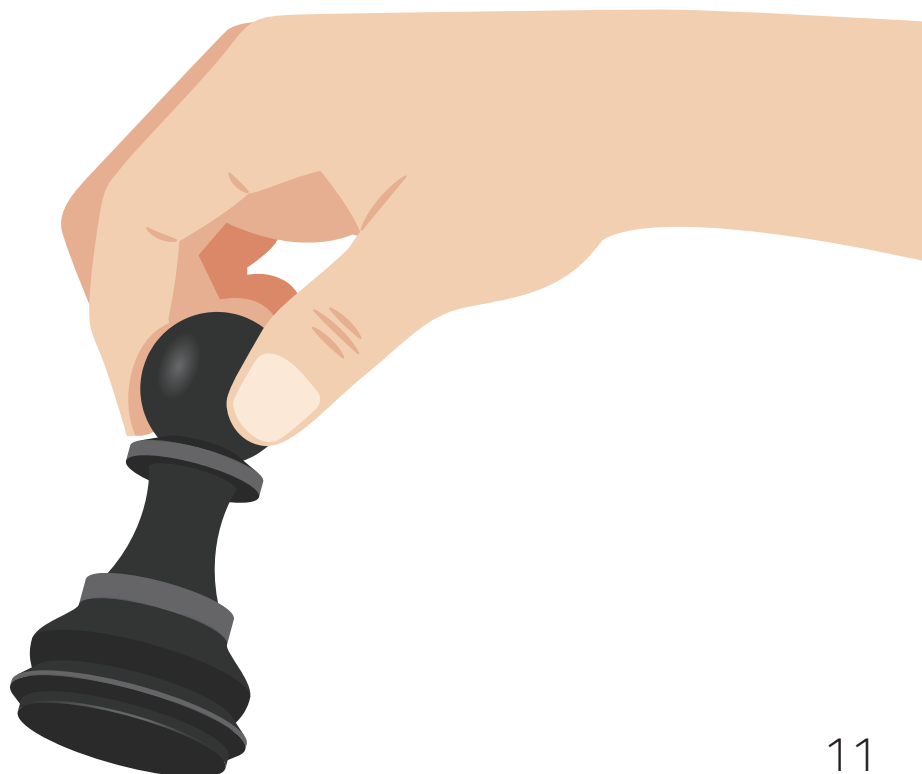
- *The Cost of Unchecked Transmission: An uncontrolled HIV or drug-resistant TB outbreak in a key labor-sending country or a neighboring state poses a direct public health risk to Gulf citizens and residents. It can lead to increased healthcare costs, strain domestic medical systems, and necessitate reactive, expensive border health controls that disrupt the flow of commerce and people.*
- *Investing in a "Health Buffer Zone": Supporting the Global Fund's work in MENA is a cost-effective, proactive security measure. By strengthening disease surveillance, laboratory networks, and treatment programs at the source, the Gulf invests in a "health buffer zone." This helps contain outbreaks before they can reach its borders, protecting its population and ensuring business continuity. The Global Fund's multilateral model ensures neutrality, broad reach, and proven impact—key attributes for effective health diplomacy and sustainable system strengthening in complex environments. A healthy region is a stable region, and a stable region is the foundation of Gulf security.*



2. GLOBAL LEADERSHIP AND DIPLOMATIC INFLUENCE: THE POWER OF HEALTH STATECRAFT

The Gulf nations are strategically transitioning from emerging donors to central architects of the international order. In this context, a landmark commitment to the replenishment is a masterstroke of “health diplomacy” and a powerful form of strategic statecraft.

- *Soft Power and Goodwill: A substantial pledge to a proven multilateral institution like the Global Fund generates immense soft power and international goodwill. It demonstrates a commitment to collective problem-solving and human security, building diplomatic capital that transcends political divisions and burnishes the global image of the Gulf states as responsible, forwardthinking leaders.*
- *A Seat at the High Table: Just as GCC sovereign wealth funds are deployed for strategic economic influence, a scaled-up contribution to the Global Fund is an investment in strategic diplomatic influence. It elevates the Gulf’s voice within one of the world’s most critical multilateral bodies, granting greater sway over global health priorities and governance. This positions the GCC not as peripheral players, but as cornerstone partners in the multilateral system, with the authority to champion MENA-specific challenges and solutions on a global platform.*



3. ECONOMIC PROSPERITY AND DIVERSIFICATION: SAFEGUARDING THE FOUNDATIONS OF GROWTH

The ambitious national visions driving the Gulf's future—such as Saudi Vision 2030 and the UAE Centennial 2071—are predicated on economic diversification, global integration, and sustainable growth. These longterm goals are vulnerable to the ripple effects of regional health crises



Protecting Economic Ecosystems: Uncontrolled epidemics disrupt critical supply chains, reduce productivity in partner economies, and can trigger market volatility. They threaten the human capital—both regional and expatriate—that powers the Gulf's economic engine. The Global Fund delivers an unparalleled return on investment (ROI) of \$19 for every \$1 invested, much of it realized through preserved economic activity and averted healthcare costs. By strengthening health systems in trading partner nations, the Gulf is directly safeguarding the economic ecosystems upon which its own prosperity depends.



Strategic Investment, Not Aid: This reframes the replenishment pledge entirely. It is not a charitable donation but a strategic investment in regional economic resilience. It aligns perfectly with the Gulf's focus on future-proofing its economies, ensuring that the broader region has the healthy, productive population necessary for sustained trade, investment, and collaborative growth. A healthier MENA is a more economically vibrant and reliable partner for the Gulf's diversified future.

The 8th Replenishment is far more than a global health fundraiser. For the Gulf, it is a strategic instrument to enhance regional security, amplify global leadership, and protect long-term economic prosperity.

Investing in the Global Fund is an act of enlightened self-interest that secures the Gulf's future by strengthening the health of its neighborhood.

WHAT GULF DONORS CAN DO: PATHWAYS TO LEADERSHIP

Gulf nations are uniquely positioned to change the trajectory of this crisis. Here is how they can translate their financial capacity and diplomatic weight into transformative leadership:

1. Make an Ambitious Replenishment Pledge

Lead by example with a collective minimum 15% increase in contributions. This is the baseline for meaningful leadership and will help offset retreating traditional donors. Each GCC member can play a distinct and complementary role:

- *Saudi Arabia, as the regional anchor donor, can make a pledge reflective of its G20 leadership and Vision 2030.*
- *The United Arab Emirates can leverage its reputation for innovation to champion new financing models and digital health solutions.*
- *Qatar can build on its strong humanitarian legacy to ensure responses in conflict-affected states are prioritized.*
- *Kuwait, Oman, and Bahrain can strengthen the collective GCC front, each bringing their*

2. Champion MENA Within Global Fund Governance Use increased contributor status to secure a stronger voice on the Board and in committees. Advocate for funding mechanisms tailored to the MENA context, including programs that can operate effectively in restrictive legal environments and support for health systems in crisis-affected states.

3. Pioneer Innovative Financing Be the first to launch a Debt2Health swap in the MENA region. Following the model of Germany and Indonesia, Gulf creditors can convert sovereign debt into investments for Global Fund-supported health programs. This would demonstrate financial leadership, alleviate debt burdens, and directly fund health, all while strengthening regional health sovereignty.

4. Formalize a Strategic Partnership Position health as a pillar of foreign policy by establishing a high-level, strategic partnership with the Global Fund. This would frame Gulf nations not just as donors, but as essential partners in building a stable, healthy, and prosperous MENA region.

5. Foster Innovation Access Leverage the Global Fund's role as a gateway to health innovations—from diagnostic tools to digital health platforms—ensuring that MENA benefits from global advances while strengthening local health sovereignty and aligning with Gulf strategies for a knowledge-based economy.

STRATEGIC KEY MESSAGES: THE GULF CASE FOR GLOBAL FUND INVESTMENT



On Global Leadership & Diplomacy

- 1. From Donors to Architects: The 8th Replenishment is a historic opportunity for Gulf nations to transition from emerging donors to foundational architects of global health security.*
- 2. Diplomatic Influence Through Health: A landmark pledge is a powerful tool of “health diplomacy,” building soft power and goodwill that transcends political divisions.*
- 3. Championing a Proven Model: Investing in the Global Fund is a strategic vote of confidence in effective multilateralism, positioning the Gulf as a guardian of international cooperation.*



On Regional Security & Stability

- 4. Health Security is National Security: Investing in the Global Fund is a direct investment in the health security of the Gulf’s own neighborhood.*
- 5. Containment at the Source: Strategic investment is the most cost-effective way to contain the world’s fastest-growing HIV epidemic and a persistent TB crisis at their source.*
- 6. Stability Through Resilient Systems: The Global Fund builds health systems that can withstand shocks, from pandemics to political instability, making the entire MENA region more secure.*



On Economic & Strategic ROI

- 7. The Best ROI in Global Health: The Global Fund delivers an unparalleled \$19 in health and economic gains for every \$1 invested—a highly efficient deployment of capital.*
- 8. Beyond Aid, An Investment: This is a strategic investment in regional supply chains, economic stability, and human capital—the pillars of long-term Gulf growth plans.*
- 9. Leverage and Efficiency: With 94% of funds going directly to programs, your contribution is massively leveraged, ensuring maximum frontline impact.*

IV

On Tailored Impact in MENA

10. A Strategic Voice for the Region: As a major investor, Gulf nations gain a powerful platform to champion MENA-specific priorities within the Global Fund.

11. Reaching the Unreached: The Global Fund is the only partner with the mandate and networks to reach the marginalized populations where epidemics fester unseen.

12. Solving the Data Deficit: Gulf investment can target the crippling lack of health data in MENA, funding the surveillance needed to make smart investments.

13. A Gateway to Health Innovation: The Global Fund facilitates access to cutting-edge health technologies and approaches, ensuring that Gulf investments also drive modernization and resilience in regional health systems.



CALL TO ACTION: SEIZING THE MOMENT FOR GLOBAL HEALTH LEADERSHIP

This is the defining moment for Gulf leadership in global health.

The 2025 replenishment of the Global Fund is a political test of the international community's commitment to health equity and security. A bold, collective commitment from the Gulf will send an undeniable signal: this region is ready to lead and will not let the global health architecture collapse.

We call upon the leaders of the Gulf Cooperation Council to:

- *Endorse a collective minimum 15% increase in GCC contributions to the 8th Replenishment.*
- *Pioneer the use of innovative finance, starting with a regional Debt2Health swap.*
- *Formally designate health security as a pillar of their foreign policy, with the Global Fund as a key partner.*

The health and stability of the Middle East and North Africa hang in the balance. The Gulf has the resources, the strategic interest, and the historic opportunity to tip the scales toward a healthier, more secure, and prosperous future for all.

THE TIME FOR AMBITIOUS ACTION IS NOW.

TURNING THE TIDE TOGETHER: A CIVIL SOCIETY BLUEPRINT FOR GULF LEADERSHIP IN GLOBAL HEALTH

A Unified Call from MENA Civil Society for Gulf Investment in the Global Fund



INTRODUCTION: A TURNING POINT FOR OUR REGION

This is not just another funding campaign. The Global Fund's 8th Replenishment is a defining moment for the health and dignity of our communities across the Middle East and North Africa. As civil society organizations (CSOs), we stand on the frontlines of the HIV and TB crises. We witness the suffering, the stigma, and the systemic neglect every day.

Now, a powerful opportunity emerges: the potential for Gulf nations to become cornerstone investors in our region's health security. This is not a distant diplomatic discussion; it is a struggle for resources that can determine whether our communities survive or thrive. This narrative is a call to understand our stake in this fight and to mobilize our collective power to shape the outcome.



THE GLOBAL FUND: OUR STRATEGIC ALLY IN THE FIGHT FOR HEALTH JUSTICE

For us, the Global Fund is not just a funder; it is an essential partner in our mission for health equity and social justice. It is the only multilateral institution with the mandate, flexibility, and courage to:

- *Fund Where Others Won't: It provides critical resources to reach key populations—men who have sex with men, people who inject drugs, sex workers, and trans individuals—who are systematically excluded, criminalized, and abandoned by national systems. It funds the life-saving work that others deem too sensitive or difficult.*
- *Champion Community Leadership: Through mechanisms like the Country Coordinating Mechanisms (CCMs) and dedicated funding for community systems strengthening, the Global Fund legitimizes our role as experts and implementers. It ensures that our lived experience shapes the programs designed for our communities.*
- *Build the Pillars of Resilience: By investing in laboratory networks, medicine supply chains, and health worker training, the Fund strengthens the crumbling public health infrastructure we depend on, especially in contexts of conflict and political fragility.*



WHY GULF LEADERSHIP IS A GAME-CHANGER FOR OUR WORK

An ambitious Gulf commitment to the Global Fund is a potential catalyst for transformative change. It is about more than money; it is about shifting the center of gravity in the regional health response.

- *From Scarcity to Scale: Gulf investment can finally close the devastating 1% funding gap that has crippled our response. This means we can move from small, fragmented projects to sustained, scaled-up programs that can actually reverse the tide of these epidemics.*
- *A Powerful Voice for Our Realities: When Gulf nations become major donors, they gain a powerful seat at the decision-making table. We can work with them to ensure this influence is used to champion MENA-specific priorities, challenging the one-size-fits-all models that have failed us and advocating for approaches that work in our complex, often restrictive, environments.*
- *Bridging the Innovation Divide: Gulf investment, channeled through the Global Fund, can fasttrack access to the latest health innovations—from point-of-care diagnostics to modern prevention tools—ensuring our communities are not the last to benefit from global progress.*



OUR POWER, OUR RESPONSIBILITY: A MANDATE FOR ACTION

We are not bystanders or passive beneficiaries. We are the conscience, the innovators, and the guardians of our communities' health. Our role in this pivotal moment is critical:

1

Become Unignorable Advocates: We must mobilize our networks and raise our collective voice.

We will engage Gulf decision-makers directly, presenting irrefutable evidence and human stories that demonstrate the catastrophic cost of inaction and the transformative potential of their investment. Our message is clear: investing in the Global Fund is the most strategic way to invest in regional stability, human dignity, and a healthier future for all.

2

Hold Power Accountable: We are the watchdogs. We will demand transparency, equity, and efficiency in how these new resources are deployed. Through our community-led monitoring, we will generate the real-time data needed to ensure funding reaches the front lines and delivers tangible results for those most left behind.

3

Build Strategic Bridges: We will act as the critical link between Gulf donors, our national governments, and the communities we serve. We will facilitate dialogue, translate complex realities into actionable strategies, and ensure that every dollar invested is informed by grassroots truth.

A CALL TO ACTION: LET US RISE TO THIS MOMENT

The time for quiet advocacy is over. The health of millions across MENA hangs in the balance. We call on every civil society organization, every community leader, and every health advocate across the region to:

- *MOBILIZE* your members and networks around the 8th Replenishment.
- *AMPLIFY* this message through every channel available to you.
- *ENGAGE* directly with Gulf diplomatic and philanthropic missions to present our unified case.
- *DEMAND* that our governments support a bold Gulf pledge and ensure its equitable use.

This is our struggle, and this is our opportunity. Let us seize it with courage, unity, and unwavering determination. Together, we can ensure that Gulf leadership translates into stronger communities, resilient health systems, and a future where health justice is not a privilege, but a right for all.

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