The Global Fund 2017-2022 Strategy

**Vision**
A world free of the burden of AIDS, Tuberculosis and malaria with better health for all.

**Mission**
To attract, leverage and invest additional resources to end the epidemics of HIV, tuberculosis and malaria and to support the attainment of the Sustainable Development Goals.

**Strategic Enablers:** Innovate and differentiate along the development continuum + Support mutually accountable partnerships.
In April 2014, the GF Board approved US$15M (2014-2016), to ensure that communities and civil society are engaged in Global Fund processes.

UNAIDS, Stop TB, RBM, Communities Delegation Representatives, German BACKUP Initiative, French Expertise, GMD, TC and CCM Hubs are member of the CRG-SI Coordination Mechanism.

To date, USD 15 million was invested in the three mutually reinforcing components.

1. Short Term Technical Assistance
2. Long Term Capacity Building
3. Regional Communication and Coordination Platforms
Short-term Technical Assistance for Civil Society and Communities

Support for Country Dialogue and Concept Note development through grant making

Objective

- Provides technical assistance to national civil society organizations in a range of areas including situational analysis and planning, participation in country dialogue and program design

34 CSO TA Providers

- 80-85 approved TA assignments

- TA in three areas:
  a. Situational analysis and needs assessment
  b. Engagement in Country Dialogue and processes
  c. Supporting programme design

- Strengthened the process and content of: 24 Country Concept Notes & 16 Regional Concept Notes
| 1. | African Men for Sexual Health and Rights (AMSHeR) |
| 2. | AIDS Strategy, Advocacy and Policy (ASAP) |
| 3. | Centro Regional de Asistencia Técnica (CRAT) LAC, Via Libre, International HIV/AIDS Alliance |
| 4. | African Medical and Research Foundation (Amref) Health Africa |
| 5. | Asia Pacific Coalition on Male Sexual Health (APCOM) |
| 6. | Asia Pacific Community Action and Partnership (APCAP) |
| 7. | APCAso |
| 8. | The ATHENA Network (ATHENA) |
| 9. | Australian Federation of AIDS Organisations (AFAO) |
| 10. | Canadian HIV/AIDS Legal Network (CHALN) |
| 11. | Caribbean Vulnerable Communities Coalition (CVC) |
| 12. | Community Leadership and Action Collaborative (CLAC). Includes: Global Forum on MSM and HIV (MSMGF); AIDS and Rights Alliance for Southern Africa (ARASA); Global Action for Trans Equality (GATE); Global Network of People Living with HIV (GNP+); International Network of People Who Use Drugs (INPUD); Global Network of Sex Work Projects (NSWP); International Treatment Preparedness Campaign (ITPC) |
| 13. | East Europe and Central Asia Union on PLWH (ECUO) |
| 14. | Eurasian Harm Reduction Network (EHRN) |
| 15. | Family Health International (FHI) 360 |
| 16. | For Impacts in Social Health (FIS) |
| 17. | Heartland Alliance International (HAI) |
| 18. | HIVOS |
| 19. | International Planned Parenthood Federation (IPPF) |
| 20. | Kenya Legal and Ethical Issues Network on HIV and AIDS (KELIN) |
| 21. | Kenya NGOs Alliance Against Malaria (KeNAAM) |
| 22. | Lembaga Bantuan Hukum (LBH) Masyarakat |
| 23. | Nai Zindagi Trust (NZT) |
| 24. | New Dimensions Consulting Zimbabwe (NEDICO) |
| 25. | Partners in Health (PIH) |
| 26. | PATH |
| 27. | Regional Technical Support Hub for EECA (EECA Hub) |
| 28. | Southern Africa AIDS Trust (SAT) |
| 29. | Eastern Africa National Networks of AIDS Service Organisations (EANNASO) |
| 30. | MENA Harm Reduction Association (MENAHRA) |
| 31. | University Research Co (URC) |
| 32. | Universidad Peruana Cayetano Heredia (UPCH) |
| 33. | World AIDS Campaign International |
| 34. | Zimbabwe Lawyers for Human Rights (ZLHR) |
By mid-October 2016, a total of 65 TA assignments had been approved (in December this was 80-85) – 43 at the country level and 22 at the regional level.

These benefitted over 24 country and 16 regional Global Fund processes. A further 11 TA requests were eligible, but not delivered.

35 requests were ineligible.

Many had an expanded scope incorporating attention to CRG issues, such as human rights.

The majority of countries/regions received one assignment, although others received multiple assignments (up to 5 for country-level TA and 3 for regional-level TA).

Country-level assignments: the largest number (25) focused on HIV/TB Concept Notes, while only two addressed Malaria; and the most popular subject of TA was ‘engagement in Dialogue and processes’ (this was the theme for 24 assignments).

Regional-level assignments: the largest number (17) provided TA in the area of support to concept notes; the most popular subject of TA was ‘situational analysis and needs assessment’ (this was the theme for 11 assignments).

The allocation costs varied between: USD 3,062-92,256 for countries; and from 5 176-100 016 dollars for the regional level.
AREAS FOR SHORT-TERM TA

I. Situational Analysis and Needs Assessment: Support communities and civil society to access the evidence needed to ensure concept notes reflect CRG-related issues and focus on the needs of key populations.

II. Engagement in the country dialogue: Ensure that communities and civil society have the opportunity to engage effectively and meaningfully in country dialogues and advocate the inclusion of CRG responses.

III. Support program design: Support communities and civil society to design, plan and budget for programs to be included in concept notes, with emphasis on CRG and key population programs.
EXAMPLES OF CIVIL SOCIETY AND COMMUNITY NEEDS SUPPORTED THROUGH THE CRG SI TA COMPONENT:

- Main programs focusing on key populations.
- Community Consultations
- Review critical documents - such as national strategic plans - from a KP perspective
- Simulated Technical Review Panels (TRPs)
- Mapping legal contexts and human rights
- Gender assessments - especially for tuberculosis
- Creating safe spaces for criminalized populations to engage in dialogue at the country level
- To unite the disparate voices of civil society to ensure a common articulation of objectives during the development of the concept note
- Increased understanding of communities of key populations, including awareness and concerns about biomedical interventions such as PREP
- Planning for Sustainability and Transition
- Response to TRP comments within the context of CRG
<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Area of TA Requested</th>
<th>Disease Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolivia</td>
<td>Situational analysis and needs assessment/Engagement in Country Dialogue</td>
<td>HIV</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Engagement in Country Dialogue</td>
<td>HIV/TB</td>
</tr>
<tr>
<td>Guatemala</td>
<td>Supporting program design</td>
<td>TB</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>Supporting program design</td>
<td>TB</td>
</tr>
<tr>
<td>Paraguay</td>
<td>Situational analysis and needs assessment</td>
<td>HIV</td>
</tr>
<tr>
<td>Peru</td>
<td>Situational analysis and needs assessment/Engagement in Country Dialogue/Supporting program design</td>
<td>HIV/TB</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Supporting Program Design</td>
<td>HIV</td>
</tr>
<tr>
<td>ICW Latina</td>
<td>Situational analysis and needs assessment</td>
<td>HIV</td>
</tr>
<tr>
<td>REDCA+</td>
<td>Situational analysis and needs assessment/Supporting Program design</td>
<td>HIV</td>
</tr>
<tr>
<td>REDLACTRANS</td>
<td>Situational analysis and needs assessment/Engagement in Country Dialogue</td>
<td>HIV</td>
</tr>
<tr>
<td>RETRASEX</td>
<td>Situational analysis and needs assessment</td>
<td>HIV</td>
</tr>
</tbody>
</table>
CASE OF TECHNICAL ASSISTANCE IN LAC

Strengthening the evidence-base of a Regional Concept Note, ICW Latina

ICW Latina is a regional network by and for women living with HIV. It focuses on Central and South America – where, in contrast to other regions, HIV rates have remained constant. In 2014, ICW Latina submitted an Expression of Interest to the Global Fund. This aimed to support women living with HIV by: understanding the social determinants that exacerbate their vulnerability; supporting their empowerment; and increasing the reach and effectiveness of information and gender-sensitive services. The GAC endorsed the TRP’s recommendation for the Expression of Interest to proceed to Concept Note development. One month before the due date, ICW Latina requested TA to respond to TRP comments and refine their submission.

• The TA started with UPCH supporting the gathering of evidence on the specific vulnerabilities of women living with HIV, focusing on the core areas of: human rights violations; gender-based violence; and barriers to integrated health services. UPCH produced reports on: the availability of comprehensive SRH services for women living with HIV; violence against women living with and not living with HIV; and funding gaps for women living with HIV. Then, CVC implemented a mapping of the legal and policy environment related to women living with HIV in 18 focus countries. This included attention to women living with HIV who are transgender, sex workers, migrants and who use drugs. Finally, HIVOS provided support to map subgroups of women living with HIV in 11 countries, identifying their specific needs and defining differentiated strategies to support them. In combination, the TA assignments filled critical gaps in the technical content of ICW Latina’s Concept Note, while also providing concrete evidence of the lack of adequate programming and financing for women living with HIV in the region. They led to a significantly better-informed and conceptualised proposal that, in turn, lay the foundations for more effective grant implementation.
REASONS FOR TA REQUEST INELIGIBILITY

• The application is not linked to an existing grant (country or region), for example before the funding request is submitted/made

• Demand duplicates existing / recent work in the region with civil society / communities / key populations

• The application does not fall within the areas in which the CrG Special Initiative can support, i.e. following the finalization of the concept note or for capacity building of PR’s/SRs

• The request was made without verifying whether the technical partners in the region are already supporting similar work / have a mandate to support the work

• Demand exceeding the understanding of the term "short-term"

• Major partners within the CRG Strategic Initiative have the mandate / are already supporting similar work, such as the work of the RCNF with key CCM populations
BEFORE SUBMITTING A REQUEST FOR TA CONSIDER:

✓ Is the request for technical assistance explicitly linked to a Global Fund process?

✓ Is the application linked to an existing grant in the region? For example, country planning / the possibility of applying for funding

✓ Have there been similar and/or recent TA missions in the country?

✓ Has the Regional Platform already undertaken similar work? If so, it is necessary to see whether the Platform could support the elements of the request, ie the needs assessment.

✓ Determine what other technical assistance is provided in the region by the technical partners, Expertise France / WHO

✓ Ask the Regional Platform to review the TA application form before submitting it.

✓ If your CRG Short Term TA proposal is not eligible, find out why. Make another request!!!
Partnership with Robert Carr Civil Society Networks Fund (RCNF)

Objectives

- Strengthening global and regional civil society networks to support their country level constituencies and networks to meaningfully engage in Global Fund related processes and programs, including (but not limited to) national strategic planning, Country Dialogues and Concept Note development.

- Developing the capacity of those communities currently marginalized to effectively engage at all stages of the Global Fund grant cycle, including National Strategic Plan development.

- Empowering inadequately served populations to advocate for increased investment in community-led, rights and gender-related programming to enable a more sustainable and effective community response at the country level.
Some grantee’s activities

**Consortium of Global MSM NETWORKS (MSMGF)**
- Conduct case studies of successful civil society engagement
- Technical briefs on HIV prevalence and incidence among MSM in Cote d’Ivoire, Nigeria, Belize and the EECA region
- Facilitate greater involvement of MSM and transgender in national AIDS planning processes – Local consultations in Cote d’Ivoire, Nigeria, Belize and the EECA region
- Facilitate interaction between GF Secretariat, CCMs and MSM
- Advocacy and human rights for MSM
- Available MSM and TG advocacy materials in French and English
- Targeted work with MSM and transgender populations in: Belize, Cambodia, Cote d’Ivoire, Indonesia, Nigeria, Peru, Philippines

**International Community of Women living with HIV (ICW)**
- Collaboration with GFAN, AIDSPAN and Community Delegation to the Global Fund
- ICW West Africa and South Africa board members trained on Global Fund processes – increase participation of women living with HIV in country advocacy processes
- Interaction with CCM agendas to build consensus around the participation of Women living with HIV in country processes
- Monthly learning and exchange skype sessions + SMS alert system in Southern Africa and the Caribbean on GF processes
- Communication and technical materials available: Bulletin on GF processes and emerging issues and trends + ICW’s website + mapping of local networks of WLHIV (West African country) + ICW Caribbean CCM roadmap
- Benin, Burundi, Jamaica, Kenya, Lesotho, Malawi, Mali, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Togo, Uganda

**Positive Network Consortium (PNC+)**
- Planned documentation: Network Assessment Tool + Self assessment tool for mapping specific TA needs + Guidelines for Planning Community Engagement + Documentation of Community Engagement in NFM
- Targeted work with PLHIV in Armenia, Belarus, Dominican Republic, Guyana, India, Indonesia, Kazakhstan, Malawi, Moldova, Myanmar, Nepal, Pakistan, Philippines, South Africa, Swaziland, Ukraine, Viet Nam, Zambia, Zimbabwe

**Youth Lead**
- Collaborate with 7 youth advisors to engage with GF Secretariat to orient on the issues of young people
- Cambodia, Mongolia, Nepal, Pakistan, Philippines, and Viet Nam
Regional Communication and Coordination Platforms

Objectives

- Enhance knowledge of civil society and community groups on the Global Fund and access to technical assistance/support
- Coordinate with other TA initiatives and programs in the region
- Improve understanding of TA/capacity development gaps and needs of civil society and community groups
- Strengthen and develop strategic civil society and community capacity development initiatives

6 C&C Regional Platforms

***
- APCASO
- EANNASO
- ITPC-MENA
- EECA Consortium
- RAME
- CRAT/Via Libre

***

Implemented range of strategies - needs assessments, mappings, databases, websites, social media, meetings, information materials, etc.

The Global Fund ☞ Le Fonds mondial ☞ El Fondo Mundial ☞ Глобальный фонд ☞ 全球基金 ☞ الصندوق العالمي
Asia Pacific: Asia Pacific Council of Aids Service Organizations (APCASO)
- Network of CBOs and NGOs in Asia
- 13 Focal points in 11 countries
- Regional Platform contact: Jennifer Ho (jenho@apcaso.org)
- www.apcaso.org

Anglophone Africa: Eastern Africa National Networks of AIDS Service Organizations (EANASSO)
- Regional network comprising of national networks of AIDS Service Organizations (ASOs)
- Regional Platform contact: Gemma Oberth (gemma.Oberth@gmail.com)
- www.eannaso.org

MENA: International Treatment Preparedness Coalition (ITPC-MENA)
- Network of treatment activists, people living with HIV and their supporters advocating for access to HIV treatment, care and prevention.
- Regional Platform contact: Mohamed Msefer (regional.platform@itpcmena.org)
- www.itpcmena.org

Eastern Europe and Central Asia (EECA) Consortium
- Consists of: the International HIV/AIDS Alliance in Ukraine and Alliance Ukraine Consultancy (the Alliance Regional Technical Support Hub for Eastern Europe and Central Asia) in consortium with the Eurasian Harm Reduction Network (EHRN) and the East Europe and Central Asia Union of PLWH (ECU)
- Other partners include: Eurasian Network of People who Use Drugs (ENPUD), Sex Workers’ Rights Advocacy Network (SWAN), Eurasian Coalition on Male Health (ECOM) and TB Europe Coalition.
- Regional Platform contact: Kateryna Maksymenko (Maksymenko@aidsalliance.org.ua)

Francophone Africa: Réseau Accès aux Médicaments (RAME)
- Network of CBOs and NGOs
- 13 focal points in Burkina Faso Localities - 2 Focal points in Niger and Guinea
- Regional Platform contact: Simon Kibore (secretariat@rame-int.org)
- www.rame-int.org

Latin America and the Caribbean: Centro Regional de Asistencia Técnica para Latinoamérica y el Caribe/ CRAT (Via Libre)
- Regional Platform contact: Anuar Luna (Anuar_luna@Hotmail.com)
- www.vialibre.org
I. Short-term Technical Assistance

- In Kenya, Country Dialogue was enhanced through TA to KP groups. TA requestors included bar hostesses, sex workers, and young MSM.
- In the Dominican Republic, programmatic content of the Concept Note was strengthened by partnering with TB advocates and patient groups.
- In Benin and the OCAL regional grant, allocation of resources to human rights interventions increased as a result of TA recommendations.
- In South Africa, TA united disparate civil society voices ensuring common articulation of goals during Concept Note development.
- CRG TA has created safe spaces for criminalized populations to engage in country dialogue, sometimes outside home countries.

II. Partnership With Robert Carr Civil Society Networks Fund (RCNF)

- In Botswana, a petition and corresponding policy brief was submitted to the Parliamentary Sub Committee on Health contributing to a 26% total GF grant allocation for KP population programming (sex workers, MSM and trans*). This is significant due to no prior earmark for KP programming.
- In advance of the third GF Partnership Forum, which took place in the EECA region, all regional KP networks prepared and signed a Joint Position Statement on the GF Strategy 2017-2021, unprecedentedly emphasizing the need to prioritize trans* communities in EECA’s regional AIDS response.
- Increased scale and quality of sex worker participation in Country Dialogues and Concept Notes of 27 countries in Anglophone and Francophone Africa, South East Asia, Eastern Europe, Central Asia and South Asia - due to regional workshops led by sex worker organizations.

III. Regional Communication and Coordination Platforms

- The Anglophone Africa Platform has worked to establish a CCM Shadow Scorecard process in partnership with AIDS Accountability International, and with the support of the Global Fund CCM Hub to support CCMs in strengthening civil society and community participation.
- The LAC Regional Platform has conducted a study on assessing the efficiency of technical assistance provided to communities in LAC in three countries: Bolivia, the Dominican Republic and El Salvador.
- The LAC Regional Platform is also working in collaboration with the LAC Regional Team in GMD to participate in the readiness assessments to accompany civil society and communities to identify the different challenges, risks and concerns they have with regard to transitions to domestic financing; they will be supporting communities in three countries: Ecuador, Panama and Belize.
How effective was the CRG-SI?

In order to answer this question, an independent evaluation was carried out from April to October 2016. The three components were evaluated as well as the Initiative as a whole.

Key objectives of the evaluation:

1. To assess the overall achievements of the Initiative – in terms of its results, challenges and lessons in supporting the meaningful engagement of communities/civil society in the rollout of the Global Fund’s (new) Funding Model; and

2. To make recommendations for the future directions of the CRG Special Initiative, within the context of operationalising the Global Fund Strategy for 2017-22.

In a nutshell...

- **Timeframe**: April - October 2016
- **Aims**: assess achievements to date and recommend directions for the future
- **Scope**: three core components, plus Initiative as a whole
- **Pitch**: high level findings and strategic recommendations
- **Methods**: literature review, data analysis, interviews, case studies, meetings
Key evaluation findings
## I. Short-term Technical Assistance

### Key outcomes

- Global Fund processes with stronger and more meaningful communities/civil society engagement
- Clearer articulation of joint priorities
- More effective promotion of ‘asks’ in Concept Note development and grant-making
- Inclusion of better designed and budgeted CRG-related interventions
- Evidence and consultation-based Regional Concept Notes addressing strategic CRG gaps

### Key Challenges

- **Cut-off point** for TA at grant signing
- Low uptake among **Malaria** stakeholders
- Managing **expectations** among civil society TA providers
- Lack of expertise in **emerging technical areas**
- Lack of **M&E framework** to identify and measure expected outcomes
- Starting before Component 3’s Regional Coordination Platforms
II. Long-term capacity building

Outcomes:

- Improved focus and relevance of Global Fund investments for key populations
- Improved quality and appropriateness of Global Fund policies and investments at different levels
- Improved quality and potential reach of capacity building on the Global Fund for key populations
- More strategic Global Fund-related advocacy interventions by key populations
- Increased attention to good practice and rights-based programming for key populations within Global Fund grants

Key Challenges

- Lack of systems for knowledge management and exchange
- Only supporting grantees focused on HIV
- Only guaranteeing funding for one-year periods
- External management – reducing grantees’ access to Global Fund Secretariat
- Lack of systematic connection to Components 1 and 3 of CRG Special Initiative
III. Regional C&C Platforms

Outcomes:

- More and better evidence of information and TA needs/gaps relating to the Global Fund ... and understanding of ‘what needs to be done’
- Better informed and prepared communities/civil society representatives
- Strengthened advocacy by communities/civil society on priority issues related to CRG and Global Fund
- Stronger communities/civil society engagement in and influence on Global Fund processes
- Greater solidarity among communities/civil society organisations responding to HIV, TB and Malaria
- Strengthened strategic role of regional civil society networks/consortia as convenors and coordinators

Key Challenges

- Confusion about Platforms’ mandate
- ‘Blurred lines’ between roles of host organisations
- Lack of recognition by Global Fund Secretariat
- Few tools/guidance to integrate CRG issues in TB and Malaria
- ‘Information is not enough’ – intense support needed
- Connections with Component 2 of the CRG Special Initiative
Moving forward: The 2017-2019 CRG Strategic Initiative
In November 2016, the Global Fund Board reaffirmed its commitment with the strengthening of the voices of civil society in the Global Fund’s processes by approving a new phase of the Special Initiative (2014-16).

Within the new commitment, now called Strategic Initiative, the Fund allocated additional $15 million to be executed throughout 2017-2019 by the three mutually reinforcing components presented below:

- Short term TA
- Long term capacity building
- C&C Regional Platforms

Amount committed to each SI component in USD:
1. CRG Short-term Technical Assistance:
   - Now extended also to cover the grant implementation phase (e.g. to enhance the capacity of community organizations to monitor grant implementation)
   - Specific focus on transition and sustainability;
   - Check-it out: http://www.theglobalfund.org/en/fundingmodel/technicalcooperation/communityrightsgender/

2. Long-term capacity development of key population networks
   - Will continue to support the meaningful engagement of key and vulnerable populations in Global Fund processes in the long-term.
   - Stronger attention to the needs of Young Girls and Young Women’s groups in 13 AGYW eligible to receive AGWY catalytic fund.

3. Regional Communication and Coordination Platforms
   - Asia Pacific, Anglophone Africa, Eastern Europe and Central Asia, Francophone Africa, Latin America and the Caribbean, and Middle East and North Africa) will continue to enhance civil society and community coordination and communication.
What comes next?

1. Monitoring & Evaluation Framework
   An RFP aimed at hiring an independent consultant to design an M&E framework released in April to begin in May 2017.

2. Rebid of technical assistance providers
   As the contracts with the pre-approved technical assistance providers will come to an end the 34 TA providers will be asked to rebid. The new pool of TA providers, with a range of expertise, should be complete in July 2017.

3. Rebid of Regional Communication and Coordination Platforms
   As the contracts with the Regional Platforms comes to an end, host organizations will need to re-apply to a bid process. Individual Regional Platform performance assessments will be carried out in March/April 2017 in advance of rebid.
What comes next?

4. **Long-term capacity building of key population networks**
   - A series of RFPs will be released targeting global and regional key population networks working across the three diseases (including RCNF grantees)
   - One specific RFP aimed at strengthening the meaningful engagement of adolescent women and young girls (AGYW) in thirteen AGYW focus countries.

5. **Change in the CRG-SI team Structure**
   - Recruitment of a Lead Community and Civil Society Engagement
   - Recruitment of a full-time Technical Assistance Advisor (process ongoing)
   - Regional C&C Platform Coordinator (Edwige Fortier)
   - Program Officer (Uliane Appolinario)
   - Stronger integration with Technical Advisors
Thank you and Questions