

# **ROBERT CARR FUND FOR CIVIL SOCIETY NETWORKS**

2019 STRATEGIC  
OPPORTUNITY FUNDING

REQUEST FOR  
PROPOSALS



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# 1. 2019 STRATEGIC OPPORTUNITY RFP

The Robert Carr Fund for civil society networks (RCF) is pleased to announce a Request for Proposals (RFP) for its new Strategic Opportunity Funding. The fund will award grants in 2020 to be implemented during the 18-month period between the middle of 2020 and the end of 2021.

## The Robert Carr Fund for civil society networks

The Fund was named after Dr. Robert Carr, to honor his memory and to recognize his contributions to the global HIV response. Inspired by his commitment to supporting vulnerable communities and defending human rights, the RCF provides funding to strengthen regional and global civil society networks to empower, involve and serve inadequately served populations<sup>1</sup> (ISPs), and promote good health, inclusion and wellbeing.

The Robert Carr Fund is issuing this Strategic Opportunity RFP to give networks and consortia a chance to:

- try new approaches that could maximize their work to improve the health, wellbeing and social inclusion of inadequately served populations (ISPs);
- exercise creativity and novel thinking to overcome strategic challenges arising from the increasingly difficult environments for civil society, ISPs and the HIV response.

Only regional and global networks and their consortia that have been or are being funded by RCF and who meet the RCF eligibility criteria (see section 4. Eligibility) are invited to apply. Organizations and networks that have never received RCF funding are welcome to be part of a collaborative application but **are not eligible to be lead applicants**.

Applications should focus on creative and cutting-edge approaches to:

- **movement leadership**, to ensure a stronger, continuous community-led and rights-based response to HIV;
- **financial health and resilience of ISP programs**, to ensure that ISPs are not overlooked or left behind in the funding landscape;
- **innovation, learning and partnerships**, to ensure that the lessons networks learn can inform more effective approaches that are better adapted to the current environment.

Applicants are encouraged to devote careful consideration to the formation of partnerships that will drive new and more powerful results from this investment.

This is a competitive funding round. The RCF anticipates awarding over US\$3.5 million through a maximum of 7 grants of US\$500,000 each.

**Applications must be sent through the official online form only.** The online application portal will go live the week of 19 August and will be accessible here – [Aidsfonds Grant Platform](#). You can register with the portal in advance of the launch of the online application. You can only fill in and submit an online application after the week of 19 August 2019. Only one online form is to be used per application. When several networks work on a collaborative application, it is advised to share a login name and password; multiple logins cannot access the same application. Applicants are advised to use the "save+next" button below the form during the application drafting process.

Once the final application is submitted, applicants will receive an automated e-mail confirming the receipt by the RCF.

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<sup>1</sup> ISPs include people living with HIV, gay men and other men who have sex with men, people who use drugs, prisoners, sex workers and transgender people. Depending on the dynamic of the HIV epidemic and the legal status of these populations, ISPs may also include women and girls, youth, migrants, and people living in rural areas.

**The deadline for submission of an application is September 30, 2019 at 06:00 AM CEST.** Applications received after this deadline will not be taken into consideration. For any questions about this RFP or the application form, please contact the RCF Secretariat at [grants@robertcarrfund.org](mailto:grants@robertcarrfund.org).

## 2. TIMELINE AND IMPORTANT DATES

Applications need to be received no later than: September 30, 2019 at 06:00AM CEST.

<b>1 August 2019</b>	Publication of RFP.
<b>12 August, 4PM CEST</b>	Global Webinar and Q&As session.
<b>15 August, 10AM CEST</b>	Global Webinar and Q&As session.
<b>Week of 19 August</b>	<b>Online application portal open for filling out and submitting proposals.</b>
<b>September</b>	Series of regional webinars and question-and-answer sessions.
<b>30 September 2019, 6AM CEST</b>	<b>Deadline for submitting proposals.</b>
<b>Early October</b>	Eligibility screening.
<b>Mid October – Early December</b>	Proposals reviewed by independent experts. Anonymous clarifying queries shared with applicants for a rebuttal.
<b>Early December</b>	<b>Deadline for rebuttal by applicant.</b>
<b>Mid December – Mid January 2020</b>	Program Advisory Panel (PAP) review. Funding advice to the International Steering Committee (ISC) by the PAP, based on applications, rebuttals and comparative analysis of all the reviews.
<b>Mid February</b>	ISC meeting and funding decision.
<b>Mid March 2020</b>	<b>Funding decision made public.</b>
<b>March – June</b>	Due diligence and contracting of successful applicants in line with the ISC funding decision. Once contracting is completed, the first tranche will be disbursed.
<b>1 July 2020</b>	Contract and implementation start date.
<b>31 December 2021</b>	Contract and implementation end date.

### 3. FUNDING PRIORITIES

In reviewing proposals, the RCF Program Advisory Panel (PAP) will follow the guidance of the International Steering Committee (ISC) by prioritizing proposals that aim to sustain and strengthen civil society-led HIV-related work in any of the following areas:

- **Movement leadership**, to ensure a stronger, continuous community-led and rights-based response to HIV. Recognizing that a resilient and rights-based civil society response requires constant strengthening and renewal of leadership to face new challenges, the RCF provides networks with an opportunity to explore new approaches to leadership development. For example, networks might seek funding to:
  - recruit, mentor and support young people as current and future leaders;
  - diversify their pool of leadership, recruiting, mentoring and supporting people from sub-populations who are not yet fully engaged in leadership roles, or from non-traditional partners or sectors who may leverage different expertise, skills, audiences or power for organizing, programming and advocacy;
  - create multi-generational leadership mentoring programs or succession planning, to ensure knowledge transfer and evolution of roles for both veteran leaders and new leaders.
- **Financial health and resilience of ISP programs**, to ensure that ISPs are not overlooked or left behind in the funding landscape. To ensure that funding is available and accountable to the populations it is meant to serve, the RCF, through this RFP, invites networks to explore new approaches, to expand and diversify funding streams, and to increase funding efficiency and effectiveness. For example, networks might:
  - research innovative approaches to health financing at the global, regional or national levels; and further develop advocacy strategies and campaigns to promote these approaches and to influence funding decisions;
  - develop global-level strategies and campaign actions to seek an increase, from international donors, in funding availability for ISPs;
  - help network members to strengthen and systematize budgetary oversight and advocacy, at the national or local levels;
  - explore new potential funding streams, including private partnerships or social enterprise.
- **Innovation, learning and partnerships**, to ensure that networks can use the lessons they learn to develop more effective approaches that are better adapted to the current environment. The RCF provides networks with an opportunity to explore and incorporate advances in science, technology, policy, programs and cutting-edge ideas that may not yet have an evidence base but are informed by community wisdom and practice. Many of these approaches may be experimental, and some may not succeed as hoped. Proposals in this area should outline clear plans for learning from experience in trying the innovative approaches. There are no examples of what this work may look like – this should be driven by the networks' own knowledge and needs. The RCF encourages networks to harness their creativity and use this opportunity to experiment with what they could not in the past, due to lack of resources.

In reviewing proposals, the PAP will additionally prioritize the allocation of funding to networks that are, to some extent, under-represented in the current 2019-2021 funding portfolio, including **networks addressing the needs of:**

- **people living with HIV;**
- **transgender people;**
- **youth** who are ISP;
- **migrants** who are ISP.

## 4. ELIGIBILITY

The RCF invites proposals from regional and global networks and their consortia that have received funding (directly or through consortia) from the RCF at any point since 2012 **only**, and that currently meet the RCF eligibility criteria.

Organizations and networks that have never received RCF funding are welcome to be part of a collaborative application but **are not eligible to be lead applicants**.

The RCF funds only regional and global networks and consortia of networks. Non-networks, new networks or networks that have never received RCF funding (e.g. national networks) can be part of a collaborative application but are not eligible to be lead applicants in the Strategic Opportunity RFP. The number of regional/global networks, as defined by the RCF, in a consortium must be equal to or over 50% of consortia membership. Any lead applicant to the Strategic Funding RFP must meet the RCF's definition of a network to be eligible for funding (See Section 5 for definitions).

New and emerging networks (i.e. those which have not been fully operational for at least 12 months) are not eligible to be lead applicants or to apply on their own.

Any eligible network or consortium can submit **only one application** for this strategic opportunity funding.

### Eligibility checklist

The following questions are provided to help organizations know whether they are eligible to apply for funding from the RCF through this Strategic Opportunity RFP.

If the answer is 'no' to any of these questions, the organization is not eligible to be a lead applicant and can only be considered within this RFP if it is part of a collaborative proposal, led by an eligible global or regional network.

#### 1. Would the proposal be led by a regional or global network as defined by the RCF?

- Every eligible applicant must demonstrate documented processes of operating as a network: open membership and engaging network members in representative democratic governance, accountability, regular collaboration and communication.

#### 2. Would the proposal be led by a current or previous grantee of the RCF?

- This 2019 RFP invites proposals only from eligible networks that have received funding (directly or as members of consortia) from the RCF at any time since 2012.

#### 3. Would the proposal invest in the health, wellbeing and human rights of inadequately served populations (ISPs)?

- The RCF asks every applicant to document how the network's governance, leadership and decision making involve ISPs, who are intended to benefit from the work, and how the network facilitates communication and collaboration among network members.

#### 4. Would the proposal specifically address one or more of the RCF's intended results?

- The RCF prioritizes funding for proposals that pursue achievement of one or more of the following results areas: building networks' institutional strength and influence, protecting and promoting human rights, advancing access to quality services, and advocating for resource accountability (See section 6 for the Theory of Change).

#### 5. Would the proposal specifically address the priorities for this Strategic Opportunity RFP?

- The RCF has issued this RFP to provide networks with an opportunity to explore new approaches to:
  - **movement leadership**, to ensure a stronger, continuous community-led and rights-based response to HIV;



- **financial health and resilience of ISP programs**, to ensure that ISPs are not overlooked or left behind in the funding landscape;
- **innovation, learning and partnerships**, to ensure that networks can use the lessons they have learned to develop more effective approaches that are better adapted to the current environment.

## 5. DEFINITIONS OF “NETWORK” AND “ISP”

### Networks and consortia

The RCF broadly defines a “**network**” as an open-membership organization that engages its network members in democratic governance and representation of their constituencies, observes accountability to the network membership, and facilitates regular collaboration and communication among members working towards common goals.

The RCF considers **a consortium of networks** to be a network-led group of networks and/or other organizations with specific expertise that adds value or complements expertise of regional/global networks. Non-networks, new networks or networks that have never received RCF funding (e.g. national networks) can be part of a collaborative application but are not eligible to be lead applicants in the Strategic Opportunity RFP. The number of regional/global networks in a consortium must be equal to or over 50% of consortia membership. Any lead applicant to the Strategic Funding RFP must meet the RCF’s definition of a network to be eligible for funding.

Global and regional networks are expected to be democratic and representative, with governance, leadership and decision making involving and being informed by the populations who are meant to benefit from their work. Networks are expected to function in an open and participatory manner, with structures, policies and procedures that facilitate broad participation in network activities, decision-making, and leadership and facilitate communication and collaboration across countries, populations and thematic priorities.

While various regional and global civil society and community networks operate differently, they all play a crucial role in the global effort for human rights and health, by:

- building and sustaining global-level movements; providing international support for civil society and communities in organizing; providing services, advocating and achieving progress toward health, inclusion and wellbeing;
- linking global goals with local realities and helping advocates and service providers to understand each other across diverse contexts, languages and priorities;
- directly supporting hundreds of individual and organizational members to build capacity, generate evidence for use in services and advocacy, and help people to share their experiences, perspectives and skills;
- consolidating community experiences and evidence and generating regional or global messaging and campaigns to achieve results and progress.

### Inadequately served populations (ISP)

The RCF invests in regional and global networks that address health and wellbeing and human rights of ISPs. ISPs are groups or persons that face a higher HIV risk, mortality and/or morbidity when compared to the general population, and, at the same time, face systematic human rights violations and barriers to information and services. As people with direct experience of key health-related needs and barriers to health services, ISPs are central to efforts to improve human rights environments, HIV-related service accessibility, and efficiency and effectiveness of national and international funding for health and human rights.

ISPs include people living with HIV, gay men and other men who have sex with men, people who use drugs, prisoners, sex workers and transgender people. Depending on the dynamic of the HIV epidemic and the legal status of these populations, ISPs may also include women and girls, youth, migrants, and people living in rural areas.

While international funding for HIV, as well as development aid in general, focuses on low-income countries, the RCF aims to fund a global portfolio of grants that recognizes the importance of not leaving people behind. Therefore, the Fund invests in networks and consortia addressing the needs of ISPs wherever they face a disproportionate burden of HIV and serious human rights violations, including their right to the highest attainable standard of physical and mental health.

## 6. THEORY OF CHANGE



### Framework of Intended Results:

The RCF operates under a Theory of Change with the ultimate goal of improved health, inclusion and wellbeing for inadequately served populations (ISPs). To reach this goal, the RCF provides core and strategic funding to strengthen the capacity of regional and global networks that are led by, include and serve ISPs.

The funding priorities of this Strategic Opportunity RFP fall within the RCF's results framework, which corresponds to its Theory of Change:

- **Network strength and influence:** Networks use the RCF's flexible support to organize, build and sustain international coalitions; to build open participatory and democratic governance and strong management; to support leaders through training and employment; to develop and implement strategic plans; to generate evidence about health and human rights; to raise additional funding for civil society and communities; and to adapt to new and changing needs and opportunities. The RCF believes that by strengthening networks and their capacity to influence, ISPs are better able to communicate and collaborate across regions, populations and thematic priorities, and to gain greater involvement in and influence on programs and policies that affect their human rights and health.
  - *Indicators that measure this result include:*

- *Number of networks that have improved basic organizational status (e.g. registration, full time staff).*
  - *Number of networks that show increased fiscal capacity and sustainability.*
  - *Number of networks that are more representative of their constituencies and more democratically governed.*
  - *Number of networks that show increased influence and capacity to unite and mobilize movements.*
- **Human rights:** Networks use RCF funding to protect and promote the human rights of ISPs in the HIV response by developing and implementing advocacy strategies, launching and carrying out campaigns, documenting human rights violations, and engaging in strategic litigation. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement and influence that leads to more protective, affirming and supportive human rights environments.
  - *Indicators that measure this result include:*
    - *Number of networks that contribute to an improved human rights environment for at least one ISP.*
- **Access to services:** Networks use RCF funding to advocate for HIV-related services for ISPs that are rights-based; available, adequate, accessible, appropriate, affordable and acceptable; and that intended beneficiary populations are aware of and demand. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement and influence that makes HIV and health services and programs more available, accessible, appropriate and affordable.
  - *Indicators that measure this result include:*
    - *Number of networks that contribute to increased access to services and programs.*
    - *Number of networks that contribute to increased quality of programs and services.*
- **Resource accountability:** Networks use RCF funding to advocate for accountability of governments to fulfill their commitments for sufficient, equitable and effective resources for health and human rights. This includes work to monitor national budgets for health, to advocate for increased national and international funding, to promote effective and efficient resource allocations and utilization, and to hold governments accountable for their financial commitments. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement and influence which leads to national and international funding being mobilized, allocated and utilized to improve the health, inclusion and wellbeing for ISPs.
  - *Indicators that measure this result include:*
    - *Number of networks that contribute to increased and sustainable financing of the HIV response, including ISP programs.*
    - *Number of networks that contribute to improved HIV-related fiscal accountability.*

The RCF believes that, ultimately, when and where the human rights of ISPs are realized, and they have access to better HIV services, and there is appropriate resourcing to underpin the necessary services, ISPs have better health, inclusion and wellbeing.

## 7. FUNDING AMOUNT AND BUDGETING

For this Strategic Opportunity RFP, applicants may submit proposals for up to 18 months of funding in 2020-2021. Applicants need to submit work plans and budgets for the whole period of 18 months as part of the application.

- Applicants should apply for \$500,000 to be spent during a period of 18 months starting 1 July 2020 and ending 31 December 2021.
- The RCF anticipates awarding a maximum of 7 grants.

The proposed budget may include funding for both core operational costs and strategic activities.

The RCF requests that all applicants budget for the following items as a requirement:

- appropriate level of funding to manage work across consortia and organizational partnerships, including coordination meetings;
- appropriate level of funding to ensure proper financial management, accountability and risk management within your network(s) and/or consortium (e.g. audits, financial health checks);
- appropriate level of funding to ensure ongoing monitoring, evaluation and learning (MEL) processes of your network and/or your consortia (e.g. reflective quarterly results discussions; hire of MEL consultants if your network has no MEL staff);
- participation in the RCF's annual collective impact reflections meeting (in early 2021). You are kindly requested to budget for travel, accommodation, per diems and all other incidental costs for a 3-day meeting in Amsterdam. If you are applying as a consortium you can budget for up to 3 representatives to attend.

*(Please note: Lead applicant networks that are currently one of the 24 direct recipients of 2019-2021 RCF grants are already receiving support for the costs listed above. Therefore, in the cases where these costs are already funded, they do not need to be included in the proposed budget as part of your application for the Strategic Opportunity RFP. However, applicants may request supplemental funds if they determine that there is a need.)*

The ISC will decide on the actual amount of funding that each applicant will receive.

For some applicants, the awarded funding amount might be less than the amount requested.

For some applicants, funding may be granted conditionally. Funding is contingent on fulfilment of all terms and conditions.

## **8. PROCESS FOR PROPOSAL REVIEW**

### **1. Administrative screening**

Each application will be checked for completeness and applicant eligibility. Applicants will be notified if their application cannot be reviewed because of incompleteness or applicant ineligibility. The RCF does accommodate clarification of minor errors or omissions.

### **2. Independent expert review**

Each eligible application will then be reviewed by a set of two or three independent expert reviewers in October 2019. These independent expert reviewers will anonymously provide clarifying questions on the applications. Expert reviewers' questions will be compiled and shared with the applicants for responding as part of the rebuttal.

### **3. Rebuttal by applicant**

Each applicant will have an opportunity in November 2019 to provide responses and clarifications as part of the rebuttal by filling out a rebuttal form (to be made available to applicants no later than two weeks before the deadline of submission of the rebuttal form).

### **4. Program Advisory Panel review**

The Program Advisory Panel (PAP) members will do a comparative analysis of the applications, taking into account their own review results, expert review results, applicants' rebuttal responses, and any relevant information at a PAP meeting in January 2020. The PAP will produce funding advice and recommendations for the ISC.

### **5. ISC funding decision**

The ISC will then discuss the PAP's funding advice and recommendations, make the funding decision, and authorize the Fund Management Agent (FMA) and the Secretariat to proceed with the grant award notifications, due diligence and contracting.

**Funding decisions will be made public in March 2020 via [www.robertcarrfund.org](http://www.robertcarrfund.org)**

The RCF anticipates that funding from this process will be disbursed to grantees during April, May and June 2020 for implementation to start on 1 July 2020.

## 9. POLICIES AND PROCEDURES

In accordance with the Governance Charter of the Robert Carr Fund, the International Steering Committee (ISC) oversees and Aidsfonds, as the Fund Management Agent (FMA) of the Robert Carr Fund, implements relevant policies and procedures:

1. [Conflict of Interest Policy](#)
2. [Grant Application Regulations](#)
3. [Complaints Handling Procedure](#)
4. [Appeal procedure](#)
5. [Terms and Conditions Grants 2019v2.2](#)
6. [Policy on integrity breaches: corruption including sexual harassment, fraud and mismanagement](#)

## 10. ANNEXES

### Annex 1: Overview of the Monitoring and Evaluation for Learning (MEL) Framework

The Robert Carr Fund provides core funding to strengthen the institutional and advocacy capacity of regional and global networks and consortia that work with Inadequately Served Populations (ISPs).<sup>2</sup> It believes that if these networks – through which ISPs can find legitimate representation for decisions that affect them – are stronger, it will enable ISP groups to have more influence over important issues related to human rights and HIV.

Sustained influence from ISPs with regards to HIV and human rights issues at global, regional and national levels will result in a more enabling and rights-affirming social, policy and legal environment for ISPs, along with more accessible and appropriate quality HIV services and programs, and the corresponding available resources to create better conditions for ISPs with regards to HIV.

If the human rights of ISPs are realized, and they have access to better HIV services, and there is appropriate resourcing to underpin the necessary services, it is believed that ISPs across the globe can have better health, inclusion and wellbeing.

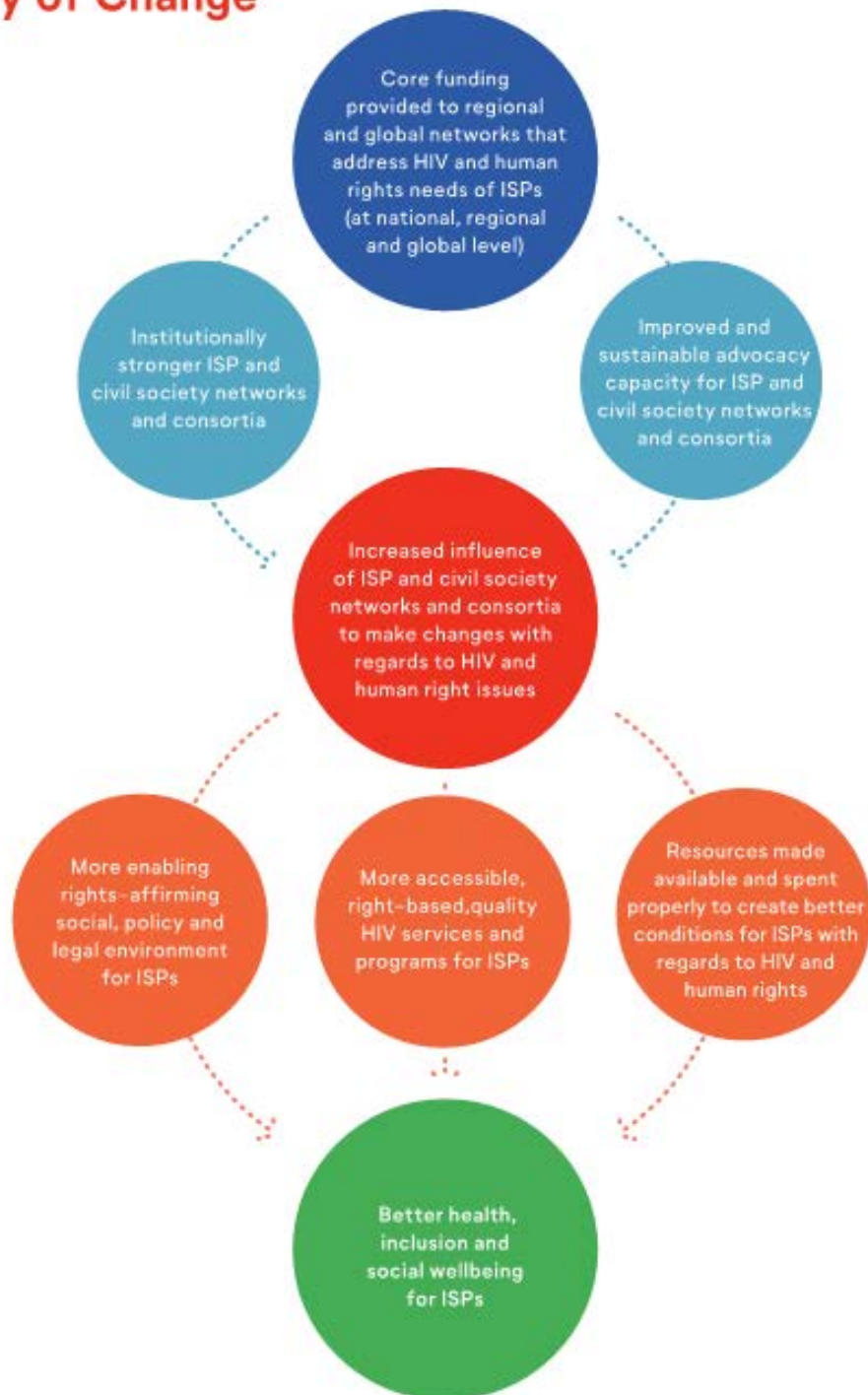
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<sup>2</sup> ISPs include people living with HIV, gay men and other men who have sex with men, people who use drugs, prisoners, sex workers and transgender people. Depending on the dynamic of the HIV epidemic and the legal status of these populations, ISPs may also include women and girls, youth, migrants, and people living in rural areas.



Figure 1. Theory of Change

## Robert Carr Fund's Theory of Change

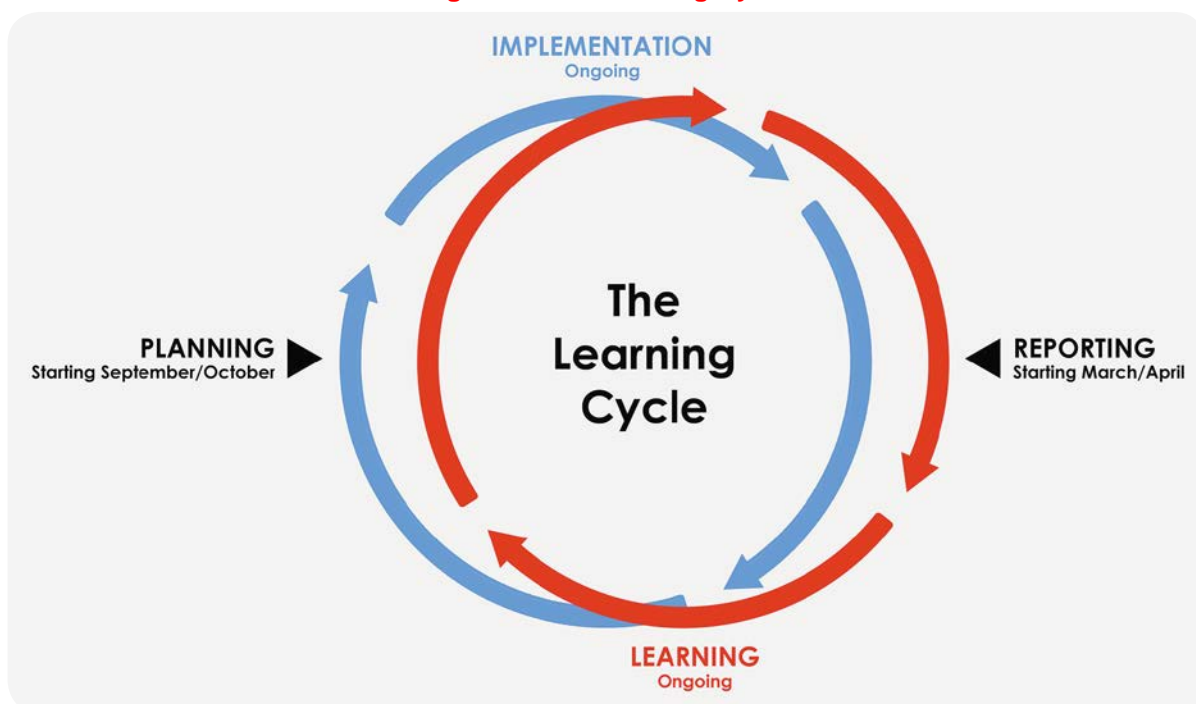


Based on its unique role as a funding mechanism for regional and global networks, and based on the grantees' unique contributions to movement-building and influencing the access of ISPs to health, justice and resources, the Robert Carr Fund requires a tailored approach to measuring its own results and the progress, results and lessons learnt of its grantees.

### The Learning Cycle

Of particular importance is the ability to reflect on and use information to continually improve both the way the Fund functions and supports the grantees in their strengthening to achieve their objectives. For this reason, the Fund has chosen to take a *monitoring and evaluation for learning* (MEL) approach, in which monitoring and evaluation processes are integrated with a continuous learning process. Learning is actively encouraged by the Robert Carr Fund, through regular collective impact reflections and promotion of cross-grantee exchange and collaboration.

Figure 2: The Learning Cycle



Applicants, who will become the Fund's grantees, will be recommended to use the scales by which the indicators are measured to discuss and contextualize their achievement and needs on at least an annual basis, with the option to do so as frequently as quarterly throughout the year, to inform planning and reporting processes.

### Monitoring Both Environment and Outcomes

The Robert Carr Fund's grantees operate in complex and challenging environments which are often not supportive of their efforts to improve the health and wellbeing of ISPs. These environments can critically impact their ability to achieve outcomes, and it is important for the Fund and its funding partners to understand and monitor grantee experiences in these environments. Therefore, alongside the quantitative monitoring of grantee outcome indicators (OI), the MEL process calls for grantees to reflect on changes to a set of environmental indicators (EI).

Monitoring of environmental indicators focuses on elements that may be beyond grantee control or influence, but which strongly influence grantee activities and are critical to determining success. Keeping track of the baseline and changes in grantee environmental indicators allows the Fund to better contextualize program outcomes, and to conduct deeper learning and evaluative work during reflection processes. On a more practical level, the information collected as part of the indicators below will feed

directly into the grantee annual reporting template, allowing for an easy and more standardized context section to be included in each grantee's report.

Monitoring outcome indicators, on the other hand, focuses on the results of grantee activities, and corresponds to more traditional programmatic monitoring. This allows for the quantification of results sought after by many funding partners, and also provides grantees with a framework for self-reflection and learning.

Ultimately, the nexus of the environment and grantee outcomes is where the Robert Carr Fund's added value lies: the final step of the grantee reporting process each year will be to evaluate these two parallel elements together and describe how Robert Carr Fund's funding uniquely allows grantees to respond to and influence the environment in which civil society networks function to contribute to the HIV response at global, regional and national levels.

Applicants who are accepted and go on to become the Fund's grantees, will use the Environmental and Outcome Indicator Reporting Tool during the grant implementation, which contains indicators as described below and detailed guidance on how to report against these indicators. It should be noted that within the Tool, each indicator allows grantees to provide evidence to support the outcome or change they are claiming, and also provide space for noting any exceptional context or lessons learned which should be taken into account.

The Robert Carr Fund aspires to fund a portfolio of grants that would achieve the results, as articulated in its results framework (See figure 3).

- **Network strength and influence:** Networks use the Fund's flexible support to organize, build and sustain international coalitions; to build open participatory and democratic governance and strong management; to support leaders through training and employment; to develop and implement strategic plans; to generate evidence about health and human rights; to raise additional funding for civil society and communities; and to adapt to new and changing needs and opportunities. The Robert Carr Fund believes that by strengthening networks and their capacity to influence, ISPs are better able to communicate and collaborate across regions, populations and thematic priorities, and to gain greater involvement in and influence on programs and policies that affect their human rights and health.
  - Indicators that measure this result include:
    - *Number of networks that have improved basic organizational status (e.g. registration, full time staff).*
    - *Number of networks that show increased fiscal capacity and sustainability.*
    - *Number of networks that are more representative of their constituencies and more democratically governed.*
    - *Number of networks that show increased influence and capacity to unite and mobilize movements.*
- **Human rights:** Networks use Robert Carr Fund investments to protect and promote the human rights of ISP in the HIV response by developing and implementing advocacy strategies, launching and carrying out campaigns, documenting human rights violations, and engaging in strategic litigation. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement and influence that leads to more protective, affirming and supportive human rights environments.
  - Indicators that measure this result include:
    - *Number of networks that contribute to an improved human rights environment for at least one ISP.*
- **Access to services:** Networks use Robert Carr Fund investments to advocate for HIV-related services for ISPs that are rights-based; available, adequate, accessible, appropriate, affordable and acceptable; and that intended beneficiary populations are aware of and demand. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement

and influence that makes HIV and health services and programs more available, accessible, appropriate and affordable.

- Indicators that measure this result include:
  - *Number of networks that contribute to increased access to services and programs.*
  - *Number of networks that contribute to increased quality of programs and services.*
- **Resource accountability:** Networks use Robert Carr Fund investments to advocate for accountability of governments to fulfill their commitments for sufficient, equitable and effective resources for health and human rights. This includes work to monitor national budgets for health, to advocate for increased national and international funding, to promote effective and efficient resource allocations and utilization, and to hold governments accountable for their financial commitments. The RCF believes that when networks undertake this work, ISPs gain sustained, meaningful involvement and influence which leads to national and international funding being mobilized, allocated and utilized to improve the health, inclusion and wellbeing for ISPs.
  - Indicators that measure this result include:
    - *Number of networks that contribute to increased and sustainable financing of the HIV response, including ISP programs.*
    - *Number of networks that contribute to improved HIV-related fiscal accountability.*

The RCF believes that, ultimately, when and where the human rights of ISPs are realized, and they have access to better HIV services, and there is appropriate resourcing to underpin the necessary services, ISPs have better health, inclusion and wellbeing.

**Progress and results within each of the outcome areas is measured by sets of linked environmental and outcome indicators as described in Figure 3 below:**

- **Environmental Indicators**

The Environmental Indicators are designed to help all grantees to assess measurable change in their operating environment, in order to (1) support learning by providing a framework for the impact reflection process; (2) track changes from year to year; and (3) systematically account for the context where they operate on an annual basis.

Changes in each Environmental Indicator are measured using a scale, as shown below:

Environmental Monitoring Scale				
Major Progress	Minor Progress	No Change	Minor Regress	Major Regress

- **Outcome Indicators**

The Outcome Indicators are designed to help all grantees to assess measurable change in outcomes resulting from their activities, in order to (1) support learning by providing a framework for the impact reflection process; (2) track changes from year to year; and (3) systematically account for their cumulative results/progress/regress that they influence.

**Figure 3: RCF Results Framework Linked to Environmental and Outcome Indicators (EI and OI)**

Outcomes:		Environmental Indicators	Outcome Indicators			
<b>Institutional and advocacy capacity strengthening of grantees</b>	<ul style="list-style-type: none"> <li><b>Institutionally stronger ISP and civil society networks and consortia</b></li> </ul>	<b>EI 1:</b> The legal and policy framework allows for freedom of association for ISP/civil society networks, including their right to establish/register and operate as non-profit/non-governmental entities without discrimination.	<b>OI 1:</b> Number of networks with improved basic organizational status.			
			<b>Level 1</b> Network is in the process of registering  OR  If network cannot legally register: Network is in the process of obtaining a fiscal agent	<b>Level 2</b> Network has successfully registered  OR  <i>If network cannot legally register:</i> Network has successfully obtained a fiscal agent	<b>Level 3</b> Network has at least one full time staff member and a core team of volunteers to carry out a scope of work	<b>Level 4</b> Network has had a core team of full time paid staff to carry out scope of work for at least 2 years
			<b>OI 2:</b> Number of networks showing increased fiscal capacity and sustainability.			
			<b>Level 1</b> Network has its own accounting system and at least a part-time staff member devoted to finance  OR  Network has a fiscal agent which manages its accounting  AND  Network has a Treasurer in place on its Board of Directors	<b>Level 2</b> Network has at least one full-time, dedicated finance staff member to manage accounting  AND  Network conducts regular financial and project audits	<b>Level 3</b> Both core and project funding is secure for the network for at least two years  OR  Network has received an award from an existing donor which is at least 50% larger than previous awards	<b>Level 4</b> No single donor accounts for more than 30% of network's funding  OR  Network has at least three sources of funding
			<b>OI 3:</b> Number of networks more representative of their constituencies and more democratically governed.			
			<b>Level 1</b> Network has a process in place to democratically elect a Board of Directors	<b>Level 2</b> Board of Directors actively engages in governance of the network and is accountable to its constituents	<b>Level 3</b> Board leadership regularly rotates and adheres to principles of diversity in selecting new leadership	<b>Level 4</b> At least 50% of Board is comprised of ISPs  Board is representative of all geographic and population diversity of its constituents
	<ul style="list-style-type: none"> <li><b>Improved and</b></li> </ul>	<b>EI 2:</b> ISP/civil society networks	<b>OI 4:</b> Number of networks showing increased influence and capacity to unite and mobilize			

	<p><b>sustainable advocacy capacity for ISP and civil society networks and consortia</b></p>	<p>experience freedom of expression without harassment by government and other influential entities.</p>	<p>movements</p>			
			<p><b>Level 1</b></p>	<p><b>Level 2</b></p>	<p><b>Level 3</b></p>	<p><b>Level 4</b></p>
			<p>Network has developed a formal or informal advocacy strategy in consultation with its membership</p>	<p>Network has played a significant role in at least one joint advocacy campaign with other partners</p>	<p>Network is active in an issue-based coalition beyond its target ISP or beyond HIV-related issue</p>	<p>Network plays a formal and regular representative role in steering HIV and/or health policy for target ISP at national/regional or global levels</p>
			<p>OR</p>	<p>OR</p>	<p>OR</p>	
			<p>Network has expanded its active membership base by at least 20%</p>	<p>Network engages in cross-sector partnership or working relationships with government agencies, UN agencies, bi-lateral or multi-lateral donors</p>	<p>Network holds formal membership in a coordination council or board delegation on a key topic for its constituent ISP(s)</p>	<p>OR</p>
			<p>OR</p>			<p>Network has initiated and leads issue-based coalition(s)</p>
			<p>Network has established relations with new allies and partners</p>			<p>OR</p> <p>Network has demonstrated ability to collaborate with other advocates to bring issues to a global agenda and affect change</p> <p>OR</p> <p>Network plays a leadership role in a coordination council or board delegation on a key topic for its constituent ISP(s)</p>
<p><b>Intermediate outcome:</b></p>		<p><b>Increased influence of ISP and civil society networks and consortia to make changes with regards to HIV and human rights issues</b></p>				
<p><b>Grantees' influence on access of inadequately served populations to justice, health and resources</b></p>	<ul style="list-style-type: none"> <li><b>More enabling and rights-affirming social, policy and legal environment for ISPs</b></li> </ul>	<p><b>EI 3:</b> ISP rights are protected by policy and/or legislation, which is enforced and allows for effective redress of violations.</p>	<p><b>OI 5:</b> Number of networks contributing to an improved human rights environment for at least one ISP</p>			
			<p><b>Level 1</b></p>	<p><b>Level 2</b></p>	<p><b>Level 3</b></p>	<p><b>Level 4</b></p>
			<p>Network has generated credible evidence on which an advocacy strategy/campaign can be based</p>	<p>Network has developed an advocacy strategy or campaign to advocate for improvements in the rights of ISPs</p>	<p>Network has implemented campaign to promote human rights</p>	<p>Campaign or strategic litigation results in legal or policy change</p>
			<p>OR</p>	<p>OR</p>	<p>OR</p>	<p>OR</p>
			<p>Network has gained increased understanding of government or UN or funding agency mechanisms to be targeted for advocacy</p>	<p>Network has gained access to or representation in a UN or state body to apply influence</p>	<p>OR</p> <p>Network has supported strategic litigation</p> <p>OR</p> <p>Network has utilized a UN or parliamentary</p>	<p>Campaign or litigation results in improved practice under existing law or policy</p>

					hearing process to apply influence		
<ul style="list-style-type: none"> <li><b>More accessible, rights-based, quality HIV services and programs for ISPs</b></li> </ul>	<b>EI 4:</b> ISP experience full access to rights-based, quality HIV services.	<b>OI 6:</b> Number of networks contributing to increased access to HIV services and programs.					
		<b>Level 1</b> Network has generated credible evidence on which an advocacy campaign or educational activities can be based	<b>Level 2</b> Network has developed an advocacy strategy or campaign to advocate for improvements in the health outcomes of ISPs  OR  Network has gained access to or representation in a multilateral donor's or state's program	<b>Level 3</b> Network has implemented campaign or other educational activities to influence accessibility of services  OR  Network has implemented campaign or other educational activities to increase ISP awareness of and demand for services  OR  Network has utilized a UN process or participated in a national program planning or review or development process to affect changes on access to services	<b>Level 4</b> ISP services report increase in new clients  OR  ISP services report increased retention of clients/reduced loss-to-follow-up		
		<b>OI 7:</b> Number of networks contributing to increased quality of HIV programs and services.					
		<b>Level 1</b> Network has generated credible evidence on which an advocacy campaign or educational activities can be based	<b>Level 2</b> Campaign or other educational activities implemented to improve quality of services for ISPs  OR  Network has gained access to or representation in a multilateral donor's or state's program planning or review process	<b>Level 3</b> Desired changes made in structure, function or delivery of services for ISPs  OR  Network has utilized a UN process or participated in a national program planning, review or development process to affect changes on quality of services	<b>Level 4</b> Better quality of programs and services reported by ISPs		
		<b>OI 8:</b> Number of networks contributing to increased and sustainable financing of HIV response including ISP programs.					
		<b>Level 1</b> Network has undertaken budget monitoring and analysis to develop	<b>Level 2</b> Network has undertaken campaign or other advocacy activities to	<b>Level 3</b> Campaign or other advocacy activities contributed to an	<b>Level 4</b> Increased financial commitments delivered to HIV response, particularly		
<ul style="list-style-type: none"> <li><b>Resources made available and spent properly to create better</b></li> </ul>	<b>EI 5:</b> The funding environment allows for sufficient allocation of resources for HIV prevention, testing, care, and treatment.						



	<p><b>conditions for ISPs with regards to HIV and human rights</b></p>		<p>advocacy plans</p> <p>OR</p> <p>Network has developed advocacy plans to push for increased financing, based on international or regional commitments, or existing budget analyses</p>	<p>push for an increased sustainable financing</p> <p>OR</p> <p>Network has gained access to or representation in a multilateral donor's or state's budgeting process</p>	<p>increase in financial commitments made (e.g. budget allocations) to HIV response and ISP programming</p> <p>• OR</p> <p>Network has taken part in a donor or national budget review or development process</p>	<p>funding of ISP-related programs</p>	
			<p><b>EI 6:</b> The funding environment allows for sufficient allocation of resources for advocacy and other supportive enabling environment programming for ISPs.</p>	<p><b>OI 9:</b> Number of networks contributing to improved HIV-related fiscal accountability.</p>			
				<p><b>Level 1</b></p> <p>Network has staff trained on budget and expenditure monitoring and accountability</p> <p>OR</p> <p>Network has established a working partnership with budget monitoring groups or coalitions</p>	<p><b>Level 2</b></p> <p>Network conducts monitoring and analysis of donors or states expenditure against their commitments</p>	<p><b>Level 3</b></p> <p>Network develops asks and conducts advocacy as a result of budget or expenditure monitoring and accountability</p> <p>OR</p> <p>Network engages with the budget processes of donors or states to influence spending</p>	<p><b>Level 4</b></p> <p>A change in budgeting or expenditure is made as a result of advocacy</p>
<p><b>Impact:</b></p>	<ul style="list-style-type: none"> <li><b>Better health, wellbeing and inclusion for ISPs</b></li> </ul>						



## Annex 2: Lessons Learnt from Consortia Building and Management, and Guidance on Consortium Memorandum of Understanding (MoU)

An assessment of the Robert Carr Fund consortium model, conducted in early 2018, examined the performance of and experience with this model over the period of 2015-2017. The assessment focused on identifying lessons learned, highlighting both successes and challenges. The following is a summary of key lessons learned, which should be instructive to applicants in forming or planning for strengthening of their existing consortia.

**This is not a list of requirements to apply for funding as a consortium.** The following should, instead, be seen as guidance on how to build and/or manage a consortium. That said, a Memorandum of Understanding between consortium members is one of the required supporting documents for an application submitted on behalf of a consortium. The understanding is that a single consortium may not be able to achieve all of the elements outlined below at any given time, but all consortia should seek to build on and expand on these practices where opportunities are present.

### How can consortia be structured to support their work?

- **A well-composed Memorandum of Understanding (MoU) between consortium members is a requirement for all consortia – please review a more detailed guidance on the scope of the MoU at the end of this document.** The MoU should be a living document, which outlines rules and processes, and which is **regularly discussed and updated by members**. Consortia that have MoUs with contingency plans in place tend to be better prepared to handle any disputes.
- Consortia operating and communicating effectively are usually led by a lead organization with a **clear Terms of Reference (ToR)** for its role and responsibilities. The ToR should be discussed by and agreed upon by members.
- **Consortium-related decision-making processes** must be clear to all members, particularly who has the authority to make what levels of decisions. This is particularly important for budget-related issues, where regular revisions may be necessary to address emerging opportunities and challenges.
- In order for the lead organization to perform its functions optimally, it must be **adequately resourced**. These resources are used to support an organization **with clear and shared vision**, having **systems** (e.g. bookkeeping and accounting etc.) **and staff (full or part-time or outsourced) with technical skills** on governance, finances and monitoring & evaluation & learning, and a **designated focal point, experienced person tasked with building capacity** of and communication with emerging leaders within the consortium.
- Depending on the focus of a consortium, consortium members' budgets need to reflect both **specific individual (i.e. organization/s) and collective (i.e. consortium as a whole) core needs and/or activities**, to successfully enable consortium to reach capacity strengthening and/or advocacy goals.
- Flexibility in the lead role can be beneficial to a consortium. Some consortia practice **rotation of consortium-leadership**, allowing different member organizations to fill the lead role over time. This, and other arrangements can assure accountability and responsiveness within the consortium. The rotation of the consortium leadership implies a rotation of certain leadership functions e.g. those related to coordination, and does not imply either a rotation of contractual agreement with Aidsfonds as the Fund Management Agent of the Robert Carr Fund or a rotation of disbursements to different members of the consortium.

### What binds a consortium together?

- Consortia should be built on **trust and common values** between members. They articulate a longer-term impact that they wish to achieve together (beyond the duration of a single grant).
- Beyond shared values, consortia may find it helpful to have an explicit shared **strategy** in place, which defines priorities, campaigns/advocacy plans, research and documentation plans, etc. A joint **work plan**, guided by the strategy and including at least one joint strategic activity, is a feature demonstrated by consortia, who cooperate effectively.
- A sense of **identity** as a consortium is key. This can be built through a deliberate movement-building process and/or a joint learning/reflective process on goals and/or activities, and identification of both consortium's **added value** and how to communicate that to an outside audience.
- **Proactive** partnering and **collaborative** membership in consortia often leads to members working together – and sometimes reaching beyond the consortium to other strategic partners - on specific issues. These relationships come from proactive strategizing, and are built upon the trust of and shared strategies and/or identity described above.

### How can a consortia maintain connectivity?

- Consortia who have **mapped the strengths and weaknesses** of their members, and developed **capacity plans** to actively share knowledge and strengths with newer, emerging members, show strength. They may also have a plan in place to **nurture and develop individual leaders**, especially new or young individuals, through mentorship or professional development opportunities.
- Consortia whose members **meet face-to-face** and engage in **joint learning/reflective processes** report greater ease of work. Consortium rules, processes and systems are assessed annually during these meetings, and adjustments are made, specifically to encourage joint ownership of the consortia. Jointly mapping any gaps or overlaps in efforts, and making plans to address those together can also be helpful.
- Communication between consortia members should not be limited to formal meetings only. Members could benefit greatly from talking to each other and **working together regularly**. Discussions do not necessarily need to be led by the lead organization; there are self-driven links between individual members, as well. In some cases, **working groups** exist to discuss specialized content, and may involve actors outside of the consortium, as well. Effective **communication tools** are in place, utilizing new technologies as appropriate.
- Members should also undertake discussion on how the consortium and/or its initiatives can be **further resourced**, as it strengthens collaborations beyond a single grant. Active planning for **fundraising** allows the consortium to grow with a joint sense of ownership.

### How can a consortia achieve and communicate results?

- Consortia that **systematically and actively utilize consistent monitoring, evaluation and learning approaches (e.g. Robert Carr Fund's MEL tools)** for reporting and showcasing results in capacity strengthening and/or advocacy tend to be better placed to articulate and substantiate the added value of networks and consortia. Their members understand and can effectively report using MEL tools to report on **interim outcomes** which bring them closer to their long term impact goals.
- Consortia that constantly work on developing stronger capacity in **storytelling** and **communicating their value** to others outside of the consortium, including donors, usually communicate more effectively.

### Guidance for developing a Consortium Memorandum of Understanding (MoU)

Consortia applying for Robert Carr Fund's funding are expected to submit a consortium MoU, signed by each consortium partner, submitted together with the application.

A consortium MoU must contain the following items:

- A description of the added value of the consortium and a description of the roles of the different partners.
- A description of a system of decision-making, internal accountability and a way of working together. Issues which must be addressed are: internal transparency, quality assurance, knowledge sharing and applicability of policies. A consortium must be able to deal with decision-making on extra funding opportunities. Part of a governance structure may be the formation of a committee of representatives of all consortia partners. It is possible to request a budget for meetings.
- A description of how budget decisions will be made including around decision making around final funding awards, budget changes and protocols around underspend/overspend within the consortium.
- Special attention is required for policies and procedures on Corruption, Fraud and Mismanagement and whistleblowing as well as Integrity policies. The rules and procedures need to be aligned with the Aidsfonds grant regulations.

## Annex 3: Costs Eligible for Funding

The main principle of the Robert Carr Fund is to provide *core* funding. Applicants must describe clearly how requested funding will contribute to achieving the outcomes defined in its Theory of Change of the Robert Carr Fund, as given in figure 1 of Annex 1: “Overview of the Monitoring and Evaluation for Learning (MEL) Framework”.

Different types of costs that may be covered are core costs and activity costs. These are as described in the table below:

**Table 1. Cost Categories – Activity Log & Financial Report**

<p><b>1. Core Costs</b> are costs, which are critical for the operations of your organization and/or the consortium and are not solely attributable to any specific single Activity. Core costs are sub-divided into the following sub-categories and typically include eligible expenses outlined below (but are not limited to):</p>	<p><b>2. Activity Costs</b> are costs that can be clearly attributed to a specific Activity within Categories A, B, C, D, E, F (see “Activity Categories Guide” of the Budget Form for reference). Activity costs combine costs of both Organizational/ Consortium and Programmatic Activities. Activity costs are attributable to the RCNF’s outcomes (in accordance the Theory of Change and Results Framework) and are directly contributing to the Outcomes. Activity costs are sub-divided into the following sub-categories and typically include eligible expenses outlined below (but are not limited to):</p>
<p><b>I. Human resources costs</b></p> <p>Staff <b>salaries</b> (total cost i.e. including taxes, and total full-time equivalent (FTE) number of people)</p> <p>Staff’s <b>health insurance</b></p> <p>Staff and Board members’ <b>professional development/training/team-building</b></p>	<p><b>I. Implementation costs</b></p> <p><b>Consultants and contracted services</b> (e.g. facilitation, interpretation/translation, editing, writing, policy development, conducting training etc.)</p> <p><b>Staff and consultants’ travel</b> to events (e.g. meetings/trainings/workshops - accommodation, per diems, transfers, tickets etc.).</p> <p><b>Participants’ travel</b> to events (e.g. meetings/trainings/workshops - accommodation, per diems, transfers, tickets etc.)</p> <p><b>Venue</b> (rent, catering, equipment/multimedia, handout materials etc.)</p> <p><b>Small grants/sub-grants</b> and stipends etc.</p> <p><b>Service delivery</b> expenses (e.g. commodities)</p> <p><b>Printed and online materials</b> and publications (e.g. printing, design/web design, layout, infographics etc.)</p>
<p><b>II. Finance and Accounting</b></p> <p><b>Bank fees</b> (including the consortium costs, e.g. transfer of sub-grants and small grants)</p> <p><b>Audits</b> (project and/or organizational, including costs related to consortium)</p> <p><b>Accounting</b> services and system maintenance</p> <p><b>Legal advice fees</b></p> <p><b>Taxes</b></p>	<p><b>II. Monitoring, Evaluation and Learning (MEL)</b></p> <p><b>Consultants and contracted services</b> (e.g. M&amp;E data base or Online knowledge centers/library development)</p> <p><b>Travel</b> expenses (e.g. Monitoring visits)</p>
<p><b>III. Office and telecommunications/IT</b></p> <p><b>Office rent</b> and utilities</p>	<p><b>III. Consortium-related activity costs</b></p>

<b>Equipment</b> (computers, phones etc.)
<b>Office supplies</b>
<b>Telecommunications</b> (phone lines, internet, post/ mailing etc.)
<b>Furniture</b> (desks, chairs etc.)
<b>IT</b> services, software
Organizational <b>website</b> development and/or maintenance
Organizational <b>listservs</b> and mailing lists development/maintenance

<b>Consultants and contracted services</b> (e.g. development of policies and procedures etc.)
<b>Travel</b> expenses related to Consortium (e.g. face-to-face meetings)
<b>Venue</b> expenses related to Consortium (rent, catering, equipment/multimedia, handout materials etc.)