

Community Rights and Gender Strategic Initiative

Final Evaluation

July 2020
Geneva, Switzerland

CRG Strategic Initiative Final Evaluation - Content Overview

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Background

Evaluation Scope and Aim

- Commissioned by the Community, Rights and Gender (CRG) Department
- Conducted by an external consultant, selected through a competitive bidding process

Aims of the Final Evaluation

- To reflect on the overall return on the Phase 2 (2017-2019; \$15m) investment in the CRG Strategic Initiative in terms of results, management processes and learnings in supporting the meaningful engagement of communities/civil society in the Global Fund's funding model
 - *Time period under evaluation: March 2017 through 10 April 2020*
 - *Remaining implementation of CRG Strategic Initiative (May-Dec 2020) not captured under this evaluation*
- To make recommendations for Phase 3 (2020-2022) of the CRG Strategic Initiative and potentially beyond, within the context of achieving the objectives of the Global Fund Strategy.

Background

Strategic Initiative Background

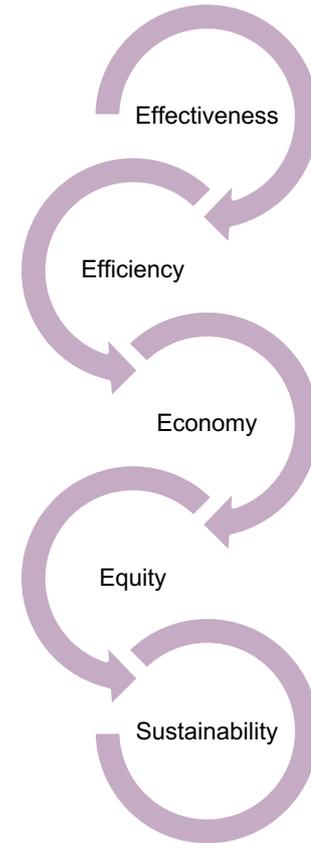
Organized into three components:

- **Component 1** – Short-term Technical Assistance (TA): Providing peer-led TA to ensure that communities are meaningfully engaged in Global Fund-related processes.
- **Component 2** – Long-term capacity building: Networks are developing capacity to ensure that communities are (1) engaging safely and effectively, (2) advocating for increased investment and more rights-based and gender responsive programs, and (3) adapting and using evidence-based implementation tools and guidance.
- **Component 3** – Regional Platforms are strengthening communication and coordination systems to ensure that communities are (1) utilizing quality information and communication, (2) participating in decision-making processes, and (3) accessing coordinated and harmonized TA and support.

Background

Evaluation Design

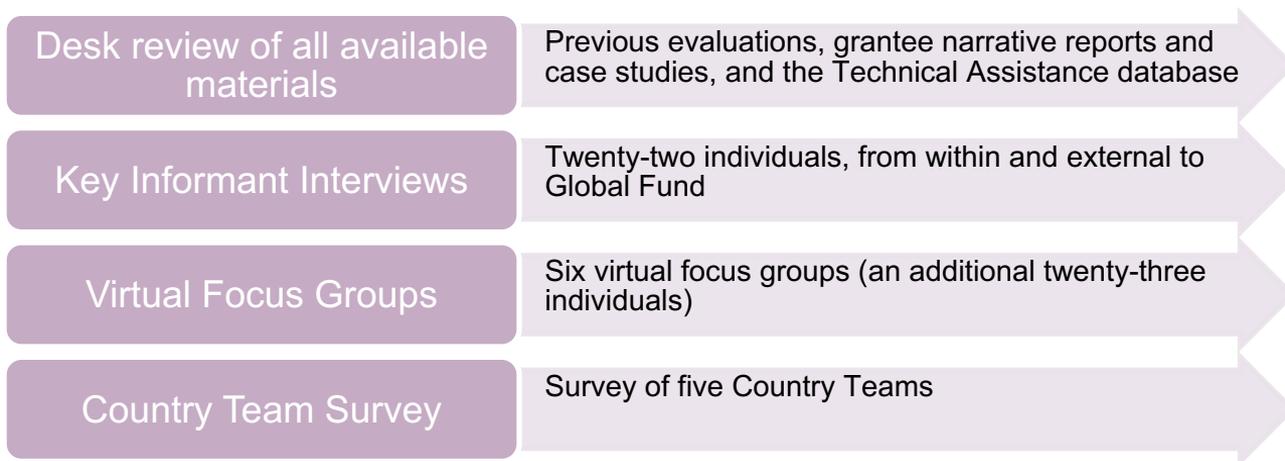
- Addresses the CRG Strategic Initiative *as a whole*, in terms of its high-level, cumulative results, learnings and strategic implications
 - *Does not aim to serve as an evaluation of individual Components of the Initiative in isolation from one another*
- Uses the Monitoring and Evaluation for Learning (MEL) framework to measuring progress
 - *Important note: MEL was introduced in 2018, after workplans had been developed and approved, and implementation started*
- Checks progress against previous evaluation recommendations
- Utilizes a Value for Money lens to identify opportunities for Phase 3



Background

Evaluation Methods

- Took place from late February through April of 2020
 - Limitations: acute COVID-19 situation globally; implementation of CRG Strategic Initiative ongoing through December 2020 to produce results not able to be captured by this review.
- Methods included:



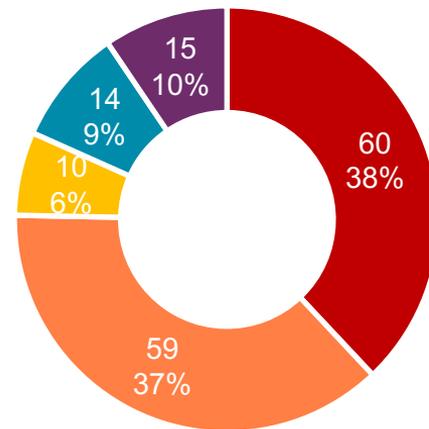
Component 1

Overview

Provides civil society and community organizations with demand-driven, peer-to-peer, short-term TA to improve community engagement in Global Fund-related processes.

- Allocated US\$6m (40%)
 - Projected final expenditure (38.9%):
 - US\$4,027,158 (26.8%) for TA
 - US\$600,000 (4.0%) to support the HER Voice Fund
 - US\$1,216,846 (8.1%) to support Secretariat costs of the CRG Strategic Initiative
- Included support for HIV, TB, HIV/TB, and malaria grants
 - Previously under the Special Initiative, only 3 TB-specific assignments, and no assignments focused on malaria
- Expansion of eligible TA to cover all phases of the grant cycle
 - Including implementation and oversight (46.5% of all eligible requests)

Distribution of TA Delivered by Disease Component



■ HIV ■ HIV/TB ■ TB ■ Malaria ■ Cross-cutting

Component 1

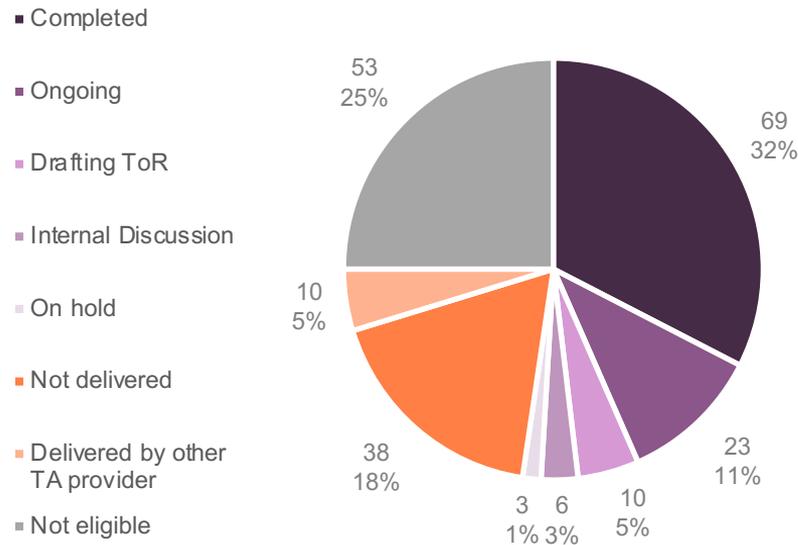
Key Findings

As of April 10, 2020:

- 212 requests for TA
 - 159 requests were deemed eligible (75.0%)
 - 111 went on to be delivered (52.8%)
 - 188% increase in delivery over the Special Initiative
- TA delivered across 69 countries, including 17 challenging operating environment countries
 - Versus Special Initiative: 24 countries

**Reminder: implementation is ongoing through December 2020*

Detailed Breakdown of TA By Delivery Stage



Component 1

Recommendations

Recommendation 1.1. Assure that all TA assignments define expected outcomes, including time frame for when outcomes might be realized, to allow for better understanding of medium- and longer-term value of TA investments.

Recommendation 1.2. Involve Component 2 grantees in planning for all TA requests where there is relevant overlap of scope.

Recommendation 1.3. Provide a range of follow-up options for beneficiaries who require support beyond initial TA provision, including engagement of Component 2 grantees and/or technical and bilateral set-aside partners.

Recommendation 1.4. Assure that the intended peer-to-peer nature of TA is realized and that the CRG Strategic Initiative is contributing to community capacity to provide TA, by requiring the involvement of local community experts in each assignment.

Component 1

Recommendations (continued)

Recommendation 1.5. Introduce the option of targeted calls for proposals, for priority-driven TA assignments to respond to cases where community capacity and/or recognition is severely limited.

Recommendation 1.6. Increase transparency around assignment of TA requests to particular providers.

Recommendation 1.7. Consider developing a menu of TA services and budget ranges.

Recommendation 1.8. Rationalize and systematize coordination with other Strategic Initiatives to better align TA on relevant topics.

Recommendation 1.9. Assure that timely feedback is provided on ineligible/unsuccessful TA to requesting communities and Platforms, so that alternatives may be brokered.

Recommendation 1.10. To support consistency in monitoring data, decide whether to track distribution of TA by topic using the MEL Activity categories or the Key TA categories.

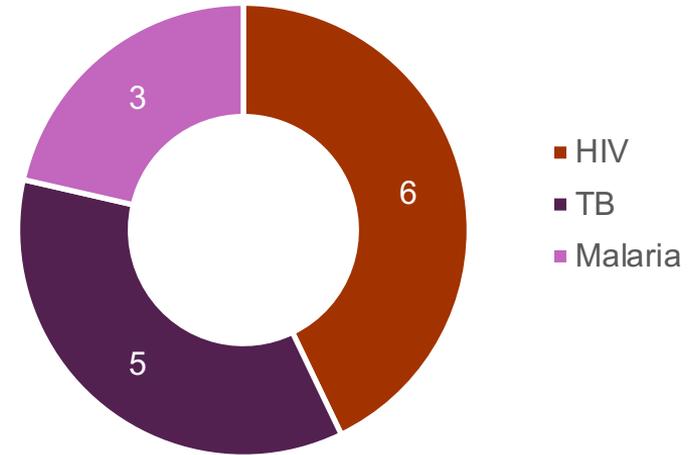
Component 2

Overview

Strengthens the long-term capacity of community groups and networks to better support the meaningful engagement of their constituencies in Global Fund-related processes

- Allocated US\$5m (33.3%)
 - Projected final expenditure: US\$5,171,755 (34.6%)
- Notable expansion: supported communities from all three disease components, via grants to 14 grantees
- Separate stream of work within this Component supported the HER Voice Fund pilot project to issue grants to adolescent girls and young women (AGYW)
 - Funded through Component 1 expenditure

Number of Grantees by Disease Component



Component 2

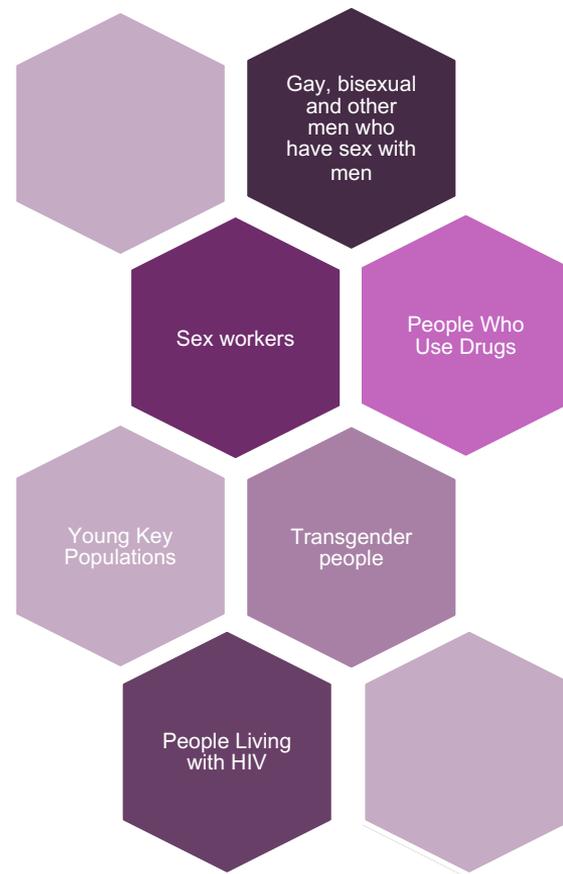
HIV

Grantees:

- GATE, in partnership with the Asia Pacific Transgender Network (APTN)
- Global Network of People Living with HIV (GNP+)
- International Network of People who Use Drugs (INPUD)
- MPact
- Network of Sex Worker Projects (NSWP)
- Youth Consortium

Highlights:

- National-level activities were implemented in 45 countries
- Funding now managed directly by CRG Strategic Initiative, giving greater integration with and access to Secretariat



Component 2

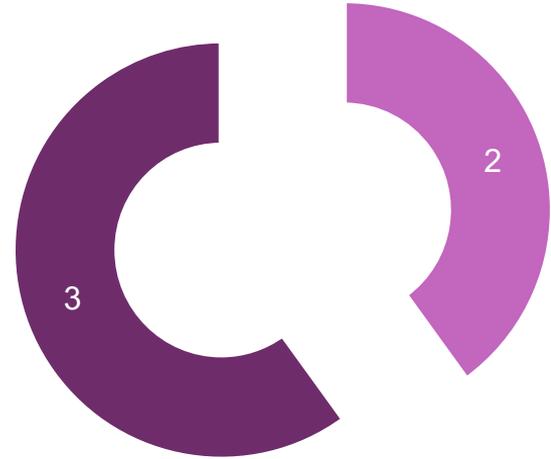
TB

Grantees:

- Africa Coalition on TB (ACT)
- Asociación de Personas Afectadas por Tuberculosis (ASPAT)
- TB Europe Coalition
- Global Coalition of TB Activists (GCTA)
- TBpeople, a global network of people affected by TB

Highlights:

- National-level activities were implemented in fourteen countries
- A further eleven countries reached through participation in regional events.



■ Global ■ Regional

Component 2

Malaria

Grantees:

- Kenya Advocates Against Malaria (KenAAM)
- Malaria No More (MNM)
- Civil Society for Malaria Elimination (CS4ME)

Highlights:

- National-level activities were implemented in 7 countries, all within sub-Saharan Africa.
- Implementation of the Malaria Matchbox to document CRG issues within malaria responses in Niger and Guinea-Bissau was a major milestone.

Component 2

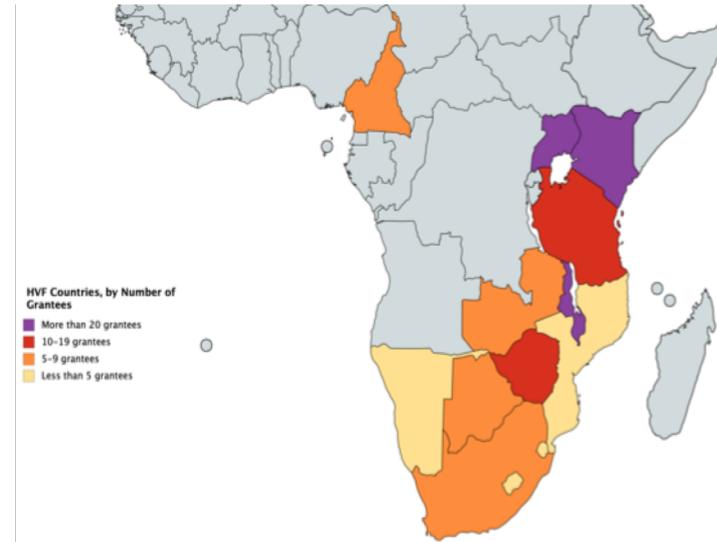
HER Voice Fund

Grants disbursed:

- 183 sub-grants were awarded to 172 organizations.
- Initial grants were for up to US\$2000
- An additional US\$3000 in booster funds available

Grants available to focus on:

- Participation
- Community consultation
- Policy and advocacy
- Communication and outreach



Currently:

- Moved beyond pilot phase, funded by ViiV Positive Action and implemented by Y+
- The CRG Strategic Initiative continues to provide targeted support to HER Voice Fund, specifically to continue strengthening the Fund's leadership component

Component 2

Recommendations

Recommendation 2.1. Strongly clarify and communicate the scope and results-based purpose of CRG Strategic Initiative funding for long-term capacity building, as it differs from other funding mechanisms.

Recommendation 2.2. Require Component 2 grantees to develop and implement workplans, and track progress, that focus on country-level impact on community engagement in Global Fund grant processes.

Recommendation 2.3. Limit the number of sub-grantees eligible under each grantee, in order to better focus funds to obtain measurable outcomes.

Recommendation 2.4. Assure clear geographic or topical complementarity amongst grantee portfolio in each disease component.

Component 2

Recommendations (continued)

Recommendation 2.5. Continue building partnership with a global community-led malaria network.

Recommendation 2.6. Carefully differentiate the role and results expected of TB and malaria grantees in contrast to HIV grantees.

Recommendation 2.7. Address equity concerns in AGYW investments, providing opportunities for AGYW outside of 13 priority countries covered by HER Voice Fund to access resources and support.

Component 3

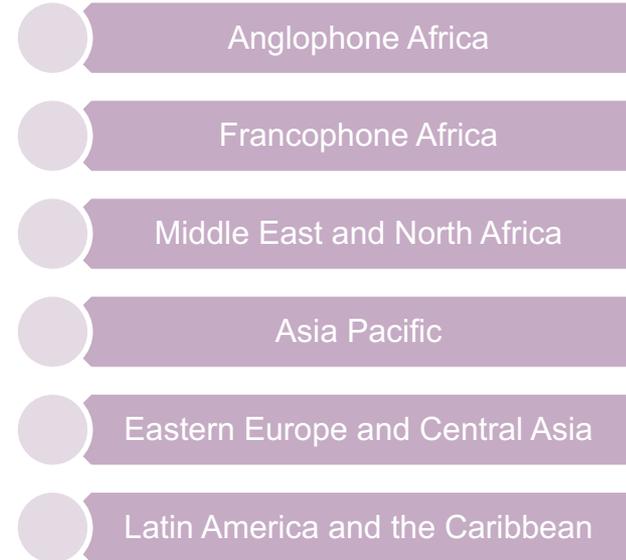
Overview

Supported civil society and community organizations to host regional communication and coordination Platforms to strengthen systems and information for meaningful community engagement in Global Fund-related processes.

- 6 Regional Platforms
- Allocated US\$4m (26.6%)
 - Projected final expenditure: US\$3,924,241 (26.3%)

Highlights:

- Expansion of communications reach to 32,500 constituents
- Development of 112 unique TA requests (53% of all requests).
- Targeted activities on the ground in 38 countries
- Consistently the most recognized and best-understood for its added value across a broad range of stakeholders surveyed for this evaluation



Component 3

Recommendations

Recommendation 3.1. Ensure improved implementation of TA provider coordination and lesson sharing (Activity #9).

Recommendation 3.2. Continue to build engagement in TB and malaria, focusing especially on generating TA demand in these areas.

Recommendation 3.3. Provide clear expectations and/or parameters on level of effort to be devoted to creating demand for TA.

Recommendation 3.4. Enhance cross-Platform experience sharing.

Recommendation 3.5. Include a focus on supporting communities to more effectively engage with multi-country grants.

Recommendation 3.6. Continue to allow and encourage Platforms to differentiate their approach based on regional needs, context and culture.

Overarching Analysis

Progress Since Special Initiative (2014-2016)

Special Initiative Recommendation	Strategic Initiative Accomplishments
1: Allocate funding, for at least three years (the duration of the next Global Fund Allocation Cycle), for continuation of the CRG Special Initiative [...].	Successfully operated for three years – though this included a late start to implementation and an extension of operations through the end of 2020 to ensure a smooth transition to the next Strategic Initiative. Alignment with the Global Fund funding cycle is hoped to address this for the next iteration. CRG Strategic Initiative team undertaking significant planning processes in the Spring of 2020 to assure that next implementation begins in a timely manner.
Status	Fulfilled
2: Expand the remit of the CRG Special Initiative to go beyond grant signing and to offer TA and capacity building to communities/civil society for all stages of the Global Fund's Funding Model	Effectively expanded remit in this area, with clear, quantifiable results: TA is delivered across the full grant cycle is valuable and in demand. Component 2 and Component 3 grantees also show evidence of implementation across the full cycle, including building capacity on many implementation tools to guide community engagement and the support of community oversight mechanisms, including both CCM engagement and CCM watchdogging.
Status	Fulfilled
3: Review the conceptual framework and, in turn, implementation modalities, of the CRG Special Initiative to ensure that it operates as a more connected and comprehensive model	Significant progress in closely linked activities of Components 1 and 3, creating an improved sense of cohesion as an initiative. Opportunity remains to integrate Component 2 in a similar manner, by linking short-term TA and long-term capacity building. Additional opportunity to consistently and strategically coordinate Component 2 with Component 3.
Status	Progress noted, more to be done

Overarching Analysis

Progress Since Special Initiative (2014-2016) (continued)

4: Collaborate with relevant technical partners to strengthen the CRG Special Initiative's specific and innovative efforts to mobilize and support the meaningful engagement of TB and malaria-focused communities and civil society

Status

Component 2 successfully expanded to include diverse portfolio of TB grantees and coordination with the Stop TB Partnership. Malaria-focused work remains more challenging, related to the complex and fluid nature of community in the malaria space. A closer working relationship with RBM Partnership as well as deeper engagement with the Global Fund Secretariat's own malaria specialists is advised.

Fulfilled, with follow-up needed

5: Strengthen the effectiveness and efficiency of the management and administration of the CRG Special Initiative by the Global Fund Secretariat, including scaling-up the capacity of the CRG Special Initiative Team

Status

The structure of CRG Strategic Initiative team evolved significantly, including balance of range of skills and technical competencies available across the team. Advances made in systems and processes. Continued gains should be feasible through reducing reporting burdens and systematizing data collection.

Fulfilled, with follow-up needed

6: Develop and implement an M&E framework – for each core Component of the CRG Special Initiative and, in combination, for the Initiative as a whole

Status

Theory of Change was developed, and comprehensive MEL framework developed for each component. Grantees from Component 2 and 3 report strong value for the MEL in understanding expectations and organizing strategy. Has facilitated the capture of a tremendous amount of information on grantee activities and results. However, the current MEL structure requires revisiting.

Fulfilled, with follow-up needed

7: Develop and implement a knowledge management and communications strategy to document, analyze and systematize the key learning from the CRG Special Initiative and, in turn, communicate its work and value-added

Status

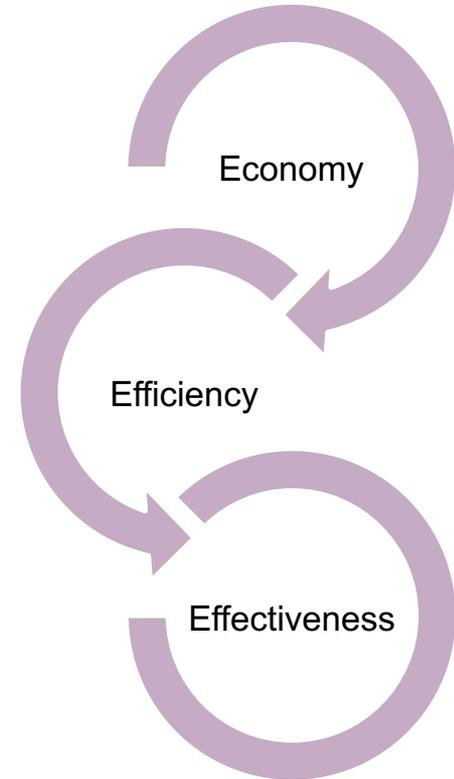
Recommendation has not been fully realized, with many opportunities still evident. Greater recognition of Component 1 and Component 3 efforts, but Component 2 regularly misunderstood. Streamlining reporting will allow the CRG to more effectively and efficiently produce regular updates on the Strategic Initiative's results.

Further attention required

Overarching Analysis

Value for Money

- High degree of **economy**, achieving significantly more gains than the Special Initiative within the same funding envelope
- Demonstrated **technical efficiency** through the implementation of well-crafted activities
- Greater **allocative efficiency** expected by reorienting planning and reporting around outcomes
- Aligning financial investments with expected returns will better measure already-strong **effectiveness** of interventions



Overarching Analysis

Improved Economy vs. Special Initiative

Special Initiative (2014-2016)

US\$15m

65 TA assignments in 24 countries

8 community network grantees (HIV only)

6 Regional Platforms - engaging in passive, ad hoc TA demand generation; no systematic tracking of support for TA requests; results documented through individual case studies

Strategic Initiative (2017-2020)

US\$15m

159 eligible TA assignments in 69 countries (up to 10 April 2020)

14 community network grantees (HIV, TB, malaria)

183 small grants to AGYW organizations

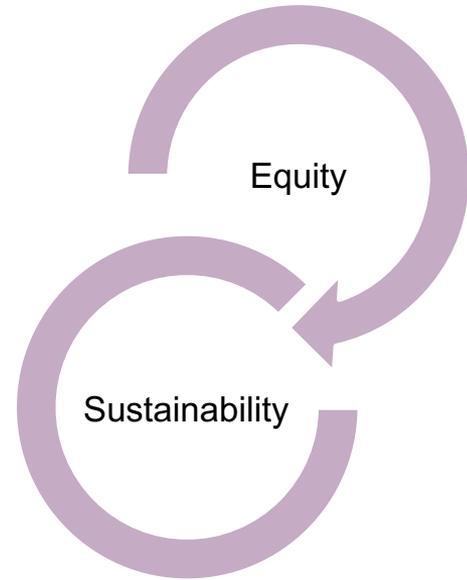
6 Regional Platforms - engaging in active, strategic demand generation; supporting 100 TA requests*; reaching >20% more newsletter subscribers; results documented through two global case studies

Overarching Analysis

Value for Money

- Significant gains made in **equity** across disease components and geography
- Contributions to **sustainability** are apparent through clear alignment with Global Fund sustainability and transition efforts, including partnership with other relevant Strategic Initiatives

Leaves CRG Strategic Initiative well-positioned to respond to emerging issues in health security, Universal Health Coverage, and other related areas



Overarching Analysis

Recommendations

Recommendation 4.1. Significantly reduce reporting burden for grantees, while also improving the accessibility and digestibility of the information received, to enhance regular progress monitoring.

Recommendation 4.2. Activate the reorganized CRG Department structure under CRG Accelerate to assure that Regional Focal Points within CRG continue to liaise with regional and country teams, promoting engagement and integration with all three Components.

Recommendation 4.3. Assure maximum economy and efficiency by proactively aligning with regional priorities and target countries.

Recommendation 4.4. Ensure balanced grantee portfolios, avoiding multiple grantees working in a disease track without clear complementary roles.

Overarching Analysis

Recommendations (continued)

Recommendation 4.5. Assure that all grantees within and across each disease component are formally linked/introduced to one another and coordinating regularly.

Recommendation 4.6. Enhance communication and collaboration across components through formal and regular information exchange between all three components.

Recommendation 4.7. Continue utilizing a MEL framework for each component, assuring that it is fully integrated across the planning, reporting and learning cycle for each grantee.

Recommendation 4.8. Conduct biannual monitoring updates across the CRG Strategic Initiative, including basic expenditure data.

Recommendation 4.9. Assure that qualitative results and stories are shared publicly.

Overarching Analysis

Recommendations (continued)

Recommendation 4.10. Assure equitable dedication to design of and investment in technically sound malaria-related interventions, noting the fundamental differences in the nature of community in the malaria response.

Recommendation 4.11. Continue alignment with other Strategic Initiatives to ensure that key and vulnerable populations are equitably included in the full range of Global Fund Strategic Initiatives.

Recommendation 4.12. Continue to maintain flexibility in the CRG Strategic Initiative to respond to changes in the health landscape, including developments in health security and health coverage.

Conclusions

Summary Points

- Achieved **remarkable growth and maturation**, expanding its remit across the grant cycle and solidly into malaria and TB, expanding geographic reach
- The volume of recommendations (35!) is evidence of the **potential for further strengthening and achievement** that is underpinned by a history of consistent learning and evolution
- The thoroughness of these recommendations are a testament to:
 - The **openness of the community** surrounding the CRG Strategic Initiative, which willingly shared their thoughtful and honest reflections on what had been done well and what could be done better, and
 - The **dedication and determination** of the CRG Strategic Initiative team, which has pushed consistently throughout this process for a level of detail that will allow the next CRG Strategic Initiative to be best informed by its past and reach for its maximum potential in the future.

*This leaves the CRG Strategic initiative **ideally positioned** to support meaningful engagement of key and vulnerable populations and networks in Global Fund-related processes as it moves into its next phase.*