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more than a seat at the table

A TOOLKIT ON HOW TO MEANINGFULLY ENGAGE
AS HIV CIVIL SOCIETY CCM REPRESENTATIVES

ICASO, JULY 2016

ACKNOWLEDGEMENTS

CONTENTS

ABBREVIATIONS & ACRONYMS

CCM	Country Coordinating Mechanism
CRG	Community, Rights, and Gender (Department)
EANNASO	Eastern Africa National Networks of AIDS Service Organizations
EPA	Eligibility and Performance Assessment
ER	Eligibility Requirement
FBO	Faith-based Organization
FPM	Fund Portfolio Manager
HSS	Health Systems Strengthening
ICASO	International Council of AIDS Service Organizations
ICC	Inter-agency Coordinating Committee (Kenya)
KAP	Key Affected Populations*
KCM	Kenya Coordinating Mechanism (Kenya CCM)
LFA	Local Fund Agent
LGBTI	Lesbian, Gay, Bisexual, Transgender and/or Intersex
MARPS	Most at Risk Populations
MSM	Men who have Sex with Men
NFM	New Funding Model
NSP	National Strategic Plan
OIG	The Office of the Inspector General
PEPFAR	The United States President's Emergency Plan for AIDS Relief
PLHIV	People Living with HIV
PLWD	People Living With the Diseases
PR	Principal Recipient
PWUD	People Who Use Drugs
SR	Sub Recipient
TSF	Technical Support Facility
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
USAID	United States Agency for International Development

* Key populations and key affected populations are used interchangeably by different agencies and organizations. The default term in this document is "key population(s)", as ICASO's preferred style.

1. INTRODUCTION TO THE INDUCTION GUIDE

WHY WAS THIS TOOLKIT DEVELOPED?

There is an enormous amount of information available online about The Global Fund to Fight HIV, Tuberculosis and Malaria (hereafter referred to as the Global Fund) and its processes. The purpose of this toolkit is not to repeat this information. Rather, it packages advice and tips to form an "induction tool" directed at new Global Fund Country Coordinating Mechanism (CCM) members to support them to learn from the experience of others as a means to quickly familiarize them with the meaningful involvement in decision making. The goal of the toolkit is to support civil society[1] CCM members to be more effective in their consultation and representation roles. Key themes include: How to consult and report back effectively to your constituency; prepare for meetings; ensure your input is heard; and what to do when you encounter problems for instance. Ultimately, this is about more than building the capacity of individual CCM members; it is about improving the CCM's ability to design and oversee a more effective response to the HIV epidemic. The toolkit is a virtual mentoring guide in other words!

WHO IS THE TOOLKIT AIMED AT?

This toolkit has been written for HIV-related civil society CCM members. The toolkit is therefore more focused on HIV than tuberculosis or malaria. However, we hope that the toolkit will also be useful for any civil society CCM representative. The main audience for the toolkit is HIV key population CCM representatives, who are defined by the Global Fund as: Women and girls; men who have sex with men; transgender people; people who use drugs; sex workers; prisoners; refugees and migrants; people living with HIV; adolescents and young people; orphans and vulnerable children; and populations of humanitarian concern. Another important audience is NGO CCM representatives.

WHAT DOES THE TOOLKIT INCLUDE?

The toolkit provides facts, raises concerns and questions and offers, case studies, and tips and advice in the form of quotes to help new HIV-related civil society CCM members see new opportunities, be aware of challenges, and build on the solutions developed by others. The toolkit also includes references to other useful publications and websites throughout the document, while a list of resources is included at the end of the toolkit. As information can easily become overwhelming, we've highlighted the resources that are particularly relevant within the toolkit, and at the top of the resource list. Following this introduction, Section 2 is mostly about the Global Fund, the CCM and civil society CCM representation. This is to make sure that you have the necessary overview of facts in hand before moving on to Section 3, which focusses on how to be meaningfully involved in Global Fund decision making processes.

1 For this document, ICASO uses the term "civil society" (instead of community sector) to conform to the language used by the Global Fund. In this case, the definition of "civil society'" includes representatives of community-based organizations and non-governmental organizations focussing on or led-by sex workers, people who use drugs, transgender people, men who have sex with men, people living with or affected by HIV, tuberculosis and malaria, youth and women.

HOW CAN THE TOOLKIT BE USED?

The toolkit is written for individuals to read themselves. However, the information can also be used to facilitate a discussion or during a workshop. It follows a logical flow, but we assume that most people will not read it cover to cover, and rather select sections/points that are particularly relevant to them.

IN WHAT LANGUAGES IS THE TOOLKIT AVAILABLE?

The toolkit is currently only available in English. But please check the ICASO website *(www.icaso.org)* for translated versions as they are posted. If you have any questions about the toolkit or would like to provide feedback, please contact Kataisee Richardson at ICASO via her email address: *kataiseer@icaso.org*

2. INTRODUCTION TO THE GLOBAL FUND AND CCMS

2.1 WHAT IS THE GLOBAL FUND?

The Global Fund was established in 2002 to accelerate the end of AIDS, tuberculosis and malaria as epidemics. It is a 'partnership' between governments, civil society, the private sector and people affected by the diseases. The Global Fund raises and invests nearly US$4 billion a year, channeling it to programs run by local experts in countries and implementers via Global Fund grants. Global Fund staff is all based in Geneva in Switzerland.

The Global Fund works globally. Currently the Global Fund channels funding to 129 countries across all continents. The Global Fund has three core principles:

PARTNERSHIP
All stakeholders take part in decision making.

COUNTRY OWNERSHIP
Implementers know the best way to fight disease.

PERFORMANCE-BASED FUNDING
Money goes where it can achieve results.

JARGON BUSTER 1: GLOBAL FUND ENTITIES

PRINCIPLE RECIPIENTS (PRS): are country-based agencies or organizations that are financially and legally responsible for program results. They are selected by the CCM to manage the implementation of one or more Global Fund Grant(s). The PR signs the grant contract with the Global Fund. They are usually Government bodies or civil society organizations, but are sometimes multi-sectoral agencies such as the UN.

SUB RECIPIENTS (SRS): are program implementing agencies that are contracted by PRs to deliver services under their leadership.

LOCAL FUND AGENTS (LFAS): work closely with the Global Fund country teams at the Secretariat to evaluate and monitor activities before, during and after the implementation of a grant. They are independent organizations that 'win' an LFA contract for a 4-year period for a country. They are usually accountancy and management firms often linked to international companies. They check the financial management of grant recipients and also verify what activities have taken place as described in the grant to provide an independent view of how the program is performing. To avoid a conflict of interest, LFAs cannot provide capacity building or technical assistance to PRs or CCMs.

FUND PORTFOLIO MANAGERS (FPMS): are Global Fund staff assigned for each grant. The FPM leads and manages the grant negotiation processes at various stages of the grant cycle and manages input from other Global Fund Secretariat staff. FPMs also work with the LFAs, reviews and analyses requests for disbursement, and decides on grant amounts to be disbursed.

COUNTRY TEAMS (CTS): are teams of Global Fund staff that include operations-focused staff (fund portfolio managers and program officers) and monitoring and compliance staff (legal, procurement, finance and M&E), who take shared responsibility for grants throughout the entire grant cycle.

THE OFFICE OF THE INSPECTOR GENERAL (OIG): is an independent yet integral part of the Global Fund that undertakes audits, investigations, oversight and consultancy work to make objective and transparent recommendations to promote good practice, reduce risk and condemn abuse of Global Fund finances. It is accountable to the Board through its Audit and Ethics Committee and serves the interests of all Global Fund stakeholders.

Within the Global Fund grant making infrastructure there are a number of different entities and roles which are described under the heading, Jargon Buster 1.

As a financing institution, the Global Fund's primary purpose is to channel funds to program implementers. To achieve this, the following steps must be taken by different stakeholders before countries can receive funding:

1 Decide country fund allocation;

2 Conduct Country Dialogue;

3 Develop/review the National Strategic Plan (if not already in place);

4 Develop the Concept Note;

5 Incorporate feedback from Technical Review Panel;

6 Decision from Grant Approval Committee;

7 Undertake process of grant making; and

8 Gain Board approval.
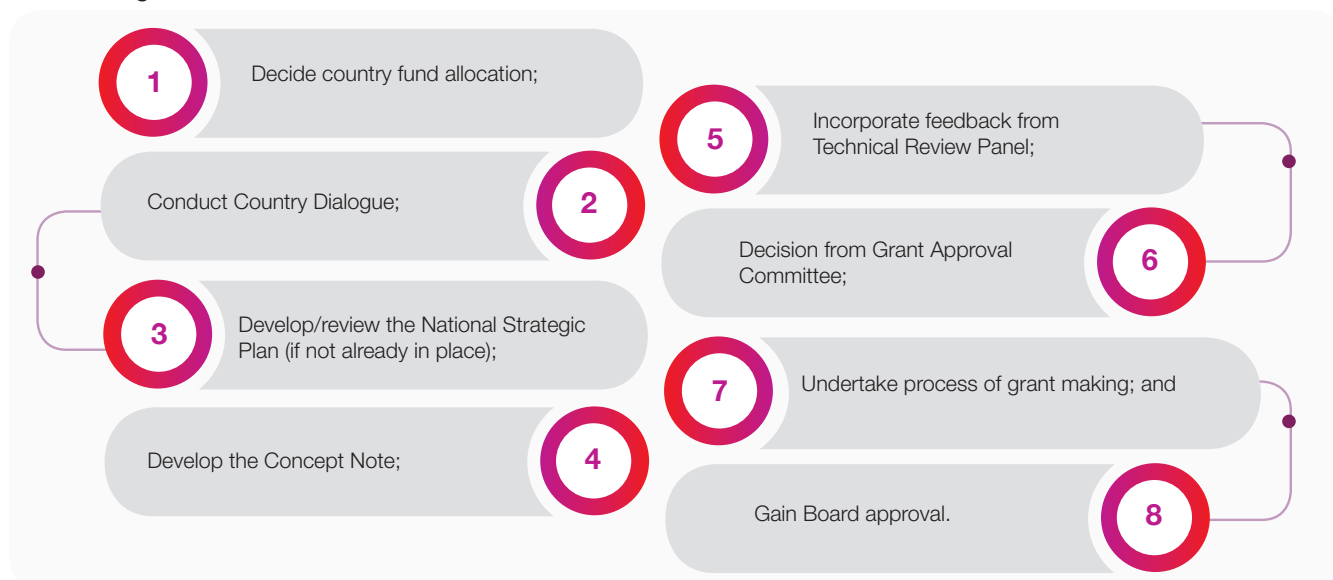
Each of these steps is important. You can and should be directly or indirectly involved in Steps 2 to 7 to ensure that the needs of your constituency are met.

For more information on each step please see Useful Resources below. Key processes are explained in Jargon Buster 2.

JARGON BUSTER 2: PROCESSES

COUNTRY DIALOGUE: This is where countries are expected to put into practice the second core principle of the Global Fund, namely partnership. In the context of the Global Fund, "partnership" has a specific meaning. Everyone involved in the response to the diseases needs to be involved in the decision making process. While the CCM itself includes representatives of all sectors, the purpose of the country dialogue is to go beyond its membership therefore, the CCM should actively reach out to and engage with representatives of all sectors, particularly key populations. The purpose of country dialogue is to identify needs, work on national strategies, build resource mobilization efforts and prioritize intervention areas and actions that will make the most impact. This country dialogue should be an ongoing process, beginning well before the development of the concept note and continuing through implementation of the grant.

NATIONAL STRATEGIC PLANNING: The National Strategic Plan (NSP) is a multi-year plan that details principles, priorities, and actions to guide the national response to the (AIDS) epidemic. A National Strategic Plan should be fully costed and developed in consultation with all stakeholders. It should form the basis of the concept note to promote better program coordination and reduce the administrative burden on the country. A country should periodically update and review its National Strategic Plan. If a country does not yet have a national strategic plan for a disease, or if the plan is no longer current, countries can base their requests on an established Investment Case.

TECHNICAL REVIEW PANEL (TRP) EVALUATION: After submission, the concept note will be evaluated by the Technical Review Panel. The TRP is designed to work to get to an outcome of "yes", which is the recommendation that the concept note is ready to proceed to grant-making, bearing in mind that their goal is to support programs that will have the highest impact in the context of the country. If they feel that a concept note is not of sufficient quality, they will ask the country to revise and re-submit their concept note. A re-submitted concept note is known as an "iteration." During this step of the process, the TRP will work with the CCM and the country team of the Global Fund to ensure that the funding request is as robust as possible. Once it is satisfied that the concept note is ready for the next step, it passes its recommendation on to the Grant Approvals Committee.

▶ GRANT APPROVALS COMMITTEE (GAC): The Grant Approvals Committee is a committee of senior management staff of the Global Fund, and technical and bilateral partners. Their responsibility is to set the upper funding ceiling for the grant(s) based on the TRP's recommendations, as well as a number of qualitative factors. The budget for grants includes funding available from a country's allocation amount, and if applicable, any available "incentive funding." The committee also produces a "Register of Unfunded Quality Demand", which is a list of unfunded projects made available to donors.

GRANT MAKING: At this stage of the process, the CCM and the Global Fund work with the PR. The PR is assessed by the Global Fund; then the PR and the Global Fund work together to develop the performance framework, detailed budget, workplan, procurement and supply management plan, and implementation map. Once this work is completed, the grant documentation undergoes a final review by the Grant Approvals Committee before being sent to the Board for approval.

BOARD APPROVAL: After the Grant Approvals Committee's review, grants are considered to be "disbursement-ready." These are then sent to the Board of the Global Fund for final approval and, once approved, the grant is then signed and the first disbursement is made to the PR.

Source: Global Fund Website - funding model processes or search for Funding Process & Steps.

USEFUL RESOURCES:

Introduction to the Global Fund and CCMs or via the Global Fund website in English, French, Spanish and Russian www.theglobalfund.org

Source: A Guide to Building and Running an Effective CCM – 2014, Aidspan and Technical Support Facility (TSF) Southern Africa.

Global Fund Website - funding model processes or search for 'Funding Process & Steps' via www.theglobalfund.org

2.2 WHAT IS THE FUNCTION OF A CCM?

Global Fund grants are applied for and overseen at the country-level by CCMs, which is like a committee of people made up of members of the private and public sectors, including government, international organizations, NGOs, civil society, academic institutions, private businesses, and people living with the diseases (PLWD). Since the beginning of 2015, all CCMs are required to have representatives of key populations[2] in addition to people living with the diseases. The CCM is responsible for the engagement of key populations and people living with the diseases (PLWD) in concept note development through to the grant implementation process. Despite this requirement, ensuring broad participation and meaningful engagement remains challenging for many CCMs for various reasons, including financial constraints. The CCM is responsible for developing and submitting grant proposals to the Global Fund based on priority needs at the national level. After grant approval, the CCM oversees progress during implementation. For each grant, the CCM nominates one or more public or private organizations to serve as Principal Recipients (PRs).

2 Key populations are defined by the Global Fund as women and girls, men who have sex with men, transgender people, people who inject drugs, sex workers, prisoners, refugees and migrants, people living with HIV, adolescents and young people, orphans and vulnerable children, and populations of humanitarian concern

THE CORE FUNCTIONS OF A CCM REQUIRE IT TO:

- Coordinate the development and submission of national request for funding (concept note)
- Nominate the PR(s).
- Oversee implementation of the approved grant.
- Approve any reprogramming requests.
- Ensure linkages and consistency between Global Fund grants and other national health and development programs.

In addition to the above core responsibilities, in the New Funding Model (NFM) (see Jargon Buster 3), CCMs will play a stronger leadership role allowing CCMs to:

- Meaningfully participate in the National Strategic Plan (NSP) discussions at country level.
- Convene stakeholders to engage in inclusive country dialogue and agree on funding split.

These two additional roles now precede the concept note development. To 'Coordinate the development and submission of national request for funding' requires that the CCM ensure that concept notes reflect the HIV, tuberculosis and malaria epidemics, national priorities, and plans of the country. Proposals should build on existing work and highlight gaps where additional resources are needed to strengthen existing program so that they are sustainable. This requires strong leadership from civil society to ensure that the needs of those most affected and gaps are appropriately identified and articulated with evidence to ensure their inclusion in concept notes. It also requires civil society to clearly articulate the role it can and should play within the grant, whether through the direct provision of services, procurement, advocacy, monitoring and watchdog roles, health promotion and behavior change, and community mobilization etc.

Each CCM is supported by a CCM secretariat that is responsible for providing administrative support to the CCM such as organizing meetings and distributing documents.

Section 3 will explore practical ways to avoid this!

JARGON BUSTER 3: NEW FUNDING MODEL

NEW FUNDING MODEL (NFM): The Global Fund Board adopted a new strategy for the period 2012-2016 in November 2011. As part of this strategy, the Global Fund developed a New Funding Model (NFM) to replace the rounds-based funding system. The NFM aims to provide implementers of grants with more flexible timing, better alignment with national strategies and greater predictability of the level of funding available. It also promotes more active engagement with implementers and partners, including the CCM, throughout the application process and grant implementation. Under the NFM, the role of CCMs has been expanded in the early stages of the application process in relation to concept note development and the country dialogue processes.

Source: A Guide to Building and Running an Effective CCM 3rd Ed. Aidspan / Alliance Regional TS Hub South Asia, 2014.

:bulb: **Top Tip: Your role beyond attending CCM meetings**

It is important to think of CCMs as a mechanism rather than a series of meetings. The CCM representative role provides an opportunity to open doors and engage in a wide range of processes as documented by ICASO's CCM Lessons Learned report:

Although in many countries CCMs provide an entry point for civil society organizations to engage with policy and decision makers, the ability of the sector to have an influence is to some extent determined by the structures that exist outside of the CCM. In addition, the tendency of CCMs to focus on relatively abstract concepts such as grant performance indicators, spending rates, and CCM and Principal Recipients' adherence to Global Fund conditions, often leaves little space for representatives of affected communities to assess and raise practical problems faced in the delivery of programs – despite the fact that these are the issues that civil society representatives are uniquely qualified to comment on. Civil society sector organizations often avoid speaking out about problems as they feel it may jeopardize their relationships with Principal Recipients and other CCM members. To make matters worse, when civil society representatives do not provide input, they are seen as naïve or lacking relevance and this casts a negative perception of their role, thereby reducing the meaningfulness of their involvement.
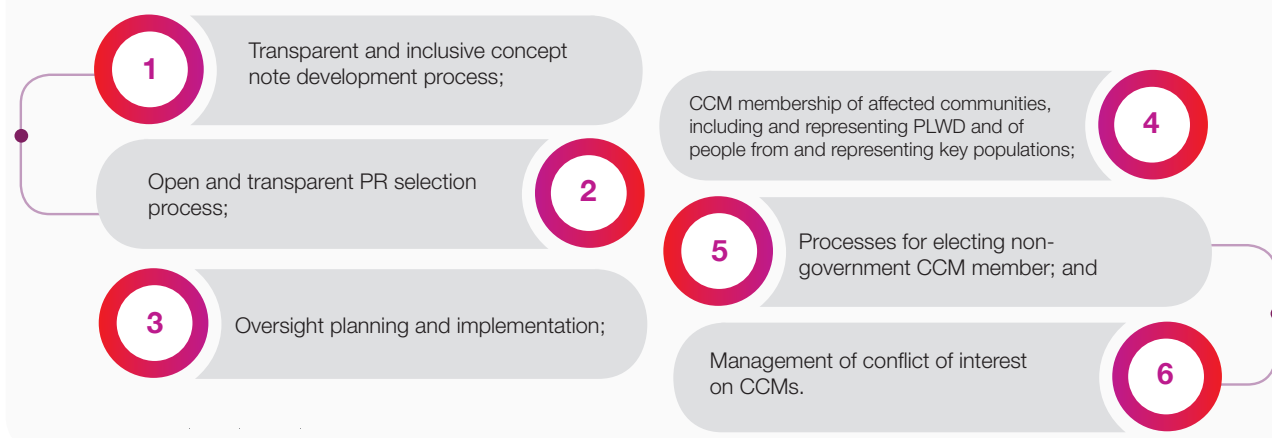
Source: Effective CCMs and the Meaningful Involvement of Civil Society and Key Affected Populations, Lessons Learned in ICASO's extensive work supporting CCMs, October 2013.

2.3 WHAT ARE THE CCM ELIGIBILITY REQUIREMENTS AND CCM MINIMUM STANDARDS?

The launch of the NFM has provided a critical opportunity to review and revise how the Global Fund works. In the interest of maximizing the impact of grants, and in response to widespread calls for change, the Global Fund has emphasized *"the critical importance of ensuring full and meaningful engagement of civil society, especially key affected populations (KAP) and people living with diseases (PLWD) throughout the NFM process at country level."* [3] In practical terms this means greater participation of key populations and PLWD in country dialogue, concept note development, CCMs, and grant implementation and monitoring.

The CCM Guidelines and Requirements have been updated to include a revision of CCM Eligibility Requirement (ER) No. 4[4] . The CCM Minimum Standards (MS), in place since January 2015, represent the minimum criteria considered vital for effective CCM performance-based.

The CCM ERs are:

1 Transparent and inclusive concept note development process;

2 Open and transparent PR selection process;

3 Oversight planning and implementation;

4 CCM membership of affected communities, including and representing PLWD and of people from and representing key populations;

5 Processes for electing non-government CCM member; and

6 Management of conflict of interest on CCMs.

In line with ER 4 above, the Global Fund requires all CCMs to show evidence of membership of people living with HIV and of people affected by tuberculosis or malaria (where funding is requested or has previously been approved for the respective disease). People affected by tuberculosis or malaria include people

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3 NOTE: While ICASO uses the term "key populations", others, including the Global Fund use the terms key populations and Key Affected Populations (KAPs) interchangeably.

4 Approved by the Strategy, Investment and Impact Committee (SIIC) in July 2013 (GF/SIIC08/DP4).

"If a [person from a] key population cannot represent their community, then it is important that the person who does has the mandate to fill this role. This is still not ideal as "no one can represent me better than me". However, if the person is chosen by key populations, or is recognized as a human rights defender, their role can be beneficial. If the context cannot give the opportunity for key populations to represent themselves publically, the CCM or country should help key populations choose a good representative for the CCM and there should be a way to evaluate the mandate of this person - the UNAIDS country office or FPM can help."

Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

who have lived with these diseases in the past or who come from communities where the diseases are endemic. Based on the Global Fund Strategy 2012-2016, the revision of ER4 helps ensure that all Global Fund-related structures (including the CCM) operationalize human rights principles that include non-discrimination, gender equality and participation of key populations.

THERE ARE THREE COMPONENTS TO THE REVISED ER 4:

- Specifically including key populations as a CCM requirement, taking into account the socio-epidemiological context;

- Increasing representation of persons that are both living with and representing people living with HIV on CCMs; and

- Linking the need for representatives – for tuberculosis and malaria in contexts where those diseases are a public health issue, regardless of whether Global Fund funding has been requested or not.

The revision of ER 4 will improve and broaden the representation of PLWD and key populations on CCMs, promoting robust Country Dialogues and the development of concept notes that are fully aligned with the epidemiological context and focus on high-impact interventions for target populations. The Global Fund requires *"all CCMs to show evidence of membership of people that are both living with and representing people living with HIV, and of people affected[5] by and representing people affected by tuberculosis[6] and malaria,[7] as well as people from and representing Key Populations, based on epidemiological as well as human rights and gender considerations. The Secretariat may waive the requirement of representation of Key Populations as it deems appropriate to protect individuals"*.

Eligibility Requirement 5 requires that all CCM members representing non-

5 Either people who have lived with these diseases in the past or who come from communities where the diseases are endemic.

6 In countries where tuberculosis is a public health problem or funding is requested or has previously been approved for tuberculosis.

7 In countries where there is on-going evidence of malaria transmission or funding is requested or has previously been approved for malaria.

government constituencies are selected by their own constituencies based on a documented, transparent process, developed within each constituency. This requirement applies to all non-government members including those members under Requirement 4, but not to multilateral and bilateral partners.

IN THE NFM, THE PROCESS FOR REVIEWING THE 6 CCM ELIGIBILITY REQUIREMENTS HAS CHANGED:

Requirements 1 and 2: are assessed at the time of Concept Note submission;

Requirements 3 to 6: are assessed annually through the Eligibility and Performance; and Assessments (EPA) methodology. (See Jargon Buster 4.)

As explained above, Requirement 1 is assessed when a concept note is submitted, and when the CCMs must *"clearly document efforts to engage key affected populations in the development of concept notes, including most-at-risk populations."*

▶ **JARGON BUSTER 4: CCM ELIGIBILITY AND PERFORMANCE ASSESSMENT**

THE CCM ELIGIBILITY AND PERFORMANCE ASSESSMENT (EPA) is conducted every year. All CCMs must complete an EPA before submitting a concept note. The EPA evaluates the CCM's compliance with CCM Eligibility Requirements (ERs) 3 to 6 and the Minimum Standards. The objective of the EPA is to determine how well the CCM is functioning and improve its performance. If the CCM is found to not comply with ERs 3 to 6, an improvement plan is put in place. Feedback from key in-country stakeholders is gathered to make the assessment. The Improvement Plan is then submitted to the Global Fund, which determines if the proposed plan is reasonable and acceptable, prior to concept note submission. CCMs that pass the assessment by successfully complying with the six CCM ERs and related minimum standards, are granted a CCM Eligibility Clearance for one year. The CCM Eligibility Clearance allows the CCM to submit a concept note at any point during that year without having to repeat the assessment of Requirements 3 to 6.

2.4 WHAT IS THE ROLE OF CCM REPRESENTATIVES?

The collective role of CCM representatives is to implement CCM functions (as described in section 2.2). A CCM typically includes between 15 and 30 CCM representatives representing all sectors. Each individual CCM member has a constituency that they represent, for example private and public sectors, including government, international organizations, NGOs, civil society, academic institutions, private businesses and people living with the diseases. Each member has the responsibility to represent their constituency as well as their organization, or preferably instead of their organization. By representing the needs of your constituency you can ensure that their needs are reflected in the concept note as far as possible, are allocated funding, and addressed as planned.

Each CCM is organized in a different way; while the whole CCM must take responsibility for all functions of the CCM, CCMs may organize members into committees to implement key tasks for example, concept

note writing, oversight, program management, finance. Additionally, a CCM may have Working Groups which are made up of CCM members and non-CCM members. These committees and working groups are often where the real discussion and debate take place and provide an opportunity to gain the inputs of non-CCM members. The outputs from working groups can be presented at a CCM meeting, but they cannot be imposed. CCM Committees on the other hand bring concrete decisions to be discussed and then amended or approved by the wider CCM group.

The main roles for CCM representatives are therefore engagement in:

1 Country dialogue

2 National Strategic Plan (NSP) development/review (CCM engagement varies by country).

3 CCM meetings.

4 Global Fund grant development, negotiation and grant-making (multiple steps).

5 Global Fund grant oversight.

Top Tip: Get involved at every step and stay involved

It is essential that civil society is well represented on various committees, such as on the concept note writing team and on the SR selection committee. You need to look at all the steps in the process from country dialogue to NSP development, from concept note writing to grant-making, and implementation and oversight. Make sure that civil society is represented and supported as it helps to know what to look out for. - Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica.

In addition to coordinating the development of the Global Fund grants, the CCM is also responsible for oversight to ensure that grants are implemented effectively. As the *Global Fund Guidance Paper on CCM Oversight* explains:

> *"Providing oversight is a core responsibility of the CCM and each member should be able to commit sufficient time to understand grant performance in order to make responsible recommendations. However, the Global Fund also realizes that CCM members often have busy schedules since they have many other responsibilities. This fact underscores the importance of having well-planned CCM meetings and clear oversight processes that make the best use of time spent on CCM oversight functions. Equally important in the oversight process, the PR has a responsibility to provide timely, updated reports to the CCM; the CCM has a responsibility to review these reports, analyze the information received, and provide guidance to the PR(s) on grant implementation."*

There may be more than one grant to oversee. For example, there may be HIV, tuberculosis, malaria and or HSS grants depending on the country context. Some may be combined. CCM members on the Oversight Committee will be required to undertake extra oversight tasks such as field visits as part of their responsibilities. Not all members of the CCM sit on the Oversight Committee. If you do not hold a seat or cannot, it is important to make sure that your constituency needs are understood and taken forward by CCM members that do have a seat. Whether you sit on the Oversight Committee or not, oversight of grants can be time consuming, but it is crucial, particularly for civil society CCM members who can bring the experience of service users to the attention of the CCM.

Officially the time commitment for CCM members is attendance at all CCM meetings (often four meetings a year plus any extraordinary meetings that are called), as well as the time required for committee work such as for the Oversight Committee. It is expected that CCM members will have read the CCM meeting agenda, minutes of the last meeting and documents circulated for discussion during meetings. (See Questions Answered 4 for more information on the actual time commitment.)

QUESTIONS ANSWERED #2:

What is an alternate and what is their role?

The Global Fund recommends that each constituency select an alternate to attend CCM meetings when the regular representative is unable to attend. Alternate members should be specifically named in the CCM membership list (i.e. not selected ad hoc when needed), and should be kept up to date on CCM activities and decisions. The CCM's terms of reference (TOR) should make provisions for this. CCM members should ensure that if they cannot attend a CCM meeting, their alternates will attend in their place.

Source: Adapted from A Guide to Building and Running an Effective CCM, 2014, Aidspan and TSF Southern Africa.

"I officially represent PLHIV although there is another PLHIV CCM member too – we are PLHIV. There are also seats for people who use drugs (PWUD), MSM and sex workers but the nature of their representation is not the same. For example, the drug representative is the head of the harm reduction network who is not a user himself but an expert of service provision. Same for sex work, the representative is from an NGO that works on sex work issues. There are a number of reasons for this including lack of community mobilization of some of these communities and stigma and discrimination which hinder representation. We have a good balance of representation from the Government, civil society and United Nations (UN) /technical partners but not so much from the private sector and religious bodies."

- Alexandr Curasov, Moldova PLHIV CCM representative.

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CASE STUDY 1: THE OVERSIGHT ROLE – TWO DIFFERENT EXPERIENCES

Different CCMs have different by-laws and ways of working. For example, in Moldova, CCM representatives on the Oversight Committee cannot be connected to an organization that receives money through any Global Fund grants. This limits who can actually sit on the Oversight Committee, as well as their connection to what is actually happening on the ground. As Alexandr Curasov, Moldova PLHIV CCM representative explains: *"The real oversight comes from the 'interested' parties, who are key to the delivery of different components of a grant. They check on each other, but not necessarily formally. If problems arise they can be brought to the CCM to be discussed. Here we have a crucial role because we can bring real life examples from the ground. For example, if the equipment does not work at the hospital, you end up with a room of people stuck while they wait for their viral load testing – this doesn't help encourage people to come for check-ups regularly."*

In contrast, Peninah Mwangi, Executive Director of the Bar Hostess Empowerment Support Programme (BHESP), the key population representative on the Kenya Coordinating Mechanism (KCM) explains: *"In Kenya, in theory, any CCM member can sit on the Oversight committee as long as they declare their interests, for example, if their organization receives Global Fund money. And of course I must represent all key population communities in this role as the key population representative, not just sex workers. Involvement in CCM meetings and grant development processes are important but for me being on the Oversight Committee is a really key role. As part of this role I travel to different counties in Kenya to ensure that key populations are part of programming on the ground; that they are getting resources and that impact is being achieved. My expenses are all paid, but it is a very time consuming part of my CCM role … but it is a very important role to play. If there is no opportunity to sit on the Oversight Committee (which is by invitation in Kenya) then it would be really important for civil society CCM members to make sure their constituency are on the 'agenda' of those who do conduct oversight visits. Make sure they have the right questions to ask and know the key things to look out for. Even if you are not on the Oversight Committee, you can raise issues during CCM meetings and request an oversight visit to investigate – you can follow up with the secretariat to ensure that this happens – an example of why it is important to be on good terms with CCM secretariat!"*

QUESTIONS ANSWERED #3:

What is meant by 'Conflicts of Interest' in terms of the Global Fund, and when should I declare a Conflict of Interest?

A `conflict of interest' is a situation whereby representatives of the non-governmental sector in a CCM (or the alternate members) are able to use their position to advance personal ambitions or interests, or the interests of their organization; or where they act in the interests of a family member, partners or significant others, thereby compromising the interests of the project beneficiaries or the general public, thus limiting the capacity of other CCM members.

Types of conflict of interest:

1. Financial interests: Monetary benefits that representatives of organizations or communities acting as a CCM Chair, Vice-Chair or member can gain directly or indirectly as a result of a CCM decision.

2. Program interests: Direct non-monetary benefits for a program or department of the healthcare sector, civil society or private sector and obtained by lobbying for certain activities, levels of funding or funding distribution.

3. Administrative interests: Gaining benefits by being the CCM Chair, Vice-Chair or any other CCM member through advocating for a certain CCM decision or putting pressure on the CCM by using decisions, orders or other by-laws that regulate activities of organizations or communities represented in a CCM but which, are not by-laws regulating CCM activities.

4. Benefits gained with support of family or colleagues: Gaining benefits (career advancement or a financial benefit) from a relative or colleague of a CCM member or its alternate, as a result of a certain CCM decision.

All CCM members or alternate members should honestly announce a conflict of interest if one of the aforementioned situations arises (or if any other situation occurs that may be considered a conflict of interest). As such, any decisions should be deferred until the matter of the conflict of interest is resolved. Failure to do so will result in exclusion from the CCM in accordance with the procedure described below or by a CCM majority vote.

Source: Theory and practice of involving non-governmental Stakeholders in CCM activities based on practices in selected countries of Eastern Europe and Central Asia. EHRN, 2012.

2.5 WHO ARE CIVIL SOCIETY CCM REPRESENTATIVES?

The CCM minimum standards require that at least 40% of members come from the civil society sector. Although the minimum standards did not become mandatory until January 2015, the 40% target has been part of the Global Fund's guidance on CCMs for some time, and most CCMs have achieved this marker.

Civil society constituencies of the CCM is defined broadly to include: National NGOs, CBOs, people living with the diseases, key affected populations, faith-based organizations (FBOs), private sector, and academic non-governmental institutions, but not multilateral and bilateral organizations.

THE CCM MUST ENSURE THAT THE CCM MEMBERSHIP MEETS THE CCM REQUIREMENTS, WHICH FOR REQUIREMENT 4 MEANS THE MEMBERSHIP SHOULD SPECIFICALLY INCLUDE:

- **Key populations as a CCM requirement, taking into account the socio-epidemiological context.**

- **Increasing representation of persons that are both living with and representing people living with HIV on CCMs.**

- **Linking the need for representatives for tuberculosis and malaria in contexts where those diseases are a public health issue, regardless of whether Global Fund funding has been requested or not.**

CASE STUDY 2: KENYA CIVIL SOCIETY CCM REPRESENTATION

In Kenya the non-state CCM actors (non-Government CCM members) include:

- 1 x Key population representative

- 2 x Religious organizations (1 Christian and 1 Muslim)

- 1 x PLHIV representative (PLWD)

- 1 x TB representative (PLWD)

- 1 x Malaria representative (PLWD)

- 1 x NGO representative

- 1 x Informal private sector

- 1 x Formal private sector.

All representatives have an 'alternate' except the malaria PLWD.

Note: PLWD means 'people living with diseases' which is a Global Fund term.

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Civil society CCM members include:

1 x PLWD (tuberculosis)

2 x PLWD (HIV)

1 x PLWD (malaria)

2 x National NGOs

1 x Trade Unions

2 x Religious organizations

2 x MARPS (including. MSM, prisoners, sex workers, youth etc.)

2 x Private sector

All representatives have an "alternate".

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3. MEANINGFUL INVOLVEMENT IN CCM DECISION MAKING

3.1 WHAT DO WE MEAN BY MEANINGFUL INVOLVEMENT?

Meaningful involvement is about much more than community groups being invited to or included in a meeting. It has very specific characteristics. Examples of these for a national forum or process related to HIV, such as a CCM, are outlined in the checklist below. The CCM process offers assurance for the first and third point, and hopefully the second. What about the others? What good practices are in place for your CCM?

Checklist for Good Practice for Meaningful involvement of the community sector:

1 Can the community sector participate legally in the forum/process?

2 Can the community sector participate safely in the forum/process (for example, without fear of arrest or violence)?

3 Can the community sector select its own representatives for the forum/process?

4 Does the community sector have enough representatives in the forum/process (for example, in comparison to other sectors, such as the government)?

5 Is the community sector respected and listened to within the forum/process?

6 Can the community sector influence decision-making in the forum/process?

7 Can the community sector play a leadership role in the forum/process?

8 Can the community sector access necessary support, such as induction, information, funding and training, to participate fully in the forum/process?

9 Can the community sector maintain its independence and perform a watchdog role in the forum/process?

10 Are there structures or mechanisms in place within civil society to coordinate and monitor?

Source: Working Together, ICASO 2014, www.icaso.org

QUESTIONS ANSWERED #4:

What is the real time commitment for being a CCM representative?

"As part of being a CCM member you also have a role in the NSP development and country dialogue, and broader than this, in Kenya you also are called to be in the Leadership group for PEPFAR and also key population representative for UNAIDS and on the Inter-Agency Coordinating Committee (ICC). So while the latter roles are not part of the official role of a CCM representative, they 'come with the job' in Kenya. The time commitment is not so much attending the CCM meetings as there are only 4 a year with occasional extraordinary meetings. But outside meetings, what with advising the National AIDS Council (NAC), ICC, National Strategic Plan (NSP) development and work on oversight at the county level - this role is a lot of work. Enough to take over your day job. Although not strictly a process, another key role or job for civil society CCM members is building bridges and relationships with other CCM members and key stakeholders – this takes time as you need to take up opportunities for informal discussion and to spend time together." - Peninah Mwangi, Executive Director of Bar Hostess Empowerment Support Programme (BHESP), Key Population representative on the Kenya Coordinating Mechanism (KCM).

"When you apply to become a civil society CCM representative in Cameroon your organization must sign a letter declaring that you are free to spend 25% of your time working on CCM issues. But it is much more timing consuming than that – last year [2015], when the concept note was being written, being a CCM member was taking up 75% of my time. Fortunately, in Cameroon you are only on the CCM for four years, two as an alternate and then two as a full CCM Board member". - Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

"As young people on the CCM, we have learned to stand by our positions, irrespective of the challenges we sometimes face among more experienced members. We feel privileged to speak about the communities we represent and to take part in decision-making around the issues that affect our health and lives. We learned that before going into a CCM meeting, we need to consult with our peers about our needs, barriers and priorities. We also learned the importance of feeding back to our organizations and networks after the meetings. The visible leadership of two young people in the CCM has strengthened solidarity among young people and challenged stereotypes, stigma and discrimination."

- Claudia Nizigiyimana representing people living with the diseases (PLHIV) and Mona (Nicolas) Ndayizeye representing LGBTI on the CCM in Burundi. They are also young people with CCM seats.

Source: This quote is from their abstract 'Young people's experience on Burundi's Global Fund CCM' submitted to the AIDS2016 conference.

"People need adequate information in time to review and allow civil society to prepare questions and get clarity on issues and processes in CCM. People often don't get information quickly enough to be able to fulfill their role. For example, sometimes reports from the PR are presented during CCM meeting for oversight rather than circulated in advance. This does not give any CCM member enough time to prepare questions. In these cases, you need to make it known that this is not good enough and that you need documents in advance – work with the CCM Chair to improve the situation."

- Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica.

CIVIL SOCIETY CCM MEMBERS HAVE IDENTIFIED THE FOLLOWING COMMON FACTORS THAT ARE IMPORTANT TO SUPPORT MEANINGFUL INVOLVEMENT IN GLOBAL FUND DECISION MAKING:

- Selecting CCM representatives that have the necessary skills, commitment, time, and backing from an organization to support their active participation (see Section 3.5).

- Inducting new civil society CCM members and alternates properly so that their learning curve can be shortened and they can quickly become actively engaged.

- Accessing help to be able to understand the decision making procedures and processes, documentation and information, and nuances of how the CCM works; help can be accessed from a mentor or formal technical assistance or via side-meetings with well-informed CCM members etc. If you don't know what help you need then ask a stakeholder to help you work it out (see Section 3.2).

- Using existing and innovative consultation processes to make sure constituency needs are identified and communicated.

- Developing collective priorities and strong messages; building on civil society strengths to bring stories, reports and data illustrating what is happening on the ground (see Sections 3.2 and 3.3).

- Ensuring that constituency voices are heard (see Section 3.4) and asking for support from other CCM members and stakeholders.

USEFUL RESOURCES:

Read CCMs Speak: A Needs Assessment for the Global Fund New Funding Model by AIDS Accountability Initiative (AAI), particularly if you are based in Southern Africa.

Making the money work for young people: a participation tool for the Global Fund to Fight AIDS, Tuberculosis and Malaria, The Pact, UNAIDS, 2014.

For the purposes of Global Fund decision-making, meaningful involvement is a process of providing valuable and relevant input into processes, being recognized for this contribution, for the input to be judged on its merits, and included in the output as appropriate. The process itself could be the country dialogue, NSP development, concept note development, and program oversight processes. If meaningful involvement is seen in this linear way, then it can be measured, for example as follows for concept note development. Evaluating meaningful involvement is discussed more fully in section 3.6.

QUESTIONS ANSWERED #5:

Will being a CCM member cost me money?

"This is not much of a problem in Moldova as most CCM members live in the city where the CCM sits and transportation is cheap, but for a bigger country this might be an issue. For us the bigger cost that we need to pay for is some analysis and expert input. Whatever your costs, if you have expenditure that is limiting your meaningful involvement and representation then you need to clearly define what they are and why they are necessary and then make this known to the CCM secretariat to see what resources might be available. If this avenue does not help, you could contact your FPM and/or look for support externally from regional networks, special initiative programs, regional grants etc. CCMs do get funding to support their operations – check their funding policy. Make sure that your needs are transparently communicated to allow all possible solutions to be found by different stakeholders. Don't keep quiet, it is important that there is some system in place to fund your meaningful involvement especially during the concept note writing phase as it is crucial to be engaged consistently." - Alexandr Curasov, Moldova PLHIV CCM representative.

"In Cameroon you can't be a CCM member if you don't have support or skills to address challenges and you must work for an organization that is willing to support your CCM role financially and technically (unless you have support from a third party like GIZ BackUp who is willing to pay some of your costs). PRs can't support you as that would be a conflict of interest. Financing the role needs to be explored during the CCM representation selection process otherwise we end up with representatives that can't afford to travel any distance to attend meetings. The CCM only budgets for us to attend 4 meetings a year – and just 10 Euros for each for transport and expenses – but last year there were more than 20 meetings. Sometimes we need to represent other civil society CCM members if they live a long distance away or little notice is given of meetings. Also the work of the civil society delegation which helps inform civil society CCM representatives is not fully funded by the CCM and requires extra resources - thankfully this does not usually fall to the individual - but the organizations involved." - Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

"Sometimes meaningful involvement comes with experience – when I first joined the CCM I was a stupid thing! I didn't understand what people were talking about - processes, details of other diseases like malaria – every CCM member has to learn for themselves and go through this journey. It takes real commitment. All CCM members are busy, high profile people, but without personal investment to learn, you won't be effective – this is part of the volunteering, the commitment to spend precious time to be able to understand, to be able to engage properly. Once you get there you can make a real difference and will be listened to by Government, technical partners, but just knowing about your constituents is not enough - you need to understand the processes and build relationships with other stakeholders. You need to read, learn, talk, visit, discuss and then share! The new CCM members in Indonesia need to feel their own way, build their own confidence but know that we, past members, are here for the institutional memory, the stories, the things we learned the hard way, the ways to get help, and reassurance that we have all felt lost at various points along the way! - Daniel Marguari, Indonesia CCM member from 2003 to 2015.

3.2 HOW TO CONSULT AND REPORT BACK EFFECTIVELY TO YOUR CONSTITUENCY

As civil society CCM members your main job is to represent the views and needs of your constituency. This is not a simple task. To do this you will need to keep your constituency informed, consult with them prior to decision making processes, and provide feedback.

You may find that there are already agreed processes in place for consultation and funds available for regular meetings. You will need to judge whether you feel these processes are adequate and whether there are opportunities to strengthen them. CCMs have a responsibility to ensure that the CCM members can fulfill their role and there are technical assistance providers that can be engaged to help ensure that CCMs are effective, including to support your meaningful involvement (see section 3.8).

"The Global Fund pays for one feedback meeting a year for each constituency group represented on the CCM. We are asking for two meetings a year from next year. The Global Fund covers the cost of these meetings including per diems, travel costs, hotel costs etc. They also pay for one broader meeting for non-state actors to come together to discuss issues concerning our sector. The key population groups have formed a key population consortium which is separate from the civil society organization group. The key population consortium has its own ListServ, What's App mobile phone groups and email circulars. The key population consortium is also part of the wider civil society organization group and so benefits from their circulars and information. There are regular opportunities for key populations to meet – we don't always need to talk directly about Global Fund issues, but they are a constant opportunity to learn about the issues and needs of key populations. For example, there are meetings in Kenya organized by Open Society Foundation, the National AIDS Control Council (NACC), NASCOP (Ministry of Health) technical working groups, KANCO – they are all good opportunities to share ideas, see who might be allies or raise objections to your points, but also an opportunity to see things from the other side – the other perspective.

QUESTIONS ANSWERED #6:

What is the role of your constituency in supporting you as a CCM representative?

- To provide you with data, evidence and experiences on issues being discussed;
- To support you with the monitoring and "watchdogging" role;
- To support you in consultation and feedback mechanisms by providing input and guidance;
- To mentor you; and
- To implement relevant resolutions from meetings including developing advocacy and lobby action plans.

Your ability to represent your constituency will be influenced to some extent by how well the constituency is already mobilized, organized and working together. If your constituency is well organized there are likely to be established mechanisms for consultation such as ListServs, regular meetings, SMS groups, network meeting etc. For other groups, mechanisms for communication with constituents, decision making processes, and even who is included as a constituent and who represents different 'issues' or 'groups' within a constituency may not be clear. Although not directly your role as a CCM member, improving the mobilization, organizations and communication mechanisms for your constituency, is important for you to succeed. Part 2 of the ICASO publication *Working Together* provides a wide range of general checklists, ideas, examples and guidance for meaningful engagement of civil society. Much of this will be relevant and useful and can help to guide and support consultation. Another tool which may be useful to support broad community mobilization is: *All Together Now* by the International HIV/AIDS Alliance.

USEFUL RESOURCES:

Read relevant sections of the ICASO publication Working Together - full of useful tips, checklist and case studies for meaningful involvement in national responses.

Click on this web page link provides example Charters: Civil Society Priorities Charters or access via www.aidsaccountability.org search for 'Priority Charters'.

In practical terms, CCM civil society representatives often have multiple 'levels of constituency' they represent depending on the issue being discussed. For example, you may be representing your own constituency sometimes, such as by voicing the needs of men who have sex with men (MSM). Another time, your point may be situated more broadly representing the wider key population community, and yet another time may be even wider as part of the civil society sector! It's important to remember that the Global Fund and therefore the

CCM is a 'partnership' of stakeholders; there to ensure the best investment of resources, and therefore we need to represent our constituencies <u>and</u> the best approaches to impacting on HIV, tuberculosis and malaria. This means being practical and not being rigid in our alignment with non-state actors. Collaboration and interlinked programming with the state is essential.

Processes vary, but in many countries civil society consultation includes a mixture of scheduled consultation meetings and consultation field visits (often paid for by the CCM/Global Fund), consultation processes within constituency communities not funded by the Global Fund, opportunistic meetings held by 'piggybacking' on other meetings, and also specific facilitated processes to be able to create collective messages and priorities (see Civil Society Priority Charter work described next).

"The CCM funds two civil society CCM Delegation representatives to visit the 10 regions of Cameroon every quarter. We [on the Civil Society Delegation] take turns to make these visits which include field visits to health facilities, meetings with local constituency groups and then consultations meetings with approximately 30 local organizations. This is our chance to share feedback from previous meetings and information about discussions and decisions that are coming up, gain their input, and hear the challenges that they face. Each delegation visit addresses all three diseases and different constituencies. We are trying to increase the number of these visits to once a month; sometimes we achieve this by topping-up funds with resources from civil society organizations involved. These consultation field visits are the only way to really engage the communities; our constituents. They are also important to overcome communications barriers, both technology and language. We translate French documents into English to hand out and we talk to community constituents in their local language. Some civil society delegates need translators to help".

- Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

In some countries civil society groups working on issues related to HIV have received support from AIDS Accountability International (AAI) and their donors to develop a Civil Society Priority Charters. This brief, *The Civil Society Priorities Charter – Good Practice for Global Fund Country Dialogue*, outlines the work that AAI has done to support civil society participation in Global Fund decision making. It uses a methodology for priority-setting, which involves an eight-step process carried out by groups of participants. First, participants must identify 'what' their top two strategic priorities are. Next, they work to identify the evidence base for 'why' this is their priority, using epidemiological data and bio-medical evidence to demonstrate the need for the intervention. This is civil society's 'Investment Case'. Further steps in the activity involve strategizing around 'how' the priority will be rolled out, and identifying priority activities.

"There are key times when you need to work behind the scenes to get clear consensus and detailed set of ideas for countering a suggestion being proposed. For example, in Moldova, the Government suggested that to aid transition and sustainability there should only be one PR, moving away from the dual track financing. In this case it was important to come back with a detailed alternative approach, supported by various allies. If you are very clear about what your community wants, then you can use any opportunity to gain support for this idea. It is important to create alliances with other representatives, not just civil society representatives, but those from other sectors too. For some issues, Government representatives can be allies."

- Alexandr Curasov, Moldova PLHIV CCM representative.

"In Jamaica we have the civil society Forum where we can discuss Global Fund issues regularly. The Forum is funded by multiple parties – some provide meeting space, some provide refreshments etc. – costs are shared among NGOs, networks, UN and other interested stakeholders."

- Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica.

Participants then prioritize 'which' populations the intervention should target, 'where' and 'when' the activities should be rolled out, and 'who' the local civil society organizations are that are best placed to implement them. Lastly, participants discuss monitoring and evaluation indicators for measuring impact. Once priorities are set by the groups, they are shared with the other participants in the room and voted on to determine their order of importance in the Charter.

Consultation needs to be on-going and circular. After meetings it is vital that you report back to your constituents, explaining what decisions were made and why, and highlight what the group should think about before the next meeting. Feedback from CCM meetings is an opportunity to explain processes so that it is clear why certain decisions are made. It is also an opportunity to talk about allies, counter arguments made by others, new information and evidence brought to the table. To promote greater accountability, you should develop terms of reference at the beginning of your term and report on the achievements, challenges and lessons learned on an annual basis during constituency meetings.

3.3 HOW TO PREPARE FOR CCM MEETINGS

Preparing for CCM meetings is all about ensuring that once you are in your seat at the table that you are able to meaningfully engage. Some tasks are on-going and some are specific to each meeting. On-going tasks relate more to understanding Global Fund processes, conducting constituency consultation (see Section 3.2 above) and relationship building (see next Section 3.4). More specific tasks are included in the checklist below.

Checklist of specific tasks to undertake before each CCM meeting:

Review the Agenda. Ensure that your constituency issues are on the agenda (see Top Tip box.)

Read the minutes of the last meeting. Check that they accurately reflect the issues raised and decisions made in the last meeting.

Read any documentation circulated for discussion during the meeting.

Get help to understand this documentation if necessary, e.g. dashboards, budgets.

Circulate the agenda, minutes and documentation to get input from your constituency including issues and points to raise, and real life examples to share.

Access any additional information or data that you need to support your arguments. This may include working with technical partners and regional networks etc.

Write a summary of issues or points to raise both in response to other agenda items, as well as those you plan to raise specifically on behalf of your constituencies.

Share this with your constituency as a final opportunity for input and to ensure your constituency issues are reflected accurately.

Top Tip: Getting your issue on the CCM agenda

There are several ways to get an issue on the CCM meeting agenda including:

a. *Get the agenda in advance and if your issue is not reflected then send a request to the CCM secretariat for it to be included as an item.*

b. *Write about the issue to CCM members or the chair before the meeting asking them to raise it when appropriate during the meeting.*

c. *Identify an existing agenda item which is relevant enough to add to; raise the issue by putting your hand up during the discussion.*

d. *Raise your issue under AOB (Any Other Business) during the meeting.*

Approach a) is the best, b) risks the issue not being raised but if it is raised by the chair rather than you this may be tactical, c) risks you being told your issue is not relevant for discussion at that point, and d) risks everyone being very tired and resentful that you have extended the length of the meeting by adding an unexpected agenda item at the end.

"All CCM members need to know about the Global Fund process and grant development steps. This is mainly achieved by lots of reading - select the right information that is succinct so that you can get a quick sense of the issues and processes that people are referring to etc. Read documents that are easy to understand and digest like the Global Fund Observer. You can also ask other CCM members or civil society representatives to explain the issues and processes to you."

- Ivan Cruickshank, CS CCM representative and CCM Chair, Jamaica.

"Involve other people in reading the documents and preparing for meetings ¬– this helps to prevent rivalry and jealousy. Be open and transparent. Make sure you know when to raise an issue - there is no point bringing up operational issues at the KCM which is more for strategic discussions and decision-making."

- Peninah Mwangi, Key Population Kenya Coordinating Mechanism (KCM) representative.

"I facilitate a discussion based on the points I plan to raise at the CCM via a ListServ, or during face-to-face meetings (usually by piggy-backing on other meetings) or via the phone if people haven't engaged and I know their input is key".

- Alexandr Curasov, Moldova PLHIV CCM representative.

For the best chance of your points being heard, they need to be:

✓ **Clearly articulated.** Word them with your CCM "audience" in mind. To the best of your ability try to link your points to values and messages that are well received and generally supported.

✓ **Focused on disease impact.** This is the purpose of the Global Fund finances. If your messages are focused on disease impact, including barriers to services and right to access to health for all, you are more likely to be heard than a more emotional plea.

✓ **Focused on disease impact.** This is the purpose of the Global Fund finances. If your messages are focused on disease impact, including barriers to services and right to access to health for all, you are more likely to be heard than a more emotional plea.

✓ **Evidence-based.** Make sure that your points are backed up by data or linked to existing agreed priorities/strategies, or supported with real-life examples to give the issue more weight (See Questions Answered #7)

✓ **Realistically aligned for Global Fund financing.** Check with trust allies that what you are asking for is in line with Global Fund financing.

✓ **Tested for support.** Ask other CCM members for feedback and get allies and champions on board before the meeting.

✓ **Multi-layered.** Anticipate counter-arguments and be ready with further arguments and justifications.

QUESTIONS ANSWERED #7:

What if there is no documented data to support my arguments?

"It's important to raise the issues that you have witnessed on the ground even if you don't have official data. CCM members don't have counter-data to use either! Bringing real stories and issues witnessed on the ground to the meeting – this is also powerful 'data'." - Peninah Mwangi, Key Population Kenya Coordinating Mechanism (KCM) representative.

"When people ask about data I say 'which came first the baby or the birth certificate' – something can exist before it is formally recognized. If we don't have scientific data we can bring documented observations from the field, we can take photos as evidence, we can share newspaper reports. This is still evidence which should be enough if presented well and by a representative from a respected organization. In Cameroon we are lucky because we also have the weekly Treatment Access Watch reports which are produced by Positive Generation – this provides well recognized and respected evidence of what is happening at the facility level all over Cameroon." - Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

"This is where the technical partners have a role. They should be providing data and analysis that can be used. They have the resources for this and the remit." - Alexandr Curasov, Moldova PLHIV CCM representative.

QUESTIONS ANSWERED #8:

How can I make sure that my constituent's needs are included in Global Fund grant(s)?

"You need to agree with your constituency what you want to see in the grant as a 'minimum'. Be very clear about your ask and get others to sign up to the ask or add their organizational logos to briefing papers. Be consistent in this message during the various consultation meetings. Embed your 'asks' or issues in existing agreed strategies and plans so that you are 'highlighting' how these are not being implemented to the fullest extent rather than raise an issue with no basis. For this it is important to know the NSP, Country Road Map, UN strategies etc. Prior to the concept note being drafted there are usually a lot of consultation processes as well as the country dialogue. It is important to use all these opportunities to make your issues known and for people to understand 'where you are coming from'. The engagement of KAPs or key population representatives brings new people with new perspectives to the CCM. This can be threatening for some existing CCM members and the 'usual PRs'. But remember, speaking out on issues is important, you have been invited on to the CCM to give input, but it can feel a bit like breaking into a private club where you don't know all the rules, but they are there to be navigated. Remember, the concept note writers will be a small group of individuals - they may include civil society CCM members but these members may not necessarily be pushing your issues and may not be very innovative or may favor a 'business as usual approach'. Read early drafts carefully and if your issues are not represented then start communicating and negotiating for their inclusion. If this is not successful you could write to the CCM chair, GF FPM and/ or other allies. The same is true for the budgeting, don't assume that if your issues are in the concept note that they will be allocated budget and they could be cut in later rounds. Read each draft of the proposal, get help if necessary to understand the budget and make sure that your issues are embedded in a way that they are likely to get funded. - Peninah Mwangi, Key Population Kenya Coordinating Mechanism (KCM) representative.

During the concept note development phase, civil society needs to be on the writing team, reviewing drafts, making sure you have access to the Global Fund feedback and questions and ask questions about the response, access the TRP questions and concerns etc. In my experience, the people that are listened to are those that know what they are able to contribute, what is within their role, are confident in the information they are providing and why it is relevant, and are able to challenge processes with confidence based on knowledge. In Jamaica, the Committee of Women living with HIV documented and shared their input, issues and questions repeatedly during the concept note development phase. Such formalized, thoughtful input is difficult to ignore. Complaining for no reason is a really bad idea, always make sure challenges or complaints are thought through and backed up with evidence of substance.

-Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica.

"The main purpose of a civil society CCM representative is to ensure that the voices of the people affected are heard at the CCM table. Aside from CCM meetings it is vital that civil society CCM members are engaged in the NSP development and the country dialogue. The Global Fund requires that KAP be fully engaged in concept note development processes, if not the concept note may not be approved. In some countries such as Moldova there will be CCM working groups set up for engagement in NSP and concept note development, this is where the real issues are discussed and debated, and the CCM meetings are usually more technical and required for voting on key issues. Not all CCMs work in the same way; the operation manual for the CCM provides a framework for how the CCM aligns to meet the CCM requirements but it may not be very detailed - you may need to ask the CCM chair or members. Some CCMs have committees but they do not usually include non-CCM members like some Moldova working groups. Working groups that include non-CCM members are more feasible in smaller countries where there are fewer people who want to be engaged. During concept note development, the only way to be heard is to be engaged in every step of the grant development process. Crucially build relationships with other CCM representatives - it is important to develop working relationships so that you can test the water on issues, share information and your point of view – not necessarily try to convince them – but once they hear the community perspective they may change their own mind. This 'corridor' work is a very important part of the role. If you engaged consistently, understand the Global Fund concept note development requirements and bring solid representation from your constituency, then your issues should be heard – as long as they are realistic and relevant for Global Fund grants".

- Alexandr Curasov, Moldova PLHIV CCM representative.

Top Tip: Make sure that your seat counts!

CCM members should ensure that if they cannot attend a CCM meeting, their alternates will attend in their place. On some CCMs, when neither the member nor the alternate can attend a meeting, some organizations (including some government departments) send other representatives to sit in at the meeting. Often, these people are quite junior and uninformed. They cannot vote and cannot even be counted in the quorum. This practice should be discouraged.

Source: A Guide to Building and Running an Effective CCM – 2014, Aidspan and TSF Southern Africa.

3.5 HOW TO CONDUCT OPEN AND TRANSPARENT SELECTION PROCESSES

The Global Fund requires that CCM members representing non-government constituencies are selected by their own constituencies based on a process that is transparent and documented, and developed within each constituency. (Requirement 5, see Section 2.3.)

Many CCMs have guidelines for CCM selection and among these some have specific guidelines or standardized documents to support civil society CCM selection. As an example, Case Study 4 documents the civil society CCM candidate profile and criteria for selection.

QUESTIONS ANSWERED #9:

What does an 'open' and 'transparent' process mean?

'Open' selection procedures imply that all interested stakeholders representing the relevant constituencies are provided with opportunities to take part in the elections, with respective information being widely distributed in a timely way via accessible lines of communication. 'Transparent' involves the clarity and transparency of all processes related to the lead - up of activities, including preparation of documents, making them available to interested stakeholders, inviting independent experts to the various commissions (supervisory committee, mandate commission, counting board, etc.), and publishing the preliminary and final results through open-access sources.

Source: Theory and practice of involving non-governmental Stakeholders in CCM activities based on practices in selected countries of Eastern Europe and Central Asia. EHRN, 2012.

The selection process ultimately needs to identify people who have the time, knowledge, experience and commitment to be able to fulfill the role. The actual selection process varies by country but it must be open and transparent. Elections can be onsite and also online as shown in Belarus and Kazakhstan (see Useful Resource box for EHRN document which includes a description of these online elections). In Cameroon new members are selected after a step-by step process to ensure that people with the right skills, time and resources are included on the CCM. (See Case Study 5.) In Kenya, the key population CCM representative was identified based on elections and then a final selection process. (See Case Study 6.)

4

CASE STUDY 4. CAMEROON CIVIL SOCIETY CCM CANDIDATE PROFILE AND CRITERIA FOR SELECTION

In Cameroon the term for a CCM member is two years, and then the alternate automatically takes over this role. Therefore, every two years a process is required to select new civil society CCM alternates. The following qualifying criteria, skills and experience and personal qualities and leadership approach are included in the Call for Applications for alternate civil society CCM members.

Qualifying Criteria
- Employed at a senior management level (or equivalent) within a civil society organization in the country.
- Support from organization and ability to commit sufficient time for the duration of the term.

Skills and Experience
- Understanding and commitment to the Global Fund ethos and model (essential). A thorough practical and political understanding and knowledge of how Global Fund operates is advantageous and previous experience with the Global Fund and/or the Delegation is considered an asset.
- Solid grasp of the global and political context in which the Global Fund operates, and in depth understanding of civil society's role in this.
- Experience and an in-depth knowledge of one or more of the 3 diseases.
- Strong advocacy skills.
- Demonstrable leadership skills and ability to synthesize and appropriately represent the needs and views of the delegation (representing a broad set of issues and perspectives).
- Degree or relevant experience in public health, policy and/or international relations is advantageous.

Personal Qualities & Leadership Approach
- Ability and willingness to be bold and ambitious while also being able to navigate, negotiate and adapt positions quickly when needed.
- Ability to provide thoughtful leadership, including around role of civil society.
- Ability to lead and inspire a strong delegation team without hindering them from being strong.
- Openness to delegation member's ideas and views matched with a capacity to make his/her own decisions at critical junctures.
- Able to show members the respect they deserve and work collaboratively and inclusively to effectively utilize the skills of the delegation.
- Able to delegate efficiently, structure the delegation's work and take on a 'helicopter role' to see the big picture.

Source: Call for applications - Alternate members of the civil society delegation at CCM of Cameroon.

5

The process for recruiting new civil society CCM alternates for the Cameroon CCM is an open and transparent process but it is ultimately a selection process not based on elections. There is no funding in Cameroon for the identification of new civil society CCM members which is more complex than for the selection of Government representation. The civil society delegation chooses to select new representatives based on their skills, time, resources, and commitment, and to limit the tenure to two years as an alternate and two years as an CCM Board member to manage risk and share the roles. Some civil society organizations say the process is not fair but the structure and resources are not in place at the moment for a different approach.

- ✓ A workshop is held before a call is issued to explain the Global Fund, the role of the CCM, and what should be expected etc.
- ✓ A Call is issued for new 'alternates'.
- ✓ Candidates apply by completing a detailed form, submitting a letter from their employer releasing 25% of their working time, and providing two other letters of support from two additional organizations.
- ✓ The selection committee of 5 people (including UNAIDS representative, CCM secretariat staff, and three former civil society CCM members) use criteria to score the information provided in the application. Anyone scoring more than 60 out of 100 is accepted for further review.
- ✓ If there is competition for an alternate role, then interviews are conducted by phone or in person before a selection is made and announced.
- ✓ A ceremony is held for the outgoing CCM Board member to welcome the new alternate to their position and to introduce them to the constituencies.

CASE STUDY 6: SELECTING A CCM KEY POPULATION REPRESENTATIVE IN KENYA

The selection went smoothly for the key population representative. For the key population role, each key population constituency elected a representative (e.g. MSM, sex workers and PWUDs) and then the three candidates were interviewed to assess their suitability. They were assessed, for example, based on their knowledge and understanding of the issue of each key population group, advocacy track record, human rights and gender etc. I was selected and the MSM candidate was selected as the alternate. Unusually, we both go to meetings, which is not officially the norm but there is no objection. If he is attending a meeting instead of me, he can vote. But if we are both there, then only I can vote. - Peninah Mwangi, Key Population Coordinating Mechanism (KCM) representative.

6

USEFUL RESOURCES:

Theory and practice of involving non-governmental Stakeholders in CCM activities based on practices in selected countries of Eastern Europe and Central Asia see section 5.

DON'T FORGET - it is critical to not only follow a process for open and transparent selection, but also to document the process!

Top Tip: Selecting civil society CCM members

Obtaining representation from key populations that are marginalized or criminalized is an on-going challenge for many CCMs. Often, these populations have no organized constituency or network. If this is the case, CCMs may be able to find individuals who are leaders or advocates, and who are perhaps recognized as "champions" of, and by, the relevant constituency. CCMs should ensure that representation on the CCM is not limited to organizations located in the capital city. CCMs can request financial support (via the CCM Funding Policy) to cover the costs of a limited number of participants that are from outside the capital city. Where epidemics are geographically concentrated, very large countries may consider establishing sub-national CCMs as a way of ensuring good geographic representation.

The selection of CCM members should be based on clear criteria. The criteria could include technical skills; experience in HIV, TB or malaria; number of years of experience; and knowledge of the Global Fund. Other criteria that could be considered are communications and advocacy skills; specialist expertise in a particular area; and geographical location.

Information on the criteria and selection process itself should be communicated in a timely and open manner to ensure that any organizations that wish to participate in the selection process are given an opportunity to do so.

It is important to put in place systems and activities that support members to fulfil their roles and duties on the CCM. Orientation at the start of their term is essential so that they are up to date on Global Fund policies and on the status of HIV, tuberculosis and malaria programs in their country. This orientation should be supplemented by periodic training on various topics of relevance to CCM members. This might include training on:

- *Core CCM functions.*
- *Skills building around meeting facilitation and public speaking.*
- *Specific topics such as human rights and gender.*

When CCMs appoint members, it would be advisable for the CCMs to establish a term length (perhaps two or three years) as well as limits on the number of terms. We suggest that CCMs consider a staggered schedule for membership renewal (e.g. one-third of members to be renewed per year) to preserve institutional memory on the CCM. There should also be a process in place that allows constituencies to review their representative's performance to ensure accountability of the CCM member to his or her constituents. As part of this, CCMs should allow constituencies to replace members whose performance is unsatisfactory – e.g. if members do not attend meetings, do not actively engage in CCM activities, or do not share information with their constituencies or communicate their constituents' views to the CCM.

Source: A Guide to Building and Running an Effective CCM – 2014, Aidspan and TSF Southern Africa.

"In Cameroon we emphasize that the time commitment is great and not paid – this should be considered a gift to the cause. The Civil Society Delegation works as a team and their willingness to work together is an important consideration. It is really important that they know that they need to make the effort to understand processes and gather and read documents – there is no library available or shortcut to understanding."

- Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

"Our CCM selection processes are fairly standard however it is important to elect both a member and an alternate and it is good for the demonstrate process if the two are from different organizations, even if such organizations have differing views on the same issues. For example, in Moldova there is more than one PLHIV network from which to draw representatives. This is a healthy approach even if it makes decision-making and discussions more difficult, it ensures the inclusion of the views of more than one organization and that more than one personality is driving the discussions."

- Alexandr Curasov, Moldova PLHIV CCM representative.

A Guide to Building and Running an Effective CCM – 2014, Aidspan and TSF Southern Africa www.aidspan.org

CCMs Speak: A Needs Assessment for the GF New Funding Model, AIDS Accountability International, 2014 www.aidsaccountability.org

3.6 HOW TO MONITOR MEANINGFUL INVOLVEMENT

Multiple stakeholders support the meaningful involvement of HIV civil society representatives in Global Fund decision making processes, including the Global Fund, technical partners, Global Fund donors and wider civil society sector, your own constituencies and more. Different stakeholders may try to measure this in their own ways. The Global Fund does not have additional measures beyond the eligibility process outlined in Section 2.3.

Civil society can also measure their involvement. For example, the Eastern Africa National Networks of AIDS Service Organizations (EANNASO) is looking to track meaningful involvement of civil society from concept note development all the way to impact on prevalence.

Ask around. Check with your constituency and local community sector stakeholders to see if a monitoring tool is available. If not, invent your own tool!

You could monitor your meaningful involvement by recording simple facts. You could record the issues that you have raised and how you raised the issues (data, messages, support from other stakeholders etc.) and then note whether the points were accepted and taken forward, for example written into the concept note. If they were, note whether they were allocated a budget and whether they remain in the budget after grant negotiations. Note whether they were implemented and how effectively by the PR (see Figure 1).

FIGURE 1

Issues Raised → **Issues** in concept note → **Issues** budgeted for → **Issues** implemented

Likewise, if your issues were not included at any stage, note down why. It may be that the issues were not well justified, or not appropriate for Global Fund financing, or it may be that CCM decision making was at fault. Perhaps talk to a few stakeholders (both civil society and non-civil society) to get their perspective on how effective your involvement was and note the findings. If you can, document each stage in this way so that you have evidence of your involvement. You can then see if it was meaningful, and if not, why not. This is the information you can present to the CCM chair if you have concerns about whether your involvement has been meaningful.

NOTE: You could make a similar arrow as seen in Figure 1 for 'oversight' – in other words issues raised by showing photographs of service access issues in a district or county, issue taken up at the oversight committee meeting, issues investigated, and issues addressed with the program implementer etc.

QUESTIONS ANSWERED #10:

Why is tracking or measuring our meaningful involvement important?

Meaningful involvement is important for strong program design and oversight. If this is not in place you need to make this clear to the CCM, FPM, and LFA etc. To be taken seriously you will need evidence, which should be collected systematically.

On a more positive note, it is important for morale that you illustrate what you and your constituency have achieved through your CCM membership. You can share your experiences with other peers in other countries to build up a picture of what is achievable and how.

"There are often times when ideas that emerge in CCM meeting or concept note processes get lost by the time you get to grant negotiations, so it is very important to track involvement and engagement so if issues are left out you can raise your concerns based on evidence. For example, in Haiti, much of the contributions made by civil society during the Global Fund concept note development processes had been cut during the grant making process. Here it is important to have tracked exactly what inputs were made, what response there was to inputs etc. Even in Jamaica, where I am the Chair of the CCM, the civil society must fight hard to have their concerns recognized. You need to be assertive." - Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica

REMEMBER! Just because you raised an issue, even with the weight of your constituency, there may still be legitimate reasons why an issue many not be included in a grant.

You may find that documenting linear processes of issues raised, evidence provided, responses and actions is time consuming enough and sufficient to be able to measure your meaningful involvement. For this you may find the following ICASO/ International HIV/AIDS Alliance toolkit useful - *Advocacy in Action: A toolkit to support NGOs and CBOs responding to HIV/AIDS.*

However, as mentioned in Section 3.1, as well as linear gains, it is important to also document the small wins along the way, those non-linear gains that support meaningful involvement – the opinions changed, allies made, the amplified voices of the constituents brought to the CCM via video, petition, or support from a Government ally! For this you might find the following resource useful - *Measuring Up: HIV-related advocacy evaluation training for civil society. Measuring Up* includes useful outcome indicators and measurement tools that you could use. *Measuring Up* is being updated by the International HIV/AIDS Alliance so check their website regularly for Version 2!

"There are often times when ideas that emerge in CCM meeting or concept note processes get lost by the time you get to grant negotiations, so it is very important to track involvement and engagement so if issues are left out you can raise your concerns based on evidence. For example, in Haiti, much of the contributions made by civil society during the Global Fund concept note development processes had been cut during grant making process. Here it is important to have tracked exactly what inputs were made, what response there was to inputs etc. Even in Jamaica, where I am the Chair of the CCM, the civil society must fight hard to have their concerns recognized. You need to be assertive."

- Ivan Cruickshank, Civil Society CCM representative and CCM Chair, Jamaica

"In Moldova we have the KAP committee which was set up as part of the CCM strengthening pilot program.[8] This committee has wide key population representation and is for both the HIV and TB community. Here discussions can be held, issues raised, common positions developed and key messages agreed so we have one voice. Engaging with and partnering with other civil society representatives is also important depending on the issue. The motivation to set-up the committee and the formal existence of the committee has been far more important and beneficial than the funding in the long term. The committee allows the groups to set an agenda, make a common plan, develop common messages and issues – ultimately this could allow us to measure which of the common issues are included in concept notes and have budget allocation. If there is no common agreement on issues, then it is very difficult to measure meaningful involvement."

- Alexandr Curasov, Moldova PLHIV CCM representative.

8. KAP (Key Affected Populations) committee as quoted, is the name of the committee in this instance.

3.7 WHAT TO DO WHEN YOU ENCOUNTER PROBLEMS

The CCM Chair and Secretariat should be your first point of contact if you encounter problems in meaningful involvement in decision making processes. The problems you could face will vary from context to context; the key is to act and not keep quiet! Commonly identified problems for civil society CCM members include:

- lack of appropriate civil society CCM representation on CCM committees;
- behavior and attitude of other CCM members;
- omission of relevant civil society CCM issues raised from concept notes and budgets;
- lack of meeting attendance from key civil society CCM members;
- poor minute taking resulting in a poor record of discussions and decisions;
- CCM meetings not being held;
- oversight observations not taken seriously;
- CCM by-laws not adhered to;
- lack of funding for civil society CCM consultation and engagement;
- loss of institutional memory and skills with the change of CCM members;
- civil society CCM members not representing the views and needs of all civil society constituencies;
- CCM not fulfilling its eligibility requirements etc.

QUESTIONS ANSWERED #11:

What should I do if I don't think my CCM meets the CCM eligibility requirements?

If you think that your CCM doesn't meet the CCM ERs, you have to:

1. *Ask a representative on the CCM to confirm this information and advise you what to do.*
2. *If the representative can't provide the information you need then write to CCM Secretariat and/or Board of CCM to get the information*
3. *If the CCM Secretariat doesn't respond with information and action, then write to the FPM.*

IMPORTANT: *"During all this you need to keep your communities informed and mobilize them and also ask other civil society representatives within the CCM to play their role in addressing the situation."* - Fogue Foguito, Executive Director of Positive-Generation in Cameroon, TB representative on the Cameroon CCM and CCM EPA Expert

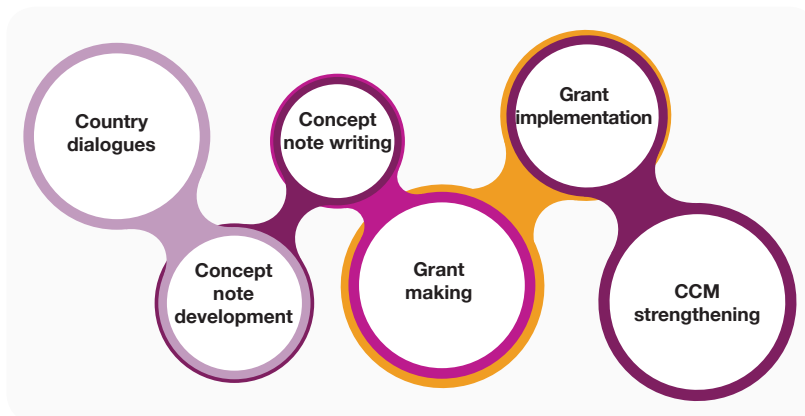## Top Tip: The role of the Global Fund where there are CCM problems

The CCM is not a Global Fund body. It is a country-owned platform. The relationship between the CCM and the Global Fund is such that the CCM needs to demonstrate good governance practices by meeting the eligibility requirements, and in return, the Global Fund allows the CCM to be the mechanisms that will submit Concept Notes for funding. This is much like a minimum contract, and as long as this contract is honored (either through meeting all the requirements or demonstrating enough progress towards full compliance), the Global Fund does not interfere in CCM functioning. Also, none of the Global Fund stakeholders is a member of the CCM. If a CCM member has concerns and wishes to contact the Global Fund, the FPM should be the first point of contact. Potential support is to be decided on a case-by-case basis (all possibilities of support are potentially possible). When there are CCM issues, the Global Fund evaluates if:

a. *support can be provided to the CCM in the form of capacity building - either through the bilateral mechanisms or through Global Fund funded technical assistance*

b. *a full 'reset' is needed, in the worst case scenario, with the same support options above.*

Source: Email correspondence with the Global Fund CCM Hub.

3.8 HOW TO ACCESS TECHNICAL ASSISTANCE

There are a number of opportunities for technical assistance which you may be able to access to support your role as a CCM member. In-country technical assistance often includes support for:

Country dialogues — Concept note writing — Grant implementation — Concept note development — Grant making — CCM strengthening

JARGON BUSTER 5:

TECHNICAL ASSISTANCE (TA) is the process of providing targeted support to an organization or individual for a specific need. It be provided in many different ways, such as one-on-one support or mentoring, small group facilitation, or on-line using the internet.

MENTOR is a senior or more experienced individual how acts as an advisor or guide to a junior or new member of a group.

To get new civil society seats at the CCM table you need to analyze the CCM and how it works, reflect on the CCM requirements and the current make-up of the CCM, talk to other stakeholders to identify allies who agree with the need for new seats. If there is a clear need for more civil society CCM representation to meet the CCM requirements, then put a request forward to the CCM during a CCM meeting. Be prepared for counter-arguments, be ready to explain why the extra seats are required and how these members will meaningfully represent their constituencies. If there are problems engage the Global Fund Country Team representative or FPM – use all the tools and relationships at your disposal.

If other broad problems arise with the CCM they should be brought to the attention of the CCM first for discussion. If they are bigger problems of misconduct, then it may be necessary to appeal to the LFA. There is also the whistle-blowing function of the OIG. If the issues are about human rights or the right to access services, then it is possible to use the OIG channel which collects information on human rights compliance. Try and address problems quickly before they grow and gain traction. Gather information, work out the best time to act, get allies on board, and have a clear approach/strategy.

- Alexandr Curasov, Moldova PLHIV CCM representative.

"I personally have had some problems with the CCM - I was the victim of homophobia in the election of organizations. Some participants asked me shocking questions about me and my organization, and others have even said that the fact that there is a LGBTI organization is contrary to Burundian law even though our organization is approved. I think that some new CCM members do not understand LGBTI issues in general so they speak, or sometimes act, in a homophobic way.

However, the types of "things" for which you may be able to access technical assistance are very broad. Civil society CCM members have highlighted the following as assistance which they found to be available and particularly important to support the meaningful involvement of CCM members:

- Funding to support concept note development including situational analysis and needs assessments, engagement in the country dialogues, and support to communities, organizations and networks to design, plan, and budget for programs or interventions for inclusion in concept notes.

- Funding for pre-CCM meetings and/or facilitation support to develop priorities and messages. Access to data or information to support messages/ arguments prior to CCM/ Working Group/Sub-Committee meetings.

- Participation in meetings and events outside of CCM where you can access information, engage in discussion, test your messages, engage allies for support etc.

- Help setting up a ListServs or some other way of communicating electronically with your constituency.

- Mentoring provided by an individual or organization that can support you or a group of CCM representatives to understand the CCM procedures, digest technical information, support decision-making and reflect on how to contribute your experience and knowledge effectively within CCM processes.

- Help build key population sensitivity among other CCM members.

Some organizations that would typically provide your organization with costs or technical input may be restricted from doing so because of a 'conflict of interest'. For example, an organization may not be able to pay for your travel to attend an extraordinary CCM meeting if it is a Global Fund grant recipient, as this may be considered payment to 'corrupt your motivation' or 'influence your decision-making'.

The type of 'providers' that may be in a position to provide technical assistance are presented in Table 1 below.

THE FOLLOWING PROVIDERS HAVE BEEN MENTIONED MOST FREQUENTLY BY CIVIL SOCIETY CCM MEMBERS AS PROVIDING ASSISTANCE:

- Global Fund, Community, Rights and Gender Technical Assistance Program) (see Questions Answered #12 below)

- Global Fund, Pilot initiative "Strengthening and Systematizing Civil Society Engagement in the NFM. (See Case Study 7.)

- German BACKUP Initiative

- SIDA 5% Initiative

- AIDS Accountability International.

CASE STUDY 7: EXAMPLE OF A TECHNICAL ASSISTANCE PROGRAM – EXTRACT FROM THE PROGRAM EVALUATION REPORT

In June 2013 the Global Fund launched a pilot initiative entitled: "Strengthening and Systematizing Civil Society Engagement in the NFM". The pilot program (the Pilot) was designed to provide "top-up" funding of between US $25,000 and US $50,000 to Country Coordinating Mechanism (CCM) secretariats in ten countries, to support the greater engagement of people living with the diseases (HIV, malaria and/or tuberculosis) (PLWD) and key affected population networks in NFM processes, including country dialogue and concept note development, as well as grant implementation.   At the Global Fund Secretariat, the Pilot was overseen collaboratively by the CCM Hub and the Community, Rights, and Gender Department (CRG Department). Primary components of the program were to:

- Establish a CCM subcommittee of KAP and PLWD members;
- Select a regional mentor organization (RMO) to provide technical support to the subcommittee;
- Develop a two-year workplan for KAP/PLWD engagement; and
- Implement the workplan.

The evaluation of the program conducted at the end of 2014, concluded that despite the challenges associated with the Pilot implementation, the model appears to be appropriate, with some changes suggested, and the required stakeholders are generally receptive to this approach. A revised model is recommended to be rolled out beyond the ten pilot countries. One of the key finding was 'Capacity building focused almost exclusively on KAP networks; there is opportunity to build KAP sensitivity among other CCM members'.

Source: CCM Key Affected Population and People Living with the Diseases Engagement Initiative Pilot, Evaluation Report, December 2014, www.icaso.org

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Table 1: Overview of technical assistance providers

TA providers		Source of funding	NFW stages						Internal focal Point
			Country Dialogue	Concept Note	Concept Note writing	Grant making	Grant implementation	CCM strengthening	
Bilateral Partners	US Government, French 5% Initiative, other bilaterals	Bilateral funding	☑	☑	☑	☑	☑	☑	TA HUB
Multilateral Partners (WHO, STOPTB, RBM, UNAIDS,	WHO, STOPTB, RBM	Global Fund - Special Initiative (US$29 m for partnership agreements)	☑	☑	☑	☑	X	X	TA HUB
	WHO, STOPTB, RBM	Non-Global Fund funding	☑	☑	☑	☑	☑	X	TA HUB
	UNAIDS	UNAIDS budget	☑	☑	☑	☑	☑	☑	TA HUB
Other multilateral partners	UNICEF, UNDP, UNFPA	Non-Global Fund funding	☑	☑	☑	☑	☑	☑	TAP
IQC Pool for Community, Rights, Gender	Multiple providers	Global Fund - Special Initiative ($15 m for CRG)	☑	☑	X	☑	X	X	CRG Team
IQC pool for CCM	Multiple providers	Global Fund budget	☑	☑	X	☑	☑	☑	CCM HUB
Multiple providers	Multilaterals iNGOs Private Sector CSO TA partners Individual consultants	Global Fund grant budget	☑	☑	X	☑	☑	☑	Country Teams
		Non-Global Fund funding	☑	☑	☑	☑	☑	☑	TA HUB
Multiple providers	As above	Global Fund grant budget + Special Initiative: TA for grant making (US$0.5m)	X	X	X	☑	X	X	Country Teams and TA Hub
Multiple providers	Pools of consultants	Special Initiatives on country data systems and Value for Money	Only in eligible countries: for more information on next slides. For additional information please contact : Estifanos Shargie and Michael Borowitz						MECA/SIID and SI-VFM team

Source: PowerPoint Presentation from the Asia Pacific Coalition of AIDS Service Organizations (APCASO) meeting 'Technical Cooperation in Global Fund- supported programs, 20 August 2015, Engaged Communities, Effective Grants: The Global Fund Partners Meeting'

☼ Top Tip: How to find out what technical assistance is available

- *Identify which Global Fund regional programs are in place in your region. These programs often have a strong meaningful key population involvement component.*
- *The RMOs engaged for 'Strengthening and Systematizing Civil Society Engagement in the NFM' in Case Study 7 included AfriCASO, International HIV/AIDS Alliance, AIDS accountability International, Seven Sisters, Caribbean HIV/AIDS Alliance, ECUO, and EANNASO. If any of these organizations are present in your country or region they will be worth contacting to see if any relevant technical assistance is available.*
- *Ask ask ask!*

Ask:

- *your CCM chair and alternate;*
- *your Global Fund FPM;*
- *international and regional key population networks;*
- *staff from stakeholder organizations such as USAID/PEPFAR and other donors, UN, foundations, private sector, NGOs etc.; and*
- *other CCM members or well-connected civil society partners from neighboring countries.*

Search online and keep checking relevant websites for updated information.

QUESTIONS ANSWERED #12: COMMUNITY, RIGHTS AND GENDER TECHNICAL ASSISTANCE PROGRAM

Who can access the Community, Rights and Gender Technical Assistance Program?

1. *Civil society networks and organizations.*
2. *Key Population networks and organizations.*
3. *Women's networks and organizations.*
4. *Networks or organizations of people living with/or affected by the diseases (PLHIV, tuberculosis and/or malaria)*
5. *Applications from Country Coordinating Mechanisms (CCMs) will be considered if developed and submitted in collaboration with one of the above groups. Applicants should be domestic organizations. Because CRG technical assistance is designed to influence national strategies and decision making, priority will be given to national level requests.*

Does the CRG technical assistance program cover all three diseases (HIV, tuberculosis and malaria)?

CRG technical assistance is available for HIV, tuberculosis and malaria related work. CRG technical assistance can also be provided to support community engagement and the inclusion of CRG issues in crosscutting health systems strengthening (HSS) concept notes.

What type of CRG technical assistance can be requested?

CRG technical assistance focuses on stages/processes up to concept note approval. Requests for technical assistance for grant making and for grant implementation cannot be considered.

Three main areas of technical assistance are covered by the CRG technical assistance program:

1. Situational analysis and needs assessments to ensure that civil society, key populations and communities more broadly have access to the evidence they need to ensure that Global Fund concept notes adequately reflect and respond to issues associated with community, rights and gender, and that they include an appropriate focus on responding to the needs of key populations.
2. Engagement in the country dialogue to ensure that civil society, key populations and communities have the opportunity to effectively and meaningfully engage in country dialogue processes and to advocate for the inclusion of community, rights and gender related and based responses.
3. Supporting program design to support communities, organizations and networks design, plan, and budget for programs or interventions for inclusion in concept notes, with a particular focus on community, human rights, gender and key population programming. Requests that include work outside of these three areas will be considered on a case by case basis.

How can CRG technical assistance be accessed?

A CRG technical assistance request form should be filled in and submitted by the organization(s) requesting

the support to CRGTA@theglobalfund.org. Requests will first be assessed for eligibility by the CRG department and if eligible, requests will then be prioritized using a range of criteria including:

1. Applicants have explored and exhausted all other avenues for accessing technical assistance.
2. Country dialogue and concept note development process timelines.

Source: Text adapted from Technical assistance program on Community, Rights and Gender: An Overview, *Global Fund.*

"It is important for country networks and groups represented on CCMs to link to regional networks that receive funding to support meaningful involvement through the Global Fund special initiative channeled through Robert Carr Civil Society Fund, and other donors. There are also regional Global Fund grant programs which may or may not include regional networks which often have a relevant component to their work. There is the CCM strengthening pilot program which was for 10 countries in 2014 and for which expansion is being considered. In this case the funding goes via a PR just as a funding mechanism but the KAP (key affected population) committee, which was established under this program, decides how the money should be spent to achieve the action plan."

- Alexandr Curasov, Moldova PLHIV CCM representative.

KEY RESOURCES – THE MOST IMPORTANT RESOURCES IF YOU ARE A NEW CCM MEMBER!

Watch this video Introduction to the Global Fund and CCMs which is on the Global Fund website in English, French, Spanish and Russian. www.theglobalfund.org	Working Together - A community driven guide to meaningful involvement in national responses to HIV, ICASO, 2015. www.icaso.org
A Beginner's Guide to the Global Fund, Aidspan, 2013, www.aidspan.org	CCMs Speak: A Needs Assessment for the GF New Funding Model, AIDS accountability Initiative, 2014 www.aidsaccountability.org

ICASO RESOURCES

CCM Key Affected Population and People Living with the Diseases Engagement Initiative Pilot, Evaluation Report, December 2014, www.icaso.org

Civil Society Global Fund Application Preparedness Guide Navigating the New Funding Model Series, July 2013

Civli Society Participation in Global Fund Country Coordinating Mechanisms, 2010, www.icaso.org

Effective CCMs and the Meaningful Involvement of Civil Society and Key Affected Populations, Lessons Learned in ICASO's extensive work supporting CCMs October 2013

Working Together - A community driven guide to meaningful involvement in national responses to HIV, ICASO, 2015. www.icaso.org

GLOBAL FUND RESOURCES

CCM Requirements Guidelines, Global Fund www.theglobalfund.org

Community, Rights and Gender Technical Assistance Program – Global Fund webpage (or search for 'CRG' on Global Fund website www.theglobalfund.org)

Engage! Civil society brochure

Country Coordinating Mechanism - Global Fund CCM webpage (or search for 'CCM' on Global Fund website www.theglobalfund.org) Key Populations Action Plan 2014 - 2017

Technical assistance program on Community, Rights and Gender: An Overview

OTHER RESOURCES

A Beginner's Guide to the Global Fund, Aidspan, 2013, www.aidspan.org

A Guide to Building and Running an Effective CCM – 2014, Aidspan and TSF Southern Africa, www.aidspan.org

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