



**HOW TO ENGAGE  
IN GLOBAL FUND  
SUPPORTED PROCESSES  
ON NATIONAL LEVEL**

**community guide**



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# HOW TO ENGAGE IN GLOBAL FUND SUPPORTED PROCESSES ON NATIONAL LEVEL

## community guide

This publication was developed through the **“Regional Civil Society and Community Support, Coordination and Communication Platform – EECA”**.

The EECA regional platform is supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria within the Community, Rights and Gender (CRG) Special Initiative together with 5 other Regional Platforms from different parts of the world.

### **THE SEX WORKERS’ RIGHTS ADVOCACY NETWORK (SWAN)**

is a network of 28 civil society organizations in 18 countries in Central, Eastern and South-Eastern Europe and Central Asia advocating for the human rights of female, male and transgender sex workers. SWAN member organizations work with or are led-by sex workers and sex worker leadership is an organizing principle of the network.

SWAN was founded in 2006 and was officially registered as the SWAN Foundation in January of 2012.

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## WHAT IS THE GLOBAL FUND?

The Global Fund was established in 2002 as a partnership organization between governments, civil society, the private sector and people affected by HIV/AIDS, tuberculosis and malaria. Its aim is to raise and invest resources for the fight against HIV/AIDS, TB and Malaria. The Global Fund is a financing institution which provides support/grants to countries to implement programs, but does not implement programs itself.

The Global Fund is based in Geneva, Switzerland, and does not have country offices. In each country, the Global Fund relies on the following bodies to ensure that grants run efficiently and effectively:

### Local Fund Agents (LFAs)

Local Fund agents are independent consultants who assess the capacity of the Principal Recipient of the grant, monitor grant implementation and verify the accuracy of reports submitted. The LFA operates as the eyes and ears of the Global Fund in the recipient country. They do not represent the Global Fund's views and they do not make decisions regarding grants. Local Fund Agents are selected through a competitive process and are generally contracted for a four-year period. In the CEECA region, acting LFAs are: PwC (Albania, Kazakhstan, Montenegro, Ukraine), UNOPS (Bosnia and Herzegovina, Georgia, Macedonia, Kyrgyzstan), KPMG (Russia) and Finconsult (Tajikistan).

### Country Coordinating Mechanisms (CCMs)

A CCM is a national body/committee which includes representatives from both the public and private sector in a country, including governments, multilateral and bilateral agencies, civil society organizations (including faith-based organizations), academic institutions, private businesses and people living with the diseases. CCM Guidelines recommend that at least

40 percent of the CCM membership should be comprised of representatives of civil society.

CCMs are expected to organize the Country Dialogue to contribute to the proposal development, and are responsible for developing and submitting grant proposals to the Global Fund. After grant approval, they oversee grant implementation and progress.

CCMs are also responsible for nominating Principal Recipients for each Global Fund grant, and monitoring its work.

## **Principal Recipients (PRs)**

PRs are organizations in each country that receive the bulk of Global Fund financing, that is in turn distributed to other local organizations called sub-recipients (SRs). PRs are the legal entities that sign the grant agreement with Global Fund, and are responsible for the grant implementation and reporting. In most countries the Ministry of Health (Macedonia) or the National Center for disease Control and Public Health (Georgia), serve as Principal Recipients but there are also increasing number of examples where civil society organizations or UN agencies take that role (UNDP in Tajikistan and Kyrgyzstan, UNICEF in Ukraine, Open Health Institute in Russia). It is also possible to have two PRs, one Government and one Civil Society Organization. This is called Dual Track Financing.

## **Sub-Recipients (SRs)**

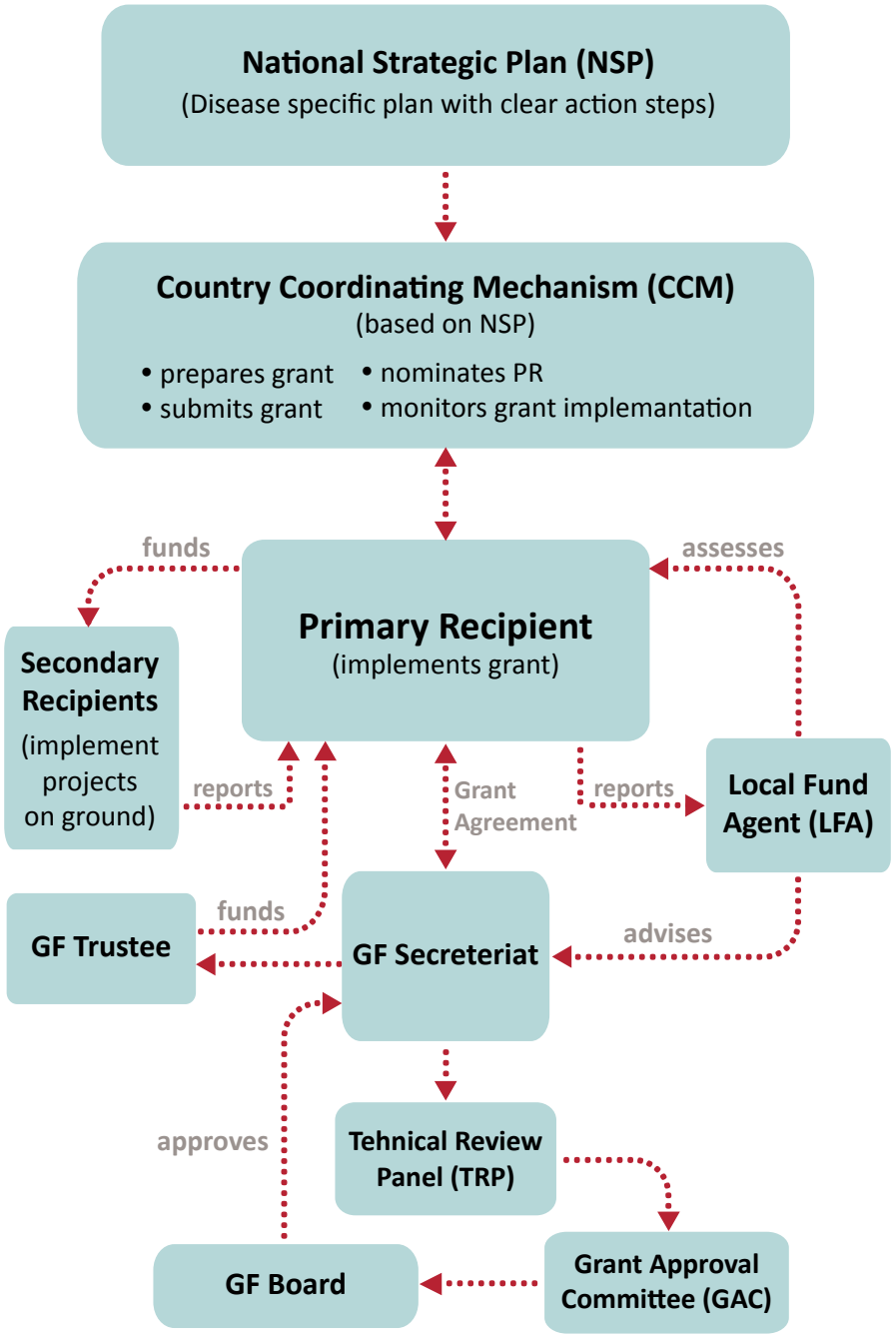
A Sub-recipient is every national or local organization that receives funds from the Principal Recipient to implement programs and projects on ground, or among communities. AIDS Clinics, OST clinics, Institutes for Public Health, organizations that do outreach work or drop in centers, community groups; they all can become sub-recipients if they address at least one aspect of HIV prevention or treatment. Sub-recipients are selected via open call processes, and need to satisfy certain criteria usually noted in the call. Criteria can include a certain level of grant managerial experience, financial tracking and reporting systems in place, monitoring plan etc.

## WHAT THE GRANT MAKING PROCESS LOOKS LIKE?

Individual organizations cannot apply to Global Fund directly. The Global Fund funds only national (country) or regional submissions/grants.

The grant making process is part of a broader **Country Dialogue** which is a process of national conversation between key actors from governmental, civil and private sector, and technical partners (UN agencies, WHO, international partners), about how to address HIV, tuberculosis and malaria in the country. Participation of communities affected by HIV, tuberculosis or malaria in this dialogue is crucial. “The purpose of country dialogue is to identify needs, work on national strategies, build resource mobilization efforts and prioritize programs that will have the most impact. Country dialogue is an ongoing process, beginning well before the development of the funding request and continuing through implementation of the grant.” \*

\* <http://www.theglobalfund.org/en/fundingmodel/process>



## **THE CONCRETE STEPS FOR RECEIVING AND IMPLEMENTING A COUNTRY GRANT ARE :**

**The Secretariat of Global Fund announces a call for proposals.**

**CCM meets at the country level. Looking at the National Strategy Plan and existing programming or financial gaps, the CCM prepares a proposal. As part of the proposal, the CCM nominates one or a few Principal Recipients (PRs).**

**The Global Fund Secretariat reviews proposals to ensure they meet eligibility criteria; forwards all eligible proposals to the Global Fund Technical Review Panel (TRP) for consideration.**

**Technical Review Panel (TRP) reviews all eligible proposals for technical merit. TRP comments and accepts, or more often requests further clarification on certain areas. For example, weak Gender programming or procurement issues or other.**

**Once the issues raised by TRP are addressed and explained, the Country Team presents again the proposal to the Grant Approval Committee (GAC). The GAC then makes the funding recommendation to the Board for final approval.**

**The Global Fund Board approves grants based on TRP/GAC recommendation and availability of funds.**

**An Internal Appeal Mechanism allows applicants whose proposals were rejected in two consecutive rounds to appeal the second decision.**

**The Secretariat contracts a Local Fund Agent (LFA) to assist the Global Fund in its oversight role during the grants implementation.**

**The Local Fund Agent certifies the financial management and administrative capacity of the nominated Principal Recipient(s).**

**The Secretariat and PR sign a grant agreement specifying the milestones that will be used to track performance.**

**The Secretariat instructs the World Bank, which is Global Fund Trustee<sup>1</sup>, to make initial disbursement to PRs.**

**The Grant implementation starts, coordinated by the CCM.**

**PR should develop detailed annual work plan with potential areas for SRs involvement, and share with GFATM secretariat for approval.**

**PR issues call for proposal for Secondary Recipients. Chosen Secondary Recipients should develop work plan, and start operating after the work plan is approved.**

**The CCM oversees and monitors progress during implementation.**

**SRs should provide programmatic and financial quarterly progress reports to PR as per agreement signed with PR.**

**PR submits periodic disbursement requests with updates on programmatic and financial progress to the Global Fund.**

**LFA verifies PR/SRs submitted information.**

**SR should submit a fiscal year progress report and annual audit of program financial statements to PR.**

**Regular disbursement requests from SRs and program updates continue, with future disbursements depending on ongoing project progress<sup>2</sup>.**

1 <http://siteresources.worldbank.org/INTOPETRUFUN/Resources/WBTrustFundsFactsheetFebruary2017.pdf>

2 Implementation Manual for Global Fund Grants Sub-recipients, UNDP, 2007



## WHERE CAN YOU GET INVOLVED?


You **SHOULD** be involved in every stage of the country dialogue around HIV, TB and malaria!

Civil society engagement is a **MUST** in order for grant submissions to be successful. One of the key principles of The Global Fund is - **partnership**. For them, partnership means that **everyone involved in the response to the diseases needs to be involved in the decision-making process**.

This means you can be involved in **defining priorities** for your community, **planning the activities** addressing your community or beyond. Likewise, you can apply to become implementing partner (to **implement activities**), you can engage in **evaluation of results** and grant implementation.


## HOW CAN YOU GET INVOLVED?


There are several channels through which your group/organization can engage in the country dialogue about national HIV response and GF supported programs:



You can **join working teams/groups** that develop or revise/evaluate the National Strategic Plan.



You can apply to **become a CCM member**, or support a nomination of a member with whom you work closely and whom you trust will represent sex workers' best interests through regular consultation with the community;





You can apply to **become Principal Recipient** and act as main manager of the grant. However, you should get familiar with the criteria for PRs, which include human resource capacity, strong management history and strong financial management mechanisms in place. Due to strict and high criteria, until now, mainly Governmental Ministries or International agencies/organizations have been chosen for this role.

You can apply to **become implementing partner** in the grant, and implement a project on the ground related to the components you have expertise with – community mobilization and involvement, capacity building and education, service delivery, research, advocacy.



You can join **Global Fund Board delegations**. There are three NGO delegations to The Global Fund Board, and once per year/2 years they announce open seats for civil society representatives. If you think you fulfill the criteria, you can apply to become part of these delegations:

- Communities Living with HIV and Affected by Tuberculosis and Malaria Delegation  
(Community Delegation  
[www.globalfundcommunitiesdelegation.org](http://www.globalfundcommunitiesdelegation.org))
- Developed Country NGO Delegation  
(Donor Country NGO  
[www.globalfund-developedngo.org](http://www.globalfund-developedngo.org))
- Developing Country NGO Delegation  
(Implementing Country NGO's  
[www.developingngo.org](http://www.developingngo.org))

## TIPS:

### **Stay informed about processes, meetings schedules, deadlines, open calls and engage:**

- Follow mailing lists, web pages announcements and social media linked to GF, delegations, CCM or partners;
- Contact CCM Secretariat to ask to be included to CCM mailing list, to ask for updates, to ask to be included to a working group, to be informed about Global Fund Country Teams visits;
- Contact civil society representatives in CCM to ask for updates, support for nomination/election;
- Contact Technical Partners (UNFPA, UNICEF, UNDP, WHO, others) for information and support;
- Contact the Country Team directly, through the Fund Portfolio Manager (FPM) or Program Officer (PO) and request a meeting or to be included in a broader Civil Society meeting when the Team next visits the country.

*“Get involved, approach members of the CCM and other bodies and ask for sex workers to be included into the list-serves so that they would receive news and updates”.*

*Natalia, Legalife-Ukraine, Ukraine*

**Keep learning! Learn about the functions of different bodies, how they are linked, how to formulate goals, priorities and recommendations, learn about key people and how you can contact them;**

*“Educational programs organized by the organizations, workshops, all these contribute to building the capacities of the people from the community itself.”*

*Jagoda, Star-Star, Macedonia*

**Connect with other key population representatives, form alliances, meet and discuss on regular basis about joint goals and mutual support;**

*“At that point they had a vacant seat on this committee, because the members of the committee rotate out. To apply I needed to submit a resume and support of at least one CCM member, and I got that support. In addition, I don’t exactly know how, but the members of the committee voted for my nomination.”*

*Natalia, Legalife-Ukraine, Ukraine*

**Don’t be afraid to engage and learn during the process!**

*“I would advise not to be afraid and just start doing it. Most often our community is afraid that they won’t manage it, that they won’t be able to say it right, that they won’t know an answer to some question. Just don’t be afraid and start. Everything comes in small steps”.*

*Member of Tais Plus, Kyrgyzstan*

# WHAT IF YOU TRIED, BUT CAN'T GET INVOLVED?

**Don't give up! Success needs time and persistence. Sex workers and other communities affected by the epidemic belong at the negotiation, decision making, implementation and monitoring table. To get there, it needs time and commitment!**

*"Use every opportunity. If you would like to change something, find the opportunity to do so. You will start learning, you will learn about the documents, you will learn how to participate; you will start to achieve things, shout, scream and make service-providers see humans in us and not just objects for their programs."*

*Irina, Silver Rose, Russia*

*"We were negotiating with PLHIV when we were having discussions among ourselves in the course of this 1,5 years. "*

*Irina, Silver Rose, Russia*

**Establish better and regular communication with:**

- CCM Secretariat
- CCM civil society representatives

**Ask for information, support, technical assistance, provide your knowledge, expertise and feedback on the processes and activities.**

*"Many of us think, the same way I used to do, that members of the committees or mechanisms or even the Global Fund staff are people who are not possible to talk to; that they are too smart and too serious; but I have met them, and those are regular people and they are possible to communicate to."*

*Natalia, Legalife-Ukraine, Ukraine*

**If you think that you are excluded from Country Dialogue without legitimate reasons, you can also write, inform and initiate discussion with:**

### **Global Fund Portfolio Manager (FPM) and Country team**

Fund Portfolio Manager is a Global Fund representative responsible for the grant implementation in your country. Specifically, s/he engages in country dialogue and guides the Country Coordinating Mechanisms (CCM) and in-country partners to help identify future funding needs, and timing of funding requests; manages the grant negotiation processes; leads ongoing monitoring and assessment of grants including disbursement of funds, and risk management. The FPM leads and coordinates the Country Team, which include representatives from different Global Fund departments – Legal, Monitoring and Evaluation (M&E), Procurement. FPM and country team pay regular visits to your country, and you can use those visits to initiate meeting and expose your obstacles and concerns.

### **Community Rights and Gender Department (CRG Team)**

The CRG team is part of the Community, Rights and Gender Special Initiative which aims to ensure that all people who are affected by the three diseases can play a meaningful role in Global Fund processes and ensure that grants reflect their needs.\*

*“They hear us, they hear us at the Global Fund, they respect and accept us, otherwise they would not make concrete recommendations to countries in their strategy to involve key populations... So do not be afraid to communicate and engage.”*

**Natalia, Legalife-Ukraine, Ukraine**

\* <http://www.theglobalfund.org/en/fundingmodel/technicalcooperation/communityrightsgender/>

For your concerns around meaningful engagement or lack of communication with national bodies you can write to

Sharmeen Premjee, CRG Special Initiative Coordinator at

[sharmeen.premjee@theglobalfund.org](mailto:sharmeen.premjee@theglobalfund.org)

Ed Ngoksin, Advisor on Key Populations at

[Ed.Ngoksin@theglobalfund.org](mailto:Ed.Ngoksin@theglobalfund.org)

Mauro Guarinieri, Senior Advisor on Community Responses at

[Mauro.Guarinieri@theglobalfund.org](mailto:Mauro.Guarinieri@theglobalfund.org)

**If you witnessed certain grant mismanagement and abuse or human rights violations under the grant implementation you can call and write to:**

### **The Office of the Inspector General (OIG)**

Through audits, investigations, oversight and consultancy work, the Office of the Inspector General promotes good practice, reduces risk from mismanagement and reports on abuse. To facilitate this, The Global Fund has a 'Whistle Blowing' policy. "“Whistle-blowing” means that a party, in good faith, conveys or transmits a concern, allegation or information indicating that a prohibited practice is occurring or has occurred in the Global Fund or in a Global Fund-financed operation. By blowing the whistle on misconduct in an organization, one alerts the organization to the fact that its stakeholders are being wrongfully put at risk or have been, or are being, harmed. All Global Fund stakeholders, including Secretariat staff, LFAs, Principal Recipients, CCM members, and Board members, have a duty to report misconduct occurring in relation to any of the Global Fund’s activities.”\* You can make an allegation or complaint confidentially (your contact details will only be known to the OIG) or anonymously (in which case no-one will know your identity). This may be done by phone, email, fax, or in writing.

\* [http://www.globalfundadvocatesnetwork.org/wp-content/uploads/2014/10/Core\\_Whistleblowing\\_Policy\\_en.pdf](http://www.globalfundadvocatesnetwork.org/wp-content/uploads/2014/10/Core_Whistleblowing_Policy_en.pdf)

**\*Through a third-party reporting service, Navex**

*This service will provide the details of your report to the Office of the Inspector General. It will ask if you wish to be anonymous or if you wish to provide your contact information. If you provide your contact information, the Office of the Inspector General will contact you directly for more information. If you choose to be anonymous, Navex will provide you with a report number, a PIN number and a follow-up date. Because Navex will not have your contact information any further contact will need to be initiated by you. Reports can be made by internet (web-reporting) or by telephone:*

**Web-reporting:**

*OIG's Integrity Hotline*

***<https://www.integrity-helpline.com/theglobalfund.jsp>***

*This service is operated in 21 languages.*

**Reporting by telephone:**

*You can call Navex free of charge from any country in the world on the following US collect call telephone number **+1 704 541 6918**. If you do not speak English, an interpreter will be arranged while you are on the line.*

**\*Directly to the Office of the Inspector General:**

**Telephone: +41-22-341-5258** (24 hour secure voicemail)

**Fax: +41-22-341-5257** (dedicated secure fax)

**Email: [inspector.general@theglobalfund.org](mailto:inspector.general@theglobalfund.org)**

**Mail:** Office of the Inspector General, The Global Fund to Fight AIDS, Tuberculosis and Malaria Chemin de Blandonnet 8, 1214 Vernier, Geneva, Switzerland

**Use the online platform Speak Out Now**

***<http://www.ispeakoutnow.org/home-page>***

*Launched by the Office of the Inspector General, the *I Speak Out Now!* campaign is designed to encourage staff and grant implementers to denounce fraud, abuse and human rights violations in the programs financed by the Global Fund. It is also e-learning platform, where you can find out more about different kinds of wrongdoing. It is also a safe, confidential and free on-line channel for reporting those wrongdoings.*



# WHY IS IT IMPORTANT TO GET INVOLVED?

## TO IDENTIFY REAL COMMUNITY NEEDS

*“The community itself knows best what the needs of the community are, everyone else can just guess”*

*Jagoda, Star-Star, Macedonia*

## TO DESIGN PROGRAMS BENEFICIAL FOR COMMUNITIES

*“I think, if we were immediate grant recipients all services would be provided more efficiently, because service providing organizations reaches only street-based sex workers and a very small number of others. They don't have the trust. If it were us, a peer-to-peer method would work well here. There would be more trust.”*

*Nata, Woman for freedom, Georgia*

## BUILD CAPACITIES, LEARN, EMPOWER AND PROGRESS

*“What is most important, is that the GF grant gives us an opportunity not just for provision of services, but also for capacity building, for developing and strengthening community system and for overcoming legal barriers.”*

*Irina, Silver Rose, Russia*

## **BUILD RESOURCE MOBILIZATION EFFORTS**

*“Only sex workers themselves can talk about what they really need. If they need condoms, then what kind they should be, what size, what amount and so on. What quality? Nobody, from the decision makers, cannot talk on behalf of key groups about their needs. It is a principle – nothing for us without us.”*

*Natalia, Amelia, Kazakhstan*

## **TAKE DECISION-MAKING INTO YOUR OWN HANDS**

*“If we talk about vulnerability, yes, that this group is vulnerable to some kind of higher risks in behavior, then... let us decide for ourselves how to do the prevention of HIV infection.”*

*Vera, New Life, Russia*

## **USE THE PROCESSES TO ADVOCATE FOR ISSUES BEYOND HIV PREVENTION ACTIVITIES, THROUGH LINKAGES WITH HUMAN RIGHTS AND LEGAL BARRIERS**

*“For example, when there was an attempt to criminalize sex work, upon the demand of the CCM member from the community, the CCM wrote a letter of concern to the Ministry Interior calling not to allow the criminalization of sex work. Those raids that take place now... same thing: the CCM formed a working group to deal with stopping the raids.”*

*member of Tais Plus, Kyrgyzstan*

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As knowledge is power, communities in the region and worldwide have been mobilizing to share information about Global Fund supported programs and processes. This short community guide is SWAN's attempt to summarize only part of recommendations regarding national response to HIV funded by Global Fund and opportunities for community engagement.

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More information on Global Fund you can also find in community guides published by:

- Global Network of Sex Work Projects (NSWP) – The Smart Sex Workers Guide to Global Fund

**<http://www.nswp.org/resource/the-smart-sex-workers-guide-the-global-fund>**

- Eastern Africa National Networks of AIDS Service Organizations (EANNASO) – 9 community guides on different aspects of Global Fund

**<http://www.eannaso.org/resources/tools-and-guidelines/community-guides/english>**

Or at the resource pages of:

- Regional Civil Society and Community Support, Coordination and Communication Platform – EECA” (Regional Platform-EECA)

**<http://ecaplatform.org/en/home/>**

- Global Fund to Fight AIDS, Tuberculosis and Malaria

**<http://www.theglobalfund.org/en/>**





**THE SEX WORKERS' RIGHTS ADVOCACY NETWORK (SWAN)  
in Central, Eastern Europe and Central Asia**

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[www.swannet.org](http://www.swannet.org)  
[swansecretariat@swannet.org](mailto:swansecretariat@swannet.org)

***“They hear us, they hear us at the Global Fund, they respect and accept us, otherwise they would not make concrete recommendations to countries in their strategy to involve key populations... So do not be afraid to communicate and engage.”***

***Natalia, Legalife-Ukraine, Ukraine***

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