

New opportunities for Round 8 of the GFTAM

Scaling up an effective national response

What is new?

The Global Fund (GF) plans to triple in size by 2010 and is seeking to increase civil society participation in proposal development, grant management and oversight. To facilitate this, the Global Fund Board decided in April of this year on four new measures:

- **Dual track financing:** The routine inclusion in proposals of both government and non-government Principal Recipients (PRs)– known as "dual-track financing"
- **Improve CCM participation:** The effective representation and meaningful participation of vulnerable groups on Country Coordinating Mechanisms (CCMs)
- **Improve CCM functioning:** Simplified access to funding for the effective administration, and increased transparency of CCMs, and ensure CS has access to such funding
- **Community Systems Strengthening:** The routine inclusion in proposal of measures to strengthen the community systems necessary for the effective implementation of Global Fund grants – "community systems strengthening"

In preparation of the Round 8 guidelines - the Call for Proposals is scheduled for March 1, 2008 - the Global Fund Secretariat is turning these important decisions into policy and practice. CCM's, PR's and civil society should also prepare for the opportunities these new measures will present.

Why are these measures important?

- **Dual track financing:** the GF hopes to triple its financing by 2010. Recognizing that civil society organizations are essential, high-performing implementers, and that direct financing to civil society PRs can improve the speed of finance and add additional capacity, they are requesting the routine inclusion of non-government PRs along with government PRs for Round 8 grants in order

to help achieve this goal. If a proposal does not include both government and non-government PRs, it must contain an explanation for this.

- **Improve CCM participation:** the active and influential participation of vulnerable groups on CCMs has been weak or absent in many countries. Therefore the GF will develop measures which will ensure effective representation and meaningful participation of vulnerable groups (as defined in the context of each particular country) on CCMs.
- **Improve CCM functioning:** The GF recognizes that the best performing grants have had effective, multi-sectoral CCMs. Therefore the GF will provide simplified CCM access to funding to support their effective administrative functioning, for the life of a grant that the CCM is overseeing, as and when it is needed. The GF will also expect to see increased transparency by CCMs about how they plan to ensure access by civil society to such funding.
- **Community Systems Strengthening:** The GF recognises the unique and valuable contribution civil society makes towards addressing the three diseases (see 'Why involve civil society in the response?' below), and that strengthening community systems will strengthen the overall health system.
- **Scale-up financing:** Together these measures provide a real opportunity and new openings for significant and predictable funding of civil society. The Global Fund is serious about civil society participation and has never said no to a good proposal.
- **Increase impact:** For many countries, Round 8 is the last opportunity to make a significant impact on national 2010 Universal Access targets. Increasing civil society capacity is a very effective way to scale up a national response.

If taken up with determination, the new measures should: improve the quality of proposals, strengthen

capacity of civil society organizations, improve multi-sectoral alliances, and strengthen national oversight and accountability.

What is Community Systems Strengthening (CSS)?

During its five years of operation, the Global Fund has been able to measure the degree to which civil society has been involved in, and essential to its processes, in particular concerning issues of representation on the Board, on the CCM and in implementation¹.

The Board recognizes the valuable contribution civil society has made to the performance of grants, but also recognizes the need to strengthen it, so to scale up national responses.

Community systems strengthening (CSS) is seen as one such measure for strengthening civil society and national responses:

- According to the GF, Community-Based Organizations (CBOs) need to invest in capacity building programs and in coordination and representation mechanisms alongside the roll-out of services.
- In order to do that, three broad areas of need can be identified: predictable financing, training and capacity building of civil society organizations (CSOs), and coordination, alignment and advocacy.
- CSS for service delivery should address all three elements in order to sustain results and have more system-wide effects (see diagram opposite).
- CSS is seen as complementary to health systems strengthening (HSS).

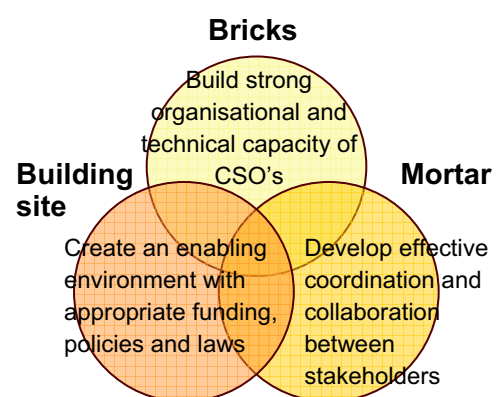
Why involve civil society in the response?

- **Improve grant performance.** Civil society organizations receiving Global Fund grants have proven themselves to be successful program implementer and PRs.
- **Scale up the response.** Involving civil society increases the amount of resources addressing TB, Malaria and HIV, thereby scaling-up the response and addressing gaps in service.
- **Flexibility.** Civil society, being at the grass roots level, is better able to recognise and respond quickly

¹ An Evolving Partnership: The Global Fund and Civil Society in the Fight Against AIDS, Tuberculosis and Malaria. http://www.theglobalfund.org/en/media_center/publications/evolving-partnership/

to change

- **Civil society is better positioned to address some of the underlying causes of the diseases** such as stigma, discrimination and gender inequalities.
- **Increase effectiveness.** Community systems are often more flexible than government ones. They are able to tailor services to the specific needs of a vulnerable population or community, ensuring greater effectiveness.
- **Empowering citizens.** The involvement of civil society empowers affected people to become actively involved in the response to the three diseases, helping them to become 'makers and shapers' of services and policy, not just passive recipients of it.
- **Good governance.** Civil society can hold health services to account and make them more efficient and effective by monitoring and evaluating standards of service.
- **Reaching the most vulnerable.** Civil society can access and address the needs of hard to reach and vulnerable groups key to fighting the epidemic such as sex workers, injecting drug users and men who have sex with men.
- **Strengthen proposals:** the GF will look more favourable on proposals that include dual track financing and CSS.



Strengthening Community Systems

CSS proposals:

- Can be either completely new proposals or developed as complementary proposals to already existing grants
- Can (but need not) be developed as part of a 'dual track' financing mechanism (meaning having a non-government PR)

- Can focus entirely upon capacity building, or be part of a proposal for service delivery (the latter is preferred)

Making use of Round 8 opportunities

To make the most of round 8 opportunities, CCMs, PRs and civil society should discuss:

- The opportunities these new measures present for responding to the three diseases in the country.
- How these measures could strengthen grant performance.
- The challenges these new measures present for the country.
- What are the priority areas for strengthening community systems in the country in terms of improving the enabling environment, organizational and technical capacity and coordination and collaboration?
- What preparation and priority activities are required for ensuring successful Round 8 proposals which include these new measures?
- What technical support might you need in preparing for Round 8?

Full text of Decision Point GF/B15/DP14:² Strengthening the Role of Civil Society and the Private Sector in the Global Fund's work

The Board believes that civil society and the private sector can, and should, play a critical role at all levels of the architecture and within every step of the processes of the Global Fund, at both the institutional and country levels. This includes their critical roles in the development of policy and strategy and in resource mobilization at the Global Fund Board level, and in the development of proposals and the implementation and oversight of grants at the country level. The Board further expresses its desire for strengthened and scaled-up civil-society and private-sector involvement at both the country and Board levels, while recognizing the respective strengths and roles of the two sectors.

With this goal in mind – and also reaffirming the importance of effective Country Coordinating Mechanisms (CCMs) in ensuring strong country-level development of proposals and oversight of grants – the Board recognizes the need to further enable civil society and the private sector to play their critical roles, facilitated by the following:

- *The routine inclusion, in proposals for Global Fund financing, of both government and non-government Principal Recipients (PRs) for Global Fund grants ("dual-track financing"). The Board recommends the submission of proposals with both government and non-government PRs. If a proposal does not include both government and non-government PRs, it should contain an explanation of the reason for this;*
- *The routine inclusion, in proposals for Global Fund financing, of requests for funding of relevant measures to strengthen the community systems necessary for the effective implementation of Global Fund grants;*
- *The effective representation and meaningful participation of vulnerable groups (as defined in the context of each particular country) on CCMs; and*
- *Simplified CCM access to funding to support their effective administrative functioning, for the life of a grant that the CCM is overseeing when needed, and increased transparency by CCMs about how they plan to ensure access by civil society to such funding.*

² <http://www.theglobalfund.org/en/files/boardmeeting15/GF-BM15-Decisions.pdf>