



## Civil Society & The Global Fund: Grant performance workshop

# REPORT

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## Workshop Report

Workshop title: “Civil Society & The Global Fund: Grant performance workshop”

Workshop dates: November 26 – 28, 2008

Venue: Hôtel Etoile du Lac, Lac Rose, Senegal

Organized by: AfriCASO

Initiative: Civil Society Action Team (CSAT)

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# List of Abbreviations/Acronyms

AfriCASO	African Council of AIDS Service Organizations
CANASO	Central Africa Network of AIDS Service Organisations
CCM	Country Coordinating Mechanism
CS	Civil Society
CSAT	Civil Society Action Team
CSO	Civil Society Organization
DAT	Dispositif d'Appui Technique
DTF	Dual Track Financing
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
GMS	Grant Management Solutions
PAA	Partners Against AIDS
PCS	Partenaires Contre le SIDA
PR	Principal Recipient
SR	Sub-Recipient
SSR	Sub Sub-Recipient
TSF	Technical Support Facility
WANASO	West Africa Network of AIDS Service Organizations

# Acknowledgements

The African Council of AIDS Service Organizations (AfriCASO) would like to express its gratitude to USAID/US-PEPFAR/Grant Management Solutions (GMS) and UNAIDS West and Central Africa Regional Support Team for providing financial and technical support to the grant performance workshop.

AfriCASO would like to extend its gratitude and thanks to Natalia Ciausova from ICASO (Acting CSAT International Coordinator), Helene Rossaert (ICASO Consultant), Mark Willis (Global Fund Secretariat's Portfolio Manager), and Catherine Severo (GMS Director) and GMS team for their precious inputs, comments and suggestions on the workshop concept note, format and agenda.

Implementation of the workshop was possible due to the willingness of civil society participants to voluntarily act as presenters, facilitators and small group moderators during the various case study sessions.

The added viewpoint of the private sector through the presentation and interaction with Partners Against AIDS Director Laurent Aventin was appreciated.

Thanks as well to AfriCASO support staff for facilitating finance and administration logistics.

Special thanks to the Ministry of Interior Affairs, Government of Senegal, who facilitated the processing of visas on arrival for participants.

AfriCASO expresses gratitude to all its supporters.

## Workshop rationale

The workshop represented an opportunity to come together as civil society supporters, recipients and implementers to have a look at what it takes to perform well. This is key against the background of new initiatives by the global Fund that allow greater involvement of CSOs such as Dual Track Financing, Community Systems Strengthening, a focus on key affected populations in a bid to open more channels through which resources will be channelled to those most in need. CSOs potentially play a huge role in 'making the money work', having established networks and proven gains against the HIV/AIDS epidemic. However, to play this role well, they require capacity building in many forms.

The collaborators and partners of the Global Fund, such as AfriCASO, have as a mandate to build the capacity of implementers. This forum is one of the initiatives in the effort to support civil society to become more engaged with the Global Fund as credible program implementers and advocates.

As such the main aim of the workshop was "to provide a forum useful to CSO participation at the Principal recipient, Sub recipient and CCM levels".

# Participation and Methodology

## *Participants*

The workshop was attended by 50 delegates from 23 countries of West and Central Africa region. 30% were women. For each country, a national network of HIV/AIDS service organizations was invited as well as a grant implementer who is a civil society CCM member – the latter being nominated by the national network<sup>1</sup>. In addition, 3 representatives from GMS, and 1 representative each from PAA, UNAIDS Geneva and TSF took part in the workshop. The attendance breakdown is below:

Participants	50
Technical partners	6
AfriCASO Staff	6
Temporary workshop attendant	1
Interpretation team and technician	7
TOTAL	70

## *Methodology*

There was active participation from all participants – with 10 making case presentations and 9 facilitating sessions according to the agenda, and others moderating small group sessions. This was on a voluntary basis. The proven advantage of having participants play the presenter and facilitator roles was getting to learn from first hand experience.

Due to the two major language groups represented: French and English, small groups also followed language lines. In this way, communication without interpretation was possible in the group. Having French or English only small groups was an innovative initiative of the participants themselves. Lusophones split into these two groupings for the break out group exercises. The drawback is that there was little cross-fertilization of ideas at the small group level between the language groupings.

## Workshop's sessions

### *Opening Ceremony*

The opening ceremony was officiated by Pst. Gaspard Obiang, the President of the Central Africa Network of AIDS Service Organizations (CANASO). Opening remarks were given by AfriCASO Executive Director Dr. Cheikh Tidiane Tall, remarks on the Technical Support Facility's (TSF) role in the region by the TSF's Capacity Building Advisor for francophone countries Yvonne Ouattara, and remarks on the role of GMS by Terry Anderson, GMS Writer/Editor. Mr. Terry Anderson declared the workshop open.

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<sup>1</sup> See Annexes for Participants contact list

The press team covering the opening ceremony represented print, radio and television. A press book of coverage items has been provided to AfriCASO (see Annexes). The items are as follows:

- Four radio emissions
- Three television news items on three local stations (one per station)
- Fourteen newspaper articles on the workshop itself or related HIV/AIDS issues with mention of the workshop, carried by twelve local newspapers.

*Session one: “The Global Fund Call for Proposals – Preparing to apply”*

Presentations: ROBS (Benin) and GFPA (The Gambia) - see Annexes for both presentations.

Chairs: TOCAHSO (Togo) and CASONet (Cameroon) respectively.

In relation to common problems experienced by CSOs in GFATM proposal development, the following were suggested:

- Better organization of the CSOs in the implementation of a directory of the structures per types of activity
- Identification of a representative of the CSOs
- Organization of coordination meetings between the different CSOs biannually
- Establishment of a national committee with the government and the CSOs for a better monitoring of the projects that are established
- CSOs to request technical assistance

Small groups were also tasked to come up with strategies for the CCM to use to guide proposal development process while making sure that CSOs fairly and actively participated under the Dual Track Financing Framework. One strategy suggested was for the Network of CSOs to select one of the CSOs in the umbrella group, support and build its capacity to be a PR. Those CSOs in the network providing that support should also have their own capacity built up at the same time and would also be able to apply for PRship in the future rounds.

*Session two: “Representing Civil Society on your CCM”*

Presentations: VERDEFAM (Cape Verde) and CHAG (Ghana) – see the Annexes for CHAG’s presentation.

Chairs: TOCAHSO (Togo) and AfriCASO Secretariat (Senegal) respectively.

Some key recommendations from the presentations and discussions after are as follows:

- Do summaries of CCM meeting deliberations
- Designate alternates for the representatives of the Civil Society
- Designate the representatives in a transparent manner (namely by election)
- Encourage the specific and vulnerable groups to be active to be part of the CCM
- Take into account the national coverage in the choice of CSOs
- Positive discrimination on minority groups (SW, etc) for a better representativeness
- Unite with one voice of the CS in the CCM.

*Session three: “Becoming a PR for the first time – program and finance preparations”*

Presentation: Amo-CONGO (Dem. Rep. of the Congo) - see Annexes for PowerPoint presentation.

Chair: ROSIGUI (Guinea Conakry).

After presenting the route taken by Amo-CONGO in its program, finance and policy preparations, the presenter posed the following questions for small group discussion:

- Are our governments ready to allow CSOs to become PRs?
- What is at stake?
- What are some steps that can be taken by CSOs to address this?

Participants disagreed over the readiness of the region’s governments, and said that for the government what was at stake was the sharing of the funds coming into the country. For the CSOs, their credibility was said to be at stake in case they found themselves unable to deliver (e.g. in medical service delivery areas). There was disagreement over whether CSOs in countries in transition from war should pursue being a PR. Sierra Leone affirming and Liberia in disagreement.

Some steps/ actions taken by current PRs present at the workshop were:

- Negotiation with National AIDS Committees
- Reformulation of the CCM
- Enacting of CCM constitution
- Demonstration of evidence of good project implementation examples from CSOs.

*Session four: “Making the Most of Technical Assistance”*

The technical team of Grant Management Solutions did a presentation on what makes for effective technical assistance. Mentioned were things for the CSO to put in place before the consultant arrives, as well as during the consultancy period. See Annexes for the presentation.

Small groups were given a sample of a real technical assistance request to examine it from the consultant’s and the client’s points of view. The questions were ‘is the request clear?’ and ‘can it be done in the given time frame?’ Emerging from the feedback session were the following remarks and recommendations:

- The sample organization was presenting too many problems at one go
- The consultants would not have enough time to realize the objectives
- There were many activities that should have been done before the consultant could begin the main work
- The need to identify the problems
- Be realistic and concrete in the choice of the activities
- Have precise and clear Terms of References
- Have reasonable deadlines.

*Session 5: “Writing a Technical Assistance Plan”*

A presentation on this topic was done by UNAIDS Geneva, followed by a question-and-answer session. See Annexes for the presentation.

Chair: REGOSIDA (Gabon).

Most of the discussion surrounded UNAIDS processes in-country to access technical support and the possibilities of financial assistance for technical support planning.

*Presentation by Partners Against AIDS (PAA):*

*“Private Sector/Civil Society Collaboration on Dual Track Financing”*

Director of Partners Against AIDS did a presentation on the benefits of collaboration between civil society and the private sector on Dual Track Financing. See Annexes for presentation.

Chair: CSAT (AfriCASO).

Eight different models of collaboration for health care delivery were presented and the Director spoke about the current work that PAA is doing in Africa. The discussion that ensued mainly focused on sharing the problems at country level with regards to engaging the private sector and how these could be alleviated.

*Session six: “Dual Track Financing – Making it work”*

Presentations: ANCS (Senegal) and ARFH (Nigeria).

Chairs: Terre Vivante (Mauritania) and Graceland Counselling Services (Sierra Leone) respectively. See Annexes for the ANCS presentation.

Implementation problems and coping mechanisms were handled in the presentations themselves, followed by question and answer sessions. The discussions highlighted the need for CSOs to view being a PR as a sober responsibility and not a gift handed to civil society by governments or the Global Fund.

The following questions were posed by the presenter:

- Are the local CSOs honestly ready to become PR?
- What are the insufficiencies to be addressed?
- What are the strengths and weaknesses?

Participants requested AfriCASO to facilitate CSO capacity assessments in the light of this new DTF opportunity.

Some lessons shared for transitioning to DTF were:

- CS must insist that CCM follows the GF guidelines from the beginning
- Proposals must be very explicit e.g. Service Delivery Areas should be very clear as to who is involved – this may be divided according to either Public/Private sector sections or Community service sections, for instance.
- Strategies to build CS capacity should be employed inclusive of mentorship, site visits, CSOs involving themselves in proposal development as an entry point and then applying to be a SR to gain experience

*Session seven: “PR oversight of various SRs (Government, CSOs and Multilaterals)”*

Presentations: West Africa Corridor Program (multi-country) and SFH (Nigeria) – see Annexes for both presentations.

Chairs: BURCASO (Burkina Faso) and LINASO (Liberia) respectively.

*Session eight: “SR oversight of SSRs – Good practice and creative options”*

Presentations: REGOSIDA (Gabon) and Africa Action on AIDS (Cameroon) – see Annexes for Cameroon’s presentation.

Chairs: ACONDA VS (Ivory Coast) and NASO (The Gambia).

*Sessions nine & ten: “Enhanced Financial Reporting”*

Terry Anderson, Elena Decima and Mabel Ndawula (Consultant) of Grant Management Solutions did two training sessions on the new GF model of Enhanced Financial Reporting. Hand out were provided. The discussion touched on issues of adaptability to Accounting systems already in use as well as the use of supporting documents in reporting.

CSOs were encouraged to have more South/South dialogue and exchange of experiences.

*AfriCASO support projects presentations*

Chair: AfriCASO Secretariat Finance Manager.

This session comprised three presentations by AfriCASO staff of some of the support projects currently in progress:

- AfriCASO’s Executive Director did a presentation on the Developing Countries NGO Delegation, of which he is the Communication Focal Point.
- The CSAT Regional Coordinator for West and central Africa region presented a summary of the initiative’s plans for 2009 plans.
- AfriCASO’s Programme Assistant did a presentation on the NGO Code of Good practice followed by a sign-up exercise for CSOs. Question-and-answer sessions followed.

*Final session: “Feedback and Next Steps”*

The sub-regional networks CANASO and WANASO each read a Declaration of Action, represented by RONALSI (CAR) and ROBS (Benin) respectively. See Annexes for these statements.

AfriCASO tabled a document of recommendations for follow up and next steps, which was edited on site and validated by the participants.

Chair: CISHAN (Nigeria).

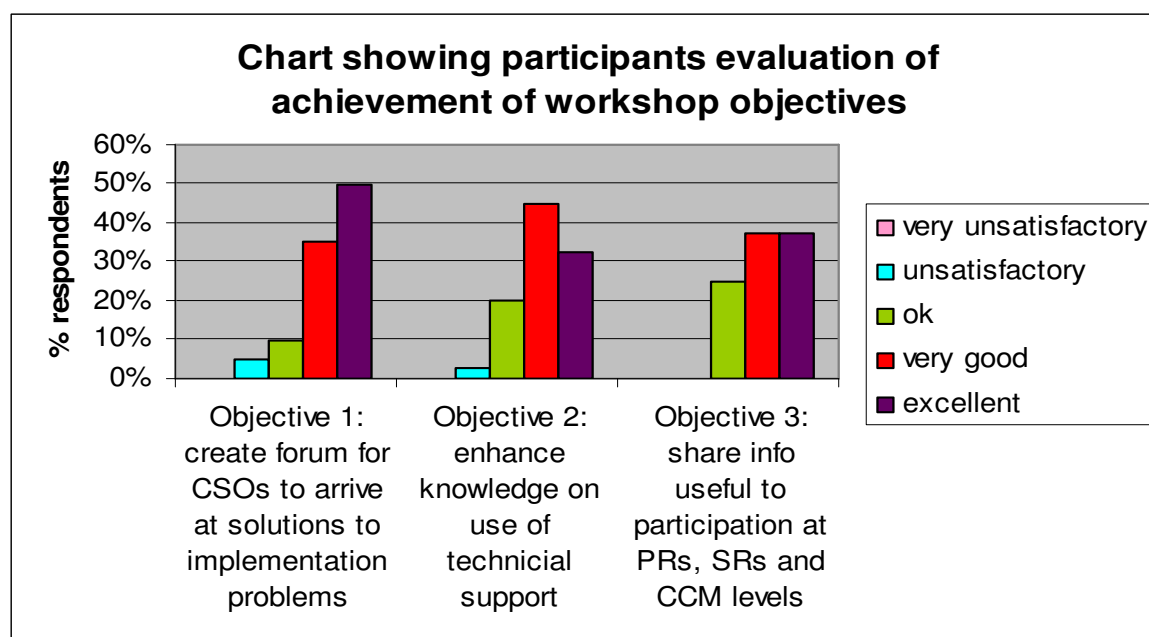
# Achievement of workshop objectives

The primary aim of the workshop was to provide a forum useful to CSO participation at the Principal recipient, Sub recipient and CCM levels.

The objectives were as follows:

1. To provide a forum at which civil society organizations (CSOs) involved in Global Fund grant activities may arrive at solutions to real implementation problems
2. To enhance participants knowledge on the use of technical assistance
3. To share information useful to CSO participation at the Principal/Sub Recipient level and on the CCM.

From the evaluation forms<sup>2</sup>, most participants rated the workshop as having achieved its objectives to a high degree. No-one gave ratings of very unsatisfactory in this section. **Objective 1** received the widest extreme of ratings, with 20 of the 40 respondents ranking its achievement as 'excellent', while 2 respondents found it unsatisfactory. More than half of the respondents found that **Objective 2** was achieved to a high degree, with ratings of 'very good' to 'excellent'. **Objective 3** had the most agreement from participants on how well it was achieved, with most people having a higher range view surrounding 'very good'. See chart below for results by objective.



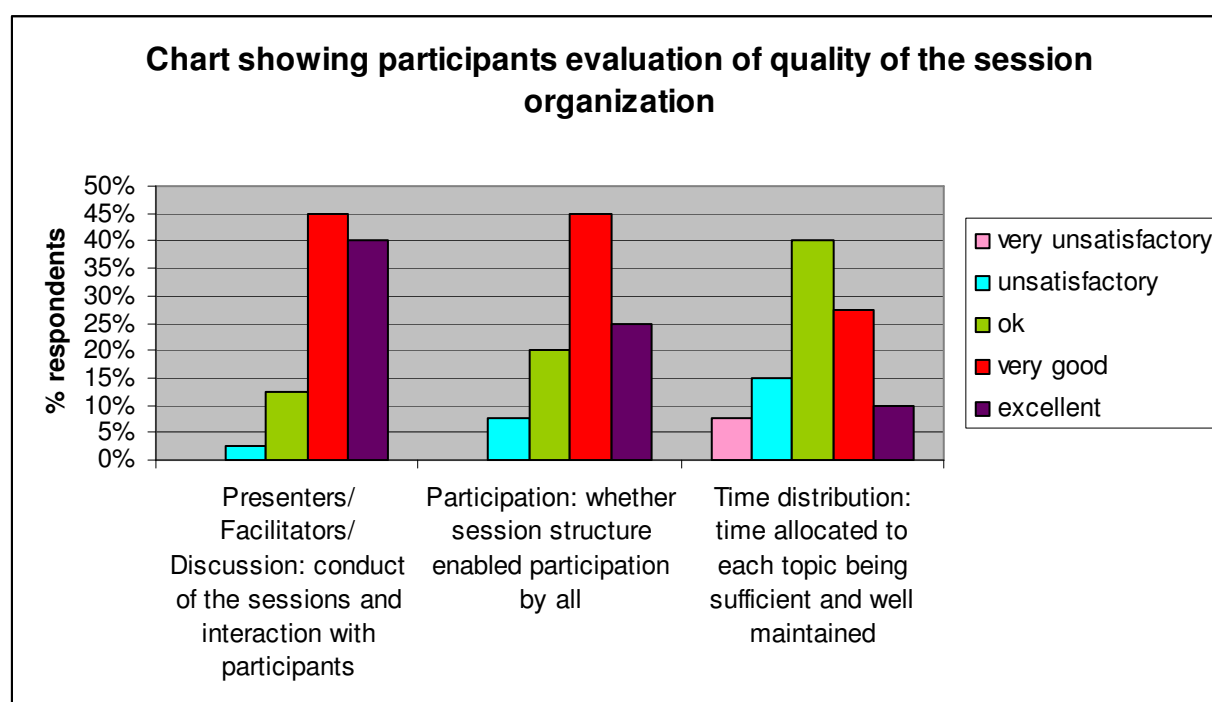
<sup>2</sup> Forty (40) persons completed evaluation forms. See Annexes for a sample form.

# Report on session quality and deliberations

Participants gave feedback on the evaluation forms regarding the quality of the session organization. Regarding the **time allocation**, it is significant that almost a quarter of participants were not satisfied. Indeed, many sessions were cut short due to the time constraints, which in the end prevented quality small group discussions for some and for others, prevented any small group discussions.

Almost half of the respondents rated the workshop as very good in terms of whether the session structure allowed for **participation** by all.

The majority rated the **session conduct and interaction of presenters and facilitators with participants** as 'very good' to 'excellent'. This, plus positive feedback in the open-ended section of the form, lends credence to the case study format of sharing experiences – and maybe to good nomination of participants by the national networks(See chart below for detailed results).



# Report on planned outputs and outcomes

The following *outputs* were expected:

- **Concrete suggestions for improvement to grant performance and/or solving problems as per the case study sessions**

Suggestions were given but not for all the cases. In some instances, presenters prepared theoretical and/or political questions for group deliberation so the discussion did not yield

concrete options to solve implementation blockades. This applied to the case presentation entitled 'Becoming a PR for the first time – program and financial preparations'. In other instances, the scenarios prepared were very in depth – and so needed much more time than allocated to do the exercise. This applied to the case presentation entitled 'PR oversight of diverse SRs'.

- **List of countries applying for Round 9 with planned civil society role**

A list of eighteen (18) countries intending to submit Round 9 proposals was secured by way of the self-assessment of technical support needs, however, the role of civil society was not clearly articulated. For some countries, this role is still unsure.

Six countries indicated plans to apply for funding in Round 10, two countries for the Rolling Continuation Channel and one country through the National Strategy Applications opportunity.

- **Enlistment for technical assistance for either proposal writing or grant implementation**

The desire for technical assistance was expressed on the self-assessment form. While it was generally agreed that formal technical support needs analysis should be done, these results already indicate areas for which assistance is clearly needed.

- **List of next steps per country**

This output was not pursued after some deliberation and consultation. Instead a joint document was adopted by the group at the end of the workshop. This document of recommendations represents the interests common to the participants and embodies a list of next steps.

- **Draft Advocacy strategy for CSAT West & Central Africa regional hub to pursue**

The information provided on the self assessment forms will inform the creation of an advocacy strategy.

- **Workshop report by AfriCASO with follow-up monitoring**

This document serves as the report and monitoring will be done based on the action items outlined in the section on CSAT follow up.

The following *outcomes* were expected:

- Sharing of information that is useful for civil society already engaged with the Global Fund as well as creates awareness for those networks/organizations planning to get involved at the PR, SR, SSR or CCM level
- Providing info on the opportunities for civil society as well as the sources of technical assistance readily available for Round 9 applications
- Enhancing skills on the use of technical assistance
- Building a South/South dialogue on common grant implementation challenges being experienced and accessible problem-solving techniques
- Providing a forum for networking from which further arrangements for joint learning can be made.
- Provoking ideas for problem solving based on real life grant implementation scenarios within the West and Central Africa region
- Demonstrate the feasibility of public/private partnerships in the region, with evidence of positive HIV/AIDS programme results from Dual Track Financing

- Empowering networks/organizations by putting them in contact with their representative member of the Developing Countries NGO Delegation to The Global Fund, as well as informing them of other advocacy channels
- Contributing to raising the quality of civil society grant management by the follow on adoption of the NGO Code of good practice

All the sessions were of interest to the participants invited, but there were eight sessions of particular relevance to PRs, six particular to SRs, five for SSRs and three catering specifically for CCM members.

Seventeen (17) organizations signed on to the Code of good practice after a presentation on the final day. Seven of the signatories represent national networks of AIDS service organizations, one is a national network of NGOs, two are women’s organizations, one is a regional entity and one is a national PLWHA network.

Participants expressed special appreciation for the three technical sessions on the use of technical assistance, technical support planning and the enhanced financial reporting model, noting they would apply this to their work in their home countries. The case study sessions by current PRs and SRs were cited as the most useful in terms of information participants would apply back in their individual organizations. This was demonstrated by the responses to the open-ended questions of the evaluation form.

There were four open-ended questions. Responses to the first three have been grouped and tabled below.

**1. How important was it for you to attend this CSAT workshop?**

Very important	Very important because it addressed major relevant issues	Increased knowledge on GF processes	Increased knowledge on possibilities for civil society involvement/ role of civil society implementers	Very important as it helped in preparation (org is about to start/or planning in the future to implement a GF program)	Very important for sake of sharing experience s within the region/ learning from each other	Helped us know who to approach for help in the area of technical assistance	Networking opportunity
**	**	*****	*****	*****	***** *****	****	****

## 2. What did you learn and what will you use to improve your work?

Code & its implementation	Technical support planning & budgeting	Accessing technical support; TS procedures on site	Enhanced Financial Reporting	Experiences of PRs, SRs and SSRs; and their relation with each other; oversight roles; implementation coping mechanisms	Preparation to become a PR/ SR	Developing a TOR for technical support; identifying problems	GF application procedures/ processes	CSO management; responding better to community needs	Relevant GF policies	CCM function; Strengthening civil society participation on the CCM	Working of Dual Track Financing	Networking; channels for CSOs to participate in GF issues
*	**** **	**** ****	**** ****	***** *****	**** **	*	**	**	**	*****	**	**

## 3. If you were to organize a similar workshop in the future, what would you do differently?

Include exercise on writing a technical assistance plan	*
Translate supporting documents into the different languages	***
Daily briefing & debriefing sessions with facilitators	*
Get better venue: closer to Dakar/ assured electricity/ internet access/ tourist services/ better accommodation	*****
Increase time allocation/ manage time better/ increase days of workshop	*****
Reduce # participants	*
Bring together PRs with their SRs, SSRs & GF Secretariat support staff	*
Add recreation	
Put focus on entire project cycle	*
Put focus on group work	***
Add reporting session (narrative & financial)	**
Include Finance Managers; Technical staff	****
Add session on GF arms & processes	*
Session on EFR should not be at end of workshop	*
Add youth perspective	*

The input of participants is being noted by AfriCASO for hosting similar workshops in the future, as well as in other regions.

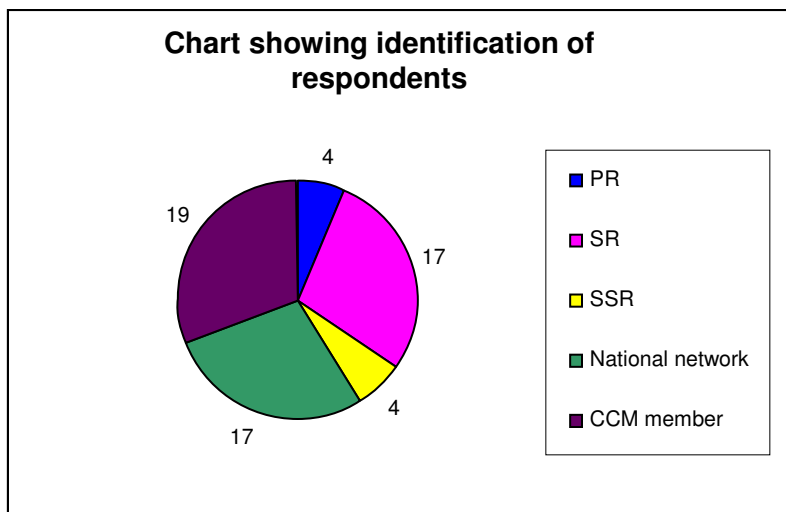
## Unanticipated positive outcomes

- The CSOs representing Sao Tome and Principe joined the CANASO regional network and follow up will be done to help Sao Time establish a national network and become a full fledged member of CANASO.
- AfriCASO was able to have a brief interactive session, giving feedback to participants on its Round 8 application experience, and to inform them of the intention to apply for Round 9.
- The TV and radio press did interviews not only in French, but also in Wolof – which ensured that a much wider local Senegalese audience got to know about the event and the fact that many CSOs regionally are engaged in GFATM projects.
- National network heads expressed the desire to host such a forum at the national level, with that of Burkina Faso already earmarking May 2009 for the event.
- Informal requests made to ‘Partners Against AIDS’ by five countries to provide technical support to the private sector on CCMs not currently included in PCS’s programme.

## Results of technical support needs self-assessment

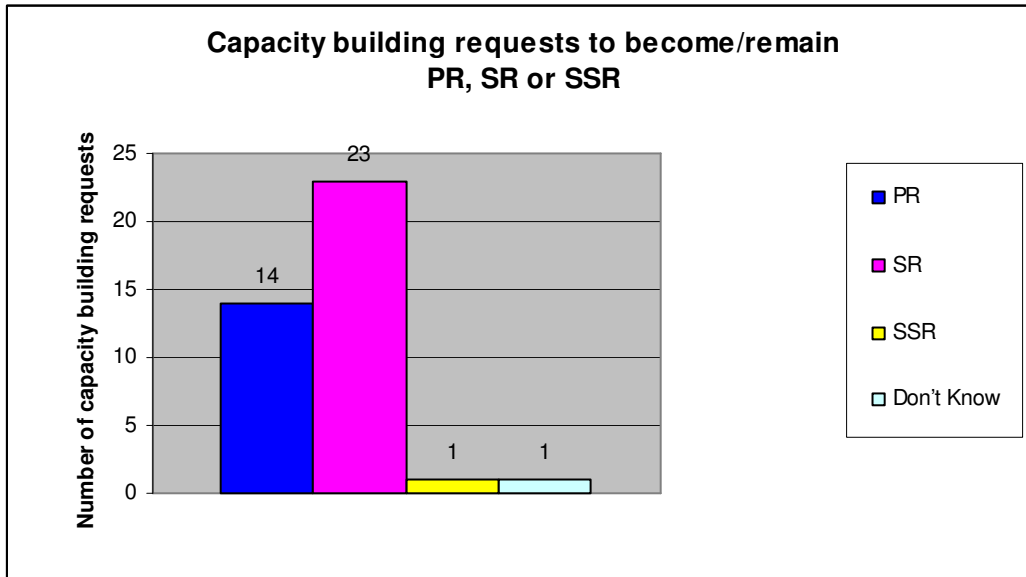
The participants who completed self-assessment forms of their technical support needs number 37 in total. This was a voluntary exercise. The results are presented according to the sections of the form.

### Section A – Respondent info



The majority of the respondents were CCM members. This position gives them a broad view of grant activities in their country. It is evidenced by them being able to comment on implementation challenges on the form, whilst not being an implementer themselves. However, many CCM members invited to this forum are also Sub-Recipients – which accounts for an overlap in the numbers represented on the pie chart.

## Section B – Becoming a Program Implementer



Most requests for capacity building were to strengthen organizational performance as sub-recipients (23 requests). Some of the respondents' organizations were already SRs, two of them about to begin in January 2009 and others intending to put their CSOs forward to the PRs of the upcoming Global Fund rounds.

Given the choice of capacity building mode, most respondents desiring to build or strengthen their current PR role preferred having an international consultant, and secondly group study visits. Those desiring to build or strengthen their SR role preferred for selected staff to attend an Organizational Development course at an institute, secondly having capacity building workshops followed in demand by the option of having an international consultant.

## Section C – Developing a Proposal

There were 22 individual CSOs indicating need for technical support for Round 9 proposal development. Informally some respondents said they would appreciate a technical support needs analysis being done but were able to never-the-less give some idea of their areas of need. This is presented below for rounds 9 and 10, National Strategy Applications and the Rolling Continuation Channel.

**Table showing requests for technical support by proposal development area**

Areas of proposal development	Number of CSO requests			
	Rd 9	Rd 10	NSA	RCC
Civil society consultation exercise	8	4	0	1
Data collection for situation analysis	17	3	1	0
TOR development for the consultant	11	2	0	0
Program gap analysis	12	3	1	1
M&E framework development	15	4	0	2
Gender programming	6	1	0	1
Key affected/ criminalized populations component development	6	0	0	1
Community Systems Strengthening component development	15	5	1	0
Writing of narrative section	11	3	0	0
Financial gap analysis	9	1	0	1
Completion of financial form	7	3	0	0

#### Section D – Implementing the program

A brief survey of implementation challenges currently being faced by the CSO implementers present at the workshop revealed that the late disbursement of funds was a major problem, followed by the working relationship PR/SR/SR, as well as management of volunteers. See table below.

**Table showing GFATM grant implementation challenges faced by CSOs**

Challenges	# respondents
GF expectations for implementation are not clear	2
Late disbursement of funds	14
Lack of info on disbursement of funds	3
Number of staff	7
Capacity of staff	6
Management/ motivation of volunteers	9
High staff turn over rate at the organization	2
High staff turn over rate within grant program in the country	2
Inadequate office equipment/ communication technology	7
Monitoring & evaluation	6
Lack of info on other areas of program implementation linked to your component	5
Alignment with program of the National AIDS Coordinating unit	4
Financial management	7
Reporting	5
Working relationship with PR, SR or SSR	12
Working relationship with CCM, LFA, FPM or other GF unit	1
Working relationship with UN support agencies or other international organizations	3
Working relationship with the media	0
Problems related to rural or urban program implementation	6
Language barriers	2

Participants also mentioned other problems such as traditional/ cultural barriers, inadequate funding allocated to SR for implementation and a lack of country ownership of the project.

### Section E – Civil Society on the CCM

Although more than half of the CSO CCM members at the workshop reported having no problem carrying out their duties, 100% of the respondents confirmed that civil society’s role on the CCM could be strengthened. Almost 25% of all respondents expressed that they only partially understood the role of civil society on the CCM. See table below for activities/modes of technical support for addressing this issue (in order of CSO preference).

**Table showing methods of strengthening CS on the CCM by CSO preference**

Technical support mode/activity	# respondents
Training/ capacity building of civil society CCM members on GF processes	30
Financial support for communication between CS CCM members and their constituency	23
Creation of Key Performance Indicators	20
Creation of TOR for civil society membership on the CCM	19
Creation of dialogue between CS members and the GF Secretariat CCM staff team	19
Creation of dialogue between CS members and the GF Secretariat Civil Society staff team	17
Creation of criteria for selection of civil society members by their constituency	16
Inclusion of CBO representative amongst CS CCM members	14
Creation of procedures for selection/ election of CS CCM members by their constituency	12
Inclusion of key affected/ criminalized populations representatives amongst CS CCM members	10

### Section F – Quality of Technical Support

Of the participants who had already had technical support for proposal development and/or implementation, more than half found the support relevant but less than half found it either timely or cost effective.

Some of the suggestions for improving delivery of technical support to CSOs are as follows:

- Involve the CSO in selecting performance indicators
- The consultant to be fluent in oral and written English
- Local costs to be catered for
- Do technical support for a thematic area e.g. training the finance team and programme officers of PRs and SRs in a country on financial management
- Have consultant available for at least 2 or 3 weeks
- Dispatch consultants with experience of similar programs in other countries in the region
- Consultant to engage in capacity building/ transfer of skills

# CSAT follow up plans

## **First six months after workshop:**

- Collaborate with UNAIDS West & Central Africa (WCA) Regional Support Team in order to broker technical assistance to CSOs for round 9 proposal development, and include CSOs at UNAIDS/WHO regional and national round 8 to 9 resubmission workshops
- Work closely with existing local civil society PRs and SRs in the region regarding implementation challenges shared at the workshop with aim of getting appropriate technical assistance for them
- Lend assistance to national networks that plan to have a similar forum at country level in WCA region; as well as other regions of Africa
- Collaborate with 'Partners Against AIDS' towards having private sector/civil society workshop on Dual Track Financing
- Source funding and capacity building for civil society CCM members as per supported recommendations for strengthening their role
- Formulation and execution of CSAT advocacy strategy based on results of technical support needs self-assessment

## **Second six months:**

- Collaborate with regional and international private organizations for PR and SR capacity building in the way of study visits, customized staff training, organizational development course offers and mentorship pairing
- Continue working closely with PRs and SRs regarding their implementation challenges – and organization of study visits and mentorship pairing (country visits as needed)
- Broker technical assistance for strengthening of civil society CCM membership function (country visits as needed)
- Broker technical assistance for CSO capacity assessments (country visits as needed)

# Annexes