

## COMMUNITIES ACTION PLAN

Communities Consultation on the New Funding Model  
25th and 26th January 2013, Amsterdam, The Netherlands

### Introduction:

Evidence and experience from more than a decade of the work of the Global Fund to Fight AIDS, Tuberculosis (TB) and Malaria (Global Fund) unequivocally show that HIV, TB and malaria programming is most effective when communities are extensively and meaningfully involved in all processes. This pivotal role is acknowledged and reflected in the Global Fund Strategy 2012 – 2016, which notes that “communities living with or affected by the diseases” are key partners in the Global Fund model. The New Funding Model (NFM), which is based on the Strategy, represents an important opportunity to further expand and enhance community engagement. Communities therefore need and expect to influence all aspects of the NFM.

The following plan outlines some key expectations with regards to community engagement in the transition to the NFM. The expectations are grouped under five priorities:

- Priority 1: Community Monitoring, Watchdog and Validation Function**
- Priority 2: Community Dialogue Platforms**
- Priority 3: Roles and Responsibilities**
- Priority 4: Sexual Orientation and Gender Identity (SOGI), Gender Equality, Human Rights and Community Systems Strengthening (CSS)**
- Priority 5: Communications**

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| Priority 1: Community Monitoring, Watchdog and Validation Function   |   |  |
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| <p>Community engagement is critical to the effective implementation of the NFM. It ensures that resources and support reach the people most affected by the three diseases and that human rights are not abrogated in the course of any proposed interventions. In particular, community leadership and participation in monitoring all aspects of the transition to the NFM are essential for scrutinising the process, assessing the impact and determining successful approaches. To ensure and strengthen community engagement, independent community-led monitoring mechanisms must be put in place. Communities will lead and take responsibility in these efforts. Technical and financial support must be provided for these mechanisms in order to carry out this critical watchdog function.</p> |   |  |
| Action<br>(What needs to happen?)  | Responsibility<br>(Who needs to do it?)   | Timeframe<br>(When must it happen?)                              |
| <p><b>1.1.</b> Include MARPs community representatives in the <b>TRP and GAC</b> to assess concept notes on their compliance with human rights, SOGI, Gender and CSS principles and to ensure country plans that invest in evidence and human rights-based programmes.</p>   | Global Fund Secretariat   | According to timeframe of transition phase                       |
| <p><b>1.2.</b> Establish a <b>community-led watchdog function</b>:</p> <p>a) <b>During the pilot phase</b>, in each pilot country - by identifying communities/groups to monitor the country dialogue process, the development of the concept note and the impact of the NFM on levels of financial support to community-led initiatives.</p> <p>b) <b>Over the mid to long-term</b> - monitoring the roll-out and implementation of Global Fund-supported grants to ensure that they are used to fund programmes that are respectful of human rights, target the appropriate communities and are in alignment with the Global Fund SOGI, Gender and CSS policies. This must be funded by donors/other partners and used as a resource by the Secretariat.</p>   | Communities, groups and civil society in countries; global networks; donors (to facilitate the work and build capacity among watchdog groups) | For pilot countries, before June 2013; also over the longer-term |
| <p><b>1.3.</b> Engage with regular Global Fund <b>review/check-in processes</b> on the development and implementation of the NFM (including the pilot and transition phases). Establish clear communications channels with FPMs and ensure that these are respected and adhered to via regular feedback and interaction. The results of community-led monitoring and watchdog processes should be reported to the three Civil Society Delegations to the Board of the Global Fund and the SIIC- to ensure that appropriate changes to the funding model are made.</p>  | Community-led global networks in partnership with regional and country level communities groups   | From start of the pilot onwards                                  |
| <p><b>1.4.</b> Clarify with the SIIC the procedure and timeline for <b>influencing Secretariat/Board decisions</b> on the NFM and establish how community recommendations are taken into account and acted upon.</p>   | SIIC; Global Fund Secretariat   | From the next SIIC meeting (April) onwards                       |

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| Priority 2: Community Dialogue Platforms  |  |  |
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| <p>In many contexts, key communities remain marginalised, criminalised, and subject to high levels of stigma and discrimination. This prevents or limits their access to decision-making processes, including CCMs and national disease policy development. The Global Fund and partners must ensure support and resources are made available to communities so that they can effectively influence all stages of the process, including a sustained and on-going country dialogue. How this engagement is facilitated must respond to the needs and different ways of working of communities, whilst ensuring the safety and security of participants. Countries where such community dialogue platforms cannot be established should not be allowed to participate in the transition phase. This criterion should be a core principle of the NFM beyond the transition phase.</p> |  |  |
| Action<br>( <i>What needs to happen?</i> )  | Responsibility<br>( <i>Who needs to do it?</i> ) | Timeframe<br>( <i>When must it happen?</i> ) |
| <p><b>2.1.</b> The Global Fund should build on its existing policies and ensure that, if a country is selected for the pilot phase and excludes any key community in the country dialogue process, its indicative funding will be reduced and additional funding will be available for a <b>non-CCM concept note</b>.</p>   | Global Fund Secretariat                          | Immediately                                  |
| <p><b>2.2.</b> The country dialogue process should be ongoing and <b>jointly led</b> by communities and government.</p>   | Global Fund Secretariat                          | Immediately                                  |
| <p><b>2.3.</b> The community dialogue platform should be resourced via the existing <b>expanded CCM funding stream</b> – as a means for communities to discuss and organise on the NFM among themselves and, in turn, play a full role in the country dialogue process. Should a CCM refuse/fail to apply and direct resources to the platform communities can make direct application to the Global Fund Secretariat</p>   | Global Fund Secretariat                          | Immediately                                  |

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| Priority 3: Roles and Responsibilities  |   |                                     |
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| <p>There remains a lack of clarity of the various roles and responsibilities different stakeholders will play in key components of the NFM. At both global and country levels, there is no guidance on ‘who’ will play ‘what’ roles and ‘who’ makes decisions. Unequal power dynamics amongst main stakeholders, including on the CCM are challenges. Solid guidance, clear assessment criteria and inclusive validation/monitoring processes are necessary for communities to effectively take advantage of entry points, participate in key decision making processes, and hold stakeholders accountable. The roles of key Global Fund structures, such as the Technical Review Panel (TRP), are not adequately defined. In addition, action needs to ensure appropriate capacity, including expertise round community issues on these structures. The Global Fund must clarify such guidance and potential roles at the beginning of the transition phase and ensure that they are evaluated throughout the pilot process.</p> |   |                                     |
| Action<br>(What needs to happen?)   | Responsibility<br>(Who needs to do it?)             | Timeframe<br>(When must it happen?) |
| 3.1. The Global Fund, together with its stakeholder partners, should compile a review of what constitutes global <b>good practice for a country dialogue</b> that is inclusive, transparent, evidence-driven and country owned. This would facilitate the development of a <b>set of criteria</b> to be used to assess the validity and robustness of the process.  | Global Fund; technical partners; communities        | Immediately/on-going                |
| 3.2. The CCM chair should be tasked to present a review of existing country processes for country dialogue and investment decisions, coupled with a country plan on how to proceed and improve for the NFM.   | CCM; country team/FPM                               | As appropriate                      |
| 3.3. The Global Fund, together with partners, should facilitate resources to enable a robust and informed country dialogue to take place.   | Global Fund and partners                            | As appropriate                      |
| 3.4. The Global Fund, together with partners, should identify a potential mechanism to generate feedback on the process and suggest improvements.   | Global Fund and partners                            | As appropriate                      |
| 3.5. The CCM will endorse the disease split and submit a brief justification to the Secretariat which will consult with TRP and GAC and approve.  | CCM; FPM/ Country Team; TRP/GAC; technical partners | As appropriate                      |
| 3.6. The validation of the country dialogue process should be done through a consultative process by a multi-stakeholder group in-country (and potentially some regional peer assessment).  | Multi-stakeholder group in-country; regional peers  | As appropriate                      |
| 3.7. Once the process has been validated, the concept note(s) will be developed.  | CCM   | As appropriate                      |

**Priority 4: Sexual Orientation and Gender Identity (SOGI), Gender Equality, Human Rights and Community Systems Strengthening (CSS)**

In the transition to the NFM, the Global Fund should fully apply existing policies (notably SOGI, Gender Equality and CSS) that have been proven to enhance communities' participation. In addition, prior to full implementation of the NFM, the Global Fund must integrate guidance on policy and programming that addresses human rights and the specific intersecting needs of women, transgender women and men, men who have sex with men, people who use drugs, male, female and transgender sex workers, as well as young people and adolescents within these populations. Special attention should be paid to the multiplying effects that intersecting forms of marginalisation, and stigma and discrimination can have on people's vulnerability to HIV, TB and malaria. The existing policies should be updated and new policies on human rights, drug use, sex work, and intersectionality should be developed and integrated into one overarching policy in close consultation with communities. Evaluation of the effectiveness of these policies should be a integral part of the NFM.

| Action<br>(What needs to happen?)   | Responsibility<br>(Who needs to do it?)  | Timeframe<br>(When must it happen?)                                    |
|---|--|--|
| <p><b>4.1.</b> Prior to full implementation of the NFM, the Global Fund should <b>integrate guidance on policy and programming</b> that addresses Human Rights and the specific and intersecting needs of women, transgender women and men, men who have sex with men, people who use drugs, male, female and transgender sex workers, as well as young people and adolescents within these populations. Special attention should be paid to the multiplying effect that intersecting forms of marginalization and stigma and discrimination can have on people's vulnerability to HIV, TB and malaria.</p> | <p>Global Fund, including the SIIC; technical partners; communities, networks and organizations.</p> | <p>Before full implementation of the NFM (December 2013)</p>           |
| <p><b>4.2.</b> Existing policies (on SOGI, Gender and CSS) should be <b>updated and new policies</b> on Human Rights, People who use Drugs, Sex Work and Intersectionality should be developed and integrated into one <b>overarching policy</b> in close consultation with communities.</p>  | <p>Global Fund, including the SIIC; technical partners; communities, networks and organizations</p>  | <p>By November 2014</p>  |
| <p><b>4.3.</b> The <b>monitoring and evaluation</b> of the effectiveness of these policies should be an integral part of the NFM.</p>   | <p>Communities Delegation (with partners); independent experts</p>                                   | <p>Ongoing: Phase 1 - December 2013; Phase 2 - November 2014; etc.</p> |

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| Priority 5: Communications   |  |  |
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| <p>Community knowledge and understanding of the NFM is currently extremely limited. There have been few strategic and resourced efforts to strengthen community knowledge on changes in Global Fund processes. This is an urgent priority if communities are to engage in all aspects of NFM development, implementation, and evaluation, including holding stakeholders accountable. The Global Fund should address this gap in knowledge by developing a mechanism to raise awareness, improve understanding of, and increase engagement of communities prior to and during the transition to the NFM.</p> |  |  |
| Action<br>(What needs to happen?)  | Responsibility<br>(Who needs to do it?)  | Timeframe<br>(When must it happen?)                      |
| <p><b>5.1.</b> Assessment and action on <b>how best to communicate</b>/engage with local communities on the NFM in each of the pilot countries, with an emphasis on identifying and operationalizing practical and appropriate ‘bottom-up’ communication methods.</p>  | <p>Communities Delegation;<br/>Communities<br/>Consultation participants</p>   | <p>When pilot countries are announced</p>                |
| <p><b>5.2.</b> Mapping of existing <b>regional communications opportunities</b> (meetings, e-forums, etc.) where communities will be involved. With financial support from the Global Fund Secretariat and technical support from the Global Fund and technical partners, national networks of people living with HIV and TB and malaria organisations should support one/two day <b>regional communities consultations</b> - bringing at least one community member from a number of countries to become acquainted with the NFM and become country community ambassadors for the NFM.</p>                  | <p>Communities Delegation;<br/>Global Fund; technical partners; GNP+; national networks of PLHIV; TB and malaria organisations</p> | <p>Before next Global Fund Board meeting (June 2013)</p> |
| <p><b>5.3.</b> National networks of PLHIV and for TB and malaria should hold one/two day <b>national communities consultations</b> (attached to an existing meeting) - to sensitise members on the NFM, with support on the content and facilitation provided by Global Fund technical partners.</p>   | <p>National networks;<br/>technical partners;<br/>country ambassadors</p>  | <p>As soon as possible (for transition countries)</p>    |
| <p><b>5.4.</b> Global networks to engage and garner FAQs from communities on the NFM and transition phase to be fed through the Communications Focal Point to the Global Fund Secretariat to, in turn, provide answers in <b>monthly communiqués</b> (no more than two pages) to communities via networks and strategic partners (such as RBM, Stop TB, GNP+ and EHRN).</p>  | <p>Communications Focal Point; global networks;<br/>Global Fund Secretariat</p>  | <p>Monthly, from February 2013</p>                       |
| <p><b>5.5.</b> Development of a <b>community strategic analysis tool</b> that articulates community perspectives of the NFM and their implications for funding, engagement and entry points for participation. This should include key advocacy messages to support country dialogue and global policy decision-making processes. It should be based on the outcomes of the Communities Consultation and be disseminated through global networks and other strategic partners.</p>   | <p>Communications Focal Point; Communities<br/>Consultation participants</p>   | <p>As soon as possible (by March 2013)</p>               |