

# The Global Fund



The Smart Sex Worker's Guide to The Global Fund



**Global Network of Sex Work Projects**  
Promoting Health and Human Rights

**NSWP exists to uphold the voice of sex workers globally and connect regional networks advocating for the rights of female, male and transgender sex workers. It advocates for rights-based health and social services, freedom from abuse and discrimination and self-determination for sex workers.**

**SEX WORK IS WORK:  
Only Rights Can  
Stop the Wrongs**

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# Contents

<b>Introduction</b>	<b>2</b>
<b>What is The Global Fund?</b>	<b>3</b>
<b>Key Structures – Global</b>	<b>4</b>
The Board	4
Global Fund Committees	6
The Office of the Inspector General	8
The Global Fund Secretariat	10
<b>Key Structures – In Country</b>	<b>14</b>
FPM and Country Teams	14
Country Coordinating Mechanisms	14
Local Fund Agents	15
In-Country Partners	15
<b>Other Key Structures</b>	<b>16</b>
Community, Rights and Gender Technical Assistance	16
Community, Rights and Gender Advisory Group	16
Human Rights Reference Group	17
Global Fund Advocates Network (GFAN)	17
<b>Key Strategies</b>	<b>18</b>
2017–2022 Global Fund Strategy	18
Human Rights	18
Gender Equality Strategy	19
Sexual Orientation and Gender Identity Strategy (SOGI)	19
New Funding Model – Performance Based Funding	20
<b>NGO Delegations to The Global Fund Board</b>	<b>21</b>
How to Join a Delegation?	21
<b>Country Dialogue</b>	<b>23</b>
Ongoing Process	23
Why Should You Get Involved?	24
<b>Questions and Answers</b>	<b>25</b>

# Introduction

**The Smart Guide is a quick reference to help you understand the large and complex organisation that is The Global Fund. Your sex worker organisation may currently receive or wish to receive future funding through The Global Fund.**

It briefly describes the key structures at global and country levels, outlines their function and suggests how to interact with them. It will also look at the various Global Fund strategies and policies and their impact, risks and opportunities for key populations. References are included for further reading.

# What is The Global Fund?

**The Global Fund is the largest funding mechanism to fight HIV/AIDS, Tuberculosis and Malaria. The organisation provides significant funding to countries, through grants, to support their response to these diseases. It does not implement programmes itself.**

The founding document of The Global Fund (to fight AIDS, TB and Malaria), *The Framework Document*<sup>1</sup> states:

*“The purpose of The Global Fund is to attract, manage and disburse additional resources through a new public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, tuberculosis (TB) and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals”.*

The Fund provides financing to countries in millions of US\$ or Euros. It does not fund individual organisations or provide small grants for NGOs or Community-Based Organisations (CBOs).

The Global Fund is a Public/Private Partnership. It relies on the cooperation and assistance of various stakeholders including Governments, UN Technical Agencies, private sector, and civil society and community groups (including those of key populations)<sup>2</sup>.

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- 1 For a full description of the Purpose, Principles and Scope of the Fund see *The Framework Document*: [http://www.theglobalfund.org/documents/publications/brochures/Corporate\\_TheGlobalFund\\_Brochure\\_en/](http://www.theglobalfund.org/documents/publications/brochures/Corporate_TheGlobalFund_Brochure_en/)
  - 2 Full details of The Global Fund Core structures can be found at: [www.theglobalfund.org/en/documents/governance/](http://www.theglobalfund.org/en/documents/governance/)

# Key Structures – Global

## The Board

The Board<sup>3</sup> is the governing body of The Global Fund and has the final word on all decisions. The Board is made up of various constituencies<sup>4</sup>, all of whom participate equally. There are twenty

voting constituencies, split between Implementers and Donors. There are an additional eight non-voting members. Board Members change every two years.

BOARD COMPOSITION		
Implementers' bloc	Donors' bloc	Non-voting members
Eastern Europe and Central Asia	Canada and Switzerland	Chair
Eastern Mediterranean	European Commission (Belgium, Italy, Portugal, Spain)	Vice-Chair
Eastern and Southern Africa	France	Executive Director
Latin America and Caribbean	Germany	Host country (Switzerland)
South East Asia	Japan	WHO
West and Central Africa	Point Seven (Denmark, Ireland, Luxembourg, Netherlands, Norway, Sweden)	UNAIDS
Western Pacific Region	United Kingdom and Australia	Partners (Roll Back Malaria, Stop TB, UNITAID)
Communities (NGOs representative of the Communities Living with the Diseases)	United States	Trustee (World Bank)
Developed Country NGOs	Private Foundations	
Developing Country NGOs	Private Sector	

<sup>3</sup> A full list of Board Membership can be found at: <http://www.theglobalfund.org/en/board/members>

<sup>4</sup> A full list of Constituency Communication Focal points can be found at: <http://www.theglobalfund.org/en/board/constituencies>

Each constituency may be composed of a number of countries or organisations. The processes for forming a constituency are defined by each constituency.

Each constituency has a Board Member, an Alternate Board Member, a Communications Focal Point (CFP), and will attend meetings supported by a Delegation of five to ten members.

**The Board discusses and makes final decisions on the following areas:**

- **Strategy:** Oversees the development of The Global Fund Strategies and initiatives. Establishes the principles that govern grant making.
- **Governance:** Appoints the Board and Committees leadership and members, establishes Board committees. Sets the overall principles for the governing, administrative and advisory bodies. Appoints, and if required, replaces the Executive Director and Inspector General.
- **Financial:** Reviews and approves funding proposals. Approves work plans and budgets for all governing, administrative, and advisory bodies. Approves the annual report and financial statements.
- **Performance:** Oversees the monitoring and assessment of activities supported by The Global Fund. Oversees the assessment of the performance of the governing, administrative and advisory bodies.

- **Risk:** Oversees the strategy for identifying and managing risk – financial, reputational, legal, strategic etc. Oversees the risk-tolerance framework.
- **External Relations:** Promotes active engagement and collaboration with a wide and diverse range of partners. Mobilises public and private sector donors (fundraising). Promotes the mission, principles and activities of The Global Fund (public relations.)

The three NGO Delegations perform the same functions as other Delegations but with an increased focus on communities, key populations, human rights and gender. The NGO Delegation members represent their respective constituencies and not their own organisational interests or themselves as individuals.

### **How to Interact?**

The Communication Focal Point for your constituency should be your first point of contact. Make your organisation known to them. Request to be added to list serves so that you are aware of issues that are being discussed. This will enable you to contribute information and intelligence that is important to you and those you work with.

Find out if there is someone from your constituency e.g. a sex worker organisation who is a Delegate and build a relationship with them.

If you know individual Board Members or Delegates, you may also contact them directly.

## Global Fund Committees

There are three standing (permanent) committees<sup>5</sup>:

- 1 Strategy, Impact and Investment Committee (SIIC).
- 2 Finance and Operational Performance Committee (FOPC).
- 3 Audit and Ethics Committee.

The SIIC provides oversight of the strategic direction of The Global Fund. This includes development of the 2017–2022 *Strategy*, and ensuring that Global Fund grants have the greatest possible performance and impact.

The FOPC oversees the financial management of The Global Fund. It ensures the best performance in the operations and management of the Secretariat.

The Audit and Ethics Committee oversees the internal and external audit investigations function of the Fund. This committee works closely with the Office of the Inspector General, to ensure those who receive and implement Global Fund grants adhere to appropriate standards of ethical behaviour.

All three Committees report directly to the Board.

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<sup>5</sup> A full description of the Committees can be found at the following links:

**Current Committee Membership**

<http://www.theglobalfund.org/en/board/committees/>

**Operating Procedures of the Board and the Committees**

[http://www.theglobalfund.org/Documents/board/core/Board\\_GlobalFundBoard\\_OperatingProcedures\\_en/](http://www.theglobalfund.org/Documents/board/core/Board_GlobalFundBoard_OperatingProcedures_en/) (See in particular Annex 1 – Board and Committee Members Roles and Responsibilities)

**Committee Charters**

*Audit and Ethics Committee*

[http://www.theglobalfund.org/documents/committees/Core\\_AuditsAndEthicsCommittee\\_Charter\\_en/](http://www.theglobalfund.org/documents/committees/Core_AuditsAndEthicsCommittee_Charter_en/)

*Finance and Operational Performance Committee*

[http://www.theglobalfund.org/documents/committees/Core\\_FinanceAndOperationalPerformanceCommittee\\_Charter\\_en/](http://www.theglobalfund.org/documents/committees/Core_FinanceAndOperationalPerformanceCommittee_Charter_en/)

*Strategy, Investment and Impact Committee*

[http://www.theglobalfund.org/documents/committees/Core\\_StrategyInvestmentAndImpactCommittee\\_Charter\\_en/](http://www.theglobalfund.org/documents/committees/Core_StrategyInvestmentAndImpactCommittee_Charter_en/)



## Function

The Global Fund Committees determine which changes should be made to core Global Fund policies, so that the strategic direction outlined by the Board may be implemented. The Committees make recommendations to the board on criteria for future decision making and consider any other relevant issues (such as Hep C treatment within Global Fund grants.)

The Secretariat implements the changes and identifies any implementation challenges.

**The role and function of the Committees can be summed up as:**

- Decide.
- Advise/recommend.
- Oversee.

The Committees are extremely influential. The Board makes the final decisions, but those decisions are informed and influenced by the Committees.

## How to Interact?

The Strategy, Impact and Investment Committee (SIIC) currently has representatives from two NGO Delegations. The Finance and Operational Performance Committee (FOPC) has representatives from all three NGO Delegations. You may contact these representatives directly or through the delegations' Communication Focal Point.

If you know anyone in any of the NGO Delegations, they should be able to connect you with best person for you to interact with, for specific issues or needs.

## The Office of the Inspector General

Established in 2005, the Inspector General (OIG) is an independent office of The Global Fund. The OIG reports to the Board through the Audit and Ethics Committee for strategic direction, approval of work plans, and budget and accountability.

The Board develops controls for managing key risks that may affect Global Fund programmes and operations. The Office of the Inspector General (OIG) provides the Board with independent and objective assurance about the design and effectiveness of these controls<sup>6</sup>.

### Function

The IG may review all systems, processes, operations, functions and activities of The Global Fund and its grant recipients. In addition to financial matters, the IG may review issues in other areas, such as human rights abuses, if they are related to programmes supported by The Global Fund. The OIG investigates complaints and issues where it appears that The Global Fund or its financed programmes may not be operating with integrity or legality.

### How to Interact?

Interactions with the OIG will likely be related to complaints or issues you feel the OIG should be made aware of. To facilitate this The Global Fund has a 'Whistle Blowing' policy. You may bring forward concerns, allegations or information that highlight that stakeholders are being wrongfully put at risk, or have been or are being harmed by The Global Fund or in a Global Fund financed programme. If you do so in good faith, you will be protected from retaliation.

The areas covered by the 'Whistle Blowing' policy, include, but are not limited to:

- Misconduct by Global Fund staff or contractors.
- Theft or diversion of funds or other assets (including embezzlement, theft of assets procured with grant funds).
- Fraud against The Global Fund or its grant recipients (e.g. bribery, kickbacks, inappropriate gratuities, forged signatures, false travel claims, travel with no legitimate purpose).
- Knowingly communicating false information (including false financial or programmatic reporting and other misrepresentation of information) and inappropriate disclosure of information.
- Waste or misuse of resources, assets and monies (e.g. knowingly purchasing expired drugs, supplying faulty test kits).

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<sup>6</sup> Full details on the OIG can be found at: [www.theglobalfund.org/en/oig](http://www.theglobalfund.org/en/oig)

- Unethical conduct (conduct that undermines universal, core ethical values, such as integrity, respect, honesty, responsibility, accountability, and fairness), including issues related to violations of human rights in relation to Global Fund supported programmes.
- Actions damaging The Global Fund's reputation and which may lead to an investigation.
- Abuse of power or authority.
- Mismanagement.
- Inappropriate use of programme assets.
- Non-compliance with The Global Fund Procurement Policies (including irregularities in tender processes).
- Maladministration (e.g. failure to take proper action to rectify reported problems, failure to respond to complaints).
- Conflict of interest.
- Product substitution and counterfeit drugs.
- And any breach of the Code of Conduct for Suppliers<sup>7</sup>.
- Any breach of the Code of Conduct for Recipients<sup>8</sup>.

You may 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.

**Contact details for the OIG are:**

- **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

Full details of the 'Whistle Blowing' Policy can be found on the website under Core Documents.

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7 [http://www.theglobalfund.org/documents/corporate/Corporate\\_CodeOfConductForSuppliers\\_Policy\\_en/](http://www.theglobalfund.org/documents/corporate/Corporate_CodeOfConductForSuppliers_Policy_en/)

8 [http://www.theglobalfund.org/documents/corporate/Corporate\\_CodeOfConductForRecipients\\_Policy\\_en/](http://www.theglobalfund.org/documents/corporate/Corporate_CodeOfConductForRecipients_Policy_en/)

## The Global Fund Secretariat

The Secretariat<sup>9</sup> is responsible for the day to day running of The Global Fund.

The Office of the Executive Director is directly supported by the Office of Board Affairs and the Chief of Staff.

**There are four departments within the Secretariat which provide support or control:**

- 1 Human Resources** (support function).
- 2 Communications** (support function).
- 3 Legal and Compliance** (control function).
- 4 Risk Management** (control function).

**Then there are four Divisions:**

- 1 External Relations.**
- 2 Grant Management.**
- 3 Strategy, Investment and Impact.**
- 4 Finance Information Technology, Sourcing and Administration.**

The main focus for civil society and key populations, which includes sex workers, is the Community Rights and Gender (CRG) Team. It is part of the Strategy, Investment and Impact Division.

## Function

- **External Relations Division**  
External Relations leads resource mobilisation (fundraising), and developing public and private donor relationships. External Relations engages with civil society and international organisations to coordinate advocacy in support of The Global Fund.
- **Grant Management**  
All aspects of managing Global Fund grants are handled by the Grant Management division. This includes making payments (known as disbursements), working with all in-country stakeholders (including civil society and key populations) to ensure effective grant implementation, Country Coordinating Mechanisms (CCM) and Local Fund Agents (LFA).

Grant Management also facilitates in-country processes, including the Country Dialogue and Concept Note Development. This is where Country Teams come together. Country Teams include representatives from different Global Fund departments – legal, Monitoring and Evaluation (M&E), Procurement, Fund Portfolio Managers (FPM), CRG etc.

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<sup>9</sup> Details of the Secretariat structure may be found at: <http://www.theglobalfund.org/en/organization/structure/>

- **Strategy, Investment and Impact**

Strategy, Investment and Impact promotes partnerships, supports quality M&E, assesses overall achievements of The Global Fund, promotes community engagement, and supports the process of access to funding for countries.

Strategy, Investment and Impact analyses Global Fund performance, using strategic information from multiple sources, to improve disease programming and health financing.

The Community Rights and Gender Team is part of this division. A part of their role is to promote human rights and gender rights and will be the main focus for sex worker organisations interacting with the Secretariat.

- **Finance Information Technology, Sourcing and Administration**

Finance Information Technology, Sourcing and Administration monitors financial performance, maintains IT systems, looks for the best procurement options (best prices, best quality etc.) and ensures financial efficiency and effectiveness of the Secretariat.

## **External Relations**

If you want to be involved in civil society advocacy to support The Global Fund, contact:

- **Linda Mafu, Head of Department**  
[linda.mafu@theglobalfund.org](mailto:linda.mafu@theglobalfund.org)
- **Pauline Mazue, Specialist, Advocacy**  
[pauline.mazue@theglobalfund.org](mailto:pauline.mazue@theglobalfund.org)
- **Svend Robinson, Senior Specialist, Parliamentary Affairs**  
[svend.robinson@theglobalfund.org](mailto:svend.robinson@theglobalfund.org)

Even if you are not interested in advocacy in support of The Global Fund, it always helps to increase entry points and contacts. External Relations is involved with civil society, so it is worth being in contact and building a relationship.

## Grant Management

You may interact directly with the Fund Portfolio Manager (FPM) and/or the Programme Officer (PO) about a grant issue in your country, or if there are problems related to engagement with the Dialogue or Concept Note development processes.

If you need clarifications, specific details about processes, contact details (check The Global Fund's website first), or to raise issues of stock outs (of drugs, condoms etc.), you may contact Grant Management. Any issues related to quality of services that are financed through The Global Fund grant, which you do not feel warrants a formal complaint to the OIG, may be directed to Grant Management. Grant Management is available by email, phone and Skype.

You should keep the CRG Team informed about any in-country problems, as they may be able to help with your interaction with the FPM or Country Teams<sup>10</sup>.

- **Country Coordinating Mechanisms (CCM) Secretariat Team** (also known as CCM Hub) The CCM oversees and ensures efficient use of Global Fund funding. It does not manage or implement Global Fund grants.

In addition to engaging with CCM Members in-country, building a relationship with the CCM Team at the Secretariat is also useful<sup>11</sup>.

There are annual or bi-annual assessments of CCMs (depending on country situation), conducted by consultants, called Eligibility and Performance Assessments (EPA). The

consultants are commissioned through various Technical Support Agencies who have contracts with The Global Fund. It is important for sex workers and organisations to engage with the EPA process when it happens. Ensure that you request to speak with the consultants, especially about involvement in the CCM, Dialogue Process, Concept Note Development, communication with CCM representatives etc. to highlight what is working and what is not working from a sex worker perspective.

## Strategy, Investment and Impact

Community Rights and Gender Team will be your main point of contact with this division within the Secretariat. It is the key team for contact on key population issues.

## Finance Information Technology, Sourcing and Administration

Currently, there is little reason for sex worker organisations to interact with the Finance Information Technology, Sourcing and Administration for sex worker organisations. Although this may change once the new Global Fund Strategy is agreed, especially around issues such as TRIPS and access to treatment.

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<sup>10</sup> Full details of the Grant Portfolio and FPM's can be found at: [www.theglobalfund.org/en/](http://www.theglobalfund.org/en/) Click on Where We Invest and choose your country from the drop-down menu. You will find all essential information regarding the GF Grants in your country, as well as contact details for the FPM.

<sup>11</sup> You can contact the CCM Team at: [ccm@theglobalfund.org](mailto:ccm@theglobalfund.org)

Here is the contact list for the CRG Team Advisers:

Contact	Role	Email
Kate Thomson	Head, Community, Rights and Gender Department	<a href="mailto:kate.thomson@theglobalfund.org">kate.thomson@theglobalfund.org</a>
Ralf Jurgens	Senior Technical Coordinator, Human Rights	<a href="mailto:Ralf.Jurgens@theglobalfund.org">Ralf.Jurgens@theglobalfund.org</a>
Hyeyoung Lim	Technical Advisor, Human Rights	<a href="mailto:Hyeyoung.Lim@theglobalfund.org">Hyeyoung.Lim@theglobalfund.org</a>
Heather Doyle	Senior Technical Coordinator, Gender	<a href="mailto:Heather.Doyle@theglobalfund.org">Heather.Doyle@theglobalfund.org</a>
Matt Greenall	Senior Technical Advisor, Community Systems Strengthening	<a href="mailto:Matthew.Greenall@theglobalfund.org">Matthew.Greenall@theglobalfund.org</a>
Mauro Guarinieri	Senior Technical Advisor, Community Responses	<a href="mailto:Mauro.Guarinieri@theglobalfund.org">Mauro.Guarinieri@theglobalfund.org</a>
David Traynor	Technical Advisor, Policy and Generalist	<a href="mailto:David.Traynor@theglobalfund.org">David.Traynor@theglobalfund.org</a>
Attapon Ngoksin	Advisor, Key Populations	<a href="mailto:Attapon.Ngoksin@theglobalfund.org">Attapon.Ngoksin@theglobalfund.org</a>
Sharmeen Premjee	CRG Special Initiative Coordinator	<a href="mailto:sharmeen.premjee@theglobalfund.org">sharmeen.premjee@theglobalfund.org</a>

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# Key Structures – In Country

## FPM and Country Teams

Although not strictly an in-country structure, they are very important. Find out when they are making a country visit (see contact details under Grant Management) so you can either be a part of any civil society or key populations meetings, or to arrange to meet with them separately.

## Country Coordinating Mechanisms

The CCM oversees and ensures efficient use of Global Fund funding. It does not manage or implement Global Fund grants.

### Function

The main functions of the CCM are to:

- Coordinate the development of national funding applications to The Global Fund.
- Nominate the Principal Recipient.
- Oversee implementation of grants and submit requests for continued funding.
- Approve any re-programming (changes to the focus of proposals).
- Ensure consistency with other grants and health programmes.
- Participate in national strategic plan discussions.
- Stakeholders to engage in the Country Dialogue.
- Determines and agrees the funding split between programmes and activities  
E.G. How much goes to treatment and how much to prevention etc.

### How to Interact?

You can find out who sits on the CCM (and who represents Civil Society (CS) and key populations) in your country through The Global Fund website<sup>12</sup>. You should make contact with the Civil Society representatives, as they are there to represent your voices, if you do not have a seat on the CCM yourself.

You can find country specific information from the scroll down list under ‘where we invest’ banner on the website.

If you know any of the CCM Members you can contact them directly.

Each CCM has a Secretariat. One of their tasks is to inform constituencies about the work, meetings etc. of the CCM. Make sure you are on the CCM Secretariat mailing lists. You may not receive important information in a consistent and timely manner if you are not.

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<sup>12</sup> Details of the CCM Requirements and Minimum Standards can be found at: [www.theglobalfund.org/en/](http://www.theglobalfund.org/en/) then scroll down to Country Coordinating Mechanism where you can find your country and CCM Members and contact details.



The CS representatives on the CCM should also communicate with you as a member of a Key Population constituency. The CS representatives should have been elected to serve on the CCM through an open process, and are there to represent constituencies, not themselves or their organisations. If there are issues regarding communication or representation (which you cannot resolve yourselves) you can bring this to the attention of the FPM, the CCM Team (in Geneva), the CRG Team (also in Geneva) and/or the consultants who conduct the annual EPA.

Familiarise yourself with the CCM Requirements and Minimum Standards, so that you know and understand what you should expect from the CCM and your elected representatives. All should have Terms of Reference to which they can be held accountable<sup>13</sup>.

## **Local Fund Agents**

Local Fund Agents are the ears and eyes of The Global Fund in country. They are primarily tasked with overseeing grant performance, including financial audit. Although they are governed by strict rules regarding what they can share, they do rely on local knowledge to help their work<sup>14</sup>.

## **In-Country Partners**

Although not formally part of The Global Fund, In-Country Partners such as UNAIDS, UNDP, UNICEF, and INGO's can also be useful in facilitating interaction with the CCM and other Global Fund processes. These organisations/agencies are often Principal Recipient's and will also help in convening the Country Dialogue Process.

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<sup>13</sup> Details of the CCM Requirements and Minimum Standards can be found at: <http://www.theglobalfund.org/en/ccm/guidelines/>

<sup>14</sup> For more information and details about the LFA in your country go to: [www.theglobalfund.org/en/lfa/](http://www.theglobalfund.org/en/lfa/)

# Other Key Structures

## Community, Rights and Gender Technical Assistance

This is a special initiative, approved by The Global Fund Board. It provides Technical Assistance (TA) to communities and civil society, to ensure they can play a meaningful role in Global Fund processes. It is available to CS networks and organisations; key population and women's networks and organisations; and networks of people living with/affected by the three diseases. Applicants should be domestic organisations. The CRG Special Initiative (for technical assistance) is available until December 2016.

The focus of the TA is to support Civil Society and Community networks/organisations at all stages/processes, up to the time the Concept Note is approved. It is **not** available to support grant implementation<sup>15</sup>.

**The TA covers three main areas:**

- Situational Analysis and Needs Assessment.
- Engagement in Country Dialogue.
- Supporting Programme Design.

## Community, Rights and Gender Advisory Group

The CRG Advisory Group was set up to support the CRG Team. The advisory group provides an exchange of ideas and initiatives, and consults on ways to develop and implement Global Fund strategies and policies related to Community System Strengthening, Key Populations, Gender and Human Rights.

There are up to 18 Advisory Group Members, who serve on a voluntary basis, for a maximum of three years. There is a staggered rotation of members on an annual basis; one third of members rotate off each year. Members include representatives from key population global networks and communities, as well as two NGO Delegations to the Board and one from the Human Rights Reference Group. Technical Partners are invited to attend as Observers.

To interact with this group, contact the Global Secretariat of NSWP and/or the Communication Focal Point for any of the Communities and NGO Delegations.

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<sup>15</sup> Full details of the CRG Technical Assistance can be found at: <http://www.theglobalfund.org/en/> > Funding model > Community, rights and gender technical assistance. For further information and contact details: [crgta@theglobalfund.org](mailto:crgta@theglobalfund.org)

## Human Rights Reference Group

The Human Rights Reference Group advises The Global Fund Secretariat on human rights issues. UNAIDS, UNDP and WHO have permanent seats as Observers. As of 2015, there are sixteen individual members who are selected annually by The Global Fund Secretariat, in broad consultation with key populations networks, human rights organisations and experts as well as technical partners. Each person selected serves in an individual capacity<sup>16</sup>.

## Global Fund Advocates Network (GFAN)

GFAN was established in 2011, to unite voices around the world, to advocate for a fully funded Global Fund. Their purpose is to build a social movement to demand health for all. It does this by recruiting, connecting and mobilising advocates to communicate the urgent need to fully fund The Global Fund to maximise its impact. The focus of its advocacy are donors, government, private sector and private foundations<sup>17</sup>.

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<sup>16</sup> If you have specific recommendations for The Global Fund on human rights you can share them at: [humanrights@theglobalfund.org](mailto:humanrights@theglobalfund.org)

<sup>17</sup> Full details of GFAN can be found at: [icssupport.org/what-we-do/global-fund-advocates-network-gfan](http://icssupport.org/what-we-do/global-fund-advocates-network-gfan)

# Key Strategies

## 2017–2022 Global Fund Strategy

This is currently being developed. As of April 2016, consultations are on-going. The Partnership Forums in 2015 were focused on aspects of the next Global Fund Strategy. A draft strategy will be discussed by The Global Fund Board at its 35th Board Meeting in April 2016.

## Human Rights

The Global Fund Strategy Framework 2017–2022 reflects the increased commitment to scale up programmes to reduce human rights barriers to accessing health services for key populations, promote and protect the human rights of key populations, and strengthen community responses and systems.

The Global Fund is integrating human rights concerns into every step of the grant cycle, including the implementation phase.

The grant agreement, which is the legal contract between The Global Fund and the Principal Recipient, has a clause outlining The Global Fund's minimum human rights standards for the programmes it supports. These are:

- Grant non-discriminatory access to services for all, including people in detention.
- Employ only scientifically sound and approved medicines or medical practices.
- NOT employ methods that constitute torture or that are cruel, inhuman or degrading.
- Respect and protect informed consent, confidentiality and the right to privacy.
- Avoid medical detention and involuntary isolation unless as a last resort.

The new Strategy will strongly encourage applicants to introduce and scale up quality human rights programmes, such as education of the police and judiciary, efforts to change laws, policies and practices that create barriers to services, and legal empowerment.

If you feel that any of these rights have been violated, a mechanism is in place to receive and respond to complaints (see also under Office of the Inspector General).

You can file a complaint with the Office of the Inspector General online.<sup>18</sup>

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<sup>18</sup> <https://theglobalfund.alertline.com/gcs/welcome>, via email at [inspectorgeneral@theglobalfund.org](mailto:inspectorgeneral@theglobalfund.org) or via the free telephone reporting service at +1 704 541 6918.

## Gender Equality Strategy

The Global Fund recognises that gender inequalities fundamentally drive the three epidemics. The Gender Equality Strategy explores how The Global Fund can encourage better and increased funding towards programmes and activities that address gender inequalities and strengthen the response for women and girls.

**The Strategy addresses gender inequality throughout The Global Fund and its processes and structures, looking at:**

- Health System and Community System Strengthening.
- Country Coordinating Mechanisms (CCM).
- Proposal Development and Submission.
- The Technical Review Panel (TRP).
- Monitoring and Evaluation (M&E).
- The Global Fund Secretariat.
- The Global Fund Governance Structures.

The Strategy includes three annexes on *Useful Definitions, Suggested Gender Equality Actions and Opportunities for Partner Engagement*.<sup>19</sup>

## Sexual Orientation and Gender Identity Strategy (SOGI)

The Global Fund recognises that Men who Have Sex with Men (MSM), transgender people and male, female and transgender sex workers face many challenges in being able to access or benefit from Global Fund grants. The *SOGI Strategy* aims to strengthen the efforts of The Global Fund in achieving impact in fighting the three diseases, by recognising the vulnerabilities of MSM, transgender people and sex workers and the urgent need to minimise harm. The *SOGI Strategy* compliments the Gender Equality Strategy. The Key Populations Action Plan 2014–2017 was developed in response to recommendations that related to the SOGI Strategy.

The *SOGI Strategy* looks in detail at: Improving CCMs; Revising proposal guidelines; M&E and Reporting; Working with Partners; Advocacy and Communications; The Global Fund Secretariat; Global Fund Governance and Leadership by the Board. The *SOGI Strategy* includes annexes on *Action Points, Useful Definitions and Useful websites related to SOGI and Gender*.<sup>20</sup>

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19 You can access the *Gender Equality Strategy and Implementation Plan* by using the Search box at <http://www.theglobalfund.org/en/publications/>

20 You can access the *SOGI Strategy* by using the Search box at <http://www.theglobalfund.org/en/publications/>

## **New Funding Model – Performance-Based Funding**

Performance-Based Funding (PBF) is at the core of the New Funding Model (NFM). PBF is based on the concept of 'Raise it – Invest it – Prove it'. Countries are provided with initial funding based on the quality of their application. To continue to receive further funding, the programmes must show they have achieved (or are achieving) results. These results are measured against the targets proposed by the countries and agreed by The Global Fund. The targets are expected to be ambitious to reflect the urgency in fighting three diseases and to incentivise countries to focus their implementation efforts.

If your organisation receives funding through The Global Fund, it is essential that you understand the expectations and requirements of PBF, to ensure that your organisations and programmes continue to be funded.

# NGO Delegations to The Global Fund Board

There are three NGO delegations to The Global Fund Board:

- **Communities Living with HIV and Affected by Tuberculosis and Malaria Delegation.**
- **Developed Country NGO Delegation.**  
(Donor Country NGO's.)
- **Developing Country NGO Delegation.**  
(Implementing Country NGO's.)

They are all included as a part of the Implementers Bloc on The Global Fund Board.

Between them they represent Civil Society, Key Populations (KPs) and people living with the three diseases and their issues on The Global Fund Board.

Each Delegation develops its own priorities based on what their constituencies identify and also in response to discussions and agenda items of The Global Fund Board and Committees.

Where there is common ground on an issue the three Delegations will work together to advocate for their position. When there is no common ground they will work independently or with other like-minded Board Constituencies.

You can contact the Delegations through their Communication Focal Points or through individuals within each Delegation if you have their contact details. Further contact details are available through the web links below.

## How to Join a Delegation?

To begin with you should ask to join the GF Contact Group for updates, and Delegation email listserv. You may do this through the Communication Focal Points.

Each Delegation has its own procedure and criteria for applying to join the Delegation but they all broadly follow a similar process as described below.

A call is issued, this may be annually or every two years, depending on the specific procedure of the Delegation, for interested people who feel they meet the respective criteria and who wish to be considered for the Delegation. This is done via listservs, mailing lists and social networking sites like Facebook and Twitter. You will then receive an application form, criteria, role and responsibilities and other information for you to consider if you wish to apply.

Once your application is submitted there is usually a process of shortlisting candidates, followed by interviews and an invitation to join the Delegation if you are successful. This process is usually managed by the Communication Focal Point and Senior Members of the Delegation (most often the Board Member and Alternate Board Member).

More detailed information for each NGO Delegation can be found at the following web links:

- **Communities Delegation:**  
[www.globalfundcommunitiesdelegation.org](http://www.globalfundcommunitiesdelegation.org)
- **Developing Country Delegation:**  
[www.developingngo.org](http://www.developingngo.org)
- **Developed Country Delegation:**  
[www.globalfund-developedngo.org](http://www.globalfund-developedngo.org)



# Country Dialogue

Country Dialogue refers to on-going discussions, related to The Global Fund, at national level to develop appropriate health responses and strategies, strengthen both health and community systems and prepare funding applications to The Global Fund.

Country Dialogues should be open, inclusive and involve civil society (including networks of key populations, people living with and affected by the diseases, women's organisations), service implementers, government agencies (including National Ministries of Health, Finance and Planning), private sector, academia, bi-lateral technical partners (such as international donor governments – e.g. DFID and USAID), multi-lateral technical partners (such as UNAIDS, UNDP, UNFPA, Stop TB and Roll Back Malaria).

Key Populations (KPs) include gay men and other men who have sex with men; people who inject drugs; sex workers and transgender people; all of whom should be involved in the country dialogue and national processes.

Country Dialogue is a country owned and led process although The Global Fund is an active participant in the process.

So basically, Country Dialogue is a process for bringing together all the essential people and sectors to both guide a country's disease response and enable the Country Coordinating Mechanism (CCM) to identify programme components for which Global Fund financing can be requested.

## Ongoing Process

Country Dialogue should be an ongoing process throughout the lifetime of a Global Fund grant.

However, this does not necessarily mean that the CCM will convene a large meeting for all stakeholders, on a regular basis. Ongoing dialogue happens through technical working groups set up by the CCM, meetings convened during Global Fund Country Team visits to the country, as well as additional meetings convened by the CCM. The ongoing Country Dialogue should continue through Concept Note Development, Grant Making and Grant Implementation.

## How to Interact?

Ideally you should get involved in the process for developing your country's National Strategic Plan as this is where the dialogue process begins.

Contact the CCM Communication Focal Point and/or the CCM Secretariat in your Country, and ask to be added to the mailing list and informed about meetings taking place. If you are a CCM member or observer, put yourself forward for a Technical Working Group as this will ensure you are included in any ongoing dialogue.

## Why Should You Get Involved?

These are some of the areas where your input is critical during the Country Dialogue process:

- Provide ongoing and meaningful input into development of strategy and funding request through pre-dialogue community consultations. Bringing your lived experience into the process.
- Ensure the final concept note and grant-making takes into account needs and perspectives from all key population groups in line with the social and epidemiological context of the country.
- Help identify and monitor legal or policy barriers to services as well as barriers to service uptake related to the quality of services and/or program design, especially for Key Populations.
- Help identify key components related to Community Systems Strengthening efforts that should be included in the funding request.

Further details on the Country Dialogue process can be found at: [www.theglobalfund.org](http://www.theglobalfund.org). In the search box enter Country Dialogue.

# Questions and Answers

## **What do I do if the CCM refuses to respond or listen to the Community?**

There are a number of options:

- Write to the CCM Team at The Global Fund Secretariat [ccm@theglobalfund.org](mailto:ccm@theglobalfund.org) inform them about the steps you have taken to try and communicate with the CCM. Where possible include dates, number of emails, number of phone calls made etc. Provide as much information as possible and ask the CCM Team to either intervene or advise you on what you should do next?
- Write to the CRG Team –  
Ed Ngoksin, Advisor on Key Populations  
[Ed.Ngoksin@theglobalfund.org](mailto:Ed.Ngoksin@theglobalfund.org) or  
Mauro Guarinieri, Senior Advisor on  
Community Responses  
[Mauro.Guarinieri@theglobalfund.org](mailto:Mauro.Guarinieri@theglobalfund.org)
- Inform the Fund Portfolio Manager (FPM) of the problems you are having.
- Contact the Civil Society Representative on the CCM.

## **What do I do if the CCM Secretariat does not communicate or add me and my organisation to the mailing list?**

Basically it would be the same process as above:

- Write to the Country Team and FPM or Programme Officer and request they raise the issue with the national CCM Secretariat. Ask to be copied on any communication between the two.
- Write to the CCM Team at The Global Fund Secretariat.

## **What do I do if the Country Team or FPM does not respond to my communication?**

- Write to the CRG Team and ask that they liaise with the Country Team or FPM to resolve the issue. Make sure you provide as much detail as possible regarding your efforts to contact the Country Team or FPM.

### **What can be done if community led organisations are excluded from being sub or sub-sub recipients?**

This is complicated because it relates to the Principle Recipient (PR) and the process followed to identify sub and sub-sub recipients, which is not managed by The Global Fund Secretariat.

- Try and find out as much information as you can about the process used to determine sub and sub sub recipients.
- Speak with the Civil Society (CS) Representatives on the CCM about the situation.
- Request a meeting with the PR to discuss the issue.
- Inform the Country Team FPM.

Make sure you have the FACTS, do not rely on rumours or assumptions. The PR may believe there are legitimate reasons to exclude community led organisations, such as weak financial management, lack of organisational capacity, weak governance or if the organisations are not formerly registered as legal entities. Ask the PR to explain their reasons and inform them of the importance of involving community-led organisations.

Inform the CRG Team about any ongoing discussions.

### **What if Key Population Networks are not included in the CSS Module?**

This is something that should have been determined during the Country Dialogue and in the Concept Note writing team meetings.

- Ask for clarification from the KP and CS Representatives on the CCM as they endorsed the Concept Note prior to it being submitted to The Global Fund.
- Write to the CCM Secretariat and/or members of the Concept Note writing team for clarification on the CSS Module submitted to The Global Fund, within the Concept Note.
- Inform both CRG Team and Country Team/FPM about the omission of Key Population Networks in the CSS Module.

Remember to check your facts, because there may be legitimate reasons for not including Key Population Networks as described above.

### **What if the Key Populations Representative on the CCM ignores Key Populations?**

Key Populations Representative should have been elected to the CCM by the key populations, including sex workers. There should be Terms of Reference (ToRs) for their role on the CCM, these exist to enable the key population communities to hold the KP representative to account. Find out who managed the election process and ask to see the ToRs. If you feel the KP representative is falling short in their responsibilities reach out to other Key Populations to see if they feel the same? If they do it may be possible to call for a new election.

Inform the CCM Team and CRG Team about your concerns and request support to help you resolve the situation.

### **What if Community Organisations suspect corruption or fraud?**

You report this to the Office of Inspector General (OIG).

Make sure you gather as much evidence as you can and then inform the OIG of your concerns. Remember, it must be related to a Global Fund grant otherwise the OIG cannot investigate. The evidence should include (if possible) what happened? Where it happened? When? Names of those involved?

#### **You may contact the OIG through:**

- **Email:** [ispeakoutnow@theglobalfund.org](mailto:ispeakoutnow@theglobalfund.org)
- **Fax:** 00 41 22 341 5257  
This is a dedicated secure fax line.
- **Tel:** 00 1 704 541 6918  
This service is available in English, French, Spanish, Russian, Chinese and Arabic.
- **Voicemail:** 00 41 22 341 5258  
This is a 24 hour secure voicemail.
- **By letter:** I Speak Out Now,  
Office of the Inspector General,  
Global Fund, Chemin de Blandonnet 8,  
CH-1214 Geneva, Switzerland
- **By filling in an online form:**  
<https://theglobalfund.alertline.com/gcs/welcome?locale-en>. This is available in English, French, Russian and Spanish.



**Global Network of Sex Work Projects**  
Promoting Health and Human Rights

## **SOLIDARITY IN ACTION**

**Even before the HIV epidemic, sex workers were organising themselves. NSWP, as a global network of sex worker-led organisations, has strong regional and national networks across five regions: Africa; Asia-Pacific; Europe (including Eastern Europe and Central Asia); Latin America; and North America and the Caribbean.**

NSWP has a global Secretariat in Scotland, UK, with staff to carry out a programme of advocacy, capacity building and communications. Its members are local, national or regional sex worker-led organisations and networks committed to amplifying the voices of sex workers.



**Global Network of Sex Work Projects**  
Promoting Health and Human Rights

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