

How Civil Society and Communities Can Engage in the Global Fund Grant-making Processes

icaso





Introduction

This information note is an update of the alert prepared by ICASO in 2015 to provide advice to civil society and community groups on how to engage in grant-making activities once a funding request has been developed.¹ Following the submission of a funding request to the Global Fund, there continues to be a critical role for communities and civil society to play. This information note describes the steps involved in moving from a funding request to a signed grant. It recommends entry points, resources, and technical assistance available to support communities and civil society during this phase. This information will be of interest to community and civil society representatives on Country Coordinating Mechanisms (CCMs) as well as disease-specific non-governmental organizations (NGOs), vulnerable and key population networks, gender and human right activists, and other groups that participated in the funding request development process.²

The concept of differentiation was introduced as an ‘enabler’ in the 2017-2022 Global Fund Strategy. Among other things, differentiation calls on the Fund **to simplify its processes and ensure they are more tailored to the current needs and conditions of each country.** The initiative also allocates Secretariat financial and human resources based on where the attention is most needed and where it will have the greatest impact on health outcomes. **The new country categories are:**

- **Focused:** These are composed of smaller portfolios from countries with lower disease burden and lower risk.
- **Core:** Includes larger portfolios from countries with higher disease burdens and higher risk.
- **High Impact:** These countries have very large portfolios with critical disease burden.

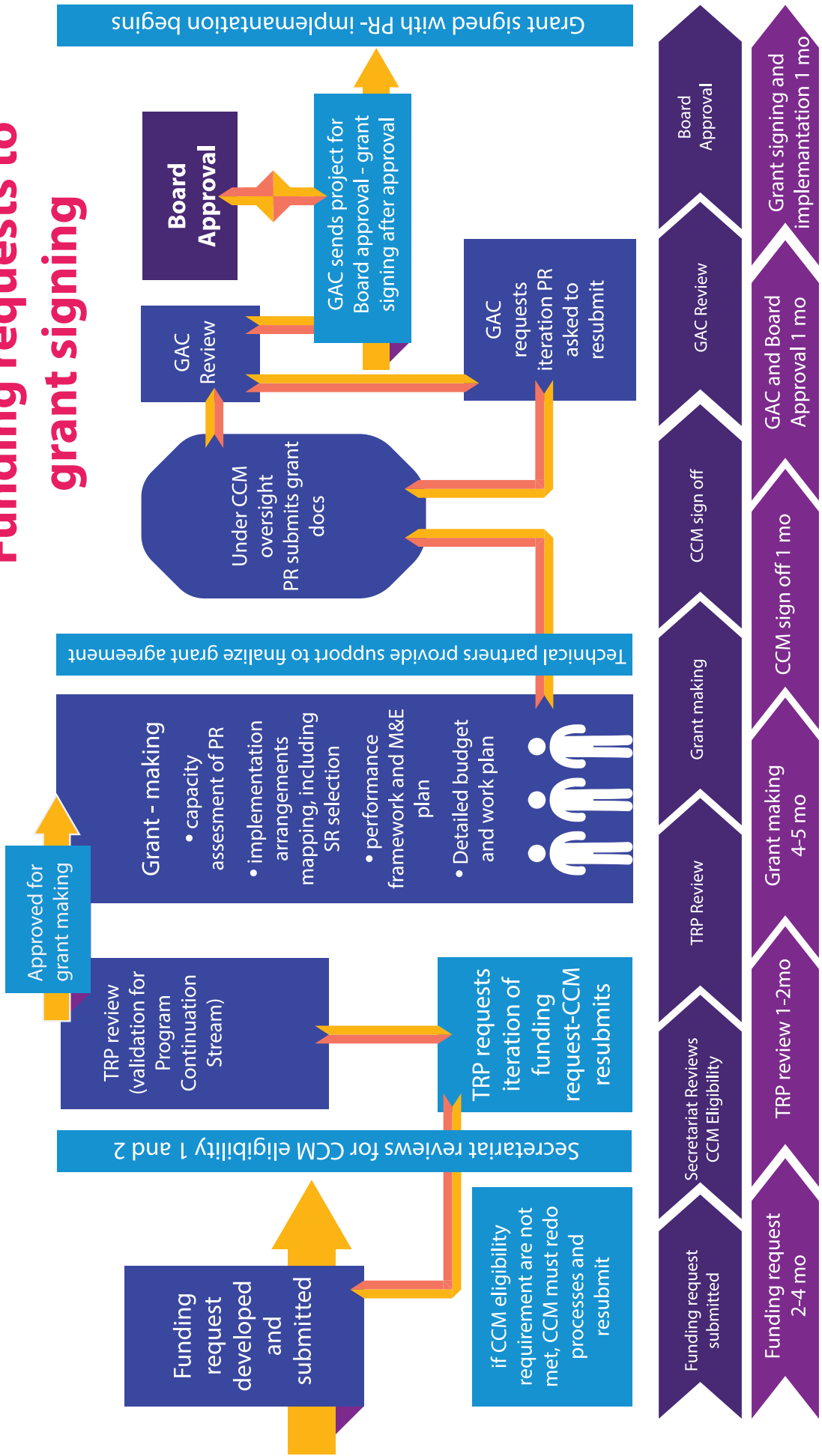
There are also two cross-cutting classifications: Challenging Operating Environments: countries, regions, or areas that require special flexibilities due to elevated risk or instability, and countries transitioning away from Global Fund support.³

¹ International Council of AIDS Service Organizations (ICASO), *After the Concept Note: Opportunities for Civil Society Communities to Engage in the Global Fund Grant-making Process* (Toronto: ICASO, 2015), accessed April 18, 2017, <http://www.icaso.org/opportunities-engage-grant-making-process/>.

² *Key affected and vulnerable populations are often context-specific. The Global Fund defines key populations as having the following characteristics: the population experiences increased risk, vulnerability, or burden of disease due to a combination of biological, socio-economic, and structural factors; access to health services that prevent, diagnose, treat, or care for these diseases is significantly lower than for the rest of the population; and the population experiences frequent human rights violations, systematic disenfranchisement, social and economic marginalisation, and criminalisation. See Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), “Community Systems Strengthening Information Note,” accessed April 16, 2011, https://www.theglobalfund.org/media/1259/core_css_info_note_en.pdf, 11*

³ ICASO and Global Forum on MSM and HIV (MSMGF), *Community Update for Key Population and Civil Society Advocates. The 2017-2019 Global Fund Funding Cycle: Highlights of the Differentiated Funding Application Process. What You Should Know and How to Engage!* (Toronto and Oakland: ICASO and MSMGF, 2016), accessed April 16, 2017, <http://msmgf.org/wp-content/uploads/2016/12/icaso4-d.pdf>.

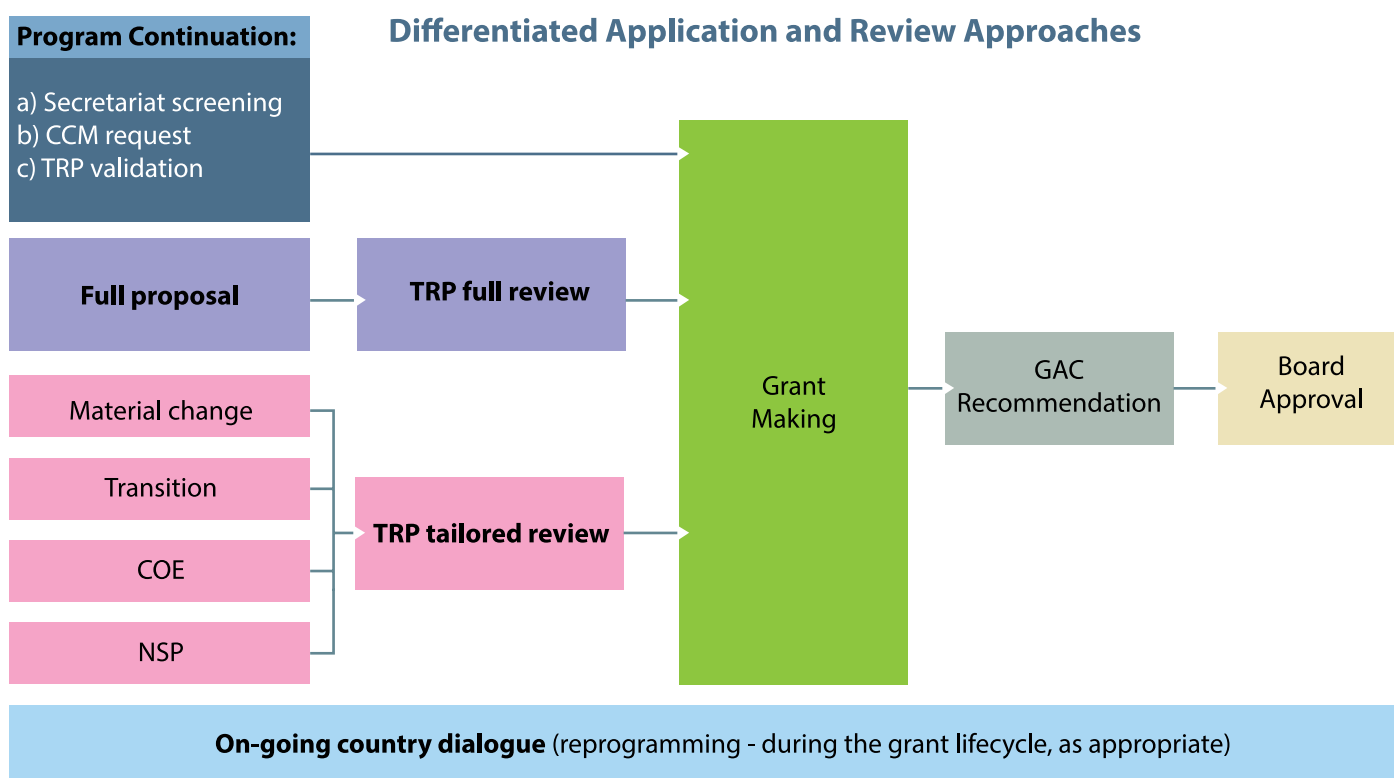
Funding requests to grant signing



The 2017-2019 funding cycle also introduced a differentiated funding application process whereby countries were recommended to access funding through one of three different funding application approaches, with varying degrees of complexity based on several factors including program size, complexity, and risk. The three approaches are summarized below:

- **Program continuation:** country components with fewer than two years of implementation or with demonstrated performance and no material change.
- **Tailored review:** specifically designed for four different circumstances: country components only requiring defined material change, programs preparing for transition out of Global Fund support (thirteen countries), challenging operating environments, and countries identified for innovative approaches such as national strategy-based pilots.⁴
- **Full review:** country components requiring thorough review, and country components not reviewed by the independent panel of experts referred to as the Technical Review Panel (TRP) in the previous allocation period.⁵

The opportunities for civil society and community groups to engage in grant-making activities remain more or less the same despite the assigned application modality. As indicated below, the intensity of the TRP review will differ. For countries applying through the Program Continuation stream, the TRP will simply validate that there are no material changes since the last funding, or no material changes are needed for the program.⁶ Countries applying through the tailored or full proposal application modality will have a tailored or full TRP review.



⁴ For more details on the categories of differentiated application processes, see Global Fund, “Applying for Funding: Funding Applications,” accessed April 16, 2017, <https://www.theglobalfund.org/en/applying/funding/>.

⁵ For more details on the terms of reference of the TRP, see Global Fund, “Technical Review Panel: Overview,” accessed April 16, 2017, <https://www.theglobalfund.org/en/technical-review-panel/>.

⁶ Material change includes issues such as changes to allocation and available funding, insufficient results and performance, changes in risk considerations, sustainability, transition and co-financing policy requirements. Global Fund, Operational Policy Manual 2.12 (Geneva: Global Fund, 2017), accessed April 16, 2017, https://www.theglobalfund.org/media/3266/core_operationalpolicy_manual_en.pdf, 17-18.



Technical Review Panel (TRP) and Grant Approvals Committee (GAC) Reviews

The Global Fund approach calls for an iterative funding request development process to improve the quality of the grants and ensure that programming focuses on the interventions that are most relevant and would have the most impact. Once submitted, funding requests are reviewed by the Global Fund Secretariat to determine if the country meets the Country Coordinating Mechanism (CCM) eligibility requirements and that the documentation submitted is complete.⁷ If the country has not met CCM eligibility requirements, the proposal will be returned to the country with advice about what steps need to be taken to meet these criteria. The CCM must prove that they engaged in a **transparent and inclusive funding request development process** and that an **open and transparent Principal Recipient (PR) selection process** was used. Principal Recipients are responsible for grant implementation, monitoring, financial management, procurement, and technical coordination. The PR selects and supervises Sub-Recipients (SRs), which are responsible for the bulk of the program implementation.⁸

When the Secretariat has confirmed that the funding request is complete and the country has met the CCM eligibility requirements, it is submitted to the TRP. The TRP assesses the funding request for strategic focus, technical soundness, and potential for impact in accordance with the Global Fund strategy. The TRP may ask for clarifications or recommend adjustments to the proposal, or it may request that the funding request be revised by the CCM and resubmitted at another TRP review window. In some cases, the funding request will also be reviewed by the GAC prior to grant-making. This step is likely when a matching funds application is being reviewed, and in exceptional circumstances, such as when a government fails to meet commitments it made in the previous allocation period.⁹

Countries are required to include with their funding application a list of any priority interventions that could not be funded due to limited resources within the allocated funding. The Prioritized Above Allocation Request (PAAR) is reviewed by the TRP so that strategically focused and technically sound interventions can be registered as unfunded quality demand (UQD).¹⁰ If additional resources become available during the allocation period, these funds will be allocated to activities in the Register of Unfunded Quality Demand. The following diagram illustrates this concept.

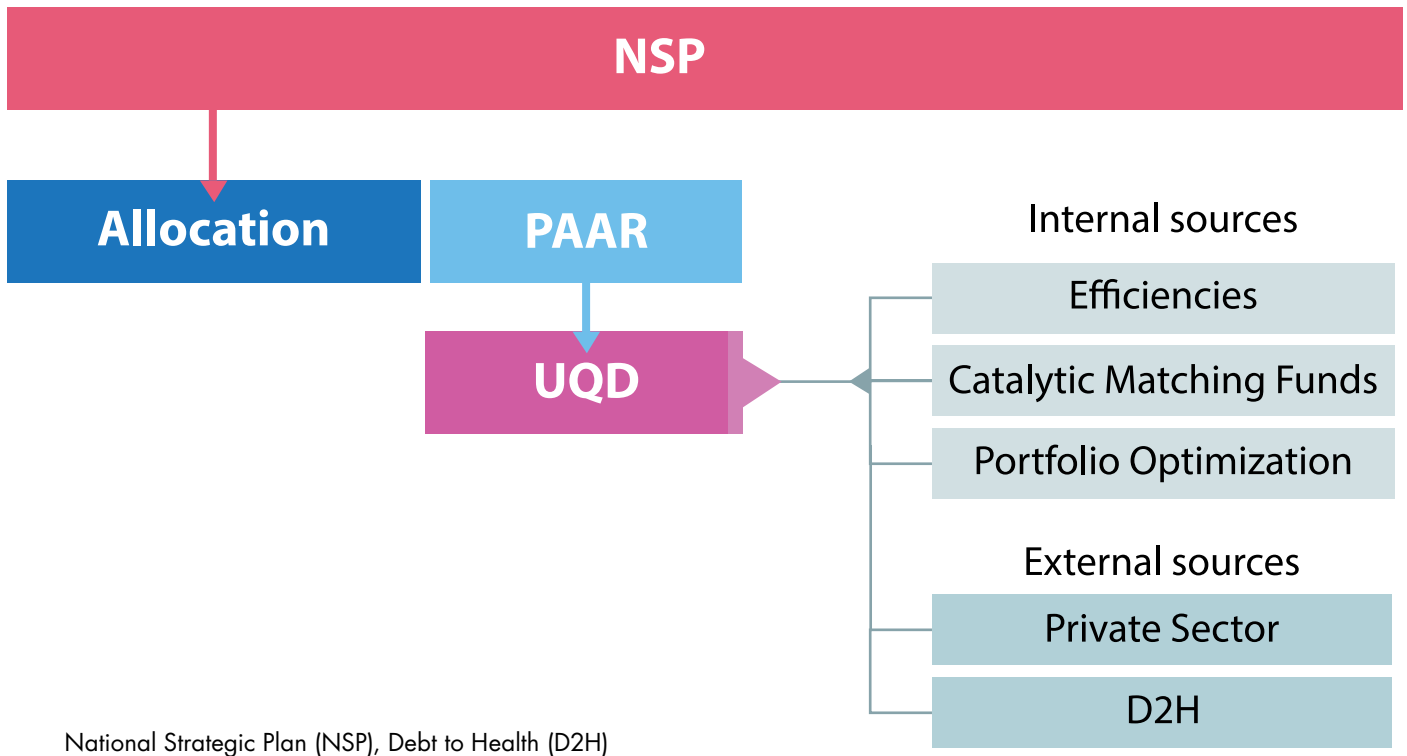
⁷ For more information see, Global Fund, “Country Coordinating Mechanism,” accessed April 16, 2017, <https://www.theglobalfund.org/en/country-coordinating-mechanism/eligibility/>.

⁸ A Principal Recipient (PR) is the main implementing organization for Global Fund programming. PRs can be government, NGO, or private sector entities. While they are accountable to the CCM, PRs have a contractual arrangement with the Global Fund.

⁹ Global Fund, *The Applicant Handbook; A Practical Guide to Preparing a Funding Request Following Receipt of an Allocation Letter* (Geneva: Global Fund, 2017), accessed April 16, 2017, https://www.theglobalfund.org/media/4755/fundingmodel_applicanhandbook_guide_en.pdf, 16.

¹⁰ Global Fund, “Register of Unfunded Quality Demand,” accessed April 18, 2017, <https://www.theglobalfund.org/en/register-of-unfunded-quality-demand/>.

Prioritized Above Allocation Request (PAAR)



When the TRP is satisfied with a proposal, the Secretariat will begin the grant-making process with the Principal Recipient(s). The Secretariat and the PR will develop and agree on key documents as discussed below. When the details of the grant are finalized with the PR, the funding request will be reviewed by the Grant Approvals Committee (GAC).¹¹ This committee may seek additional clarifications and set certain conditions to be addressed before the grant is signed. The GAC will also confirm the level of unfunded quality demand.¹² Following (GAC) approval, the grant will be submitted to the Global Fund Board for approval.

¹¹ The GAC is made up of senior Global Fund staff, with non-voting input from technical partners such as UNAIDS and WHO and civil society.

¹² Funding levels are determined based on a Board-approved allocation formula and communicated in an allocation letter sent to CCMs in December 2016. For more information see Global Fund, "Funding Model: Allocations," accessed April 16, 2017,

<https://www.theglobalfund.org/en/funding-model/funding-process-steps/allocations/>.



Grant-making: The Devil is in the Details

Once a proposal is reviewed by the TRP and their recommendations have been shared with the country, the Secretariat spends the next three to five months completing the exhaustive steps to produce a grant agreement. The process can take longer, which is not always a problem, since this work often results in better programming. The downside, however, is that a delay in concluding negotiations may require a grant extension, which is extra work for the PR and Secretariat and eats into the allocation utilization in both time and money. The CCM continues to oversee this process, but detailed discussions are held between the Global Fund Secretariat and the PR.¹³ Most of the grant documents that are negotiated during grant-making are initiated during the funding request stage.¹⁴ During grant-making, the objective is to negotiate these documents to arrive at finalized grant documents, which form the basis of the grant agreement. To support this process, the Global Fund has developed a number of templates and forms for the PR to complete. The tools used to develop the work plan, budget, and monitoring and evaluation (M&E) framework are described in Appendix A. Technical partners and the local fund agent (LFA) may be involved in supporting this work.


The grant-making phase can be viewed as a window of opportunity to get the right interventions into the grant. Communities and civil society have a very important role to play in monitoring the process and ensuring that the final contract between the PR and the Global Fund reflects the strategies, approaches, and priorities specified in the funding request. The starting place is the Review and Recommendation Form, which summarizes the TRP/GAC comments that need to be addressed before the grant agreement can be signed. The Secretariat sends this document confidentially to the CCM, so civil society members on the CCM will be able to access it. The form asks questions and makes recommendations to improve the grant and has often called for changes in community, rights, and gender programming. Examples of issues identified could include the need to: increase community participation in TB clinics and case detection, reassess population estimates and refocus programming targets for key populations, or develop a community strengthening intervention to support community monitoring for accountability. These recommendations are a great entry point for communities and civil society to push for changes and adjustments to improve programming. CCMs and PRs are motivated to fix problems identified by the TRP or GAC and will welcome your advice.

One area that will be discussed during grant-making that is very relevant to the success of the project is the selection of Sub-Recipients (SRs).¹⁵ It is helpful if communities and civil society can monitor the process to ensure criteria, timing, and selection of SRs is transparent and well-publicised and that self-promotion or lobbying by interested parties is kept in check.

¹³ The Secretariat is represented by either a country team that is made up of a lead fund portfolio manager (FPM) supported by representatives from finance, legal, and M&E departments, or, in the case of smaller grants, by an FPM supported by program officers.

¹⁴ Core documents prepared during the funding request phase and further developed in grant-making are: performance framework, work plan and budget, programmatic gap tables and funding landscape tables, and a list of health products with assumptions and quantities.

¹⁵ More details on best practices concerning SR selection can be found in the following Global Fund-produced documents: Global Fund, *Country Coordinating Mechanisms: Principal Recipient and Sub-Recipient Selection Processes* (Geneva: Global Fund, 2008), accessed April 16, 2017, https://www.theglobalfund.org/media/5477/ccm_2008thematicprsrselection_report_en.pdf, 10 and Global Fund, *Guidelines on Implementers of Global Fund Grants* (Geneva: Global Fund, 2015), accessed April 16, 2017, https://www.theglobalfund.org/media/5663/core_guidelinesonimplementers_guideline_en.pdf, 10.



It is important to note that by the time the funding request has come back from the TRP review it may be too late to make any major changes to the original programming focus. It is important to pick your battles and work strategically by providing advice that will shape the grant to make sure interventions that are most important and promise the most impact are funded and implemented.

What can community and civil society do to have good outcomes during grant-making:

- Convene a meeting of participants involved in the funding request development and set up a taskforce or working group to manage grant-making oversight.
- Review TRP recommendations and develop appropriate project activities based on normative guidance (see Annex D for links to WHO, UNAIDS program planning tools).
- Meet Fund Portfolio Manager (FPM) or Country Team lead when they are in country to get an update. Offer support to address feedback from TRP.
- Review work plan and budget –if important activities planned in the funding request do not appear in the budget and work plan they will not happen.
- Monitor Principal Recipient (PR) and Sub Recipient (SR) selection
- Request technical assistance and support in grant-making from Community Rights and Gender (CRG) department at the Global Fund.

Much of the work during the grant-making stage will be quite detailed and not everyone will have the time or inclination to be involved in this work. However, as with the work to develop the funding request, civil society is well-served by coming together to decide on an approach and divide the grant-making oversight tasks among willing participants. Those closest to the negotiations will be the community and civil society representatives on the CCM and civil society PRs and SRs. These representatives should reach out to their colleagues, particularly those who took part in the funding request development, to seek their input. In some countries, a grant-making status update has been instituted as a standing agenda item for CCM meetings. This allows community and civil society representatives to question the PR on progress and any other specific issues that might emerge. Civil society organizations that are not members of the

CCM can request observer status for these meetings to gain an understanding of the process and provide input as needed through their representatives on the CCM.

In addition to working with the civil society representatives on the CCM, interested organizations can contact the Global Fund Secretariat directly to provide input into the grant-making process. You may wish to make yourself available to meet the Country Team or FPMs when they are in country or write them to make them aware of your willingness to be involved. Finding solutions to problems is in their interest. If concerns raised by the TRP or GAC have not been adequately addressed, the proposal will be returned to the CCM and the project start date may be delayed. The country team and FPM names are available on the Global Fund web site.¹⁶ The Community, Rights and Gender (CRG) Department at the Global Fund will also be able to provide support and technical assistance during the grant-making phase.¹⁷

¹⁶ Contact details for the FPM in your country can be found at Global Fund, “Grant Portfolio,” accessed April 16, 2017, <http://www.theglobalfund.org/en/portfolio/>. Click the “Where we invest” tab and choose your country. Names and contact details for the FPM will appear on the right-hand column.

¹⁷ For more details on the types of technical assistance available for CRG, see Global Fund, “Funding Model: Community Rights and Gender Technical Assistance Program,” accessed April 16, 2017, <http://www.theglobalfund.org/en/fundingmodel/technicalcooperation/community-rightsgender>. To request technical support from the Community Rights and Gender team at the Global Fund, contact: crpta@theglobalfund.org.

Short-term technical assistance from the CRG Department can include:

- situational analyses and/or needs assessments (e.g. on gender, barriers to access, the local legal and policy environment, community validation of key population size estimations);
- engagement in country dialogue (e.g. strengthening knowledge of the funding model, facilitation of grant-making review, evaluation of CRG-focused TRP comments); and
- support for program design (e.g. to plan and budget for programs and interventions focusing on community, human rights, gender, and key population programming).

In the case of the selection of a new PR or when a PR is working in a new area, the Secretariat will conduct a capacity assessment to confirm that the PR or a major SR has the requisite capacity. A new implementer will be identified or mitigation plans will be developed if problems are identified.

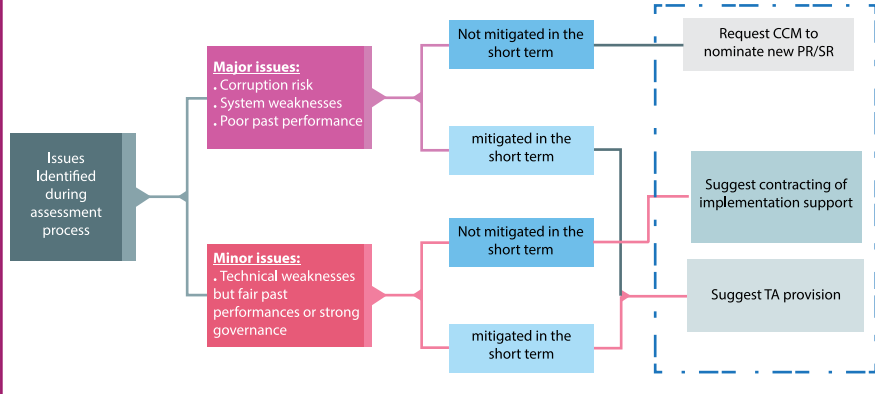
Once the implementation arrangements map, detailed budget template, performance framework, list of health products, capacity assessment tool (for new PRs and key implementers only), and grant agreement have been finalized, the PR submits these documents to the Secretariat for GAC review. There is no formal requirement for the CCM to sign off on the documentation before the PR submits them to the GAC, but CCMs ideally will be conducting oversight of the grant-making process as part of good governance. The GAC review will often recommend the proposed grant for Board approval, or in rare cases may

refer it back to the TRP if they think the changes made during the grant-making process have significantly changed the program originally recommended by the TRP. Occasionally, they may send the grant documentation back to the country for revision. The GAC will also decide whether any of the unfunded elements from the funding request should be added to the Register of Unfunded Quality Demand.¹⁸ Following GAC review, the Secretariat submits a completed grant, with a final budget and associated performance indicators and work plan to the Global Fund's Board for approval. This package will also include the Technical Review Panel's comments on the funding request. Following Board approval, the CCM and the PR co-sign a grant agreement with the Global Fund and money is disbursed to Principal Recipient(s).

The key questions that communities and civil society should focus on during the grant-making phase are summarized in the checklist in Appendix B. A list of agencies and technical assistance providers willing to support communities and civil society during the grant-making stage is in Appendix C. Additional documentation on the grant-making process and helpful resource material is in Appendix D.

¹⁸ Countries are given funding ceilings but are also encouraged to develop funding requests that show the full expression of what is needed to address the three diseases. As noted in the text, quality, unfunded programming that is endorsed by the TRP and GAC is included in a Register of Unfunded Quality Demand for possible funding by other donors or if additional money becomes available. You can view the list here: <http://www.theglobalfund.org/en/uqd/>.

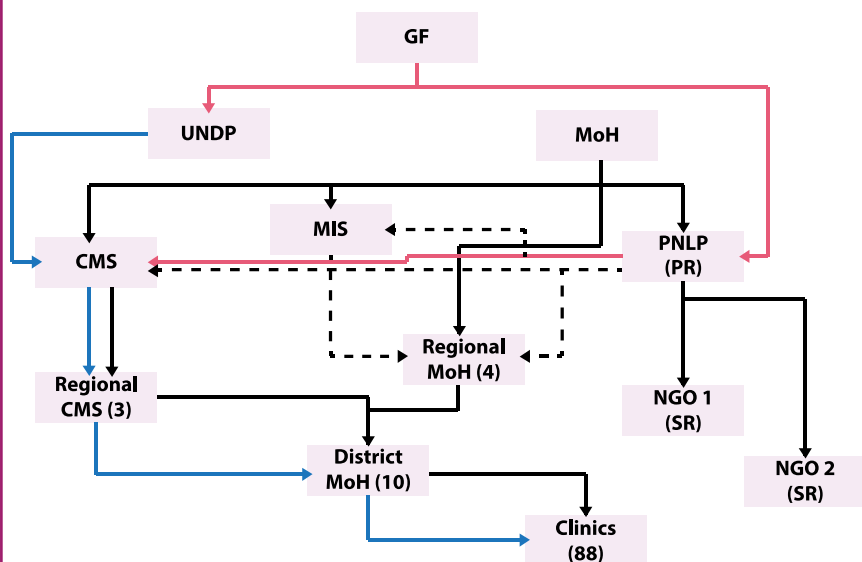
Appendix A: Key Steps in the Grant-making Process ¹⁹

Grant-making Activities	Community and Civil Society Role
<p>Performance Framework and M&E plan</p> <p>These documents specify baseline, performance targets, indicators, and measurement methodologies.</p>	<p>The performance framework usually follows the work plan and budget. However, if the targets specified in the funding request are not included in the performance template, community and civil society representatives can raise this concern with the CCM.</p>
<p>List of Health Products</p> <p>The list of health products is developed during the funding requests development phase. During grant-making, the list will be reviewed in more detail and updated.</p>	<p>Community and civil society representatives may have limited involvement in developing the list of health products, unless they have been advocating during the funding request development phase to introduce newer drugs or diagnostics.</p>
<p>Detailed and Summary Budget</p> <p>The work plan includes grant implementation milestones and specific actions to address capacity gaps and to tackle any risks identified. The budget provides a costing for all project inputs and activities.</p>	<p>The most important documents to be reviewed are the detailed work plan and budget. The work plan is developed by the PR, often with input from technical partners. Community and civil society representatives should review the work plan to ensure activities planned in the funding request are included and review the budget to confirm that sufficient money is allocated to these activities.</p>
<p>Assessment of (Key) Implementer(s)</p> <p>A capacity assessment may be required to determine if the nominated PR meets the minimum standards to manage the proposed grant including: monitoring and evaluation, procurement and supply chain management, financial management, and program management, including SR management.</p>  <pre> graph LR A[Issues Identified during assessment process] --> B[Major issues: - Corruption risk - System weaknesses - Poor past performance] A --> C[Minor issues: - Technical weaknesses but fair past performances or strong governance] B --> D[Not mitigated in the short term] B --> E[mitigated in the short term] C --> F[Not mitigated in the short term] C --> G[mitigated in the short term] D --> H[Request CCM to nominate new PR/SR] E --> I[Suggest contracting of implementation support] F --> I G --> J[Suggest TA provision] </pre>	<p>The results of the capacity assessment should be reviewed to ensure that the assessment is accurate and reflects the intent of the funding request. When a PR is found lacking in a specific area, the Global Fund can request technical support or recommend subcontracting grant implementation tasks, such as procurement activities, to a third party.</p>

¹⁹ The templates and tools mentioned below are available Global Fund, “Funding Model: Grant-making,” accessed April 16, 2017, <https://www.theglobalfund.org/en/funding-model/funding-process-steps/grant-making/>.

Implementation Arrangements Map

The implementation arrangements map specifies all of the participants identified in the grant (PRs, SRs, and SSRs). Their roles, responsibilities, and funding levels are specified.



Community and civil society representatives should review implementation arrangements in detail to ensure that programming arrangements match the plans articulated in the funding request and should monitor any changes in the choice of PR and the SR selection process.

Programmatic Gap and Funding Landscape Table

The programmatic gap and funding landscape table is developed during the funding request development phase. During grant-making this document is reviewed in more detail and updated.

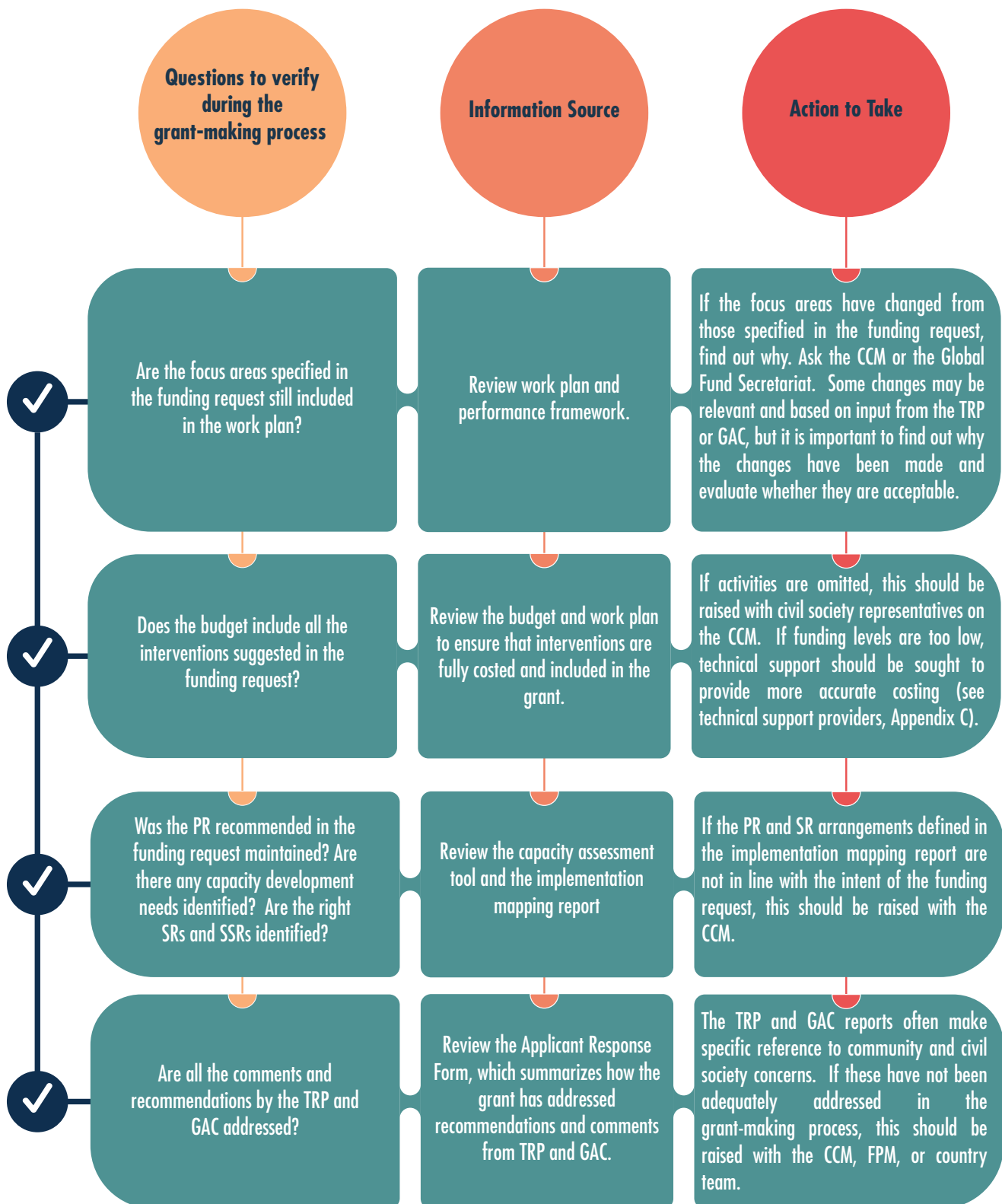
If new information becomes available about incidents affecting a particular population or group, community and civil society representatives should bring this to the CCM's attention so that the gap analysis can be updated and programming adjusted to reflect these new data.

Applicant Response Form

Here, the applicant describes how they have addressed any comments or issues raised by the TRP/GAC in the Funding Request Review and Recommendation Form.

The Applicant Response Form reports on how all the comments from the TRP and GAC have been addressed in the grant-making process. The form should be reviewed to make sure all concerns relevant to community, rights, and gender have been adequately addressed.

Appendix B: Grant-making Checklist



Appendix C: Agencies and Technical Assistance that Can Support Civil Society During the Grant-making Stage²⁰

Type of Technical Cooperation	Type of Support and Request Channel
Bilateral Technical Providers	<p>The <i>United States government</i> provides technical support in the areas of prevention, care, and treatment for the three diseases, as well as for health systems strengthening. To request assistance, contact the US government representative on your Country Coordinating Mechanism.</p> <p><i>Expertise France</i> is the French international agency for technical expertise. There are four primary ways it operates to provide support:</p> <ul style="list-style-type: none"> • Bilateral cooperation with a partner agency or country • Direct donor funding through a call for tender • European twinning projects • European Union-delegated management contracts <p><i>BACKUP Health</i> is a global program funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). In its current phase, BACKUP provides short- and long-term support in three areas:</p> <ul style="list-style-type: none"> • Governance of Country Coordinating Mechanisms for Global Fund programs and their coordination in the health sector • Use of Global Fund grants for strengthening health systems • Management capacities of Global Fund recipients

²⁰ Global Fund, "Funding Model: Technical Cooperation," accessed April 18, 2017, <https://www.theglobalfund.org/en/funding-model/technical-cooperation/>.

<p>Multilateral Technical Cooperation Partners</p>	<p><i>World Health Organization</i> technical support includes the development of technically sound funding applications, action plans during grant-making, setting performance targets, responding to Technical Review Panel requirements, as well as support during implementation and addressing potential bottlenecks. This support can be provided in various ways, including directly by WHO staff, or by expert consultants through remote support, in-country missions, training workshops, or facilitated peer reviews. Request for support should be made through your WHO country office.</p> <p><i>UNAIDS</i> Technical Support Facilities operating in Asia Pacific, Eastern and Southern Africa, and West and Central Africa function as core platforms for providing vital technical support to Global Fund grantees in the regions, most heavily affected by the HIV and AIDS epidemic. In all other regions, UNAIDS provides technical assistance through the UNAIDS Regional Support Teams and/or directly through UNAIDS Country Offices. This support is provided either directly by UNAIDS staff or through a network of quality-assured technical support providers. All request for technical support should be channeled through the UNAIDS country office.</p> <p><i>STOP TB Partnership</i>, with its initiatives such as TB REACH and the Global Drug Facility, is a source of technical support and collaboration in areas related to the TB response. Support ranges from community systems strengthening and high-level advocacy to improving case detection, finding missing cases and rapid uptake of new TB medicines and regimens. It also provides support for capacity strengthening in establishing systems for forecasting, quantification, supply planning and early warning.</p> <p><i>Roll Back Malaria</i> Support Partner Committee (formerly the Harmonization Working Group) coordinates technical support to countries. Provided through consultants and partners, the support aids in funding request completion, including convening orientation meetings and simulating Technical Review Panels for peer review of funding requests, as well as expert review of near-final submissions. Support is tailored to country-specific needs, but may include support for the finalization of gap analyses and epidemiological mapping as well as assisting in completion of Global Fund templates, frameworks and budgets. In some cases, support for in-country consultative processes during the development of funding requests is available. Send requests to technicalsupport@rbm.org.</p>
<p>Community, Rights and Gender Technical Cooperation Strategic Initiative</p>	<p><i>Community, Rights and Gender Technical Assistance</i> is the Global Fund Board-approved strategic initiative that provides technical assistance to support the engagement of civil society, key populations, and people living with or affected by the three diseases to ensure people affected by them play a meaningful role in Global Fund processes and that human rights and gender barriers are effectively addressed in grants. Send requests to argta@theglobalfund.org.</p>



Appendix D: Additional Documentation on the Grant-making Processes

Material developed by the Global Fund

Operational Policy Manual

The 2017 Global Fund Operational Policy Manual is available at https://www.theglobalfund.org/media/3266/core_operationalpolicy_manual_en.pdf

Funding Requests

Funding Model Information

The following documents can be downloaded at the Funding Model Information tab at <https://www.theglobalfund.org/en/applying/funding/resources/>:

- 2017-2019 Funding Cycle Overview
- The Applicant Handbook
- Modular Framework Handbook

Frequently Asked Questions

The following documents can be downloaded at the Frequently Asked Questions tab at <https://www.theglobalfund.org/en/applying/funding/resources/>:

- Funding Cycle 2017-2019 Frequently Asked Questions
- 2017-2019 Allocations Frequently Asked Questions
- Community, Rights and Gender and the 2017-2019 Funding Cycle
- Frequently Asked Questions on the Register of Unfunded Quality Demand

Core Information Notes

The following documents can be downloaded at the Core Information Notes tab at <https://www.theglobalfund.org/en/applying/funding/resources/>:

- HIV
- Tuberculosis
- Malaria
- Building Resilient and Sustainable Systems for Health through Global Fund Investments

Application Forms

Application forms are available at <https://www.theglobalfund.org/en/applying/funding/materials/>



Grant-making Instructions and Tools

The following documents about grant-making are available at:

<https://www.theglobalfund.org/en/funding-model/funding-process-steps/grant-making/>

- Implementation arrangement mapping
- Performance framework template
- Capacity assessment tool
- Instruction re listing Health products
- Instructions for Completing the Detailed Budget Template

Technical Briefs

The following documents can be downloaded from the “Applicant Resources” tab at

<https://www.theglobalfund.org/en/applying/funding/resources/>:

- Addressing Gender Inequalities and Strengthening Responses for Women and Girls
- Addressing Sex Workers, Men who have Sex with Men, Transgender People, People who Use Drugs, and People in Prison and Other Closed Settings in the Context of the HIV Epidemic
- Adolescent Girls and Young Women in High-HIV Burden Settings
- A Toolkit for Health Facilities: Differentiated Care for HIV and Tuberculosis
- Harm Reduction for People who Use Drugs
- Malaria Case Management in the Private Sector
- Malaria, Gender and Human Rights
- Maximizing Impact by Strengthening Community Systems and Responses
- Strategic Investments for Adolescents in HIV, Tuberculosis and Malaria Programs
- Strategic Support for Human Resources for Health
- Strategic Support for Integrated Laboratory Services
- Strengthening Sexual, Reproductive, Maternal, Newborn, Child and Adolescent Health in Funding Requests to the Global Fund
- Sustainability, Transition and Co-financing of Programs
- Operational Research to Improve Implementation and Uptake of HIV Self-testing
- Use of a Private Sector Co-payment Mechanism to Improve Access to ACTs

E-learning courses

iLearn is the Global Fund’s online learning platform. It offers online training resources for applicants, partners, civil society, and others interested in learning about topics such as HIV, tuberculosis, malaria, the Global Fund’s funding model, and funding application and implementation processes. Apply to access the material at <https://www.theglobalfund.org/en/ilearn/>.



Other Global Fund Technical Briefs and Guidance

- Community Systems Strengthening (Info note 2014)
https://www.theglobalfund.org/media/1259/core_css_infonote_en.pdf
- Dual-track Financing <https://www.scribd.com/document/100912294/Dual-track-financing-note>
- Gender Equality Strategy https://www.theglobalfund.org/media/1250/core_genderequality_strategy_en.pdf
- Gender Equality Action Plan
https://www.theglobalfund.org/media/1247/publication_genderequalitystrategy_actionplan_en.pdf
- Human Rights for HIV, TB, Malaria and Health Systems Strengthening Grants
https://www.theglobalfund.org/media/1276/core_humanrights_infonote_en.pdf
- Human Rights Complaints Procedure
https://www.theglobalfund.org/media/1216/humanrights_2015-complaintsprocedure_brochure_en.pdf
- Managing the Risk of Human Rights Violations in Global-fund Supported Programs
https://www.theglobalfund.org/media/1215/humanrights_2014-05-22-meeting_report_en.pdf
- Key Populations Action Plan 2014-2017
https://www.theglobalfund.org/media/1270/publication_keypopulations_actionplan_en.pdf
- Maximizing the Impact of Global Fund Investments by Improving the Health of Women and Children
https://www.theglobalfund.org/media/5955/publication_ierg2015_report_en.pdf
- Maximizing Impact by Strengthening Community Systems and Responses
https://www.theglobalfund.org/media/4790/core_communitysystems_technicalbrief_en.pdf
- Sexual Orientation and Gender Identities Strategy
https://www.theglobalfund.org/media/1257/core_sexualorientationandgenderidentities_strategy_en.pdf

Links to WHO, UNDP, and UNAIDS Normative Guidance Relevant to Grant-making

- Consolidated Guidelines on HIV Prevention, Diagnosis, Treatment and Care for Key populations <http://www.who.int/hiv/pub/guidelines/keypopulations/en/>
- HIV and Young Transgender People http://apps.who.int/iris/bitstream/10665/179866/1/WHO_HIV_2015.9_eng.pdf?ua=1
- Implementing Comprehensive HIV/STI Programmes with Sex Workers: Practical Approaches from Collaborative Interventions (SWIT) http://www.who.int/hiv/pub/sti/sex_worker_implementation/en/
- Implementing Comprehensive HIV and STI Programmes with Men Who Have Sex with Men (MSMIT) <http://www.unfpa.org/publications/implementing-comprehensive-hiv-and-sti-programmes-men-who-have-sex-men>
- Implementing Comprehensive HIV and STI Programmes with Transgender People: Practical Guidance for Collaborative Interventions (TRANSIT) <http://www.undp.org/content/undp/en/home/librarypage/hiv-aids/implementing-comprehensive-hiv-and-sti-programmes-with-transgend.html>
- Men who have sex with men <http://www.who.int/hiv/topics/msm/en/>
- People in prisons and other closed settings <http://www.who.int/hiv/topics/prisons/en/>
- People who inject drugs <http://www.who.int/hiv/topics/idu/en/>
- Policy Brief: Transgender People and HIV http://apps.who.int/iris/bitstream/10665/179517/1/WHO_HIV_2015.17_eng.pdf?ua=1&ua=1
- Sex workers http://www.who.int/entity/hiv/topics/sex_work/en/index.html

UNDP works in partnership with the Global Fund to support and strengthen national responses to HIV, TB, and malaria, including on resource mobilization. UNDP is the PR in more than 40 countries, and as part of this work and in its capacity as UNAIDS lead on human rights and key populations, produces other relevant technical guidance.

- <http://www.undp.org/content/undp/en/home/librarypage/hiv-aids/undp-partnership-with-the-global-fund---annual-report-2015-2016.html>
- http://www.europe.undp.org/content/geneva/en/home/operations/about_undp.html
- UNDP, Checklist for Integrating Gender into the Model of the Global Fund to Fight AIDS, TB and Malaria (New York: UNDP, 2014), <http://www.undp.org/content/dam/undp/library/HIVAIDS/HIV%20MDGs%20and%20Development%20Planning/UNDP-Checklist%20for%20Integrating%20Gender-May21-2014.pdf>.
- UNAIDS, HIV Prevention, Treatment, Care and Support for Adolescents and Youth (Geneva: UNAIDS, 2014), http://www.unaids.org/en/resources/documents/2014/2014_guidance_HIVservices_adolescents_youth.
- WHO, WHO Support to Countries in Accessing and Utilizing Resources from the Global Fund: A Handbook (Geneva: World Health Organization, 2014), <http://www.who.int/hiv/pub/ppm/global-fund-handbook/en/>

Other Resource Material

- Eastern Africa National Networks of AIDS Service Organization (EANNASO), *Assessing the Inclusion of Civil Society Priorities in Global Fund Concept Notes* (Arusha: EANNASO, 2015), accessed April 18, 2017, <http://www.icaso.org/files/assessing-civil-society-priorities-in-global-fund-country-concept-notes>.
- PACT, UNAIDS and the Global Fund, *Making the money work for young people: a participation tool for the Global Fund to Fight AIDS, TB and Malaria* (Geneva: PACT, UNAIDS and Global Fund, 2014), http://www.unaids.org/sites/default/files/media_asset/JC2661_part2_en.pdf
- MSMGF, *Technical Support Delivery and KAP Engagement in the Cameroonian Global Fund Process* (Oakland: MSMGF, 2015), <http://msmgf.org/files/msmgf/documents/CameroonCaseStudyApril2015.pdf>

Glossary

CCM	Country Coordinating Mechanism
CRG	Community Rights and Gender
D2H	Debt to Health
FPM	Fund Portfolio Manager
GAC	Grant Approvals Committee
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
NSP	National Strategic Plan
PAAR	Prioritized Above Allocation Request
PR	Principal Recipient
TB	Tuberculosis
TRP	Technical Review Panel
SR	Sub-Recipient
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UQD	Unfunded Quality Demand
WHO	World Health Organization

ICASO

120 Carlton St., Suite 311
Toronto, ON
Canada M5A 4K2
www.icaso.org

MSMGF

436 14th Street, Suite 100
Oakland, CA 94612
United States
www.msmgf.org