



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

Information Note:

Global Fund Engagement with Civil Society

September 2012

The purpose of this information note is to inform civil society (CS) partners on how to engage with the Global Fund in light of the recent structural changes. This information note was originally prepared for a meeting between the Global Fund and Civil Society networks held in Geneva July 6, 2012. Comments from that meeting are taken into account in this version. The note will be reviewed with CS partners and updated as needed.

Background:

At its twenty fifth meeting held in November 2011 in Ghana, the Global Fund Board approved a new Strategy for 2012-2016, affirming “its vision of a more vibrant and engaged institution working more closely with countries to achieve impact”¹. At the same meeting, the Board approved a Consolidated Transformation Plan to implement the recommendations of the High-Level Independent Panel review² of the Global Fund. The Plan aimed to transform the Global Fund into a more efficient and effective organization advantageously positioned to implement the new Strategy, and included important elements on structural reorganization of the Global Fund Secretariat.

At the subsequent meeting of the Board in May 2012, the General Manager of the Global Fund presented the new structure of the Secretariat underlining aspects aimed at re-focusing resources on the Fund’s core purpose of grant management, as follows:

- A shift of 75 % of staff resources to grant management and strategic investment roles
- The creation of three High Impact Departments within the Grant Management Division
- The establishment of four committees of the senior management team, including disease committees where partners are invited to participate
- Strengthening of the senior management team, and unlocking of talent across the organization

The note is divided into two parts focused on:

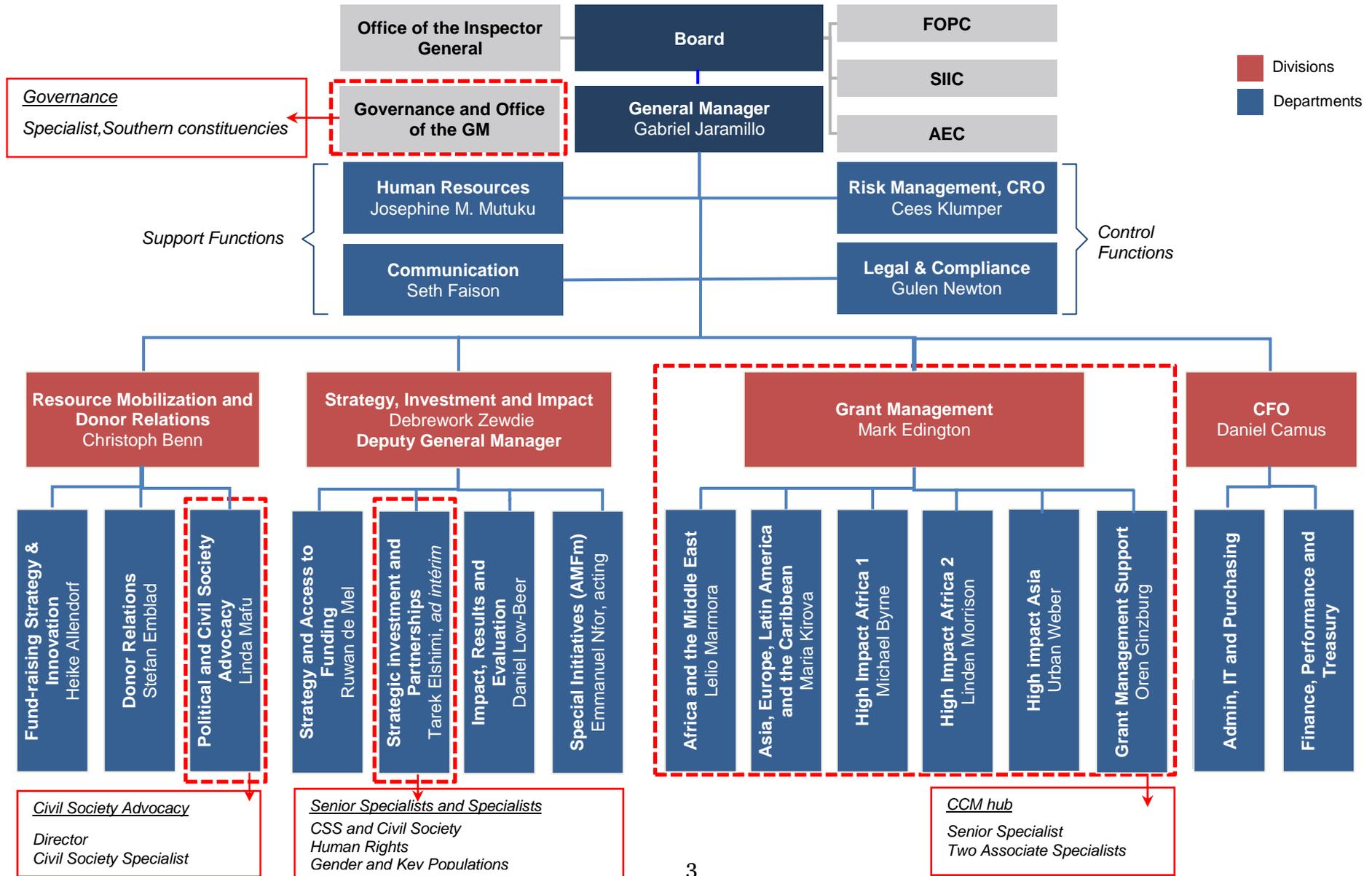
- a. **Structure:** this part of the note highlights and explains structural features of the new organogram which aim to enhance engagement with civil society constituencies at country, regional and global levels. Taking this perspective, this part of the note will stimulate discussion around the rationale for the structural changes instituted within the Secretariat.
- b. **Policies:** the second part of the note provides information on how the re-organization ensures that Global Fund policies relating to multi-stakeholder involvement are adequately resourced, taking into account the priorities of the 2012-2016 strategy including human rights and programming focused on key populations.

Annex 1 provides details on key entry points and contact information for Secretariat staff most involved in this work.

¹ GF/B25/DP5

² <http://www.theglobalfund.org/en/highlevelpanel/>

Figure 1: New Secretariat structure with highlights of civil society and partnerships focus



Structure:

Key Organogram features relating to the Civil Society Engagement (figure 1):

- ✓ Enhanced resourcing of the Grant Management Division ensures that CCMs and implementers benefit from more staff time per country and from greater levels of experience for more complex portfolios. Fund Portfolio Managers and Program Officers will now have more time to understand the country context, travel to countries, build relationships and work with civil society and other partners on the ground.
- ✓ Responsibility for multi-stakeholder involvement in program governance now sits more directly with Country Teams and grant management staff. This ensures that considerations around challenges relating to civil society engagement or CCMs are better integrated into grant management decisions. Prioritization of this work is incentivized and controlled through a revised performance management framework, and necessary training will address capacity needs (see next steps below).
- ✓ To enhance consistency of performance on partnerships and civil society engagement in program governance across all portfolios, a dedicated CCM hub in the Grant Management Support department monitors CCM performance and facilitates technical support as necessary.
- ✓ There is a clearer distinction between various partnership functions within the Secretariat, and a focus on coordination across these divisions:
 - a. Civil society engagement on implementation at country and regional levels, including on technical assistance and capacity building, is led by the Grant Management Division.
 - b. In line with the new Strategy, a new funding model will allow the Secretariat to work with partners and countries to direct investments more strategically. This engagement of partners will naturally occur through CCMs, as in the past, but a new Strategic Investment and Partnerships Department in the Strategy, Investment and Impact Division will engage partners at the global level. The department includes senior-level staff specialized in each of *Community Systems Strengthening and Civil Society*, *Human Rights and Gender*, and also in HIV/AIDS, tuberculosis, malaria and Health Systems.
 - c. Civil Society engagement on advocacy and resource mobilization is led by a dedicated department in the Resource Mobilization and Donor Relations Division.
 - d. Political/institutional relationships are led by the Office of the General Manager.
 - e. Engagement with Civil society as a member of the implementing block constituency is supported by the Governance department.
- ✓ The new management committees established, including the Disease Committees, offer new opportunities for the Executive Management Team to stay abreast of partnership issues in relation to grant implementation, as well as on cross-cutting areas.

Key areas to monitor and manage:

- 1. Coordination:** Given that partnership functions have been distributed more deliberately across divisions, the Grant Management Division, the Strategy Investment and Impact Division and the Resource Mobilization and Donor Relations Division have needed to meet regularly to ensure coordinated implementation of partnership work around areas of overlap, and ready identification of gaps.

At the operational level, a cross-division contact group for partnerships has been established, and includes the managers of:

1. The Grant Management Support Department/The CCM hub
2. The Technical Partnerships and Advisory Team
3. The Political and Civil Society Advocacy Team

At the senior management level, the Head of the Grant Management division, the Head of the Strategy, Investment and Impact Division and the Head of the Resource Mobilization and Donor Relations Division are the focal points for oversight of partnerships work.

- 2. Capacity Building:** Grant Management roles are diverse and require competence in a broad range of skills and knowledge areas. Enhanced training modules for grant management staff are under development, building on past training materials. Additional guidance and other grant management tools will be developed to serve the same purpose. Capacity building plans will be elaborated within the partnerships focus of the *2012-2016 Strategy Implementation Plan*, which will be submitted to the Board in November 2012, with implementation updates regularly thereafter.
- 3. Performance management and alignment of incentives:** With a broader distribution of responsibilities, special attention is being given to performance management to ensure that accountabilities are clear, and that performance on partnership aspects of the Secretariat's work is built into the incentives of staff across divisions in an effective manner, with alignment to common goals. A focused effort in this area will ensure that partnership functions are adequately captured by the performance management system.
- 4. Relationship building:** Effective engagement of civil society partners requires Secretariat staff, particularly those who are recently recruited or re-assigned across the new Secretariat structure, to build trustful relationships with civil society partners and to quickly gain knowledge of local contexts for grant implementation. A contact list of Grant Management staff was shared with partners in April 2012, and an updated **Annex 1** provides a listing of additional focal points for civil society engagement throughout all divisions in the Secretariat.
- 5. Communication:** Enhanced communication efforts will update external partners, including civil society, on entry points at the Secretariat, such as this note.

Resourcing of Key Policies:

- 1. Partnership Strategy:** The 2012-2016 Strategy emphasizes enhanced partnerships as a Strategic Enabler. As described above, the Secretariat's re-structuring aims to allocate the bulk of staff resources to grant management functions, including partnership engagement which is supported across Secretariat divisions.

- 2. 2012-2016 Strategic Objective 4: Promote and Protect Human Rights:**

Implementation of the 2012-2016 Strategy is one of the key priorities in the second half of 2012, and is currently a work stream within the *Better Grants for Increased Impact* project through which the Global Fund's transformation is being implemented. A *Senior Specialist on Human Rights and Equity* is being recruited within the Strategic Investment and Partnerships department to act as the in-house expert on human rights, and to advise the Grant Management Division on alignment of investments to this objective. Strategic Objective 4 is another area of the *2012-2016 Strategy Implementation Plan* which has been drafted and will continue to be strengthened through participatory input by partners, including civil society. Activities related to capacity building of the Secretariat for strategic objective 4 are covered in this plan.

- 3. Gender Equality and Sexual Orientation and Gender Identities strategies:**

The Global Fund's Senior Specialist on *Gender and Key Populations* is the focal point for implementation of these two strategies, and is also located in the Strategic Investment and Partnerships department. The Senior Specialist will be supported by a *Specialist* working jointly with the *Senior Specialist on Human Rights and Equity*. Work in this area will also be captured under partnerships elements and strategic objective 4 of the *2012-2016 Strategy Implementation Plan*.

- 4. Community Systems Strengthening framework:** A *Senior Specialist on Community Systems Strengthening and Civil Society* will be the focal point for this work, supported by a *Specialist*. In addition to providing grant specific advice and support to the Fund Portfolio Managers and Country Teams, the Senior Specialist will lead on partnerships with NGO networks and technical partners at global level.

It is worth noting that this is a comparable level of resourcing as that applied for expertise in each of the three diseases, as the intention is for Senior Specialists to leverage partner knowledge and capacities and to advise on investments.

Investment in Community Systems Strengthening continues to be monitored and tracked as in the past.

- 5. CCM Guidelines and CCM Funding:** Responsibility and accountability for effective and participatory governance through CCMs is now assigned to the Country Team and Fund Portfolio Managers. Similarly, the CCM Funding Policy – which provides funding specifically for improved civil society and private sector engagement through CCMs – is now far better resourced given that applications for CCM Funding are now processed by grant management teams and not by a limited number of staff in the CCM team.
- 6. Dual-Track Financing and Community Systems Strengthening:** Application of the dual-track financing requirement remains in full effect, and continues to be reported regularly to the Board.

Mainstreaming Civil Society engagement

A key principle guiding the Secretariat's reorganization with respect to partnerships, including with civil society, is integration. This is based on lessons learned from past experience with arrangements where separate teams were leading on thematic work. Functions that have previously been addressed through dedicated teams are now mainstreamed across the Secretariat, and in particular across the Grant Management and Strategy, Investment and Impact divisions – the two divisions which work most closely together and where 75 of resources are now allocated post-reorganization.

An important next step is to identify suitable measures for assessment of the outcomes of the reorganization in relation to the mission of the Global Fund, and in relation to its core principles, including inclusive partnership (see next steps section).

Entry points at the Secretariat (detailed in Annex 1)

In the first instance, civil society organizations are expected to address questions and concerns related to programming in their country through their representatives on the CCM. A full list of CCMs and contact information is available through the Global Fund [website](#).

In some instances it may be necessary to seek input and advice directly from the Secretariat. In such cases, the Fund Portfolio Manager responsible for the grant is the most suitable point of contact. The full list of Fund Portfolio Managers and Country Teams is also available through the Global Fund [website linked here](#).

Alternatively, the Secretariat may be contacted in relation to civil society matters through:

1. The CCM hub
2. The Technical Partnerships and Advisory Team, which includes the Specialists and Senior Specialists on Community Systems Strengthening and Civil Society; Human Rights and Equity and Gender and Key Populations.
3. The Political and Civil Society advocacy department

FPMs are also expected to connect proactively with civil society organizations and other partners at the country level, primarily through the CCM.

Next Steps:

Taking into account inputs from initial consultations, it will be important for the Secretariat to develop and communicate clear plans for effective engagement of civil society and other partners through its new structural arrangements. Particular attention should be given to the following points:

- Building technical capacity and managing performance among Secretariat staff on partnership and civil society engagement
- Defining a baseline, and assessing the impact of the new structure on partnership and engagement with civil society and others
- Capturing cost implications of the new structure for partnerships

Activities addressing the above points will be elaborated in the *2012-2016 Strategy Implementation Plan* and submitted to the Global Fund Board in November 2012.

Annex 1

The following chart provides a summary of the key disease and constituency specific partnerships currently supported by the Global Fund. The list is provisional and will be revised and updated regularly.

| List of Secretariat focal point by partner | |
|---|---|
| Partners | Lead relationships |
| Networks and NGOs focusing on Resource mobilization including: HealthGap, RESULTS, NCBF, Global Fund Advocacy Network, World AIDS Campaign, Ecumenical Advocacy Alliance etc. | Head 'Political & Civil Society Advocacy Department |
| Disease specific networks including Stop TB Partnership, Malaria Advocacy Working Group (MAWG), Roll Back Malaria, , International Treatment Preparedness Campaign, EATG Networks on HIV prevention, treatment, care and support, International AIDS Alliance | Respective disease Specialists and Senior Specialists (Strategic Investment and Partnerships Department) |
| Technical Assistance Partners including: Civil Society Action Team (CSAT), UNAIDS Technical Support Facilities (TSFs): Key implementing agencies such as Solthis, Sidaction, Coalitionplus, WV, PSI, HIVOS, CRS. Global networks of implementing PRs such as Civil Society Principle Recipient Network (CSPRN), and Regional CS Networks such as EANASO, SAT, Africaso, Seven Sisters and CS networks LAC, MENA, EECA etc | Grant Management Support |
| Global Partnerships: including the Harm Reduction networks, Global Forum on MSM (GFMSM) Regional partnerships APN+ etc Harm Reduction networks Global Coalition of Women & AIDS Sex worker networks PNMCH- Partnership for Newborn Maternal and Child Health Human Right partners: OSF, UNDP, Ford | Relevant Specialists in Strategic Investment and Partnerships Department |

| | |
|---|---|
| Community Systems Strengthening partners (International AIDS Alliance, HSS 20/20, CSAT technical partners) | Relevant Specialist in Strategic Investment and Partnerships Department |
| NGO and Communities Delegations to the Board | Governance and Political & Civil Society Advocacy Departments |

| | |
|---|---|
| Important Secretariat contact information in relation to civil society partnerships | |
| Grant Management Division Head of Division, Mark Edington | |
| High Impact Africa I | Department Head Michael Byrne |
| High Impact Africa II | Department Head Linden Morrison |
| High Impact Asia | Department Head Dr Urban Weber |
| Africa And The Middle East (AME) | Department Head Lelio Marmora Regional Manager, Southern and Eastern Africa - Cynthia Mwase Regional Manager Middle East and North Africa - Joseph Serutoke Regional Manager Western Africa - Tina Draser Regional Manager Central Africa - Ronald Tran Ba Huy |
| Asia, Europe, Latin America & The Caribbean (AELAC) | Department Head Maria Kirova Regional Manager Southern and Eastern Asia - Luca Occhini Regional Manager Eastern Europe and Central Asia - Nicolas Cantau Regional Manager, Latin America and the Caribbean - Silvio Martinelli |
| Grant Management Support | Department Head Oren Ginzburg Manager, Operational policy & renewals team- Matias Gomez Senior Process Support Specialist- Bryan Morris Senior Specialist, CCM hub- Rene-Frederic Plain |
| Strategic Investment and Impact Division (SIID) Head of Division and Deputy General Manager, Debrework Zewdie Senior Manager SIID and Senior Advisor to the Deputy General Manager Tarek Elshimi | |
| Strategic Investment and Partnerships Department | Head , Strategic Investment and Partnerships Department Position vacant/Acting Head: Tarek Elshimi |
| Technical Partnerships and | |

| | |
|--|--|
| Advisory Team | <p>Senior Manager, Technical Partnerships and Advisory Team Acting: Tarek Elshimi</p> <p>Senior Specialist, HIV Ade Fakoya Specialist, HIV Lee Abdel Fadil</p> <p>Senior Specialist , TB Recruitment on-going Specialist, TB Mohammed Yassin</p> <p>Senior Specialist, Malaria Scott Filler Specialist, Malaria Jan Kolaczinski</p> <p>Senior Specialist, Gender and Key Populations Recruitment on-going</p> <p>Senior Specialist, Human Rights and Equity Recruitment on-going</p> <p>Specialist, Gender, Key Populations and Human Rights Recruitment on-going</p> <p>Senior Specialist , Community Systems Strengthening and Civil Society Recruitment on-going</p> <p>Senior Specialists, Health Systems Strengthening George Shakarishvili</p> <p>Specialist, HSS and CSS Recruitment on-going</p> |
| Resource Mobilization and Donor Relations Division Director of Division, Christoph Benn | |
| Political and Civil Society Advocacy Department | <p>Head of Department - Linda Mafu</p> <p>Senior Specialist, Parliamentary Affairs Svend Robinson</p> <p>Specialist, Advocacy Pauline Mazue</p> <p>Specialist, Civil Society Advocacy Recruitment on-going</p> |
| Governance Paula Hacopian Manager | |
| Implementing Block support | Specialist, Shu-Shu Tekle-Haimanot |