



# INFORMATION MANUAL FOR CIVIL SOCIETY ORGANIZATIONS (CSOs)

➤ **On their role in the Global Fund mechanisms and other malaria control programmes.**

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## **INFORMATION MANUAL FOR CIVIL SOCIETY ORGANIZATIONS (CSOs)**

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# ACRONYMS

<b>BOARD</b>	The Board
<b>CCM</b>	Country Coordinating Mechanism
<b>CHW</b>	Community Health Worker
<b>CRG</b>	Community Rights and Gender
<b>CSO</b>	Civil Society Organization
<b>GFCT</b>	Global Fund Country Team
<b>GFGS</b>	The Global Fund General Secretariat
<b>LFA</b>	Local Fund Agent
<b>LLIN</b>	Long Lasting Insecticidal Net
<b>NGO</b>	Non-Governmental Organization
<b>NMCP</b>	National Malaria Control Programme
<b>NSMCP</b>	National Strategic Malaria Control Plan
<b>NSMEP</b>	National Strategic Malaria Elimination Plan
<b>OIG</b>	Office of the Inspector General
<b>PR</b>	Principal Recipients
<b>SR</b>	Sub Recipients
<b>SSR</b>	Sub-sub Recipients
<b>TRP</b>	Technical Review Panel

# ABOUT THIS GUIDE

This manual was introduced to help Civil Society Organizations (CSOs) get more involved in projects and processes of the Global Fund to Fight AIDS, Tuberculosis and Malaria, as well as other malaria control programmes. Through capacity building of CSOs, this guide seeks to improve the impact of implemented programmes on vulnerable populations and malaria-affected communities.

The manual has therefore been divided into 13 teaching modules with the aim to equip CSOs, or any other interested persons with tools to become efficient actors. That is, stakeholders who apprehend mechanisms and propose community-driven activities. To ease understanding, the guide assumes a question and answer format (interrogative style) which will enable each learner to gradually apprehend the right information and required resources to get involved in the mechanisms of the Global Fund, including other malaria control related programmes.

In addition, it is backed by some examples of best practices in malaria control activities carried out by civil society actors from African countries, as well as, varying learning methods and andragogic presentations adapted to each module and its content.

As such, by alternating between presentations, discussions, exchange of experiences, group work, or even role-plays, such varied methodology encourages the civil society participation during training sessions facilitating knowledge acquisition and technique. Finally, it offers users more flexibility to adapt to learning requirements.

# METHODOLOGY

This manual is the culmination of a long process based on the observation that CSOs did not have sufficient mastery of mechanisms of the Global Fund, meaning a reduced impact of their activities on malaria control programmes at various levels in Central and West African countries. It is worth emphasizing that the Global Fund guidelines acknowledge that CSOs have a crucial role in guaranteeing the impact of various actions under programmes for affected communities and final beneficiaries. In fact, not knowing their role in malaria control activities, insufficient information about various malaria control strategies, failure to master exchange of best practices tools etc., all account for the fact that community leaders are less involved in activities organised by heads of health units within Health Districts. The main consequences of such a situation are: less involvement in mechanisms for monitoring programmes and stagnating malaria indicators, which may even drop and consequently jeopardize the sustainability of malaria control programmes.

In order to rise up to these challenges, it was decided that a guide be drafted to increase the commitment of Civil Society Organisations in projects and mechanisms of the Global Fund and other malaria programmes in Central and West Africa.

It was thus drawn up based on a methodology centred around six main points, which are;

- Review of similar existing tools: to assess their strengths and weaknesses, and identify items which best address the problem, and should be included in this manual.
- Adapt the existing tools to the context.
- Conduct interviews with partners and community members.
- Collect documents on cases of best practices on the commitment of CSOs in projects and mechanisms of the Global Fund and other malaria programmes.
- Check some of the Global Fund sites, Community, Rights and Gender (CRG) and all the other platforms.
- Review and finalize the guide during a workshop to validate the document.

# OBJECTIVES

The drafting of this manual has several objectives;

## **1- Global Objective:**

To increase the engagement of CSOs in the Global Fund mechanisms and other malaria control programmes.

## **2- Specific Objectives:**

Using this manual will enable civil society and communities to:

➤ **Be equipped to run situational analysis of the needs of communities and vulnerable populations.**

➤ **Understand the organization, functioning and grant allocation procedures of the Global Fund.**

➤ **Know what are the roles and opportunities given to them by the Global Fund mechanisms and elaboration processes of national malaria control strategies in the country.**

➤ **Know the various platforms of assistance to civil society organisations and communities to reinforce their active participation in the Global Fund mechanisms and malaria programmes.**

# PRESENTATION OF MODULES



# MODULE I

## Organization and functioning of the Global Fund (at global and country levels): roles played by actors and all other stakeholders.

### PROBLEM STATEMENT:

The Global Fund is the first international donor of malaria control programmes. It contributes over 60% of global funds to fight against malaria across the world. That is, more than (USD) 1.2 billion (over CFAF 650 billion) each year. This is invested in research on new tools such as experimenting the use of new mosquito

nets to fight resistance to insecticides in Africa, as well as in programmes led by local experts of countries and communities which are in higher need. **As such, any CSO willing to be involved in programmes of the Global Fund, should first master the organization and functioning of the Global Fund, its bodies, principles and procedures.**

### At the end of this module, participants should know:

- Governing bodies of the Global Fund and their functions at the Global and national levels.
- The role of CSOs at a national and global level.

### OBJECTIVES:

- 1- To understand what the Global Fund is all about.
- 2- To know how the Global Fund works at global and country levels.
- 3- To know the importance of CSOs to the organization of the Global Fund.

### OBJECTIF 1: UNDERSTANDING THE GLOBAL FUND

#### 1- What is the Global Fund to Fight AIDS, Tuberculosis and Malaria?

Currently existing as a foundation under Swiss law, the Global Fund is a partnership between governments, civil society, private sector and persons affected by diseases. Its mission is to fight against AIDS, Tuberculosis and Malaria across the world. The Global Fund raises and invests close to four billion dollars yearly to support programmes led by local specialists in countries and communities that are most in need. Since its inception in 2002, it has saved more than 27 million lives. It is worth noting that 65% of its programmes are implemented in Africa.

**2- Who created the Global Fund?** It was created by the United Nations Systems on 28 January 2002 following the proposal of the UN Secretary General, KOFI Annan.

**3- How does the Global Fund carry out its mission?** Raising funds from international donors (states, private bodies, foundations) through permanent advocacy and managing and investing these funds to fight against the three deadliest infectious diseases the world has ever known.

**4- Where is its Headquarters?** Its Headquarters is in Geneva, Switzerland.

## OBJECTIVE 2: KNOW THE ORGANIZATION OF THE GLOBAL FUND AT GLOBAL AND COUNTRY LEVELS.

### 1- What are the bodies of the Global Fund and what are their attributes at a global level?

No	Bodies	Members	Attributes
1	The Board	<b>Representatives of :</b> <ul style="list-style-type: none"> <li>• government donors ;</li> <li>• public authorities in charge of implementation;</li> <li>• non-governmental organizations;</li> <li>• private sector;</li> <li>• private foundations;</li> <li>• NGOs of affected communities.</li> </ul>	<b>They are in charge of :</b> <ul style="list-style-type: none"> <li>• defining strategies;</li> <li>• governing the institution;</li> <li>• approving every funding decision following country's requests;</li> <li>• assessing the institution's results and performance;</li> <li>• globally managing risks;</li> <li>• ensuring partners' participation;</li> <li>• resource mobilisation and advocacy.</li> </ul>
2	Technical Review Panel (TRP)	<ul style="list-style-type: none"> <li>• health experts;</li> <li>• development division</li> <li>• finance division.</li> </ul>	Assessing the technical strength of each funding request forwarded to the Executive Board.
3	Office of the Inspector General (OIG)	The Inspector General	Strategic monitoring of guarantee activities, safeguards the assets, investments, reputation and sustainability of the Global Fund.
4	The Global Fund General Secretariat (GFGS)	The Global Fund staff based in Geneva	Management of grants.

### 2- What are the main bodies of the Global Fund at country level?

No	Bodies	Members	Attributes
1	<b>Country Coordinating Mechanism (CCM)</b>	<b>Representatives:</b> <ul style="list-style-type: none"> <li>• government (ministries);</li> <li>• private partners (companies and foundations);</li> <li>• Development partners (WHO, UNICEF...);</li> <li>• International and national NGOs ;</li> <li>• civil society organisation</li> <li>• communities affected by the diseases.</li> </ul>	<b>CCM is in charge of:</b> <ul style="list-style-type: none"> <li>• guiding dialogue at country level;</li> <li>• coordinating the development of the national request for funding (applying for grants on behalf of the country);</li> <li>• nominating the Principal Recipient;</li> <li>• overseeing the implementation of approved grants</li> <li>• approving any reprogramming requests;</li> <li>• ensuring linkages and consistency between Global Fund grants and other national health and development programs.</li> </ul>
2	<b>Local Fund Agents (LFA)</b>	Freelance (Independent) Consultants	evaluate and monitor activities before, during and after the implementation of a grant.
3	<b>Principal Recipients (PR)</b>	<ul style="list-style-type: none"> <li>• government bodies (ministries);</li> <li>• international and national NGOs;</li> <li>• Private sector.</li> </ul>	<ul style="list-style-type: none"> <li>• implementing grants;</li> <li>• coordinating smallest bodies Sub-recipients (SRs).</li> </ul>
4	<b>Sub-Recipients (SR)</b>	national NGOs and public and private organs	<ul style="list-style-type: none"> <li>• implementing grants;</li> <li>• coordinate sub-sub-recipients (SSRs).</li> </ul>
5	<b>Sub-sub-Recipients (SSRs)</b>	Community based organizations or others	implementing grants.
6	<b>Beneficiaries</b>	Communities	

### **OBJECTIVE 3: KNOW THE IMPORTANCE OF CSOS IN THE ORGANIZATION OF THE GLOBAL FUND.**

#### **1- What is the significance of CSOs to the Country Coordinating Mechanism?**

CSO representatives take part as members in:

- CCM meetings and decisions
- Dialogue at country level.

#### **2- What is the significance of CSOs to the Board?**

They have representatives who play a consultative role in Board meetings (PRs):

- The delegation of NGOs of less developed countries, whose website is: [www.developingngo.org](http://www.developingngo.org)

➤ The delegation of NGOs of developed countries, whose website is: [www.globalfund-developedngo.org](http://www.globalfund-developedngo.org)

➤ The Communities Delegation affected by the three diseases, which attend Board meetings with voting rights

➤ The delegation of key persons whose website is [www.globalfundcommunitiesdelegation.org](http://www.globalfundcommunitiesdelegation.org). The presentation of this delegation is the subject of module II.

**CSOs should best understand the Global Fund, that is, its organization and functioning, because there are existing clear mechanisms for full and active participation of CSOs at the highest decision-making level of the Global Fund, which is its Board. The Global Fund remains the main donor to the fight against malaria. The voice of CSOs matters!!!**

## MODULE 2

# The Global Fund Board : Presentation of the Communities Delegation affected by the three diseases

### PROBLEM DESCRIPTION:

The **Board** is the highest body of the Global Fund, it takes care of key functions such as:

- Strategy development
- Governance oversight
- Commitment of financial resources
- Assessment of the organizational performance
- Risk management
- Partnership engagement
- Resource mobilization and advocacy.

It gives the final approval for grants to be ready for cash out. Considering its importance, representatives of key populations and communities affected by the three diseases are therein represented through the Communities Delegation for them to have a say in decisions which will have a great impact on their lives. This module therefore makes a succinct presentation of this delegation.

### At the end of this module, participants should know:

- What is the Communities Delegation affected by the three diseases?
- The selection process of this delegation's members.
- The input of CSOs to the success of this delegation.

### OBJECTIVES OF THE MODULE :

- 1- To know the raison d'être of the Communities Delegation transferred to the Board of the Global Fund.
- 2- To master the selection mechanism of this delegation's members and its mission.
- 3- To get CSOs to participate and contribute to the work of this delegation for a greater impact of the Global Fund programmes.

### OBJECTIVE 1 : KNOW THE RAISON D'ÊTRE OF THE COMMUNITIES DELEGATION TO THE BOARD OF THE GLOBAL FUND.

#### 1- What is the Communities Delegation affected by the three diseases?

This is a group of persons chosen to represent groups from communities affected by the three diseases in the Board of the Global Fund.

#### 2- Who are the members of this Delegation?

The Communities Delegation affected by the 3 diseases comprises:

- a member of the Board with voting right (Board Member);
- a deputy member of the Board (Alternate board member) ;
- a treasurer ;
- members from member committees of the Delegation;

- and a focal point for communication (Communication Focal Point).

#### 3- What is the legal basis of this participation?

This participation is backed by legal provisions of Article 7 subsection 1 of the Global Fund Statutes which stipulates that: **“the Global Fund Board is made up of 20 members with voting rights and 8 other members without voting rights. It is a one member one vote system for voting members.** Members with voting rights have been divided as follows:

- 7 representatives from developing countries (1 from each of the six regions of the World Health Organization (WHO) with an additional representative for Africa)
- 8 donors representatives ;

- 1 representative of a Non-Governmental Organisation (NGO) from a developing Country
- 1 representative of a developed country NGO ;
- 1 private sector representative;
- 1 private foundation representative ;
- 1 NGO representative - who is a person living with HIV/AIDS, or who hails from a community affected by either tuberculosis or malaria.

#### **4- What is the term of office of the Delegation of Communities in the Global Fund Board?**

According to Article 7 subsection 2, the term of office of the communities' representative is **two years renewable**.

#### **5- Where do representatives come from?**

They should be members of an NGO of people living with HIV, or should hail from a community affected by either tuberculosis or malaria.

**6- What is the website of the Delegation of Communities affected?** [www.globalfundcommunitiesdelegation.org](http://www.globalfundcommunitiesdelegation.org)

## **OBJECTIVE 2: MASTERY OF THE SELECTION MECHANISM OF THIS DELEGATION'S MEMBERS AND ITS MISSION**

### **1- What is the selection mode of members to the Communities Delegation of affected persons?**

The Secretariat of the Communities Delegation launches an appeal for applications to the positions of members of The Delegation. Once recruited, they elect their representative at the Board of the Global Fund.

### **2- What is the core function of The Delegation?**

Its core function is to defend the interests, priorities and programmes of infected persons and vulnerable populations in the Global Fund Board.

### **3- What are the means at its disposal to make its voice heard by the Board?**

As a member with voting rights, the representative can submit a motion which will be accepted when approved by 3/4 of the members.

### **4- Considering what has been said so far, what are the expected qualities of members of the Communities Delegation?**

- Good knowledge of the Global Fund, its procedures and ongoing programmes.
- Mastery of the priorities of groups of key populations and communities affected by the diseases.
- They must have strong negotiation skills.
- They must have excellent writing skills and be eloquent.

## **OBJECTIVE 3: GET CSOS TO WORK TOWARDS IMPROVING THE IMPACT OF THE DELEGATION TO THE GLOBAL FUND BOARD.**

### **1- What other leverage can African CSOs have in the Global Fund Board?**

African CSOs can be involved in another delegation of the Global Fund Board: the Developing Country NGO Delegation to the Global Fund Board which equally has voting right. Its website: [www.developingngo.org](http://www.developingngo.org)

### **2- What is the mission of this Delegation in the Global Fund Board?**

As a member of the Global Fund Board, they influence decisions to make sure the concerns of NGOs working in HIV/AIDS, tuberculosis, and malaria are taken into consideration. This body has a voting right.

### **3- Who are the members of this Delegation?**

The team is made up of persons from developing countries from across the world. The managing team can comprise: a Board Member, an Assistant Board Member, a Treasurer, members of Delegation member committees, and a Communication Focal Point without voting right.

### **4-How are members of this delegation selected?**

Just like for the delegation of persons affected, members are selected through an international call for application.

**5- How can African CSOs get more involved in Board decisions?** A greater involvement of African CSOs in the two above-mentioned delegations, will give them more weight in the Global Fund Board.

### **6- What is the “enlarged delegation”?**

It is a group which comprises affected Communities Delegation and those of NGOs from developing countries.

### **7- What should African CSOs do to be part of the two delegations?**

By inquiring about what is at stake (or possible benefits) of this representation of the Global Fund Board and by raising the highest number of candidacies from within their organisations for positions in these 2 delegations.

### **8- How can members of these delegations create more impact while accomplishing their missions?**

This is done by assisting those appointed as members to these 2 delegations. Notably by determining term priorities and writing down potential motions aimed at defending the priorities of groups and communities affected by the diseases. To that effect, the Global Fund has put in place technical assistance mechanisms to prepare delegations.

**By being part of these two delegations (Communities and NGOs of developing countries) sitting at the Global Fund Board with voting rights, the voice of CSOs will definitely be heard at the highest level of the Global Fund!**

## MODULE 3

# Situational analysis of the needs of communities and vulnerable populations.

### PROBLEM STATEMENT:

The needs of communities and vulnerable populations should constitute the basis of the Global Fund and countries' response against malaria at global and country levels alike. CSOs have an important role to play in making sure that the needs of these communities are taken into consideration.

How can the capacities of CSOs be built such that they guarantee better access to GF-subsidised services and health care to targets vulnerable to malaria?

### At the end of this module, participants should know:

- Priority targets of malaria programmes
- The role of CSOs in activities to fight against malaria
- Approaches and techniques to introduce community diagnosis.

### OBJECTIVES :

- 1- To understand what a CSO is and its significance to malaria control projects of the Global Fund;
- 2- To determine priority targets of the Global Fund's malaria component;
- 3- To identify the needs of communities in the fight against malaria.

## OBJECTIVE 1: UNDERSTANDING A CSO AND ITS SIGNIFICANCE TO MALARIA CONTROL PROJECTS OF THE GLOBAL FUND

### 1- What is a CSO?

It is a Civil Society Organisation, that is, non-governmental. In this context of malaria CSOs, this refers to those CSOs actively involved in the fight against malaria (be it through prevention, treatment, communication, advocacy, or monitoring and evaluation) or defending the priorities of communities they represent. These include:

- International NGOs with some experience in the fight against malaria;
- National NGOs, or community-based organizations (with some experience in the fight against malaria);
- Charity organizations such as religious or faith-based bodies;
- University milieus.

### 2- What is their main function in the fight against malaria?

- To identify various categories of persons and their specific needs for an inclusive approach to the fight against malaria.
- To come up with reliable data which will guide national strategic plans.

➤ To mobilise beneficiary communities and local leaders in the fight against malaria.

➤ To defend priorities of communities they represent in the CCM (Country Coordinating Mechanism) or in the Global Fund Board, in meetings of dialogue at country level and other levels.

➤ To take part in the implementation of projects and activities subsidised by the Global Fund.

➤ To give feedback of programmes' implementation experience - progress, gaps, best practices and so on.

➤ To prepare the sustainability of malaria control programmes through advocacy with government.

➤ To mobilise domestic resources in order to ensure sustainability.

➤ To collaborate with Community Health Workers (CHWs).

➤ To ensure the sharing of tasks (transfer of severe malaria cases, screening and treatment of mild malaria at home).

➤ To share best practices amongst CSOs, etc.

## OBJECTIVE 2: UNDERSTANDING WHO ARE PRIORITY TARGETS OF THE GLOBAL FUND'S MALARIA COMPONENT

### 1- Who are the most vulnerable populations in the fight against malaria?

These are the populations most exposed to malaria-related risks and they vary as per background and per country. These are amongst others;

- pregnant women and children under 5
- prisoners.
- persons with disabilities.
- elderly persons.
- refugees.

- migrant populations.
- most needy.
- persons living in far away or rural areas.
- persons whose humanitarian situation is of a concern.
- women confined to their homes.
- young girls.
- With persons living or working in an environment where they can be easily infected with malaria.

## OBJECTIVE 3: IDENTIFY THE NEEDS OF COMMUNITY MEMBERS IN THE FIGHT AGAINST MALARIA

### 1- What is a community?

This is a group of individuals having a set of well - defined and shared objectives. It is within this group that CSOs run social activities within the framework of the fight against malaria. For example: a village, a council, a prison, etc.

### 2- How can specific needs of community members be identified in the fight against malaria?

Through a community diagnosis. An adequate community diagnosis will enable the identification of community priority needs, and those of populations especially. Community diagnosis is based on four items. Notably, needs and problems, resources, health determinants, cultural values and representations of the community.

**3- What is a community diagnosis?** This is a simplified assessment of each situation faced by malaria control activities at the community level. In that respect, it will focus on;

- the various forms of the disease within the community.
- populations most affected by malaria within the community.
- identification of barriers related to access to health services.
- needs in terms of human and financial resources
- potential efficiency and achievements in terms of equity (social justice).

**4- How can a community diagnosis be summarised?** This is an identification grid of problems encountered within a community in the fight against malaria.

#### Identified problem: Identify the problem here (name or title).

##### Presentation of the identified problem:

Describing the identified problem with obvious facts (factual data from collection and analysis of information gathered, the various ramifications of the problem or identified phenomenon), etc.

##### Identified targets (affected persons):

These are impacted or affected persons (use data collected).

##### Recommended solution:

This is an overview of the social intervention you plan on in collaboration with members of the community in order to solve the identified problem. Specify the time of the intervention and the eventual cost.

##### Expected result:

It is the situation prevailing in the community at the end of the planned intervention. Always present it in the form of easily measurable indices (statistics data).

NB: Community diagnosis gives CSOs ideas as to what social projects or interventions are needed.

**5- What are the approaches to be considered to assess the needs of a community?** These include:

- ✎ Gender approach: it makes an analysis of various roles, statutes and responsibilities of each individual in the society based on their sex.
- ✎ Human and social rights approach: it enables an evaluation of the scope of access of community members to social amenities put in place by the state (social rights), in order to implement human rights provided in conventions ratified by the government to this effect.
- ✎ Statistical approach: its aim is to collect, compile, and analyse data on various forms of the disease in the field and access to social amenities by different categories of community members. Such an analysis will establish gaps, general averages, and scope in figures for each trend a phenomenon is taking.
- ✎ Participatory approach: comprises the involvement of all the stakeholders.

**6- Considering all these approaches, what are the tools to be used?**

These are qualitative and quantitative data collection techniques. Questionnaires, surveys, interviews, focus-group discussions, face-to-face interviews, “snowball sampling” technique, or community watch... This is not about using data to validate scientific theories, but to establish concrete obvious facts.

**7- What facts are identified when considering a gender approach in the fight against malaria?**

- ✎ Identifying people’s needs according to each category. For example, the number of men and women infected by malaria.
- ✎ Cultural and social barriers related to gender-related services.
- ✎ The discrepancies in concerns and interests of men and women in the fight against malaria.
- ✎ Proposal of solutions corresponding to each specific need identified.

**8- What could enable the taking into consideration of human and social rights?** Bring to light the vulnerability of persons based on:

- ✎ access to information
- ✎ access to resources, available products and services
- ✎ With participation in the decision-making process, etc.

**9- Once community diagnosis is established, what actions should a CSO embark on to get involved in the Global Fund programme and in a country malaria control programme?**

- ✎ Form groups of CSOs and agree on common opinions and ideas to share in meetings with other partners of the malaria control programme.
- ✎ Put in place an exchange platform dedicated to CSOs solely. In fact, if well planned and managed, the platform can be the place where CSOs meet to define and decide on social projects and activities to carry out for the benefit of their communities.
- ✎ Meet with authorities from the Ministry of Public Health, Malaria Programmes, NGOs and key actors of the fight against malaria in regions or districts, with whom community diagnosis will be shared alongside proposed solutions/strategies.
- ✎ Collaborate with the Principal Recipient (PR) or Sub Recipient (SR) of the Global Fund grants for malaria (sometimes by responding to a call to tender).
- ✎ Take part in the various processes to draft the National Strategic Malaria Control Plan (NSMCP) according to the prevailing situation in each country, or the National Malaria Elimination Strategic Plan (NMESP) which is regularly drafted in countries.
- ✎ Take part in the various country dialogues, individually or through appointed representatives.

**Community diagnosis also provides the CSOs with first-hand data on the communities: partners are in need of these when drafting NSMCP, or NSMEP, submitting funding applications, planning implementation and monitoring of the Global Fund grants, and other malaria control programmes!!!**

## MODULE 4

# Review and preparation of National Strategic Malaria Control Plans

### PROBLEM STATEMENT:

The National Strategic Malaria Control Plan or National Malaria Elimination Strategic Plan is the compass which determines all the strategies and all the guidelines of interventions which will be carried out during a given period,

in order to reach national goals. It is therefore important for communities' needs to be taken into consideration and for the best strategies to be introduced in the plan as well.

### At the end of this module, participants should know:

- What NSMCP or NSMEP is all about?
- What is the review of a strategic plan?
- What is the expected input of CSOs to the drafting of an NSMCP?

### OBJECTIVES :

- 1- To understand what the National Strategic Malaria Control Plan (NSMCP) or National Strategic Malaria Elimination Plan (NSMEP) is all about.
- 2- To know the various stakeholders involved in the drafting process.
- 3- To underline the expected contributions of CSOs to the blueprint.

## OBJECTIVE 1: UNDERSTANDING A NSMCP OR A NSMEP

### 1- What is the National Strategic Malaria Control Plan (NSMCP)?

The National Strategic Malaria Control Plan is a written document which specifies, over a given period, the main objectives of the National Malaria Control and Elimination programmes, the types of action and the resources allocated to achieve these objectives.

### 2- What is its main use?

It provides an all round strategic guidance to a country for a defined period of time (usually between 3 and 5 years).

### 3- What are the components of a NSMCP?

It is generally made-up of five main parts. **A presentation of country profile, country situational analysis, the strategy itself,**

**planning of financial resources required and the monitoring and evaluation mechanism.**

### 4- What are the requirements of a National Strategic Malaria Control Plan?

- It should be up-to-date, based on the last epidemiological data of the country and current information.
- It should be based on a participatory and inclusive process.
- It should contain well drawn up and budgeted priorities.
- Its approaches should be based on evidence.
- It should take into consideration gender, social rights, human and group rights, especially those of vulnerable populations, including any factor hindering access to malaria control services.

### 5- What is the Strategic Plan review?

It is a process through which the country and partners of the fight proceed with the evaluation of the Strategic Plan implementation in order to determine;

- what is working.
- what is not working.
- and why it is not working.

At the end participants.

- add activities which appeared relevant to the implementation.
- take out activities which turned out to be irrelevant based on their results.

### 6- How often is the NSMCP reviewed?

Review generally occurs during mid-term.

### 7- What is the NSMEP?

The National Strategic Malaria Elimination Plan is a written document which specifies over a given period the main objectives of the national malaria elimination programmes, the types of interventions and resources needed to achieve these objectives.

### 8- When should an NSMEP be drawn up?

It is when the country's ambition is to move towards the elimination of malaria.

### 9- What is the relationship between the NSMCP, NSMEP and the Global Fund programmes?

Programmes funded by the Global Fund are based on the Strategic Plan, that is, only interventions registered in strategic plans will be funded.

## OBJECTIVE 2: KNOW VARIOUS STAKEHOLDERS INVOLVED IN DRAFTING THE NSMCP OR NSMEP

### 1- Who is in charge of drafting the NSMCP or NSMEP?

It is the government that should supervise this activity through the Ministry of Public Health.

### 2- Which other organisations takes part in drafting the Strategic Plan?

It is the result of collective efforts of;

- Other ministries - ministries of Social Affairs, Wo-

men's Empowerment and the Family, Education, Finance, Economy and Planning.

- Private sector (companies and private foundations).
- National and international organization.
- Leaders (community, political, traditional, etc.).
- Civil society.

### **OBJECTIVE 3: HIGHLIGHT THE EXPECTED INPUT OF CSOS TO THE DRAFTING OF AN NSMCP OR AN NSMEP**

#### **1- Why is the input of CSOs in the drafting phase of the NSMCP or NSMEP so important?**

So that the priorities of CSOs should be taken into consideration in the NSMCP or NSMEP. In fact, these are the documents which will justify any country's grant request to the Global Fund.

#### **2- What is the input of CSOs to various partners when drawing up the NSMCP and the NSMEP?**

CSOs will enable the committee in charge of drafting the strategy to:

- Take into consideration community needs (based on community diagnosis for instance).
- Draft strategies that best suit their communities.
- Mobilize their communities as one man, not just acting as beneficiaries.

#### **3- How do CSOs take part in drafting the NSMCP and NSMEP?**

By appointing representatives to work sessions

with the National Committee in charge of drafting the NSMCP or NSMEP and by inviting over members of this Committee themselves.

#### **4- What qualities should civil society representatives have when drafting the NSMCP and NSMEP?**

- They should master the scope of the problem caused by malaria at the community level.
- They should master the priorities of the communities they represent.
- They should have coherent social action projects which are based on issues raised in the community diagnosis.
- They should be very analytical.
- They should be able to come up with relevant proposals.
- They should be able to defend the interests of vulnerable populations within the Committee.

**Strategy documents constitute the guide for actions and for all funding requests sent to the Global Fund. CSOs must therefore contribute to their drafting for their priorities to be taken into consideration.**

### PROBLEM STATEMENT:

By apprehending the model of the Global Fund at the country level, CCM plays a central role just like the Board at the Global level. It is therefore

important to review the structure of this body and its missions.

### At the end of this module, participants should know:

- What a CCM is all about.
- Its members and main objectives.
- The significance of CSOs to CCM.

### OBJECTIVES:

- 1- To understand what CCM is all about.
- 2- To know its organisational structure and missions.
- 3- To determine the place of CSOs in the CCM.

### OBJECTIVE 1: UNDERSTANDING THE COUNTRY COORDINATING MECHANISM (CCM)

#### 1- What is the Country Coordinating Mechanism (CCM)?

It is a national committee charged with submitting funding applications to the Global Fund on behalf of the whole country. It ensures that funds are used properly and significantly impact target beneficiaries of the projects.

#### 2- How is the CCM put in place?

The Country Coordinating Mechanism is created by presidential decree. A consultative process run across national territory by the Ministry of Public Health, ensures a wider broadcast of the call to tender, to guarantee that all stakeholders are represented.

#### 3- What are the eligibility criteria of the CCM before submitting a funding application to the Global Fund?

It should be noted that every year, the Global Fund produces a list of all CCM which comply with the minimum requirements to submit a funding application to the Global Fund. There are six requirements:

➤ **Eligibility requirement no. 1:** transparent and inclusive drafting procedure of the funding application.

➤ **Eligibility requirement no. 2:** open and transparent selection process of Principal Recipient.

➤ **Eligibility requirement no. 3:** supervision of programmes implementation and implementation of strategic monitoring programmes. CCM must submit and follow an oversight plan for all Global Fund approved financing.

➤ **Eligibility requirement no. 4:** documentation of the representation of affected communities based on epidemiological as well as human rights and gender considerations.

➤ **Eligibility requirement no. 5:** representation of non-governmental constituencies (members) through transparent and documented procedures.

➤ **Eligibility requirement no. 6:** drafting, publishing and implementation of conflict of interest management policy, applicable to every member and position of the body.

## OBJECTIVE 2: KNOW THE ORGANISATIONAL STRUCTURE AND MISSIONS OF THE CCM

### 1- What are the bodies of the CCM?

Generally, CCMs includes;

- A strategic monitoring committee.
- An executive office.
- A secretariat .

It should, however, be noted that CCM bodies vary according to country, size, composition, and number of committees.

### 2- Who are its members, and what are its missions? See table.

Members	Missions
Representatives of: <ul style="list-style-type: none"> <li>• government;</li> <li>• Non-governmental sector (National NGOs, community-based organisations);</li> <li>• private sector (companies and private foundations) and</li> <li>• International development partners (agencies of the multi-lateral cooperation and international NGOs).</li> </ul>	CCM has five main missions: <ul style="list-style-type: none"> <li>• Coordinate the development and submission of funding requests;</li> <li>• Nominate the Principal Recipient(s) and monitor their performance;</li> <li>• Oversee implementation of the approved programs, including the closure process;</li> <li>• Endorse any program's revision request (as defined in Global Fund operational policies); and</li> <li>• Ensure linkages and consistency between the Global Fund financed programs, and other national health and development programs.</li> </ul>

### 3- How many members should constitute a CCM?

The size of the CCM varies depending on the number of constituting groups (constituencies) whose membership need authorization, because each constituting group elects a member and a deputy. Thus, some CCMs have 40 members while others have just 12. For example, in 2019, Cameroon's CCM has 48 members. Each CCM decides on what constituting group can be included as member.

## OBJECTIVE 3: DETERMINE THE PLACE OF CSOS IN THE CCM

### 1- Are CSOs represented within the CCM?

Yes, CSOs have four seats in the CCM, with one representative for each of the following categories:

- Malaria CSOs
- Tuberculosis CSOs
- HIV CSOs
- And persons affected by the diseases (key persons of HIV and persons of communities affected by malaria and tuberculosis).

### 2- What is their function in CCM meetings?

Just like every member of the CCM, they attend every meeting, notably by;

- Participating in debates on topics in discussion.
- Voting on issues with zero risk of conflict of interest.

More precisely by:

➤ Sharing obvious facts or problems identified within communities through community diagnosis technique presented in the previous module.

➤ Making sure priorities of groups they represent are adequately taken into consideration by the funding application.

➤ Participating in advocacy to raise counterpart funds.

➤ Ensuring feedback of programmes' implementation experience.

### 3- Which members of the CCM do not have decision-making power?

Principal and Sub recipients attend every CCM meeting without voting right due to risks of conflict of interest.

**CSOs should appoint and rally behind dynamic representatives and deputies, capable of adequately defend their priorities during CCM discussions to make sure their voice is heard.**

### PROBLEM STATEMENT

During the preparation of funding applications, the “dialogue at country level” is done solely and fully by the Country Coordinating Mechanism according to the guidelines of the New Funding Model. The Country Coordinating Mechanism

handles leadership, supervision and oversees the complete process until elaboration and submission of the Concept Note. What is the expected contribution of CSOs in the country dialogue?

### At the end of this module, participants should know:

- What is dialogue at country level?
- Who are the stakeholders of a good dialogue at country level?
- What is the input of CSOs in this dialogue at country level?

### OBJECTIVES:

- 1- To understand the dialogue process at country level - subject, methodology, final result.
- 2- To know the various stakeholders involved in drafting it.
- 3- To know the input of CSOs during this dialogue at country level.

### OBJECTIVE 1: UNDERSTAND THE DIALOGUE PROCESS AT COUNTRY LEVEL - SUBJECT, METHODOLOGY, FINAL RESULT.

#### 1- What is “dialogue at country level”?

This refers to meetings organised by the CCM with various stakeholders of the fight against malaria in a country in order to determine response priorities and strategies.

#### 2- How can dialogue be organised at country level?

Through dialogue workshops organised across the national territory;

- There are regional workshops to mutually agree on national priorities.
- A national validation workshop centred mostly on the assessment of summarised documents from regional workshops.

#### 3- Who are those takes part in the national validation workshop?

Every type of participant, such as;

- government.
- mayors.
- civil society.
- private sector.
- PRs, SRs, and SSRs communities.
- NGOs and development partners.

#### 4- What is examined during dialogue at country level?

- Interventions outlined in the Concept Notes and their relevance.
- Gaps.
- Needs of communities affected by the three diseases.
- Counterpart fund mobilization.
- Other subjects related to country background.
- Budget allocated to health pertaining to the whole budget. For African countries specifically, this budget should comply with the Abuja Declaration which stipulates that 15% should be budgeted for health.
- Recent budget changes, including forecasted increase and decrease.

#### 5- What is the outcome of dialogue at country level?

A relevant and efficient funding application.

#### 6- What are the criteria for a good country dialogue?

Dialogue at country level should be;

- national.
- participative.
- inclusive.
- interactive.
- frequent.
- continuous.
- cyclical and documented.

## **OBJECTIVE 2: KNOW THE VARIOUS STAKEHOLDERS INVOLVED IN ITS DRAFTING PROCESS**

### **1- Who are the stakeholders of a good dialogue at country level?**

These are generally representatives of;

- ✚ government.
- ✚ private sector.
- ✚ vulnerable populations.
- ✚ implementers.
- ✚ civil society.
- ✚ religious/faith-based bodies
- ✚ university milieus.
- ✚ CCM members.
- ✚ Bilateral, multilateral, and technical partners.

### **2- What are the key phases of the programme concerned with country dialogue?**

- ✚ Drafting national strategies (NSMCPs).
- ✚ Preparing funding applications.
- ✚ Implementing and monitoring funds granted by the Global Fund.

### **3- How is dialogue actually done at country level?**

Various groups are given the opportunity to coordinate inputs from other partners to the country dialogue.

✚ When preparing the funding application: Country Coordinating Mechanism supervises dialogue at country level.

✚ When settling on the grant: Principal Recipients (PR) supervise dialogues at the country level, which is focused on settling on the Global Fund grant.

✚ During implementation of grant: Country Coordinating Mechanism and Principal Recipients (PR), supervise dialogue at country level together with focus on enforcing the impact and efficiency of the Global Fund grant.

### **4- Why should this process be sufficiently inclusive?**

In order to guarantee;

✚ a greater participation of all the stakeholders concerned.

✚ the availability of reliable data which reflect strategic orientations.

✚ the preparation of the sustainability of programmes.

### **OBJECTIVE 3: KNOW THE CONTRIBUTIONS OF CSOS DURING THIS DIALOGUE AT COUNTRY LEVEL**

#### **1- Are CSOs concerned with this dialogue at country level?**

CSOs' representatives are full-fledged participants of this dialogue at country level for the following reasons :

- It is a major requirement of the Global Fund, because of the expected impact of funds granted to countries.
- Since a strong participation of Civil Society Organizations is essential for an effective consultation<sup>2</sup>.
- The real needs and priorities of vulnerable populations must be identified and taken into account.

#### **2- What is the essential goal of getting CSOs representatives into dialogues at country level?**

To ensure that priorities defined by their communities are respected by their groups. In concrete terms, they ensure these priorities are considered effectively in:

- regional meetings' reports.
- acts of the national workshop.
- the funding application.

#### **3-How can CSOs get their priorities considered during country dialogue?**

They should first of all:

- define their priorities;
- identify various malaria control platforms (meetings, review, etc.), as well as the schedule of dialogue at the country level (dates of meetings and workshops at regional and national levels).

This raises the issue about the necessity of CCM to sensitise and share information with CSOs:

- identify all national CSOs and their areas of focus.
- prepare advocacy items through data collection in collaboration with local communities.
- data which are necessary to back an appropriate advocacy.
- take part in report writing during meetings;

To efficiently fulfil their duty, representatives should get more involved in work groups and in writing.

**Country dialogues are more effective when vulnerable populations lead, take part and support them. This is an application of the “No-thing about Us without Us” principle.**

<sup>2</sup> CSOs' online training guide

## MODULE 7

# Preparing funding applications (The Global Fund Concept Notes)

### PROBLEM STATEMENT:

The Global Fund uses a funding model in which funds are allocated where the need for resources are most pressing. This model sets amounts for every approved country, at the beginning of each three-year cycle. The amount of these allocated funds is calculated

based on a price-list which depends mainly on the morbidity burden of a country and on its economic potential. However, this allocation is only done after CCM has submitted a funding application following the process described herewith.

### At the end of this module, participants should know :

- What is a Concept Note of the Global Fund?
- How is it prepared and who are stakeholders?
- What contributions to its preparation are expected of CSOs?

### OBJECTIVES :

- 1- To understand what is a Global Fund Concept Note.
- 2- To master its preparation and the various stakeholders of this process.
- 3- To determine the input of CSOs to the preparation of the Concept Note.

## OBJECTIVE 1: UNDERSTANDING A GLOBAL FUND CONCEPT NOTE

### 1- What is a Concept Note?

It is a funding application which a country submits to the Global Fund.

### 2- What should be the basis of a funding application?

Every funding application should be based on strategic plans.

### 3- How many parts constitute a funding application?

It has four main parts:

- **Part 1** describes the country's background.
- **Part 2** is the body of the funding application and describes courses and interventions.
- **Part 3** describes strategies of implementation and risk reduction.
- **Part 4** dwells on the various sources of funding, co-financing and programme sustainability.

### 4- What are the different types of funding applications?

Funding applications can be submitted using three different channels:

- **Programme continuation:** It concerns programmes already under implementation,

with positive achievements at the end of their funding cycle, necessitating a renewal. This is a simplified process.

➤ **Tailored application:** This is meant for programmes under implementation but which do not achieve expected results; and thus, requiring some major modifications to ensure that they achieve the best results in the next funding cycle. It is meant for countries requesting a major modification to the grant at the end of the cycle.

➤ **Full application:** Implies a fully-funded programme request with overall review of priorities and strategies of the new grant.

### 5- Who is in charge of coordinating the preparation of a funding application?

The Country Coordinating Mechanism is in charge of preparing and submitting funding applications.

### 6- What could justify the submission of a funding application a part from the CCM?

This happens only on three occasions. In case of:

- Countries without legitimate governments.
- Countries affected by political unrest, facing natural hazards, or complex emergencies.

➤ Countries who do not partner with, or do not have, civil society organisations.

20 March, 23 May and 28 August. However, these dates may change per year.

### **7- When should an application be submitted to the Global Fund?**

Three submission periods are scheduled every year. For illustration purposes, three submission dates were set in 2017 for funding applications:

## **OBJECTIVE 2: MASTER THE PREPARATION PROCESS OF THE CONCEPT NOTE AND THE MAIN ACTORS INVOLVED**

### **1- How is a funding application prepared?**

The CCM in charge of preparing a funding application should begin by:

- Establishing a work plan. To that end, it will identify what needs to be done before submitting a funding request.
- Coordinating calendars and making resources available to enable concerned groups, including CSOs, to take part in discussions.
- Ensuring calendars for the preparation of funding application are widely disseminated beforehand. This will enable every stakeholder to mobilise in time.
- Identify key and vulnerable populations.
- Present the final project to all the participants during dialogue at country level.

This is because the funding application should result from a national debate to reach an agreement on what should be the priorities of the NSMCP or NSMEP to be funded.

### **3- Who are the stakeholders of this preparation?**

They are the various participants to the dialogue at the country level (cf. Module V: Dialogue at country level).

### **4- How long does a funding period for the Global Fund last?**

This period lasts 3 years in general. For example, there are: 2014-2016, 2017-2019, and 2020-2022 periods.

### **2- Why must the preparation of a funding application go through country level dialogue?**

## **OBJECTIVE 3: DETERMINING THE ROLES OF CSOS IN PREPARING THE CONCEPT NOTE**

### **1- How precisely do CSOs contribute to the preparation of the funding application?**

This contribution is in two complementary aspects: **Sharing information resulting from community diagnosis and ensuring that well defined priorities of respective groups are respected.** In concrete terms, this is about making sure activities earmarked in the community diagnosis, then integrated in the national strategy, will feature:

- ✚ in regional meetings' reports.
- ✚ in acts of the national workshop.
- ✚ and in the funding application itself.

### **2- What should CSOs do to effectively fulfil their duties?**

- ✚ They should conduct advocacy activities to defend the priorities of communities.
- ✚ They should get involved in work groups and writing groups.

NB To that end, civil society representatives are strongly recommended to take up the role of a secretary during country level dialogue meetings.

### **3- What are the required qualities for civil society representatives to fulfil their duties successfully?**

- ✚ They must master the NSMCP and NSMEP.
- ✚ They must master the bodies, processes and procedures of the Global Fund and malaria control programmes in general.
- ✚ They must master the various priorities and activities of CSOs.
- ✚ They must have strong negotiation abilities.
- ✚ They must have excellent writing skills and be eloquent.

**Mastering the submission process of funding applications at the country level is essential to all CSOs to ensure the priorities of their communities are considered in these funding applications!!!**

## MODULE 8

# Implementation of grants and malaria-related programmes

### Problem description

Once funds are allocated by the Global Fund to a country, this gives way for effective implementation of programmes validated by the Technical Review Panel, a pool of freelance

experts in charge of reviewing the technical quality of applications. This entails a review of the implementation mechanism in order to put forward the expected input of CSOs during this important phase.

### At the end of this module, CSOs should know:

- Implementation mechanisms of the Global Fund's programmes.
- Stakeholders.
- Contributions of CSOs in this phase.

### OBJECTIVES:

1. To understand the grant implementation of the Global Fund.
2. To determine the main stakeholders of the process.
3. To define the role played by CSOs in the implementation of grants.

## OBJECTIVE 1: UNDERSTANDING THE IMPLEMENTATION OF THE GLOBAL FUND'S GRANT

### 1- What is the implementation of grants?

This is the concrete execution of various projects and interventions mentioned in the funding application.

### 2- What marks the beginning of programme implementation?

It is the approval of a funding application by the Global Fund. It also gives rise to approval by the Global Fund of PR and SR selection and signing of funding decisions.

### 3- What is a funding decision?

A funding decision defines the period during which funds will be disbursed to the PR, in a phased manner (instalments) and in compliance with the grant agreement.

### 4- What is a funding agreement?

It is the legal document bearing terms of reference of the grant which the PR co-signs with the Global Fund after a call to tender.

### 5- How is the funding agreement executed?

A timeline is established to determine when funds can be cashed out. In many cases, the PR will also cash out funds to partner organizations which act as Sub-Recipients (SRs) and Sub-Sub-Recipients

(SSRs). The funding agreement comprises, amongst others:

- a description of the programme to be implemented
- a summary of the budget
- a list of main results indicators and targets
- modalities and special conditions.

### 6- How exactly are funds implemented?

#### Responsibilities are clearly defined as follows:

- The Principal Recipient (PR) is the main person in charge of managing funds and coordinating its implementation.
- The Country Coordinating Mechanism and the Global Fund monitor the continuous implementation.
- The Global Fund, through Local Fund Agents and partners within the country, assesses programme activities through progress updates and visits to the country.
- Moreover, financial activities are controlled and monitored by audits.
- Monitoring and continuous reporting are part of the usual decision-making process and help to determine the performance levels of grants.

## **OBJECTIVE 2: DETERMINE THE MAIN ACTORS INVOLVED IN THE IMPLEMENTATION OF GRANTS**

### **1- Who are key stakeholders of the Global Fund's grants management?**

Grants implementation for the Global Fund programmes is the responsibility of the Global Fund Country Team (GFCT). However, four main stakeholders will have a core function in the field:

- Local Fund Agent (LFA)
- Principal Recipients (PR)
- Sub Recipients (SR)
- and CCM

### **2- Who is considered a Principal Recipient?**

Principal Recipients have as mandate to implement proposals approved by the Global Fund Board and in compliance with procedures in force. These could be governmental, non-governmental, or private bodies. In general terms, Principal Recipients are national bodies, often Ministry of Finance or Public Health. However, international bodies (e.g. UN organs and international NGOs) also have this role, especially in countries torn by civil war. In summary, PRs can be:

- ministries or government secretariats
- international or national NGOs
- private companies.

### **3- Who appoints PRs and when?**

PRs are appointed by the CCM when preparing the funding application through a call to tender process.

### **4- What are the functions of PRs?**

They sign contractual agreements with the Global Fund, and receive grants. The CCM simply co-signs contracts with the Global Fund, but is not legally bound by it.

### **5- Who can be an SR?**

They are also selected through a call to tender (in general). SRs are generally chosen from among

local, national, and international organisations working in malaria response.

### **6- What is the function of SRs?**

During the grant implementation period, the Principal Recipient (PR) generally works with several Sub-Recipients (SRs). Each SR is in charge of implementing a precise section of the grant. These are generally local, national bodies from the government, civil society or private sector. National representations of international NGOs can also work as SRs.

### **7- Who appoints SRs?**

It is the CCM which appoints SRs. Of course, the selection process of SRs by PRs must be approved by the Global Fund.

### **8- Who is the LFA?**

It is the Local Fund Agent. He collaborates with the Global Fund Country Team to review and monitor the implementation, before, during and after allocation of grants. These are mainly consulting audit firms chosen by the Global Fund through a call to tender.

### **9- To whom is the LFA answerable?**

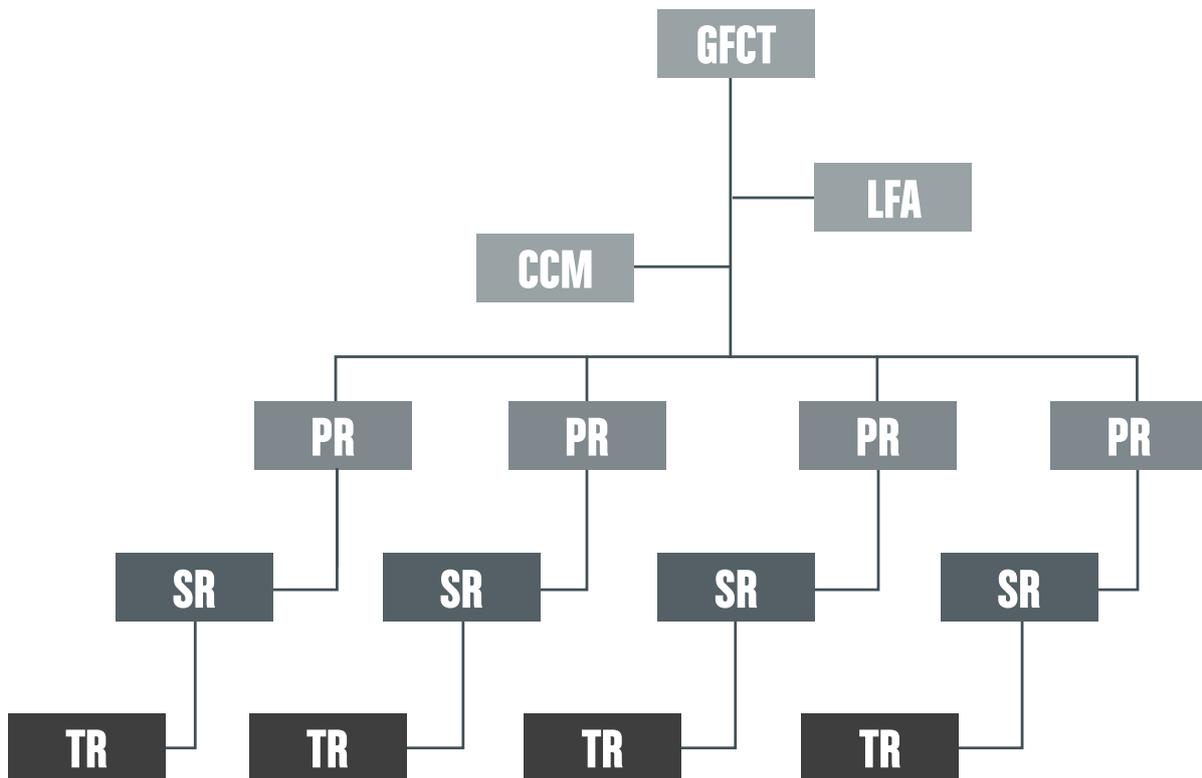
Just like the PRs, they are answerable to the Global Fund. In fact, LFAs are often in touch with CCMs to whom they communicate observations and recommendations about PRs.

### **10- What is the Global Fund Country Team?**

This is the Secretariat team of experts of the Global Fund based in Geneva, whose main function is to ensure the management of every funding.

## ADMINISTRATIVE CHART OF STAKEHOLDERS OF THE IMPLEMENTATION:

See diagram below.



### OBJECTIVE 3: DETERMINING THE ROLE PLAYED BY CSOS IN THE IMPLEMENTATION OF GRANTS.

1- How do CSOs participate in grants implementation?

They do so by several means:

- as implementers - as PR or as SR and SSR.
- as technical assistance providers to funded programmes.

➤ as stakeholders participating in the strategic monitoring of grants, including under community monitoring, or experienced reporting.

As PR, SR, SSR, CSOs have an important part to play in grant implementation. Actually, successful implementation depends on successful collaboration between these stakeholders!!!

## MODULE 9

# Strategic monitoring of grants and other malaria-related programmes (Grant Oversight)

### PROBLEM STATEMENT:

With the clearly defined objective to ensure a more proper use of grants made available in countries, the Global Fund has established a special monitoring mechanism which rests on two **complementary points: strategic monitoring and monitoring and evaluation.** Actually, although the strategic monitoring of grants implementation and closure is

considered as one of the essential roles of the Country Coordinating Mechanism, effective implementation of grants is evaluated by the PR. So, both have to be examined to bring to light contributions which are expected from CSOs. This module on strategic monitoring brings to light the subject, method, and completion of the CCM strategic monitoring plan.

### At the end of this module, CSOs should know:

- The Global Fund programmes strategic monitoring mechanism.
- Stakeholders of this strategic monitoring.
- The part played by CSOs in the strategic monitoring of implementation.

### OBJECTIVES :

- 1- To understand the Global Fund programmes' strategic monitoring mechanism - objectives, methods and closure.
- 2- To know the various stakeholders and their functions.
- 3- To define the work of CSOs in programmes' strategic monitoring.

## OBJECTIVE 1: UNDERSTANDING THE GLOBAL FUND PROGRAMMES' STRATEGIC MONITORING MECHANISM (OVERSIGHT) - OBJECTIVES, METHODS AND CLOSURE.

### 1- What is the strategic monitoring of programmes?

It is the general supervision of grant implementation to ensure a greater impact.

### 2- What is the aim of programme monitoring?

Strategic monitoring or oversight ensures that programme resources (financial and human) are used efficiently and effectively for the benefit of the country.

### 3- Which body is in charge of monitoring?

It is the CCM which is in charge of the strategic monitoring of every project funded by the Global Fund.

### 4- How do CCMs ensure strategic monitoring of programmes (Oversight)?

The Global Fund, together with the technical support of Grant Management Solutions (GMS), a service provider, has developed a monitoring tool called Grants Management Dashboard.

### 5- What is the use of the Grant Management Dashboard?

It gives decision-makers an overview of the following aspects of grants:

- ↘ financial performance.
- ↘ programmatic status.
- ↘ management information.

### 6- How is the CCM Dashboard conceived for strategic monitoring?

The dashboard is made up of the following two tools:

↘ **Country Coordinating Mechanism Oversight Tool (Dashboard):** This is an Excel spreadsheet that uses existing data (including the information in the Progress Update/Disbursement Request) to provide an overview of performance in real time.

↘ **Country Coordinating Mechanism Summary Tool:** This does not require data entry, as it is a subset of the Principal Recipient Management Dashboard, a complementary tool that allows Principal Recipients to understand and review the performance of their programs. The Country Coordinating Mechanism Summary Tool allows the Country Coordinating Mechanism to add items to the Principal Recipient's improvement plan.

### 7- What is also the purpose of the Grant Management Dashboard?

The Grant Dashboard is also useful for governance of the Country Coordinating Mechanism and its communications with individual constituencies.

## OBJECTIVE 2: KNOW THE MAIN STAKEHOLDERS OF STRATEGIC MONITORING

### 1- Who are the main players in strategic monitoring?

It is the Country Coordinating Mechanism, through its strategic monitoring committee, which will play a central role in the strategic monitoring of Global Fund grants.

### 2- What is the function of the Country Coordinating Mechanism?

The Country Coordinating Mechanism's role is to focus on the "big picture" and ensure that performance-based funding is on track; it is not supposed to focus

on the day-to-day details of grant implementation. The Principal Recipient's responsibility is to monitor and evaluate the implementation of grants.

### 3- What can be said about functions of CCM and PR?

It can therefore be concluded that Country Coordinating Mechanism and the Principal Recipient have complementary functions in strategic monitoring.

## OBJECTIVE 3: DETERMINE THE WORK OF CSOS IN PROGRAMMES' STRATEGIC MONITORING

### 1- What will be the contribution of CSOs to strategic monitoring?

As a group with representatives in the CCM (cf. module V), CSOs **will take part in the monitoring and evaluation of programmes by providing feedback on experiences** used to determine programmes with a far-reaching impact.

### 2- What should CSOs do to adequately fulfil these responsibilities?

CSOs should work on preparing feedback on the experience of grants implementation. Thus, they will have enough information or necessary data

to account for their management to the PR and to have more weight during dialogue at country level supervised by CCM. They must therefore individually and collectively ensure data collection related to:

- Identified and recorded gaps of programmes that did not produce expected results (Cf. Community Diagnosis).
- Projects that work, in order to bring out best practices to broadcast and to use during advocacy.
- Proposing concrete solutions.

**A good collaboration between PRs, SRs, and SSRs is the key factor to achieving best results!!!**

## MODULE 10

# Monitoring and evaluation of grant implementation and other malaria programmes

### PROBLEM STATEMENT:

In addition to the strategic monitoring which concerns global oversight of grants, monitoring and evaluation is the second major aspect which will be

examined in this module. This module on monitoring and evaluation highlights the subject, method and purpose of the monitoring and evaluation plan.

### At the end of this module, participants should know:

- Monitoring and evaluation mechanism of Programmes of the Global Fund.
- Stakeholders in the monitoring and evaluation.
- The work done by CSOs in programme monitoring and evaluation.

### OBJECTIVES:

- 1- To understand the Global Fund programmes monitoring and evaluation mechanism - objectives, methods and closure.
- 2- To know the various stakeholders and their functions.
- 3- To determine the work done by CSOs in programmes monitoring and evaluation.

## OBJECTIVE 1: UNDERSTANDING THE GLOBAL FUND PROGRAMME MONITORING AND EVALUATION MECHANISM - AIMS, OBJECTIVES AND METHODS

### 1- What is monitoring and evaluation of a programme?

Monitoring is the constant collection and analysis of information which will give the managing body and stakeholders of a project or programme, required facts for adequate decision-making.

These include:

- Continuous collection and analysis of information.
- From an internal activity to its execution on the field.
- Progressive and critical in-depth management and knowledge about the action to implement.

**Evaluation** is a periodic process of critical analysis of project relevance, efficiency, effectiveness, and impact as per its initial objectives, hypotheses, strategies, and available resources. This process can either be internal or external, and is based on a comparative analysis which requires external information on the project within time, area, or population.

**Monitoring and evaluation** therefore constitute an essential component of proper project management and accountability. It is paramount

to determine how far objectives have been reached and what the results are, in order to provide reliable data to various stakeholders.

### 2- What is the aim of programme evaluation?

It is an operation that ensures that interventions carried out have an impact on beneficiaries.

### 3- Considering this definition, how can monitoring and evaluation be distinguished from strategic monitoring?

Monitoring and evaluation, and strategic monitoring are complementary since the former provides the latter with important dashboard information.

### 4- Who is in charge of the monitoring and evaluation of activities?

The PR is the main person in charge of evaluating the results of the activities carried out in the field.

### 5- Who are the other stakeholders?

These are: CCM, SR, SSR, and LFA.

## OBJECTIVE 2: KNOW THE VARIOUS STAKEHOLDERS OF MONITORING AND EVALUATION AND THEIR FUNCTIONS

### 1- What is the grant monitoring and evaluation mechanism?

Global Fund system of evaluating results is mainly focused on the evaluation of the impact on targets using a given number of indicators identified. It also considers management quality of the grant. These indicators generally include product indicators such as the number of beneficiaries of services, impact indicators such as a drop in morbidity and mortality rates, and results indicators, notably a change in behaviour. Data on results and impact are becoming more and more important in evaluations.

These are essentially a collection and verification chain of information related to the implementation of various social interventions planned in the grant. Thus, each actor has a precise role to play.

### 2- What is the Role of the PR?

The PR should, amongst others (depending on countries and background):

- Make sure SRs and SSRs execute interventions in compliance with terms of reference established and validated.
- Collect every documented data produced from the implementation of interventions.
- Make available this information to the CCM, to be included in the grant dashboard.
- Provide the Global Fund Country Team with the various reports of the implementation of grants on a regular basis adopted by agreement between parties.
- Conduct on-site visits to size-up the progress of activities.
- Hold evaluation meetings on a regular basis with SRs and SSRs to mark achievements, delays, and implementation challenges.
- Provide SRs and SSRs with the technical assistance required to address any fault identified.
- Eventually, conduct inquiries with beneficiaries in order to get their opinion about interventions.

### 3- What is the function of the SR?

SRs continue with the work of PRs at their own level (depending on country and backgrounds) such as:

- Making sure SSRs execute interventions in compliance with terms of reference established and validated.
- Making sure interventions achieve expected results and have an impact.
- Conducting on-site visits to ensure the effectiveness of activities.
- Organizing evaluation meetings with PRs.
- Documenting progress made, delays and other shortcomings to the implementation.
- Transferring collected data to the PR.
- Gathering the opinion of beneficiaries about activities.

### 6- What is the function of the SSR?

- Implement activities within their communities.
- Document every activity.
- Transfer every document produced from the activities to the PR and SR.
- Attend evaluation meetings with the SR or PR.
- Document best practices.
- Ensure feedback on activities.
- Conduct community diagnosis of activities (Cf. Module III).

### 4- What are the roles of Local Fund Agents?

They do not intervene directly in the monitoring and evaluation. However, being the “eyes and ears” of the Global Fund at country level, they:

- Organise visits to the site of operations.
- collect every information on accounting information on interventions and analysis.
- Submit their remarks on the on-going implementation to the PR and the CCM.

### 5- What is the function of the Country Coordinating Mechanism?

In addition to its strategic evaluation task, CCM will go on to organize visits to the sites of operations to verify the information sent by the PR, SR and SSR.

## **OBJECTIVE 3: DETERMINING THE WORK DONE BY CSOS IN MONITORING AND EVALUATION OF PROGRAMMES**

### **1- Considering what has been said so far, what is therefore the contribution of CSOs to grant monitoring and evaluation?**

- For a **CSO** that is: **PR, SR** or **SSR**, its monitoring and evaluation tasks will be conducted as described in the previous section.
- For a CSO which is a member of the CCM: it makes sure CSOs' priorities are effectively taken into consideration during implementation and sees to it that beneficiaries are satisfied by the quality of activities. As such, CSO representatives should attend on-site visits.

### **2- What other special function can CSOs execute during grant monitoring and evaluation?**

CSOs can join efforts to organise a community watch.

### **3- What could be the essence of a community watch to the fight against malaria?**

The watch system could rely on key informants from the population who have received prior

training in the implementation of social actions to fight against malaria within their communities. Three main watchers, assisted by secondary networks examine the environment and report on “abnormal” situations. That is:

- Stock outs of products.
- Illegal sale of subsidised products.
- Resistance to products.
- Rejection of activities.
- Stakeholders' failure to cooperate.
- Inappropriate use of products (LLINs).
- Density and movement of vulnerable populations and vectors (female anopheles).

The primary information is considered as a wild alert, not validated, just like a rumour. This alert is sent out through a short message system (SMS) to local sanitation services for validation or rejection.

**A COMMUNITY WATCH: is an efficient mechanism enabling CSOs to provide a better feedback of intervention experiences.**

## MODULE 11

# Sustainability of malaria control programmes

### PROBLEM STATEMENT:

The Global Fund is the world's number one donor of the fight against AIDS, tuberculosis and malaria. Notwithstanding, one of its objectives is to get more countries on board the campaign, in order to

completely eliminate these pandemics. It is for this the Global Fund designed a mechanism to make programmes sustainable. The main aspects of this mechanism are presented below.

### At the end of this module, participants should know:

- Sustainability mechanisms of programmes to fight against the 3 diseases funded by the Global Fund.
- Parties involved.
- The role of CSOs in making malaria control programmes sustainable.

### OBJECTIVES:

- 1- To understand sustainability mechanism of programmes to fight against the 3 diseases funded by the Global Fund in the country.
- 2- To know the various stakeholders in the sustainability of the malaria control programme.
- 3- To know the role of CSOs in making malaria control programmes sustainable.

## OBJECTIVE 1: UNDERSTAND THE SUSTAINABILITY MECHANISMS OF THE GLOBAL FUND PROGRAMMES

### 1- What is the sustainability of a country's health programme?

This refers to "making sure health programmes are able to continue if necessary with adequate financial and human resources, without bringing any changes in coverage status, without threats to human rights, nor leaving anyone behind" Cf. Global Fund's Community Guide for Sustainability, transition and co-financing policies. Available on the ITPC MENA platform.

In other words: **it is the process by which a country definitively adopts all strategies and implements sustainable actions which will bring a permanent solution to a health problem.**

### 2- What is the goal of making malaria control sustainable?

To make the country independent in terms of malaria elimination.

### 3- From what has just been said, how does the Global Fund plan to make malaria programmes sustainable?

The sustainability programme of the Global Fund rests on three pillars which are: co-financing, transition and sustainability of the health system.

### 4- What is co-financing?

It is financing by several bodies or institutions which constitutes a mechanism of the Global Fund to increase national financing of health systems and responses to diseases.

### 5- What is transition all about?

Transition is a process whereby programmes to fight against this disease will gradually move from the Global Fund financing to be fully funded by government.

### 6- What is the sustainability of a country's health system and malaria control programmes?

It is the expected result of a transition.

### 7- What are measures taken by the Global Fund to help countries prepare for a transition?

➤ Encouraging upper-and lower-middle income countries with a low or moderate morbidity burden to consider avenues related to transition in their funding requests.

➤ Grants to fund a transition are given to countries who take the commitment to embark on this scheme.

➤ Make countries that no longer comply with the Global Fund eligibility requirements to benefit from a last funding allocation of three years to ease their transition.

➤ Require countries concerned by this last measure to produce a work plan of this transition.

## OBJECTIVE 2: KNOW THE VARIOUS STAKEHOLDERS INVOLVED IN MAKING PROGRAMMES SUSTAINABLE

### 1- Who are the main stakeholders of programme sustainability?

Three main actors play a key role in making programmes sustainable:

- Government;
- Country Coordinating Mechanism and
- Civil society.

### 2- What should the government do to ensure sustainability?

The role of government is fundamental. It establishes mechanisms or systems which will enable a sustainable funding of programmes.

### 3- What does CCM do to ensure sustainability?

CCM gets stakeholders to:

- Quantitatively prepare and implement a strong national strategic plan.
- Draft strategies to finance the health sector.

➤ Implement programmes through national systems.

➤ Introduce measures to favour an efficient allocation of resources.

➤ Prepare the gradual management of main interventions by national authorities.

### 4- What is the role of civil society?

Conduct advocacy for sustainability in order to convince government to:

➤ Increase their counterpart funds in co-financing of on-going programmes (set at 15 % at least).

➤ Increase the percentage of national finances allocated to public health (one of the major requirements of the Global Fund).

## OBJECTIVE 3: KNOW THE ROLE OF CSOS IN MAKING MALARIA CONTROL PROGRAMMES SUSTAINABLE

### 1- What is the expected input of CSOs in preparing the transition?

As earlier mentioned (Cf. objective 2: key actors of sustainability), CSOs will play a major role in advocacy (Cf. point 4 Objective 2).

### 2- What other input is expected of CSOs within the sustainability framework?

Ensure a better impact of on-going grants on vulnerable populations and communities by making sure to:

- Identify programmes that do not produce expected results.
- Mobilise community resources for a domestic funding.
- Weigh-in on the preparation of NSMCP with the aim of getting coherent and strong strategies adopted.

➤ Ensure sustainability of CSOs' achievements through integration of their strategies in community health plans validated by the state.

### 3- How should CSOs work concretely to fulfil all these?

By seriously carrying out the following actions:

➤ A systematic collection of data related to the above-mentioned topics (Cf. Community Diagnosis, Module III).

➤ Assessment of the intervention environment in order to identify community potential in terms of domestic funding.

➤ Mobilise communities to take part in programmes.

**CSOs have a major role to play in making countries acquainted with programmes through permanent advocacy for an even more efficient implementation of health programmes and domestic financing of interventions.**

## MODULE 12

# Presentation of the “Community, Rights and Gender” (CRG) Regional Platform for Central and West Africa

### PROBLEM STATEMENT:

In a bid to bring optimal assistance to CSOs involved in response activities to these three diseases, the Global Fund created six regional platforms for communication and coordination under the framework of the special initiative for the Community, Rights and Gender (CRG). These six

platforms are hosted by (CSOs) in six linguistic areas. The one assigned to French-speaking Africa (Central and West Africa) is the CRG-RAME platform based in Ouagadougou, Burkina Faso. This module therefore makes a succinct presentation in a bid to make it more useful to CSOs.

### At the end of this module, participants should know:

- What is an exchange platform.
- Services offered by a Global Fund CRG platform.
- The type of information found in the CRG-RAME platform.

### OBJECTIVES:

- 1- To know the functions of a Global Fund platform.
- 2- To know services provided by platforms to CSOs.
- 3- To get the highest number of CSOs to frequently visit the French platform CRG-RAME.

## OBJECTIVE 1: TO KNOW THE FUNCTIONS OF A GLOBAL FUND PLATFORM

### 1- What is a platform?

It is a forum of information exchange, communication and training on aspects pertaining to the Global Fund.

### 2- What is the main function of the Global Fund CRG initiative platform?

To help make Global Fund-funded interventions and programmes more efficient at national level, with an important community participation.

### 3- How many of the Global Fund CRG initiatives currently exist?

There are six of them, corresponding to the linguistic areas which are:

- APCASO (headquarters: Bangkok, Thailand) for Asia Pacific
- EHRA (headquarters: Vilnius, Lithuania) for Central and Eastern Europe
- Via Libre (headquarters: Lima, Peru) for Central America and the Caribbean
- ITPC-MENA (headquarters: Marrakech, Morocco) for North Africa and the Middle-East
- EANNASO (headquarters: Arusha, Tanzania) for English-speaking Africa.

➤ RAME (headquarters: Ouagadougou, Burkina Faso) for French-speaking Africa.

### 4- How do regional platforms work?

The work done by these platforms is focused on four objectives:

- To strengthen the participation of civil society and communities in the Global Fund processes through the provision of accurate information.
- To improve the overall impact of the Global Fund programmes and actions by enforcing the commitment of civil society and communities affected by HIV, tuberculosis and malaria.
- To increase access to technical assistance for civil society and communities.
- To support civil society strategic initiatives on capacity building by favouring the creation of an avenue for commitment and collective participation in key decision-making processes.

## OBJECTIVE 2: KNOW SERVICES PROVIDED BY CRG PLATFORMS TO CSOS

### 1- What are the services offered by CRG platforms?

- Providing CSOs with all the information related to programmes and procedures of the Global Fund.
- Providing an interactive exchange environment to CSOs.
- Helping CSOs get access to technical assistance through CRG-SI.
- Receiving and forwarding applications for technical assistance to external providers such as Expertise France, WHO, UNAIDS and more.
- Identifying technical assistance needs and producing applications.
- Helping CSOs prepare technical assistance applications, by making sure they are in line with those available, completed and prepared in the appropriate language.

### 2- What tools are available on CRG platforms like RAME for French-speaking Africa?

Guidance documents for communities and CSOs. For example: the Global Fund's Community Guide for Sustainability, Transition and Co-financing policies, of the ITPC-MENA platform.

### 3- What other service can be found on this CRG platform?

The e-CAT service.

### 4- The e-CAT service, what is it all about?

This refers to the social network of providers and beneficiaries of technical assistance put in place by the Global Fund.

### 5. What can be found in e-CAT?

e-CAT provides:

- key information on a single digital platform.
- A self-assessment tool for CSOs, for recipient candidates of the Global Fund, the self-assessment module of CSOs is in line with the selection criteria of beneficiaries (PR, SR, SSR).
- CSOs' needs and offers of Technical Assistance Providers' (TAPs).

### 6- Of what benefit is it to CSOs?

- To create a dialogue framework between Principal Recipients PRs and Technical Assistance Providers TAPs.
- To achieve a structural technical assistance to CSOs individually or dynamic civil society in each country.
- To build their capacities on CRG issues.
- To rethink the community-driven approach in countries concerned.
- To analyse the implementation of CRG.

This platform can be accessed through the e-CAT link: [www.prf-fondsmondial.org](http://www.prf-fondsmondial.org)

## OBJECTIVE 3: GET THE HIGHEST NUMBER OF CSOS TO FREQUENTLY VISIT THE FRENCH CRG-RAME PLATFORM

### 1- What is the access address of the Central and West African platform of French-speaking African CSOs?

To access the website directly, type: <http://www.rame-int.org>

### 2- In which country is the CRG-RAME platform found?

The CRG-RAME platform is based in Ouagadougou, Burkina Faso.

### 3- How can CSOs benefit from the plethora of services and information available on the platform?

By registering to become members on the website in order to exchange best practices experiences, make their setbacks known or request technical assistance. CSOs are particularly encouraged to register online to receive the newsletter from the website and to keep abreast of happenings.

The French-speaking platform empowers the voices and inputs of civil societies currently participating in the Global Fund processes!!!

## MODULE 13

# Presentation of best practices of CSOs active participation in the Global Fund programmes

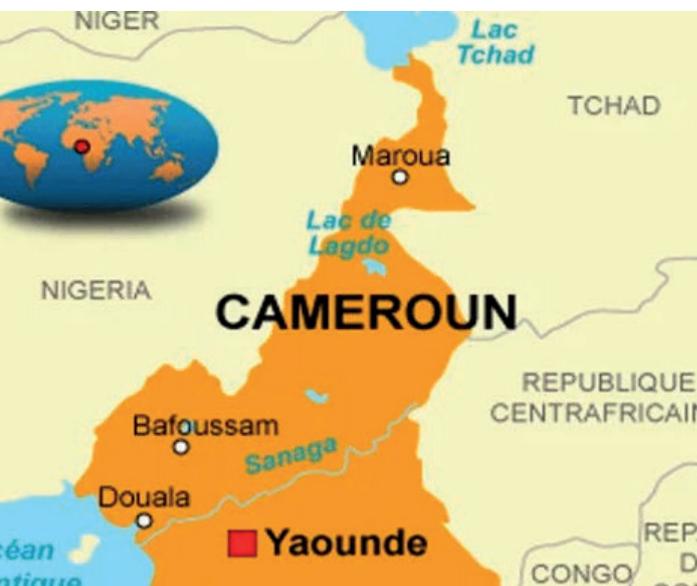


### PROBLEM STATEMENT

Best practices describe situations whereby CSOs have done an outstanding work in terms of quality and input. Their exchange is an opportunity to inspire others on what needs to be done to achieve a great impact on malaria control programmes.

## Case one Cameroon

### Reseau des Synergies contre les Pathologies” (RESIPAT) in the monitoring of malaria grants in Cameroon From 2014-2016: Implementation of the design.



During the implementation of the 2014-2016 malaria grants, this network of CSOs carried out a diagnosis of the implementation of Community-driven Integrated Approach in the Ngoumou Health District around Yaounde. This was done through a systematic collection of data from community health workers (CHWs) of this Health District. Relevance of data obtained led the National Malaria Control Programme (NMCP) to order the formulation of a new response designed to strengthen the weaknesses of this system and use it as model.

This operation enhanced programme performance in health districts where CSOs adopted results produced by pilot districts. Thus, improving on the analytical competence of data produced by CHWs and CSOs at district level enabled task forces to have a more effective role during dialogue at country level.

## Case two Nigeria

### A better coordination of CSOs to fight against malaria. Civil Society For Malaria Control, Immunization and Nutrition (ACOMIN)



From 2011, Nigerian CSOs understood that uncoordinated actions during CCM meetings weakened their positions as opposed to representatives of other sectors. They then decided on a better coordination of their activities so as to speak with one voice, and have more weight in country dialogues and within the CCM. From the moment they were aware of this, they decided to organise regional, then national pre-coordination meetings to harmonise their point of view.

In the same vein, they created a platform with all CSOs' administrators working in the fight against malaria in Nigeria. Finally, a resolution for all CSOs' representatives to CCM was taken for them to meet at least twice before every CCM meeting in order to devise the best strategy to achieve their objectives.

### Case three Côte d'Ivoire

## The establishment of a work group for the Network of Organizations to Fight against malaria in Côte d'Ivoire, "RESEAU DES ORGANISATION DE LA LUTTE CONTRE LE PALUDISME" (ROLPCI)



Called "task force" and comprising all malaria control technical and financial partners and NFM2 malaria Sub recipients, amongst them, a religious network - ARSIP, this work group brought a decisive input to the preparation of the National Strategic Malaria Control Plan in Côte d'Ivoire in December 2016, adding varied activities at the community level on prevention, advocacy etc.

It was by mutual agreement that Ivorian malaria control CSOs gave their input, because they are united under the same platform, ROLPCI. This platform takes part in the drafting of the Malaria Concept Note ensuring that activities of CSOs are taken into consideration.

### Case Four DRC

## The consortium of CSOs for advocacy in the Democratic Republic of the Congo



CSOs actively participating in the fight against these three diseases have gathered around a coalition named "Consortium" in order to speak with one voice and carry out effective advocacy. This led to the following major results:

- 1- The appointment of representatives of each disease within the CCM.
- 2- The organisation of meetings before a General Assembly meeting of CCM to agree on what is at stake at the level of civil society.
- 3- The amendments to sections 37, 39, 41 and 45 of the law on the protection of HIV patients led by CSOs: RACOJ and UCOP+ with major results like:

- The effective amendments to this law (apart from article 37 for which a roadmap is preparation).
- Negotiation on the integration of malaria in the observatory.
- As requested by the Consortium, the GF hired a consultant for the drafting of a communication plan.
- The observatory on HIV/TB, a good alert strategy for treatment inputs.

## Case Five Kenya

### The organization of a retreat for the Communities Delegation of persons infected or affected, from 28 February through 1st March 2016 in Nairobi, Kenya.



In order to prepare its participation in the Global Fund Board scheduled for 12 and 13 May 2016 in Abidjan, Côte d'Ivoire, members of the Communities Delegation to the Global Fund Board organised a capacity building workshop to prepare for their participation in the Board, at the Monarch Hotel in Nairobi from 28th February to 1st March 2016. Members of the International Community of Women Living with HIV (ICW) also took part in this retreat which was facilitated by a hired consultant Sarah Middleton-Lee.

**The objectives were to:**

- 1- Guide new members of the Communities Delegation on the Global Fund strategies and procedures.**
- 2- Review key internal procedures of the Communities Delegation, then make recommendations for points to be added to the agenda with the enlarged delegation.**
- 3- Discuss and develop a draft work plan covering the next 18 months for the Communities Delegation.**





Developed and edited by Malaria No More Cameroon, this information manual addressed to CSOs wishing to be part of the implementation of the Global Fund programmes results from multiple contributions.

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