International Civil Society Support

Strategy: 2017-2020

August 2016

Abbreviations

APG	Amsterdam Planning Group
BTG	Bridging The Gaps
CRG	Community, Rights and Gender
CS	Civil Society
CSO	Civil Society Organisation
CSPRN	Civil Society Principle Recipients Network
CSRG	Civil Society Representatives Group
CSWG	Post-2015 CS HIV Working Group
DAH	Development Assistance for Health
EAA	Ecumenical Advocacy Alliance
FSP	Free Space Process
GATE	Global Action for Trans Equality
GFAN	Global Fund Advocates Network
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
GNP+	Global Network of People living with HIV/AIDS
HYLF	HIV Young Leaders Fund
IAC	International AIDS Conference
ICASO	International Council of AIDS Service Organisations
ICSS	International Civil Society Support
ICW	International Community of Women living with HIV/AIDS
INPUD	International Network of People who Use Drugs
IAS	International AIDS Society
ISC	International Steering Committee
ITPC	International Treatment Preparedness Coalition
JCSAP	Joint Civil Society Action Plan
KP	Key Populations
KVP	Key and Vulnerable Communities
MoFA	Netherlands Ministry of Foreign Affairs
MSM	Men who have Sex with Men
MSMGF	Global Forum on MSM & HIV
NFM	New Funding Model
NSWP	Global Network for Sex Work Projects
NVF	New Venture Fund
ODA	Official Development Assistance
PITCH	Partnership to Inspire, Transform and Connect the HIV response
RCNF	Robert Carr civil society Networks Fund
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
TB	Tuberculosis
ToC	Theory of Change
WHO	World Health Organisation

Contents

1. Introduction

This strategy has been developed to inform the Ministry of Foreign Affairs of the Netherlands (MoFA) considerations and decision-making process with regard to the potential funding of International Civil Society Support (ICSS) for the period 2017-2019. This funding would form a part of MoFA's contribution to the Global Fund for this replenishment term, similar to the contribution MoFA made to ICSS for 2015-2016.

There are two important points to make before we address the questions that have been put forward by MoFA, and begin to describe the work of ICSS from 2017-2020 in more detail.

Firstly, we are approaching the end of ICSS' current *Strategy 2012-2016*, which was the basis for the MoFA contribution for 2015-2016. The strategy was informed by a 360-degree review that included donors, partner organisations, and members of the Free Space Process (FSP) and the Global Fund Advocates Network (GFAN) that ICSS supports. The review confirmed ICSS' unique role within the civil society response to HIV and broader global health, in terms of convening diverse global Civil Society Organisations (CSOs) and networks. This helped to determine the current vision, mission and goal, and the three main objectives of *Strategy 2012-2016*, i.e. to support the Free Space Process, the Global Fund Advocates Network and the Civil Society Representatives Group.

ICSS planned to engage in a similar process for the new *Strategy 2017-2020* - this time by developing a Theory of Change (ToC) (to be completed in December 2016). This document describes the new strategy that we hope to complement by this ToC that will provide more detail, breadth and depth, and will add accountability through the consultative process.

Secondly, it is worth mentioning that since 2015, ICSS - has taken on a support role in the preparatory process for the International AIDS Conference (IAC) 2018 that will take place in Amsterdam. As Chair of the Amsterdam Planning Group (APG), ICSS facilitates the local/national activities that are part of these preparations, in collaboration with the IAS. As a result of this, the workload will obviously increase over the next two years, and will therefore impact on ICSS' staffing and activities. However, these activities and budgetary consequences are not included in this strategy because they are not (directly) Global Fund-related.

2. History of International Civil Society Support

ICSS was established in 2006. It is based in Amsterdam, the Netherlands, and after being hosted by Aids Fonds and STOP AIDS NOW! became an independent legal entity (a 'Stichting') in 2009.

One of the first initiatives of ICSS was a global consultation process that led to the establishment of the **Free Space Process (FSP).** This initiative started in 2006, at a time when there was no collaboration between any of the global HIV, civil society and key population (KP) networks. In fact many of them were in competition with each other for funding, and therefore forced to profile and position themselves against one another. FSP was created to provide a safe space where networks could meet, learn from each other's work, and start developing a shared agenda. Over the past 10 years, the FSP has brought together the leadership of the (now 11) global HIV civil society and key affected communities' networks[1] to facilitate linking and learning, shared strategizing and (increasingly) enhanced collaboration and division of labour.

---

[1] Global Network of People Living with HIV/AIDS (GNP+), HIV Young Leaders Fund (HYLF), International Community of Women Living with HIV/AIDS (ICW), International Council of AIDS Service Organisations (ICASO), International Treatment Preparedness Coalition (ITPC), International HIV/AIDS Alliance (the Alliance), Global Action for Trans* Equality (GATE),

In 2011, the **Global Fund Advocates Network (GFAN)** was established, with ICSS as its Secretariat. This network aims to build a global social movement for health by recruiting, connecting and mobilising civil society to advocate for a fully funded and effective Global Fund, and by matching co-funding through domestic investments and responses. GFAN was established after the Global Fund pledging meeting in New York in 2010, at which the replenishment target was not met by any stretch. Advocacy and activism in support of the Global Fund had thus far been happening on an ad hoc basis, and was mainly driven by the Global Fund Board's Developing Country NGO Delegation. The outcome of this replenishment process inspired advocates, convened by ICSS at a global meeting in 2011, to establish the GFAN, with the clear objective to facilitate a more on-going and better supported global advocacy effort in support of Global Fund resource mobilisation. GFAN welcomes members from all CSOs, Friends of the Fund groups and individuals that endorse its goal and principles from both donor as well as implementing countries. ICSS was invited to host the Secretariat for this effort.

Parallel to the FSP work stream, ICSS initiated efforts to ensure effective civil society and key affected communities **participation** in, and **representation** to, international institutions in the global health arena - the so called **Civil Society Representatives Group (CSRG).** Examples of this work included the development of an accountability framework for civil society delegations, and facilitation of annual meetings of the civil society delegations to key global health institutions and initiatives. The latter has enabled representatives to share priorities and develop joint advocacy strategies to the Global Fund, UNAIDS, the Vaccine Alliance (GAVI), International Health Partnership (IHP+), Millennium Foundation, Partnership for Maternal and Child Health, Roll Back Malaria, Stop TB Partnership and UNITAID. As of 2014, ICSS has integrated this objective and related activities into the GFAN or FSP work streams due to budget constraints as well as an increasing convergence of the strategic goals that these work streams are pursuing.

2.1 Achievements and added value

ICSS has reported on detailed achievements resulting from the FSP and GFAN work streams in the Annual & Financial Reports that have been shared with MoFA in each of the past ten years. We are of course happy to discuss these in more detail and to provide further information as necessary. In the context of this strategy, we would like to discuss some high-level achievements and outcomes that illustrate the unique characteristics of ICSS's work in supporting FSP and GFAN, and also to demonstrate the added value of this work.

The **FSP partnership** provides a unique opportunity for the 11 partners to meet, to share information and to strategise. The role of civil society, as well as key and vulnerable communities (KVPs), has increasingly been acknowledged in the HIV response, by national governments - including the Dutch government[2] - as well as institutions such as UNAIDS[3] and the Global Fund.[4] The global civil society and key and vulnerable populations networks have a key role to play in mobilising and supporting civil society and these communities. There is no other neutral space (other than FSP) where the HIV and KVP networks can meet to share and strategise and, maybe most importantly, to reflect on the political and financial challenges in the HIV response; to determine common positions

Ecumenical Advocacy Alliance (EAA), International Network of People who Use Drugs (INPUD), Network of Sex Work Projects (NSWP) and MSM Global Forum (MSMGF).

[2] "Samenspraak en Tegenspraak", Strategische partnerschappen voor 'pleiten en beïnvloeden', 2014.

[3] The recent UNAIDS Global Aids Update (July 2016) mentions that analysis of data available suggests that more than 90% of new HIV infections in central Asia, Europe, North America, the Middle East and North Africa in 2014 were among people from key populations and their sexual partners.

[4] THE GLOBAL FUND STRATEGY 2017-2022: INVESTING TO END EPIDEMICS prioritizes working on human rights and with key and vulnerable populations in all of its 4 strategic goals.

and joint action (all with the aim of becoming better at global advocacy, for example, around the UNGASS); and in serving their members and affiliates at regional and country level. The added value of FSP has been confirmed each and every time that we have reviewed the need for a space like FSP. As the Secretariat, ICSS has initiated discussions on this question time and again because, compared to 2006, we now see an increased number of spaces where FSP partners do meet (BTG, PITCH, the Global Fund CRG Advisory Group etc). However, the FSP partners have consistently indicated that these new spaces cannot replace FSP, or provide the same value, because they often occur in the context of donor relations; relate to specific consultation and advisory needs and/or do not include all (11) networks.

FSP - examples of achievements and added value:
- Overall, the FSP partnership has enabled a more vocal and better articulated voice from HIV, civil society and KP networks; increased collaboration and alignment; and enhanced division of labour between the global networks.
- The FSP has initiated conversations on funding challenges with donors, and led the process that resulted in the establishment of the Robert Carr civil society Networks Fund (RCNF). This would not have happened without FSP. Over the last six years this fund has developed into a key-funding stream for HIV civil society and KVP global and regional networks, and also provides a unique space for donors and networks to meet and strategise on responding to the challenges of HIV. FSP continues to be a crucial platform and sounding board for RCNF, as was recently confirmed by the RCNF International Steering Committee.
- FSP initiated and supported (including financially) the establishment of the Civil Society Post 2015 Working Group, through a collaboration between ICSS, the Stop AIDS Alliance and ICASO, This process brought CS and KVP representatives together to advise on civil society engagement in preparing for the Post 2015 process that led to the establishment of the Sustainable Development Goals (SDGs). The FSP partnership subsequently initiated and supported the establishment of the UN Stakeholders Task Force that coordinated engagement in the preparatory process as well as during the High Level Meeting on HIV/AIDS in June 2016.
- On multiple occasions, the FSP partnership reached out to the leadership of UNAIDS or the Global Fund (Board or senior management level) to advocate for full acknowledgement and inclusion of KVPs in programme design and implementation. FSP successfully advocated for the establishment of the *Community, Rights and Gender* unit at the Global Fund Secretariat, and the funding of technical assistance for civil society and key populations through the so-called 'Special Initiatives'. Other examples can be found in the latest (2015) ICSS Annual Report.
- At the IAC in Durban (July 2016), FSP and GFAN jointly hosted a press conference and launched a report on the key role of the GF for KVP, and vice versa. Both activities highlighted the fact that KVP and their networks are essential partners for the G F and UNAIDS if they are to achieve their strategic goals to end AIDS (and TB and malaria).

Over the years, the core goal of the **Global Fund Advocates Network** has expanded from an exclusive focus on 'a fully funded' Global Fund to 'a fully funded and effective Global Fund. There has also been a shift from a focus on 'donors' to 'donor and domestic resource mobilisation'. These developments reflect the impact of the GF New Funding Model (NFM), which resulted from a restructure of the Fund's business model. The NFM requires advocates to be engaged, and to understand and include messaging on implementation in their advocacy - in order to be credible advocates - and to advocate for the right changes from a civil society perspective. The increased importance of this business model in all GF advocacy also resulted in increased numbers of partners from implementing countries signing on to GFAN – thus leading to an expanded and increasingly credible global network. It is because of these developments that one could argue that GFAN

evolved from focusing on being the advocate for resource mobilisation for the Global Fund, into a network that brings advocacy and the role of 'watchdog' together. Or as one GFAN member put it "We are a watchdog inside and an advocate outside the 'Global Fund room'".

GFAN – Examples of achievements and added value:
- Overall, GFAN has provided a platform for communications and strategic information sharing that successfully enabled individual NGOs and advocates in donor and implementing countries to actively and strategically engage in advocacy for increased resources for the Fund; and for a more effective business model that includes addressing the needs of civil society and key and vulnerable populations.
- GFAN has consistently grown over the past five years, and now includes 440+ individual members (Jan 2016), from 240+ organisations in 76 countries.
- GFAN hubs were established in the African and Asia-Pacific regions. A similar initiative is being explored for the LAC region. The focus of the work in these regions is obviously domestic resource mobilisation, but also includes bringing implementers' voices to advocacy efforts with donor countries.
- GFAN developed the concept of the 'Here I Am' Ambassadors - now the GFAN Speakers Bureau –- which has been evaluated by the membership as one of the key and most effective advocacy tools. The speakers are community representatives that GFAN members invite to meet with policy and decision makers in donor countries, and who can speak to the impact of investments in the Global Fund on their lives, the lives of their families and communities.
- Annually GFAN provided an opportunity for members from key countries and regions to jointly review GF progress and results; to strategize on key messages and advocacy; and to share experiences and review tools. As the GFAN secretariat, ICSS has developed a number of tools, including one on how to use social media in advocacy. GFAN members are often small NGOs that work on GF advocacy in isolated settings, and the annual strategy meetings have therefore been the second most valued activity of GFAN.
- Throughout the year, ICSS organises the Communications and Information sharing Platform in the form of calls which can be accessed by all GFAN members, and where members can build on the joint strategy as discussed in the annual meetings. This platform also provides an opportunity for members to share information and to be informed. The calls can have a general information sharing goal, or address specific topics. To this end the Global Fund Secretariat participates in these calls, and the three civil society delegations are always invited to debrief GFAN members after the GF board or relevant committee meetings.
- At the request of the Bill & Melinda Gates Foundation, ICSS has taken on the role of technical partner to the New Venture Fund (NVF) for Global Fund Advocacy. This US$5 million fund for three years supports GFAN members in countries that can or should play a critical role in GF replenishment. ICSS provides support to the NVF grantees in developing a Global Fund advocacy ToC for their countries. NVF's financial support to ICSS as the GFAN Secretariat, co-funds our communications materials and campaigning tools, which in turn support implementation.
- Examples of the support provided through ICSS (including the tools etc) can be found at: www.globalfundadvocatesnetwork.org
- At the IAC in Durban (July 2016), FSP and GFAN jointly hosted a press conference and launched a report on the key role of the GF for KVP, and vice versa. Both activities highlighted the fact that KVP and their networks are essential partners for the GF and UNAIDS if they are to achieve their strategic goals to end AIDS (and TB and malaria. In 2012, 2014 and 2016 ICSS also organised the Global Fund Networking Zone in the Global Villages of the International AIDS Conferences, which provide a space to (potential) Global Fund

advocates for networking. The networking zone also includes a programme of daily sessions for sharing information, expertise, tools and experiences.

2.2 Added value of investments in ICSS over investments in the Global Fund

In the context of this strategy, we have been asked to reflect on the question of what the added value of investments in ICSS is over direct investments in the G F.

Over the past ten years ICSS has developed a unique supporting role to two critical networks: FSP and GFAN. This role required ICSS to map and analyse the global response to HIV, TB and malaria; developments in global health at policy and institutional level (including MDGs and SDGs, EC and WHO); and developments in global health financing (including ODA and DAH) on an ongoing basis.

It is always hard to determine the relative value of investments in the **mobilisation of resources** (GFAN) or of investments in **civil society systems** (FSP), compared to direct investments in country level planning and services (GF grants). At the same time however, we know that resources are not mobilised without the huge joint, and ongoing effort of many stakeholders and actors (who together can be referred to as 'Global Fund advocates'). In explaining the GFAN work, we sometimes use the analogy of an army: in Global Fund advocacy we need the Generals (the Heads of State, Bill Gates or Bono) that can make the essential phone call and provide a final push; we need the Officers (the Friends of the Fund groups and local celebrities) that do the high level networking and influencing; but finally we need the soldiers (GFAN) that do the ongoing work on an almost day-to-day basis. No 'war chest' (quoting Kofi Annan when he called for the establishment of the Global Fund in 2001) will be won without these soldiers. Answering the question of whether it is appropriate, strategic and smart to invest in Global Fund advocacy, requires an understanding of the leveraging role of GFAN (and thus its added value). It also requires us to understand whether the Global Fund would have been able to mobilise the same level of resources and achieve the same results without GFAN. We believe that there is ample evidence that GFAN advocacy does result in increased contributions to the Global Fund, which means that investing in resource mobilisation is investing in saving lives. Through direct investments in the Global Fund (Secretariat) such leverage would never have happened, and the same financial results would not have been achieved.

Investments in the global civil society architecture, through FSP, are investments in community systems strengthening via support to global networks, which is now broadly acknowledged as essential in making global civil society architecture work. a well functioning global architecture includes capacity at country, regional and global levels and an ability to align and link, thus allowing the sharing of information and informed advocacy from country to global level and vice versa- making the (so called) '**communications and advocacy loop'** work.

The Global Fund is one of the few funding mechanisms that directly supports civil society, and within that key and vulnerable populations, gender transformative action and human rights-based programming. For this reason, the GF has become a key component in the work of each FSP partner individually, and of the agenda of the FSP partners collectively. FSP partners have also become an important sparring partner and/or advisor to the GF Secretariat's Community, Rights and Gender team – thus (partly) closing the communications and advocacy loop.

However, in all funding opportunities for civil society, priority is given to the country level – and rightfully so. We see this for example in BTG and PITCH, and it also holds for the Robert Carr CS Networks Fund, even though its remit is to fund global and regional networks. But even in the RCNF grants we see the same priority of country level focus reflected through the onward granting of the global/regional networks and the focus on community mobilisation at country level.

The developments described above - the increasing acknowledgement of civil society and key and vulnerable populations as key partners in the response, and the need to strengthen community systems – have amplified the role of the global networks and therefore the value of the FSP partnership as a space for independent reflection and strategising. It is for these reasons that the FSP partnership evolved into a unique space - a space that does not exist elsewhere - where global leaders can meet to link and learn.

3. Vision, mission and goal

The vision, mission and goal of ICSS are obviously based on a long-term perspective, and are therefore unchanged from the 2012-2016 strategy.

Vision
A world where all people can fulfil their right to health and enjoy full and productive lives.

Mission
To increase the scale and quality of the global response to HIV and broader health through strengthening the mobilisation, participation and role of civil society.

Goal
To enhance the response to HIV and broader global health through strategic partnerships that support strong and effective civil society advocacy and leadership at global, regional and country levels.

4. Objectives

The objectives for 2017-2020 reflect ICSS' two main work streams: supporting the FSP partnership and the GFAN. As indicated above, the third objective (the objective of the CS Representative Group) will not be continued as a separate work stream, but will be fully integrated into the FSP and GFAN work streams. The outcomes that are pursued under these work streams will of course be adjusted to reflect news realities (such as the impact of the SDGs) and future challenges (such as domestic financing and transition of countries), as described in the paragraph *Future Plans of ICSS* below.

Objective 1: To enhance the quality, cohesion and impact of global civil society advocacy and leadership on HIV through facilitating and strengthening the FSP partnership.

The **outcomes** will be:

1.1. Global HIV civil society networks have developed a stronger and more united collaborative agenda that responds to the HIV response.

1.2. Global HIV networks and other relevant civil society stakeholder groups have developed and implemented a stronger and more united advocacy agenda on emerging policy, funding and implementation issues.

1.3. Relevant global institutions have taken policy and funding decisions that acknowledge and address the needs of civil society and key and vulnerable populations.

Objective 2: To enhance the quality, cohesion and impact of civil society advocacy for a fully funded and effective Global Fund and increased domestic health investments, through facilitating and strengthening the GFAN.

The **outcomes** will be:

2.1. Civil society advocates have successfully mobilised and campaigned for increased resource mobilisation for the Global Fund from donor and domestic resources.

2.2. Civil society advocates have successfully mobilised and campaigned for effective Global Fund policies and programme implementation.

2.3. The Global Fund advocacy base has successfully been strengthened and has expanded to relevant geographic areas.

5. ICSS Activities in 2017-2020

To implement its *2017-2020 Strategy*, the main role of ICSS will be as an impartial **convener, facilitator and coordinator** of global civil society partnerships on HIV and broader health. To ensure the full efficacy of the partnerships, ICSS will also, as appropriate, play a proactive **leadership** role - informing the agendas of the partnerships and advocating on the issues prioritised by them.

Throughout its work, the ICSS team will emphasise five areas of focus to enhance the effectiveness and impact of the partnerships that it supports and facilitates:

- **Innovation** – building on past lessons, but challenging 'business as usual' by promoting civil society action that is creative and dynamic.
- **Representation** – ensuring that civil society has a 'seat at the table' of decision-making bodies, and is skilled and empowered to use that position effectively and accountably.
- **Joint action** – where possible, building consensus among civil society actors, as well as maximising impact through collaborative action when possible whilst agreeing-to-disagree when needed.
- **Communication and information sharing** – ensuring that partnerships and advocacy are based on strong, transparent and effective communication among both internal and external stakeholders.
- **Advocacy** – ensuring that civil society has the right contacts, evidence, methods and opportunities to advocate to and influence key (global) decision-making processes.

As mentioned, ICSS will complete the strategy presented in this document through the development of a ToC based on a consultative process. The strategy and ToC will be operationalised through annual activity plans, which will provide more detailed insight into the actual activities.

ICSS will continue supporting and facilitating the GFAN and the FSP partnership as its two main work streams. Core activities within these work streams are listed below. Key events that will influence these activities in the coming years are:
- the annual UN GA meetings and other relevant UN SDG meetings, such as the High Level Political Forum on Sustainable Development meetings

- the Global Fund Board meetings - one ICSS staff member participates in the Community Delegation, and one in the Developed Country NGO Delegation, allowing for essential information sharing between the Global Fund Board, policy processes and the GFAN and FSP
- the 2018 International AIDS Conference in Amsterdam, the Netherlands
- the ongoing Global Fund Replenishment process with key political meetings in 2018, and the pledging meeting in 2019.

FSP – Core activities:
1. Support and facilitate the FSP Steering group as both a virtual and actual space for linking, learning and strategic collaboration among the global HIV civil society network (virtual and at least one face-to-face meeting(s) per annum).
2. Support and facilitate one Strategy Caucus meeting per annum (including relevant non FSP members) to collectively address urgent/actual policy issues (if needed and if funding allows).
3. Participate in the RCNF International Steering Committee meetings as an observer; support preparation of ISC meetings with the civil society ICS members; and support the development of the dialogue platform between the RCNF and civil society.
4. (Expected/new) Co-host the annual PITCH-FSP alignment meetings aimed at information sharing and strategising to enhance and close the communications and advocacy loop.
5. (Expected/new) Co-facilitate the new global (virtual?) advocacy team (building on the FSP and PITCH/SAA collaboration).
6. Participation, in and membership of, the Global Fund CRG Advisory Group.
7. Participation in, and membership of, the Communities and the Developing Country NGO delegation.

GFAN – Core activities:
1. Facilitate the annual GFAN Global Strategy meeting (in collaboration with the Global Fund Secretariat) and support the GFAN Steering Committee
2. Provide ongoing support to GFAN members in communication and advocacy, by making resources and tools available via the listserv and website, including key campaigning/advocacy messages and social media tool kits
3. Facilitate the GFAN Communications and Information sharing Platform through providing ongoing communications via the GFAN listserv, and organising the regular global teleconferences (with GF Secretariat input). These activities include the debriefing from the GF Board meetings.
4. Support policy and advocacy analysis for GFAN members in regard to critical strategic issues such as Global Fund progress towards reaching its strategic goals for key and vulnerable populations, human rights & gender; implementation of its sustainability and transition policy; and scale up of community led service delivery models.
5. Strengthening and expanding the membership in implementing regions: GFAN AP, GFAN Africa and (expected/new) GFAN LAC.
6. Facilitating GFAN presence and activities at AIDS 2018 and TB 2018 (Netherlands).
7. Preparing for the Global Fund Sixth Replenishment in 2020 through facilitation of GFAN participation in the replenishment process, including the pre-replenishment meeting(s) and the Replenishment Pledging Conference.
8. Develop specific background campaign materials that address key issues to help GFAN members communicate the Global Fund's business case, and the impact and cost of inaction (such as the *Key Populations and the Global Fund; Delivering Key Results* paper and the *Cost of Inaction* Report for the 5th Replenishment).
9. Act as a Technical Partner to the New Venture Fund for Global Fund Advocacy grant (NVF for GFA) to fund GFAN as well as GFAN members in key donor countries and the regional hubs.

6. Strategy 2017-2020: ICSS M&E Framework

> **Vision**: A world where all people can fulfill their right to health and enjoy full and productive lives.
>
> **Mission**: To increase the scale and quality of the global response to HIV and broader health through strengthening the mobilisation, participation and role of civil society.
>
> **Goal**: To enhance the response to HIV and broader global health through strategic partnerships that support strong and effective civil society advocacy and leadership at global, regional and country levels

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
Objective 1: To enhance the quality, cohesion and impact of global civil society advocacy and leadership on HIV through facilitating and strengthening the Free Space Process partnership[5].				
1.1. Global HIV civil society networks have developed a stronger and more united collaborative that responds to HIV response.	% of FSP partnership members that identify the advocacy agenda to be 'collaborative' or 'highly collaborative' as per the result of an annual survey.	• Support and facilitate the FSP Steering group as both a virtual and actual space for linking, learning and strategic collaboration among the global HIV civil society network (virtual and at least one face-to-face	a. FSP Theory of Change developed that sets a common advocacy agenda for FSP partners. b. # of Information sharing and learning meetings convened to facilitate collaboration of FSP partners (at least 12 per	An increased number of advocates from civil society organisations and networks collaborate to develop a

---

[5] The FSP partnership involves: Ecumenical Advocacy Alliance (EAA), Global Action for Trans Equality (GATE), Global Forum on MSM & HIV (MSMGF), Global Network of People Living with HIV/AIDS (GNP+), Global Network for Sex Work Projects (NSWP), HIV Young Leaders Fund (HYLF), International Community of Women Living with HIV/AIDS (ICW), International Council of AIDS Service Organizations (ICASO), International HIV/AIDS Alliance (the Alliance), International Network of People who Use Drugs (INPUD), International Treatment Preparedness Coalition (ITPC).

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
		meeting(s) per annum). • Support and facilitate one Strategy Caucus meeting per annum (including relevant non FSP members) to collectively address urgent/actual policy issues (if needed and if funding allows).	year). c. At least one strategy caucus convened to review and guide the FSP strategy and activities.	common advocacy agenda.
1.2 Global HIV networks and other relevant civil society stakeholder groups have developed and implemented a stronger and more united advocacy agenda on emerging policy, funding and implementation issues.	% of FSP partnership members that implement documented advocacy activities directly linked to the FSP strategic plan.	• Co-host the annual PITCH-FSP alignment meetings aimed at information sharing and strategizing to enhance and close the communications & advocacy loop. • Co-facilitate a new global / virtual advocacy team (building on the FSP & PITCH/SAA collaboration).	a. PITCH-FSP Information sharing and strategizing meeting convened to facilitate alignment of advocacy partners. b. Global advocacy team convened and a clear process established to link the team to other advocates.	An increased number of advocates from civil society organisations and networks collaborate to undertake informed HIV advocacy.
1.3 Relevant global institutions have taken policy and funding decisions that acknowledge and address the needs of civil society and key and vulnerable populations.	# of countries or global institutions that make a new financial or political commitment to the Global Fund between 2017 and 2019 in order to address the needs of key and vulnerable populations.	• Participation as an observer in the RCNF International Steering Committee meetings; supporting preparation of these ISC meetings with the civil society ICS members and supporting the development of the dialogue platform	a. Documented analysis and monitoring of existing policies and funding supporting civil society and key and vulnerable populations of countries and global	Increase in donor funding for HIV and health committed to support civil society as well as key and vulnerable

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
		between the RCNF and civil society. • Participation in and membership of the Global Fund CRG Advisory Group; • Participation in and membership in the Communities and the Developed Country NGO delegation.	institutions completed. b. Documented process established for FSP partnership members to agree key messages and policies for communication in key forums and meetings	populations.
Objective 2: To enhance the quality, cohesion and impact of civil society advocacy for a fully funded and effective Global Fund and increased domestic health investments through facilitating and strengthening the Global Fund Advocates Network (GFAN).[6]				
2.1. Civil society advocates have successfully mobilised and campaigned for increased resource mobilisation for the Global Fund from donor and domestic resources.	Maintained and where possible increased donor contributions to the GF in 50% of countries targeted by GFAN activities. % of GFAN members that report GFAN meetings, communications and support to be 'relevant' or 'highly relevant' as per the result of an annual survey.	• Facilitate the annual GFAN Global Strategy meeting (in collaboration with the Global Fund Secretariat) and support the GFAN Steering Committee. • Providing on-going support to GFAN members in communication and advocacy through making resources and tools available via the listserv and website, including key campaigning/advocacy	a. # of GFAN strategy meeting reports completed and disseminated. b. # of documented examples of ICSS supporting GFAN members to advocate for increased resource mobilisation for the Global Fund from donor and domestic resources. c. # of activities at AIDS 2018 and TB 2018 that	Global Fund Sixth Replenishment targets met

[6] The GFAN welcomes all civil society actors that endorse the GFAN goals and principles.

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
		messages and social media tool kits. • Facilitate the GFAN Communications and Information sharing Platform through providing on-going communications via the GFAN list serv. and organizing the regular global teleconferences (with GF Secretariat input); These activities include the debriefing from the GF Board meetings. • Facilitating GFAN presence and activities at AIDS 2018 and TB 2018 (Netherlands); • Preparing for the Global Fund Sixth Replenishment in 2019 through facilitation of GFAN participation in the replenishment process, including the pre-Replenishment meeting(s) and the Replenishment Pledging Conference; • Develop specific campaign background materials that address key issues that help GFAN members in	are supported by, participated in and/or hosted by GFAN members.	

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
		communicating the Global Fund's business case and the impact of the cost of inaction.		
2.2. Civil society advocates have successfully mobilised and campaigned for effective Global Fund policies and programme implementation.	# of documented examples where civil society concerns provided by GFAN are taken up by policy/ decision makers in donor and implementing countries.	• Facilitate the annual GFAN Global Strategy meeting (as above). • Providing on-going support to GFAN members in communication and advocacy (as above). • Facilitate the GFAN Communications and Information sharing Platform (as above). • Develop specific campaign background materials that address key policy issues that help GFAN members in advocating for effective implementation. • Participation in and Global Fund Board meetings (as observer).	a. Common advocacy strategy agreed and implemented by GFAN members, with support from ICSS. b. # of GFAN information and advocacy materials and products developed and disseminated.	Documented evidence that the Global Fund 's spending is transparent and targets key populations, gender and human rights.
2.3. The Global Fund advocacy base has successfully been strengthened and has expanded to	% Increase in GFAN membership (Disaggregated by region so as to show a planned increase in LAC).	• Strengthening and expanding the membership in implementing regions; GFAN AP, GFAN Africa and (expected/new) GFAN LAC; • Act as a Technical Partner to	a. # of Regional GFAN meetings and knowledge sharing sessions convened by regional GFAN Hubs	GFAN members have the resources they require to have a greater impact on

Outcome	Outcome indicator	Key activity	Output indicator	Impact indicator (to which ICSS *contributes*)
relevant geographies.	% of positive appreciation of members in annual surveys of GFAN services.	the New Venture Fund for Global Fund Advocacy grant (NVF for GFA) to fund GFAN as well as GFAN members in key donor countries and the regional hubs.	to coordinate advocacy and share information. b. # of funding proposals submitted to the New Venture Fund from GFAN members	influencing their Government's financial commitments to the Global Fund.