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Narrative &

Financial

**Report**

INTERNATIONAL  
CIVIL  
SOCIETY  
SUPPORT

REVISION I

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## LIST OF TERMS & ACRONYMS

AIDS 2018	The 2018 International AIDS Conference
APG	Amsterdam Planning Group, coordinating efforts of national partners for AIDS 2018
BMGF	Bill and Melinda Gates Foundation
CCM	Country Coordinating Mechanisms
CSO	Civil Society Organisations
CSSN	Civil Society Sustainability Network
DRM	Domestic Resource Mobilization
EAA	Ecumenical Advocacy Alliance
FSP	Free Space Process
GATE	Global Action for Trans Equality
GDG	WHO Guideline Development Group
GFAN	Global Fund Advocates Network
GFF	Global Financing Facility
GNP+	Global Network of People Living with HIV/AIDS
HYLF	HIV Young Leaders Fund
IAWG	Interagency working group
ICASO	International Council of AIDS Service Organizations
ICSS	International Civil Society Support
ICW	International Community of Women Living with HIV/AIDS
INPUD	International Network of People who Use Drugs
ITPC	International Treatment Preparedness Coalition
MICs	Middle Income Countries
MSM	Men who have sex with men
MPact	Global Action for Gay Men's Health and Rights
NSWP	Network for Sex Work Projects
NVF	New Venture Fund for Global Fund Advocacy
ODA	Overseas Development Assistance
OSF	Open Society Foundations
PITCH	Partnership to Inspire, Transform and Connect the HIV response
RCNF	Robert Carr civil society Networks Fund
RHR	WHO Department of Reproductive Health and Research
SAA	Stop AIDS Alliance
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
STC	Sustainability, Transition and Co-financing
TB HLM	United Nations High Level Meeting on Tuberculosis
The Alliance	International HIV/AIDS Alliance [now: Frontline AIDS]
TGF/GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
UHC	Universal Health Coverage
UPR	Universal Periodic Review
VNR	Voluntary National Review

## INTRODUCTION

As health increasingly prioritised on political agendas across the globe, opportunities to enhance the advancement of global health also increase. Developments over recent years, however, also provide challenges. The significant progress that has been made in the responses to HIV, TB and malaria, as well as in advancing Sexual and Reproductive Health and Rights, in integrated service delivery, and in recognizing of the role of communities and civil society is fragile.

The successes in these areas critical in achieving the Sustainable Development Goals (SDGs) and healthy lives for all people. Policies, systems and services related to Sexual and Reproductive Health and Rights (SRHR) demonstrate the importance of comprehensive approaches, bringing focus to the integration discourse and making the potential in improving health outcomes as well as in cost-effectiveness measurable and concrete. Yet, in 2018, nearly fifteen years since the first global consultation on reproductive health and HIV, which focused on family planning and HIV in women and children, the number of women living with HIV who experience coerced or forced sterilizations remains relatively unchanged from previous years. Moreover, it has become increasingly challenging to mobilize global communities or policymakers at national level around this topic. Similarly, while access to quality HIV and SRHR treatment and prevention services has improved for many across the globe, for key populations, in particular for those who are young, trans or criminalized, things have not improved much at all.

This past year demonstrated that sustaining the gains of the past decade to be complex and to requires a dedicated efforts, innovative, context-specific approaches and continued commitment at all levels. In this report, we reflect on ICSS' efforts to contribute to improving fully funded, sustainable and equitable access to quality SRHR, HIV, TB, malaria services in order to achieve better health outcomes for all, in particular for those currently unable to exercise their rights.

ICSS has supported policy advocacy and other efforts to increase spaces for meaningful engagement of civil society and communities. Strengthening and supporting capacities among local, regional and global community and civil society organisations, especially from countries in low- or middle income and from high-burden countries, to participate in key (global) processes and initiatives, has always been at the core of our work.

With more and more stakeholders adapting their planning and development processes to include civil society and community voices, focus shifts from advocating for a 'seat at the table' to ensuring that the actual people engaging in these processes have the relevant capacities in terms of time, knowledge, ability to consult with their constituencies for input and feedback, etc. Whilst this is no new development, 2018 demonstrated the continued relevance of systematic approaches to support these processes.

Political commitment to global health and in particular to the HIV response and even more so to certain interventions appears to become more challenging to obtain, less reliable in terms of consistent, continual positions and more influenced by increasing populism. Financing the response in the upcoming years will also be even more challenging with (new) and competing replenishment efforts, many of which will take place within a relatively short timeframe, including the Pledging Conference of the Global Fund's 6<sup>th</sup> Replenishment and the replenishments of GAVI, the Global Financing Facility (GFF) and IDA19 (World Bank), a (new) WHO replenishment, increased efforts to mobilize resources for UNAIDS and numerous new initiatives.

Therefore, this past year, the activities of ICSS through the Global Fund Advocates Network (GFAN) focussed on a target-setting for the 6<sup>th</sup> Replenishment of The Global Fund that will enable a fully funded response, as well as on efforts to mobilize communities and civil society around this target, facilitating strategic and pragmatic exchange among country-level civil society organisations and representatives from both implementing- and donor countries.

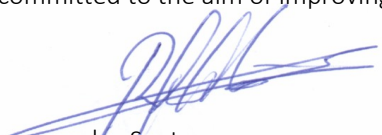
In addition to overall available funding levels going down, countries experiencing modest progress in development, are confronted with adjusted income classifications. The subsequent increased reliance on domestic funding of the HIV response and the withdrawal of external donors from middle income countries, places these key populations at greater risk than ever before.

The strict interpretation of this (minimal) economic growth offers little flexibility, even with over 70% of the world's poor people and the majority of people living with HIV living in Middle Income Countries. In 2018, ICSS continued work on innovative financing mechanisms for health. These efforts will be amplified over the next years(s), sifting the narrative on aid and offering a transformative approach to shaping the future of global health financing. These efforts will include facilitating the leadership role for civil society in this process, as well as promoting multisectoral, balanced approaches and engagement of both new and traditional donors.

In 2018, the intersections between the main programmatic areas of ICSS – the Global Fund Advocates Network (GFAN), the Free Space Process (FSP) and the Civil Society Sustainability Network (CSSSN) – became more evident than ever before. In 2019, we will work on ways to ensure that this 'internal convergence' will not result in duplicative efforts and rather lead to synergies, enhanced effectiveness and efficiency gains.

The work of ICSS in 2018 was supported by funders who are often also a partner. This is incredibly valuable for optimal programme development and implementation. We greatly appreciate the support provided by all funders and partners, including the Netherlands Ministry of Foreign Affairs, the Bill & Melinda Gates Foundation, the New Venture Fund, Open Society Foundations, aidsfonds, Frontline AIDS, the Ford Foundation, Nationale Postcode Loterij, the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNAIDS and WHO. We look forward to continued collaboration to achieve our shared goals.

On a personal note, thank you to the ICSS Supervisory Board for their confidence and support. Special thanks to Peter van Rooijen, for his trust, guidance and visionary leadership. In this new role, I remain am deeply committed to the aim of improving the quality of life of the people we intend to serve.



Raoul Fransen-dos Santos,  
Executive Director

## 1. FREE SPACE PROCESS

Established in 2006, the Free Space Process (FSP) partnership brings together convenes key global civil society and key population networking organisations with a focus on HIV. FSP aims to facilitate linking and learning, shared strategizing, enhanced collaboration, joint action and division of labour among these stakeholders, based on the principle understanding that more effective, efficient, and proactive strategizing and collaboration among civil society and communities, will strengthen the role of civil society in the response to HIV and advance global health in general. ICSS facilitates the FSP partnership and provides a secretariat function to support collaboration and joint activities.

In 2018, the partnership consisted of the following organisations (in alphabetical order):

- Ecumenical Advocacy Alliance (EAA)
- Frontline AIDS (formerly known as the International HIV/AIDS Alliance)
- Global Action for Trans Equality (GATE)
- 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 Organizations (ICASO)
- International Network of People who Use Drugs (INPUD)
- International Treatment Preparedness Coalition (ITPC)
- MPact Global (formerly known as MSMGF)
- Network for Sex Work Projects (NSWP)

### 1.1 FSP Leadership

The leadership of the FSP partner organisations forms the FSP Steering Group, where the agenda for FSP-related (joint) activities is established. This group also provides an opportunity for an informal exchange among peers, e.g. on organisational development, as well as joint strategizing and action planning on key issues that are relevant for the various constituencies represented by FSP.

### 1.2 PITCH FSP Global Policy Advocacy

One of the Strategic Partnerships under Dialogue & Dissent, The PITCH programme is a partnership between aidsfonds, Frontline AIDS (formerly the International HIV/AIDS Alliance and the Netherlands Ministry of Foreign Affairs. The work implemented through this partnership aims to support the capacity of local civil society organisations (CSOs), especially key populations (gay men and other MSM, sex workers, people who use drugs, transgender people) and adolescent girls and young women, to do policy and advocacy around HIV and sexual and reproductive health-related services.

ICSS, as convenor of the FSP partnership, coordinates the development and implementation of part of the PITCH Global Policy advocacy activities. These include a wide range of policy advocacy activities, each implemented under the leadership of an FSP partner. Also, the partnership facilitates and strengthens the advocacy loop between global, regional and country level (and vice versa).

Following the outcomes of the initial meeting in 2016, where agreement was reached on global advocacy priorities and ways of working, meetings of both the FSP partners and the PITCH-SAA-FSP collaborative, focussed on the development and implementation of global policy advocacy activities for the three priority areas: the Sustainable Development Goals (SDG), Financing of the Response and Human Rights.

In 2018, advocacy priorities identified in 2017, were reviewed, reaffirmed and subsequently informed the content and structure of the activities under the three priority areas for policy advocacy work under the PITCH FSP collaborative: SDGs, Financing the HIV response and Human Rights.

### 1.2.1 SDGs & Financing the response

Increasingly, cross-cutting themes such as Universal Health Coverage (UHC) and the role of communities in the response are gaining traction in various aspects of the HIV response and global health. In 2018, many activities implemented as part of the PITCH FSP joint work, explored how to capitalise on the opportunities provided by these developments whilst ensuring policies and programmes under these global concepts are shaped further taking the views and needs of communities into account.

In April 2018 three heads of state—Angela Merkel of Germany, Nana Addo Dankwa Akufo-Addo of Ghana, and Erna Solberg of Norway—sent a letter to WHO Director-General Dr. Tedros Adhanom Ghebreyesus calling for the development of a “Global Action Plan for Healthy Lives and Well-being for All (GAP).” The Plan would operationalize SDG 3, setting up concrete milestones for achieving the targets of SDG 3 for all relevant stakeholders. This was presented and agreed by member states at the WHA in May 2018. In October 2019, at the Health Summit in Berlin, 11 heads of the world’s leading health and development organizations signed a landmark commitment to find new ways of working together to accelerate progress towards achieving the United Nations’ Sustainable Development Goals. The final plan will be presented during the UN High Level Meeting on UHC in September 2019 and would sign a new landmark for the global health ecosystem. This will have important implications particularly on the way health agencies will respond to the challenges in relation to Universal Health Coverage and the sustainability of the HIV response.

The GAP comes at a very timely moment for the HIV response. Many countries are moving fast forward with the UHC agenda and are discussing ways to include HIV services into UHC national schemes. UNAIDS will host a global discussion on UHC next June 2019 at its PCB. WHO presented its first IUHC investment case last September 2019. The investment case describes how WHO, working together with its Member States and partners, will help to save up to 30 million lives, add up to 100 million years of healthy living to the world’s population and add up to 4% of economic growth in low and middle-income countries by 2023. Achieving these results would require an investment of USD 14.1 billion from 2019 to 2023, representing a 14% increase in WHO’s base budget\* over the previous five-year period. These investments would help achieve the “triple billion” targets of WHO’s General Programme of Work: 1 billion more people benefitting from universal health coverage; 1 billion more people better protected from health emergencies; and 1 billion more people enjoying better health and well-being.

According to many presentations at the AIDS 2018 Conference and the Lancet Commission on Advancing Global Health article published last July 2018, there is a need for careful and strategic integration of HIV services into primary care and global health and to scale up efforts to prevent new HIV infections, with strong focus on key populations. There is also an urgency to address the silos between international human rights and health and development agendas. For example, UHC could provide an opportunity to link structural and human rights barriers, such as criminalization and legal environments. This is of particular importance in the context of the shrinking space for civil society. The Human Rights Council recognizes these facts through its 2018 Resolution on HIV and AIDS; and an HRC consultation in February 2019 to address these issues. These steps are important ones for ensuring the sustainability of the HIV responses.

With regards to investment in local organisations, PEPFAR has set itself a target to allocate 70% of total PEPFAR funding to so-called “indigenous organisations” by 2020. It is unclear which organisations would

quality beyond already existing PEPFAR sub-grantees and religious organisations. The Key Population Investment Fund, which was supposed to be a USD 100 million commitment to be directly invested in key population organisations and networks is now being channelled via U.S. government agencies, such as USAID, CDC etc.

There is still ongoing concern about the implications of the expanded Global GAG rule and the wider PEPFAR prevention agenda. PITCH-FSP partners will watch this space.

### 1.2.2 SDGs & Human Rights

Whilst the 2018 Ministerial Declaration included, HIV as well as indigenous populations using the agreed language and additional, positive language on gender, Human Rights came under threat, when votes were called to remove all references to Human Rights during the 2018 HLPF.

Sex Work and the Committee on the Elimination of Discrimination against Women (CEDAW):

In January 2018, the Macedonian government assumed funding for HIV services for sex workers and people who use drugs, which had previously been supported by the Global Fund. Although the current Macedonian government is progressive, legal services for sex workers and harm reduction services for people who use drugs were removed from the 2018 budget, creating funding cuts for community organisations. Macedonian sex worker-led organisation STAR-STAR led the development of a coalition shadow report with four allied NGOs people living with HIV, drug users, LGBT individuals, and other marginalised communities, which included this issue.

As a result of this engagement, the CEDAW Committee member from Norway asked "how the Government ensured that legal aid was provided to vulnerable groups whose activities were at variance with the law, most notably sex workers, bearing in mind their distrust of the authorities;" and the CEDAW Concluding Observations included recommendations to ensure access to health services, protection from violence, and social protection for sex workers, and address "multiple and intersecting forms of discrimination," including against "women in prostitution," in part by "strengthen[ing] cooperation with civil society organizations and other stakeholders..." These recommendations will be used to strengthen country-level advocacy. Despite the positive recommendation, this case study highlights two challenges: first, key populations in countries transitioning from the Global Fund face the threat of cuts to comprehensive HIV interventions, even when the government is progressive; Second, the tone in the discussion during this and other sessions at CEDAW as well as the hostile nature of proceedings under the leadership of a conservative chair, highlight the vulnerability of the CEDAW Committee's positions on sex work and general gains in advancing

## 1.3 Case studies

Trends related to human rights and in particular how they impact key populations and their access to HIV prevention, treatment and care services are not demonstrating improvement. Two examples of efforts by PITCH and FSP partners in 2018 to address these concerns.

### 1.3.1 Sex work and CEDAW

Punitive laws and policies relating to sex work are still enforced in the vast majority of countries in the world, with only 3 countries in the world (Columbia, New Zealand, and Slovenia) that have decriminalized sex work. While a number of countries including Kenya and South Africa have on-going decriminalization campaigns there have not been any additional countries that have decriminalized sex work.

At the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the push for



the Nordic model (the criminalization of clients) continues, for example, with legislation passed in Israel in 2018, and trafficking continues to be utilized to justify policies that exclude sex workers from decision-making and violate sex workers' fundamental human rights. Despite some positive recommendations to member states the CEDAW Committee has continued to make recommendations for the criminalization of clients. To address this growing push for the Nordic Model, Serbia, which criminalised purchasing sex in 2016, has been selected as one of two countries to engage with the CEDAW Committee during their periodic country review in February 2019 as part of the PITCH programme of work.

CEDAW announced the development of a General Recommendation on Article 6 (trafficking and exploitation of prostitution of women), with a focus on Trafficking of women and girls in the context of global migration, releasing a concept note and programme of work in November 2018. This presents a serious threat to a harmful General Recommendation being issued by CEDAW, given fundamental feminists and abolitionist groups have been actively lobbying with some success within the CEDAW Committee. It will require increased attention and engagement to ensure it does not undermine a rights-affirming position on both trafficking and sex work.

#### **4 Shadow Reports: 4 follow-up reports on CEDAW Engagement**

With co-funding from other sources, NSWP supported the four country teams, mentioned above, to conduct community consultations and synthesise existing evidence into Shadow Reports on the human rights situation of cisgender and transgender female sex workers, which were submitted to the CEDAW Committee. In addition, the four country teams wrote follow-up reports to share learning from engagement with the CEDAW Committee. Shadow reports and the Follow-Up reports have been published on the NSWP website to share learning, and are available at the links below:

[CEDAW Shadow Report Nepal](#)

[CEDAW Shadow Report Macedonia](#)

[CEDAW Shadow Report New Zealand](#)

[CEDAW Shadow Report Mexico](#)

#### **4 CEDAW Concluding Observations**

CEDAW Concluding Observations to the four countries for which sex workers attended the CEDAW sessions thanks to PITCH funding (Mexico, New Zealand, Macedonia, and Nepal) included sex workers' rights affirming recommendations. Issues raised in sex workers' shadow reports and addressed in CEDAW concluding observations to the member states included police violence and arbitrary arrest (Macedonia, Mexico, Nepal), access to health services, legal services and social protection (Macedonia, Nepal), criminalisation, discrimination against sex workers (Macedonia) and transgender individuals (Mexico), prosecution of sex workers under anti-trafficking legislation (Mexico, Nepal) and the rights of migrant sex workers (New Zealand).

These Concluding Observations are available at the links below:

[CEDAW Concluding Observations Nepal](#)

[CEDAW Concluding Observations Macedonia](#)

[CEDAW Concluding Observations Mexico](#)

[CEDAW Concluding Observations New Zealand](#)

human rights based policies and programmes.

## 1.4 Selected activities and contributions to indicators

### 1.4.1 Influence the recommendations of the third cycle of the UPR for Nigeria.

Advocacy in country and at the global level at the HRC level in Geneva took place, as Nigeria participated in the 2018. As a result, the first report of the HRC UPR for Nigeria includes references to HIV. PITCH submissions are included in the official document. Next March 2019 the recommendations will be publicly advertised.

### 1.4.2 Policy session on protection & migration in countries of origin, transit, & destination

This allowed profiling prevention needs of key populations among migrant populations in Eastern Europe and Central Asia. The session discussed the need for intersectoral cooperation to deliver necessary services to people displaced in crisis and on immediate arrival, as well as addressing longer-term needs of migrants in accessing public health services. It also discussed the consequences of inadequately addressing needs of people who migrate. Speakers included among others the Executive Director of the Global Fund, the Director of DG Health of the European Commission and a PITCH partner from Eastern Europe (AFEW).

### 1.4.3 A Universal Periodic Review (UPR) in the context of HIV

A number of activities and events were organised in the context of the UPR, including the campaign on investing in advocacy, and a convening on the global health architecture. These events contributed to strengthen partnerships and opportunities for further collaboration. For example, contributed to finding ways to strengthen our engagement with the UPR work. A collaboration with HRI has resulted in a workshop on the UPR at the International Harm Reduction Conference in 2019, to build capacity and share information on the UPR and drug policy. Our work was also important to coordinate and strengthen the overall PITCH engagement and collaboration during AIDS 2018.

### 1.4.4 Influence the recommendations of the third cycle of the UPR for Nigeria.

Advocacy in country and at the global level at the HRC level in Geneva took place, as Nigeria participated in the 2018. As a result, the first report of the HRC UPR for Nigeria includes references to HIV. PITCH submissions are included in the official document. Next March 2019 the recommendations will be publicly advertised.

### 1.4.5 Discussion paper on Community Responses for Health: Ideas for Collaboration

This paper follows up our work at the HLPF, ICASA in 2017 and other conversations to profile the role of communities. The Aidsfonds PITCH Global team led the implementation of a discussion paper on community responses for health. UNAIDS, the Global fund, WHO, Stop TB and the FSP came together to discuss this work. It opened avenues for sharing information among agencies and exploring ways to reprofile community responses at the global level, particularly in the context of UHC. This paper is being used to prepare statements and informing member states (UNAIDS PCB, WHO EB) or elaborate submissions (HRC) among others.

### 1.4.6 Using VNRs to Keep HIV on the Global Health & Development Agendas

An analysis of the 2018 SDG implementation in countries, contributing to the evidence on HIV and key population needs and calling to more robustly integrate HIV and the needs of key populations into reporting via the Voluntary National Reviews (VNRs) on Sustainable Development Goal implementation.

The analysis found the report found that fewer countries mentioned HIV in 2018 VNR reports compared to 2017: of the 46 VNR reports submitted in 2018, only 28 reports included any mention of HIV with regard to achieving the 2030 Agenda, and only 8 reports mentioned key populations—despite the fact all countries committed to using agreed upon indicator 3.3.1 on incidence of HIV by sex, age, and key population. 2018 also saw increased engagement of civil society in the form of parallel reports to complement the official VNR reports.

However, among the 35 civil society reports identified, only eight mentioned HIV, and four of those only briefly. Based on interviews with activists that participated in the civil society reporting process in Brazil, Ireland, and Senegal, this report finds that civil society has been using parallel reports as a powerful tool to highlight gaps in implementation and engage in national level advocacy.

Additional advocacy efforts related to the SDGs, HLPF and VNR processes include the following:

- The ways that governments included HIV-related data and topics in 28 VNR reports from 2018.
- Case studies from five countries showcasing strategies and approaches to integrating HIV into VNR reports and civil society parallel reports.
- An overview of the preparation meetings for the 2019 HLPF.
- Recommendations and promising practices for stronger inclusion of HIV in VNR reporting.

Utilizing and influencing the implementation of the SDG to advance inclusion and engagement in these processes, as well as to advocate for increased investment and prioritization of country-level interventions, stigma, discrimination, and human rights as they pertain to women and adolescent girls, lesbian and bisexual women, gay and bisexual men, people who use drugs, sex workers, transgender people, migrants, and prisoners in the national HIV response.

Info sheets were developed in multiple languages to build capacity of CS on the following:

- Background on the SDGs, HLPF, and VNR process.
- Resources regarding HIV and key populations in the framework of the SDGs
- Recommendations for what civil society and communities could contribute to a VNR report.
- Best practices for creating a parallel report on SDG implementation.

#### 1.4.7 High Level Political Forum Analysis

A report was produced to describe the opportunities and challenges for CS engagement in the HLPF and related processes, to increase understanding in the current political landscape and priority issues for specific member states and enabling informed strategies for advocacy efforts for future engagement. Member States have become less willing to negotiate contents of the High Level or Ministerial Declarations, making it increasingly difficult to advocate for inclusion of new language in addition to already agreed language. MS are polarized on many issues, and the use of what was once an obscure procedure, the ‘silence procedure’ has become routine. It signifies the end of difficult negotiations for a text from the facilitators that any MS can re-open discussion on. Civil society engaged in targeted advocacy during specific country’s VNR presentations during the 2018 HLPF. VNRs can and should include reporting on all goals, not only those under review in a given year. This means that VNR reports are an opportunity to include information on HIV. Closer analysis of the VNRs is required to ascertain the level to which MS were affected by HIV activists in taking certain positions on adoption or rejection of components of the Declaration.

### 1.4.8 Civil Society Representative Dialogue on Sustainability, Transition and Financing

Collaborative action to increase intensity of advocacy effort in ensuring sustainable HIV response, responsible donor transition and scale-up financing by coordinating advocacy agenda, tools and approach among civil society representatives in global health institutions.

Transition of the Global Fund and other international donors from large parts of Asia Pacific, Eastern Europe and Central Asia, and Latin America, and the Caribbean threatens to undermine recent progress in implementing rights-based programmes, once governments and national implementers are no longer accountable to international donors.

### 1.4.9 Influence the recommendations of the third cycle of the UPR for Nigeria.

Advocacy in country and at the global level at the HRC level in Geneva took place, as Nigeria participated in the 2018 . As a result, the first report of the HRC UPR for Nigeria includes references to HIV. PITCH submissions are included in the official document. Next March 2019 the recommendations will be publicly advertised.

Opportunities and key priorities for potential collective action and strategic engagement were identified across the following themes:

- Key populations, human rights
- Access to affordable, quality medicines and vaccines
- Finance (ODA, DAH, domestic finance, rethinking ODA, innovative finance, DRM, Replenishments)
- Universal health coverage (UHC)

## 2 GLOBAL FUND ADVOCATES NETWORK

GFAN, the Global Fund Advocates Network, is an open membership network for NGOs from donor and implementing countries and Friends of the Fund organisations that aims to be a platform for information sharing, joint strategizing and resource mobilisation advocacy. A global Steering Committee with representatives from the various constituencies and geographical regions guides the directions of the network and ICSS in its role as secretariat. GFAN also has two semi-autonomous regional hubs in Africa and Asia-Pacific headquartered with key GFAN members WACI Health and APCASO respectively.

ICSS has played a role in the facilitation and coordination of civil society engagement in resource mobilisation efforts for the Global Fund since 2006. This engagement was formalised when the Global Fund Advocates Network (GFAN) was established in 2011 and ICSS took on the role of secretariat for this network.

Since its inception, members of ICSS staff have also been engaged with the board of the Global Fund in different roles and capacities: Board Member for the Developed Country NGO Delegation to the Board, Communications Focal Point to the Developed Country NGO Delegation, member and Chair of the Finance & Audit Committee, and member of the Communities living with and/or affected by HIV, TB and Malaria.

The facilitation of GFAN focuses on information sharing via the GFAN mailing list, which includes over 650 members from more than 320 organizations in 90 countries. As the Secretariat, we focus on using the listserv, regular calls and occasional in-person meetings to share information, link and learn from each other for joint strategy and action: these three functions are consistently evaluated as the most important and valuable components GFAN's work.

Highlights from the 2018 Annual Survey include:

- For 45% of respondents, they are the only ones working on Global Fund advocacy in their organization
- Across the board, regardless of location and political context, GFAN members employ very similar strategies and tactics to mobilize resources
- In terms of issues for GFAN to focus on, about 50% of respondents identified: domestic resource mobilization/sustainable health financing; innovative financing; access to medicines; sustainability and transition as well as Community, Rights and Gender issues - with 78% of members asking GFAN to focus on that issue.

## 2.1 GFAN – Key Activities 2018

The Theory of Change that guides ICSS's work as GFAN secretariat is that through building policy and political advocacy capacity and providing communications, media and campaign capacity, we can support and expand the base of informed, effective advocates working on Global Fund Resource Mobilization to generate the political will to increase investments from donors and implementers. The activities implemented are all meant to contribute towards our ultimate impact of advocating for a fully funded and effective Global Fund.

If 2017 was a year of exploring new paths, 2018 was the year of consolidating new partnerships and setting the stage for 2019 as the replenishment year.

Our primary effort to do that was the July 2018 launch of the Get Back on Track report (more below) which for the first time, set out civil society financial asks ahead of the Investment Case scenario(s) of the Global Fund.

The following sections report on GFAN efforts in 2018 and different roles: key activities include our core work as Secretariat to the networks, key events, publications, communications, and GFAN's work as lead technical partner on the New Venture Fund for Global Fund Advocacy.

### 2.1 Global Strategy Meeting

The annual GFAN Global Strategy meeting was preceded by a meeting specifically for New Venture Fund for Global Fund Advocacy (NVF) grantees and a meeting of the GFAN Steering Committee. Participants of the main GFAN meeting included GFAN's Steering Committee, NVF grantees, Implementing and donor country advocates and partners (technical and grantors).

Through wide-ranging presentations and discussions, the over 70 members and partners who participated, shared information and resources about their own past, ongoing and possible future strategies, events and activities aimed at ensuring a highly successful Replenishment in 2019. Discussions also focused on collaborative advocacy priorities and potential action steps over the next several months, including how to advocate within a context of multiple replenishments and the changing UHC landscape. In addition to the thematic discussions, the GFAN Secretariat shared plans and strategies for the replenishment, including regarding communications, messaging and planning of the year ahead.

As it has in previous years, the 2018 meeting also utilized small workshops to have members work through key events and themes including the TB HLM, UHC campaigning, financing the work of GFAN members, domestic resource mobilization and key events such as the Malaria Summit, AIDS2018 and the G20 and G7

meetings. A key outcome of the workshops and the 2018 GFAN Meeting was the desire for a civil society/community-led cost of inaction report ahead of the Global Fund's Investment case (this became the Get Back on Track report discussed here in Key Publications and AIDS2018 activities).

The 2018 GFAN Global Strategy Meeting report is available [via this link](#).

## 2.2 Membership Calls

Regular information and intelligence sharing calls remain a core function of GFAN. During 2018, given our role as the TB HLM Platform and how many issues intersected, we focused primarily on calls on the TB HLM. However, we still held GFAN calls that focused on the Global Fund Board Meetings, updating members during the development of and providing information at various points around the Get Back on Track reports, a call with Global Fund Executive Director, Peter Sands and the new Head of External Relations at the Global Fund, Françoise Vanni, and calls to prepare for the launch of the Investment Case and updates around the Preparatory meeting. In total, in 2018 GFAN organised 10 membership calls and an additional 15 calls for global civil society in preparation for the TB HLM.

## 2.3 Speakers Bureau

Since September 2015, the Speakers Bureau has been a recurring GFAN activity, with GFAN speakers being prominently highlighted in a number of high-level events and key participants in national and regional events of focus for GFAN members. Through sharing their personal stories to advocate for the Global Fund, GFAN Speakers contribute directly to pushing policy and decision-makers in donor countries, and increasingly also at regional fora for domestic resource mobilization advocacy around AIDS, TB and malaria for advocates from implementing countries. There are currently 11 members of the GFAN Speakers Bureau.

In 2018, GFAN Speakers continued their support of GFAN members in various settings with 11 advocacy tours organized (2 were cancelled because visa's were not issued). Some of these coincided with TB HLM events (the CS Hearing and HLM itself – with GFAN speakers speaking at both) and others supported GFAN members in the Nordics (Finland and Denmark), Canada, the US and the UK.

Given the increasing need to support advocacy in western Africa, a primarily francophone region, and the announcement by France to host the 6th Replenishment, in the Fall of 2018 we conducted another global call for francophone members of the GFAN Speakers Bureau. In late November and December, the two new Speakers attended GFAN Africa regional meetings in order to learn about GFAN's advocacy in the region and to meet with GFAN Secretariat staff and other Speakers to learn more about their role as Speaker.

In 2018, GFAN also completed most of the work to publish 2 new videos and 2 new photo-stories of our GFAN Speakers: these will be launched in early 2019 and shared widely for use by GFAN members.

## 2.4 Communications Tools for Advocates

### 2.4.1 Digital Platforms

Global Fund policy advocacy resources, campaign materials, and other tools and information relevant to support the work of the GFAN membership and beyond, are made available via the GFAN website. The site forms a repository for Global Fund-related publications as well as a way to publicly and transparently report on GFAN's activities, campaign assets, etc. In particular through the blog published on the site, current

information on GFAN's work and initiatives. Whilst the majority of users are from countries in North America and Europe, as the website traffic data demonstrate, countries in the global South are increasingly represented in the top 10 of countries via which the website is accessed.

GFAN's Facebook and Twitter accounts primarily share timely Global Fund-related news, articles and commentary; these accounts were posted to regularly during 2018. The biggest social media push in 2018 came around the launch of our Get Back on Track report and at various critical moments around the TB HLM.

Topics and posts that were accessed most in 2018 include:

- UN High-level meeting on Tuberculosis information and campaign page
- Get Back on Track Report and campaign page
- Speakers Bureau page

Throughout 2018, the number of followers and other social media users steadily increased, correlating with events and key moments that GFAN participated in throughout the year. It is anticipated that these levels will continue to increase in 2019 in the lead up to the 6<sup>th</sup> Replenishment of the Global Fund.

#### **2.4.2 Communications Tools for Advocates 2: Monthly Updates**

In 2018, increased focus was placed on producing more regular resources for GFAN members that would help share the experiences and lessons learned of GFAN members in their advocacy and communicate more regularly about the work we do as the GFAN Secretariat and the members of our GFAN Speakers Bureau. This was primarily achieved through a new monthly tool and rethinking content to be included in the GFAN blogs. While the number of blogs will not necessarily change, the monthly update that captures will include all relevant information. More blogs, produced by the GFAN Secretariat specifically aimed at sharing lessons learned and experiences in advocacy.

#### **2.4.3 Communications Tools for Advocates 3: Toolkits**

GFAN provides toolkits, at key moments to members, that bring together messaging and tools from various places and add Global Fund specific messaging and tools on the issue of the day.

Examples of toolkits include: World TB Day, World AIDS Day (combined with the G20 due to timing), the Global Fund Results Report release in September and GFAN's Get Back on Track report. Toolkits are always shared via the list serve and on all our digital platforms.

### **2.5 Engagement in Key Conferences, Events & Processes**

As in previous years, ICSS and the GFAN Secretariat co-sponsored, co-facilitated and/or participated in a wide range of meetings and events in 2018, including the following.

- Global Fund Board Meetings (reporting on and sharing of relevant decisions and other outcomes).
- Global Fund Board Delegation retreats and Global Fund Board Delegations preparatory meetings.
- UNION Conference on Lung Health.
- TB Caucus Annual Meeting.
- Global Health Agenda civil society side meetings.
- Inaugural GFAN Africa Francophone partners meeting.
- UHC2030 CSEM & GFAN Consultation on CS engagement in UHC and Global Health Action Plan

processes.

- The Bill & Melinda Gates Foundation's (BMGF) Global Fund 6<sup>th</sup> Replenishment Planning Meeting

### 2.5.1 GFAN at the International AIDS Conference – AIDS 2018

Since GFAN was formally established, AIDS 2018 was the 4<sup>th</sup> International AIDS Conference in which GFAN engaged. The conference served as a jumping off point for advocacy activities around the 6<sup>th</sup> Replenishment, in particular through the launch the GFAN *Get Back on Track* report.

GFAN activities at the conference included:

- Running a selection process for GFAN members to submit sessions for the NWZ
- Hosting a pre-meeting for GFAN members
- Attending and have a visible presence at the official march
- Running the GFAN Networking Zone and the 20+ sessions
- Hosting town s hall session with Peter Sands, Executive Director of the Global Fund in partnership with our colleagues from the 6 Regional CRG Platforms of the Global Fund.
- Holding a Press Conference on *Get Back on Track* report

Key GFAN resources develop for / disseminated at AIDS 2018:

- Toolkit for NWZ sessions including suggested end-screens for presentations and a “template” for advertising their session
- Get Back on Track report and advocacy tools
- Roadmap to Global Fund related events and sessions at the conference and Global Village
- GFANtastic Daily Updates to engage and inform those at the conference and those not in attendance virtually

As at previous IACs the Global Village was open to conference participants as well as the general public. This makes The Global Village is an incredibly energetic space at the conference and is well suited for GFAN to host a networking zone as a hub for networking and organizing.

ICSS developed the networking zone for meetings, presentations and information-sharing. A core program for the NWZ was created through an application process where GFAN members were invited to submit their own session proposals, provided they were related to the Global Fund

The core program included daily sessions presented by GFAN members where the public was invited to question the presenters on issues such as Facts and stereotypes of AIDS, TB and Malaria, global health architecture, universal health coverage, Francophone advocacy, human rights and gender equality, improving Global Fund accountability, and decriminalizing HIV, and vulnerable populations.

The networking zone presented 20 sessions over the week and aimed to:

- Provide a space for GFAN members to meet and coordinate campaigning activities at the IAC.
- Provide an opportunity for people to actively coordinate and engage in activities around resource mobilization (through donors, private sector and domestic financing).
- Engage new members.
- Give an opportunity to all those engaged in GFAN to organize presentations and discussions in the zone.
- Give visitors the opportunity to engage and debate with GF leadership, grant implementers,



beneficiaries and researchers of GF programs.

- Provide a space for the 3 civil society delegations to the GF Board to meet with their delegation members and constituencies and engage in discussions.

Outcomes of the GFAN engagement in the IAC included achieving the expected outcomes of: increased awareness among visitors about the importance of the GF in the fight against HIV/AIDS, TB and Malaria; increased active engagement of new GFAN members recruited at the zone, at and after the conference; running multiple activities in and outside the networking zone in support of a fully funded and effective GF; and increased engagement between and with the civil society Board delegations.

For a next edition, collaboration with the Global Fund Secretariat will be reviewed, considering the experiences of previous IACs in order to organise activities in the most effective and efficient way, considering the common goals.

## 2.6 The Global Fund's 6th Replenishment

Every three years, the Global Fund goes through a replenishment process – a time when donor governments, and increasingly the private sector and high net-worth individuals and implementing governments, commit to a financial contribution to support a next allocation cycle of the Global Fund (currently 2020-2022). In May 2018, France announced that it would host the Global Fund's 6<sup>th</sup> Replenishment in 2019: it will be held in October 2019 in Lyon, France. These resource mobilisation moments are also when members step up their advocacy to their governments to encourage them to increase their pledges (donors) or to increase their commitments to domestic health financing (implementers).

## 2.7 Key Publications & Outcomes

### 2.7.1 GFAN's Investment Case: Get Back on Track to End the Epidemics

At the 2018 GFAN Global Strategy Meeting, it was decided that not to await Global Fund's Investment Case and to align our messaging accordingly. Members considered it important to be proactive and to determine a justified ask plus a cost of inaction analysis, independent of the modelling by the Global Fund.

The Get Back on Track to End the Epidemics Campaign in July, at AIDS 2018. The report calls for funding for increased funding to the Global Fund to Fight AIDS, Tuberculosis and Malaria, specifically in its Sixth Replenishment funding needs to increase by more than 20% to ensure a fund of between USD 16.8 and USD 18 billion for 2020 to 2022.

Get Back on Track has been widely well received and the slogan is also used widely by members and others. The Global Fund's own Investment Case (released in early 2019) closely mirrors the tone in the Get Back on Track report with messaging under the central theme 'Step up the Fight'.

### 2.7.2 TB Key Populations Report

Given the increased focus generated by the TB HLM, GFAN produced an updated [Key Populations report](#) that examined why TB Key populations need a fully funded Global Fund and why the Global Fund itself needs fully engaged TB communities. Ahead of the 2016 high-level meeting on HIV/AIDS, we had produced a similar but larger and more general report but there had been content-wise much more of an HIV/AIDS focus.

The TB Key Populations report was important in the context of the HLM but also given the significant funding shortfall announced in July at the AIDS 2018 conference by Stop TB Partnership and because since our first report in 2016, some important work has taken place at the Global Fund around engaging with and better understanding key populations affected by TB (primarily through the Community, Rights and Gender Strategic Initiative).

## 2.8 High Level Meeting on Tuberculosis

In late 2017, ICSS was selected to act as the Civil Society Platform for the High-Level Meeting on TB HLM, serving to support the work of the Affected Communities and Civil Society Advisory Panel through, amongst others coordination of bi-weekly calls of both the Advisory Panel and the broader TB community between March and October 2018, developing and maintaining a dedicated online space to hold civil society and community resources on the GFAN website.

The main objective of these activities was to facilitate a platform by and for civil society engaged in the TB response to enhance their effective engagement in the TB HLM through coordination of and general support to the individuals nominated to represent communities and civil society in the TB HLM.

Outside of the core functions of acting as a liaison to the Coordinating Group, coordination focused on the following key activities.

- Community Consultations and Matrix: an in-depth online consultation process between March and early May to determine the top priorities for affected communities. The consultation was conducted via 3 online surveys and an online discussion forum housed on GFAN's website. The first survey had 131 responses, the 2nd had 66 responses, and the 3rd had 45 responses. The matrix was published online and shared widely through multiple list serves and networks and was included with briefing materials for missions during the Civil Society Hearing and Lobby Day.
- Input on the Political Declaration: GFAN actively engaged affected communities and civil society in the drafting of the Political Declaration for the TB HLM, and regularly updated and fed back information on its status via the listserv and calls. This engagement included collecting edits, comments, and feedback from community members over the course of the drafting process, and also highlighted opportunities for advocates in key countries to be contacting their missions and ministries to push back around specific items as they were being written.
- Resource Guide and Tools for Advocates: As a result of the community consultations process, GFAN supported the creation of a Resource Guide which included the previously created key Asks document and matrix, as well as a How To guide for community members on joining their country's delegation to the HLM.
- The community of TB advocates. Feedback on the performance of ICSS in achieving this objective demonstrated great appreciation by representatives of the TB community who participated in efforts around the TB HLM. Engagement of the TB community in other GFAN activities has increased since then. Options will be explored to continue to provide support for a global platform for TB advocates in 2019.

## 2.9 Monitoring, Learning & Evaluation

As advocacy impact is a difficult item to “prove” we use surveys and evaluations at key moments to provide an understanding of what we have achieved with our activities, what effect they have had in terms of helping our members and to allow us to reflect on what changes or adjustments our members might like to see. GFAN at the end of 2018 had approximately 650 members from more than 320 organizations in 90 countries. Additionally, as of June 2019, around 74 of those countries were global south and/or implementing countries. Since 2015, we have surveyed all GFAN members on an annual basis to better understand how our calls, meetings and tools are received. Highlights from the 2018 Annual Survey are captured in this report.

### 2.9.1 New Venture Fund for Global Fund Advocacy & Itad

NVF for GFA, the New Venture Fund for Global Fund Advocacy, is funded by the Bill & Melinda Gates Foundation, hosted by the New Venture Fund, a US-based charity established in 2006, overseen by an independent advisory group. ICSS/GFAN operates as the lead Technical Partner for the portfolio.

The NVF for GFA is in its second three-year phase of making targeted grants to country-level organizations advocating for a fully funded and effective Global Fund and has provided sustainable and predictable funding for advocacy campaigns over three years and ‘one-off’ funding arrangements for emerging advocacy opportunities leading up to the Global Fund’s 6<sup>th</sup> Replenishment in 2019.

ICSS is the leading technical partner for the NVF for GFA through its support of applicants from an invitation to apply, to grant execution and development and supports grantees to use a Planning, Monitoring and Evaluation tool to monitor and learn from varied experiences in implementing similar strategies for resource mobilization in different countries.

With the agreement signed in the fall of 2017, significant work was underway through 2018 in order to support applications and fund grants through Phase 2. During 2018, 10 core grants and one emerging opportunity grant (to support advocacy ahead of the Preparatory Meeting in India) were issued. In late 2017, the Gates Foundation provided ICSS, as one of its core grantees, the opportunity to engage in an iterative process to develop new monitoring, learning and evaluation tools with Itad, an organisation focused on monitoring and evaluation for international development projects. Working with the Itad team, first with a 2- day in-person meeting and then through regular conversations, ICSS/GFAN has been working towards the creation of new tools that should simplify the reporting process for grantees and re-focus what is being learned through reporting to focus on the impact of all sub-grantees work.

Since 2015, we have surveyed all subscribers of the GFAN list serve on an annual basis to better understand how our calls, meetings and tools are received. A few highlights from our 2018 Annual Survey (conducted in January of 2019) include:

- Types of GFAN activities that are the most useful (multiple responses possible) 70-100%:
  - Toolkits
  - GFAN calls
  - GFAN in-person meetings
  - GFAN Info Notes/Action Alerts
  - GFAN reports from the GF Board Meetings
- Which GFAN related activities did you undertake as part of your ongoing GF work:
  - 57% “creating public awareness campaigns to generate mass support for the Global Fund and/or AIDS, TB or Malaria using GFAN campaign tools”;

- 71% “Using GFAN key messages in some/all of your communications around GF and/or ATM”
- How useful were GFAN calls?
  - 79%: very to extremely useful
- Which kind of GFAN calls were most useful:
  - 70%: calls to discuss strategy and collaboration ahead of key events or milestones
  - 64%: calls where GF leadership present;
  - 59%: Smaller group calls with specific focuses

Our survey does not follow a rigorous scientific methodology but in through the partnership with Itad through the initiative sponsored by the Bill & Melinda Gates Foundation, as part of a broader effort to employ improved monitoring, learning and evaluation methods to better understand the impact of our work as GFAN, we developed a set of questions for the 2018 survey that will be exactly repeated for the next 2 years (2019 and 2020) so we are able to compare year-over-year the same information. We also have decided to use the GFAN in-person Global Strategy Meeting annually to conduct an in-person virtual poll session that ensures that we get more data from some of our key members (i.e. the meeting participants) – this will be used at the next annual GFAN meeting.

While we hold regular meetings at various fora, our annual Global Strategy meeting is our key opportunity to meet with members. Our objectives vary depending on the year but are usually very focused on linking and learning from colleagues engaged in Global Fund advocacy from both implementing and donor countries, reviewing current trends and thinking affecting our work as GF advocates, and developing an understanding and understanding of joint advocacy for the coming year. We have collected evaluations at the end of each of the Global Strategy Meetings since 2015: 89.47% of respondents from our 2019 meeting indicated that they believed the GFAN meetings had helped them prepare for their Global Fund and AIDS, TB and malaria resource mobilization advocacy.

Additionally, these evaluations are an important resource to look back and reflect on what participants found useful, improvements they suggested to inform our agenda making for the following years meeting. For example, the 2019 evaluation included comments about more participation opportunities as a group and we are working to incorporate a World Café style sharing of key new resources and new developments and to get to know one another (we have usually about 25-30% newcomers at each meeting), and including a training on monitoring, learning and evaluation (based on the work we and other GFAN members have done on the Gates funded ITAD project) and on communications and/or social media in Global Fund advocacy.

Currently we use free tools to track our digital footprint and reach and therefore our reach in terms of tracking use of our tools (toolkits, information notes/action alerts, campaigns etc.) is limited. More rigorous tools exist to track impact – for example, with significant more investment in our digital media tools, we could pay for better tracking and analysis tools. However, our direct primary audience as GFAN has always been our members and so we have not understood the need for investing in more rigorous tools to date.

## 2.10 Get Back on Track

As a result of discussions at the 2018 GFAN Strategy Meeting, GFAN launched the Get Back on Track report in July 2018, a week prior to the IAS held in Amsterdam. The primary purpose of this report was to be a tool for advocates in donor countries to begin advocating for pledges as for many, the expected date of the Investment Case in February of 2019 was too late to have something substantial and general consensus

was that previous GFAN reports issued in the months following an Investment Case responding to the Investment Case was absolutely too late. A secondary purpose of the report as advocates was to attempt to influence the conversation and dialogue at the Global Fund Secretariat ahead of their creation of the Investment Case for the 6<sup>th</sup> Replenishment.

At that 2018 meeting, advocates and GFAN staff agreed on the parameters of the report in terms of its main theme: that we are not on track for the 2030 goals in any of the diseases and that it was important to both highlight a number, a civil society “ask” for the replenishment, and to showcase specific policy areas where the response is off track. The process to develop the report included forming a small working group of interested GFAN members who were consulted several times during the following 4 months as well as holding 2 calls for our broader GFAN membership to update on themes and gather contributions to the report.

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We began our formal engagement with ITAD at the end of April 2018 and our work on this report in fact was discussed at length in that process as an example of how we should or could design better tools to measure our impact. We were however already a bit too “far” in the actual process to really employ new tools and it took until January of 2019 before we had new tools to measure.

That said, under the lead of our then new Senior Communications Officer, we decided to invest more fully in creating complementary tools for the launch of the report and to continue using the key messaging from the report as a cornerstone of all our replenishment related tools and communications through to the 6<sup>th</sup> Replenishment in Lyon.

While our 2018 annual survey did not have specific Get Back on Track questions, responses, included:

- “I think the GFAN Secretariat has been very successful in its 2018 resource mobilization activities in terms of the Get Back on Track Report and supporting materials, its immediate responses and analysis of the GF investment case and in stimulating dialogue and coordination across country-based advocates.” Donor country respondent
- “I think the production of the Get Back on Track report was a huge success. It was an excellent

document and inspired some important early discussions around the GF 6th replenishment and consolidated some of the significant work that was ongoing in 2018 on tuberculosis (in particular around the HLM). I think the Get Back on Track report helped to connect the priorities from the (TB) HLM with the GF.” Donor country respondent

- “Get back on track is a great document and very useful to be used with bureaucrats.” Implementing country respondent
- “The get back on track report was extremely useful this time around. More so than previous ‘shadow investment case’ reports.” Implementing country respondent

Given that our strategy was to create multiple tools for both using the report and to use the report and its messaging there are a few other analytics we can share around the use and impact of the report:

- Post GFAN Annual strategy meeting survey results: Communications updates (GBOT included): 94.73% found “very relevant” to “helpful” in a question asking what GFAN tools respondents found to be “useful” in their advocacy.
- On the GFAN website, the most accessed set of tools in 2018 was our Get Back on Track report and its supporting pieces. The page on the Report was accessed 2,291 times (posted in June 2018) - about 38% of people accessing this were from 42 different global south/implementing countries.
- GBOT feedback at 2019 meeting shaped the type of “campaign” material we created: the language used, the types of tools provided etc. For example, our GFAN response to the Investment Case here and various tools and advocacy actions here.

As mentioned earlier, through 2019 we continued to use the GBOT key messages in our replenishment campaigning including in the tools that we shared – which included templates for donor and implementing country advocates to reach out to their governments and communicate about the Replenishment on digital media platforms. You can still see those resources [here](#) on our website.

So while our main objective of the GBOT report was not per se to be a tool that was heavily focused on advocacy issues in implementing countries, we made a concerted effort to ensure that as we developed more tools related to the report, that we made them relevant to members in both donor and implementing or global south countries.

At the same time, and not very well reflected in our 2018 report as much of the work was still very much in development, we had and still have a very clear focus on supporting our GFAN members in implementing countries and global south countries on issues around domestic resource mobilization for AIDS, TB and malaria and health for all. Our lead partners in this work have been our Regional Partners in GFAN Africa and GFAN Asia-Pacific who have identified key messages, key targets or asks and developed alongside our Get Back on Track messaging, campaigns and activities to support domestic resource mobilization for the 3 diseases and implementing country pledges for the 6<sup>th</sup> Replenishment. Our role as the GFAN global Secretariat has been to create space for conversations on domestic resource mobilization advocacy and advocating to finance implementing country focused advocacy for resource mobilization for the 3 diseases.

There will be more detail in our 2019 Annual report, but building out from a literature review and briefing that we commissioned and launched at the 2018 GFAN meeting, based on conversations there and on-

going with our GFAN regional partners and other advocacy partners in Africa, Asia-Pacific, Eastern Europe and Latin America we worked to develop and launch a unified framework for sustainable health financing advocacy (SHFa) that aligns and embeds work on the response to HIV, TB and malaria within broader health and SDG advocacy. It calls for advocates to avoid fragmented work and that as AIDS, TB and malaria advocates we must remain committed to working across such issues as harm reduction, sexual and reproductive health services, access to essential medicines, universal health coverage and broader issues of poverty, justice, gender equality and human rights. It additionally calls for ensuring that we invite advocates from related efforts to join us in coalition to build truly inclusive, resilient and sustainable systems for health: our work in 2019 with the Joep Lange Institute, CSEM and others is a reflection of trying to build out these partnerships.

As GFAN, our members and membership have been moving us in this direction in an organic way for several years and 2019 has been a pivotal year with the High Level Meeting on Universal Health Coverage and we expect to continue to do more in terms of work in resource mobilization in implementing countries, again with the leadership of our GFAN regional partners and by inviting “other” health partners and allies into our conversations. If for no other reason, this is critical because of our respondents to the 2018 GFAN survey, 39 different countries were indicated as where advocacy was focused – 27 of which are implementing countries and the majority of respondents indicated their work is “international”.

## 2.11 Monitoring, Evaluation & Learning – Toolkits

The term toolkits captures a lot of various specific items that we do. Primarily, those tools that we do create have been based on informal conversation and formal input through our annual surveys about the types of things that our members would like to see from us as the GFAN Secretariat.

In addition to the annual survey, GFAN related activities that are undertaken by our members are often supported by GFAN tools: 57.14% using them in creating their country/regional specific campaigns to generate mass support for the Global Fund and/or AIDS TB and malaria resource mobilization and 71.43% using GFAN key messages in some or all of their communications on the same.

In the later-half of 2018 we started trying to find new ways in which to track how our tool kits were being used. We started to shift to posting our toolkits on our website, as to could track how often the tool kits were accessed. Unfortunately, earlier data was not collected.

A few quotes from our 2018 annual survey:

- “It really depends on what I am looking for and what international/national discussions or events are taking place. All GFAN resources have been extremely useful as they relate to specific initiatives/advocacy moments/events.”
- “Your work is very helpful for us. I appreciate the regular updates you send around and the materials that can be used for Social media. To come up early with the Get back on track report was strategically a very good (and useful) decision.”
- “Thanks for the work you do! You are one of the primary places for strong messaging and unified content that we look to when trying to put together compelling communications to support the Global Fund.”

- “I think you do an amazing job and have helped to demonstrate what an effective network can look like. There are always ways in which we can improve and innovate, but I think you have done a terrific job at information sharing, coordination and CS convening, and providing helpful analysis and resources that support member advocacy and engagement. Truly excellent work.”

As our practice is now to post our tool kits and other tools to our website, we are indeed better able to track use (as defined by downloads). Analytics in terms of downloads can be shared for various tools or pages where we lay out our tools and if that would be helpful information we are happy to provide that, please just let us know which tools or toolkits you are most interested in. We looked at two from the last year for illustrative purposes:

- Our G20/ Worlds AIDS Day tool kit/campaign was accessed 125 times (posted November 2018). About 24% of people accessing the tool kit were from 9 different implementing countries.
- Board Meeting tool kit/campaign was accessed 89 times (posted November 2018). About 6.8% of users from 2 different implementing countries.

Our website is well used by our membership with 59% of GFAN members surveyed using the website either once per week, or once every few weeks.

Similar questions will be included in our 2019 annual survey with detailed follow up sought during the interactive sessions at the next GFAN Global Strategy Meeting.

### 3. CIVIL SOCIETY SUSTAINABILITY NETWORK

CSSN, the Civil Society Sustainability Network, was established responding to the need among civil society for facilitation, coordination, and strengthening of policy advocacy capacities and efforts related to sustainability of programmes in transitioning countries. to facilitate proactive, strategic dialogues as well as to strengthen policy advocacy capacities and efforts As the CSSN, the Civil Society Sustainability Network, as the youngest platform for civil society facilitated by ICSS, convenes civil society actors involved in sustainability & transition related (policy advocacy) work, aiming to enhance coordination, sharing of strategic information, joint messaging and advocacy efforts related to sustainable health responses. Such efforts include sustainable health financing, the role of communities in service delivery, access to quality services for all communities, etc.

Operating as an open and flexible platform, relevant stakeholders are invited to join and contribute towards the collective work. CSSN takes guidance for its strategic and programmatic direction, similar to FSP and GFAN, from global, regional and national civil society organisations. This is primarily the role of the CSSN Global Steering Committee, providing advice on thematic issues such as the need for influencing the global health architecture, priority angle in implications of transition from donor funding, etcetera.

Many of the global institutions that focus on development areas are slowly waking up to the reality of significant risks in sustaining quality of and access to health services when countries transitioning out of traditional external support for key health programmes and services. In addition to the increased number of countries becoming ineligible for such traditional funding due to (slight) increases in income status as determined by the World Bank classification, it is increasingly challenging to secure resources for global health financing institutions. Moreover, donor countries to (e.g.) the Global Fund may want to prioritize low income countries, further increasing the challenge for middle income countries to continue to implement current level off services, let alone to scale up to the levels required to scale up the response in



order to meet the targets of ending the epidemics of AIDS, TB and malaria by 2030.

These abrupt changes in global health financing and the tone of the political debates are resulting in political and programmatic denial among implementing countries and a contradictory reaction and unhelpful positions; several traditional donors continuing to believe that as countries becoming richer, they are able & willing to finance their national health response from domestic resources, while many implementer countries remain certain that donors will continue to fund them one way or another.

### 3.1 CSSN – Key Activities 2018

In 2018, emphasis a significant focus was to support activities lead by key partners within CSSN. Whilst activities developed under the leadership of the CSSN secretariat, these were, also, organised in close collaboration with relevant partners

#### 3.1.1 Civil Society Representative Dialogue on Sustainability, Transition and Financing

This joint meeting of civil society representatives to global health institutions demonstrated clearly that the agenda related to sustainability very Increasingly similar is in terms of priority issues and approaches to the discussions in the area of (innovative) financing for health and human rights.

#### 3.1.2 Sustainability Bridge Fund Pilot

Transitioning countries often shift the focus of countries' investments to health systems and tend to deprioritize investment on services for key populations. In addition, there is no political willingness to include disease response budgets into domestic health budgets.

Moreover, many countries in question, lack the infrastructure and experience for governments to engage with civil society and communities in delivering services or in health governance (and disease-response governance).

With support from Open Society Foundations, a Pilot has been agreed, to be implemented by ICSS to collect evidence of the impact of transitioning. This information will inform the advocacy on this issue aiming that the GF may consider having their own bridge funding mechanism.

#### 3.1.3 In-country and regional CS partners, OSF and other donors

This activity is to enable the development of an investment case to demonstrates the feasibility, effectiveness and unique added value of bridging investments in countries that experience significant challenges in transitioning out of donor funding.

The specific objectives of this project are:

- To develop flexible and context-specific mechanism(s) to support key essential services for communities and key populations in countries where resources are constrained due to limited health service capacity, fiscal space or lack of political willingness.
- To identify and document political and operational risk, risk mitigation strategies and areas for improvement; and furthermore, identify where such structure should sit and fit within the overall global health architecture.
- To advocate for improvement of the quality of sustainability policies, transition processes and co-financing policies of multilateral and bilateral donors.

### 3.1.4 Mobilizing Civil Society Advocacy on Universal Health Coverage and SDGs

- Regional meeting & south-to-south support aimed to equip regional civil society actors with information on Universal Health Coverage to be able to develop and strategically plan advocacy on UHC.
- Development of a set of core measurable indicators to monitor the planning process, implementation and continuous evaluation of Universal Health Coverage.
- Global civil society watchdogs on Universal Health Coverage.
- Development of Civil Society Engagement Framework to be adopted as UHC main principles and values and as a standard for global health architecture.

### 3.1.5 Evolution of Health Financing Models (ongoing project 2017-2018)

Innovative financing mechanisms, such as blended financing, have been increasingly gaining popularity among donors, and global health and development institutions. Many believe that innovative financing (instead of traditional aid) is the direction that the development sector should be heading towards. However, there are very polarized narratives around some of the innovative financing mechanisms that vary from promoting them as good additions to development assistance to qualifying them as destructive for developing countries.

Meanwhile, global institutions such as the Global Fund, PEPFAR, UNITAID are experimenting with different forms of alternative financing models and by using their grants as leverage for countries to access more resources. Global Fund, for example, is currently doing a pilot on loan buy downs where countries can use part of their grants to get below-market-rate loans from development banks with better conditions.

In 2017, ICSS started exploring ways to facilitate capacity building and knowledge sharing around the themes of sustainability and innovative health financing among the group Civil Society Representatives on governance bodies of global health institutions (CS Representatives).

Given the scope of these thematic areas, these efforts were coordinated through CSSN. The main objective being to provide a space for open exchange and enhance the understanding on innovative financing mechanisms in the broader context of financing for development. Also, to identify opportunities, challenges and priorities for policy advocacy priorities to address- and build on these, moving forward.

### 3.1.6 Key Processes & Initiatives

- STC Stocktaking Report
- Innovative Financing Meeting
- Supporting joint 3CS Eligibility Proposal
- Global Health Architecture think piece (with SA UK, Stop Aids Alliance, IHAA)
- AIDS 2018 session on Global Health Architecture (with SA UK, Stop Aids Alliance, IHAA)
- UNAIDS Sustainability Framework
- Managing MICs mailing list
- Responding to country level TA requests – providing information and guidance on how to apply for TA
- Supporting the Communities Delegation to the Global Fund on Eligibility, and then on Allocation Methodology

## 4. SUSTAINABLE HEALTH FINANCING – THE FUTURE OF AID

Financing the HIV response, innovative financing, domestic resource mobilisation, development assistance for health, and general investments in health in the global South and in Global Fund implementing countries in particular, have become increasingly important themes to all ICSS programmatic areas. E.g. the creation of GFAN's hubs in 2015 was the product of several years of concerted effort to bring more voices and leaders from implementing countries to the work of resource mobilization as part of GFAN.

In 2018, ICSS through GFAN and the PITCH FSP collaborative began substantive work on understanding what domestic resource mobilization advocacy looks like: first with an academic brief exploring examples of domestic resource mobilization and categories of engagement and secondly with a more practical focus on a framework for what we have come to call not domestic resource mobilization, but sustainable health financing (and the advocacy for it). We are working to produce a unified framework for advocacy to encompass what advocacy is across multiple health priorities and in multiple health financing contexts. We intend, through this work, to gain more resources and plans for convergent work across multiple areas of health advocacy and financing advocacy and to build new partnerships, training, technical support and funding initiatives to link HIV, TB and malaria advocates with coalitions for shared sustainable health financing goals.

GFAN's regional hubs continue to be engaged directly in this work although through 2018 with the increased focus on UHC and our own engagement with the Civil Society Engagement Mechanism, we have started work to bring our thinking together to better align with UHC work more generally.

The aim is to share an initial draft of the sustainable health financing framework with GFAN members at the 2019 GFAN Global Strategy Meeting and to conduct a survey of GFAN members and the broader health advocacy community mid 2019.

### 4.1 Innovative Financing Paper

Innovative financing emerged in 2002 to generate additional financing for global health, yet there has been little data or evaluation of the direct benefits or impact innovative financing has on health outcomes. The Innovative Financing paper describes characteristics and key considerations for various Innovative Financing mechanisms, in order to contribute to the understanding of how these can contribute to health, the associated risks etc. in order for better application in financing the HIV response.

### 4.2 Building a new narrative for ODA

The Global Fund has developed an impressive and effective resource mobilization effort engaging many partners, which has resulted in replenishment outcomes increasing from USD 3.7 billion (2006–2007) to USD 12.9 billion (2017–2019). Still, many advocates believe that the Global Fund needs to be more ambitious in confirming target investment levels in order to account for an expected gap in health financing for 2017–2019 at USD 20 billion. Based on the current menu of resource mobilization efforts, there are no clear pathways for increasing donor investment in the Global Fund, which could pose significant challenges for GFAN as it seeks to achieve a fully-funded Global Fund.

To address these concerns, since 2017, ICSS through has been engaged with a number of experts and held a series of discussions to develop new pathways to secure the future of ODA and Global Fund resource mobilization. We are looking to build a bold and persuasive new narrative on the role of aid in the 21<sup>st</sup> century, one that aims to reduce inequality, recognizes aid as a global public good, and helps to safeguard

international aid contributions in the years to come. Themes such as sustainable health financing are also priority areas for other programmes and partnerships convened by ICSS. Many of the related activities were therefore designed and implemented in collaboration e.g. through the PITCH FSP partnership.

In 2018, ICSS held a *Thought Leaders* retreat in order to establish a common understanding among key stakeholders of how to advance a more proactive aid debate at the highest levels of governmental, development stakeholders and multilateral institutions in the SDG era that grapples with the double challenge of 1) current political and financial pressure on aid, alongside 2) conceptual constraints keeping the aid community (including donors, advocates, foundations, civil society and the media) stuck in old world understandings of, and responses to, global problems.

Together with partners such as the Joep Lange Institute, these activities will be developed further in 2019 as a distinct area of work and will include the organisation Wilton Park meeting to further engage a broader group in these discussions.

## 5. OTHER ACTIVITIES

### 5.1 AIDS 2018 – Amsterdam Planning Group (APG)

Following the selection of Amsterdam as host city for the 2018 International AIDS Conference (AIDS 2018), the Netherlands' Ministry of Foreign Affairs initiated the establishment of the Amsterdam Planning Group (APG), to facilitate & coordinate activities prior to and during the conference., as well as activities that will take place during and outside the main conference. ICSS was invited to act as independent chair of the APG and Peter van Rooijen has been serving in this capacity.

The focus of activities and organising structure were developed based on the results of a consultation among the main stakeholders and in close collaboration with the IAS as conference organiser and secretariat to the conference faculty. Main themes for the APG included the following: Eastern Europe & Central Asia; Arts, Events & Partnerships; Promotion & Communication; and AIDS Free Amsterdam. Working Groups were established to lead on development and implementation of the activities under each thematic areas

Substantial investments were made by the APG in the development of Partnerships & Sponsoring strategy to establish collaboration with and seek funding from the private sector. The Ministry of Foreign Affairs allowed ICSS to invest in the development and implementation of a sponsor/partnership policy as part of the existing grant. Additional funding was provided through the Ministry to support the overall APG work, in partnership with a wide range of donors and stakeholders.

Activities of the APG, as coordinated and with administrative support by ICSS, are documented on as part of the reports by the various lead partners. Overall (financial) administration of fundraising efforts as well as expenditure related to the various thematic areas was managed by ICSS, based on the role of Peter van Rooijen as APG chair. The additional funding provided by the Netherlands MoFA has been reported on to the Ministry at the end of 2018.

### 5.2 Partnerships & Technical Assistance

ICSS as organisation or various members of staff individually, engaged in numerous partnership efforts as well as assisted partner organisations in key developments. Such technical and practical assistance ranged from areas of governance and meaningful representation to programmatic expertise.

The following organisations and initiatives were supported by ICSS (or individual members of staff) in 2018.

- Inter-Agency Working Group on SRHR and HIV Linkages
- WHO Guidelines Development Groups
- Global Coalition of TB Activists
- HIV Justice Network

ICSS is the fiscal host for the Communities living with HIV and affected by Tuberculosis and Malaria Delegation to the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria.

Additionally, Peter van Rooijen served as a member of the Boards of i+solutions, the PharmAccess Group, the Amsterdam Health & Technology Institute and the Joep Lange Institute. Raoul Fransen-dos Santos served as a member of the Supervisory Board of HIV Justice Network, and board member of the Pola van der Donck Foundation, and AY+ (Uganda), and Trustee of Palabana Institute (Zambia).

## 6. GOVERNANCE, STAFF & LEADERSHIP TRANSITION

The Stichting [foundation] International Civil Society Support operates as a fully independent legal entity under Dutch law.

### 6.1 Supervisory Board

In 2018, the Supervisory Board was composed as follows:

- Dr Frans van den Boom, PhD – Chair
- Mr Wim de Bruijn, RA – Treasurer, Audit Committee Chair
- Ms Michaela Clayton – Member
- Mr Ian Grubb – Member

### 6.2 Staff

In 2018, the ICSS team was composed of the following members:

- Mr Peter van Rooijen – Executive Director
- Mr Raoul Fransen-dos Santos – Senior Policy Adviser
- Ms Katy Kydd Wright – Senior Policy Adviser
- Mr Rico Gustav – Senior Policy Adviser
- Ms Sive Stofile – Grants Management and M&E Officer<sup>1</sup>
- Ms Meaghan Derynck – Project Officer<sup>2</sup>
- Ms Tara Hogeterp – Communications Officer<sup>3</sup>
- Ms Barbara La Grand – Executive Assistant

<sup>1</sup>: Sive Stofile joined ICSS in the new position of Grants Management and M&E Officer.

<sup>2</sup>: From March to December 2018, Meaghan Derynck strengthened the team as project manager to facilitate, coordinate the work of ICSS around the TB HLM as well as support GFAN team as technical partner to the New Venture Fund for Global Fund Advocacy.

<sup>3</sup>: Tara Hogeterp joined ICSS in May as Senior Communications Officer. In December 2018.

### 6.3 Leadership Transition

Late 2017, Peter van Rooijen had informed the Supervisory Board of his intentions to step down as ED from whilst and to explore ways to remain engaged in specific policy advocacy areas from 2019. In July 2018, following a selection process which included a 360° assessment and interviews, the Supervisory Board appointed Raoul Fransen as Executive Director as of January 2019.

The leadership transition process was documented by independent external consultant Sarah Middleton-Lee, who also performed the 360° review process. The various components of this transition process will be documented in order to be made available organisations going through similar organisations.

## 6.4 Remuneration Policy

Since ICSS was established as an independent legal entity, remuneration and social security arrangements for personnel continue to be based on the employment policies of the former host entity.

In determining salary levels, ICSS observes the collective agreement for employees of the government of the Netherlands: "Bezoldigingsbesluit Rijksambtenaren (BBRA), 1984). This includes a framework that informs salary levels and -developments. ICSS follows such developments. No additional rewarding or reimbursement arrangements exist as part of ICSS personnel policy.

The BBRS framework provides salary amounts for a range of salary scales, with a number of levels within each scale. Positions are assessed by an external independent expert agency using the Hay-methodology and/or FUWASYS.

The assessment provides a score, which corresponds to a certain salary scale. The salary level is determined by the employer based on experience, degrees etc. In case of satisfactory annual appraisals, remuneration may be increased to the next level within the respective scale in the month of the start an employment agreement.

As there was no change in the executive board staffing and given that no further level or scale increase was available, up to 2018, determining the remuneration level of the ICSS Executive Board by the Supervisory Board was limited to the monitoring of the BBRA scale system in verifying alignment of the salary level as per BBRA and the normative guidance provided by the "Regeling Beloning Beloning Directeuren van Goededoelenorganisaties" (2017-2018, [www.goededoelennederland.nl](http://www.goededoelennederland.nl)).

The employer's contribution to part of pension due to the industry-wide pension fund.  
No loans, advances or guarantees have been granted to the executive director.

In 2018, the actual annual income of the executive board at the applicable maximum, was EUR 140775.03 for D.P. van Rooijen for 1 FTE and 12 months. These amounts remained within the applicable ceiling of EUR 187000 as per the guidance for management of non-profit and charitable organisations for 2018, including annual income (including gross salary, annual holiday allowance, 13<sup>th</sup> month), employer's contribution to the pension any other structural rewards (if applicable).

The taxed allowances and additions, the employer's contribution to the pension and the other long-term benefits were also in reasonable proportion to the annual income at EUR 71085.72.

The employer contribution to the pension fund is a sector wide fund.  
No loans, advances or guarantees were granted to the executive director in 2018.

The previous review of this policy was in 2016. The next periodic review will be in 2020. In 2020, the BBRA decree will be replaced by a new framework. This will be included in the review of remuneration policy in that year.