

Using the Global Fund Strategy 2023–2028 to Influence Grant Cycle 7 Funding Requests



The Smart Sex Worker's Guide



Global Network of Sex Work Projects
Promoting Health and Human Rights

SEX WORK IS WORK: **Only Rights Can** **Stop the Wrongs**

The Global Network of Sex Work Projects (NSWP) exists to uphold the voice of sex workers globally and connect regional networks advocating for the rights of female, male and transgender sex workers. It advocates for rights-based health and social services, freedom from abuse and discrimination and self-determination for sex workers.

The Global Network of Sex Work Projects uses a methodology that highlights and shares the knowledge, strategies, and experiences of sex workers and sex worker-led organisations. Smart Guides are the result of desk research and a global e-consultation with NSWP member organisations, including case studies from some members.

The term 'sex workers' reflects the immense diversity within the sex worker community including but not limited to: female, male and transgender sex workers; lesbian, gay and bi-sexual sex workers; male sex workers who identify as heterosexual; sex workers living with HIV and other diseases; sex workers who use drugs; young adult sex workers (between the ages of 18 and 29 years old); documented and undocumented migrant sex workers, as well as and displaced persons and refugees; sex workers living in both urban and rural areas; disabled sex workers; and sex workers who have been detained or incarcerated.

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Introduction

Grant Cycle 7 (GC7), formerly referred to as NFM4, is the first round of Global Fund funding request windows opened up under the Global Fund strategy 2023–2028¹.

It is the first opportunity for sex workers and other key population communities to test the strength of the Global Fund commitments to communities, that are outlined in the new strategy.

The NSWP Smart Sex Workers Guide to the Global Fund Strategy 2023–2028² explains the strategy in detail and highlights the specific opportunities for sex workers.

NSWP has also developed a series of short videos on the new strategy and other aspects of the Global Fund structures, such as CCMs and Catalytic Investments. The series, called Global Fund Basics³, is available on the NSWP website.

The 2023–2028 Global Fund Strategy will guide Global Fund approaches, decision-making, and investment for the next 6 years in a 70-page document. It is important because it describes what the Global Fund will do and how it will do it. The Strategy will influence how investment will be disbursed at the country level, how and who will implement programmes, and how and who will be involved in making the decisions. The Strategy's increased emphasis on community leadership, acknowledgement, and a commitment to maximise use of community knowledge and experience, as well as its greater emphasis on equity, gender equality, and human rights, will make it an extremely useful tool to enhance the engagement of sex workers in all Global Fund processes.

This Smart Guide will look at the new GC7 grant cycle and how the Global Fund Strategy might be used to strengthen sex worker submissions to the country funding request.

Please Note: Texts in *italics* are clarifications and explanations.

1 Global Fund, 2023, "[Fighting Pandemics and Building a Healthier and More Equitable World: Global Fund Strategy \(2023–2028\)](#)."

2 NSWP, 2022, "[Smart Sex Workers Guide to the Global Fund Strategy 2023–2028](#)."

3 NSWP, "[Global Fund Basics](#)."

Grant Cycle 7

The grant life cycle does not start and end with the funding request development. It also includes grant negotiation and implementation throughout the lifetime of the grant, which is usually 3 years.

It is not really necessary to know every aspect of these Global Fund processes but understanding the entry points for sex workers, and how and where opportunities for advocacy or engagement may be expected and used, can make a difference. The first entry point is the Country Coordinating Mechanism (CCM).

Entry point: the Country Coordinating Mechanism

The Country Coordinating Mechanism (CCM) is a national, multi-stakeholder body that should include representatives of all sectors involved in the response to HIV, TB and malaria. This may include a designated seat on the CCM for sex workers or it may just be a community representative(s) representing more than one or all communities.

The CCM has two primary responsibilities:

- It submits funding requests to the Global Fund on behalf of the country.
- It oversees the implementation of the grants.

CCMs are complicated and political mechanisms. Deciding what priorities to include in funding requests to the Global Fund often mean difficult and controversial decisions are made. The justification for this is that the need outstrips the funding available. Unfortunately it is often sex worker (and other key population) programmes that are left out or reduced. So it is important that you develop a relationship and regular communication with the CCM, both through the community representative, the CCM Secretariat and other contacts, if you have them, to emphasise the need for sex worker programmes to effectively respond to the three diseases.

The Global Fund Strategy commits to “Improving communities’ inclusion on CCMs and in the oversight and evaluation of national programmes.”

This opens the door for you to advocate for your voices to be heard and your involvement in CCM discussions, especially on programmes related to sex work, in relation to both funding request development and implementation.

How to engage with the CCM:

- Familiarise yourself with the community and civil society representatives on the CCM. It is important they know who you are, who you represent, and to include you in communications, and invite you to consultations.
- Understand the role and function of the CCM representatives and identify ways to ensure that representatives are supported in their leadership role. (See also Annex 1.) Try and provide your CCM representative with information that strengthens their role during CCM discussions.
- Reach out to your CCM Secretariat. Request that you are put on the CCM Secretariat mailing list and that you are included in all relevant consultation meetings and dialogues.
- Request to the CCM Secretariat that you attend CCM meetings as an observer. This will help you understand the CCM processes and decisions and enable you to make contact with other members of the CCM who may be supportive of sex workers.
- Participate in the election of the CCM community representatives. *The people selected as community representatives are there to represent you and your community so it is important that you try and get the best representative possible.*
- Request regular two-way feedback from the CCM community representatives. *This should be part of their role and responsibility as the CCM community representative.*
- Work in partnership with other community organisations to routinely reach out to the CCM about substantive HIV, TB and malaria issues that are affecting your and your partners' communities. *There will be sex workers in all of the other key population communities so you will have some common issues to collaborate on.*
- Learn the CCM governance guidelines. *You don't need to memorise the guidelines but knowing what they say will help if you want to hold the CCM to account if they are not adhering to their own guidelines and to ensure they are performing their function.*

Entry point: Funding Request Development and National Strategic Plans

For sex workers (and other communities) this will start with country dialogues. The country dialogues are supposed to involve people most affected by the three diseases sharing their experiences and helping define the programmes and services that can best meet their and their communities' needs. These dialogues are meant to continue throughout the entire grant life cycle. The country dialogues are supposed to provide groups that are not represented in the CCM, or that have weak representation, with the opportunity to participate meaningfully and provide input to the funding requests and other grant processes.

The Global Fund Strategy commits to evolving the way that the Global Fund does its business in-country to be more accepting to community-led organisations as service providers, on oversight committees, and as technical expert advisers.⁴

This means that the CCM needs to listen to you when discussing activities and approaches for sex worker programmes. The Strategy recognises sex workers as technical experts and the CCM can be reminded of that.

What the Global Fund means by “meaningful participation” can be open to interpretation. Country dialogue meetings are often quite large and the option to meaningfully contribute can be limited. But it is one of the few entry points for sex workers to be heard so it is worth making sure, through your CCM representative and CCM secretariat, that you are invited to participate. If funding to attend the dialogues is an issue the CCM has access to funding to help with this.

The Global Fund bases its support and review of funding applications on disease-specific National Strategic Plans (NSPs) that should be robust, prioritised and costed. To be accepted as the basis for funding, NSPs should also be developed through inclusive, multi-stakeholder efforts that include diverse communities, and be aligned with the latest evidence and international guidance. *This means that sex workers should have the chance to comment and contribute to the development of the NSP.* They should contain specific analysis of barriers related to human rights, gender and key and priority populations, and other obstacles that affect access to health services. This emphasis on robust NSPs as a foundation for funding applications is designed to reinforce the crucial importance for communities to be fully involved in developing and reviewing NSPs.

⁴ Global Fund, 2023, “Fighting Pandemics and Building a Healthier and More Equitable World: Global Fund Strategy (2023–2028).”

Although this is good in principle, it hardly reflects the realities at country level. The bar for the Global Fund and the Technical Review Panel to assess the integrity of a true multi-sectoral and inclusive NSP development process, is set way too low. And there have been many ways this expectation has been gotten around. Despite this, there are examples where sex workers have had considerable input and influence on NSP development, so it is worth trying to engage in the processes as NSPs inform the basis for review of funding applications.

Ways to engage during the funding request and National Strategic Plan development process:

- Find out from the CCM Secretariat when national and (if any) sub-national country dialogues will take place to inform the NSP. Attend these when possible and go prepared with your Community Led Monitoring (CLM) data, a clear understanding of sex worker needs, and any other relevant information E.G. on gender based violence, conditions in slums, sex worker access to health facilities, etc.
- Reach out to community and civil society CCM representatives and other community organisations to coordinate preparation for the dialogues and ensure early alignment on priority issues. This is not essential but it does help if a critical mass of diverse communities are all saying the same thing and identifying similar priorities.

As mentioned earlier, sex workers will be present in all key population communities and key populations can often face similar barriers so finding common issues should not be too much of a challenge.

- Make a request to the CCM Secretariat through the CCM community representatives for agreement to attend the dialogues. And of course, it is perfectly fine to approach the CCM Secretariat directly, although it is good for relationship building to include the CCM Community Representative.
- Conduct a community-focused review of the NSP to ensure that it has a strong description of community needs in specific areas such as human rights, gender and community-led responses that will provide a good basis for the funding application. (This could partly be supported by the CCM through reprogrammed grant funds). Although it is a good suggestion for funding support, the Global Fund Strategy does not suggest where funding support for such a review might be accessed. You might be able to access technical support by approaching the Regional Platforms, the Global Fund CRG Team and the technical agencies or even other donors. If you do manage to review the NSP and find that community needs are not well addressed, inform the Global Fund teams and NSWP so that the TRP is aware when they review the funding request.

- Engage partners like WHO, UNAIDS, the Stop TB Partnership and the RBM Partnership to End Malaria and donors for assistance, including through the provision of accessible data, guidance and practical tools, to enable the full expression of community interests related to the three diseases.
- If possible, participate in community and CCM-led consultations and any relevant technical working groups to identify priorities and interventions for inclusion in the Funding Priorities of Civil Society and Communities Most Affected by HIV, Tuberculosis and Malaria Annex.⁵ *It is important for sex workers to try and influence the priorities included in the community annex. Although there is no guarantee that any of the 20 priorities that will be listed in the community annex will be funded, it will increase the chances if sex worker priorities are included.*
- Follow up with the CCM Secretariat about funding options to support constituency engagement. 15% of CCM funding is reserved for constituency engagement.

Entry point: Grant-Making

Grant-making is the process of changing funding requests that have been reviewed by the Technical Review Panel (TRP) and the Global Fund's Grant Approvals Committee (GAC), into a grant agreement, which is then used as the basis to release funding to the country. The Global Fund Secretariat works with the organisations selected by the CCM to manage the grants, known as Principal Recipients, to develop a performance framework. This includes indicators and workplan tracking measures to track progress, a budget and a workplan.

This is a much more difficult process to influence unless the Principal Recipient is unusually receptive to discussing development of the Performance Framework with you. But experience has shown us this is rare.

Entry points to engage during the grant-making process:

The TRP will review the Funding Request and make comments for revision, flagging issues that have not been addressed properly and that need further clarification. These issues have to be resolved before grant-making can be finalised. The GAC will make a final review and then recommend that funding is released to the country.

⁵ Global Fund, 2022, "Funding Priorities of Civil Society and Communities Most Affected by HIV, Tuberculosis and Malaria Annex."

- If possible, verify that any issues that may have been flagged by the Technical Review Panel (TRP) are resolved. *This is tricky because to do this you would need to know what issues the TRP have flagged. You should try and utilise any contacts you have on the CCM to share the TRP comments. The Fund Portfolio Manager and/or country team or the CRG Team at the Global Fund may also be able to help. Technical Agencies on the CCM should also have access to TRP comments and may be willing to share them with you.*
- Request the CCM and PR for a briefing on the process and outcome of grant-making and on program design. Ask the CCM community representatives to share regular updates about the status of grant-making. *This is one of the 3 new Minimum Expectations described later in this Smart Guide.*
- Keep checking in with the CCM community and civil society representatives on the status of the submitted 20 community priorities and advocate for the involvement of those representatives in any decision that affects interventions that were set at highest priority by communities and civil society, with their corresponding budgets.

Remember, if you become aware of sex worker issues not being addressed, or if you are excluded from processes, you do need to register your complaints. If informing the CCM or the PR is too risky, the FPM and Country Team would be an option or NSWP, who may be able to follow up on your complaint.

Entry point: Grant Implementation and Grant Revision

Again, this is a difficult process to influence in any significant way. But, it is important for sex workers and civil society and community groups to be aware of which PR is responsible for which intervention and activity. This is critical for monitoring, oversight and accountability during implementation. In particular, it is important for civil society and community groups to find out which PR or Sub-Recipient (SR) has been assigned to manage interventions for key and vulnerable populations, human rights and community systems strengthening.

Information is key. Emphasis is placed on data quality and accountability, and community-led monitoring is increasingly relied on as a means of promoting accountability and driving changes that will impact communities. When funding is not absorbed or no longer needed for a specific intervention, it can be reprogrammed with approval from the Global Fund Secretariat.

Ways to engage during the grant implementation and grant reprogramming processes:

PRs can be difficult if your data suggests they are underperforming and there needs to be adjustment to programme implementation. Changing unrealistic targets can also be very difficult mid-grant.

- Request routine meetings with the Fund Portfolio Manager and country teams when they are in the country; offer to develop a collective community agenda that should be shared in advance of the meeting. *Developing a collective community agenda is more about making things easier for the FPM and Country Teams. It is perfectly reasonable for sex workers to request a routine meeting with the FPM and Country Teams.*
- Work with other community organisations to develop a set of collective discussion points with the PRs and try and ensure that the CCM community representative sits on the CCM Oversight Committee. *Working collectively, with others, can strengthen the community voice but it is also acceptable to raise specific sex worker issues with the PR.*

Minimum Expectations for Community Engagement Throughout the Global Fund Grant Cycle

The Global Fund have developed 3 new minimum expectations to improve how communities are engaged throughout the grant cycle⁶. This is in line with the commitments in the Global Fund Strategy 2023–2028 to put communities at the centre.

Sex workers do not have equitable access to health care due to stigma, discrimination, marginalisation and criminalisation. The Global Fund states that it is committed to responding to and engaging with the diversity of specific communities across the three diseases (HIV, TB, and malaria). The 3 new minimum expectations for community engagement are designed to facilitate a series of actions by CCMs and Global Fund Secretariat to improve community engagement. They are important for sex workers to know about and can be used in your advocacy and negotiations when meeting with the CCM, PR or Global Fund Country Teams.

6 Global Fund, 2022, “Community Engagement: A Guide to Opportunities Throughout the Grant Life Cycle.”

Minimum Expectation 1:

The funding request development must include transparent and inclusive consultations with populations most impacted by HIV, TB and malaria, across gender and age. This process will result in a document called “Annex of funding priorities of civil society and communities most affected by HIV, TB and malaria.”

The inclusion of an Annex of Funding Priorities of Civil Society and Communities Most Affected by HIV, Tuberculosis and Malaria is important for sex workers to get priorities included in the community annex. The process for developing the annex should be managed by the CCM Secretariat and the community representative on the CCM. It is important because although there is no guarantee of funding, experience tells us that priorities included in the annex will have an increased chance of those priorities being funded.

It is also expected that:

- The CCM develops and shares an engagement plan, and takes maximum advantage of the 15% CCM funding for community engagement. 15% of funding available to the CCM from the Global Fund can be used to facilitate community engagement, such as holding consultation meetings, paying for transport to attend meetings, etc.

- Funding requests must include a **mandatory annex of 20 community priorities** that have emerged from CCM-led country dialogues with communities. *It is important that sex workers try and ensure some sex worker priorities are included in the list of 20 community priorities.*
- Funding Request documents are published externally following TRP recommendations.
- Country teams use the annex of community priorities to assess the effectiveness of country dialogues and get a fuller understanding of community needs. *This is a particularly important point. If the community annex is to be used by country teams to get a fuller understanding of community needs, it is vital that some sex worker priorities are included. This will have the potential to influence grant negotiation.*

For more information, consult the NSWP Smart Sex Workers Guide to the Global Fund Strategy 2023–2028⁷.

⁷ NSWP, 2022, “Smart Sex Workers Guide to the Global Fund Strategy 2023–2028.”

Minimum Expectation 2:

To further their involvement in oversight, community and civil society representatives in the CCMs must have timely access to information on the status of grant negotiations and any changes to the grant.

Civil society and community representatives on the CCM should also keep sex workers informed about the progress of grant negotiations. This is a critical time when sex worker programmes may be cut or reduced.

- Community and civil society CCM members will be kept fully informed on any key grant making milestones. Sex workers should expect the community representative to share this information so you are able to raise issues you may feel are not being properly addressed.
- CCMs will hold a minimum of 2 meetings during grant making to brief the PR on revisions to the funding request and **what plans are in place for community-led implementation**. During these meetings sex workers should find out what the plans are for implementation of sex worker programmes and who will be implementing them. If you have concerns about the implementers selected for sex worker programmes you can raise this with the CCM and the FPM and Country Team as well as the PR. You can also inform NSWP who may be able to support your advocacy with the Global Fund.

For more information, watch the NSWP Global Fund Basics series of videos on CCMs and other Global Fund structures and processes⁸.

Minimum Expectation 3:

Community and civil society representatives on the CCM have timely access to information on program implementation.

There are 2 actionable expectations that are important to note:

- The CCM will access the 15% CCM funding for supporting community/constituency engagement and provide pre and post CCM meeting support for community and civil society engagement. *Through this 15% the CCM has the funding available to ensure sex workers are included in meetings so there is no excuse for this not to happen.*
- Country Teams will hold at least one grant-making briefing with the community representatives. The community representatives should share the outcomes from this meeting with sex workers and other communities.

For more information, consult the *Global Fund Community Engagement Guide*.⁹

Although these Minimum Expectations are not requirements, along with the commitments to community engagement in the Global Fund Strategy, they provide additional support for your advocacy for sex worker involvement in Global Fund processes. They can also be used to hold the CCM, PR and FPM and Country Teams to account for sex worker inclusion and engagement.

⁸ NSWP, “Global Fund Basics.”

⁹ Global Fund, 2022, “Community Engagement: A Guide to Opportunities Throughout the Grant Life Cycle.”

Using the Global Fund Strategy in GC7 Funding Request Development

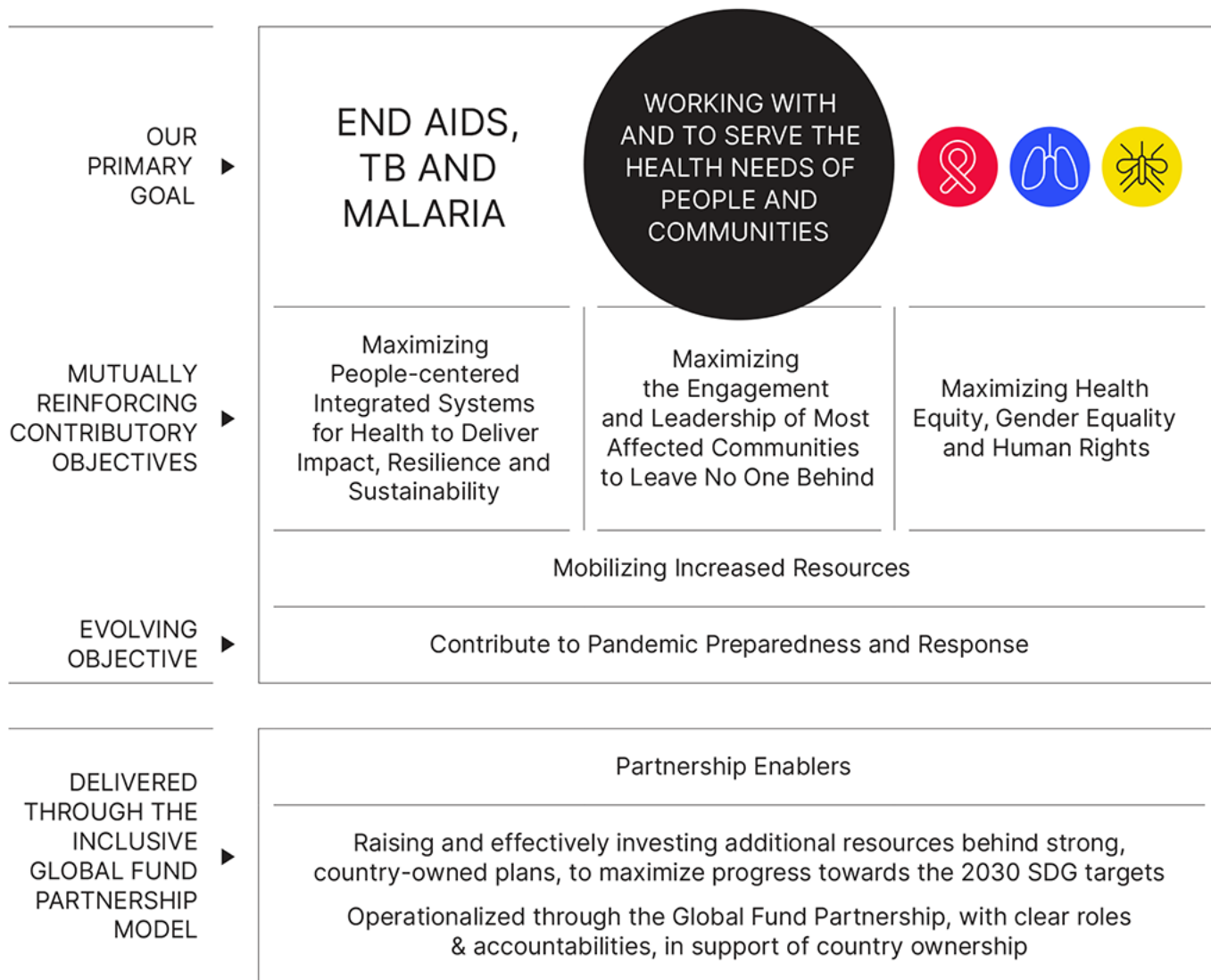
Using a Strategy of a Global Institution as an advocacy tool is not easy, especially a 70 page one like the Global Fund Strategy.

But as GC7 is the first round of Funding Requests launched by the Global Fund under the 2023–2028 Strategy, we can be confident in assuming they will expect countries to pay attention to commitments in the Strategy.

The Global Fund expects countries to pay attention to commitments made in the Strategy. The FPMs and Country Teams; Grant Approval Committee and Technical Review Panel as well as the Community Rights and Gender Team will all pay particular attention when assessing funding requests and managing grants. So, for example, when the Strategy talks about **Maximising the Engagement and Leadership of Most Affected Communities to Leave No One Behind** it emphasises *“reinforcing the engagement and leadership of most affected communities as experts in decision-making, service delivery and oversight.”*

This can be interpreted as the Global Fund recognising sex workers as experts in developing and implementing sex worker programmes. It also means that you have expertise to contribute to improve decision making on other issues. Referencing this commitment is not going to guarantee your involvement or that your opinions will be listened to or your priorities included in the GC7 Funding Request, but it does make it much harder for the FPM, PRs, Funding Request writing teams and CCMs to ignore you.

The Strategy Framework, illustrated here, can be used as a general point of reference in any Global Fund related discussions and advocacy. For instance, you could reference your alignment with one or more of the 3 Mutually Reinforcing Contributory Objectives when presenting sex worker priorities for inclusion in GC7 funding requests or when advocating for sex worker-led organisations to be Sub-Recipients, as implementers of sex worker programmes.



The Global Fund also states there will be **“Intensified action to address inequities, human rights, and gender-related barriers.”** This is another important commitment. The intention is to continue current activities, scaling up some of the programmes and raising the level of ambition. How this will play out, given the likelihood that country allocations will not increase, is difficult to say. But you can refer to this commitment during GC7 funding request development; when preparing sex worker priorities; programme development negotiations etc. For example, you could refer to this commitment if you are proposing activities that address gender-based violence against sex workers, as being fully aligned with the Global Fund Strategy 2023–2028.

The Strategy highlights the increased use of data to inform decision making, it commits to: **Much greater emphasis on data-driven decision-making.** This presents sex workers with an opportunity to bring together different commitments to strengthen sex worker advocacy for more engagement, an enhanced role in Global Fund processes and decision making, and your contributions, submissions and technical input in the GC7 Funding Request development processes.

- The emphasis on data driven decision making could be usefully used if you become aware that the data (for example, population size estimates of sex workers) being used for the GC7 Funding Request is out of date or does not reflect the true numbers or situation for sex workers. *Accurate data on the number of sex workers may not be available but it would still be worth bringing this to the attention of the CCM writing team, the FPM and the Global Fund CRG Team, who can alert the TRP when they are reviewing funding requests.*
- The call for more data informed decision making means Community-Led Monitoring (CLM) conducted by sex workers becomes an important resource.
- Greater use of sex worker-led CLM can be strengthened by referencing the Global Fund commitment to **Maximise the Engagement and Leadership of Most Affected Communities to Leave No One Behind.**
- The sub commitment **“Evolving the way that the Global Fund does its business in-country to be more accepting to community-led organisations as service providers, on oversight committees, and as technical expert advisers”** will support your advocacy that given the expertise shown in your data collection and CLM, as sex workers you are best placed to provide technical advice on development of sex worker programmes; who should implement these programmes and to have a role in oversight.

- You may also be able to link HIV prevention, in support of national HIV programmes, by using your CLM to advise how best to target programming to address limited **access to prevention commodities**, including condoms and lubricants and harm reduction.
- Your CLM could be used to show a need and expectation (in line with the objectives of the strategy) that funding proposals will include programmes to address **stigma, discrimination, violence, criminalisation**, and **gender-related barriers**; and increased support for **community-led responses**.
- This data can also be used to advise how to focus efforts to strengthen activities to eliminate **HIV-related stigma and discrimination** and how to focus and increase efforts to challenge the **criminalisation of key populations**.
- Likewise your CLM may help you identify gaps in **treatment and care**.

You can use the Strategy to hold FPMs, PRs and CCMs to account, both during funding request development and in other ways. For example, it is no longer acceptable to exclude sex workers from Global Fund decision making because they are criminalised; or dismiss evidence and data presented by sex workers, because the Global Fund recognises the expertise of sex workers and acknowledges the contribution is valuable.

ANNEX 1: The role of a sex worker or community representative on the CCM

CCM Elections

CCM elections may happen at different periods depending on the rules of each CCM, but generally every 2 or 3 years.

The Key Populations seat may be a single seat, where the representative is there for all key populations or some communities may have a separate seat. In both cases the representative(s) must be nominated and voted for by the constituency they will represent. If it is a single key population seat the election process must be organised involving all recognised key populations, possibly through a Key Population Consortium (if one exists) or through another independent entity. If there is a sex worker seat, for example, then the sex worker community should nominate one or more candidates and have a transparent voting process to elect their own representative.

NSWP can provide simple templates for a sex worker election process that meets Global Fund requirements and guidance, which has been used successfully by sex workers.

Neither the CCM or any government entity is allowed to nominate or appoint a Key Population representative of their choosing. If this happens it should be reported to the Global Fund, especially the CCM Evolution Team. ccm@theglobalfund.org

Selecting a CCM Member

Being a CCM member is not an easy task and comes with a lot of responsibility. But it is essential because the CCM is one of the only forum where a sex worker (or any other key population) can sit as an equal with the Minister of Health and other senior decision makers, to decide how millions of dollars are spent and what programmes are supported. A Sex Worker CCM member is representing the whole sex worker community in their country and not their organisation.

When selecting a potential CCM representative it is worth considering these general criteria for the selection of a member and alternate member of the CCM representing sex workers:

- 1 The CCM candidate should be a sex worker that has been involved in the HIV response for at least three years.
- 2 The candidates should commit to allocate time to carry out all duties and responsibilities as a member of the CCM and represent sex workers.
- 3 The candidate should understand the scope of funding related to the Global Fund.
- 4 The candidate should have strong communication skills, especially in conducting negotiations and diplomacy in official forums. *It is important to remember the skills you use in your job as a sex worker and transfer those skills to negotiating on the CCM. Your skills and experience as a sex worker is an advantage, not a disadvantage.*

- 5 It would be good if you can speak and read English. Or if you are going to learn English or have someone who can translate for you. *It is unfortunately the case that speaking and reading English will help. It is not an essential requirement but a lot of Global Fund documents are in English only. But lack of English should not prevent you from nominating your preferred candidate.*

As a CCM member you will be required to:

- 1 actively participate in CCM and related meetings, representing sex worker interests;
- 2 regularly communicate, coordinate and consult with sex worker communities concerning the implementation of programme activities supported by the Global Fund. Consultations should take place in accordance with CCM procedures;
- 3 regularly update and inform constituents of all CCM Global Fund activities by circulating CCM meeting notes;
- 4 respond to questions or requests for clarification and information from constituents in an efficient and prompt manner;
- 5 actively participate in monitoring funded activities and providing feedback to the CCM.

It is unlikely that all CCM members do all of these things but points 1 and 2 are particularly important.

Role as a Sex Worker Representative

As a sex worker representative you would have certain obligations:

- 1 Approve/vote during CCM decision making forums (based on prior consultation with constituents, ensuring that any decision on behalf of sex workers at the CCM forum is based on community consensus (*where possible and realistic*).
- 2 If necessary, refuse to agree on an issue during the CCM decision making forum, as per the results of consultations with constituents. *It is likely you will come under a lot of pressure to agree to certain decisions, such as a funding request, even if you have not seen it or do not agree with it. This is something only you can decide, but you have the right to refuse to sign off on things if you have not seen all the relevant documentation.*
- 3 Obtain information regarding programme implementation from communities in the field in order to identify any abuses or challenges and bring them to the CCM's attention, and to facilitate and follow up on requests for clarification, case finding or other information from constituents pertaining to the implementation of field activities supported by Global Fund grants. *Community-led monitoring will be useful in this regard and should provide you with quite a bit of information. It will also be useful to use any contacts you may have in other key population organisations to obtain this information.*

- 4 Get support and technical assistance (as needed) to ensure effective participation. *While not always possible, if there are options available try and take advantage of them.*
- 5 In accordance with the Global Fund Guidelines and Requirements for CCM's management of conflicts of interests, to declare in writing any potential conflict of interest, both personal and institutional, during their tenure. *It may be that you have to submit a Conflict of Interest statement in writing and/or you may have to declare a Conflict of Interest on a specific issue on the CCM agenda.*
- 6 To facilitate the planning of a selection process in the last quarter of their tenure for a new sex worker representative at the CCM.

What you need from sex workers

The information that you would regularly need from your sex worker constituency is:

- Situation of HIV and AIDS and sex worker services in the field;
- Programme implementation progress and issues;
- Any noted abuse of human rights suffered by sex workers.

This information will strengthen your interventions on the CCM. The community-led monitoring undertaken by the main sex worker-led organisation in your country will be a good source to ensure you have this information.

CCM Policies and guidelines that may help

The Global Fund has many documents, policies and guidance notes on the CCM including: CCM Policy; Operational Policy Manual; CCM Funding Policy; Code of Ethical Conduct for CCM Members; CCM Guidance Note on Engagement; the Global Fund Community Engagement Toolbox, and resources developed by the Regional Platforms. These and the rest of the many documents can be found by web searching Country Coordinating Mechanisms or the title of the specific document or through visiting [the Global Fund website](#).

What is good about being on the CCM?

Being on the CCM enables you to influence decisions that affect your life and the lives of other sex workers. There are very few opportunities to do this and the CCM is one of them.

Being a CCM member leads on to being involved in other health discussions. The contacts you make can lead to being invited to participate in discussions such as the development of a new HIV strategy or development of new human rights policies.

Importantly,

- A sex worker on the CCM challenges the negative ideas people have of sex workers. It changes perceptions and lets people know that sex workers are important and have important contributions to make;
- Having a sex worker CCM member builds confidence and self-respect within the sex work community. It shows that sex workers are important in national informing policies and programmes;
- Being a CCM member helps you fulfil your potential as a sex worker leader and helps you grow and develop as an individual.

There are many sex workers around the world who have become CCM members. For example, in Ecuador when NSWP first met the sex workers there they did not know about the Global Fund and did not even think they could speak with Global Fund Officials. Now they are on the CCM, have had a big influence on the funding request, have changed policies related to health and sex workers and most recently got all the sex worker priorities into the C19RM funding request. In Suriname it was the same and sex workers there have just been elected to the CCM. This is the first time sex workers have ever had a voice in such a forum in Suriname. They did not even know they could speak up for themselves in such a forum when NSWP first met them 2 years ago and in 2 years they are now representing sex workers and sex worker issues in the CCM. In Ghana a sex worker leader there is about to get elected to the CCM. And there are many other examples and all of them are speaking up for sex workers.

Being on the CCM you can show that sex workers really do, do it better!

What is being on the CCM really like?

At first, being on the CCM may seem like a daunting prospect. You might feel as though the CCM will be full of people, mostly men, who are experienced and knowledgeable; that you will make a mistake or say something stupid and embarrass yourself; and that it is too difficult to keep up and understand the discussions. And yes, it may be all these things, so let's break it down:

- Being in any formal setting can be daunting when you are new to it. But just because some may have fancy job titles or work for the government it doesn't mean they have more to contribute than you do.
- Yes, the CCM will probably be dominated by men who have done this kind of work for a long time. But don't assume they are knowledgeable. In terms of sex work and the reality for any key population or community, you will probably be the most informed person in the room on sex work issues.
- We can all make mistakes or say something that is off point but it is not a big deal and shouldn't discourage you from speaking up. The opinion of others is no more valid than yours. If you are timid you will be ignored. Remember you have the same right as other members to be at the meeting and you have a right to be heard. And your opinions and who you represent are important.
- Read the CCM procedures, have discussions with the outgoing CCM member and read the meeting documents. You don't have to read every word of every document but it is important you scan for key words or phrases and then read what is said. For key words such as 'sex work', 'key populations', and 'community', it is important to always read these sections. Any mention of services, HIV testing, commodities such as condoms and lube etc.; and anything related to funding allocations, are important to note as these are areas that may have an impact on sex workers. Of course, if you can, then read all the documents. The trick is to understand the parts that are important and can't be missed.
- Being on the CCM is a learning process and it may take 2 or 3 meetings before you really begin to understand and feel comfortable with what is going on. This is perfectly normal.
- Finally, learn to read the room. Use the same skills you would use to work out the situation when you go into a new bar or place where you have not been before. Identify potential allies and those who might be enemies and make connections.

ANNEX 2: Thoughts and Suggestions for Developing Funding Proposals

These are just some general guidelines to help you prepare your submission to the GC7 writing team and of course any funding proposals to other donors.

For the GC7 submission it is advised you refer to the Global Fund Modular Framework Handbook as an additional guide.¹⁰

Some basic thoughts

Acquiring funding is not about asking for money, it is about selling your ideas and project.

Your proposal will need to be persuasive but don't promise what you can't deliver.

The Donor will want to invest in a project that will:

- Solve a specific problem.
- Meet an urgent need: By funding a solution.
- Produce tangible benefits with lasting effects.

Use the same language as the Donor. Show how your project fits with national priorities.

¹⁰ Global Fund, 2022, "Modular Framework Handbook Allocation Period 2023–2025."

Presenting your proposal

You could consider presenting your proposal as a narrative, even using a logical framework or log frame to structure your submission.

Many government agencies appreciate proposals that are summarised in a log frame. A log frame simply helps you set out your proposal in a logical format. E.G. *Overall Objective – specific objectives – results/outputs – methods/activities.*

	INDICATORS	MEANS OF VERIFICATION	RISK OR ASSUMPTIONS	COMMENTS
Overall goal	Impact indicators			
Project purpose	Impact indicators			
Results or outputs	Implementation indicators			
Activities				

Examples

Overall goal: this is a high-level goal that your project contributes to – e.g. *reduction in instances of HIV amongst sex workers and their clients.*

Project purpose/specific objectives: what is it you expect to achieve – e.g. *increased knowledge about HIV; develop care and support pathways for sex workers.*

Results/Outputs: measurable outputs that your activities produce – e.g. *accurate population size estimates of sex workers; raised awareness of HIV prevention amongst sex workers and their clients; improved evidence based planning of health services.*

Methods/activities: what tasks will you undertake to produce project results – e.g. *information dissemination; referrals; training; data collection; physical and emotional support to sex workers.*

Indicators

Indicators show how the project goals are achieved and they usually show:

- **Quality** – how well the project has been implemented.
- **Quantity** – how much or how many sex workers have been reached.
- **Target group** – sex workers but can also include related groups such as clients.
- **Timeline** – by when will the project be completed or show results.

Good indicators are: SMART

- **S** – specific
- **M** – measurable
- **A** – achievable
- **R** – realistic
- **T** – timebound

You would need to show how you are going to verify the success of the project. E.G. anonymous questionnaires to assess the quality of the activities.

You might want to include **Risks and Assumptions**. These are important conditions or decisions outside of the control of the project but which are critical for the project to work.

Typical Proposal Sections

- **Title** – project summary
- **Overall Objectives** – background and/ or justification
- **Specific Objectives** – what you are going to achieve
- **Outcomes** – what will be the results
- **Methods** – how you will implement/ what you will do
- **How you will measure impact**

Final thoughts

Project summary – arguably the most important part of your proposal. Remember, first impressions count.

Overall objectives – these should state the project goal in terms of longer-term benefits. The overall objective will not be achieved by your project alone but it will contribute to the longer-term objectives.

Background or justification – show that you have identified a specific sex worker issue that needs addressing. Describe how your project fits into a broader public health benefit.

Specific objectives – these should address the core problem you have identified. Try not to sound too ambitious because your project has to be achievable so don't state objectives you can't achieve. Each objective should have clear, measurable and achievable outcomes. This is the opportunity to convince the donor that your work will have significant impact.

Outcomes – your proposal needs to indicate the impact it will achieve. Each objective listed should have a corresponding outcome.

Methods – you need to be able to show that you will achieve your objectives in the time available and that you have thought through the programme in detail. Show what activity you will carry out for each objective. Be as precise as possible.



Global Network of Sex Work Projects
Promoting Health and Human Rights

SOLIDARITY IN ACTION

Even before the HIV epidemic, sex workers were organising themselves. NSWP, as a global network of sex worker-led organisations, has strong regional and national networks across five regions: Africa; Asia-Pacific; Europe (including Eastern Europe and Central Asia); Latin America; and North America and the Caribbean.

NSWP has a global Secretariat in Scotland, UK, with staff to carry out a programme of advocacy, capacity building and communications. Its members are local, national or regional sex worker-led organisations and networks committed to amplifying the voices of sex workers.



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