



Investing in our future

**The Global Fund**

To Fight AIDS, Tuberculosis and Malaria

**GENDER EQUALITY STRATEGY**

**PLAN OF ACTION 2009 - 2012**

**July 2009**

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## ABBREVIATIONS

CCM	Country Coordinating Mechanism
EMT	Executive Management Team
FPM	Fund Portfolio Manager
GBV	Gender-based violence
GF	Global Fund to Fight AIDS, Tuberculosis and Malaria
HR	Human resources
KPI	Key Performance Indicator
LFA	Local Fund Agent
LGBT	Lesbian, gay, bisexual and transgender
M&E	Monitoring and evaluation
MOU	Memorandum of Understanding
NGO	Non-governmental organisation
PLHA	Persons Living with HIV and AIDS
RCC	Rolling Continuation Channel
SPE	Strategy, Performance and Evaluation
SRH	Sexual and reproductive health
TB	Tuberculosis
TOR	Terms of Reference
TRP	Technical Review Panel
SOGI	Sexual Orientation and Gender Identities
UNAIDS	The Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WHO	World Health Organisation

## I. INTRODUCTION

The Global Fund plays a catalytic role in encouraging and supporting countries to take the gender dimensions of their epidemic(s) into account in proposals. It recognizes the need to invest in gender equality as part of the strategy to address the three diseases at country level. Gender inequalities are a strong driver of the HIV/AIDS, TB and malaria epidemics and close attention needs to be paid to how such inequalities fuel the spread of disease and affect the ability of women and girls, men and boys to access healthcare and other services equitably. Therefore the Global Fund recognizes the importance of addressing gender issues, with a particular focus on the vulnerabilities of women and girls and sexual minorities, in the fight against the three diseases, more substantially in the Global Fund's policies and operations. As an innovative financing mechanism and not an implementing agency, the Global Fund works with a broad network of partners to support countries to do this, through advocacy and capacity building on programming, implementation and monitoring and evaluation. The strength of the Global Fund is its ability to support countries' efforts to take the gender dimensions of the three epidemic(s) into account in their proposals and subsequent program implementation of interventions that benefit women and girls and with engagement of men.

The Framework Document of the Global Fund states that the Global Fund will support proposals that "address social and gender inequalities, as well as behaviour practices, that fuel the spread of the three diseases".<sup>1</sup> The development of the Gender Equality Strategy ("the Strategy") in 2008 and its endorsement by the Global Fund Board elaborates on this aspect of the Framework Document and reaffirms the Global Fund's commitment to addressing gender issues, with a particular focus on the vulnerabilities of women and girls and sexual minorities.

Following the approval of the Global Fund's Gender Equality Strategy at the Eighteenth Board Meeting in November 2008, a four-year Plan of Action (2009 - 2012) was developed by the Global Fund Secretariat to set out the Strategy's implementation.

The Plan of Action 2009 - 2012 takes into account the series of internal and external consultations held during the development of the Gender Equality Strategy. The advice and expertise provided by Secretariat staff and partners together with the recommendations of civil society and the Global Fund Partnership Forum have also been taken into consideration in the development of the Plan of Action.<sup>2</sup>

The focus of the Plan of Action 2009 - 2012 is primarily on support to programs and activities that address gender inequalities and strengthen the response for women and girls, men and boys. However, the Global Fund recognises that the most vulnerable and high risk groups in society also include sexual minorities. The Global Fund Secretariat is therefore developing a separate strategy focused on the specific needs of sexual minorities which will complement and build on the Gender Equality Strategy and Plan of Action.

Chapter 2 of this report sets out the objectives, core components and key outcomes of the Plan of Action as well as risks and assumptions inherent in its implementation.

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<sup>1</sup> The Global Fund to Fight AIDS, Tuberculosis and Malaria, *The Framework Document of the Global Fund to Fight AIDS, Tuberculosis and Malaria*. Geneva, Switzerland. p.4.

<sup>2</sup> Recommendations on Partnership and Gender, *Listening to the Voices - Stronger and More Effective Partnership for Sustained Impact: Recommendations from the Global Fund Partnership Forum*. Dakar, Senegal, 8 - 10 December 2008.

Chapter 3 defines the roles and responsibilities of different structures within the Global Fund in the implementation of the Strategy and Plan of Action. The critical role of partnership in realising the goals of the Strategy is addressed in chapter 4, which highlights the contribution of key partners within the Plan of Action. Chapter 5 sets out a monitoring and evaluation framework for the Gender Equality Strategy, while the detailed log frame for the Plan of Action 2009 - 2012 is provided in annex A.1.

## **II. GENDER EQUALITY STRATEGY PLAN OF ACTION 2009 - 2012**

### **Objectives**

The four strategic objectives of the Plan of Action correspond to the key areas of intervention identified in the Gender Equality Strategy. These are:

1. Ensure Global Fund's policies, procedures and structures effectively support programs that address gender inequalities;
2. Establish and strengthen partnerships that effectively support the development and implementation of programs that address gender inequalities and reduce women's and girls' vulnerabilities and enhance the involvement of men and boys, provide quality technical assistance, and build capacity of groups who are and who are not currently participating in Global Fund processes but should be;
3. Develop a robust communications and advocacy strategy that promotes the gender equality strategy and encourages programming for women and girls and men and boys.
4. Provide leadership, internally and externally, by supporting, advancing and giving voice to the Gender Equality Strategy.

Each objective is broken down into component parts ("Core Components") to guide implementation and prioritise operational and analytic work. These components comprise a series of individual activities which, taken together, ensure that the objective is achieved.

A detailed log frame is provided in Annex A.1 and identifies key partners, impact, means of verification and timeframe for each activity. A separate monitoring and evaluation framework is outlined in Section 5 and provided in more detail in Annex A.2.

This Plan of Action describes general objectives from the perspective of the Global Fund Secretariat. Its overall objective is to ensure that the Global Fund is financing grants that address gender inequalities as an integral part of the fight against the three diseases. Although programs supported by the Global Fund are country-driven, they should ensure that the responses provided to combat the diseases consider specific needs from a gender perspective analysis and provide solutions adapted to the context of countries.

## **Resource implications**

A system-wide shift toward addressing gender equality is a Secretariat-wide responsibility, and the critical processes and actions identified in the Gender Equality Strategy and Plan of Action 2009 - 2012 will require resources in certain areas. All efforts should be made to contain the additional costs of implementing the Strategy and Plan of Action.

The Global Fund Secretariat will allocate the necessary resources in a phased manner. In addition to the senior gender adviser, at least two professional staff positions (a Senior Advisor on Sexual Orientation and Gender Identities and Gender Technical Officer) will be required in 2009.

**Table 1. Plan of Action 2009 - 2012: Summary of Strategic Objectives, Core Components and Key Outcomes**

<b>STRATEGIC OBJECTIVE 1. ENSURE GLOBAL FUND'S POLICIES, PROCEDURES AND STRUCTURES EFFECTIVELY SUPPORT PROGRAMS THAT ADDRESS GENDER INEQUALITIES</b>		
<b>CORE COMPONENT</b>	<b>KEY OUTCOMES</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>
<b>1.1</b> Ensure proposals are based on the principle of 'know your epidemic', therefore include sex and age disaggregated data and a sound, evidence-based gender analysis in relation to the specific disease; and subsequently address the gender inequalities that exist.	<p>Proposals include sex and age disaggregated data and an evidence-based gender analysis. If gender inequalities exist in the country's context, the proposal demonstrates evidence-based program approaches to address these inequalities in relation to the specific disease.</p> <p>Proposal roadshows communicate gender issues to stakeholders.</p> <p>Revised fact sheets and proposal guidelines on gender are available to countries.</p> <p>New and/or adapted proposal questions include a clear, direct link to gender.</p>	<p>1. Number and % of TRP recommended proposals which include relevant sex and age disaggregated data. This can be at different levels (prevalence, awareness, behaviour, coverage of services, etc)</p> <p>2. Number and % of TRP recommended proposals that include a sound and evidence-based gender analysis.</p> <p>3. Number and % of TRP recommended proposals that include gender-sensitive or transformative activities.</p>
<b>1.2</b> Strengthen gender expertise of CCMs to ensure proposals address gender inequalities	CCMs capacity and experience relating to gender is strengthened	<p>1. Number of CCMs that include members with gender expertise</p> <p>2. Number of CCMs with an adopted Gender Equality and Equity Statement</p> <p>3. Number of CCMs that have increased the % of women in their composition</p>
<b>1.3</b> Strengthen gender expertise of the Technical Review Panel (TRP) to increase the number of recommended proposals that address gender inequalities	<p>TRP demonstrates gender expertise</p> <p>TRP-recommended proposals include a sound gender analysis and response</p>	1. Number and % of TRP members recognized as gender experts
<b>1.4</b> Strengthen reporting disaggregated by sex and age and of gender-sensitive or transformative activities	<p>Performance Frameworks encourage incorporation of sex and age disaggregated impact/outcome indicators (prevalence, awareness, behaviour, coverage etc.) and indicators that monitor gender-related activities</p> <p>Global Fund is able to systematically track and report on programs that address gender inequalities.</p>	<p>1. Number and % of new Performance Frameworks that include sex and age disaggregated impact or outcome indicators</p> <p>2. Number and % of new Performance Frameworks that include indicators that monitor gender-sensitive or transformative activities</p> <p>3. At least one gender indicator is included among the Key Performance Indicators (KPI's) of the secretariat</p>

<b>STRATEGIC OBJECTIVE 2. ESTABLISH AND STRENGTHEN PARTNERSHIPS THAT EFFECTIVELY SUPPORT THE DEVELOPMENT AND IMPLEMENTATION OF COUNTRY PROGRAMS THAT ADDRESS GENDER INEQUALITIES, REDUCE WOMEN'S AND GIRLS' VULNERABILITIES AND ENHANCE THE INVOLVEMENT OF MEN AND BOYS IN FIGHTING THE 3 DISEASES.</b>		
<b>CORE COMPONENT</b>	<b>KEY OUTCOMES</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>
<p><b>2.1.</b> The Global Fund and partners agree on specific areas of collaboration to support countries in “knowing their epidemic” including support in the use of sex and age disaggregated data, developing data and reporting systems and developing national diseases strategies and plans based on a sound gender analysis.</p> <p><b>2.2.</b> Global Fund and partners work together to ensure gender expertise is provided to countries through technical support and capacity building in the development of resource mobilization plans, including proposals, RCC and NSAs</p> <p><b>2.3.</b> Global Fund and partners build countries' capacity to address gender inequalities in implementation, particularly through Community Systems Strengthening</p>	<p>The Global Fund partnerships framework includes “gender” in the key areas of partnerships and has a related gender indicator in the Partnership Performance Framework.</p> <p>Partnership operational plans include support to countries on data and reporting systems and national strategic planning that addresses gender inequalities (the use of sex and age disaggregated data, conducting a sound and evidence-based gender analysis, developing gender sensitive or transformative interventions where relevant, the use of sex and age disaggregated indicators and indicators monitoring and evaluating gender-related activities)</p> <p>Partners provide technical support to countries in the area of gender in the process of proposal development, RCC and NSAs.</p>	<p>1. Percentage of global MOUs or partnership agreements with gender built into work plans</p> <p>2. Number of countries with partnership operational plan that include gender</p> <p>3. Number of applying countries that are getting support from partners with gender expertise to include gender sensitive or transformative intervention based on sound gender analysis during their process of resource mobilisation through the global fund mechanisms (proposal development, RCC, NSA)</p>
<b>STRATEGIC OBJECTIVE 3. DEVELOP A ROBUST COMMUNICATIONS AND ADVOCACY STRATEGY THAT PROMOTES THE GENDER EQUALITY STRATEGY AND ENCOURAGES PROGRAMMING FOR WOMEN AND GIRLS AND MEN AND BOYS.</b>		
<b>CORE COMPONENT</b>	<b>KEY OUTCOMES</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>
<p><b>3.1</b> Develop a corporate communications package that identifies critical entry points for the Global Fund's gender equality messaging. These entry points should take into account the communication needs in-country and include strategies to ensure that information is easily accessible to Global Fund staff and all stakeholders.</p>	<p>The Gender Equality Strategy and relevant tools supporting its implementation are reinforced and communicated broadly and effectively to staff and partners at global and country level;</p> <p>Pocket edition containing definitions and explanations of key gender terms, concepts and messages produced for internal staff and partners</p> <p>The section of gender in the Knowledge hub is regularly updated and contains useful information</p>	<p>1. Kit of gender analysis tools available on the knowledge hub</p> <p>2. Pocket edition with key definitions and explanations of gender terms and concepts is available</p> <p>3. Relevant statement on gender equality included in Global Fund communication</p>

<b>STRATEGIC OBJECTIVE 4. PROVIDE LEADERSHIP, INTERNALLY AND EXTERNALLY, BY SUPPORTING, ADVANCING AND GIVING VOICE TO THE GENDER EQUALITY STRATEGY.</b>		
<b>CORE COMPONENT</b>	<b>KEY OUTCOMES</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>
4.1. Strengthen the technical capacity of the Global Fund Secretariat to address gender inequalities (HR, training of staff, ...)	Gender expertise within the Secretariat is strengthened and easily accessible to the Secretariat, the Board and partners	<ul style="list-style-type: none"> <li>1 Number of staff posts with recognized gender expertise</li> <li>2 Number of sessions (induction courses / technical seminars) organised on gender issues</li> <li>3 Number of staff who benefited from such sessions</li> <li>4 A formal internal gender task team nominated</li> </ul>
4.2. Integrate principles and actions to achieve gender equality into all aspects of staff management and culture	Global Fund is committed to gender equality and equity, equal employment opportunities for all, equal pay for equal work, and family friendly policies.	<ul style="list-style-type: none"> <li>1. Number and % of female staff at post of G06 (equivalent to P5) and above</li> <li>2. HR policy revised in the aim to be more family friendly (parental leave, physical presence at the office, space for breast feeding, flexible working hours...)</li> </ul>
4.3. GF governance bodies provide oversight and advocacy and give greater attention to gender equality principles in Global Fund governance structures and operations	<p>Effective high-level monitoring of Gender Equality Strategy implementation</p> <p>Strong commitment and leadership from all members of the Global Fund Board in advocating for gender equality</p>	<ul style="list-style-type: none"> <li>1. Review of progress in implementing the Gender Equality Strategy regularly included on the agendas of relevant Board committees.</li> </ul>

## Risks and assumptions

In the development of the 2009 - 2012 Plan of Action the following assumptions were made<sup>3</sup>:

1. Full support and commitment from the Global Fund Board and Executive Management of the Secretariat;
2. Continuing technical support and direction from the Strategy, Performance and Evaluation Cluster of the Secretariat;
3. A resource level sufficient to accomplish activities in relation to technical, financial and human resources;
4. Stakeholder support and participation, including partners at the global and country level.

Key risks and challenges to the realisation of the Strategy include technical and operational risks (e.g., ability to implement activities through a combination of commitment and resources from within the Secretariat and through collaboration with stakeholders) as well as financial risks (sufficient resources to support gender transformative proposals and activities, especially at the country level).

Strategies to manage these risks include extensive internal and external consultation to ensure buy-in and a clear understanding of roles and responsibilities among all Secretariat staff, Executive Management Team (EMT), and Board members; discussion with stakeholders to familiarise and engage partners in the Strategy and its implementation; a well-resourced Strategy, Performance and Evaluation unit and sufficient gender expertise within the Secretariat to provide necessary skills, oversight and support; rigorous monitoring and evaluation process to track progress and ensure activities are completed on time.

**Table 2. Plan of Action 2009 - 2012: Risk and Mitigation Strategies**

RISK	MITIGATION STRATEGY
1. Insufficient buy-in and commitment from Executive Management and/or staff to enable achievement of objectives.	The EMT and Senior Gender Advisor ensure commitment to the Strategy at the highest levels of the Secretariat. Development of a change management approach, including communication strategy, training and education.
2. Insufficient gender expertise and knowledge across the Secretariat to implement all activities within the timeframe.	The Knowledge Management Unit ensures Secretariat staff are provided with the necessary gender training to meet the needs of the implementation plan.
3. Integrating gender into the Global Fund's policies, procedures and structures proves more difficult than expected.	Secretariat conducts thorough review identifying areas where the integration of gender into Global Fund policy guidance, procedures and structures is feasible and achievable.
4. Inadequate stakeholder support at country and global level to achieving the Strategy's objectives prevents successful implementation of activities.	Development of formal and informal partnership agreements, to include integration of gender into operationalization of existing MOUs.
5. Information and communication around the Strategy are poorly disseminated both internally and externally leading to lack of understanding and commitment	Ensure lines of communication are clearly defined and messages are widely disseminated.
6. Insufficient resources mobilised to support activities and effect change at the country level and within Global Fund structures and operations.	Strong commitment and leadership from the EMT ensures allocation of financial and technical resources to the Plan of Action 2009 - 2012.

<sup>3</sup> Key risks and assumptions for individual activities are identified in the logical framework (see annex A.1).

### **III. GLOBAL FUND BOARD, PARTNERSHIP FORUM, TECHNICAL REVIEW PANEL AND SECRETARIAT**

The Plan of Action 2009 - 2012 is the collective responsibility of the entire Global Fund Secretariat and the Board, and acknowledges the critical role of partnerships in realising the goals and objectives of the Gender Equality Strategy (see also chapter 4). While there is a system-wide responsibility for gender equality, under the Plan of Action different structures within the Global Fund, including Clusters within the Secretariat, are responsible for the implementation of specific activities.<sup>4</sup> An overview of these roles and responsibilities is summarised below.

#### **Global Fund Board**

Members of the Global Fund Board have a crucial role and responsibility to play in promoting the Gender Equality Strategy at the global and country level both within Global Fund structures and with partners. In achieving the Strategy's objectives, there is an important leadership and advocacy role for the Board, particularly the Chair and Vice Chair, to play in ensuring that gender equality is incorporated in all aspects of the work of the Global Fund.

#### **Partnership Forum**

The Global Fund Partnership Forum exists as a public forum of accountability for the Fund and provides the opportunity for open debate on critical policy issues. The Forum also serves as an opportunity for high-level recommitment to and coordination of the goals of the Global Fund. Following the Partnership Forum meeting in December 2008, several of the recommendations made to the Global Fund Board have been addressed directly and indirectly in the Plan of Action 2009 - 2012.

#### **Technical Review Panel**

The independent Technical Review Panel (TRP) is instrumental in assessing proposals for funding and recommending what gets funded through the Rounds-based and Rolling Continuation Channels. The Global Fund will seek to strengthen gender expertise within the TRP through substantive briefings on gender issues and revised terms of reference, with the aim of ensuring that recommended proposals are addressing gender inequalities in fighting the three diseases. The Global Fund will ensure that the upcoming replenishment of TRP members for Round 9 is focused on gender expertise.

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<sup>4</sup> 'Cluster' in this context equates to the term 'department' in other organisations and is the preferred nomenclature of the Global Fund for the highest organisational grouping of functions and units.

## **Secretariat**

All members of the Global Fund Secretariat have an important role and responsibility, through a coordinated and unified approach in the implementation of this plan.

### **1. Executive Management Team**

The realisation of the Gender Equality Strategy requires sustained commitment from the very highest levels of the Global Fund. As the forum for corporate decision-making and communications with the Secretariat, the Executive Management Team (EMT) sets the strategic vision and tone for the organisation. By providing strong leadership, advocating internally and externally about the Global Fund's commitment to gender equality and its role and plan of action for contributing to this goal, promoting positive behaviours and incorporating accountability mechanisms for the staff, a clear and powerful message is sent by the EMT which engages employees and stakeholders with the Global Fund's commitment to gender equality. The EMT also has a critical role in the determination and allocation of resources to support the realisation of the Strategy and Plan of Action.

### **2. Strategy, Performance and Evaluation cluster**

Responsible for the generation and application of best practice and evidence in developing Global Fund strategies, the role of the Strategy, Performance and Evaluation Cluster is central to the planning, implementation and monitoring of the Gender Equality Strategy as a whole as well as the Plan of Action 2009 - 2012

Within the Cluster, the Senior Gender Advisor and Sexual Minorities Advisor have a vital role to play in providing technical expertise within the Secretariat and to partners. This will be done in partnership with the Knowledge Management Unit. As well as undertaking a leadership and coordinating role in strengthening the technical capacity of the Secretariat to address gender and sexual minorities, the Advisors will be responsible for ensuring that the Plan of Action 2009 - 2012 is kept on track and momentum maintained.

The Strategy, Policy and Development Unit has an essential role in promoting innovation in policy development across the Global Fund and at all levels, and in improving the Fund's capacity to address and implement corporate priorities, including the Gender Equality Strategy.

In developing the Global Fund's proposal forms and guidelines, the Country Proposals Team will work closely with the Senior Gender Advisor to strengthen the gender-related components of these documents to encourage countries to submit proposals based on a disease strategy that is informed by gender analysis, including epidemiological data disaggregated by gender and age, and ensure that all new global fund funding modalities (e.g., Architecture Review, National Strategy Applications) are consistent with the Global Fund Gender Equality Strategy.

In the Performance, Impact and Effectiveness Unit, the recruitment of a Gender Technical Officer will provide the requisite skills to analyse the inclusion of gender issues into the grant portfolio and the effectiveness of Global Fund-funded programs in advancing gender equality.

The Monitoring and Evaluation (M&E) Unit has an instrumental role in tracking program results, including gender-related components. In the context of the Gender Equality Strategy and Plan of Action, the M&E Unit has two key responsibilities. (1) The Unit will be responsible for negotiating agreement between partners about a key list of indicators that can be included in the joint M&E toolkit. (2) The Unit will play a critical role in monitoring and evaluating the progress of the Gender Equality Strategy overall. A more detailed description of monitoring and evaluation responsibilities in relation to the Gender Equality Strategy is provided in Section 5 of this implementation plan.

### **3. Country Programs Cluster**

The active involvement and inputs of the Country Programs are critical to the achievement of the Strategy's goals and objectives. Within Country Programs, the Regional Teams and Fund Portfolio Managers have a particularly important role to play in providing support and updated information to partners at the country level working on proposal development and implementation. The LFA Management Team has a key role in ensuring that the principles of the Gender Equality Strategy are reflected in the updated LFA tools and guidelines as relevant.

Through their relationship with CCMs and Principal Recipients, Fund Portfolio Managers are well positioned to ensure that countries are addressing gender inequalities in the national responses to the three diseases. In particular, Fund Portfolio Managers should be able to work with country-level partners to facilitate the provision of technical assistance to strengthen the in-country gender expertise.

In leading and managing the grant negotiation processes at various stages of the grant cycle, Fund Portfolio Managers provide a critical entry point for clearly and effectively communicating the Gender Equality Strategy and emanating policies requiring the development and implementation of gender-sensitive programs to partners at the country level who are working on proposal development and implementation. Through the grant negotiation process, Fund Portfolio Managers will ensure that gender sensitive activities included in a proposal are considered in the grant agreement and relevant indicators included in the Performance Framework to enable monitoring and reporting of the relevant activities.

Regional units within the Cluster and Fund Portfolio Managers play a strategic role in promoting the development of partnerships with governmental, non-government, civil society, networks and women's rights organizations, private sector, foundations and multilateral organizations at country level on gender equality issues, to ensure countries have access (if needed) to expertise in gender-sensitive programming, implementation, and monitoring and evaluation.

### **4. External Relations and Partnerships Cluster**

The partnership environment and mechanisms are undergoing a comprehensive review as part of the Five-Year Evaluation of the Global Fund. The Global Fund is currently developing a Partnerships Strategy that will aim to create a coherent approach to this area of work, including clear definitions of responsibilities and accountabilities. Gender equality is already integrated into the framework of the Partnerships Strategy which will also provide an entry point for implementing several of the activities in the Plan of Action 2009 - 2012, particularly those identified under objective 2. A revised corporate communications strategy is also underway and this will include a focus on gender-related messaging across Global Fund communications.

The Partnerships Team is responsible for strengthening corporate partnerships with donors, recipient countries, partner agencies, private sector, foundations and civil society organizations, including communities and women's organizations. This team will be essential for positioning partners to provide the requisite technical expertise and in-country capacity to ensure that interventions and approaches addressing the specific needs of women's and girls' and men's and boys' vulnerabilities are designed and implemented in proposals and national strategies applications.

## **5. Corporate Services Cluster**

The Corporate Services Cluster plays a role in ensuring the Secretariat's internal policies, procedures, and structures integrate gender equality. This includes responsibility for integrating gender equality into the Fund's human resource policy framework and related human resource policies encompassing recruitment, staff development, promotion, and performance appraisal.

While the Corporate Services Cluster has a key role to play, the successful integration of gender equality into all aspects of staff management and culture is not only the province of human resource management. The objectives of the Gender Equality Strategy can be best delivered when the shift is made from one-off policies to an implicit practice within everything that the Global Fund does. Gender equality integration is more than just having policies and processes in place; it is about transforming the way in which the Global Fund works. Substantial work is already underway on organizational development and identity, and the Gender Equality Strategy will link to this.

## **IV. PARTNERSHIPS**

Partnerships are a critical success factor in implementing the Gender Equality Strategy. In accordance with its principle of country ownership, the Global Fund does not engage in proposal preparation or the implementation of Global Fund-funded programs. Extending and deepening strategic partnerships with country partners is therefore key to achieving the goals and objectives of the Gender Equality Strategy.

A broad overview of the partnerships that will be central to realising the Strategy and Plan of Action 2009 - 2012 is provided below. Partnerships will assume a range of forms from formal agreements to informal arrangements, expressed through MOUs, collaborative agreements, to ad-hoc consultations and operationalization of existing memoranda of understanding.

The key areas of partnerships might include: Capacity building at country level, technical assistance (TA), normative guidance and capturing what works, supporting advocacy and building political understanding and commitment at country level, co-financing or other investment in implementation capacity, operational research on what works and what can be improved. Various partners will be involved. Proactive discussions will be held with key partners to develop and agree on the areas and ways of collaboration.

## Global Fund Country Partners

Since the Global Fund is not a technical agency, nor is it mandated to develop the capacity of in-country partners (i.e. provide technical assistance), and does not have a country-level presence outside of its Secretariat offices in Geneva, Switzerland, the role of country partners is vital. Without the support and buy-in from these country level partners to build the local capacity to develop and implement gender-sensitive programs, the Gender Equality Strategy cannot be implemented.

### Country Coordinating Mechanisms (CCMs) and Recipient Countries

The Plan of Action 2009 - 2012 recognizes the CCMs, which develop and submit proposals for funding to the Global Fund and the Principal recipients, as the key entry point for ensuring that proposals which take gender into account are prioritised at the country level. This plan also recognizes that capacity building of and technical assistance for CCMs and other country partners involved in proposal making is crucial to ensure that proposals developed address gender inequalities through interventions and approaches that are gender sensitive and/or transformative.

### Civil Society and NGOs

Civil society organizations have been instrumental in their contributions to the development of the Gender Equality Strategy and have an important role in achieving the Strategy's goals. The significance of this partnership is reflected in the Plan of Action where some activities will identify NGOs and civil society as key partners of the Global Fund. This relationship will be reinforced by the Civil Society Team within the External Relations and Partnerships Cluster and Country Program Cluster, which facilitates regular contact with civil society networks and clear channels of communication. The community system strengthening and the dual track financing approach will be key entry points to ensure gender inequalities can be addressed at community level. A particular emphasis will be on the collaboration with women's organizations, including groups of women and networks that are fighting for women's rights and women's empowerment as key resources at the country level. Civil society organizations have an important role to play in demand creation and implementation. They can also be effective in helping to disseminate useful communications from the Secretariat related to the Gender Equality Strategy, in increasing awareness of changes in the proposal forms and project implementation, and in supporting an increased civil society role among CCMs.

### People living with AIDS, Tuberculosis and Malaria

The full and equal participation of people living with the diseases at all levels is central to achieving the objectives of the Gender Equality Strategy. This includes their participation in CCMs, at the country and regional levels, on the Board, in the Partnership Forum, and within the Secretariat. There is still much to be done to build the capacity of organizations and networks of people living with the diseases. Strengthening capacity and partnerships with these groups is essential if they are to participate fully in national responses and properly represent the needs of their constituents, not just in proposal development but throughout the full grant lifecycle. A particular emphasis will be on collaboration with groups and networks of women

### Global Fund Partners at the Country Level

- CCMs
- Principal recipients
- Government
- Research and Academic Institutions
- People living with HIV and AIDS, Tuberculosis and Malaria
- Civil Society, includes community-based organizations?
- Faith-based Organisations
- UN and other Multilateral Organisations
- Bilateral Organisations
- Private Sector and foundations
- LFA

living with HIV/AIDS or affected by tuberculosis and malaria. They are essential at the country level in programming, implementation and particularly advocacy. They need to be strengthened and fully involved.

### *UN and others Multilateral Organizations*

Strengthening multilateral action at policy and country level is critical to achieving the goals and objectives of the Strategy, particularly in the provision of quality technical assistance, capacity building and advocacy on gender equality.

WHO is an important partner that provides technical guidance to applicant countries in the areas of AIDS, malaria, tuberculosis and health systems strengthening;<sup>5</sup> UNAIDS in its role as lead agency for support and technical assistance for National HIV programs that address gender inequality; UNDP, as the lead agency within UNAIDS for addressing the gender dimensions of the AIDS epidemic; UNIFEM, as an agency focused on women's rights and empowerment; UNICEF, in its role of lead agency on preventing mother-to-child-transmission; UNFPA, which has a leadership role in strengthening SRH-HIV and SRH-malaria integration; and World Bank, which can offer critical entry points in supporting countries to take the gender dimensions of their epidemic(s) into account. Many of the Global Fund's UN partners have involvement at country level in the development of National Strategic Plans, a crucial entry point which precedes the development of Global Fund proposals by the CCMs, and during the development of which it is crucial to develop understanding of and commitment at a political level to the importance of gender-based strategies in the fight against the three diseases.

UNAIDS has recently developed an Interagency Action Framework on Women and Girls, as well as an Action Framework on MSM and Transgender, which set out the strategy of UNAIDS and its UN partners in supporting a gender-based approach to fighting HIV/AIDS. These Action Frameworks provide a solid platform on which to build the partnership between the Global Fund and the UN in the implementation of the Gender Equality Strategy.

The partnerships will expand to include any other multilateral institutions and international organizations that have expertise related to gender and the three diseases, and will capitalize on the comparative advantages offered by each organization in realizing the goals of the Gender Equality Strategy.

### *Bilateral Organisations*

The Global Fund will work collaboratively with bilateral partners to ensure that greater financial and technical support is committed to programs that address the vulnerabilities of women and girls and sexual minorities across the three diseases. Overseas Development Assistance of several bilateral partners includes gender as a particular area of focus and the Global Fund will collaborate with these partners to ensure consistency in policies and priorities. Strengthened partnerships with bilateral organizations at country, regional and global level will have a direct impact on many of the activities outlined in the Plan of Action. These might include capacity building of women's groups and NGOs working on sexual minorities so that they are better able to voice their concerns and needs through CCM structures, or supporting operational research to build the evidence base and identify innovative approaches to improve gender equality in national AIDS, tuberculosis and malaria responses.

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<sup>5</sup> WHO have developed a range of gender-sensitive tools and publications which are used to assist proposal preparation and implementation. [http://www.who.int/hiv/pub/toolkits/TOR\\_proposal.pdf](http://www.who.int/hiv/pub/toolkits/TOR_proposal.pdf)

### Private sector and Foundations

As donors and as partners, businesses and private foundations, humanitarian foundations play a key role in the realisation of the Strategy. As well as providing direct funding to support initiatives set out in the Plan of Action there are many other opportunities for collaboration between the Global Fund and the private sector and Foundations, for example, joint advocacy messaging, supporting technical assistance and capacity building in countries, and in-kind communication assistance to support objective 3.

### Local Fund Agents (LFAs)

The Global Fund does not have a country-level presence outside of its offices in Geneva, Switzerland. Instead, it hires Local Fund Agents to oversee, verify and report on grant performance throughout the grant life cycle. Under the Plan of Action 2009 - 2012, Global Fund programs are expected to address gender inequalities, and gender indicators are to be included into the Performance Framework of each grant. LFAs should be able to report on gender indicators as part of their normal reporting requirements when gender specific indicators are included in relevant reporting tools.

## **V. MONITORING AND EVALUATION OF THE PLAN OF ACTION 2009 - 2012**

Effective monitoring and evaluation (M&E) will be critical to ensuring that the objectives of the Gender Equality Strategy are realised. To measure progress towards the achievement of objectives set out in the Plan of Action 2009 - 2012, a rigorous monitoring and evaluation framework has been developed. A copy of this framework can be found in annex A.2.

The M&E framework for the Gender Equality Strategy adopts a logical approach of input, process, output and outcome indicators (see Figure 2 in annex A.2). In accordance with this framework the Strategy, Performance and Evaluation Cluster within the Global Fund Secretariat will develop a set of key performance indicators, establish baselines and targets, and develop a more detailed performance monitoring plan.

### **Objectives of the M&E Framework**

The objectives of the framework are to collect and provide information that will be used to:

- Track progress on the implementation of the Strategy and Plan of Action;
- Identify gaps and weaknesses in achievement of objectives;
- Take corrective action, if required, to ensure that activities set out in the Plan of Action are completed within a given budget and timeframe;
- Plan, prioritise, allocate and manage resources;
- Enhance learning by sharing progress reports internally and with partners;
- Hold the Global Fund Secretariat and its Executive Management accountable to the Board on the progress and challenges of achieving the Strategy's goals;
- Monitor the impact and measure the effectiveness of the Strategy over time in encouraging a positive bias in funding towards programs and activities that address gender inequalities and strengthen the specific response for both women and girls and men and boys

Within this Framework, monitoring and evaluation are treated as two complementary but separate functions. Monitoring is a continuous function that is used to primarily assess the progress of the Strategy, and of activities conducted under the Plan of Action, towards the achievement of results. Evaluation is a selective exercise to determine the relevance and effectiveness of the Strategy as a whole and its impact on encouraging a positive bias in funding towards programs and activities that address gender inequalities and women's and girls', and men's and boys' vulnerability to the three diseases. The evaluation process is used to improve the quality of the Global Fund's future work on gender.

### **Performance-based funding**

The M&E Framework is anchored within the broader system of performance-based funding. The principle of performance-based funding is at the heart of the operating model of the Global Fund and is designed to ensure that implementation of all grants is followed through simple and transparent performance frameworks. Performance-based funding aims to ensure that investments are made where the greatest impact in alleviating the burden of HIV/AIDS, tuberculosis and malaria can be achieved. Through the principle of performance based funding, the implementation of this plan will report on the impact of global work on alleviating the vulnerabilities of women and girls, men and boys. A Key Performance Indicator on gender will be included in the KPI framework of the Secretariat by September 2009.

## Monitoring and Evaluation

Monitoring and evaluation of the Strategy will be aligned with existing M&E systems used by the Secretariat. The Secretariat will measure the extent to which gender issues are taken up and implemented by countries in Global Fund funded programs, and analyse their effectiveness. The Secretariat will also monitor the implementation of the strategy at corporate level and report back to the board at each Board meeting.

Review of progress in implementing the Strategy will be a regular item on the agenda of Global Fund Board meetings, with agreement on adjustments as necessary. Evaluation reporting on activities set out in the Plan of Action will be incorporated into the reports of the Executive Director to the Board at each Board meeting.

To ensure there is a transparent, professional and independent evaluation of the Secretariat's performance in implementing the Gender Equality Strategy, the Plan of Action will be subject to a comprehensive, external evaluation in the third year of implementation. This review will be integrated into the external evaluation of the Global Fund's overall performance against its goals and principles.

These evaluations will draw heavily on data generated through monitoring during the first three years of implementation. This will include baseline data, information on activities, and measurements of outcomes and impacts.

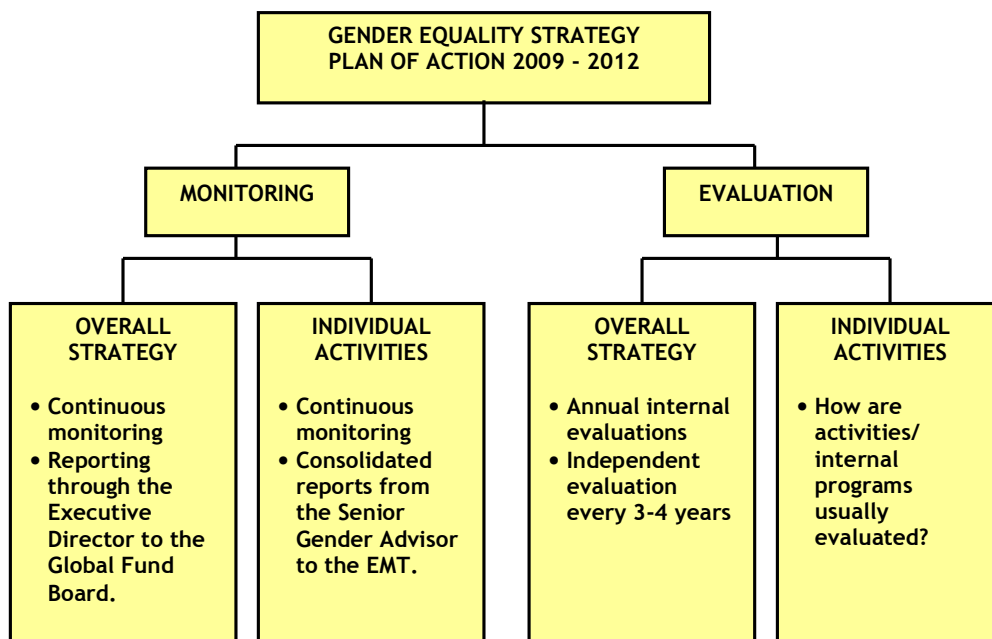
**Table 3. Comparison between monitoring and evaluation of the Gender Equality Strategy**

	MONITORING	EVALUATION
<b>Purpose</b>	Determine if implementation of the Strategy is progressing according to objectives, timeframe and budget.	Determine the effectiveness, impact and sustainability of the Strategy and Plan of Action.
<b>Use of findings</b>	Track progress on the implementation of the Strategy and Plan of Action. Take corrective action, if required, to ensure that objectives are met. Accountability to the Global Fund Board. Plan, prioritise, allocate and manage resources.	Incorporate lessons learned in the Global Fund's strategic planning and decision-making process to improve future activities under the Gender Equality Strategy. Accountability to the Global Fund Board and partners.
<b>Frequency</b>	Continuous	Annual/biannual
<b>Focus</b>	Activities, outputs	Outcomes, impact
<b>Responsible party</b>	Lead Cluster/Unit/Team (primarily) Strategy, Performance and Evaluation Cluster (secondarily)	External evaluation team with oversight and support provided by the Global Fund Secretariat.
<b>Management/ quality assurance</b>	Implementing Cluster with support from the Strategic, Performance and Evaluation Cluster.	Strategy Performance and Evaluation Cluster.
<b>Deliverables</b>	Progress reports; Consolidated reports from the Senior Gender Advisor to the SPE? and the EMT?	Comprehensive evaluation report with findings, lessons learned and recommendations.
<b>Disseminated to</b>	EMT; Policy and Strategy Committee	Secretariat Staff, Global Fund Board and Partners.

The overall responsibilities for M&E are defined by the organisational structure of the Global Fund Secretariat and its existing monitoring and evaluation processes.

- Monitoring:** the primary responsibility for monitoring at the activity level lies with the implementing (“lead”) unit and Cluster (see chapter 3), with the Strategy, Performance and Evaluation Cluster providing supplementary review, technical oversight, coordination and quality assurance. At the overall Secretariat level, the Strategy, Performance and Evaluation Cluster would be the primary entity to carry out monitoring of the Gender Equality Strategy. The Executive Director and Global Fund’s Policy and Strategy Committee would also be involved in providing monitoring and feedback to the Board on the progress achieved at the overall Secretariat level.
- Evaluation:** the primary responsibility for evaluation lies with the Strategy, Performance and Evaluation Cluster, in its capacity as primary division for M&E within the Global Fund Secretariat. The Cluster would manage the evaluations and would call upon an external evaluation team to undertake the independent evaluation of the Strategy, with feedback and guidance from the Senior Gender Advisor.

Figure 1. M&E Approach: Gender Equality Strategy Plan of Action 2009 - 2012



## **VI. ANNEXES**

## A.1 GENDER EQUALITY STRATEGY: PLAN OF ACTION 2009 - 2012 LOGICAL FRAMEWORK

OBJECTIVE 1. ENSURE GLOBAL FUND'S POLICIES, PROCEDURES AND STRUCTURES EFFECTIVELY SUPPORT PROGRAMS THAT ADDRESS GENDER INEQUALITIES							
CORE COMPONENT	ACTIVITY	LEAD CLUSTER/ UNIT/TEAM	KEY EXTERNAL PARTNERS <sup>6</sup>	KEY OUTCOMES	OBJECTIVELY VERIFIABLE INDICATORS	RISKS AND ASSUMPTIONS	TIME-FRAME
1.1 Ensure proposals are based on the principle of 'know your epidemic', therefore include sex and age disaggregated data and a sound, evidence-based gender analysis in relation to the specific disease; and subsequently address the gender inequalities that exist.	<p>1. In close collaboration with partners, revise proposal forms (including RCC/Phase 2 proposal forms) and CCM guidelines and fact sheets so that sex and age disaggregated data, its analysis and interpretation become a requirement; ensure the forms include clear links to gender within Service Delivery Areas, and add instruments and guidelines to support countries in completing the gender-related sections in proposals</p> <p>2. Ensure monitoring and evaluation guidelines from the Global Fund and technical partners highlight the importance of sex and age disaggregated data and the inclusion of gender-sensitive indicators within proposals, and especially in the performance frameworks;</p> <p>3. Review applicant proposals and feedback from Country Partners to identify if further guidance or revisions are required to address gender-related issues;</p> <p>4. In collaboration with partners, encourage CCMs to identify weaknesses within their data systems, and, where appropriate, to request a scale-up of resources within the HSS component of their proposals in order to strengthen these processes, or to utilize savings where relevant during grant implementation, including during the Phase 2 review process, to invest in strengthening a gender-sensitive response.</p>	Country Proposals Team Country Program Cluster	Country and global partners	<p>Proposals include sex and age disaggregated data and an evidence-based gender analysis. If gender inequalities exist in the country's context, the proposal demonstrates evidence-based program approaches to address these inequalities in relation to the specific disease.</p> <p>Proposal roadshows communicate gender issues to stakeholders.</p> <p>Revised fact sheets and proposal form and guidelines, with clear questions with a direct link to gender.</p>	<p>1. Number and % of TRP recommended proposals which include relevant sex and age disaggregated data. This can be at different levels (prevalence, awareness, behaviour, coverage of services, etc)</p> <p>2. Number and % of TRP recommended proposals that include a sound and evidence-based gender analysis.</p> <p>3. Number and % of TRP recommended proposals that include gender-sensitive or transformative activities.</p>	<p>Assume countries with gaps in data disaggregation are supported by partners as needed.</p> <p>Weak health systems may not be able to provide sex and age disaggregated data</p> <p>Even in the event that resources are mobilized and scaled up, appropriate data systems may take a long time to develop.</p> <p>Assumes CCMs are given resources and support to access gender expertise, particularly when this is not available in-country</p> <p>Sound gender analysis cannot be undertaken where the evidence base does not exist or where requisite gender expertise is not available.</p>	From Round 10

<sup>6</sup> **Country Partners** may include, but are not limited to, CCMs, Principal Recipients, Sub-recipients, Government, NGOs, PLHA groups and networks, civil society, faith-based organisations, UN, LFAs, bilateral organisations, multilateral organisations, national research/academic institutions and the private sector. **Global Partners** may include bilateral organisations, multilateral organisations, UN, donors, NGO networks including North/South partnerships, civil society including international PLHA networks and women's empowerment networks, research institutes, educational institutions, private foundations and the private sector. **Technical Partners** refers to organisations that provide technical expertise and specialist skills to the Global Fund and/or its partners.

<p>1.2 Strengthen gender expertise of CCMs to ensure proposals address gender inequalities</p>	<p>1. Include gender training during Regional Team meetings, roadshows and other relevant regional and national meetings;</p> <p>2. Work with Country Programs and the Communications Unit to ensure effective dissemination of guidance materials to partners, as well as internally. Where possible Partners should support countries to adapt fact sheets to the local context;</p> <p>3. Through partnerships, ensure that ongoing gender expertise is accessible to guide appropriate proposal and NSA development and provide technical assistance for implementation</p> <p>4. Utilize feedback from partners and internal reviews of applications to build an evidence base of case studies of what has worked and what hasn't with respect to the integration of gender into proposals, and use this to inform and provide guidance to CCMs</p>	<p>CCM team Country Programs Cluster</p>	<p>Country Partners, Global Partners</p>	<p>CCMs capacity and experience relating to gender is strengthened</p>	<p>1. Number of CCMs that include members with gender expertise</p> <p>2. Number of CCMs with an adopted Gender Equality and Equity Statement</p> <p>3. Number of CCMs that have increased the % of women in their composition</p>	<p>CCMs have resources to translate guidelines into local languages to ensure these are accessible to all partners</p> <p>Guidance materials may not be properly utilized at the country level if dissemination is not effective and if material is not translated into local languages.</p>	<p>From Round 10</p>
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<p><b>1.3 Strengthen gender expertise of the Technical Review Panel (TRP) to increase the number of recommended proposals that address gender inequalities</b></p>	<ol style="list-style-type: none"> <li>1. Develop recommendations and guidelines on how TRP could be strengthened in composition and expertise on gender and sexual minorities;</li> <li>2. Ensure that the replenishment process for TRP members places an emphasis on gender within the selection criteria and decision-making process, and that applicants' knowledge and experience in addressing gender issues is stated in applications;</li> <li>3. Ensure that the report of the Portfolio Committee includes an expanded section on gender expertise and capacity within the TRP and the Support Group;</li> <li>4. Liaise with partners to prepare briefings on gender and sexual minorities to TRP members before TRP session commences and ensure quality and accuracy of gender-related content;</li> <li>5. Collect feedback on gender-related elements of briefings for evaluation purposes and to inform future sessions.</li> </ol>	<p>Country Proposals Team Country Programs Cluster</p>	<p>TRP Pre-Selection Panel, Global Fund Portfolio Committee</p>	<p>TRP demonstrates gender expertise</p> <p>TRP-recommended proposals include a sound gender analysis and response</p>	<p>1. Number and % of TRP members recognized as gender experts</p>	<ul style="list-style-type: none"> <li>- Assumes qualified candidates with additional expertise in gender will apply. Risk that candidates may have gender expertise but not sufficient expertise in other areas.</li> <li>- Willingness of external partners to provide information and/or deliver briefings. Ability to capture emerging issues and latest data and feed this information back to the TRP in a timely manner. The Global Fund Knowledge Hub may be able to mitigate some of this risk.</li> </ul>	<p>From 2009</p>
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<p>1.4 Strengthen reporting disaggregated by sex and age and of gender-sensitive or transformative activities</p>	<ol style="list-style-type: none"> <li>1. Create a baseline regarding the current level of indicator disaggregation in funded programs;</li> <li>2. Identify possible ways to track and report on programs that are addressing gender inequalities and are gender transformative;<sup>7</sup></li> <li>3. Develop series of internal recommendations on how the Global Fund can better track and report on programs that address gender inequalities;</li> <li>4. Undertake gender analysis of existing M&amp;E Toolkit to identify areas where Global Fund reporting tools and guidelines could be strengthened;</li> <li>5. Working with country partners, identify barriers to including gender-sensitive indicators within M&amp;E frameworks;</li> <li>6. Develop and publish guidelines on gender-sensitive indicators to support country partners in integrating gender into their M&amp;E systems, where possible drawing on best practice from the country-level;</li> <li>7. As part of their normal reporting requirements, LFAs follow up and report on gender specific indicators where these have been incorporated into performance frameworks and reporting tools.</li> </ol>	<p>Performance Impact and Effectiveness Unit Monitoring and Evaluation Unit</p>	<p>Country Partners</p>	<p>Performance Frameworks incorporate indicators which will provide information on a gender-sensitive response.</p> <p>Global Fund is able to systematically track and report on programs that address gender inequalities.</p>	<ol style="list-style-type: none"> <li>1. Number and % of Performance Frameworks which incorporate indicators reflecting a gender-sensitive response</li> <li>2. At least one key operational performance indicator related to gender equality is included in the key performance indicator of the secretariat</li> </ol>	<p>Countries could find any additional reporting requirements unfeasible and cumbersome. This risk could be mitigated by the Global Fund Secretariat which could undertake a significant part of the analysis.</p> <p>Inconsistency in quality of gender analysis provided by recipient countries may hinder Global Fund review processes.</p> <p>Assumes that relevant gender indicators are included in Performance Frameworks.</p>	<p>From round 10</p>
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<sup>7</sup> Examples could include desk reviews and analysis of proposals, grant agreements, grant score cards, grant performance frameworks, LFA reports, CCM reports etc.

**OBJECTIVE 2. ESTABLISH AND STRENGTHEN PARTNERSHIPS THAT EFFECTIVELY SUPPORT THE DEVELOPMENT AND IMPLEMENTATION OF PROGRAMS THAT ADDRESS GENDER INEQUALITIES AND REDUCE WOMEN’S AND GIRLS’ VULNERABILITIES AND ENHANCE THE INVOLVEMENT OF MEN AND BOYS, PROVIDE QUALITY TECHNICAL ASSISTANCE, AND BUILD CAPACITY OF GROUPS WHO ARE NOT CURRENTLY PARTICIPATING IN GLOBAL FUND PROCESSES BUT SHOULD BE**

CORE COMPONENTS	ACTIVITY BREAKDOWN	LEAD CLUSTER/ UNIT/TEAM	KEY EXTERNAL PARTNERS	KEY OUTCOMES	OBJECTIVELY VERIFIABLE INDICATORS	RISKS AND ASSUMPTIONS	TIME-FRAME
2.1. The Global Fund and partners agree on specific areas of collaboration to support countries in “knowing their epidemic” including support in the use of sex and age disaggregated data, developing data and reporting systems and developing national diseases strategies and plans based on a sound gender analysis.	<p>1. Facilitate global level discussions with partners to identify barriers to accessing gender expertise, drawing on an evidence base provided through case studies compiled by both partners and the Global Fund;</p> <p>2. Identify synergies between the Global Fund Gender Equality Strategy and the UNAIDS Interagency Action Frameworks on Women and Girls and on MSM and Transgender, and determine how these might be applied practically at country level;</p> <p>3. In coordination with partners and drawing on the work already undertaken by UNAIDS, UNIFEM and others, conduct a mapping exercise on gender-related country-level technical support currently provided by partners, and disseminate findings to stakeholders and partners;</p> <p>4. Facilitate meetings and exchange with key partners to identify entry points within existing partnership agreements (formal and informal) where gender expertise can be strengthened, to clarify roles and responsibilities in supporting the development of gender sensitive or gender transformative proposals at global, regional and country levels, and to identify practical ways to implement recommendations based on mapping exercise, including areas of further harmonization;</p>	External relations and partnership cluster	Global and country level partners	<p>The global fund partnerships framework includes “gender” in the key areas of partnerships and has a related gender indicator in the Partnership Performance Framework.</p> <p>Report mapping exercise on gender-related country-level technical support available</p>	<p>1. Percentage of global MOUs or partnership agreements with gender built into work plans</p> <p>2. Number of countries with partnership operational plan that include gender</p> <p>3. Number of countries accessing technical support and capacity building to ensure planning, proposal development, implementation address women’s and girls vulnerabilities in the three diseases</p>	<p>Assumes that partners in collaboration with the senior gender advisor will take the lead on the mapping exercise. If findings are not disseminated effectively, benefits of the mapping and gap analysis will be limited.</p> <p>Assumes willingness and capacity of partners at the country level to support these initiatives.</p> <p>Assumes partner engagement and ability to give of their time and knowledge. Availability of resources to host inclusive meetings on key matters relating to Gender Equality</p>	From 2009

<p>2.2. Global Fund and partners work together to ensure gender expertise is provided to countries through technical support and capacity building in the development of proposals for resource mobilization, including proposals, RCC and NSAs to submit to the GF</p>	<p>1. Global Fund Identify and communicate to partners the countries likely to be submitting RCC, NSA proposals, so that they can prioritise their technical assistance work in relation to gender;</p> <p>2. Encourage partners to select or build the capacity of consultants so that they can support a gender focus, and the disaggregation and interpretation of data on the basis of sex and age, in the development of Global Fund proposals.</p>	<p>SPE (country proposal team)</p>	<p>Country program cluster, Global and country level partners</p>	<p>Partnership operational plans include support to countries on data and reporting systems and national strategic planning that addresses gender inequalities (the use of sex and age disaggregated data, conducting a sound and evidence-based gender analysis, developing gender sensitive or transformative interventions where relevant, the use of sex and age disaggregated indicators and indicators monitoring and evaluating gender-related activities)</p> <p>Partners provide technical support to countries in the area of gender in the process of proposal development, RCC and NSAs.</p>	<p>Number of applying countries that are getting support from partners with gender expert to include gender sensitive intervention based on sound gender analysis during their process of resource mobilisation through the global fund mechanism (proposal development, RCC, NSA,</p>	<p>.</p>	<p>From round 10</p>
<p>2.3. Global Fund and partners build countries' capacity to address gender inequalities in implementation, particularly through Community Systems Strengthening</p>	<p>1. In consultation with partners, draw on case study evidence to identify common issues and successful practices in the implementation of gender sensitive or gender transformative interventions;</p> <p>2. On the basis of this evidence base, work with partners to identify capacity building interventions that would support the successful implementation of such interventions.</p>	<p>SPE cluster (HAU)</p>	<p>Country program PIE unit Global and country level partners</p>	<p>1. Implementation capacity strengthened.</p>	<p>Increases of new best practices cases in implementation of gender sensitive interventions</p>	<p>.</p>	<p>From 2010</p>

**OBJECTIVE 3. DEVELOP A ROBUST COMMUNICATIONS AND ADVOCACY STRATEGY THAT PROMOTES THE GENDER EQUALITY STRATEGY AND ENCOURAGES PROGRAMMING FOR WOMEN AND GIRLS AND MEN AND BOYS**

CORE COMPONENTS	ACTIVITY BREAKDOWN	LEAD CLUSTER/ UNIT/TEAM	KEY EXTERNAL PARTNERS	KEY OUTCOMES	OBJECTIVELY VERIFIABLE INDICATORS	RISKS AND ASSUMPTIONS	TIME-FRAME
3.1 Develop a corporate communications package that identifies critical entry points for the Global Fund's gender equality messaging. These entry points should take into account the communication needs in-country and include strategies to ensure that information is easily accessible to Global Fund staff and all stakeholders	<ol style="list-style-type: none"> <li>1. Liaise with relevant Secretariat Clusters and partners to identify feasible and most effective entry points for messaging at the country level;</li> <li>2. Liaise with relevant Secretariat units and partners to identify critical entry points for messaging within the calendar year (e.g., International Women's Day);</li> <li>3. Collaborate with partners, particularly those at country-level, to gather views at the country level on effectiveness of gender equality messaging among target audiences;</li> <li>4. Use feedback from all partners to inform, refine and improve the Fund's corporate communications strategy, adapting messages appropriately to regional and country contexts;</li> <li>5. Work with partners to communicate the importance of gender assessments in the development of National Strategic Plans, proposals, RCC and National Strategy Applications;</li> <li>6. Communicate the evidence base developed through case studies on what works and what can be improved to global and country level partners, including civil society and networks of women's rights groups and empowerment organizations.</li> </ol>	Communications Team Country Programs Cluster	Country Partners, Global Partners, Press and Media	<p>The Gender Equality Strategy and relevant tools supporting its implementation are reinforced and communicated broadly and effectively to staff and partners at global and country level;</p> <p>Pocket edition containing definitions and explanations of key gender terms, concepts and messages produced for internal staff and partners</p> <p>The section of gender in the Knowledge hub is regularly updated and contains useful information</p>	<ol style="list-style-type: none"> <li>1. Kit of gender analysis tools available on the knowledge hub</li> <li>2. Pocket edition with key definitions and explanations of gender terms and concepts is available</li> <li>3. Relevant statement on gender equality included in Global Fund communication</li> </ol>	<p>Assumes coherent corporate identity and clear understanding of communication tools and technologies at global and country level.</p> <p>Communication strategy and messaging may not be effective if these messages are not translated into local languages.</p>	From 2009

OBJECTIVE 4. PROVIDE LEADERSHIP, INTERNALLY AND EXTERNALLY, BY SUPPORTING, ADVANCING AND GIVING VOICE TO THE GENDER EQUALITY STRATEGY							
CORE COMPONENTS	ACTIVITY BREAKDOWN	LEAD CLUSTER/ UNIT/TEAM	KEY EXTERNAL PARTNERS	KEY OUTCOMES	OBJECTIVELY VERIFIABLE INDICATORS	RISKS AND ASSUMPTIONS	TIME-FRAME
4.1. Strengthen the technical capacity of the Global Fund Secretariat to address gender inequalities (HR, training of staff, ...)	<p>1. Recruit a Senior Gender Advisor, Senior Advisor on Sexual Orientation and Gender Identities, and a Gender Technical Officer in the Performance, Impact and Effectiveness Unit;</p> <p>2. Conduct mandatory gender awareness training throughout the organization, supported by additional gender analysis training for key personnel categories including Fund Portfolio Managers, and in leadership and management training;</p> <p>3. Develop individual capacity and understanding of gender issues within the Secretariat, and support ongoing learning opportunities for staff who wish to improve their knowledge on critical gender issues such as SRH, GBV, LGBT/SOGI;</p> <p>4. Identify staff with experience and specialist knowledge/interest on key gender issues and ensure that they can be easily accessed by the Global Fund and its partners;</p> <p>5. Organise technical seminars on gender topics in relation to the three diseases and support and facilitate shared knowledge and cross-learning approaches on gender-sensitive and transformative programs across the three diseases.</p>	Human Resources Unit	Global Partners (to disseminate recruitment announcements)	Gender expertise within the Secretariat is strengthened and easily accessible to the Secretariat, the Board and partners	<p>1 Number of sessions (induction courses / technical seminars) organised on gender issues</p> <p>2 Number of staff who benefited from such sessions</p> <p>3 A formal internal gender task team nominated</p>	Assumes key staff can have times to attend training sessions	2009 - 2010

<p><b>4.2. Integrate principles and actions to achieve gender equality into all aspects of staff management and culture</b></p>	<p>1. Ensure gender equality is integrated into the Global Fund's human resource policy framework and detailed policies, including the areas of recruitment, training, staff development, promotion, performance appraisal, and work and family issues.</p>	<p>HR Unit Knowledge Management Unit</p>	<p>Partners with expertise in gender training</p>	<p>Global Fund committed to gender equality and equity, equal employment opportunities for all, and family friendly policies.</p>	<p>1. Number and % of female staff at post of G06 (equivalent to P5) and above</p> <p>2. HR policy revised in the aim to be more family friendly (parental leave, physical presence at the office, space for breast feeding, flexible working hours...)</p>	<p>Assumes that gender awareness and gender analysis training translates into Global Fund practice and programming. Risk of low staff engagement and motivation.</p> <p>Risks include negative perceptions and/or resistance from within the Secretariat to transformative actions in human resource policies including recruitment and working environment.</p>	<p>From 2010</p>
<p><b>4.3. GF governance bodies provide oversight and advocacy and give greater attention to gender equality principles in Global Fund governance structures and operations</b></p>	<p>1. Include regular reporting on gender equality and the Strategy by the Executive Director to the Board;</p> <p>2. Hold regular strategic sessions at the Board and EMT meetings on gender equality issues;</p> <p>3. Ensure that internal communications between the EMT and staff emphasise gender equality principles and reaffirm commitment expected across all sections and at all levels to the implementation of the Strategy and Plan of Action;</p> <p>4. Approve budget support for the implementation of the Strategy and Plan of Action;</p> <p>5. Prepare regular briefing notes for Board members and EMT to keep them updated on current gender equality initiatives being implemented throughout the Global Fund and/or critical emerging gender issues;</p> <p>6. Wherever possible, the Chair and Vice Chair should highlight gender equality issues in relation to the three epidemics in their Global Fund statements and communications.</p>	<p>Health advisory unit</p> <p>Board relations and</p>		<p>1. Effective high-level monitoring of Gender Equality Strategy implementation</p> <p>2. Strong commitment and leadership from all members of the Global Fund Board in advocating for gender equality</p>	<p>1. Review of progress in implementing the Gender Equality Strategy regularly included on the agendas of relevant Board committees.</p>	<p>Assumes Secretariat staff, Board, and partners are (a) aware of the gender expertise within the organisation and (b) know how to access this expertise.</p> <p>Assumes full support and commitment to gender equality from the EMT and desire to drive the development of the desired values and principles throughout organisation.</p> <p>Assumes full support and commitment to gender equality from the Global Fund Board, especially the Chair and Vice-Chair.</p>	<p>From 2009</p>

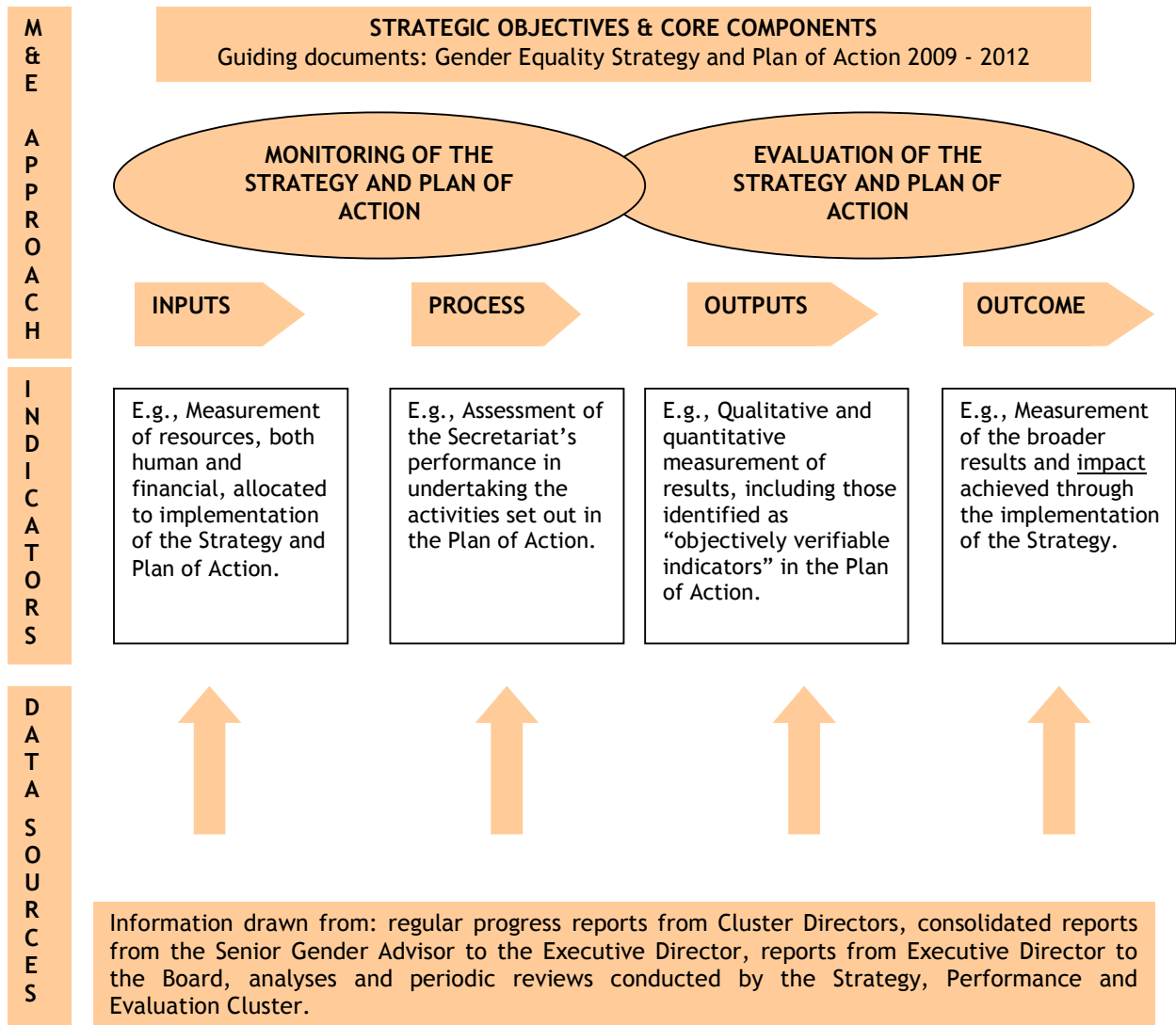
MONITORING AND EVALUATION OF THE GENDER EQUALITY STRATEGY AND PLAN OF ACTION 2009 - 2012							
ACTIVITIES	ACTIVITY BREAKDOWN	LEAD CLUSTER/ UNIT/TEAM	KEY EXTERNAL PARTNERS	KEY OUTCOMES	OBJECTIVELY VERIFIABLE INDICATORS	RISKS AND ASSUMPTIONS	TIME-FRAME
5.1 Activities set out in the Plan of Action 2009 - 2012 are integrated into existing and future work plans and reporting arrangements of Secretariat.	<p>1. Fully brief the Board, Policy and Strategy Committee and the EMT on the Plan of Action 2009 - 2012, including the M&amp;E framework;</p> <p>2. Fully brief clusters and their staff on the Gender Equality Strategy and Plan of Action 2009 - 2012 and conduct sessions to agree which activities each Cluster will lead and be responsible for;</p> <p>3. Senior Gender Advisor will work with Cluster Directors to identify entry points for gender related activities/initiatives within their annual work plans.</p>	Senior Gender Advisor	All clusters	Clear areas of responsibility and reporting lines for the Strategy and implementation of the Plan of Action are established within the Global Fund Board, EMT and Secretariat.	<p>1. Number of Cluster work plans that incorporate initiatives set out in the Strategy and/or activities identified in the Plan of Action</p> <p>2. Number of progress reviews and reports (regular and periodic) that address the Gender Equality Strategy and Plan of Action.</p>	Assumes commitment by Board members, EMT and Secretariat staff to integrate these activities/ Initiatives into existing and future work plans and reporting arrangements. Lack of awareness about Strategy and Plan of Action may impede this exercise.	From 2009
5.2 Monitoring and evaluation framework for the Gender Equality Strategy and Plan of Action 2009 - 2012 disseminated to Secretariat staff and relevant partners.	<p>1. Monitor key indicators of the implementation plan</p> <p>2. Define baselines and targets for agreed key indicators to be followed.</p>	Monitoring and Evaluation Unit	Technical partners	Secretariat staff and partners have a sound understanding of how the Strategy and Plan of Action will be implemented, monitored and evaluated.	1. Internal reporting systems include progress report of the implementation of the Gender Equality Strategy	<p>Assumes staff have a sound knowledge and awareness of the Strategy and Plan of Action, and are willing to integrate related indicators into existing reporting arrangements.</p> <p>Assumes agreed indicators are able to measure effectively the progress in achieving goals and objectives of the Strategy</p>	2009
5.3 Key Performance Indicators (KPIs) for the Gender Equality Strategy and Plan of Action 2009 - 2012 are developed and integrated into the Secretariat's overall corporate KPIs.	<p>1. Define KPIs to measure the Global Fund's progress in achieving the goals of the Gender Equality Strategy with baselines and targets and integrate them into the Secretariat's overall KPI framework;</p> <p>2. Report on the gender KPIs as part of corporate KPI reporting semi-annually.</p>	Performance Impact and Effectiveness Unit	Technical partners	EMT is able to regularly report on the progress of the impact of the implementation of the gender strategy on the overall work of the Global fund	1. Strategy's KPIs are reported on annually and in all regular ED reports to the Board.	Assumes KPI framework will be revised to include new measures in 2009.	2009 (baseline measurement)

<p>5.4 a. Periodic analysis conducted by the Secretariat to track progress and assess the performance of programs funded through grants</p> <p>b. Periodic analysis of performance of stakeholders, including the Secretariat, in realising the goals and objectives of the Strategy and Plan of Action.</p>	<p>1. Conduct a periodic analysis to examine review data on the Strategy's results and effectiveness in the portfolio (after each round);</p> <p>2. Use findings to track progress and to take corrective action with respect to the Plan of Action and its implementation where appropriate, and to inform development of the second phase (2013 - 2016).</p>	Monitoring and Evaluation Unit		<p>Impact of implementation in portfolio measured over time.</p> <p>Impact of strategy implementation within secretariat</p>	<p>1. Reports of periodic analysis on Strategy's result and effectiveness</p> <p>2. Number of reviews of programs</p> <p>3. Progress on implementation of the gender strategy included in annual report</p>	<p>Ability to conduct a sound analysis is dependent on availability of data and information from multiple sources and partners.</p> <p>Risk that periodic analysis may not identify implementation challenges quickly enough.</p>	Once every 2 years Annual from 2011
<p>5.5 Global Fund welcomes and encourages collaboration with external institutions to monitor, evaluate and research the impact of the Gender Equality Strategy at policy and country level.</p>	<p>1. Encourage independent watchdogs of the Global Fund and Partners to play an active role in monitoring and evaluating the Gender Equality Strategy and its implementation at policy and country level;</p> <p>2. Share and disseminate external evaluations on the Strategy;</p> <p>3. Use recommendations from external reviews and evaluations to inform ongoing activities and development of the Plan of Action second phase (2013-2016).</p>	Health advisory unit	Global and Country Partners	<p>Evaluations of the Strategy implementation are as transparent as possible.</p> <p>External reviews stimulate debate and evaluation of the impact of the Strategy and help to improve its implementation over time.</p>	<p>1. Number of external reviews or evaluations produced on the Global Fund's Gender Equality Strategy.</p>	<p>Assumes external reviews or evaluations will be conducted in one of the Global Fund's working languages and therefore able to be shared and disseminated.</p>	Periodic
<p>5.6 Global Fund contracts an independent evaluation on the implementation of the Gender Equality Strategy in order to evaluate its progress in achieving its objectives.</p>	<p>1. Prepare TOR for independent evaluation;</p> <p>2. Recruit external evaluation team;</p> <p>3. Brief evaluation team and conduct comprehensive evaluation;</p> <p>4. Present evaluation findings to the Policy and Strategy Committee;</p> <p>5. Use findings to inform development of the Plan of Action, second phase (2013-2016).</p>	Monitoring and Evaluation Unit	Global and Country Partners, External Evaluation Team	<p>Effectiveness, impact and sustainability of the Strategy and Plan of Action is determined.</p>	<p>1. Publication of evaluation report on the Strategy and first phase of implementation (2009 - 2012).</p>	<p>Evaluation may be hindered if external team is not provided with adequate support and guidance from the Secretariat.</p>	2011, Q3

## A.2 MONITORING AND EVALUATION FRAMEWORK 2009 - 2012

The Monitoring and Evaluation Framework employs a logical approach of input, process, outputs and outcome indicators to ensure ongoing monitoring and evaluation of the Strategy and its objectives (see Fig.2 below).<sup>8</sup> Key performance indicators (KPIs) will be drawn up the Strategy, Performance and Evaluation Cluster taking into consideration existing monitoring and reporting processes and corporate KPIs. These indicators will be qualitative and quantitative in nature and the frequency of data collection will vary depending on the type of indicator.

Figure 2: Monitoring and Evaluation Framework: Plan of Action 2009 - 2012



<sup>8</sup> *Inputs* refer to the human and financial resources including operational policies that will enable activities to be implemented while *process* refers to activities -both planning and implementation- carried out to achieve the objectives of the Strategy. *Outputs* measure results through both qualitative and quantitative data and *outcomes* refer to the measurement and reporting on the level of progress towards the objectives of the Strategy and impact achieved.

## **Annex 3**

# **THE GLOBAL FUND'S GENDER EQUALITY STRATEGY**



Investing in our future

**The Global Fund**

To Fight AIDS, Tuberculosis and Malaria

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**THE GLOBAL FUND'S STRATEGY FOR ENSURING GENDER EQUALITY IN THE  
RESPONSE TO HIV/AIDS, TUBERCULOSIS AND MALARIA  
("THE GENDER EQUALITY STRATEGY")**

**PART 1: INTRODUCTION**

1. Gender inequalities are a strong driver of the HIV/AIDS, TB and malaria epidemics and close attention needs to be paid to how such inequalities fuel the spread of disease and affect the ability of women and girls, men and boys to access healthcare and other services equitably. The Global Fund to Fight AIDS, Tuberculosis and Malaria is committed to ensuring that its grants support the equal and equitable access to prevention, treatment, care and support for all those who need it.

2. The Global Fund is a financing institution. It does not provide normative guidance or technical assistance, and is not an implementing agency. The strength of the Global Fund is its ability to be a catalyst, supporting countries' efforts to take the gender dimensions of the three epidemic(s) into account in their proposals and subsequent programme implementation, while recognizing the need for a broad network of partners to support countries to do this.

3. The Gender Equality<sup>9</sup> Strategy explores how the Global Fund can encourage a positive bias in funding towards programs and activities that address gender inequalities and strengthen the response for women and girls. In many societies women do not enjoy the same rights, opportunities and access to services as men. Because it is the needs of women that are often marginalized, this strategy focuses primarily on the needs of women and girls. However, the most vulnerable in society also includes men who have sex with men (MSM), transgender, bisexual and lesbian populations<sup>10</sup>, groups that have failed to receive the attention and focus they rightly deserve. Recognizing that there is a gender dimension to the issues affecting these at-risk populations, the Global Fund is developing a separate but complementary strategy focused on their specific needs.

4. The Gender Equality Strategy highlights the areas that require attention and outlines strategic directions that the Global Fund will adopt within the scope of its mandate and architecture to ensure gender equitable responses to HIV/AIDS, tuberculosis and malaria. A detailed work plan elaborating on this strategy will soon follow and be implemented.

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<sup>9</sup> The term 'gender equality' entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. 'Gender equity' means fairness of treatment for women and men, according to their respective needs. Fuller definitions of both terms are provided in Attachment 1. The term 'equality' is used primarily in this strategy because of ease of understanding and translation. Where relevant, the term 'equity' is used.

<sup>10</sup> In Global Fund Board discussions, the term "sexual minorities" has been used to describe these groups. The UNAIDS Programme Coordinating Board has agreed to use "MSM, transgender, bisexual and lesbian populations" to describe the same group and that terminology is used in this paper.

## PART 2: RATIONALE

1. Internationally, the standards recognizing gender equality<sup>11</sup> have been set out in a number of declarations and plans of action. In the majority of countries applying for funding from the Global Fund, the government has committed to realising gender equality and women's empowerment through the adoption of various human rights instruments, including the Convention on the Elimination of All Forms of Discrimination (CEDAW)<sup>12</sup>.

2. Both biological and social differences make women and girls, men and boys vulnerable to different health risks, engage in different health-seeking behavior and comply differently with treatment. Often women and men receive different responses from health systems which results in less than optimal health outcomes. Because gender differences play a role in who is infected and affected by the three epidemics – especially with HIV/AIDS, as is well-documented, but also to some extent with TB and malaria – interventions must take gender differences into account since this will determine the success or failure of these interventions. It is therefore important for the Global Fund to give a very clear message to countries: That they are expected, through their proposals to the Global Fund, demonstrate an understanding of the issues and address these different health risks.

### HIV/AIDS

3. Gender inequality fuels the HIV epidemic and intensifies its impact. In sub-Saharan Africa, three-quarters of the people living with HIV between the ages of 15 and 24 are young women. Women and girls bear a disproportionate burden of care for sick family members and children orphaned by AIDS. Most prevention-of-mother-to-child-transmission (PMTCT) programs only prevent infection to the newborn baby and do little for the positive mother<sup>13</sup>. Harmful gender norms, including those that reinforce the submissive role of women, cross-generational sex, concurrent partnerships, and gender-based violence are key drivers of the HIV/AIDS epidemic. Economic, educational, legal and political discrimination faced by women and girls contribute to their vulnerability.

4. Norms around masculinity also puts men at risk of HIV and creates barriers to their access to care. Homophobia, which results in the stigmatization of men who have sex with men (MSM), as well as bisexual and transgender people, makes these populations more likely to conceal their sexual behavior which can increase their risk of infection. Homophobia may also affect their ability to access HIV services. This also creates a greater risk for women whose partners may be MSM. Reducing gender inequality and addressing the economic, legal and political discrimination faced by women and girls should be part of a comprehensive programmatic response.<sup>14</sup>

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<sup>11</sup> So that there is a common understanding of the meaning of the key terms being used, two key definitions are:

- Sex refers to the biological characteristics which define humans as female or male.
- Gender refers to the array of socially-constructed roles and relationships, personality traits, attitudes, behaviors, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time and varies widely within and across cultures, religions and class and ethnicity. Gender is relational and refers not simply to women or men but to the relationship between and among them.

See Attachment 1 for other useful definitions.

<sup>12</sup> Other key international declarations and instruments on women's rights include the International Conference on Population and Development Report (Cairo, 1994), the [Beijing Declaration and Platform for Action](#), 4<sup>th</sup> World Conference on Women (Beijing, 1995), and United Nations Millennium Declaration (MDG 3: gender equality and women's empowerment).

<sup>13</sup> Only 12 per cent of pregnant women assessed during antenatal clinics received ARVs.

<sup>14</sup> UNAIDS, Policies and Practices, Gender ([www.unaids.org](http://www.unaids.org)).

### Tuberculosis

5. Globally, men account for two-thirds of the notified TB cases. However, recently in sub-Saharan Africa, because of the co-epidemic of HIV and TB, and because rates of HIV are higher in women than in men in this region, more TB cases among women are being reported (especially those aged 15–24 years). In several countries in sub-Saharan Africa, the majority of notified TB cases are now in women.<sup>15</sup> This shift highlights the need to target both men and women in TB responses.

### Malaria

6. Although malaria affects both men and women, vulnerability to malaria and access to treatment is often different for women and men, and is influenced by gender roles and issues. Women, in particular pregnant women, are at the greatest risk of contracting and dying of malaria in both high- and low-malaria endemic areas<sup>16</sup>. Inequitable access to health care both intensifies a woman's vulnerability to malaria and affects her ability to access prevention and treatment services appropriately.<sup>17</sup> Plus, socially-determined gender norms mean that women most often carry the extra burden of caring for sick family members. Men are also vulnerable to contracting malaria through occupational exposure (for example, working in gold mines, working at night) and malaria programs must also meet their needs.

## **PART 3: THE GLOBAL FUND PRINCIPLES AND ROLE**

1. The *Framework Document of the Global Fund* states that the Global Fund will support proposals that include “public health interventions that address social and gender inequalities, as well as behavior practices that fuel the spread of the three diseases.”<sup>18</sup>

2. Three key areas promoted by the Global Fund can be useful in creating a meaningful response that takes gender issues into account:

### ***a. Health systems strengthening***

3. If appropriately designed and implemented, the National Health Management Information Systems can provide key information on assessing gender inequalities, informing gender-related programme strategies, and assessing programme performance with respect to gender disparities. Information systems must be strengthened to capture the types of data needed to analyse and report on key gender dimensions of the epidemics. This will help target interventions to diminish the gender gap.

### ***b. Community systems strengthening***

4. Supporting people who are infected and affected with HIV/AIDS, TB or malaria and their families, often happens at community level. It is community-based organizations (many of which are staffed mainly by women) that have the reach and expertise to support DOTS treatment, care for family members sick with malaria, provide home-based care and care for children orphaned by AIDS. Applying for funding to strengthen community responses is strongly encouraged by the Global Fund and where this is

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<sup>15</sup> The Global Plan to Stop TB 2006-2015, Stop TB Partnership publication (<http://www.stoptb.org/globalplan/>).

<sup>16</sup> About 10,000 pregnant women die each year as a result of falciparum malaria during pregnancy.

<sup>17</sup> Roll Back Malaria Partnership, *A Guide to Gender and Malaria Resource*.

<sup>18</sup> The Global Fund, *The Framework Document of the Global Fund to Fight AIDS, TB and malaria*, Section IV, H, pg. 4. The Framework Document also states that the Global Fund will support proposals that “eliminate stigmatization and discrimination against those infected and affected by HIV/AIDS especially women, girls and vulnerable groups.”

done in a manner that addresses gender inequality these activities will help alleviate the burden placed on care-givers and service providers at the grassroots level (for example, funding compensation for caregivers).

***c. Dual-track financing***

5. Civil society and community health organizations are powerful vehicles for addressing gender inequality in the policy, advocacy, management and delivery of healthcare services. In fact, many prevention and care interventions are spearheaded by civil society organisations. The Global Fund dual-track financing mechanism provides an opportunity for funding of civil society organizations that strengthen and complement existing efforts.

**PART 4: AIMS AND OBJECTIVES OF THE GENDER EQUALITY STRATEGY**

1. In order to expand the **Global Fund's investments** in programs focused on women and girls and those most at-risk of the three diseases, the Global Fund will champion and fund proposals that,

- Scale up of services and interventions that reduce gender-related risks and vulnerabilities to infection;
- Decrease the burden of disease for those most at-risk;
- Mitigate the impact of the three diseases, and
- Address structural inequalities and discrimination.

2. Concrete examples of programs the Global Fund will champion and fund are noted in Attachment 2 below.

3. The Global Fund will do this by focusing on following four areas of intervention:

- I. **Ensure Global Fund's policies, procedures and structures** (including the CCM, and TRP) effectively support programs that address gender inequalities.
- II. **Establish and strengthen partnerships** that effectively support the development and implementation of programs that address gender inequalities and reduce women's and girls' vulnerabilities, provide quality technical assistance, and build capacity of groups who are not currently participating in Global Fund processes but should be.
- III. **Develop a robust communications and advocacy strategy** that promotes the Gender Equality Strategy and encourages programming for women and girls and men and boys.
- IV. **Provide leadership**, internally and externally, by supporting, advancing and giving voice to the Gender Equality Strategy.

## **PART 5: AREAS FOR INTERVENTION**

1. This section outlines the specific areas in the Global Fund model and within the four key areas noted above that provide opportunities to realize the Gender Equality Strategy.

### **5.1 Ensure Global Fund's policies, procedures and structures support programs that address gender inequalities.**

#### **The Country Coordinating Mechanism (CCM)**

2. Because the CCM is responsible for developing and submitting new requests for funding, it is pivotal in ensuring that gender equality is taken into account in country proposals. CCM Guidelines<sup>19</sup> currently reference the need for appropriate programming for women and girls, and encourage the inclusion of women's groups and civil society networks as CCM members. But more must be done.

3. There are a number of ways that CCMs can incorporate and promote gender equality throughout their work. Strong drivers of change at the country level are the requirements in the Guidelines for Proposals that are issued for each round, since CCMs are obliged to respond to these in order to receive funding. CCM Guidelines will be strengthened to provide clearer guidance on how gender issues should be taken into account in CCM operations, and a gender analysis should be the basis for program development. CCMs will be required to declare their capacity in gender as part of the application process (modeled on the conflict of interest statement) and would then receive an allocation to support strengthening their capacity in this area.

4. In order to change approaches in programming, guide appropriate proposal development, and provide technical assistance for implementation, CCMs need to be able to access high quality gender expertise<sup>20</sup>. Partners in-country can play an important role in this area and they should be active in providing training, capacity building and support to facilitate strong gender programming in all sectors.

5. CCMs must strive to achieve sex parity among their membership and leadership. Tools provided by the Global Fund will include terms of reference for gender experts and other CCM members.

#### **Proposals Submission**

##### **Ensuring Quality Programming**

6. Programming on AIDS, TB and malaria that takes gender issues into account should build on national health and disease strategies. These can then be the basis for Global Fund proposals. The Global Fund will, with partners at country level, promote a gender analysis in the context of national strategy development and proposal preparation (see Attachment 3 for opportunities for Partner Engagement).

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<sup>19</sup>Guidelines on the Purpose, Structure, Composition and Funding of Country Coordinating Mechanisms and Requirements for Grant Eligibility" (available at [www.theglobalfund.org](http://www.theglobalfund.org)).

<sup>20</sup> Gender Expertise is defined as having:

- Familiarity with the determinants of girls' and women's vulnerability to the three diseases;
- Expert knowledge of and experience in using methodologies to assess sex and risk differentials in disease burdens and their consequences, and in access to and utilization of prevention, treatment, care and support programs; and
- Expert knowledge of policies and programs to reduce girls' and women's vulnerability and secure their health.

7. The Global Fund is also working on a National Strategy Application (NSA) process, which together with partners defines a number of attributes that need to be considered in order to validate the strategy<sup>21</sup>. A gender analysis and appropriate interventions targeting vulnerable groups (according to age, sex and sexual behaviours) should be included in the criteria for validating national strategies.

8. In-country partners must promote the necessary operational research in the area of access to health services for specific groups, in particular health-seeking behaviors. This operational research should be part of the request submitted to the Global Fund for funding either through specific grants or through the National Strategy Application.

### Guidelines for Proposals

9. The Global Fund's Proposal Guidelines will be strengthened by introducing a mandatory requirement for a gender analysis, based on age and sex disaggregated data, which would be supported by the measures described above. Countries that are not yet able to provide this must submit proposals to strengthen their systems so that a proper gender analysis will be possible.

### Technical Review Panel

10. The Technical Review Panel (TRP) bases its review on the technical quality of the proposal according to criteria approved by the Board. The criteria are based on accepted, evidence-based interventions that are proven to be effective against the diseases.

11. The current TRP reviews proposals based on three key criteria:

- a. Soundness of approach;
- b. Feasibility; and
- c. Potential for sustainability and impact.

12. The TRP places equal weight on each area and takes a "know your epidemic" approach to its reviews. Proposals that do not provide evidence of a thorough gender analysis will not be seen as exhibiting a "soundness of approach." Proposals should include a gender analysis, an explanation of how vulnerable groups will be reached and how interventions will have a sustained impact for women and girls.<sup>22</sup>

13. An understanding of and experience in gender issues for the three diseases must be a more important criterion in the selection of TRP members. Methodologies will be developed to ensure the immediate reinforcement of the TRP with gender experts.

### Monitoring and Evaluation

14. In the Global Fund context, there is a strong link between performance against agreed objectives and continued funding, and the Performance Framework<sup>23</sup> provides the basis for how this happens. The Global Fund works closely with technical and other partners to ensure the monitoring and evaluation is based on technically-sound and agreed measures that are harmonized with those of other funders and country actors.

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<sup>21</sup> The current version of attributes states: National strategy based on sound situational analysis of epidemiological, social, cultural and gender context.

<sup>22</sup> The gender assessment tool developed by WHO, which is used in the 'mock TRP' process, could be a useful tool for the TRP itself.

<sup>23</sup> The Performance Framework contains a summary of key indicators and targets measuring output and coverage on a routine basis (quarterly or six-monthly depending on reporting frequency) and outcome and impact in the long-term perspective (yearly, bi-annually or every three years).

The third version of the Monitoring and Evaluation Toolkit<sup>24</sup> which systematically addresses issues of gender inequality for the three diseases and provides recommendations for doing a gender analysis will be published in 2008.

15. Countries will be required to ensure that disaggregated data by sex and relevant age group<sup>25</sup> are available for regular analysis of gender-equality approaches in healthcare services. Many countries already collect this data; countries that need to establish systems in order to disaggregate data will be asked to include requests for funding these efforts.

16. The overall Global Fund approach will ensure the strongest consistency between what is requested at the proposal submission stage, the national strategy application and the implementation process and performance-based funding decisions.

17. Future evaluations of the Global Fund will take into account gender equality as a central measure of success and impact. A specific evaluation on this strategy will be planned and an update available in 2010.

## **5.2 Establish and strengthen partnerships that effectively support the development and implementation of the Gender Equality Strategy**

18. As part of the wider development of a partnership strategy for the Global Fund, attention will be given to building a network specifically focused on activities that address gender inequality. Many actors are currently engaged in work of this nature, including the UN, multilateral and bilateral agencies, private foundations, the private sector and civil society, including communities affected by the diseases. The role the Global Fund can play is catalytic by providing resources to enable rapid scale-up of relevant activities.

19. In-country partnerships are crucial to ensuring action. Government ministries responsible for gender and the sexual and reproductive health departments of Ministries of Health must be included in planning processes with the National AIDS Commissions (NAC) and Ministries of Health. Involvement of global partners – multilateral and bilateral organizations, foundations, the private sector, and international, regional and national civil society organizations – in all aspects of Global Fund grants (from proposal development to implementation) will help ensure that attention is given to gender equality (See Attachment 2 for More Opportunities for Partner Engagement).

20. For an ambitious partnership agenda to succeed it will need strong collaboration and commitment from the Secretariat: Fund Portfolio Managers and those who work directly with the stakeholders – the Partnerships Unit, LFA and CCM teams, Proposals' team, Strategy and Policy Cluster – all play important roles. The Gender Champion will take the lead in coordinating these efforts and ensure cohesion in the approach.

21. Collaboration on this issue will also require strong involvement and direction from the Global Fund Board, which includes representation of all stakeholders.

## **5.3 Develop a robust communications and advocacy strategy**

22. The Global Fund will play a strong advocacy role in ensuring that gender equality is taken into account in preparing and implementing interventions related to HIV, tuberculosis and malaria. Where possible, the Global Fund's communication strategy

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<sup>24</sup> The Toolkit is a compendium of recommended indicators to monitor and evaluate the three diseases and health system strengthening in the context of Global Fund-supported programs.

<sup>25</sup> Age groups are defined by partners for each specific disease component and indicators.

will integrate messaging on gender issues into general messaging about the Global Fund, positioning a commitment to gender equality as a key component of “who we are.” To this end, the internal guidelines on ‘branding’<sup>26</sup> will be an important tool in ensuring internal consistency of messages on this issue and as reference material for staff who communicate externally.

23. The Global Fund leadership (the Chair and Vice Chair of the Board and the Executive Director) will play a key role in communicating these messages and promoting the Gender Equality Strategy.

#### **5.4 Provide leadership, internally and externally, by supporting, advancing and giving voice to the Gender Equality Strategy**

##### **Role and Capacity of the Secretariat**

###### Technical capacity

24. The Global Fund has strengthened its technical capacity by recruiting a senior-level Gender Advisor (the “Gender Champion”). A Senior Advisor on MSM, transgender, bisexual and lesbian populations will also be recruited. The Gender Champion will have the responsibility of developing a detailed implementation plan to accompany the Gender Equality Strategy. In addition, a position in the Program Effectiveness Team will review data and impact on program effectiveness and results. Current staffing skills will need to be reinforced by mandatory and ongoing gender awareness training throughout the organization, with specialized training for key personnel categories, such as Fund Portfolio Managers. There will also be a strong emphasis on this issue within the leadership and management training<sup>27</sup>.

25. A gender section of the Secretariat Skills Bank will be developed so that staff with specific skills, or with specializations such as SRH, violence against women or experience working on issues affecting bisexual, gay, lesbian or transsexual people, can be easily accessed to provide specialist input.

###### Secretariat Culture

26. Gender equality and awareness and non-discrimination of other differences, especially sexual identity, will be part of the organization’s values and culture and become a key component of the working environment of the Secretariat. Gender equality will be integrated into all aspects of staff management and culture.

27. Overall in the Secretariat, the current gender balance is 60 per cent women, 40 per cent men. However, in the management categories (P5 and above), the ratio changes to 29 per cent women, 71 per cent men.<sup>28</sup> By ensuring gender balance and diversity, including MSM, transgender, bisexual and lesbian populations in staffing and public representation of the Fund, the values of the organization will be clearly conveyed.

28. The leadership must set an example and “live the values” as this will be an important factor in the implementation of new policies on gender equality.

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<sup>26</sup> Branding refers to the process of identifying and differentiating the Global Fund as a particular entity. It positions the Global Fund within the broader health and development architecture and is an attempt to define and describe “who we are.”

<sup>27</sup> The current seminar series which has focused on issues such as SRH and the social determinants of health will be reinforced by a series featuring women from the grassroots who can share their experiences with Global Fund staff.

<sup>28</sup> As at 4 September 2008.

## **Global Fund Governance Structures**

29. All Global Fund governance structures will make it their priority to give sufficient attention to gender equality principles in their operations. The Board and its committees will strive for a gender balance in all leadership appointments. Achieving a gender balance in membership is challenging because of the representative nature of the Board, but the Board and its committees will ensure they have access to appropriate gender expertise when necessary.

30. There is an important leadership and advocacy role for the Board (in particular by the Chair and Vice Chair) to play by highlighting gender equality issues in their activities and through living the values in the manner in which they operate. Board decisions, and the emphasis put on issues such as gender equality by the Board can be catalytic at the country level and have a dramatic impact. Therefore all members of the Board should champion gender quality. The Board should consider having a “Gender Equality Champion” on the Board. Regular strategic sessions at the Board dedicated to gender equality issues in the portfolio will be important to maintain a focus on the issue and track progress.

# ANNEXES

**USEFUL DEFINITIONS<sup>29</sup>:**

**Sex:** Sex refers to the biological characteristics which define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics tend to differentiate humans as males and females.

**Sexuality:** Sexuality is a central aspect of being human throughout life and encompasses sex, gender identities and roles, sexual orientation, eroticism, pleasure, intimacy and reproduction. Sexuality is experienced and expressed in thoughts, fantasies, desires, beliefs, attitudes, values, behaviours, practices, roles and relationships. While sexuality can include all of these dimensions, not all of them are always experienced or expressed. Sexuality is influenced by the interaction of biological, psychological, social, economic, political, cultural, ethical, legal, historical, religious and spiritual factors.<sup>30</sup>

**Men who have sex with men (MSM), transgender, bisexual and lesbian populations** refer to persons whose sexual identity does not conform to the standard of heterosexuality or heteronormativity. Most societies reinforce the supremacy of heterosexual identity and behaviors and apply sanctions against sexual identities and behaviors that do not fit within that norm, up to and including criminalization and the death penalty. Stigma and discrimination against people who identify as lesbian, gay, bisexual or transgender and other sexual minorities is often referred to as homophobia. Homophobia often leads to people in these groups being unable to disclose their sexual identity if they want to maintain their employment, secure their housing and access health care. Discrimination in health care settings against MSM, transgender, bisexual, gay and lesbian communities is prevalent in many countries and lack of recognition of the health care needs, especially sexual and reproductive health including HIV, of these communities leaves many vulnerable to poor health.

**Gender:** Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them. [1]

**Gender Equality:** Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. [2]

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<sup>29</sup> Definitions are drawn from the *Glossary of Gender-related Terms and Concepts*, United Nations International Research and Training Institute for the Advancement of Women (INSTRAW).

<sup>30</sup> Source: WHO RH and Research <http://www3.alliance-hpsr.org/reproductive-health/gender/sexualhealth.html>.

**Gender Equity:** Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women. [3]

**Gender Analysis:** Gender analysis is a systematic way of looking at the different impacts of development, policies, programs and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. [4]

**Gender Mainstreaming:** Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres, such that inequality between men and women is not perpetuated. [5]

**Gender-Neutral, Gender-Sensitive, and Gender Transformative:** The primary objective behind gender mainstreaming is to design and implement development projects, programs and policies that:

1. do not reinforce existing gender inequalities (Gender Neutral)
2. attempt to redress existing gender inequalities (Gender Sensitive)
3. attempt to re-define women and men's gender roles and relations (Gender Positive/Transformative)

The degree of integration of a gender perspective in any given project can be conceptualized as a continuum: [6]

Gender Negative	Gender Neutral	Gender Sensitive	Gender Positive	Gender Transformative
Gender inequalities are reinforced to achieve desired development outcomes	Gender is not considered relevant to development outcome	Gender is a means to reach set development goals	Gender is central to achieving positive development outcomes	Gender is central to promoting gender equality and achieving positive development outcomes
Uses gender norms, roles and stereotypes that reinforce gender inequalities	Gender norms, roles and relations are not affected (worsened or improved)	Addressing gender norms, roles and access to resources in so far as needed to reach project goals	Changing gender norms, roles and access to resources a key component of project outcomes	Transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for women's empowerment

[1] Exploring Concepts of Gender and Health. Ottawa: Health Canada, 2003 <http://www.hc-sc.gc.ca/english/women/exploringconcepts.htm>

[2] ABC of Women Worker's Rights and Gender Equality, Geneva: ILO, 2000.

[3] Ibid. and Gender and Household Food Security. Rome: International Fund for Agricultural Development, 2001. <http://www.ifad.org/gender/glossary.htm>

[4] Health Canada, 2003 and ILO 2000 and Gender and Biodiversity Research Guidelines. Ottawa: International Development Research Centre, 1998.

[http://www.idrc.ca:8080/biodiversity/tools/gender1\\_e.cfm](http://www.idrc.ca:8080/biodiversity/tools/gender1_e.cfm) ILO

[5] Agreed Conclusions on Gender Mainstreaming. Geneva: United Nations Economic and Social Council, 1997. <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>

[6] Adapted from Eckman, A, 2002.

**Gender-sensitive programs:** Program approaches or activities that recognise and respond to the different needs and constraints of individuals based on their gender and sexuality. These activities significantly improve women's and girls' and/or men and boys access to protection, treatment, or care but by themselves do little to change the larger contextual issues that lie at the root of gender inequities. These program approaches are not sufficient to fundamentally alter the balance of power in gender relations or address structural inequalities and discrimination.

**Gender-transformative programs:** Program approaches or activities that actively seek to build equitable social norms and structures in addition to individual gender-equitable behaviour. Transformative approaches seek to transform gender roles and create more gender-equitable relationships. Examples include efforts that foster constructive roles for men in sexual and reproductive health and facilitate critical examination and dialogue on gender and sexuality and its impact on health and relationships.

**Gender-sensitive indicators:** A gender-sensitive indicator is an indicator that helps to measure gender-related changes in society over time. Their usefulness lies in their ability to point to changes in the status and roles of women and girls, men and boys over time, and therefore to measure whether gender equity is being achieved. Indicators of health are particularly important for the determination of changes in women's status over time. Gender-sensitive health indicators can provide a rigorous information base for policy and program action that can improve health outcomes and reduce unjust health inequities resulting from the social construction of gender. In general, gender-sensitive indicators are gender-specific (wherever possible); take into account existing gender differences in sexual behavior; and address risk and vulnerability factors for females and males, such as age, socio-economic status, and physiological, cultural, and legal factors. It is widely accepted that the most appropriate strategy with gender-sensitive indicators is one of using quantitative and qualitative methods in combination to measure gender-related changes in society over time.<sup>31</sup>

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[1] Exploring Concepts of Gender and Health. Ottawa: Health Canada, 2003 <http://www.hc-sc.gc.ca/english/women/exploringconcepts.htm>

[2] ABC of Women Worker's Rights and Gender Equality, Geneva: ILO, 2000.

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[4] Health Canada, 2003 and ILO 2000 and Gender and Biodiversity Research Guidelines. Ottawa: International Development Research Centre, 1998. [http://www.idrc.ca:8080/biodiversity/tools/gender1\\_e.cfm](http://www.idrc.ca:8080/biodiversity/tools/gender1_e.cfm) ILO

[5] Agreed Conclusions on Gender Mainstreaming. Geneva: United Nations Economic and Social Council, 1997. <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>

[6] Adapted from Eckman, A, 2002.

<sup>31</sup> Canadian International Development Agency (CIDA), *Guide to Gender-Sensitive Indicators*, August 1997. Canada. pp.5-9.

### **Some examples of interventions that the Global Fund will champion and fund include activities that:**

- a. Take into account the different needs and vulnerabilities of women and men, girls and boys, and of men who have sex with men, transgender, bisexual and lesbian populations;
- b. Provide for the specific health needs of women and girls, men and boys, and reduce barriers that inhibit equitable access to prevention, treatment and care (including lack of specialised, targeted and integrated health services, user fees, discriminatory practices and attitudes by healthcare workers, etc.)
- c. Address factors that impose disproportionate burdens of care and support on women and the elderly and put in place programs to mitigate these burdens;
- d. Reduce the risks and vulnerabilities that increase women's and girls' susceptibility to infection by the three diseases, and mitigate the impact for those already infected (Including, gender-based violence, female genital mutilation, early or forced marriage, lack of access to education, wife inheritance, increased risk due to pregnancy, discrimination in employment, etc.)
- e. Focus on women who face challenges in being able to access health services, many of whom are at-risk of HIV infection or are particularly marginalised such as sex workers, people who inject drugs, lesbian, bisexual or transgendered women, partners of bi-sexual men;
- f. Include programs that empower women and girls so they can protect themselves, by having access to sexual and reproductive health care (SRH), access to female-controlled prevention measures (female condom, negotiating condom-use etc.), and access to education. In this context the Global Fund will champion activities that strengthen SRH-HIV/AIDS service integration.
- g. Target the structural issues that increase the vulnerability of women, girls, men who have sex with men, transgender, bisexual and lesbian populations, including socio-cultural, legal, political and economic inequalities and discrimination;
- h. Ensure that men and boys are targeted with appropriate interventions in prevention, treatment and care activities.

**OPPORTUNITIES FOR PARTNERS ENGAGEMENT:**

1. *Capacity building, including for dual track financing and community systems strengthening and in the preparation of national strategies*
  - a. preparing women's organizations and networks, or other relevant groups to be sub-recipients or principle recipients<sup>32</sup>;
  - b. supporting government gender or social affairs departments and the SRH departments of ministries of health to integrate better with other health department representatives and other processes in preparing national strategies,
  - c. Encouraging government ministries to engage civil society in the development of relevant national strategies and systems, and supporting civil society organizations to build planning and financial management capacity and to engage in broad strategic planning processes, including at the national level.
  
2. *Technical assistance (TA)*
  - a. both for proposal development (identifying appropriate interventions) but also for implementation, especially on management and financial skills, M&E and procurement where there are often gaps
  - b. UN agencies, bilateral donors, the private sector, private foundations and civil society including international NGOs, should endeavor to harmonize TA efforts between various providers for a more coherent and comprehensive approach in country.
  
3. *Normative guidance and capturing what works*
  - a. UN agencies have a key role in the development and dissemination of 'best practice' and user friendly guidance for use in country as well as briefing the TRP on new developments. These guidance documents must also be adapted for use by the Global Fund itself in determining its own compliance with its human rights principles and gender transformative objectives and strategy,
  - b. Many other actors, including civil society have helped in developing recommendations for appropriate programming, e.g. on SRH-HIV/AIDS service integration and linkage.
  
4. *Supporting advocacy work to ensure approaches that promote gender equality are addressed in program development, governance and implementation*
  - a. issues of unequal access to services including stigma and discrimination by health care providers especially for men who have sex with men, transgender, bisexual and lesbian populations, and the SRHR of people living with HIV need to be publicized,
  - b. country level 'watchdog' organizations can provide evidence for advocacy outreach,
  - c. country partners can also influence CCM membership and functioning and ensure that all CCM deliberations are fully participatory and that representatives selected for gender and/or expertise with men who have sex with men, transgender, bisexual and lesbian populations are not discriminated against by other CCM members

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<sup>32</sup> Ensuring, for example, that these groups are able to analyze, plan, implement and monitor programs that address gender inequalities as well as increasing their capacity for financial management and other program management skills.

- d. partners can also help by providing transport, translation, capacity building and training to strengthen the representation skills of women's groups and networks, and facilitate communication and consultation with their constituencies.
5. *Co-financing or other investment in implementation capacity that would broaden the base of activities focused on interventions that either target women and girls, or address gender inequalities*
    - a. Coordination is essential to expand the reach of gender transformative programming, including joint reviews between co-funders which do not increase the administrative burden on grant recipients.
  6. *Establishing a clear evidence base through pure and operational research on what works*
    - a. Providing guidance and assistance to country actors to capture their experience using more rigorous methodology
    - b. Build models of innovative programming that can be scaled up and replicated.
  7. *Developing and making available on a large scale, new technologies with a particular focus on women and girls*
    - a. There is a need to find ways to implement some new or under-funded technologies on a large scale with effective programs (e.g. the female condom and male circumcision where this is seen as effective), while at the same time ensuring respect for human rights and with attention to gender differentiated impacts.