



INFORMATION SESSION

Introduction to Grant-making Grant Cycle 7

21 March 2023

Agenda

1. Introduction
2. What is grant-making?
3. Translate the Global Fund Strategy (2023-2028) into effective grant design
4. Plan and ensure implementation readiness so activities can start on day one
5. Enable timely & quality grant-making
6. Next Steps & Resources
7. Q&A

Two information sessions are planned, followed by grant-making Q&A sessions

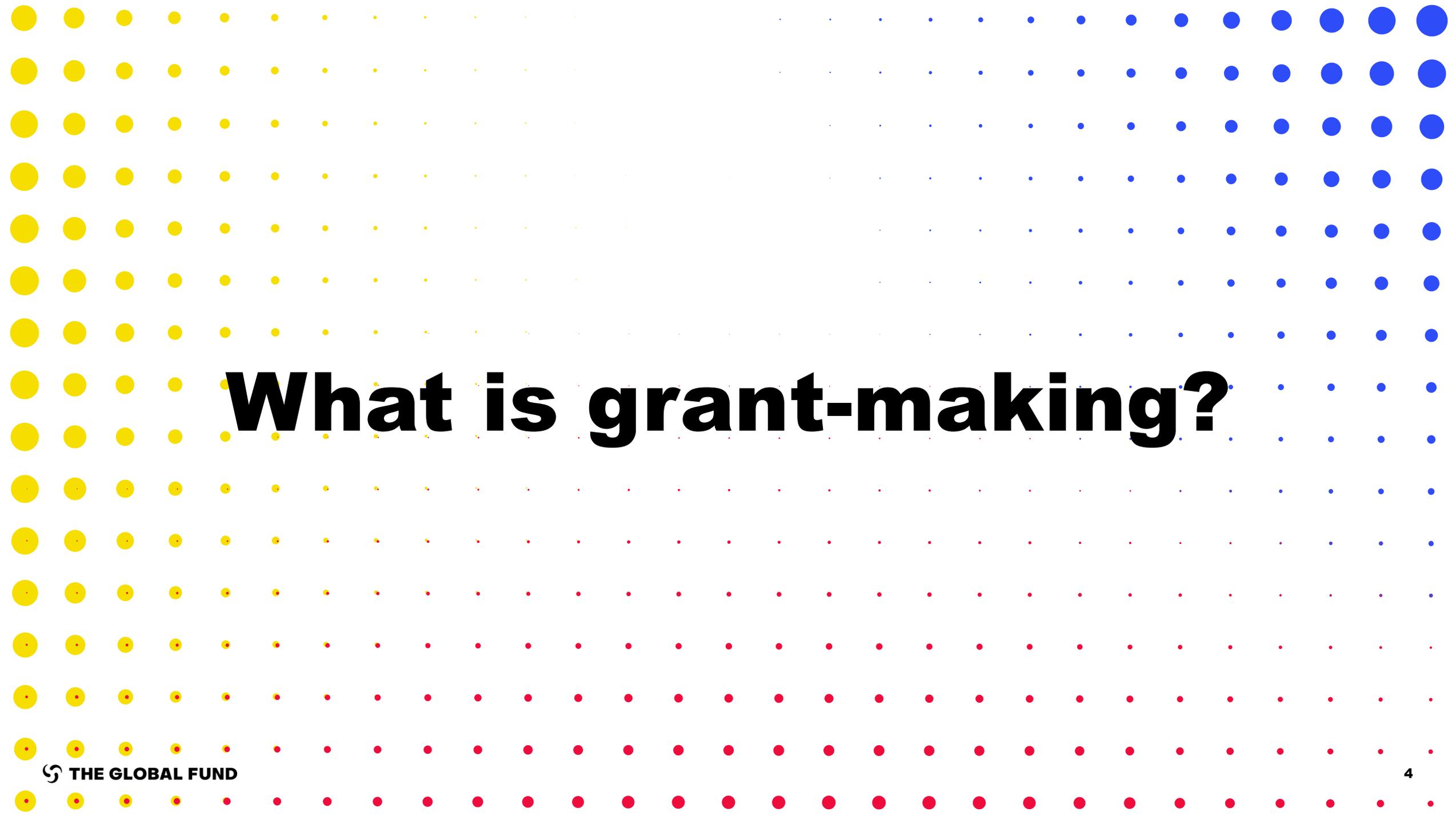
Suggested Audience	Purpose	March	April	May	June
PRs, LFAs, CCMs and any other interested stakeholders	High-level introduction to grant-making including key elements from the new Global Fund Strategy	21 Mar Information Session #1 (simultaneous interpretations)			
PRs, LFAs, CCM Secretariats	Detailed session on how to complete grant-making on-time and with quality, for those directly participating in grant-making	23 Mar Information Session #2 (simultaneous interpretations)	[Date TBD] Q&As (EN, FR, ES)		[Dates TBD] System-specific Q&As (EN, FR, ES)

For those who have gone through grant-making in previous grant cycles: The information sessions capture the key changes for Grant Cycle 7 and are sufficient.

For those who have not already been through grant-making: Please attend the information sessions and complete the forthcoming eLearning module.

All: Read the new OPN and Operational Procedures for the full understanding of grant-making in Grant Cycle 7.

For a complete list of relevant information sessions and materials for grant-making please refer to the **Resources** slide.

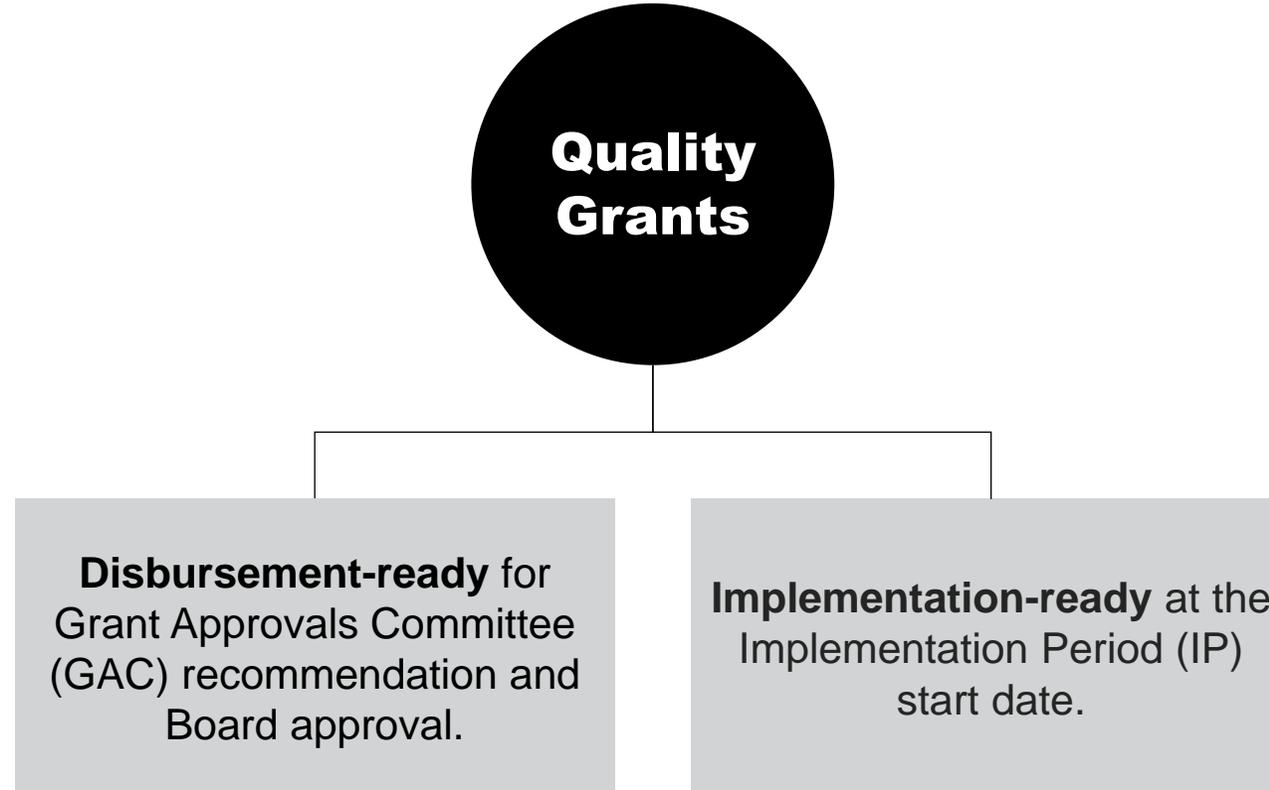


What is grant-making?

Grant-making Overview

What is grant-making?

Grant-making is the process of translating the funding request into quality grants. Grant-making can be initiated as part of funding request development.



What happens during grant-making?

Plan

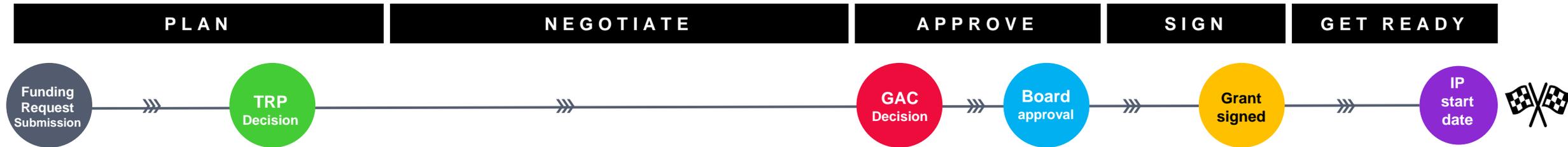
- Agree on timelines and deliverables.
- Confirm PR resources for grant-making.
- Complete relevant Grant Entity Data (GED).

Negotiate

- Negotiate the grant documents, for submission to and review by the Global Fund.

Approve

- Submit the final grant documents to the Grant Approvals Committee (GAC) .
- GAC review and recommendation.
- Grant Confirmation is sent for PR signature and CCM acknowledgment.
- Board Approval.



Sign

- Upon Board approval, the Global Fund countersigns Grant Confirmation.

Get Ready

- Continued PR and CT collaboration to ensure implementation readiness before the IP start date.
- Global Fund to process the first disbursement.

Grant Agreement Structure

STEP
1

Framework Agreement

- Defines the **overarching terms of the collaboration** between the Grantee and the Global Fund.
- **Grantee: an independent entity**, who signs a Framework Agreement with the Global Fund

Covers all grants implemented by the Grantee or the Principal Recipients acting on its behalf.

Incorporates the Global Fund Grant Regulations (2014), which set forth general terms and conditions for use of grant funds and program implementation.

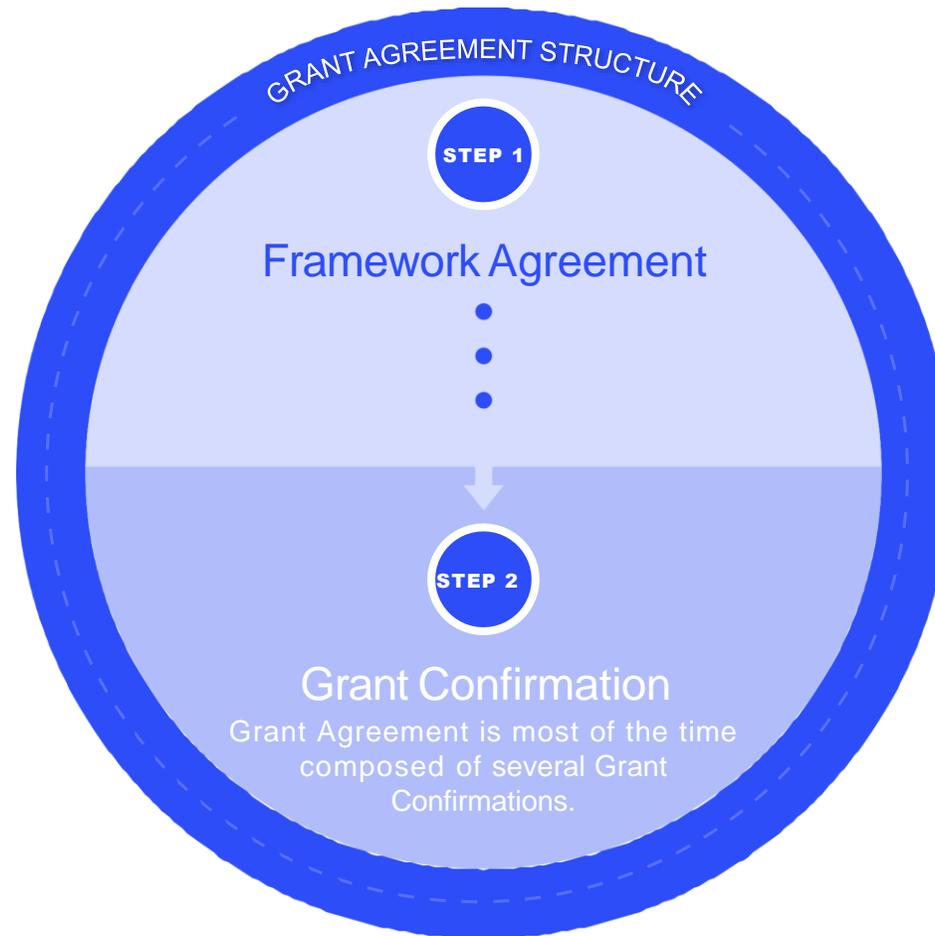
STEP
2

Grant Confirmation

A **new grant confirmation is signed each time** a Principal Recipient is selected to implement activities during a grant life cycle.

Includes, among others:

- Implementation Period (IP) start and end dates.
- General and IP-specific legal requirements.
- Integrated grant description.
- Performance Framework.
- Summary budget.



Start negotiations early on ahead of signing a framework agreement.

The outcome of grant-making is a signed grant confirmation for a disbursement- and implementation-ready grant



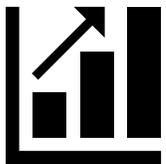
Grant confirmation

- Key grant information: implementation period (IP) dates, total budget, PR information, LFA information
- General & IP-specific legal requirements
- Signed by the Principal Recipient and the Global Fund, and acknowledged by the Country Coordinating Mechanism



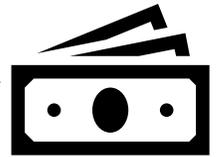
Schedule I – A. Integrated Grant Description

- Background and Rationale for the program
- Goals, Strategies and Activities



Schedule I – B. Performance Framework

- Sets the programmatic indicators and targets
- Used by the Global Fund to measure the programmatic progress of the grant through PR reporting



Schedule I – C. Summary Budget

- Derived from the Detailed Budget, which is used by the Global Fund to measure the financial progress of the grant through PR reporting

Implementation Readiness (see section below for details)

- Grant confirmation must be fully signed (PR, CCM, and Global Fund) at least 1 month before the IP start date.
- Before during and after the grant-making negotiations, Principal Recipients must also take the necessary steps to ensure the grant is implementation ready, so activities can start on day one.

Quality grant design and timely grant-making embeds the new Strategy while ensuring implementation readiness



1 Translate the Global Fund Strategy (2023-2028) into effective grant design



2 Plan and ensure implementation readiness so activities can start on day one



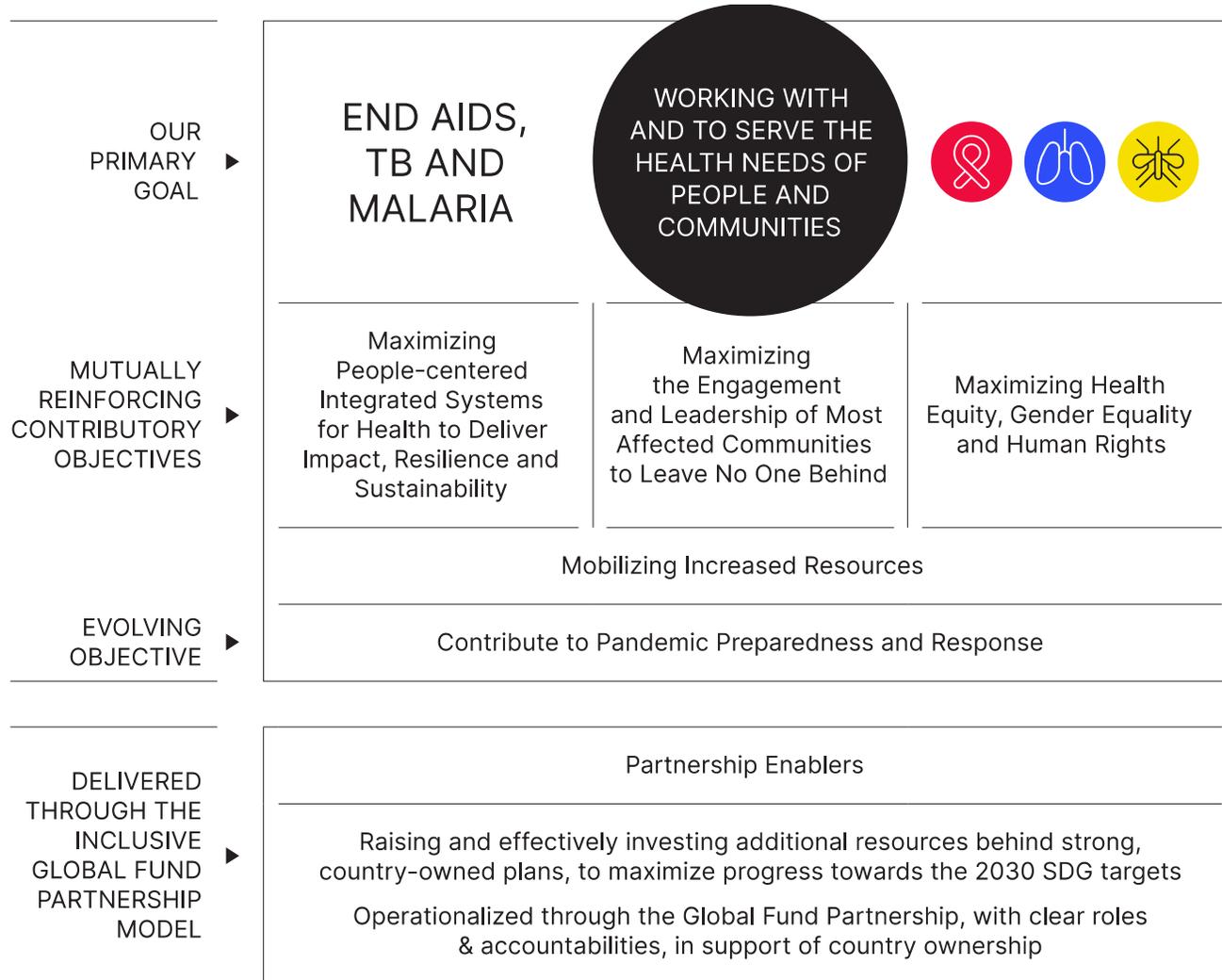
3 Ensure timely and quality grant-making



1

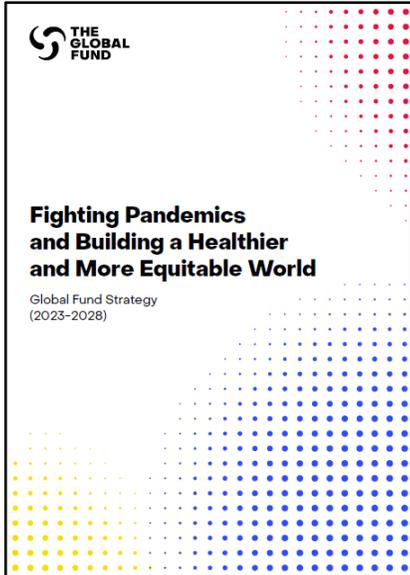
Translate the Global Fund Strategy (2023-2028) into effective grant design

Translate the Global Fund Strategy (2023-2028) into effective grant design to end the three diseases



- Maximize community engagement during grant-making**
- Focus on program essentials and use of data**
- Strengthen investments in RSSH and Pandemic Preparedness**
- Enhance health equity, gender equality and human rights**
- Strengthen efforts to mobilize equitable, efficient additional domestic resources**

Increase opportunities for community engagement to meet the objectives of the new Global Fund Strategy



Maximizing the Engagement and Leadership of Most Affected Communities to Leave No One Behind

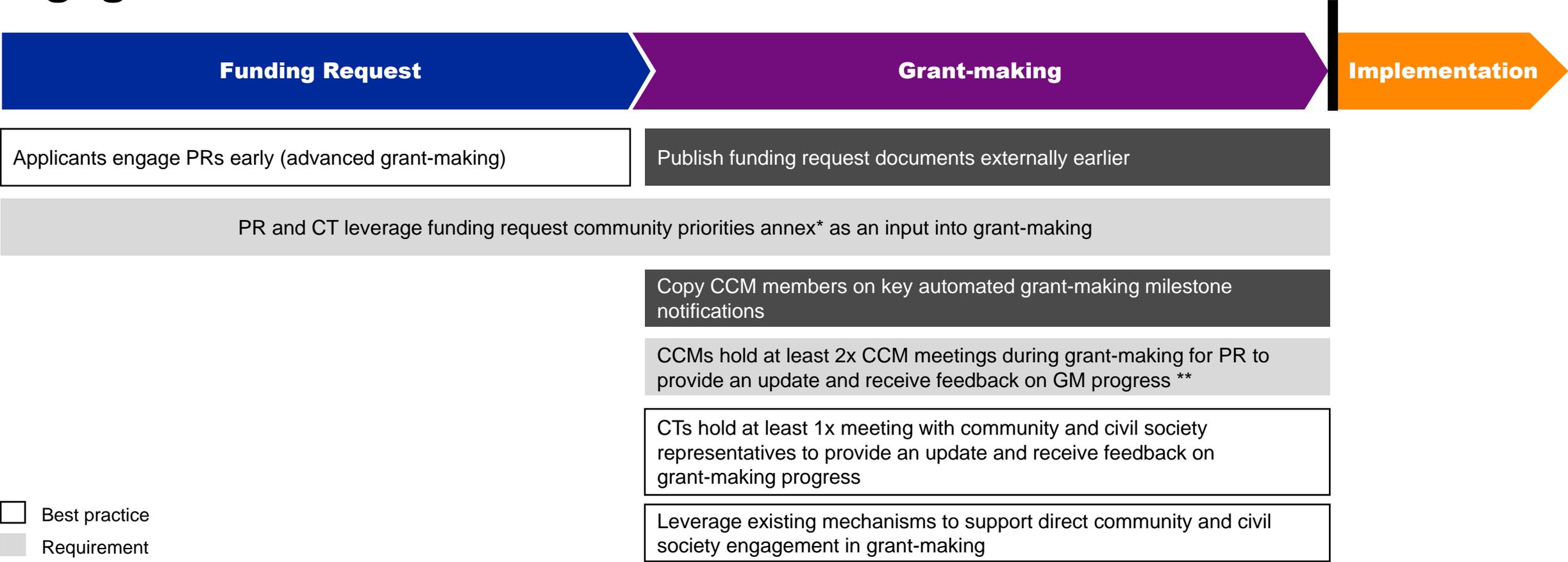
(one of three mutually reinforcing contributory objectives of the strategy)

Create opportunities for community and civil society **engagement beyond the funding request stage**

Codify expectations and opportunities for additional transparency, accountability and engagement in Global Fund policies and processes

Increase CCM visibility into grant-making process to facilitate engagement and oversight

Changes during funding request and grant-making stages increase transparency, accountability and opportunities for community engagement



- Best practice
- Requirement
- Process change (no action)

* Funding priorities of civil society and communities affected by the three diseases.
 ** Requirement for High Impact & Core portfolios; best practice for Focused portfolios.

Mutual expectations must be clearly defined for all stakeholders to ensure meaningful engagement

Engaging community-based and community-led organizations (CBO/CLO) as implementing partners is key to the success of the new Global Fund Strategy

Why engage

- **Demonstrated ability** to deliver high-quality health services and programming
- **Unparalleled understanding of community** needs, preferences, challenges, and the acceptability of service delivery approaches
- Ideally positioned to:
 - Reach into communities to **find ‘missing’ beneficiaries**
 - **Provide differentiated services** to meet complex and diverse needs of different groups
 - **Foster understanding** of new interventions and **mobilize demand**
- More likely to be viewed as **trusted partners** by the communities they work with

When to engage

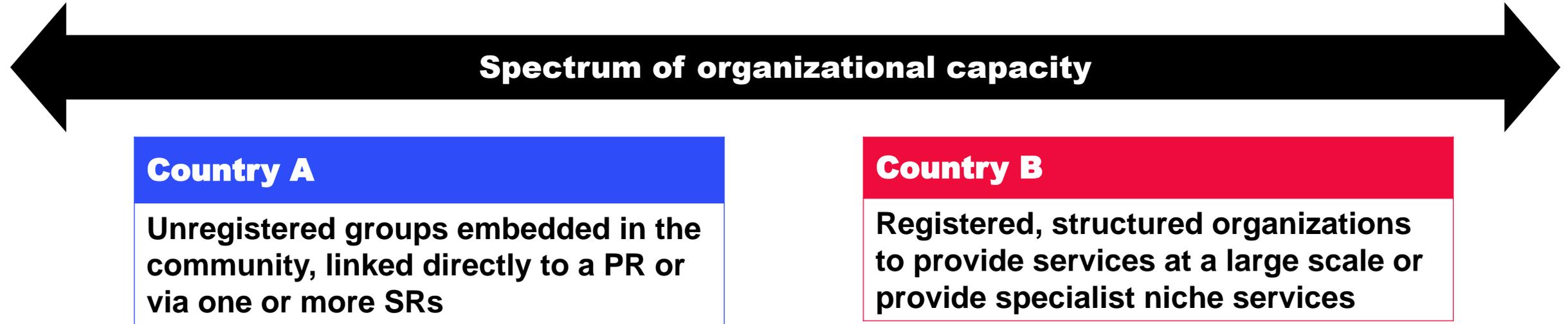
- Ability to implement a **wide range of activities** and in an equally **wide range of contexts**
- **Four specific contexts** where the Global Fund expects some level of engagement:
 - When **differentiated service delivery** approaches can enable greater impact.
 - When improving access and outcomes for **marginalized sub-populations** is an objective (including key populations).
 - When **introducing or scaling-up** new products or service-delivery approaches.
 - When seeking to safeguard **human rights** and reduce human rights-and gender related barriers to services.

How to engage

Which organizations are engaged, and specific contracting modalities are **guided by programmatic objectives, local context, the specific needs of the communities** the grant intends to support, and an **understanding of potential risks** and how they can be mitigated. The Global Fund encourages engagement with a range of CBO/CLO implementers in order to **ensure the most appropriate partner is contracted to deliver the most appropriate service.**

CBO/CLO implementers exist along a spectrum of organizational capacity, demanding different contracting approaches

In-country partners are encouraged to explore all contracting approaches that may be applicable to their country context and the capacity of relevant organizations, including the use of innovative approaches such as payment-for-results.



Programmatic needs

- Which organizations are best placed to deliver?
- What support do organizations need to ensure adequate implementation and oversight?

Payment for Results

- Can provide a means to for direct support of even the smallest organizations.
- May mitigate risks associated with contracting organizations with limited capacity.

Community systems strengthening

- PRs are strongly encouraged to support the organizational capacity of well-performing CBOs/CLOs, including by leveraging:
- Grant investments in CSS
 - Community Systems & Responses strategic initiative

Maximizing health equity in Grant Cycle 7

What is health equity?

- **Health inequities are differences in health outcomes that are unnecessary, avoidable, unfair and unjust. Equity is achieved when these differences are eliminated, and everyone attains their full potential for health and well-being.**
- A person's health is shaped by their everyday living conditions – these are the **social determinants of health and the drivers of inequity.**
- **PROGRESS Plus** acronym sets out some of the most common dimensions of health inequity:
 - **Place of residence;**
 - **Race/ethnicity/culture/language;**
 - **Occupation;**
 - **Gender/sex;**
 - **Religion;**
 - **Education;**
 - **Socioeconomic status;**
 - **Social capital;**
 - **plus** the important personal characteristics that impact on health equity, such as disability, sexual orientation and age.

Why is equity a priority for the Global Fund?

- Global Fund Strategy 2023-2028 commits to **maximizing health equity and taking intensified action to address inequities.**
- **Inequities are directly linked to disease outcomes.**
- **We will not end the epidemics without addressing inequities.**
- **The most marginalized are being left further and further behind.**

What's new in Grant Cycle 7?

- New requirements for **applicants to demonstrate how they will maximize health equity.**
- Strengthened focus on equity within the **Technical Review Panel's review criteria.**
- **Design interventions which respond to health inequities identified in the analysis in the funding request.**
- Progress will be measured through new **grant indicators to track performance in reducing inequities** in key HIV, TB and malaria grants.

Co-financing is critical to support the Global Fund and countries to achieve health outcomes in a fiscally sustainable manner



- Underpins **Global Fund's 2023-28 Strategy objectives.**
- Supports the objective to **mobilize increased resources** to fight the three diseases and strengthen health systems.

Co-financing – What are key focus areas to be prioritized during grant-making?

- 1** More rigorously review realization of existing commitments from Grant Cycle 6 during grant-making.
- 2** A [commitment letter](#) is now mandatory for all portfolios to strengthen country ownership of commitments for GC7.
- 3** Strengthen quality, coherence, and clarity of data related to co-financing and trends in expected investment in the national responses via the [updated Funding Landscape Table \(FLT\)](#).
- 4** During grant-making and prior to GAC approval, ensure final co-financing commitments are **high quality, strategically focused, and in line with focus, scale, and scope highlighted in the allocation letters.**
- 5** Strengthen monitoring of co-financing commitments and mitigation of risk



2

**Plan and ensure
implementation
readiness so activities
can start on day one**

Implementation readiness (IR) enables PRs to start activities immediately upon IP start date and contributes to improved implementation in Y1

Key considerations for achieving implementation readiness:

1.

Ensure IR throughout Funding Request (FR) and Grant-making (GM)

- IR happens alongside FR development and GM negotiations, not after.
- Advance IR activities to the extent possible at each phase of the FR and GM processes.

2.

Consider advanced grant-making during FR development

- Increase participation of PRs in funding request development, where appropriate.
- Strongly recommended for Program Continuation approach and where PR is continuing

3.

PR signs & CCM acknowledges after Grant Approvals Committee (GAC) recommendation

- Earlier grant signing timelines, allowing additional time to finalize implementation readiness
- Subject to GAC decision whether the GC can be released for PR signature before Board approval

4.

Standardized IR assessment

- LFA to conduct IR assessment within 1 month of IP start date and submit assessment report 2 weeks later, allowing issues to be identified and resolved soon after implementation begins
- CT to communicate mitigating actions to PR within 2 months of IP start date.

Implementation readiness (IR) activities happen during funding request and grant-making, not after

Funding Request



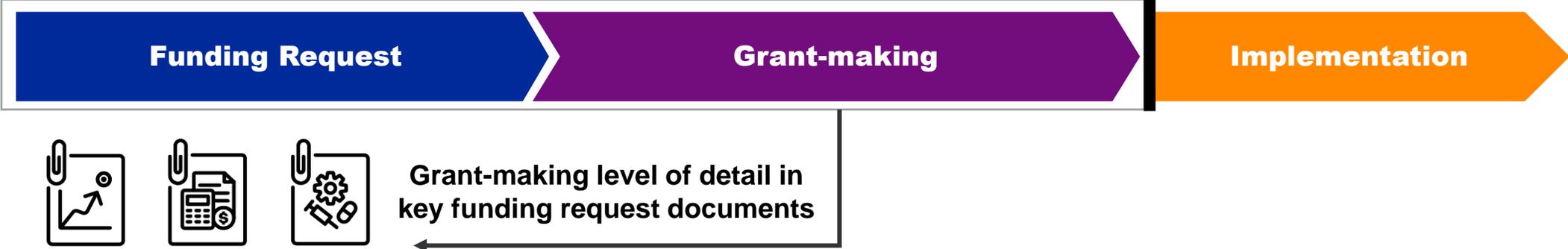
* For existing, well-performing PRs only

** The Global Fund does not require a competitive re-selection of human resources, SRs, and Suppliers (for PRs procuring through their own processes) for each IP. Re-selection must comply with applicable Global Fund policies and regulations.

*** In some cases, it may be possible for the PR to sign contracts earlier if local laws and PR procedures allow.

Advance grant-making where appropriate and ensure implementation readiness

Implementation
Period (IP)
Start Date



Early engagement of PRs to advance grant-making

Applicants engage selected PRs early* and develop the key funding request documents with grant-making level of detail.

Implementation-ready grants can start on day one

PRs that sign early can implement grant activities immediately from the IP start date.

Early signature can improve timely implementation

There is a correlation between grants signed early and timely implementation in Year 1.



Advanced grant-making strongly recommended for the Program Continuation application approach or where the applicant continues with the existing PR.

* CCMs must still follow an open and transparent process to select the PR (Eligibility Requirement 2). The CCM compliance statement has been updated to accommodate early PR selection.

Develop key funding request documents with a level of detail required during grant-making stage of the process



Performance Framework

- Include PR-specific* coverage indicators and targets, including disaggregation where applicable, with a six-month reporting frequency (for High Impact and Core portfolios).



Detailed Budget

Include:

- PR-specific* budget lines at the cost input level (for High Impact and Core portfolios).
- Detailed assumptions to support accurate unit costs.
- Ringfenced sub-recipient budgets**.



Health Product Management Template

Include:

- Detailed assumptions to support accurate quantifications and unit costs.
- Required supporting documents (e.g., quantification sheets, HPM plan, treatment and diagnostic protocols).

Applicants that advance grant-making can gain up to 30 days to ensure implementation readiness.

* While documents are prepared with PR-specific information, these are consolidated within a single file for final FR submission to TRP. For integrated funding requests, applicants must discuss specific considerations with the Country Team.

** Budget lines are assigned to sub-recipients to the extent possible, even if these implementers have not yet been identified or confirmed.



3

Ensure timely and quality grant-making

Key process and system changes to optimize grant-making and ensure end-to-end transparency



Partner
Portal

- PRs use the Global Fund Partner Portal to access and **submit final grant-making documents**
- **Grant-making status** to facilitate PR tracking of grant-making progress.
- **Critical Grant Entity Data** is also managed through the Partner Portal (next slide).
- **Revamped notifications** to increase end-to-end transparency for all stakeholders

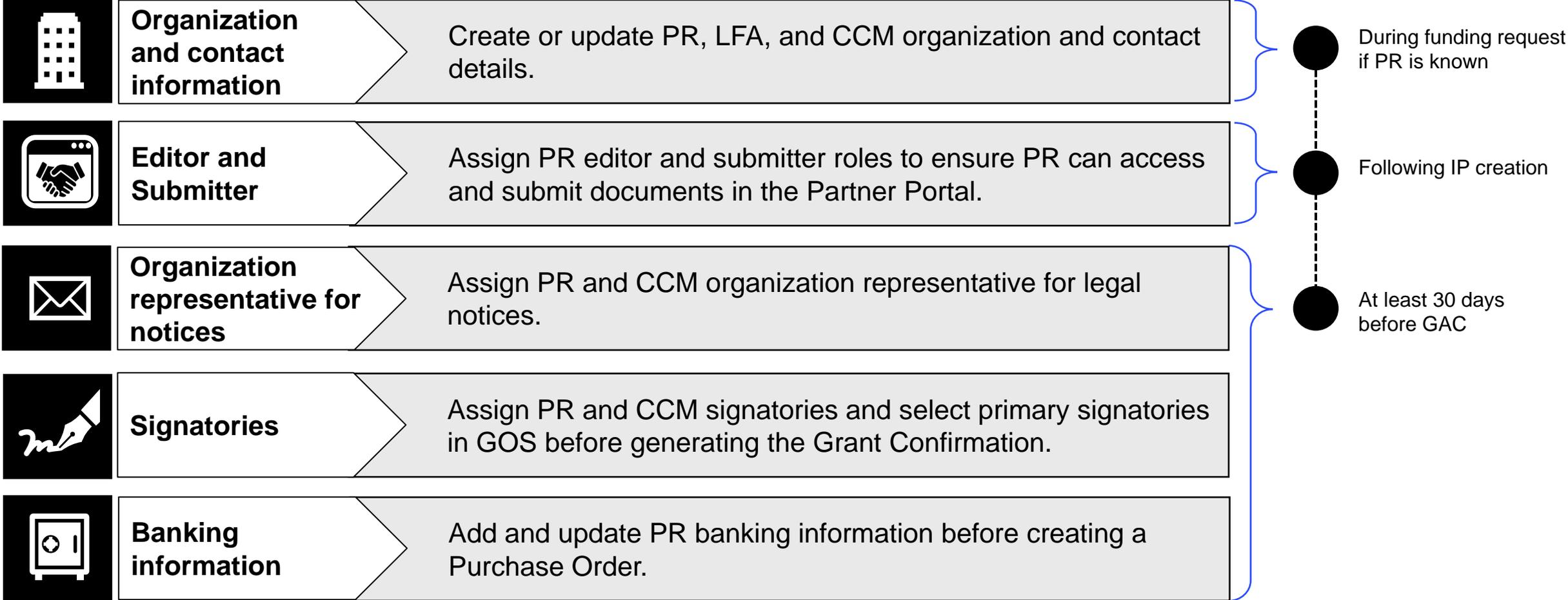


Grant
Confirmation
(GC)
Signature

- Faster signing of the Grant Confirmation, with **PR signature and CCM acknowledgement** following the recommendation of the Grant Approvals Committee (GAC) as a standard approach*

* Early PR signature and CCM acknowledgement is decided by the GAC.
Global Fund counter signature remains contingent upon Board approval.

Critical Grant Entity Data (GED) for grant-making and timelines to finalize



 Update GED early. Change requests can take up to **6 weeks**.

The Local Fund Agent (LFA) may be requested to assist and advise the Global Fund during grant-making

Funding request

- Review robustness/operational feasibility of **grant design** and **proposed implementation arrangements** to meet grant objectives and impact, flagging to Global Fund operational challenges and contextual information which may impact implementation.

Grant-making

- Assess capacity of proposed PR - **Implementer Capacity Assessment (CAT)**
- Review of Detailed Budget, Health Product Management Tool, Performance Framework (as warranted).
- Check progress on **implementation readiness**.

Start of IP & during implementation

- Assess **implementation readiness** and flag risks of delays.
- Periodic reviews to check **effectiveness of implementation arrangements**.

LFA's are **not** involved in drafting of the Funding Request and do **not**:

Provide technical advice or capacity building to implementers

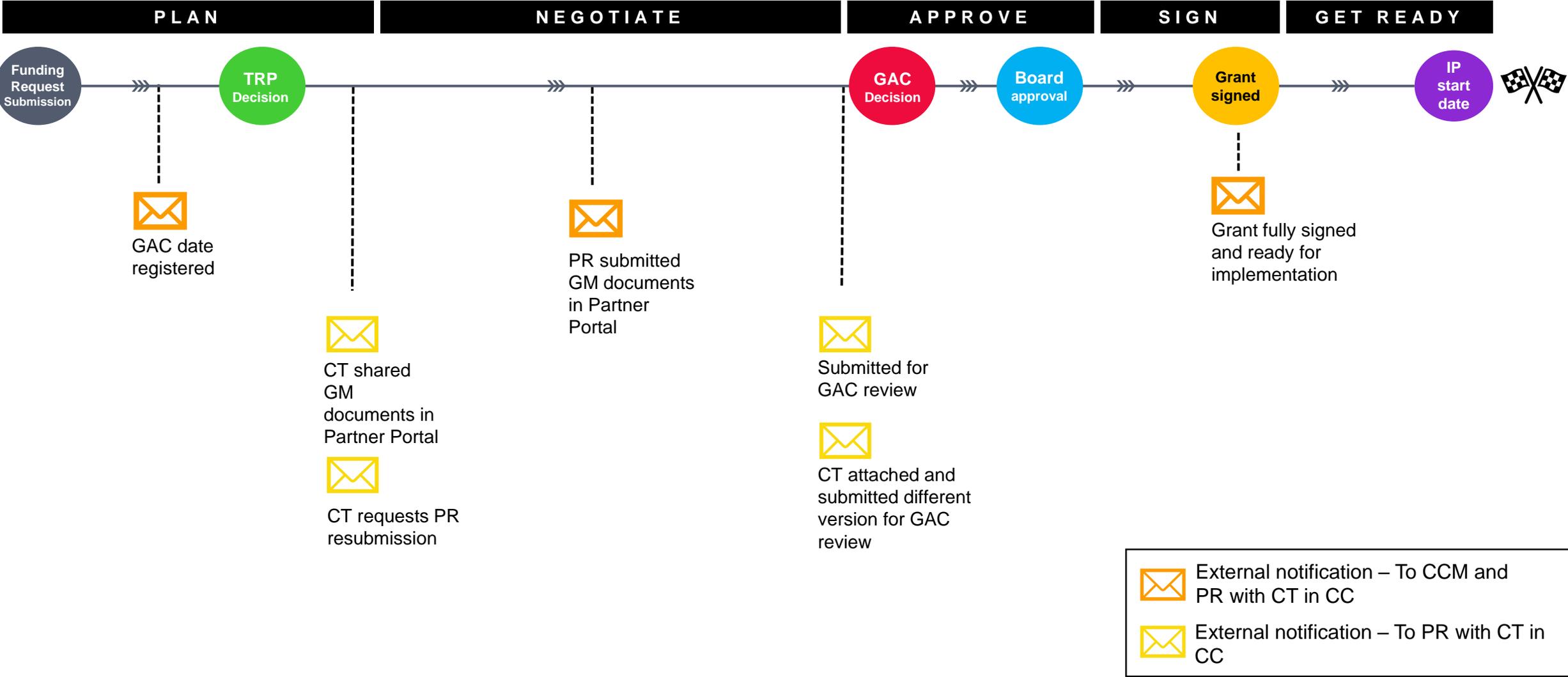
Represent views or make decisions on behalf of the Global Fund

Share its recommendations with or report to anyone outside the Global Fund

For further details on the role of the LFA: [LFA micro-site on the Global Fund website](#) contains various tools and guidelines for the LFAs

Implementers must ensure full cooperation with LFA, incl. granting it access to requested documentation, program sites and personnel.

Notifications have been revamped to align with the Strategy and deliver a transparent end-to-end overview for CTs, PRs and CCMs

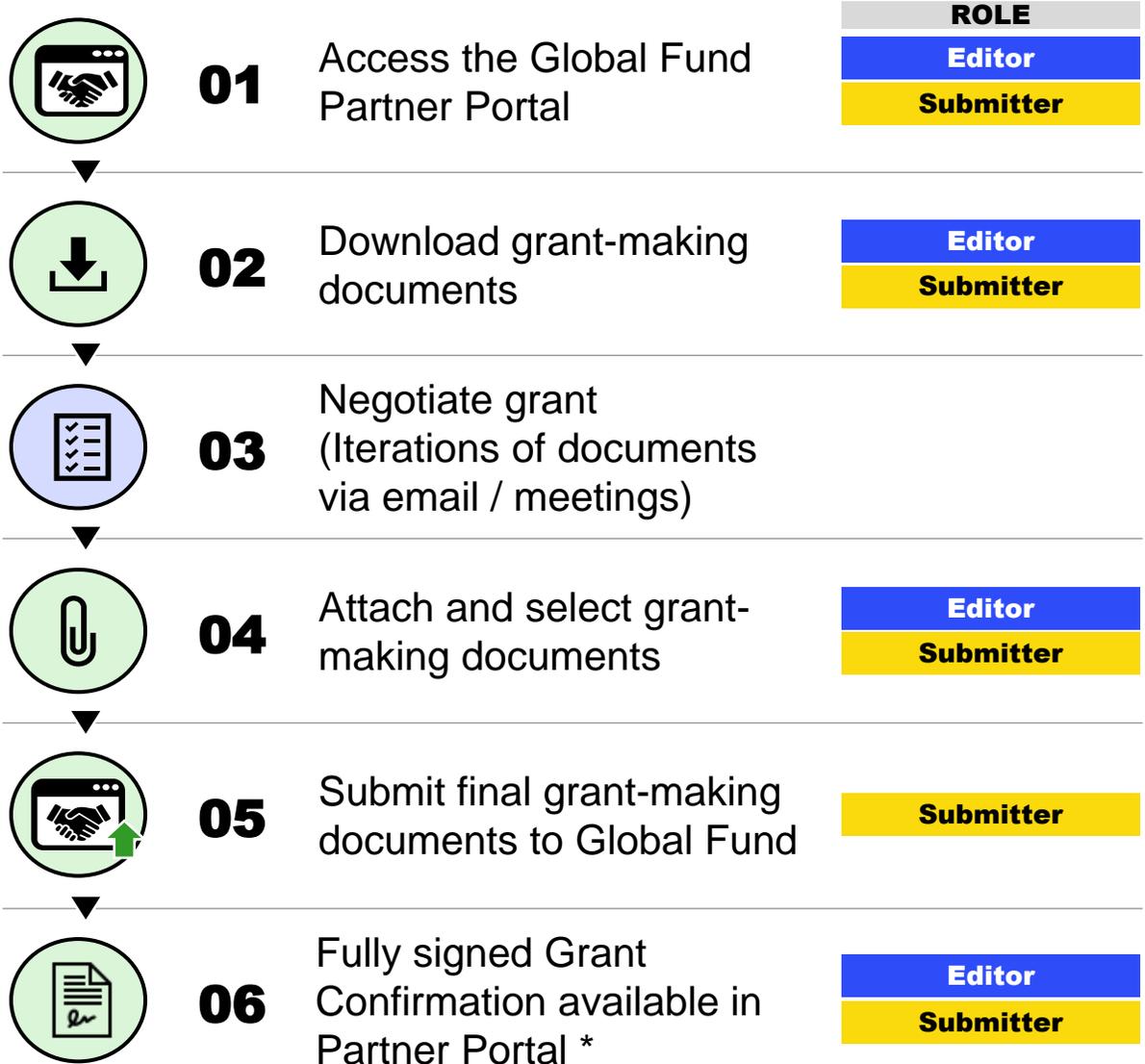


Negotiate, iterate and review of grant-making documents via email and meetings before PR submits final documents in the Partner Portal



Grant-making through the Partner Portal

Steps for Principal Recipients



RECAP

- Editor and Submitter rights are assigned in GED per grant.
- At a minimum, each grant is required to have one Submitter. We recommend having two Submitters per grant.

KEY

-  Steps completed through the Global Fund Partner Portal
-  Steps completed outside of portal

* The Grant Confirmation will be exchanged via email during the Negotiate and Sign phases. Once the grant-making process has been fully closed, the signed Grant Confirmation will be available in the Partner Portal for future reference.



Next Steps & Resources

Grant-making Resources

The Global Fund Website

- [Grant-making page](#)

Resources and links	Audience
Grant-making external information session slides and recording <ul style="list-style-type: none"> • Recording: link forthcoming • Presentation: EN FR ES PT 	PRs, CCMs and LFAs
Operational Policy Note (OPN) and Operational Procedures on Make, Approve and Sign Grants (within the Operational Policy Manual)	PRs, CCMs, and LFAs
Grant-making Handbook for PRs (link forthcoming)	PRs
Partner Portal Guide with detailed guidance on PR system steps (link forthcoming)	PRs
GED external guidance: EN ES FR	PRs, CCMs, LFAs
Grant-making eLearning (link forthcoming)	PRs, CCMs, and LFAs
Demos: <ul style="list-style-type: none"> • Downloading grant-making documents from the Partner Portal • Attaching and submitting final grant making documents 	PRs

Related Resources

Subject Area	Resource
Funding Request	Funding request forms and other materials
Community-led and community-based organizations	Relevant Technical Briefs: <ul style="list-style-type: none"> • Community Engagement: A Guide to Opportunities Throughout the Grant Life Cycle • Community Systems Strengthening (CSS) Technical Brief • Community Systems Strengthening Interventions in Global Fund Grants: Decision-making Guide
Health Equity	<ul style="list-style-type: none"> • The Global Fund's technical briefs on Equity, Human Rights, Gender Equality, Key Populations and Community Engagement • World Health Organization's Innov8 tool to identify and address in-country health inequities • World Health Organization and The Global Fund's report on the State of Inequality in HIV, TB and malaria • The Global Fund's Health Equity e-learning module (forthcoming)
Co-financing	<ul style="list-style-type: none"> • Operational Policy Note on Co-Financing • Updated Funding Landscape Table (FLT) • Sustainability, Transition, and Co-Financing Guidance Note (English) • Sustainability, Transition, and Co-Financing Policy (English Español Français) • Co-financing Commitment Letter Template
Sexual exploitation, abuse and harassment (SEAH)	<ul style="list-style-type: none"> • Guidance Note on SEAH (English Español Français Português)
Performance Framework	<ul style="list-style-type: none"> • Modular Framework and Indicator Guidance Sheets • Indicator prioritization (HIV, TB, malaria, RSSH)
Detailed Budget	<ul style="list-style-type: none"> • Guidelines for Grant Budgeting <ul style="list-style-type: none"> ◦ Operational Guidance for Grant Budgeting • Detailed Budget Instructions
Health Product Management Template	<ul style="list-style-type: none"> • Health Product Management Template (available in multiple languages) • Health Product Management Template User Guidelines for Allocation Period 2023-2025 (English Español Français) • Health Product Management Template: Annex to the User Guidelines (English)