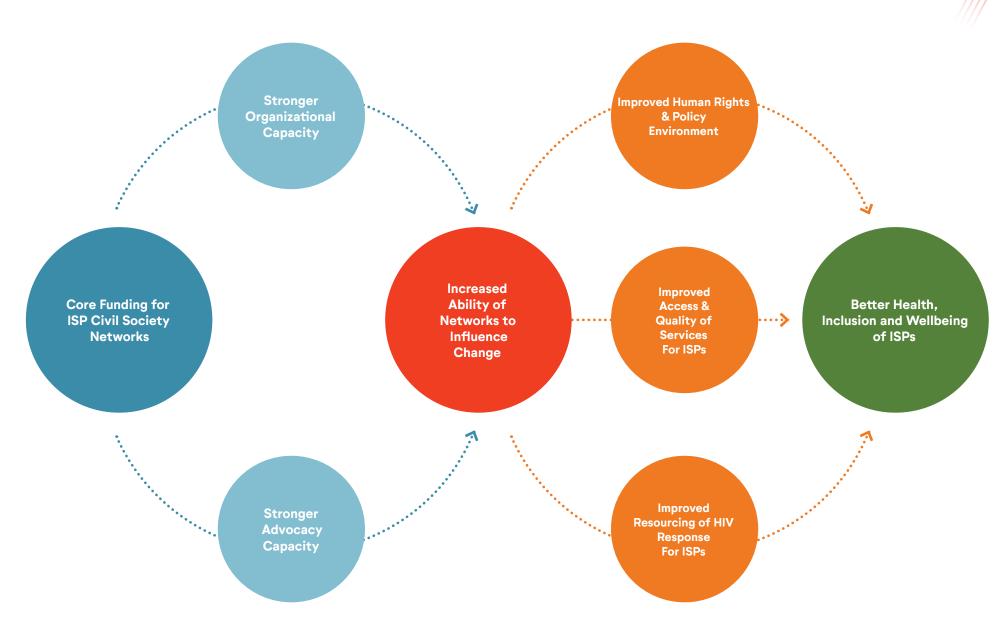
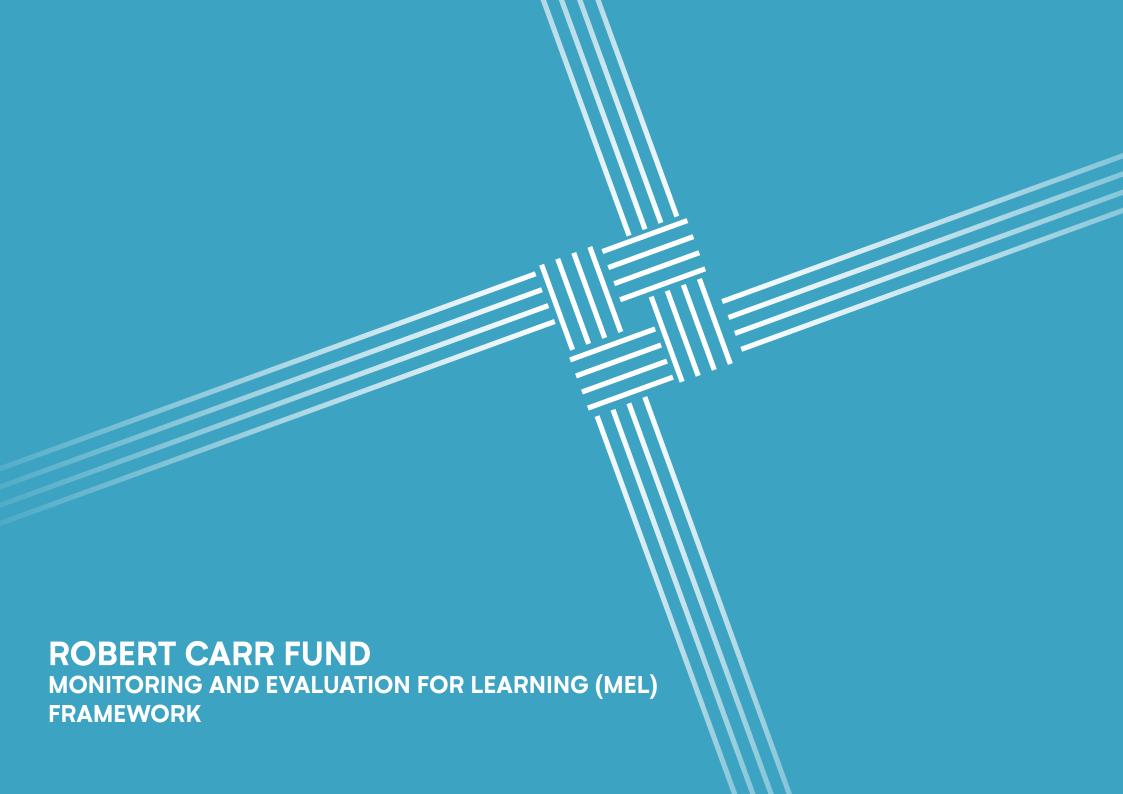


THEORY OF CHANGE







01. NETWORK STRENGTH AND INFLUNCE

OUTCOME: Institutionally stronger civil society and community-led networks and consortia

Foundational step	Early action	Advanced action	Result	
1A: STRENGTHENED ORGANIZATIONAL STATUS				
Network operates	s with a fiscal agent	Network is in the process of registering	Network is registered	
1B: STRENGTHENED CORE STAFF STRUCTURE				
Network has no paid staff members and relies on volunteers and/or consultants	Network has at least one paid full-time staff member and relies on volunteers and/or consultants	Network has more than one paid full-time staff member to carry out a defined scope of work	Network has a core team of full-time paid staff to carry out scope of work for at least 2 years	

Foundational step	Early action	Advanced action	Result		
2A: STRENGTHENED FINANCIAL CAPACITY AND ACCOUNTABILITY					
Network has a fiscal agent which manages its accounting	Network has at least one paid dedicated finance staff member to manage accounting	Network's Governance Body (e.g. Board Treasurer or Financial Committee) regularly monitors financial reports.	Network produces audited annual financial statements		
2B: STRENGTHENED FINANCIAL SUSTAINABILITY					
Network has more than one source of funding	Network has a costed strategic plan or a resource mobilization strategy in place	Network has secured funding to implement its strategic plan for at least two more years	No single donor accounts for more than 30% of network's funding		
3: REPRESENTATIVE AND DEMOC	RATIC GOVERNANCE				
Network has a governance body (e.g. Board) that meets regularly, in line with governance charter or bylaws	Governance leadership (Board) regularly rotates through democratic elections, in line with governance charter or bylaws	Board actively engages in governance of the network and is accountable to its constituents from among the members of the network	At least 50% of Board is representative of all geographic and ISP diversity of its constituents		
4: STRENGTHENED INFLUENCE AND CAPACITY TO UNITE AND MOBILIZE MOVEMENTS					
COMMUNITY/NETWORK MEMBERSHIP: Network has engaged its (community) members in developing an advocacy strategy or initiative	INTERSECTIONAL PARTNERSHIPS: Network actively engaged in an intersectional coalition with allies beyond its target ISP or HIV-related issue to influence change for ISPs	STATE, UN, AND MULTI/BILATERAL AGENCIES: Network actively engaged government, UN, bilateral or multilateral agencies in partnership or working relationships	FORMAL REPRESENTATIVE ROLE: Network holds a formal representative role in a national, regional, or international institution that influences HIV and human rights policy (e.g. UNAIDS PCB; the Communities Delegation to the GF Board; or other)		



02. HUMAN RIGHTS

OUTCOME: More enabling and rights-affirming social, policy and legal environment for ISPs

Foundational step	Early action	Advanced action	Result		
5: NUMBER OF NETWORKS CONTRIBUTING TO AN IMPROVED HUMAN RIGHTS ENVIRONMENT FOR AT LEAST ONE ISP					
Network has generated credible evidence to support advocacy strategy or campaign	Network has implemented an advocacy initiative to promote human rights, by utilizing national, UN, or funding agency mechanisms	Network has supported strategic litigation	Advocacy initiative resulted in legal, policy, or practice change		



OUTCOME: More accessible, rights-based, quality HIV services and programs for ISPs

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6: NUMBER OF NETWORKS CONTRIBUTING TO INCREASED ACCESS TO HIV SERVICES AND PROGRAMS

Network has generated credible **evidence** to support advocacy strategy or campaign to improve access to services for ISPs

Network has implemented an advocacy initiative for enabling environment to increase access to services, by utilizing national, UN, or funding agency mechanisms

A more enabling environment contributed to increase in new clients accessing services, as reported by ISP services

7: NUMBER OF NETWORKS CONTRIBUTING TO INCREASED QUALITY OF HIV PROGRAMS AND SERVICES

Network has generated credible **evidence** to support advocacy strategy or campaign to improve quality of services

Network has implemented an advocacy initiative to better enabling environment for quality of services, by utilizing national, UN, or funding agency mechanisms

A more enabling environment contributed to better quality of programs and services (changes in structure, function, or delivery) as reported by ISPs



OUTCOME: Resources made available and spent properly to create better conditions for ISPs with regards to HIV and human rights

Foundational step	Early action	Advanced action	Result		
8: INCREASED AND SUSTAINABLE FINANCING OF HIV RESPONSE FOR ISP(S)					
Network has conducted a costing exercise or generated evidence of unmet funding needs for HIV programs for ISPs	Network has conducted budget mon- itoring of state or donor expenditure against their commitments (generated evidence of a gap between available funding and need)	Network has implemented a campaign or other advocacy activities to push for increased sustainable financing of the HIV response for ISPs	Increased domestic or international funding committed and delivered to HIV programs for ISPs		

ULTIMATE IMPACT:
BETTER HEALTH, INCLUSION AND SOCIAL WELLBEING OF THE ISPS