



- CIRW 2024 -

Weaving knowledge for collective learning

Continuous Learning and Adaptation of ISP-led
Networks in the HIV Response Globally

PRACTICAL
RESOURCE

CIRW 2024: RISKS, CHALLENGES & NETWORK APPROACHES

Based on real experiences from community-led
networks driving the HIV response globally

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CIRW 2024: RISKS, CHALLENGES & NETWORK APPROACHES

Based on real experiences from community-led networks driving the HIV response globally

Purpose: This resource consolidates real experiences and proven solutions from community-led networks facing common challenges. It's designed to be practical, adaptable, and grounded in actual successes.

Getting Started

Risk Assessment

- Map your current risks across the six+ categories
- Identify priority areas needing immediate attention
- Consider both immediate and long-term risks

Learning from Others

- Review examples similar to your context
- Connect with networks that have implemented successful solutions
- Adapt strategies to your specific situation

Implementation Steps

- Start with quick wins while planning long-term solutions
- Document your process and learnings
- Build on existing community strengths

RCF Partners' Key Principles for Success

✓ Community Leadership

- Center community voices in solution design
- Build on existing community knowledge
- Ensure meaningful participation at all levels

✓ Proactive Planning

- Develop contingency plans before crises
- Build reserves and relationships during stable times
- Invest in systems strengthening

✓ Flexible Adaptation

- Maintain room to adjust strategies
- Learn from both successes and challenges
- Share learnings with other networks

!! Remember:

- No single solution fits all situations
- Combine strategies for maximum impact
- Build on existing community strengths
- Document and share your experiences



Area 1: Financial Resilience

Common Risk Scenario:

Funding instability & crisis response

RCF Partner Approaches:

✓ Emergency Response Systems

Successful approach: Coalition PLUS leveraged organizational reserves while exploring alternative funding mechanisms.

Key steps:

- Used member solidarity to continue programs
- Secured additional Global Fund support
- Simplified donor procedures to maintain services

✓ Resource Mobilization

Successful approach: NAP+WA secured government funding for PLHIV insurance in Mauritania and Côte d'Ivoire.

Key steps:

- Built relationships with national insurance systems
- Presented evidence of community needs
- Engaged multiple stakeholders, including ministries

✓ Adaptive Programming

Successful approach: DNP+ maintained impact despite reduced resources by:

- Establishing drop-in centers as service hubs
- Creating facility accompaniment systems
- Negotiating alternative documentation requirements



Area 2: Safety, Security and Political Risks

Common Risk Scenario:

Anti-rights movements and restrictive legislation

RCF Partner Approaches:

✓ Safety-First Programming

Successful approach: EWNA developed “safety matrix” to protect community researchers and prioritized safety in advocacy work.

Key steps:

- Protected identities of informants
- Facilitated safer CEDAW participation
- Created secure consultation processes

✓ Alternative Implementation Models

Successful approach: ITPC EECA adapted by:

- Publishing through local partner organizations
- Taking low-profile approaches to sharing findings
- Consulting legal experts on publication strategies

✓ Strategic Partnerships

Successful approach: Rise & Decriminalize movement united LGBTQI+, people who use drugs, women living with HIV and sex workers networks to counter shrinking civic space.

Key steps:

- Built cross-movement solidarity
- Shared security information
- Created collective advocacy platforms



Area 3: Organizational Capacity

Common Risk Scenario:

Leadership burnout and capacity challenges

RCF Partner Approaches:

✓ Mental Health & Wellbeing

Successful approach: Youth RISE implemented:

- Mental health leave policy
- Flexible working arrangements
- Distribution of leadership responsibilities

✓ Democratic Governance

Successful approach: ENPUD built trust through:

- Creation of Expert Councils
- Transparent General Meeting processes reaching 90% participation
- Three-step voting authentication process for decisions
- Weekly work meetings for community monitoring

✓ Community Building

Successful approach: EWNA strengthened movement through:

- Community consultations
- Development of harmonized position on decriminalization
- Surveys and discussions to build common understanding



Area 4: Programmatic Access to Services

Common Risk Scenario:

Barriers to healthcare access and service discrimination

Network Examples:

- DNP+ faced barriers getting HCV treatment for homeless PWUD without identity documents in Delhi
- MENA Rosa documented healthcare providers discriminating against women living with HIV in Tunisia and Egypt
- UCTrans found 59% of trans people experienced disruptions in hormone care and 32% in ARV treatment during climate disasters

RCF Partner Approaches:

✓ Alternative Service Models

Successful approach: DNP+ created accessible services through:

- Drop-in centers providing multiple services
- Facility accompaniment systems
- Training 432 community activists

✓ Provider Engagement

Successful approach: MENA Rosa reduced discrimination through:

- Training 463 healthcare providers
- Creating safe spaces for WLHIV-provider dialogue
- Following up to monitor provider behavior change

✓ Policy Change

Successful approach: NAP+WA secured healthcare access through:

- Government commitment to pay insurance for 101 PLHIV in Mauritania
- One million Euro commitment in Côte d'Ivoire
- Study of 3,200 PLHIV in Mali for inclusion (evidence)



Area 5: Movement Building and Coordination

Common Risk Scenario:

Fragmented responses and shrinking civic space

RCF Partner Approaches:

✓ Strategic Coalition Building

Successful approach: Rise & Decriminalize movement:

- United LGBTQI+, PWUD, women living with HIV and sex worker networks
- Organized high-level side meeting at AIDS 2024
- Engaged 45 representatives including ambassadors and donors

✓ Evidence-Based Advocacy

Successful approach: INPUD's Global Fund engagement contributed to achieving:

- NSP expansion from 2 to 19 sites in Nigeria
- First population size estimates in Zimbabwe
- Introduction of OAT in Pakistan
- Gender-sensitive services development
- Community-led monitoring mechanisms

✓ International Mechanisms

Successful approach: EWNA secured CEDAW recommendations for HIV decriminalization in:

- Tajikistan (2018, 2024)
- Kyrgyzstan (2021)
- Uzbekistan (2022)



Area 6: Measuring Success and Sustainability of Results

Common Risk Scenario:

Difficulty demonstrating impact and maintaining momentum

RCF Partner Approaches:

✓ Community-Led Monitoring

Successful approach: INPUD's monitoring contributed to achieving:

- Expanded services in 5 countries
- Community participation in funding request negotiations
- Increased harm reduction funding allocations
- Development of community-led technical briefs

✓ Institutional Integration

Successful approach: SANOP improved prison health services through:

- Training prison officers on minimum standards
- Establishing peer education programs
- Creating health support systems
- Building community linkages post-release

✓ Systems Strengthening

Successful approach: NAP+WA secured sustainable access through:

- Integration into national insurance systems
- Government budget commitments
- Systematic engagement with health authorities
- Regular monitoring mechanisms



2024 CIRW: Risks & Mitigation

The following tables (organized as per RCF Outcome Areas) have been synthesized from RCF Partner significant story submissions and supplemented with takeaways from the conversations held across both workshop days.

OBJECTIVE 1: NETWORK STRENGTH AND INFLUENCE	
Risk Area	Grantee Mitigation (CIRW 2024)
Financial Sustainability	<ul style="list-style-type: none">◦ Implementation of social enterprise models with seed funding for community businesses◦ Development of commercial activities with professional business planning◦ Creation of mixed funding models combining grants and earned income◦ Development of resource mobilization strategies◦ Building of financial reserves◦ Shifting from competition to cooperation◦ Diversification of sources◦ Community leadership in country Global Fund processes◦ Advocating to donors about ISP priorities
Leadership Burnout	<ul style="list-style-type: none">◦ Distribution of leadership responsibilities across teams◦ Creation of clear departmental structures◦ Development of mental health support, leave policies and flexible working policies
Political/Security Challenges	<ul style="list-style-type: none">◦ Development of and training on emergency response protocols◦ Creation of flexible operational models◦ Implementation of remote working systems◦ Establishment of and training on safety protocols
Organizational Capacity	<ul style="list-style-type: none">◦ Structured training curricula for staff and partners◦ Advisory mechanisms for program design◦ Recognition programs for capacity development◦ Peer-led training and mentorship programs
Legal/Registration	<ul style="list-style-type: none">◦ Alternative registration strategies◦ Legal partnership development◦ Multi-country registration approaches
Communication / Coordination	<ul style="list-style-type: none">◦ Multi-language AI support systems◦ Digital coordination platforms◦ Regional communication structures◦ Regular update mechanisms
Community Engagement	<ul style="list-style-type: none">◦ Paid community liaison positions◦ Community-led research programs◦ Participatory decision-making/governance structures



OBJECTIVE 2: IMPROVED HUMAN RIGHTS	
Risk Area	Grantee Mitigation (CIRW 2024)
Anti-Rights/Gender Movements	<ul style="list-style-type: none">◦ Building strong partnerships with allied organizations◦ Development of safety protocols and secure communication channels◦ Alternative funding mechanisms to protect organizations◦ Flexible programming approaches to adapt to threats◦ Engage with emergency contact list including allied in country embassies
Legal/Policy Barriers	<ul style="list-style-type: none">◦ Strategic litigation and constitutional challenges◦ Evidence-based advocacy at international forums◦ Community-led documentation of rights violations◦ Coalition-building with legal partners
Security Risks	<ul style="list-style-type: none">◦ Safety protocols for community members◦ Secure data collection methods◦ Protection mechanisms for activists◦ Emergency response systems
Criminalization Impact	<ul style="list-style-type: none">◦ Strategic advocacy for decriminalization & International advocacy campaigns◦ Legal support services for affected communities◦ Documentation of rights violations
Research/Evidence Gaps	<ul style="list-style-type: none">◦ Community-led research◦ Participatory data collection◦ Capacity building for research◦ Documentation of lived experiences

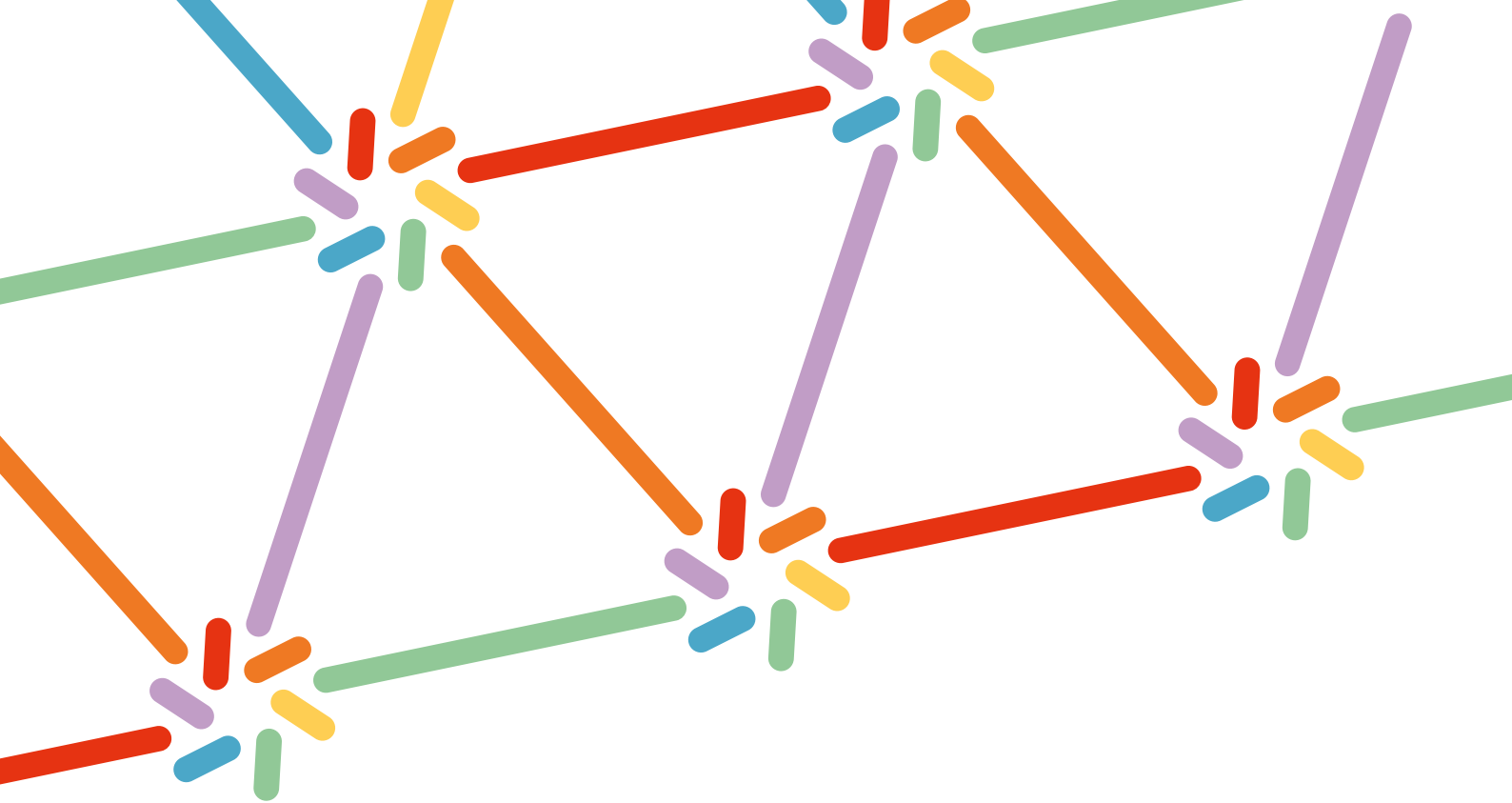


OBJECTIVE 3: ACCESS TO AND QUALITY OF SERVICES

Risk Area	Grantee Mitigation (CIRW 2024)
Stigma & Discrimination in Service Delivery	<ul style="list-style-type: none">◦ Healthcare provider sensitization training◦ Community-led monitoring systems◦ Direct peer support/accompaniment◦ Development of inclusive service standards
Limited Service Availability	<ul style="list-style-type: none">◦ Alternative service delivery models◦ Strategic partnerships with providers◦ Mobile/outreach services◦ Community-based service points
Prison/Closed Settings Access	<ul style="list-style-type: none">◦ Development of prison health standards◦ Peer education programs in prisons◦ Prison staff training◦ Monitoring of prison health services
Gender-Specific Access Barriers	<ul style="list-style-type: none">◦ Women-specific service spaces◦ Women peer worker engagement◦ Gender-responsive service design◦ Safe space creation
Quality Monitoring Gaps	<ul style="list-style-type: none">◦ Community-led monitoring systems◦ Community feedback processes◦ Service quality standards development◦ Regular assessment mechanisms

OBJECTIVE 4: RESOURCE ACCOUNTABILITY

Risk Area	Grantee Mitigation (CIRW 2024)
Restrictive Funding Models	<ul style="list-style-type: none">◦ Advocacy for the development of flexible, long-term funding models◦ Advocacy for the creation of trust-based funding approaches◦ Advocacy for increased support for core organizational costs◦ Innovation in funding mechanisms
Limited Donor-Community Engagement	<ul style="list-style-type: none">◦ Creation of dialogue platforms/workshops◦ Hybrid meeting approaches◦ Building trust and understanding◦ Community-led advocacy spaces



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