

10-STEP GUIDE

TO BECOME EFFECTIVE GLOBAL FUND
COUNTRY COORDINATING
MECHANISM MEMBERS





The following guide is a product made by the team of W4GF. All inquiries should be addressed to W4GF e-mail: info@women4gf.org

© Copy Rights 2024



INTRODUCTION

Engaging meaningfully in the Country Coordinating Mechanism (CCM) in different countries is crucial for women and girls in all of their diversity¹, particularly Adolescent Girls and Young Women (AGYW) and young people, to influence the Global Fund programs in their own countries and health policies that impact their lives. However, women and girls in all of their diversity face numerous challenges², including:

1 Representation and Inclusion Challenges

- Insufficient diversity: Insufficient inclusion of diverse voices, such as LGBTQIA+ individuals, sex workers (over 18), transgender women, women in human mobility, indigenous women, and women who use drugs within CCMs.
- Lack of mentorship: Lack of mentorship, with just 29% of RISE³ respondents receiving any mentorship from a previous CCM member. Mentorship was described as an important tool for empowering CCM representatives.

2 Training and Knowledge Barriers

- Limited understanding of processes: One in six community CCM representatives faces barriers due to insufficient knowledge of the Global Fund and CCM processes and policies.
- Inadequate capacity-building: There is a lack of capacity-building and training programs, particularly on conducting grant oversight.

3 Access and Financial Barriers

- Financial constraints: One-third of community CCM members reported facing financial barriers that prevent meaningful participation in CCM meetings.
- Cultural and social restrictions: Restrictive cultural and social norms further limit engagement and access to CCM roles.

4 Discrimination, and Stigma Concerns

- Discrimination and intimidation: 50% of surveyed CCM members from key populations experience discrimination always or sometimes, while 42% face intimidation.
- Stigma and identity-based discrimination: Persistent stigma and discrimination are reported, particularly related to health conditions, sexual orientation, and gender identity.

1 W4GF focuses attention on women and girls in all of our diversity and our intersections, addressing issues faced by women living and/or affected by HIV, TB, and Malaria including heterosexual, lesbian, bisexual, intersex, non-binary, transgender women, sex workers over 18 years old, and adolescents, girls, and young women. We address challenges of indigenous, displaced, migrant, and refugee women; and women with disabilities.

2 Datapoints described in this section are part of the Community Engagement in Global Fund Country Coordinating Mechanisms: RISE Study 2024. https://drive.google.com/file/d/1_wrLMOOY7MRMPyWYrCcAhPtTR1dJ0C5k/view

3 https://www.amfar.org/wp-content/uploads/2024/05/Rise-Report-2024-booklet_KK_V8_Hyperlink.pdf



However, some progress was made in terms of representation as results from the RISE study found a high level of community (96%) and KP representation (81%) on CCM.

Addressing these challenges is essential for empowering AGYW and young people to participate effectively in the CCM. This W4GF guide offers practical steps to help them navigate these barriers, advocate for their rights, and contribute to shaping gender-transformative HIV, TB, and malaria health policies and programs in their countries.



For W4GF, meaningful engagement and participation in CCM (Country Coordinating Mechanism) means ensuring that women and girls in all their diversity, who often face significant barriers to effective involvement, have their perspectives, priorities, and technical contributions and gender-responsive and transformative proposals consistently integrated into decision-making processes. This includes supporting W4GF Advocates in participating in Country Dialogues and securing CCM positions, as per the regular transparent selection processes, supporting them in shaping Funding Requests, participating in the implementation, monitoring and evaluation on the different cycles of the grant, and engaging in the selection of Principal Recipients and Sub Recipients, and holding fund managers accountable to ensure that women's needs and human rights are respected. It is crucial to address the lack of representation of women's organizations, movements, and networks in the CCM and Global Fund processes, which highlights broader challenges including transparency, governance, representation, information sharing, and funding opportunities.

Uneven information sharing, harmful social gender norms, stigma, discrimination, financial barriers and technical language challenge within the CCM, limit women's and girls' awareness and contributions to decisions and opportunities.

A lack of follow-up on dialogue spaces and transparency in decision-making processes further hinders the involvement of women-led organizations. A global consultation [in 2023 conducted by ICW and W4GF](#) found that 27.16% of participants had difficulties in actively participating, 46.91% felt underrepresented in the GC7 process, and only 6% were involved in proposal writing. Additionally, 58.02% reported no gender evaluation or awareness of one, and only 40.74% confirmed the use of gender analysis in prioritizing proposals. Notably, 75% of participants were not CCM members, underscoring a significant representation gap.



10-STEP GUIDE FOR CCM MEMBERS:



- **Discrimination and intimidation:** **50%** of surveyed CCM members from key populations experience discrimination always or sometimes, while **42%** face intimidation.
- **Stigma and identity-based discrimination:** Persistent stigma and discrimination are reported, particularly related to health conditions, sexual orientation, and gender identity.

STEP

Understand the CCM Structure and Mandate



Gain a comprehensive understanding of the CCM's role by delving into several key elements:

a. CCM Representation:

- Composition: Learn about the composition of the CCM⁴, including the various sectors and constituencies represented, such as government, civil society, the private sector, and affected communities. Understand how representatives are selected or appointed.

- Election Processes: Familiarize yourself with the processes used to elect or appoint members to the CCM, including criteria for eligibility, term lengths, and procedures for nominations and elections.

b. Responsibilities and Rights:

Decision-Making: Organizes the Country Dialogue and coordinates the development of national request for funding; nominates the Principal Recipient.

- Oversight and Accountability: Understand the CCM's role in overseeing grant implementation, including monitoring performance, ensuring compliance with Global Fund requirements, and holding Principal Recipients accountable. Ensuring linkages and consistency between Global Fund grants and other national health and development programs
- Rights and Duties: Review the rights and responsibilities of CCM members, including their obligations to represent their constituencies, participate in meetings, and contribute to decision-making processes and having their own proposals and work plans for their work as CCM members.

⁴ Requirement 4: Show evidence of membership of affected communities in the coordinating mechanism.

Requirement 5: Ensure representation of nongovernmental members in the coordinating mechanism through transparent and documented processes developed by each constituency.



c. Governance and Operations:

- **Governance Structure:** Explore the governance framework of the CCM, including its leadership roles (e.g., Chair, Vice-Chair), committees (Compulsory Committees includes the Executive Committee and Oversight Committee), the main committees include Oversight and Executive Committee. and [operational procedures](#).

- **Coordination and Communication:** Understand how the CCM coordinates with the Global Fund Secretariat, engages with stakeholders, and communicates decisions and updates.

d. Resources for Learning:

- **[Guidelines and Frameworks:](#)** Read the CCM guidelines and terms of reference provided by the Global Fund to gain a formal understanding of the structure and mandate.

- **Orientation and Training:** Attend orientation sessions or webinars offered by the Global Fund through the [iLearn CCM Orientation Program](#) or local health organizations to gain practical insights and engage with experts.

- **[Case Studies:](#)** Review case studies⁵ of effective CCMs to understand best practices and lessons learned from various country contexts.



Identify and Connect with Current AGYW Representatives

Learn from the experiences of current and previous women and girls' representatives, including those specifically representing AGYW (Adolescent Girls and Young Women), but also extending to all women in their diversity involved in the CCM. This step involves:

- Connect with existing and previous women representatives for informational interviews or mentorship. These interactions will provide insights into their experiences, challenges, and strategies for effective representation.
- Become active in women-focused networks or groups related to the CCM to build connections and expand your advocacy network. Engaging with these groups offers valuable peer-learning opportunities and helps in understanding diverse perspectives.

Why are These Connections Important ?

- a. Representation Beyond Individuals:** Remember that representation in CCMs is about voicing the needs and priorities of the entire constituency or community, not just personal viewpoints. Building connections with other representatives ensures a comprehensive understanding of various issues and strengthens collective advocacy.

5 https://drive.google.com/file/d/1_wrLMOOY7MRMPyWYrCcAhPtTR1dJ0C5k/view



b. Avoiding Silos: Engaging with a broad range of representatives and networks helps break down silos and promotes a more integrated approach to advocacy. It ensures that women's and girls' voices are heard and considered across different levels and areas of the CCM, leading to more inclusive and impactful decision-making. Remember that the advocacy is focused on gender-sensitive and transformative comprehensive HIV, TB and Malaria programmes, at the different levels.

3

STEP

Attend Capacity Building Workshops



To build the knowledge and skills required for effective participation in CCM (Country Coordinating Mechanism), follow these actions:

a. Enroll in Workshops and Training Sessions:

- Participate in workshops or training sessions that cover key topics such as HIV/AIDS, TB, Malaria, Sexual and Reproductive Health and Rights (SRHR), gender issues, and advocacy. These sessions are often provided by Civil Society Organizations (CSOs), Key Populations (KPs) Networks, and academic institutions.

b. Leverage W4GF Resources:

- **Support and Mentorship:** Take advantage of the support and mentorship offered by W4GF. This includes guidance from experienced advocates and access to resources tailored to enhancing your advocacy skills.
- **Learning Groups:** Join WhatsApp learning groups ([English speaking platform](#), [francophone speaking platform](#), [MENA advocates platform](#), [Latin America and the Caribbean platform](#)) and hubs facilitated by W4GF to engage in peer-learning, share experiences, and stay updated on relevant topics.
- **Digital Dossier and Newsletter:** Subscribe to W4GF's newsletter and explore the digital dossier, which provides valuable resources, updates, and insights on Global Fund processes and advocacy. Access [recordings of past webinars](#) and other educational materials provided by W4GF on our social media: [Instagram](#), [X](#), [Facebook](#) and [LinkedIn](#) to deepen your understanding of key issues and strategies.
- [Access our key resources document for gender-transformative advocacy](#)

c. Become a W4GF Advocate:

- Become a W4GF advocate by [linking to our actions](#) and resources. This involvement provides further opportunities for professional development, networking, and contributing to our advocacy efforts.

4

STEP

Secure Financial and Logistical Support



Ensure you have the resources needed to participate in CCM activities.

- Apply for stipends or financial support programs offered by organizations like HER Voice Fund. Ensure you have access to reliable transportation, accommodation, and digital tools for remote meetings.
- Explore mechanisms to request financial or technical resources directly from the [CCM Secretariat](#) or other relevant partners. This may include applying for funding or support for specific needs related to your CCM role.
- Advocate for increased financial and logistical support at the national level with health or social governmental authorities and international organizations. Highlight the importance of adequate resources for effective participation and representation in CCM activities.



5

STEP

Leverage the CRG SI Learning Hub community toolbox



Enhance your participation in CCM activities by utilizing the [CRG SI Learning Hubs Community Toolbox](#) provided by the regional learning hubs, to access a variety of resources, including training materials, guides, and best practice toolkits tailored to CCM participation and global health advocacy.

- Participate in interactive sessions and workshops available through the Learning Hubs. These sessions offer opportunities to engage with experts, collaborate with peers, and gain practical skills relevant to your CCM role.



6

STEP

Engage in Peer Support Networks



Build a supportive community with other women representatives.

Actively join online forums, W4GF WhatsApp groups, and other digital platforms specifically created for women and girls representatives.

- Contact our [National Focal Points](#) and engage in the dialogues with them and engage with the W4GF Flourishers groups.

Know key dates such as the review of the National Strategic Plan (NSP), Allocation cycle dates and the quarterly general assemblies of the CCM. Mark these dates on your calendar and prepare to engage actively during these periods.

- Youth/Women’s-led organizations should understand the grant cycle’s steps (funding request, grant making, and grant implementation) and identify their priorities, develop advocacy strategies, review previous funding requests, and attend meetings and webinars to understand the application process and contribute to funding requests.

8

STEP

Prepare for Meetings Thoroughly



To contribute meaningfully to CCM discussions, follow these detailed steps to ensure effective preparation:

a. Review Meeting Materials:

- Thoroughly review the meeting agendas and relevant documents in advance. Familiarize yourself with the topics, decisions to be made, and any supporting materials provided.
- Prepare written comments and suggestions based on your review. This will help articulate your positions clearly and contribute constructively to the discussions.

STEP

Know the Stakeholders and Key Dates



Understand the roles of key [stakeholders and the timeline](#) for critical events.

- Action: Familiarize yourself with [Principal Recipients \(PR\)](#) , [Sub-recipients \(SR\)](#), UNAIDS, WHO, Ministry of Health (MoH), CRG SI, and all CCM representatives.



b. Seek Evidence-Based Advocacy:

- Gather and analyze data points and evidence relevant to the meeting topics. Evidence-based advocacy involves using reliable data and research to support your positions and recommendations. This can include statistical data, research findings, and case studies that highlight the impact of gender-transformative HTM programming, and including promoting equal access to resources, addressing gender-specific needs, and ensuring that interventions do not perpetuate existing inequalities.

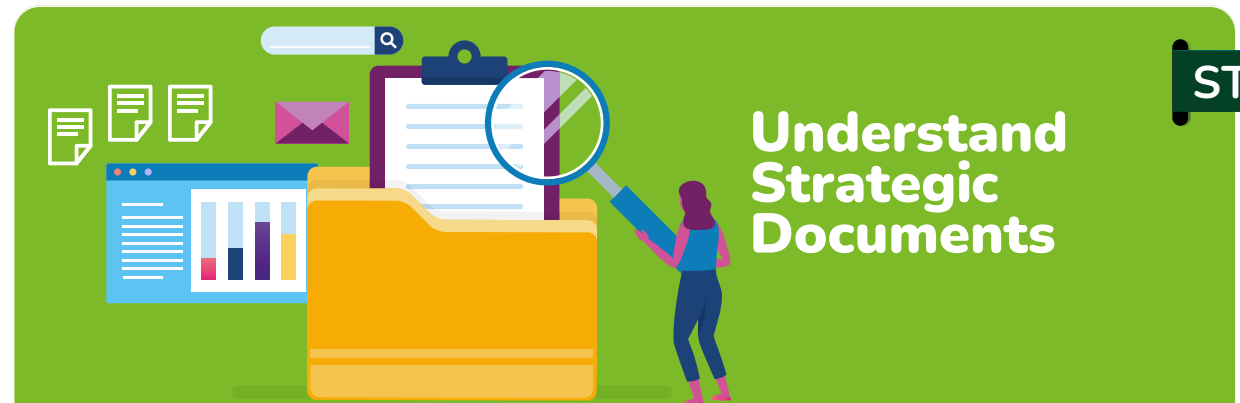
Community-Led Monitoring Accountability Toolkit: The tool supports women's health and human rights advocates to: conduct independent, community-led monitoring and tracking of Global Fund-supported programmes and services to assess the effectiveness of services; ensure that countries take the right steps to achieve gender equality and uphold human rights; and build and strengthen strategic partnerships between communities and the organisations and institutions implementing the grants.

- Specifically focus on gender-transformative approaches in your advocacy. This means considering how health interventions address and challenge gender inequalities, and how they promote equitable outcomes for all genders. In gender-transformative health programming for Adolescent Girls and Young Women (AGYW), key priorities for example

can include enhancing access to comprehensive sexual and reproductive health services by establishing youth-friendly clinics that offer contraception and HIV prevention. Additionally, addressing gender-based violence (GBV) by providing tailored support services, including counseling, medical care, and legal assistance for survivors, is essential.

c. Consult with Your Network:

- Discuss the upcoming meetings with your mentor or peer support network to clarify any questions or concerns. Leverage their insights and feedback to refine your contributions.
- Use information from gender assessments to inform your contributions. [Gender assessments](#) provide critical insights into how different genders are affected by Global Fund programs.



9
STEP

Understand Strategic Documents

Gain in-depth knowledge of key strategic documents.

To contribute effectively to CCM discussions, it is crucial to gain in-depth knowledge of key strategic documents with a focus on gender equity. Here's how you can prepare:



a. Study Key Documents:

- Thoroughly review the National Strategic Plan to understand the country's health priorities, strategic goals, and planned interventions. Pay attention to how gender issues are addressed (or not addressed) and identify specific objectives related to gender equality and women's and girls' health.
- Examine the final grant documents from the Global Fund, including grant agreements, budgets, and performance frameworks. Understand the goals, strategies, and expected outcomes outlined in these documents. Look for sections related to gender-focused interventions and indicators.

b. Analyze Gender Components:

- Assess how gender considerations are integrated into the NSP and Global Fund documents. Identify strategies that specifically target gender disparities and ensure that women's and girls' needs are addressed in health programming.
- Familiarize yourself with gender-sensitive and transformative indicators used in these documents. These indicators measure progress towards achieving gender equality and can help evaluate the effectiveness of gender-focused interventions. One of these tools to evaluate indicators is the [Gender Equality Marker](#) to evaluate the extent to which funding requests in the 2023-2025 allocation period address gender equality, with the goal of increasing investments in gender-responsive and gender transformative programming over time. Another important tool to keep in mind is the [Funding Priorities of Civil Society and Communities Most Affected by HIV, Tuberculosis and Malaria Annexe](#). This mandatory funding request annex aims to capture a list of 20 highest priority recommended interventions from the perspective of civil society and communities most affected by the three diseases, even if these are not prioritized in the final funding request submitted to the Global Fund.

10
STEP



Evaluate and Reflect on Your Participation

Continuously improve your effectiveness as a CCM member.

- Action: After each meeting, reflect on your participation and identify areas for improvement. Seek feedback from mentors, peers, and other CCM members. Adjust your approach based on this feedback to enhance your impact.





w o m e n 4 g f . o r g

 @w4_gf    @women4globalfund

Global Coordinator: Ángela León Cáceres / Email address: angela@women4gf.org