

Global Fund
Country
Coordinating
Mechanism
Evolution (CCM)

Guide for people who use drugs



Acknowledgements

The International Network of People who Use Drugs (INPUD) is a global peer-based organisation that seeks to promote the health and defend the rights of people who use drugs. As an organisation, INPUD is focused on exposing and challenging stigma, discrimination, and the criminalisation of people who use drugs, and their impact on the drug-using community's health and rights. INPUD works to achieve its key aims and objectives through processes of empowerment and advocacy at the international level; and by supporting empowerment and advocacy at community, national, and regional levels. www.inpud.net

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What is CCM Evolution and why it is important?

Country Coordinating Mechanisms (CCMs) play a crucial role within the Global Fund model and have a potential to be transformative in ending AIDS, TB, and malaria. However, too often Global Fund programmes implemented at the national level and overseen by CCMs do not perform as well as expected and do not meet the needs of key populations.

The main aim of the CCM Evolution project is to equip and strengthen the way CCMs work and operate – including its grant oversight and engagement functions with communities and key populations – in order to make CCMs fit for purpose, maximise their impact, and change a business-as-usual approach.

The CCM Evolution builds on a pilot project which was rolled out in 18 countries in 2018. A year later, the Global Fund Board approved US\$15 million to support the implementation of CCM Evolution in around 90 CCMs and Regional Coordinating Mechanisms (RCMs) between 2020-2022.

Final results of the project will be presented to the Global Fund Board in 2023 and the Board will decide on next steps and possible changes to CCM policy and eligibility.

The project is overseen and run by the Global Fund CCM Hub in partnership with CCMs, RCMs, Country Teams, Technical Providers, Local Experts, Regional Platforms and networks, communities and the Community, and Rights and Gender Strategic Initiative, among others.

Suggested Action: Check if your CCM was involved in the pilot phase of the project [here](#). If you did not participate in the CCM Evolution pilot, contact your CCM Secretariat for more information and results of the project.





Why is CCM Evolution important for people who use drugs?

The CCM Evolution project presents an opportunity for people who use drugs to effectively influence Global Fund programming by identifying gaps, blockages, and bottlenecks to meaningful community participation often experienced within CCMs. Through this process, you can document and propose solutions to strengthen CCMs work so the voices of people who use drugs are listened to, heard, and respected, and our health and rights needs are met.

Major challenges and important gaps still exist for people who use drugs, especially in terms of meaningful engagement in CCM decision-making processes. These include but are not limited to a lack of representation on CCMs; lack of participation in and knowledge about CCM processes; lack of engagement in development, design, implementation, oversight, and monitoring of programmes for people who use drugs; as well as stigma and discrimination among CCM members.

Taking under consideration that the Global Fund is the largest donor of harm reduction, it is very important that people who use drugs have a say in how CCMs work and operate, are meaningfully engaged in CCMs processes and decisions, and hold CCMs accountable.

What key areas of CCMs work the CCM Evolution focuses on?

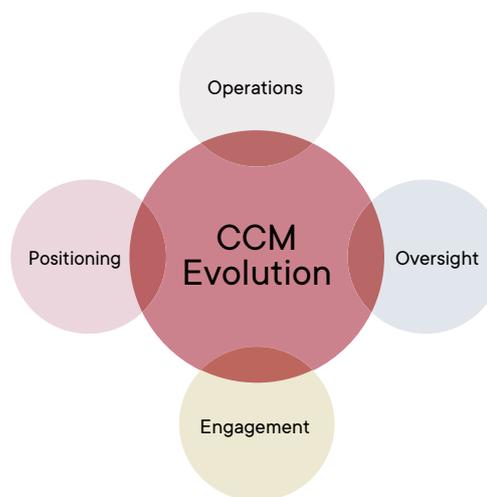
Key CCMs principles (how they should work), core functions (what they work on) and requirements (what they need to do to be eligible for funding) are laid out in the Global Fund's CCM Policy document.

Suggested Action: Look at the table in Annex 1 including the summary of CCMs core functions, principles, and requirements, and reflect if your CCM meets them from the perspective of people who use drugs. To learn more read the [Global Fund CCM Policy](#).



The CCM Evolution project's aim is to strengthen CCMs work in key four areas: **oversight, engagement, positioning, and operations**, which link with CCM eligibility requirements, principles, and core functions.

Why is Oversight important? The aim of oversight is to ensure that Global Fund programmes are efficiently delivered by identifying and addressing bottlenecks and supporting Principal Recipients (PRs) in resolving them. This requires data gathering and analysis (community-led monitoring should be critical to this), recommendations on what needs to be improved and how, and follow-up. CCMs must have an oversight plan and an Oversight Committee to coordinate this work. Remember, CCM are required to engage key populations in this process.



Why is Engagement important? Meaningful engagement of key populations is crucial to shape and oversee Global Fund investments. This includes representation on CCMs (key population representatives must only be elected by their own constituencies), transparent and regular information sharing to and from CCM members and constituencies, participation in meetings (even if you are not a CCM member), and decision making based on evidence-based data, including community-led monitoring.

All constituencies have the responsibility and are expected to ensure engagement of key populations and communities throughout all GF processes and grant cycle .

Why is Positioning important? Simply speaking, positioning is about creating sustainable and inclusive health governance beyond the Global Fund. This should be done by strengthening CCM linkages with national structures and key partners (e.g., other donors, UN agencies) to better coordinate programmes and investments, and to integrate CCM, where possible, into national structures. Despite the fact that CCMs do not meaningfully engage key populations in many countries, the CCM model is one of the very few in the world that requires the representation of communities. Therefore, it is crucial that key populations are involved in discussions on the future of CCMs, so our voices are not lost.



Why are Operations important? This area of work focuses mainly on strengthening the governance responsibilities of the CCM, the leadership, and the Secretariat, including conflict of interest, upholding the Code of Conduct for all members, elections of new members, and training for CCM members so they are aware of their responsibilities. Well-functioning operations are key to delivering on the above three CCM responsibilities and other CCM functions (see Annex 1 for all CCM functions).

How does CCM Evolution work?

Implementation of the CCM Evolution in your country will follow a multistep process involving various partners working together over the upcoming months.

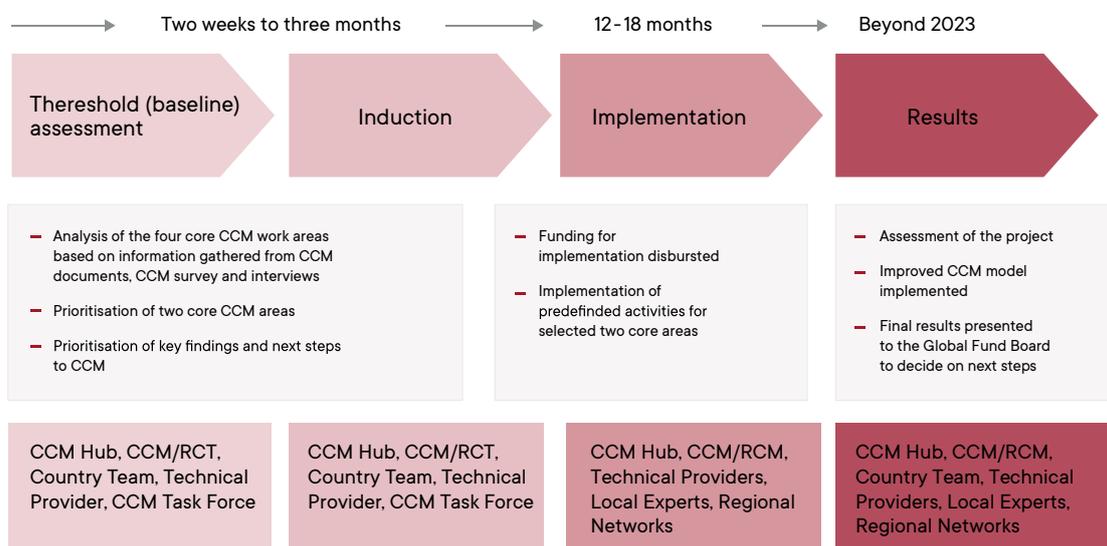
The project will start by assessing what works well and which of the four areas (oversight, engagement, positioning, and operations) need support to become more strategic in each area. You can get involved at this stage by participating in a CCM survey, informant interviews, or sitting on the CCM Evolution Task Force. **Read the section below on how to do it.**

Next, based on the assessment analysis, each area will receive a score. From this, the CCM Evolution Task Force and the Global Fund will decide which two out of the four areas will be prioritised. This will be followed by implementation of predefined activities for each of the areas. For example, if community engagement is chosen as a priority, activities will include: training on how to use community-led monitoring for decision-making, support to key populations and CSOs for pre-and post-meeting preparation through a local consultant, review of CCM composition to ensure key populations are represented, and support with the CCM election process. To increase the chances of community engagement being chosen as a priority area, it is important that you participate in the assessment.

After the implementation process is finished, another assessment will take place to check if and how the areas were strengthened, and changes will be embedded within CCMs going forwards. Final results of the project will be presented to the Global Fund Board to decide on next steps.

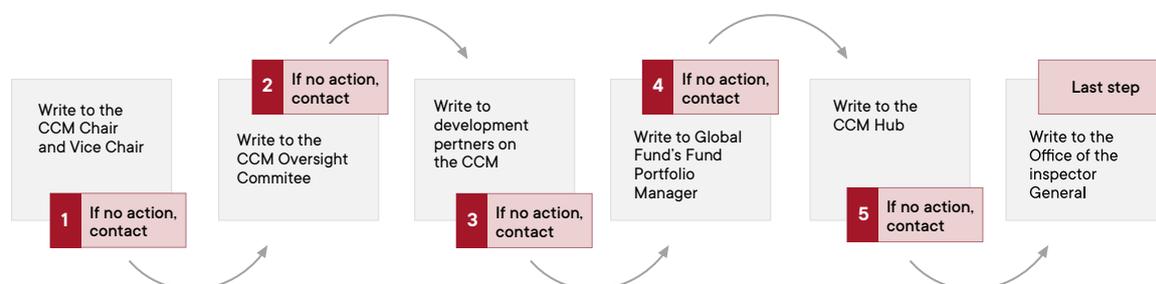


Keys steps, activities, partners and timeline include:



Remember, the work has already started in many countries. By now, almost 50 CCMs undertook threshold (baseline) assessments. **You can check if your CCM has started the project by contacting your CCM Secretariat.**

Unfortunately, too often key populations – including people who use drugs – are not able to get information from the CCM Secretariat. ANPUD's report '[Facilitating the Meaningful Engagement of People who Use Drugs in Country Coordinating Mechanisms](#)' lists practical steps that you can take and advice on who to contact to advocate for meaningful engagement of people who use drugs (see the diagram below). **Remember to document the challenges and barriers you are facing in CCM processes before you contact your CCM or the Global Fund.**



You can contact the CCM Hub on this email address: ccm@theglobalfund.org, and the Office of the Inspector General on: hotline@theglobalfund.org.

You can also report the key barriers and challenges that you face to your regional people who use drugs network and to INPUD.



How can you get involved? Key tips and steps for engagement

Learn more about the CCM Evolution project:

- Read and learn more about the project by browsing key documents on a dedicated Global Fund page, which you can access [here](#). Majority of documents are available in English, French, Spanish, and Portuguese.

Establish a contact with your CCM:

- If you are not part of the CCM Evolution project in your country yet, reach out to your CCM Secretariat and find out if the project has been launched.
- If you are not connected yet with your CCM, you can search Global Fund's CCM database [here](#) for contacts in your country or search for a CCM website in your country, which should include key contacts. You can also contact your [Regional CRG Platform](#), which will be able to help you.
- If you are not a CCM member, find out who represents people who use drugs or key populations on your CCM and get in touch with them. Your CCM Secretariat will be able to provide you with this information.

Request information from your CCM about the project in your country:

- If the project has been launched, ask at which stage the project is at (assessment, induction, implementation etc.).
- Request documents relating to the project – including threshold assessment or priorities report – and ask questions about the priorities and activities that have been chosen for implementation.
- If your country participated in the pilot phase but you have not been involved, ask for results report and check with the CCM how the changes implemented will improve the situation of people who use drugs in your country.

Request to participate:

- Ask to take part in the CCM survey and/or informant interview.
- Ask to be part of the CCM Task Force, which is a smaller group that works with the Global Fund Secretariat. Sometimes the Oversight Committee might play the role of the Task Force.
- Ask to participate in CCM meetings on regular basis. If you are not able to do so, ask the CMM Secretariat or key populations representative for meeting notes. CCM meetings are usually held every three months.



Identify key gaps, challenges, and solutions:

- Work with your community to identify and document specific challenges, gaps, and bottlenecks relating to the four core CCM areas (oversight, engagement, positioning, and operations), including solutions and recommendations how to meet your community needs and priorities.

Build partnerships and get organised:

- Build partnerships with other key populations networks in your country, share with them your advocacy priorities and recommendations, and create common advocacy asks. **(Read the next section to see examples from Georgia and Nepal).**
- Identify, build partnerships, and work with allies on your CCM to support your advocacy.
- Find out what other support is available for you from the CRG team, Regional CRG Platform, or INPUD to make sure that your needs and priorities are informing CCM discussions. This support could include – for example – organising a community consultation.

Request funding from the CCM to support your engagement:

- At least 15% of the annual CCMs funding must be allocated to support constituency engagement for non-governmental sector, including key populations, yet on many occasions this budget is not used.
- Learn more about what activities might be funded under this budget [here](#) and discuss with your CCM how you can access this funding.

Good practice models from peer-led networks

Georgia and Nepal are two countries that have already participated in the CCM Evolution project. Zaza Karchkhadze from Georgian Network of People who Use Drugs (GenPUD) and Bishnu Fueal Sharma from Recovery Nepal shared their experience from the CCM Evolution project and key tips for engagement.

Georgia CCM (G-CCM)

Georgia is an example of a strong CCM that scored high in the CCM Evolution project (rolled out in 2020 and 2021). Key factors that led to this achievement are: competent senior leadership (including from the government), collaborative CCM, and effective CCM Secretariat. Additionally, the G-CCM was successfully integrated into national structures; is responsible for the coordination of national HIV, TB, and malaria responses among governmental, non-governmental, and international organisations; and will continue to do so after the Global Fund transitions out the country (fulfilling the goal of positioning within national structures for sustainability). As part of the CCM Evolution, G-CCM developed a Transition Plan, which provides guidance on how G-CCM will operate in the future, a timeline for transition, and budget analysis for identifying domestic funding.



People who inject drugs have been meaningfully engaged in the G-CCM since the beginning, have represented key populations in the Policy and Advocacy Advisory Council, and actively participate in the development of HIV and TB Funding Requests, Transition and Sustainability Plan, and CCM Transition Plan.

Key populations – including people who inject drugs – were meaningfully involved in the CCM Evolution by participating in all stages of the project, sharing information with their constituencies, and proposing solutions. As a result, cooperation and coordination of G-CMM has improved and the voices of key populations are now louder and more respected. For example, people who inject drugs have recently successfully used the CCM platform to advocate for resumption of take-home methadone doses.

CCM Nepal

The CCM Nepal is another example of the CCM evolution process. Nepal's CCM [lost its eligibility](#) (for not meeting CCM requirements) in 2015 and regained it in 2017. People who inject drugs are represented in the CCM and actively participated in the CCM Evolution, which took place between 2018 and 2019. As part of the project, APCASO (the Asia-Pacific Regional CRG Platform) and CCM Nepal organised a series of meetings and workshops for key populations with the aim to strengthen their engagement in CCM processes. Representatives of people who use drugs participated in the meetings, presented on key barriers and challenges they are facing, and worked with others to come up with sustainable solutions.

As a result, people who inject drugs feel more empowered, have gained deeper understanding of Global Fund and CCM processes, and are more engaged. However, key challenges still exist within the CCM, including poor oversight, poor communication, and poor management of conflicts of interest.

Key tip and good practice:

Some lessons learnt from these two case studies is that strong community collaboration and coordination are key to successfully influencing CCMs. With financial support from the Eurasian Network of People who Use Drugs and the Eurasian Harm Reduction Association, GenPUD ran a community consultation on the functioning of the G-CCM. A report from the consultation, together with key recommendations were presented to the CCM. This not only improved community engagement within the CCM, but also strengthened collaboration and cooperation between communities of people who use drugs and key populations.



In Nepal, all key populations networks worked together to set up an independent coalition to coordinate work, resolve problems, and come up with solutions. This allows them to speak with one voice, be united, and have more influence as a collective within the CCM. [A CCM Nepal civil society webpage](#) was also created to enable easy and wide access to CCM documents for civil society and key populations who are not members of the CCM, and to share and exchange information, experience, and expertise.

These examples show that meaningful engagement of people who use drugs in CCM processes and strong collaboration with other key populations can bring positive outcomes for our community. Participating in the CCM Evolution project is a great opportunity for people who use drugs to have our voices, concerns, and needs heard, respected, and met.

Links to additional resources

- Global Fund (2020) Community Engagement Toolbox. Resources from the Regional Communication and Coordination Platforms to support civil society and community engagement in Global Fund-related processes: https://www.theglobalfund.org/media/10734/ccm_communityengagement_toolbox_en.pdf
- ANPUD (2018) Facilitating the Meaningful Engagement of People who Use Drugs in Country Coordinating Mechanisms: <https://inpud.net/anpud-facilitating-the-meaningful-engagement-of-people-who-use-drugs-in-country-coordinating-mechanisms-2/>
- Global Fund (2020) CCM Evolution project: <https://www.theglobalfund.org/en/country-coordinating-mechanism/evolution/>
- Global Fund (2018) Country Coordinating Mechanisms Policy: https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf
- Global Fund (2021) Contacts for CRG Regional Platforms https://www.theglobalfund.org/media/10393/crg_regionalplatforms_contactdetails_en.pdf



Annex 1: Summary of CCM core functions, principles, and eligibility requirements

Five CCM Core Functions	Key CCM Principles	Six CCM Eligibility Requirements
Coordinate the development and submission of funding requests	Partnership: CCMs should bring together key stakeholders, seek active engagement, and ensure effective representation and the flow of information to and from the CCM members and constituencies.	Requirement 1: All CCMs must conduct broad, transparent, and documented processes to develop funding requests and to engage key populations in developing and reviewing proposed activities.
Neminate the Principal Recipient(s) and monitor their performance	Engagement of key populations: This should continue throughout the grant lifecycle to provide input to strengthen the delivery of programmes and achievement of targets.	Requirement 2: All CCMs must conduct an open and transparent process to select the Principal Recipient for funding requests.
Oversee implementation of the approved programmes	Oversight: CCMs should oversee and regularly review the performance of the PRs to ensure that agreed targets are met and support PRs to address risks and bottlenecks.	Requirement 3: All CCMs must submit and implement an oversight plan for approved grant, which includes the engagement of key populations.
Endorse any programme's revision request	Building on national structures: CCMs are responsible for multi-partner and multi-sectoral development planning in a country. Any national structure fulfilling the CCM role should meet the Eligibility Requirements.	Requirement 4: All CCMs must show evidence that the membership of the CCM include people representing key populations based on epidemiological, gender, and human rights considerations.
Ensure that Global Fund financed programmes link with other national health and development programmes.	Sustainability and transition: CCMs should work with countries to prepare for transition towards domestic financing regardless of economic status.	Requirement 5: All CCM must ensure that the non-governmental members of the CCM are elected only by their own non-governmental constituencies in a transparent and documented process developed by the constituencies themselves.
	Good governance: This requires transparency of information, equality among members, and accountability of all stakeholders. Conflict of interest should be managed in such a way that decisions made are objective and credible.	Requirement 6: All CCMs must approve and adopt the Code of Ethical Conduct for CCM Members and have a Conflict of Interest Policy that applies to all CCM members, alternates, and CCM Secretariat staff.

