Country Coordinating Mechanisms (CCMs)

October 2023 Board Meetings

Pre-read document

Executive Summary

Context

Country Coordinating Mechanisms (CCMs) are critical to the Global Fund partnership, supporting implementers to deliver the new 2023-2028 Strategy and ensuring inclusive in-country dialogue and effective oversight of Global Fund grants. CCMs receive direct funding for their operations. Additional support has been provided since 2018, through CCM Evolution (a pilot in 2018-2019, and the main CCM Evolution Strategic Initiative in GC6). In July 2022, a Board retreat discussed CCMs and strategy delivery. On 26 July 2023, a follow-on call provided a detailed analysis of CCM work and progress. CCM updates were fed into October 2022 Strategy Committee thematic discussions (e.g., Communities, PPR). The OIG completed its audit of CCMs in May 2022 and the OIG (and Ethics and Governance Committee) were present to discuss CCM's and findings at the July 2023 SC Meeting.
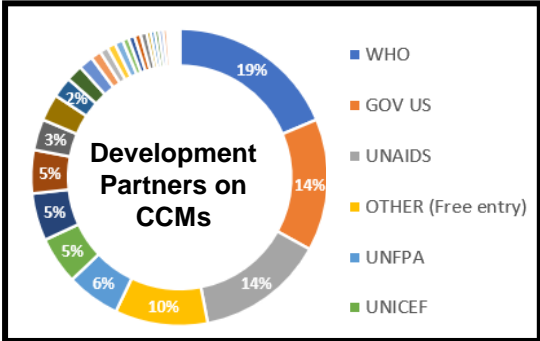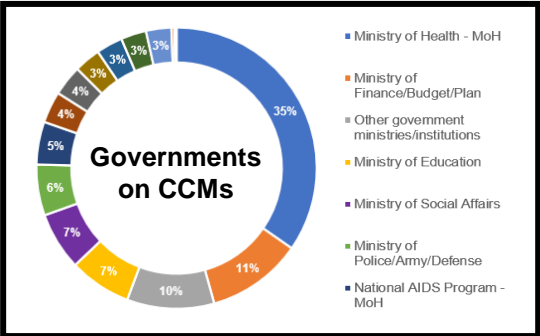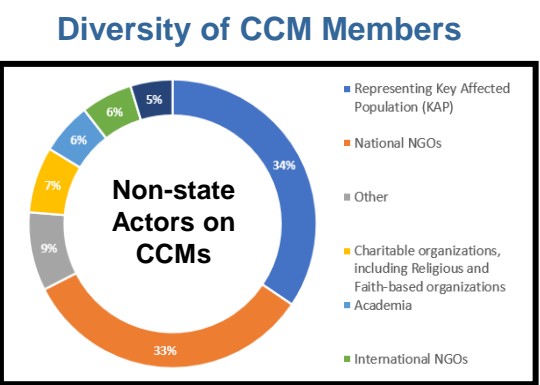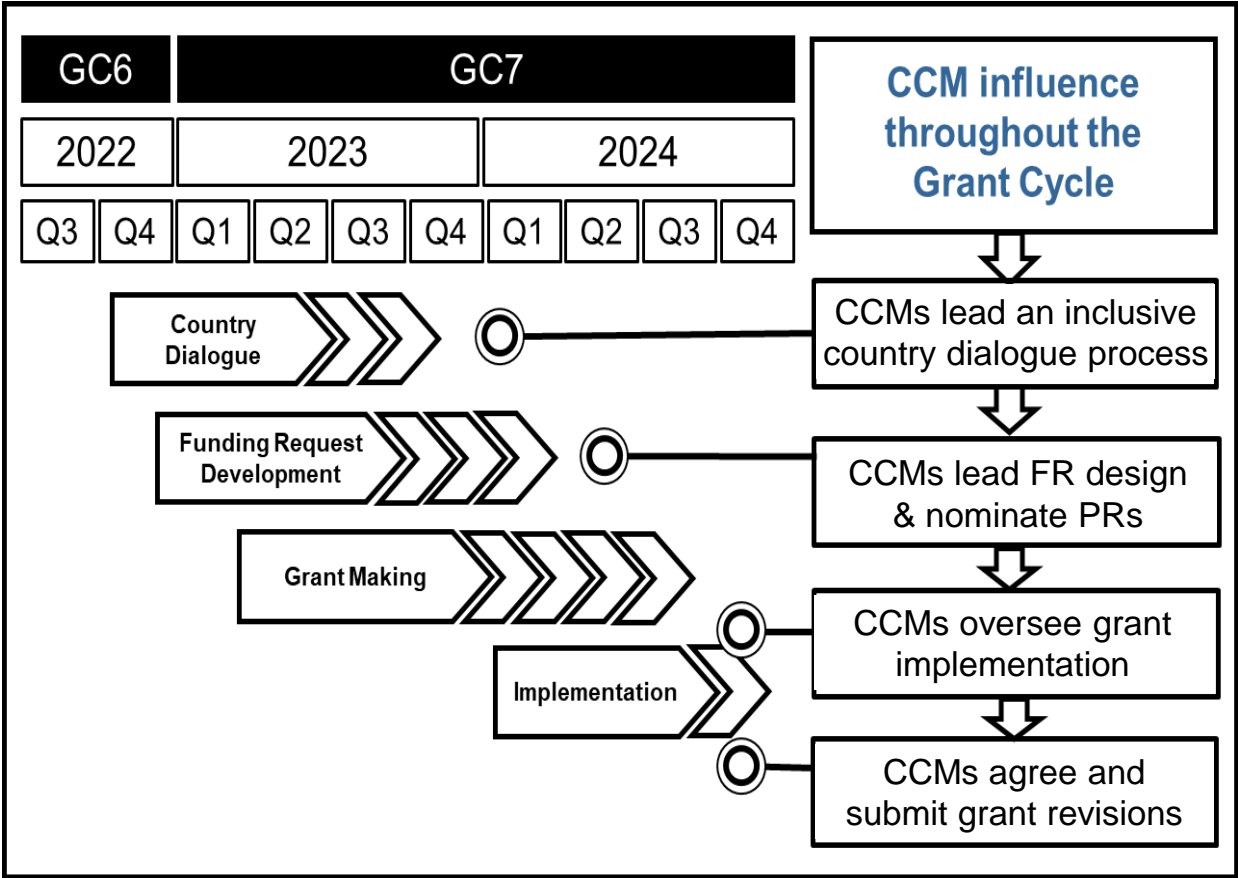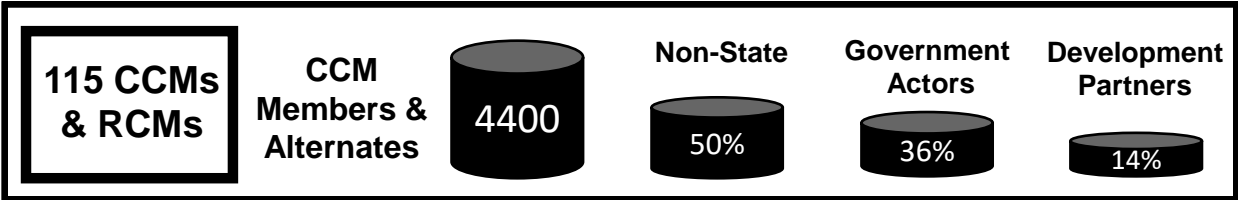
Questions addressed in this slide deck

1. This document describes how CCMs are helping operationalize aspects of the new strategy at the beginning of GC7, it describes progress made under CCM Evolution and the key findings from the OIG CCM Audit. It contains a gap analysis of CCM performance by region (Annex 1), the baseline for future CCM performance assessment.

Conclusions – CCMs are being mobilized, with more possible under thematic areas. Overall CCM performance is at a basic functional level, CCM Evolution is progressing well to advance this, but needs time to deliver, as highlighted in the OIG Audit.

Input Sought – The Secretariat asked for SC input on plans to continue CCM Evolution in 2024 and to keep the SC informed through regular agenda updates and as a cross-cutting component of other SC thematic discussions planned in 2023-24.

CCMs and the GF Model
Key role throughout the Grant Cycle

115 CCMs & RCMs

CCM Members & Alternates — 4400

Non-State — 50%

Government Actors — 36%

Development Partners — 14%

GC6	GC7		
2022	2023	2024	
Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	

CCM influence throughout the Grant Cycle

- Country Dialogue ➤ CCMs lead an inclusive country dialogue process
- Funding Request Development ➤ CCMs lead FR design & nominate PRs
- Grant Making ➤ CCMs oversee grant implementation
- Implementation ➤ CCMs agree and submit grant revisions

Diversity of CCM Members

Non-state Actors on CCMs
- Representing Key Affected Population (KAP) — 34%
- National NGOs — 33%
- Other — 9%
- Charitable organizations, including Religious and Faith-based organizations — 7%
- Academia — 6%
- International NGOs — 5%

Governments on CCMs
- Ministry of Health - MoH — 35%
- Ministry of Finance/Budget/Plan — 11%
- Other government ministries/institutions — 10%
- Ministry of Education — 7%
- Ministry of Social Affairs — 7%
- Ministry of Police/Army/Defense — 5%
- National AIDS Program - MoH — 4%
- 4%, 3%, 3%, 3%

Development Partners on CCMs
- WHO — 19%
- GOV US — 14%
- UNAIDS — 14%
- OTHER (Free entry) — 10%
- UNFPA — 6%
- UNICEF — 5%
- 5%, 5%, 3%, 2%

To access funding CCMs must meet 6 Eligibility Requirements on :

◎ Inclusivity & Engagement

◎ Transparent decision-making

◎ Effective Oversight

◎ Fair selection of Civil Society, PLWD and Key Population members

◎ Ethics – including managing Conflicts of Interest

CCMs and the new Strategy
Support to deliver new priorities

The 2023-28 Strategy commits to: Accelerate evolution of CCMs & community-led platforms to strengthen inclusive decision making, oversight & evaluation throughout GF processes

Since last July (Board CCM Deep Dive):

New guidance, briefing & training for CCMs on GC7 & Strategy	Refined CCM Funding Request process to promote new priorities	CCMs engaged Civil Society & Communities with PRs on grant making	Support to CCMs on GC7 & Strategy areas

◎ *15 new technical briefs* & Guidance Notes on new Strategy

◎ *17 new or revised e-learning courses* for CCMs & PRs

◎ Dedicated **CCM & PR leadership seminar** on Strategy by GF MEC

◎ *18 seminars and workshops* for CCMs and PRs, e.g., 1200+ attended 4 x Community Health webinars (in 6 languages)

◎ *Tailored allocation letters to* CCMs emphasizing key strategy priorities

◎ *Amended FR application* and screening with CCMs: new Annexes on Country Dialogue, Community priorities, RSSH, PSEAH, & Rights

◎ *Eligibility review of all CCMs* (ER 3-6, including civil society and KP elections) before GC7 FR Windows

◎ *Increased transparency* at Funding Request for CCM members (including communities)

◎ *CCMs engaging continuing PRs early*, to increase community engagement in grant making

◎ *New minimum engagement requirements* for CCMs on community feedback on PR grant making

◎ *Publishing FR documents* externally following TRP to increase CCM transparency and accountability during grant making

◎ *CCM election survey* & *composition gap analysis* for TB and malaria shared via Situation Rooms

◎ Support to CCMs on **composition review and elections i**n advance of Country Dialogue

◎ *Tailored support to CCMs*, to meet minimum eligibility criteria in advance of GC7

CCMs and the new Strategy
Support to Communities on CCM Engagement

Global Fund CRG support through Strategic Initiatives

◎ In **Colombia**, **short-term TA** helped improve the knowledge of community organisations about GF processes, and to develop transparent mechanisms for nomination, election and accountability of CCM representatives.

◎ Through **long-term support from global KVP networks**, MSM and Transgender representation in CCM Working Groups was secured in **Zimbabwe**. In **Kenya, Cameroon** and **Zambia**, networks are formal observers in the CCM and actively engaged in Global Fund processes.

◎ The **Francophone Africa Platform** (funded by L'Initiative) hosted a sub-regional summit of community representatives from CCMs in **Mali, Burundi, Mauritius** and **Burkina Faso**, in December 2022.

◎ The **Asia-Pacific Platform** assessed participation of communities in CCMs in 12 countries (**Bangladesh, Bhutan, Cambodia, India, Indonesia, Myanmar, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Thailand** and **Vietnam**).

Tools & Guidance developed for Communities on CCMs

APCASO: Country Coordinating Mechanisms 101: Answers frequently asked questions and explains the CCM's role in helping improve community engagement in the funding process

ANPUD: Facilitating the Meaningful Engagement of People who Use Drugs in Country Coordinating Mechanisms

ICASO: More Than A Seat At the Table: A toolkit on how to meaningfully engage as HIV civil society CCM representative

NSWP: Global Fund Basics: A set of 4 videos explaining CCM responsibilities and minimum requirements as well as CCM election processes
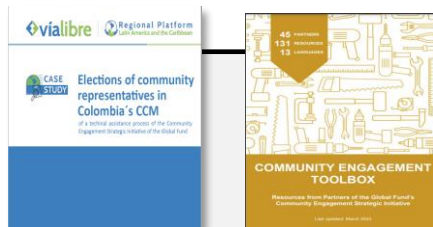
Community Engagement (CE) Strategic Initiative: CE Toolbox:
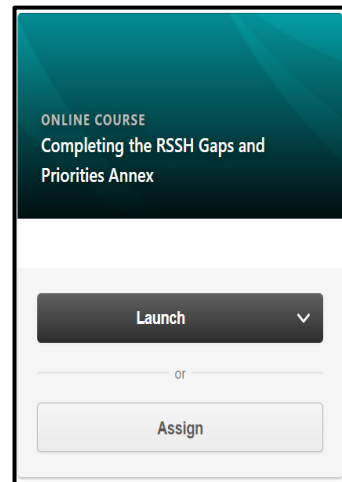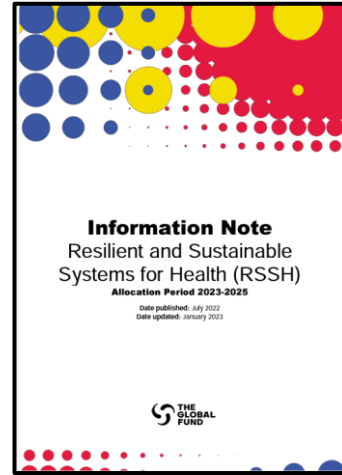131 action-oriented resources in 13 different languages.
Some are region-specific, while others have global application.

CCMs and the new Strategy
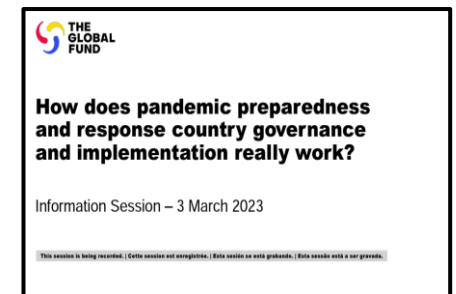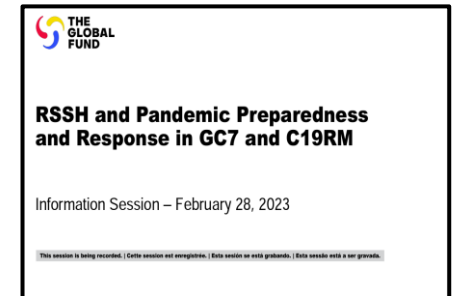## RSSH-PPR engagement with CCMs

Technical Information & Application changes

◎ Development of a new RSSH Info note and technical information note on PPR for CCMs

◎ Identification of RSSH critical approaches to drive investment focus

◎ Design of RSSH gaps Funding Request Annex to support prioritization of cross-cutting RSSH interventions

◎ CCM coaching and guidance on RSSH-PPR during 3 mock-TRP review meetings

Information Note
Resilient and Sustainable Systems for Health (RSSH)
Allocation Period 2023-2025
Date published: July 2022
Date updated: January 2023

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ONLINE COURSE
Completing the RSSH Gaps and Priorities Annex

Launch

or

Assign

Tools & Guidance for CCMs

◎ Guidance to CTs, CCMs and partners on RSSH-PPR stakeholder involvement in country dialogue

◎ Guidance to RSSH-PPR stakeholders to encourage their involvement in country dialogue

◎ Presentations to CCMs on RSSH and PPR integration

◎ Regular engagement with technical partners to promote the new RSSH and PPR guidance for further dissemination at country level, through CCM membership

Briefing Note
Integrated Laboratory Systems Strengthening Catalytic Initiative
Allocation Period 2023-2025
Date published: 6 February 2023
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Technical Brief
Community Systems Strengthening
Allocation Period 2023-2025
Date published: 12 December 2022
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RSSH and Pandemic Preparedness and Response in GC7 and C19RM
Information Session – February 28, 2023
This session is being recorded. | Cette session est enregistrée. | Esta sesión se está grabando. | Esta sessão está a ser gravada.

THE GLOBAL FUND
How does pandemic preparedness and response country governance and implementation really work?
Information Session – 3 March 2023
This session is being recorded. | Cette session est enregistrée. | Esta sesión se está grabando. | Esta sessão está a ser gravada.

CCM Representation analysis in advance of GC7
Malaria/TB Situation Room discussions May-Jun 2022

Malaria CCM Representation

CCM	Active Malaria grants) ($M)	TAP Priority country?	Likely NFM4 Window	Gvt	CS	ML/BL	Next 12 mnths?	Which sector(s)	Full or specific?	Est. Date?
				CCM Malaria Rep?			**Elections planned?**			
CCM Nigeria	993	Y	No info	N	Y	N	Y	All	Full Sector	31/05/2022
CCM Tanzania	777	Y	W2	N	Y	N	Y	All	Full CCM	15/06/2022
CCM Chad	267	Y	W3	N	Y	N	Y	CS	Full Sector	15/07/2022
CCM Cameroon	271	Y	W2	N	Y	N	Y	All	Full CCM	28/09/2022
CCM Mozambique	530	Y	W2	N	Y	N	Y	CS	Full Sector	16/12/2022
CCM Niger	241	Y	W2	N	Y	N	Y	All	Full CCM	20/02/2023
CCM Benin	116	Y	W4	N	N	Y	Y	Gvt	RSSH	13/03/2023
CCM Uganda	617	Y	W1	N	N	N	N	No elections planned	No elections planned	No elections planned
CCM Ghana	465	Y	W2	N	Y	N	N	No elections planned	No elections planned	No elections planned
CCM Burkina Faso	478	Y	W2	N	Y	N	No info	No info	No info	No info
CCM Mali	82	Y	W5	N	Y	N	No info	No info	No info	No info

Malaria Partners asked to help target key CCM elections before GC7 – PMI instructing all country offices to actively lobby key CCMs and influence upcoming elections

TB Partners asked to help influence key CCM elections before GC7 – STOP-TB collaboration to map TB representation in 40 key High Incidence/Burden CCMs

TB CCM Representation

CCM	Active TB/TB HIV grants) ($M)	TAP Priority country?	Likely NFM4 Window	Gvt	CS	ML/BL	Next 12 mnths?	Which sector(s)	Full or specific?	Est. Date?
				CCM TB Rep?			**Elections planned?**			
CCM Congo (Democratic	499	Y	No info	N	Y	No info	Y	All	Full CCM	16/05/2022
CCM Nigeria	352	Y	W1	N	Y	No info	Y	All	Full Sector	31/05/2022
CCM Zambia	711	Y	W2	Y	N	No info	Y	CS	Full Sector	01/06/2022
CCM South Africa	659	Y	W6	Y	Y	No info	Y	CS	TB	02/06/2022
CCM Tanzania	167	Y	No info	N	Y	No info	Y	All	Full CCM	15/06/2022
CCM Cameroon	71	Y	W2	N	Y	No info	Y	All	Full CCM	28/09/2022
CCM India	1032	Y	W2	N	Y	No info	Y	All	Full CCM	31/10/2022
CCM Viet Nam	184	Y	W2	N	Y	No info	Y	All	Full CCM	15/11/2022
CCM Pakistan	557	Y	W3	N	Y	No info	Y	CS	Full Sector	14/12/2022
CCM Mozambique	216	Y	W2	N	Y	No info	Y	CS	Full Sector	16/12/2022
CCM Bangladesh	443	Y	W1	N	Y	No info	Y	ML-BL & CS	Full Sector	30/06/2023
CCM Ukraine	442	Y	W2	Y	Y	No info	No info	No info	No info	No info
CCM Philippines	396	Y	W1	N	Y	No info	Y	Gvt & CS	Full Sector	No info

CCMs and the new Strategy
Adapted CCM Evolution SI to support GC7 priorities

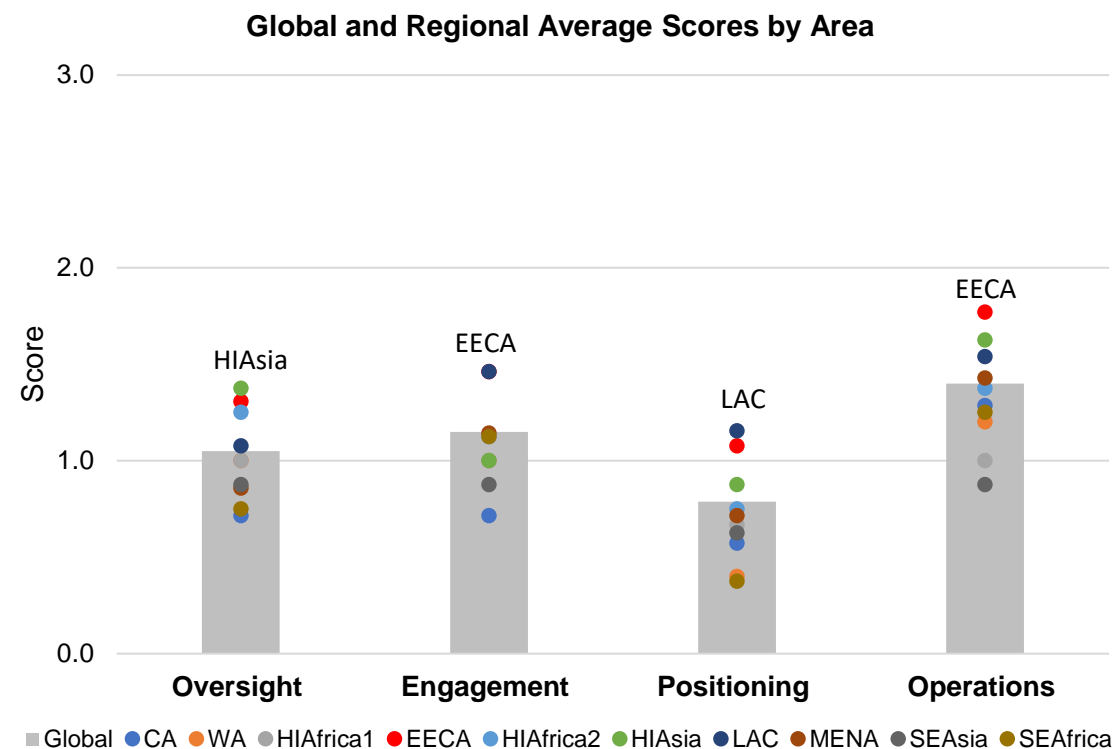| Key Areas	Key Activities	Supporting Strategy Priorities
1 Improved Oversight	• Oversight Officers on all HI/Core CCMs • Built Oversight Officer & Committee capacity Strengthened CCM data analysis & use	Stronger CCM scrutiny over grants & use of data e.g., on **RSSH, CLM, Co-financing** and in key disease areas
2 Meaningful Engagement	• Strengthening Civil Society representation • Promoting Community Led Monitoring (CLM) • Supporting strong Civil Society elections • CCM Composition review & changes	Putting **civil society, communities & KAPs more at the center** & promoting key GC7 areas such as **PSEAH, gender, TB/Malaria representation**
3 Strategic Positioning	• Mapping of national health governance platforms & CCM's optimal place within these • Positioning roadmaps - to align CCMs over time, whilst retaining core GF values (e.g., inclusion)	Greater **integration of CCMs** in wider national structures & programs e.g on **RSSH and Pandemic Preparedness**.
4 Stronger Operations	• Reviewing CCM framework documents • Supporting CCM capacity building on Ethics/COI • Conducting a full orientation for CCMs	**Alignment with GC7 policies**, reform of weak CCMs, setting expectations for CCM performance throughout lifecycle

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CCM Evolution

Baseline Gap Analysis (93 CCMs) used to identify focus areas for interventions

1 CCMs operating at or near **basic (functional) level (1)**

More mature

↑

Strategic

Engaged

Functional

Less mature

Global Average Score by Area & Category

2 **High Impact** & **Focused** scores higher

Score: 3.0, 2.0, 1.0, 0.0

Areas: Oversight, Engagement, Positioning, Operations

Legend: ■ Global — High Impact — Core — Focused
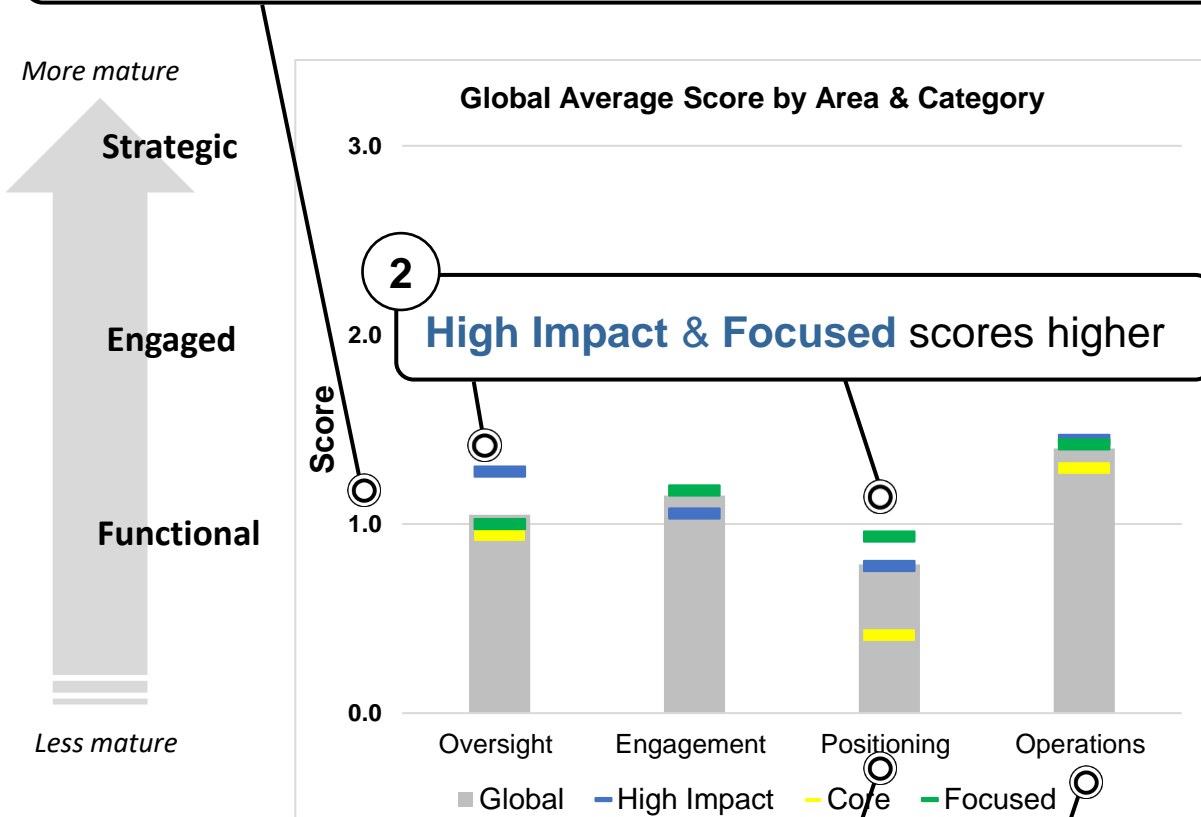
3 Higher scores for **Operations** - mainstream CCM work
Lower scores for **Positioning** - expected as newer area

4 Some variance between regions but **CCM performance not following** large/small investments in-country

Global and Regional Average Scores by Area

Score: 3.0, 2.0, 1.0, 0.0

Areas: Oversight (HIAsia), Engagement (EECA), Positioning (LAC), Operations (EECA)

Legend: ■ Global ● CA ● WA ● HIAfrica1 ● EECA ● HIAfrica2 ● HIAsia ● LAC ● MENA ● SEAsia ● SEAfrica

5 Higher scores for **EECA, LAC** & **HI Asia**
Lower scores for **South-East Asia** and **Central Africa**

CCM Evolution
Progress as of July 2023

Strategic Initiative 3 yrs | **$15m** | **TA Coaching Peer2Peer E-learning** | **International TA Providers** / **Regional Civil Soc. Platforms** / **Local Consultants** → **93 CCMs & RCMs**

◎ **81%** CCMs think CCM Evolution's activities **are relevant and address the needs of CCMs**

◎ **82%** say CCM Evolution is contributing to **improvements and increased maturity of CCMs**

◎ **85%** believe **gains from CCM Evolution will be sustained** beyond the end of the SI*

1

Participatory baseline assessments done for 93 CCMs

Providing a full picture of CCM performance on all aspects of their work, agreeing key gaps & priorities for performance with CCMs

2

Oversight Officers successfully recruited into 52 CCMs

With Oversight coaching underway or completed in 65 countries. Plans to sustain these posts in High Impact and Core countries throughout GC7

3

More than 400+ interventions underway in 90 countries

Local engagement consultants supporting civil society in 38 CCMs & local positioning consultants mapping CCMs optimum place in health systems in 42 countries (incl. PP)

4

Strengthened Ethics & management of Conflict of Interest

15 Ethics Officers in place, trained in PSEAH, with face-to-face Ethics training for 350 CCM members & 2300 accessing e-learning on Code of Conduct

5

New Integrated Performance Framework rolled out to 117 CCMs

Allowing us to track progress beyond CCM Evolution & re-assess CCM eligibility in advance of GC7 FR submissions

Source: OIG CCM Audit Survey: ~1000 CCM respondents (Nov 2022)

CCM Evolution
Where are we (July 2023)?

Strategic Initiative 3 yrs — $15m

Disbursed direct to CCMs — $4m

International TA Support contracted — $4.6m

93 CCMs & RCMs

4 Key Areas of Support — **Prioritized interventions** — Completed (May) ■ — In Progress due end 2023 ▩ — Requested ☐ — **Challenges**

Efficient CCM Secretariat **Operations** of core functions →

Active CCM **Oversight** of GF investments to ensure impact →

Meaningful **Engagement** of civil society & communities →

Effective **Positioning** of CCMs & efficient investments →

Operations
Intervention	Completed	In Progress	Requested
Facilitated CCM Orientation	5	7	28
Ethical Leadership/Governance training	10	18	38
Framework Documents review	3	11	25
Revamp/Reform support	3	2	9

O.Sight
Intervention	Completed	In Progress	Requested
Oversight Officer	54	14	71
Oversight coaching & mentoring	20	46	77

Engagement
Intervention	Completed	In Progress	Requested
Local Engagement consultant	41	20	70
CCM composition review	4	8	21
CS preparation, pre and post meetings	10	27	72
CBM training & decision-making tools	3	27	30
CS engagement in elections	6	12	30

Positioning
Intervention	Completed	In Progress	Requested
Local Positioning consultant	45	22	78
Health governance mapping	17	28	80
Positioning/Transition plans	17	28	80
Positioning plan implementation	2	8	26

Challenges:
- Delays due to impact of COVID-19
- Local & Int. consultant availability
- Impact of conflict & instability
- Moving at pace of CCMs
- Demands of new GC7 FR process

CCM Oversight
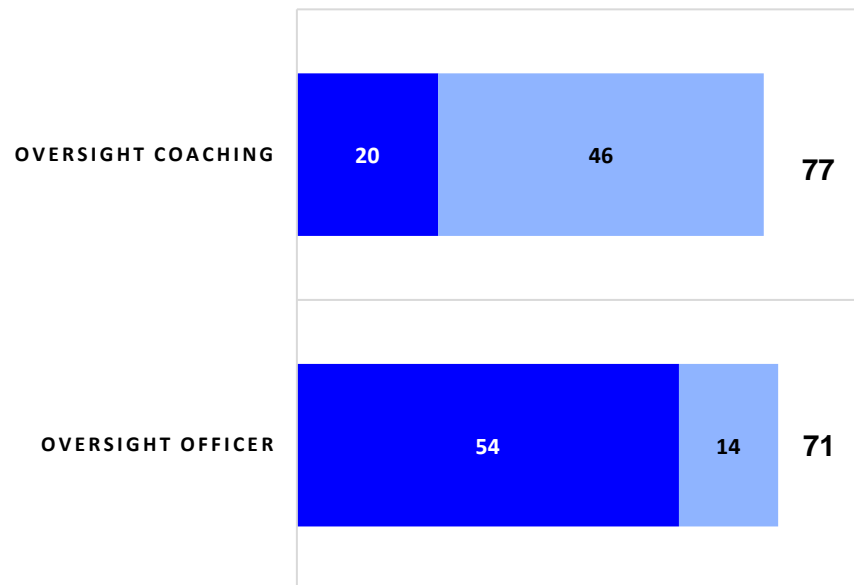## Active oversight of GF investments for optimal programming

CCM Evolution Oversight Interventions	Key Deliverables	Beyond CCM Evolution SI

OVERSIGHT

■ Completed ■ In Progress

OVERSIGHT COACHING: 20 | 46 | 77

OVERSIGHT OFFICER: 54 | 14 | 71

Data as of June 2023

Strengthened **oversight structures**, **procedures**, and **practices** for CCM Oversight Committees.

Expanded **oversight capacity** in data analysis and use; risk mitigation and management; co-financing commitment tracking; transition-related outputs.

Updated **Oversight Plans** and **key tools** to support decision making.

- Continue funding **Oversight Officers** in all HI/Core CCMs
- Mobilize **MoF** reps on **co-financing**
- Continue **coaching** and **skills** development for Oversight Officers & Committees
- Broaden **Oversight Committee representation** (e.g., communities, KVP, RSSH & Integrated Services)
- **Deepen understanding** of CCM risk management & of key Strategy and disease priorities (i.e., RSSH)
- Expand use of **CLM** and **community data** in Oversight & increase access/use of **GF data** & learnings

CCM Oversight Illustration
Oversight Coaching: CCM Mozambique

A função de supervisão estratégica do MCP:

Fontes de informação

Janeiro 2023

The Global Fund

Gestão de conflito de Interesses no SE

MECANISMO DE COORDENAÇÃO DO PAÍS - MCP
ELABORADO POR+: GABRIELA COHEN

The Global Fund

Supervisão Estratégica do MCP e Integração da Gestão de Riscos

Junho 2023

The Global Fund

O FUNDO GLOBAL

Sustentabilidade, Transição, Cofinanciamento (STC), Relação custo-benefício e Financiamento Inovador

Orientação para o período de atribuição 2023 – 2025
30 de novembro de 2022

- ✓ **Areas of support:** Conflict of Interest management, Co-financing, capacity to use strategic information, and risk management agreed in consultation with CCM Oversight Committee, Oversight Officer, CCM Hub and CT.

- ✓ **Coordination with Partners:** Coordination with Expertise France to sustain gains of the support provided (e.g., oversight plan, use of dashboards, communications) to avoid duplication.

- ✓ **Modality:** Document review, one-on-one weekly coaching sessions for the Oversight Officer, planned sessions with the oversight committee (ongoing).

- ✓ **Outputs:**
  - ☐ Oversight Officer trained in areas of CoI management, use of strategic information, Co-financing, risk management
  - ☐ Oversight Committee trained in overall scope of this function and co-financing

- ✓ **Expected Outcome:** CCM oversight function strengthened. CCM capacity expanded to utilize strategic information in reviewing grant progress and effectiveness.

CCM Engagement
Inclusion of communities, KAPs & CS in decision-making

CCM Evolution Interventions	Key Deliverables	Beyond CCM Evolution SI

ENGAGEMENT

■ Completed ■ In progress

	Completed	In progress	Total
CS ENGAGEMENT IN ELECTIONS	6	12	30
CBM TRAINING & DECISION-MAKING TOOLS	3	27	30
CS PREPARATION, PRE AND POST MEETINGS	10	27	72
CCM COMPOSITION REVIEW	4	8	21
LOCAL ENGAGEMENT CONSULTANT	41	20	70
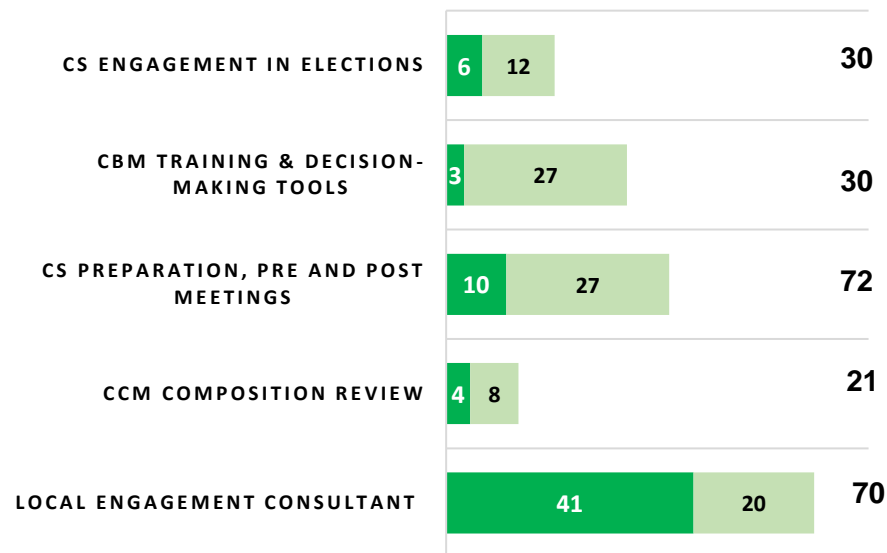
Data as of June 2023

Key Deliverables

Enhanced **CS elections** through ethical, well-documented, transparent processes

Greater **community engagement** on CCMs by strengthening their capacity and contribution to **participate** in inclusive decision-making

Improved **bi-directional feedback mechanisms** between CS representatives and their constituencies

Aligned **CCM composition** with recommendations to adjust representation to **align with strategic objectives**

Beyond CCM Evolution SI

- Annual **composition review** & increased community/KAP reps
- Improve **GF data** on CCM communities/KAP
- Continue to **mentor and train CS reps** beyond CCM Evolution – incl. on influencing National Disease Plans
- Track **15% CCM budgets** on CS & promote more CS Chairs/Vice Chairs (and CCM gender balance)
- Utilize **CLM data** in CCM decision-making and oversight of GF grants
- Increase **engagement in grant making** & transparency (e.g., CCM websites & Portal/web)

CCM Engagement Illustration
Composition Review: CCM Philippines

CCM Evolution
Review of the Composition of the PCCM

Final Report

PCCM COMPOSITION REVIEW

REVISED PCCM COMPOSITION

Constituencies	Current Seats (filled)	Proportion	Revised Seats	Proportion
Government	8 (4)	33%		
Government (national)			*3*	21%
Government (sub-national)			*2*	
Academic/Education/Research	2	8%	2	8%
KAPs-NGOs	3	13%		
KAPS			*3*	*13%*
NGOs			*3*	*13%*
Faith-Based Organizations (FBO)	2 (1)	8%	2	8%
People Living With/Affected by Diseases	3	13%	3	13%
Private Sector	1	4%	1	4%
Bilateral Organizations	3	13%	3	13%
Multilateral Organizations	2	8%	2	8%
Total	**24 (19)**	**100%**	**24**	**100%**

✓ **Composition Review** considered implications of critical contextual changes, such as Universal Health Coverage Reform, for Philippines CCM (PCCM).

✓ Review assessed whether **current membership** of PCCM/PCOC/KAPC is aligned with the PCCM governance manual and with Global Fund eligibility requirements.

✓ **Composition Report** provides the following recommendations:
  - Separate NGO and KAP member seats to allow for direct representation of KAPs
    - Agreement on **3 seats for KAPs** and **3 seats for NGOS** - *an increase from previous 3 seats total*
  - Nominate leadership team to engage with DOH leadership to strengthen collaboration
  - Restrict concept of permanent membership to organizational permanence
    - Key constituency seats can be referred to as "required"
  - Streamline 8 Government seats to 5 (3 national, 2 sub-national)

CCM Positioning
Aligning with national structures whilst safeguarding core principles

| CCM Evolution Interventions | Key Deliverables | Beyond CCM Evolution SI |

CCM Evolution Interventions

POSITIONING

■ Completed   ■ In Progress

Category	Completed	In Progress	Total
POSITIONING PLAN IMPLEMENTATION	2	8	26
POSITIONING IN TRANSITION COUNTRIES	2	4	8
POSITIONING/TRANSITION PLANS	17	28	80
HEALTH GOVERNANCE MAPPING	17	28	80
LOCAL POSITIONNING CONSULTANT	45	22	78
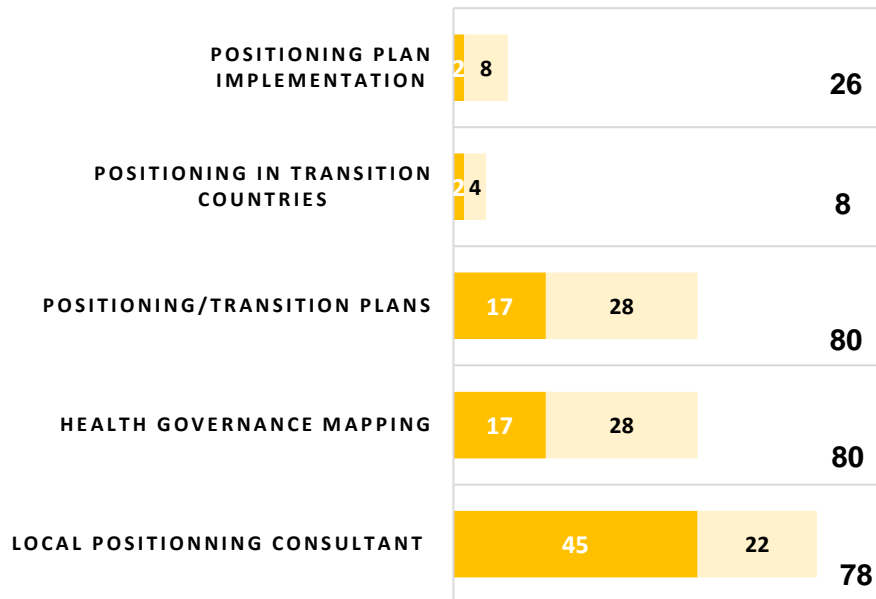
Data as of June 2023

Key Deliverables

Increased **coordination** & clear **differentiation of roles** and responsibilities with other national health platforms

Integrated **CCM functions** and **principles** within existing health structures

Mapping of governance health platforms in-country and **positioning plan** for CCMs
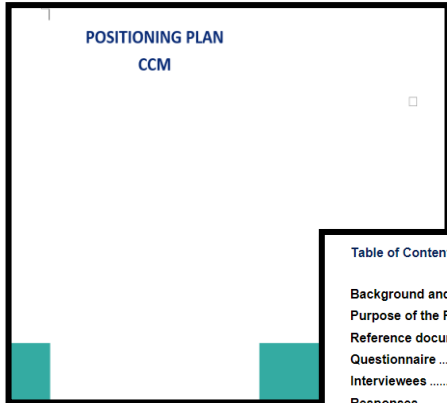
Provided **advisory support** to CCMs with implementation of positioning plans; tailored to CCMs in a **transition context**

Beyond CCM Evolution SI

- Embed **Pandemic Preparedness** in CCM positioning mapping & roadmaps
- Consider **CCM representation** on related governance bodies on **PP/RSSH** and visa-versa
- Broaden CCM positioning scope into **key RSSH areas** – where GF has comparative advantage
- Deepen/systematize CCMs connections to **Humanitarian Nexus** in **COE** contexts
- Support **implementation of plans** beyond CCM Evolution, especially CCMs in a **transition context**

CCM Positioning Illustration
Positioning Plan: CCM Armenia

✓ CCM Armenia **transitioning** from GF resources **Positioning plan** crucial support during this process

✓ Peer learning with Georgia to enhance understanding of positioning concept and objectives

✓ Participatory process led by CCM Secretariat to develop positioning options. Included consultations with CSOs & NGOs

✓ The technical support enabled **CCM Armenia** to:

  o Retain **GF core values** while preparing for transition
  o Ensure **CCM leadership's commitment** to positioning
  o Empower **CSOs to have a voice**, essential to produce strong, relevant recommendations
  o Make an **informed decision** based on relevant options
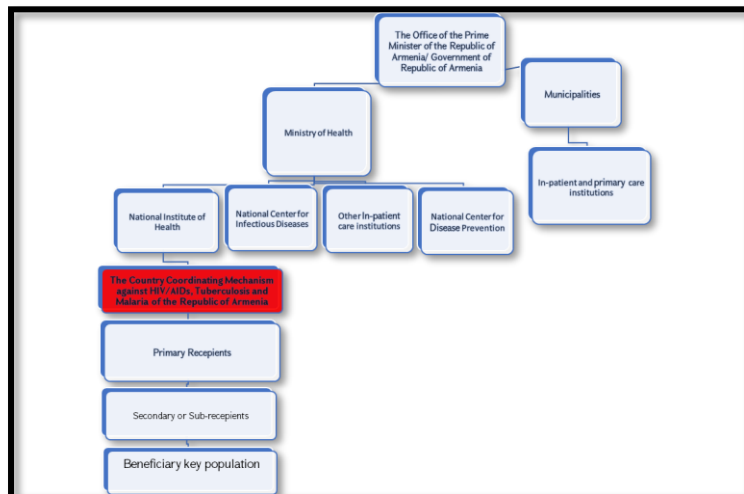
CCM Operations
Effective CCM Secretariats to drive good governance practices

CCM Evolution Interventions	Key Deliverables	Beyond CCM Evolution SI

OPERATIONS

■ Completed ■ In Progress

- REVAMP/REFORM SUPPORT: 3 | 2 → 9
- FRAMEWORK DOCUMENTS REVIEW: 3 | 11 → 27
- ETHICAL LEADERSHIP/GOVERNANCE TRAINING: 10 | 18 → 38
- FACILITATED CCM ORINETATION: 5 | 7 → 28
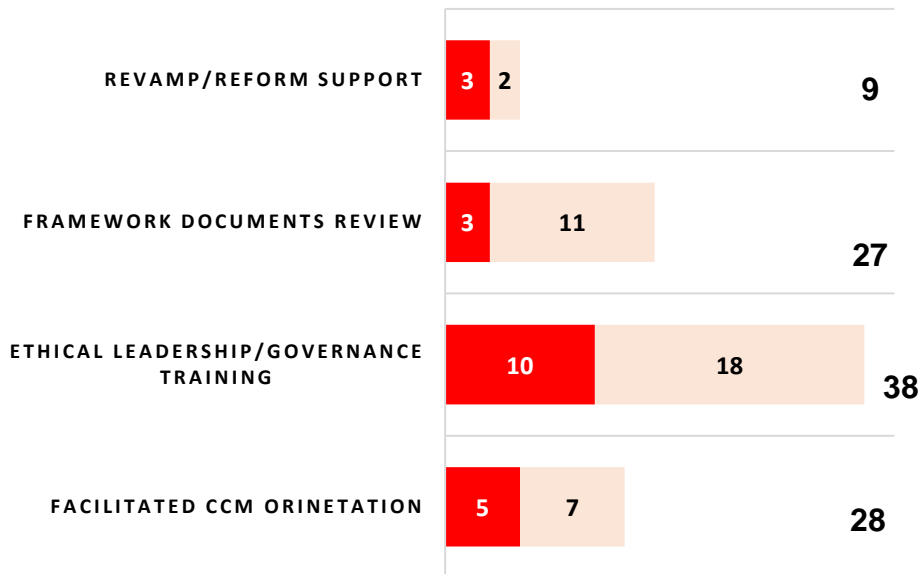
Data as of June 2023

Key Deliverables:

- **Reformed** CCMs to reestablish governance bodies
- Updated **core framework documents** enabling CCMs to fulfill their functions
- Empowered CCMs making **ethical decisions** and adhering to **code of conduct.**
- Clarified **roles and responsibilities** for CCM stakeholders
- Implemented **CCM Secretariat performance management** by CCM leadership

Beyond CCM Evolution SI:

- Implement annual **Performance Framework** & **dialogue** on results
- Strengthen **GF levers** to manage poor performance of **CCM Secretariats** & map CCM legal status
- Deepen capacity and role of CCM **Ethics** focal points and committee
- Set up **Peer2Peer mentoring** of CCM Executive Secretaries & other learning initiatives
- Develop proactive **GF CCM comms** & engagement plan
- Host targeted **workshops** & CCM **capacity building** in key Strategy areas e.g., Ethics, PP, RSSH etc.

CCM Operations Illustration
Orientation: CCM Mali
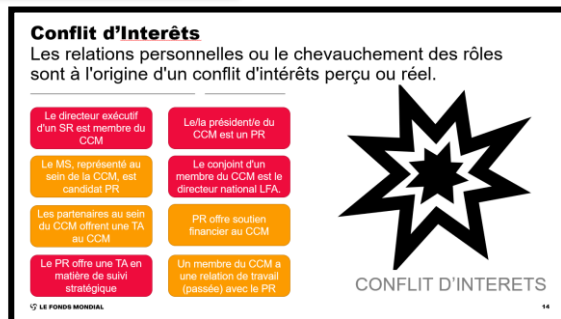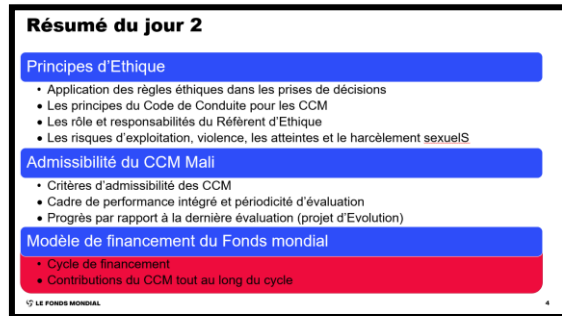
✓ CCM Orientation for CCM Mali provided in a **hybrid setting** with co-facilitation from Consultant and Hub Officer.

✓ **4 days of CCM orientation** delivered in an interactive manner, focusing on country specific activities and examples.

✓ Orientation focused on practical aspects and expanded the audience to Principal Recipients.

✓ Main **objectives** achieved during the orientation:
  - o Clarify roles and responsibilities of CCM Mali
  - o Define governance practices associated with grant monitoring
  - o Identify CCM eligibility criteria
  - o Understand requirements and terms of membership
  - o Identify and manage Conflict of Interest
  - o Recognize the scope and contours of country-level dialogue, national strategies, funding applications and grant-making.

✓ This support enabled CCM members to understand key roles and empowered them to make ethical decisions.

CCM Evolution
Further examples…

Operations
- **Kenya :** Governance Docs reviewed, new PR selection guide for fair/transparent CCM process
- **Ghana :** facilitated reform, governance documents & CCM Secretariat restructured, Ethics training delivered
- **EECA & LAC:** CCM Secretariats strengthened through creation of 2 new Peer-to-Peer networks, webinars, workshops & lesson-learning
- **Congo :** successful restructuring of CCM Secretariat

Oversight
- **Niger:** new Oversight Plan (in partnership with L'Initiative); **Timor Leste:** Oversight officer effectively leading CCM oversight & engagement
- **Thailand :** Oversight function strengthened, new Oversight plan, Governance/Oversight manuals, weekly coaching sessions & workshops
- **Mali:** Oversight Officer in place and Oversight Committee strengthened through coaching, training and development of new oversight tools
- **Ethiopia:** Oversight Committee trained, new dashboards & data approaches, inactive members replaced & KP member added
- **RCM MOSASWA:** new Oversight Committee TORs collaboratively developed. **RCM EMMIE:** Oversight coaching tailored for RCM model
- **Laos & Philippines:** progress embedding risk management into oversight function and spotlighting key risks (e.g., co-financing), for action

Engagement
- **Bangladesh, Pakistan, & Philippines:** CCM Composition reviews completed, recommendations made to strengthen membership e.g KPs
- **Nigeria:** Youth constituency election support in partnership with CRG, facilitated ethical leadership & governance workshop
- **Kazakstan:** local engagement consultant supported CSOs to develop a vision to strengthen the response to the HIV epidemic
- **Mozambique:** Pre & post engagement support, has streamlined and standardized CCM/Civil Society comms & information flows
- **Solomon Islands & PNG:** election support provided, processes reviewed and recommendations for future strengthening provided

Positioning
- **Laos:** Positioning Plan agreed to move CCM to wider Health Sector Reform committee
- **Paraguay:** Positioning roadmap, endpoint determined & related composition review & legal support in progress
- **Georgia:** CCM integrated within wider public health system, Peer-to-Peer support provided to neighboring CCM Armenia
- **Mongolia:** Positioning mapping completed, recommending new members to strengthen links to wider Heath Sector bodies/NDPs

OIG CCM Audit
Key Findings and Actions

"CCMs are already indicating that the Evolution Strategic Initiative has helped them to improve tools and processes"

"The recruitment of oversight officers is also seen by CCMs as improving their performance in oversight of grants"

"Roles & responsibilities between Country Teams & the CCM Hub have also been clarified. This has improved engagement & clarified support provided to CCMs"

AMA Deliverables

1. Implementation delayed

CCM Evolution has catalytic potential to help CCMs achieve expected maturity levels, but interventions are materially delayed due to pandemic-related disruptions and limitations of the pilot phase. **There is a need to expedite the implementation to enable CCMs to optimally support the Global Fund Strategy 2023-2028.**
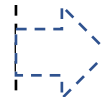
2023-24 CCM Evolution Implementation & sustainability plan

2. Project Monitoring

CCM Evolution Strategic Initiative was adapted to the pandemic, implementing activities remotely, maintaining momentum despite competing priorities for CCMs. **However**, **limitations of the initial project design, the absence of a Monitoring and Evaluation framework at inception, and tight timelines are negatively impacting delivery of the Strategic Initiative.**

Enhanced CCM Evolution M&E framework

Community-Led Monitoring Training

3. Technical Assistance

Technical Assistance (TA) is a critical enabler for delivery of CCM Evolution. **Delays recruiting consultants and lack of a quality assurance framework for TA and engagement with partners, risks affecting the quality of TA provided.**

CCM Evolution TA Quality Assurance framework

4. Systems & Guidance

Significant improvement in processes and systems since the last OIG audit. **Further enhancements needed on data collection and use, and to support CCMs with unique contexts.**

Oversight data & CCM funding systems

Guidelines for CCMs in unique contexts.

Source: OIG CCM Audit (May-2022)

CCM Evolution
Transitioning from SI to OPEX at the end of 2023

◎ **SI funding ends Dec 2023, increased CCM OPEX needed** to continue CCM Evolution in 2024-25

◎ **To complete activities and sustain gains beyond 2023** e.g. Oversight Officers (in HI and Core)

◎ **Targeting new support in 2024-25** at gaps from CCM Evolution Endline, IPFs & with Partners

◎ **Reinforcing performance standards & identifying TA needs** through annual IPF process

Task Name	2023 Q1 Jan Feb Mar	Q2 Apr May Jun	Q3 Jul Aug Sep	Q4 Oct Nov Dec	2024 Q1 Jan Feb Mar	Q2 Apr May Jun	Q3 Jul Aug Sep	Q4 Oct Nov Dec
CCM Evolution 2023-24 Transition Plan								
Deliver CCM E interventions in 2023								
Engage Key stakeholders, CCMs and TA Partners								
Est. Evolution interventions to continue in 2024								
Establish Int. TA provider Framework Agreements beyond 2023								
Impl. sustainability plan for CCM-E interventions in GLC7								
Request 2024 OPEX in 2023 Budget process								
Review CCM performance progress in 2023								
Close CCM Evolution SI								
Deliver CCM E interventions in 2024								
Request 2025 OPEX in 2024 Budget process								
Review CCM performance progress in 2024								

CCM Evolution: M&E framework strengthened

- **Theory of Change developed** – added to standard SI process after CCM Evolution approved
- **Logical Framework added** – not required in SI process but retrofitted to capture outcomes
- **M&E Roadmap** – adding in new Evaluation element & continuing beyond SI end in 2023

Conclusion
Next Steps & Strategy Committee input sought (in July 2023)

The Secretariat plans:

- To **continue and complete CCM Evolution activities beyond the SI** in 2024-25, pending OPEX availability

- **Increasingly targeting activities** and support towards priority countries with the lowest scoring areas/biggest gaps

We will keep the Strategy Committee informed:

- By incorporating an **annual CCM performance update report** into the Secretariat-SC update on Country Funding (+CCMs), Portfolio Optimization and SIs (from Oct 2024)

- Contributing to Committee **thematic discussions** (e.g., on RSSH, CRG, health financing) around CCM engagement

In addition, we will hold regular **CCM Partners meetings (biannual)** and input on CCM issues into the TAP and CRG Partners meetings

THE GLOBAL FUND

Thank you!
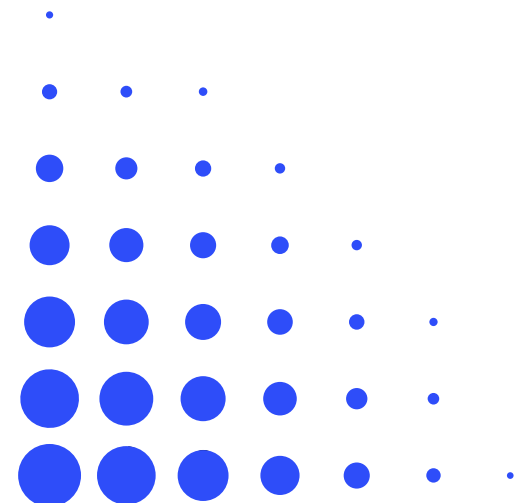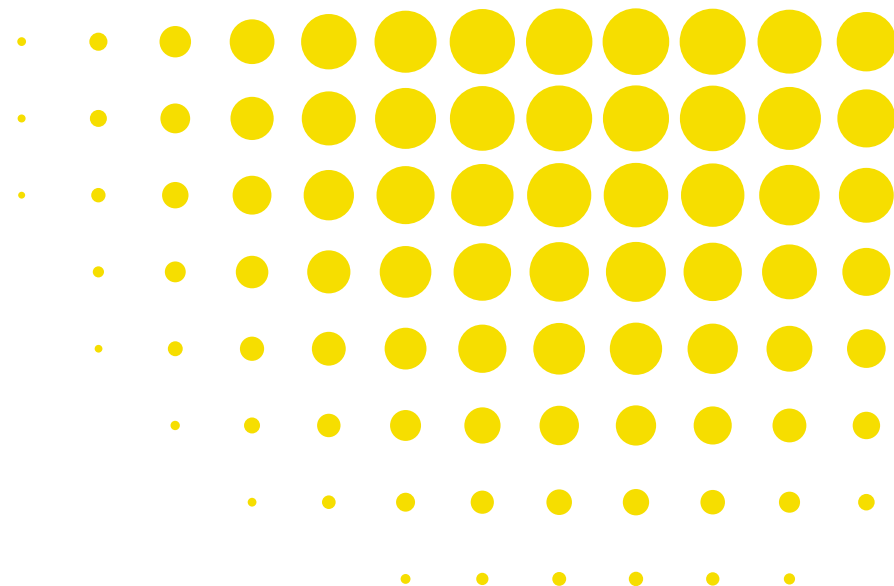
Annex:

CCM Performance: Gap Analysis
(Sept 2022)
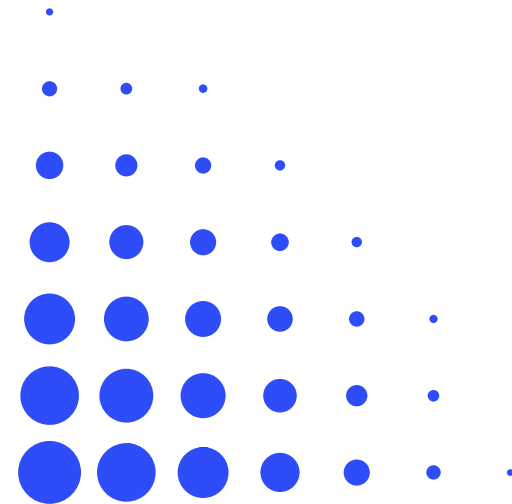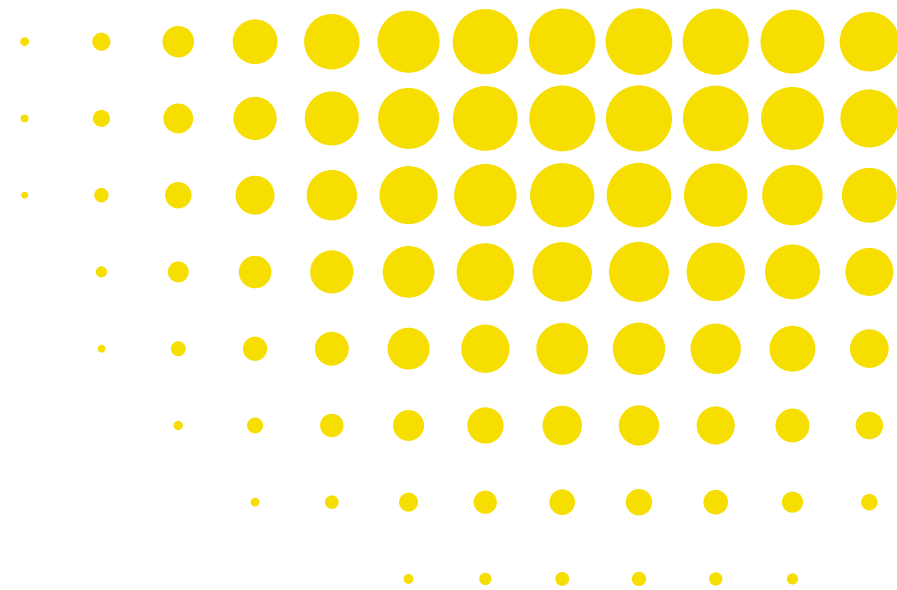
Summary: CCM Evolution Threshold Results

93 Threshold assignments **completed**, gaps identified, and interventions agreed/begun with CCMs.

Results show CCMs **functioning at a basic level**, consistent with baselines assessments of CCMs from CCM Evolution pilot in 2019/2020.

Some variance between regions, but not much between country category or by grant volume suggesting improvement needed across the portfolio.

Higher scores for **mainstream CCM work areas** (e.g. Operations and Engagement); lower scores (as expected) for newer ones (e.g. Positioning). Considerable room for improvement in critical functions (e.g., Oversight).

Oversight, Engagement, Positioning and CCM Operations (e.g., Ethics) all **key priorities** for CCM improvement under the 2023-2028 GF Strategy.

# CCM Evolution: Threshold Results (93 CCMs)

More mature

Strategic

Engaged

Functional

Less mature

Global Average Score by Area and Category

Score

3.0

2.0

1.0

0.0

Oversight Engagement Positioning Operations

■ Global ▬ High Impact ▬ Core ▬ Focused
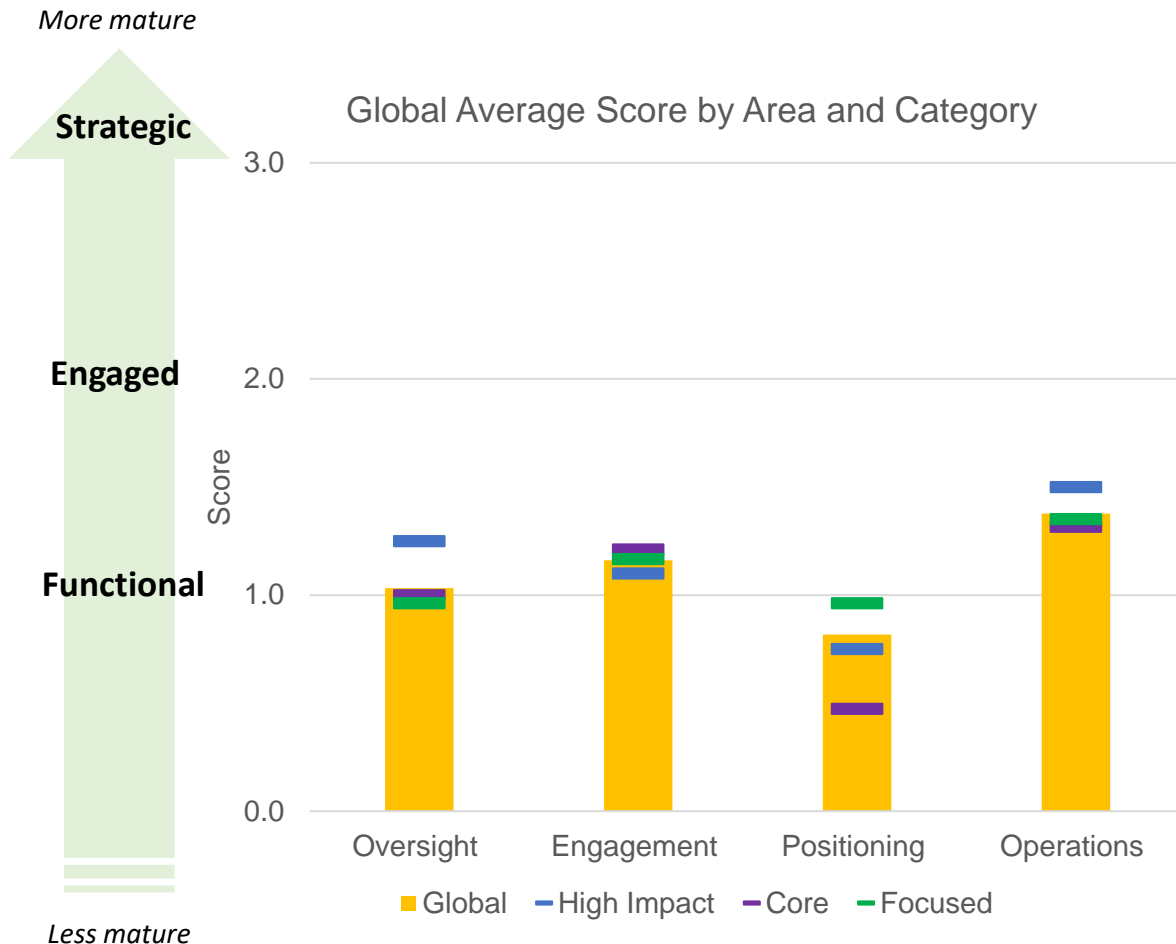
Key Global Findings

1 CCMs are operating at a **basic (functional) level**

2 CCMs are performing at a higher level in **Operations & Engagement** - traditional CCM work

3 CCMs are performing at a lower than functional level in **Positioning –** expected as it is a new focus area

4 **CCMs** in **High Impact** & **Focused** countries performing better than the global average and core countries

CCM Evolution: Threshold Results (93 CCMs)

Key Regional Findings

1. Some **variance** in maturity levels between **regions**

2. Overall higher scores for **HI Asia, EECA & LAC** regions

3. Overall lower scores for **Central Africa**, **Southern and Eastern Africa** and **South-East Asia.**

4. **High Impact Asia** operating at higher-than-average level in **Oversight**

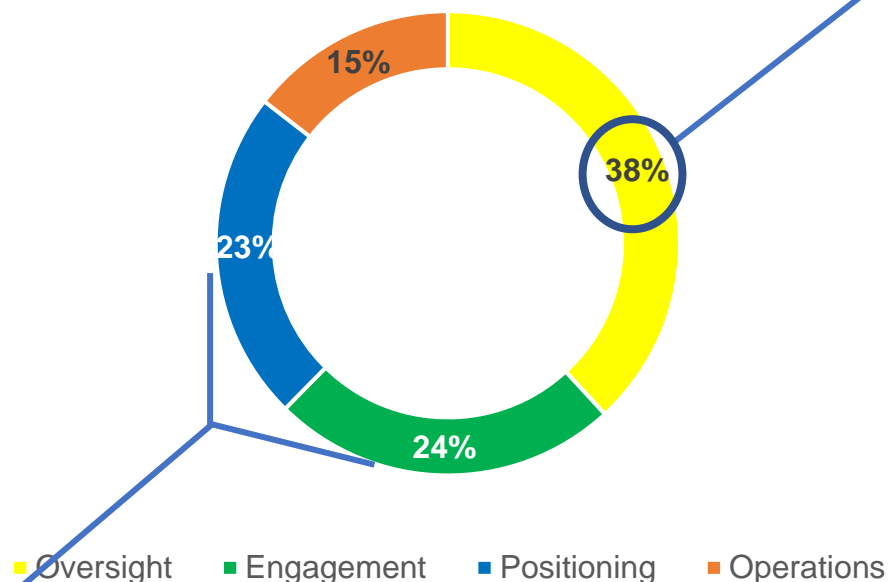5. **EECA** is performing at higher-than-average level in **Operations and Engagement**

Global and Regional Average Scores by Area
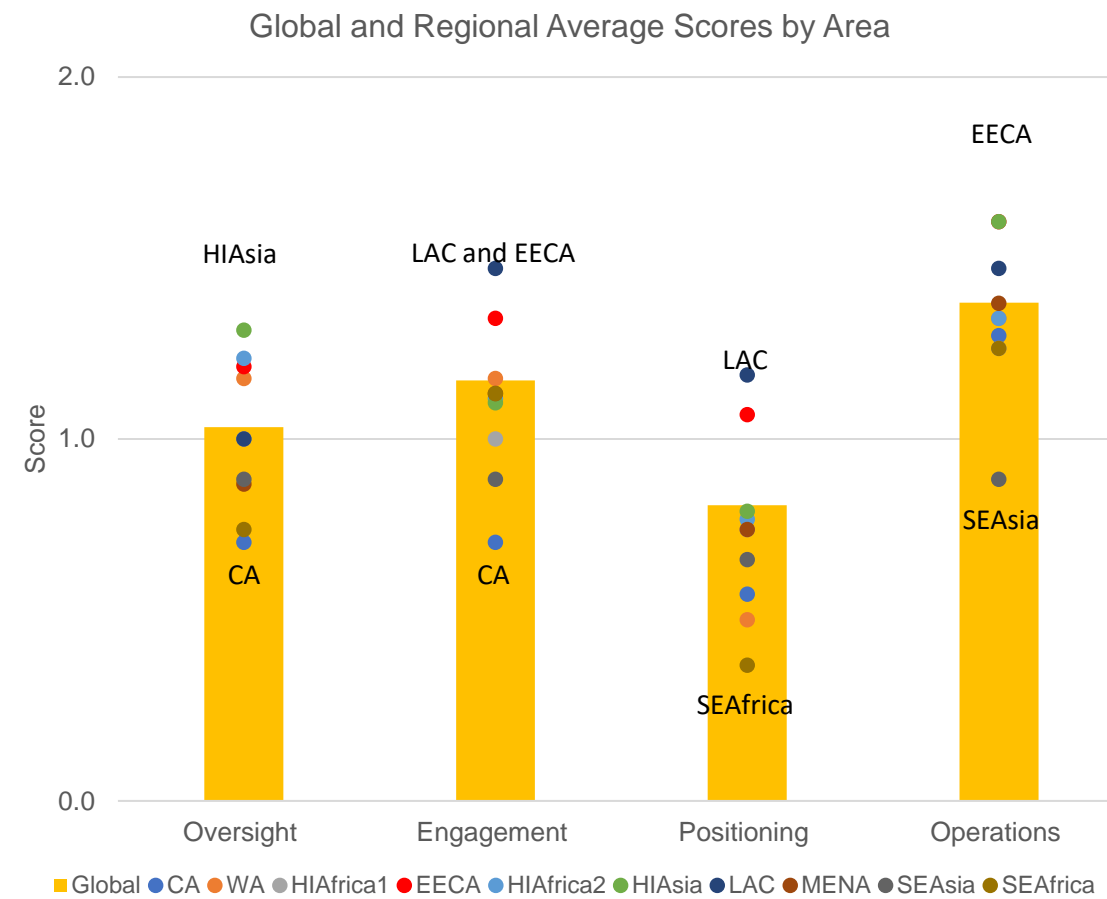
CCM Evolution: Priority Support Areas & Variation

1 **Oversight** accounted for **38%** of total priority areas selected for targeted support by CCMs

Prority Area Selection

- Oversight
- Engagement
- Positioning
- Operations

15%
38%
23%
24%

2 **Positioning** and **Engagement** each account for approx. **25%** of priority area selections by CCMs

3 **Little variation** in countries with **big vs. small grant allocations** – need to support countries across portfolio

Country average scores by allocation amount (2020-2022)

Average threshold scores by country

Score

*Countries with **largest** allocations*

Smallest allocations
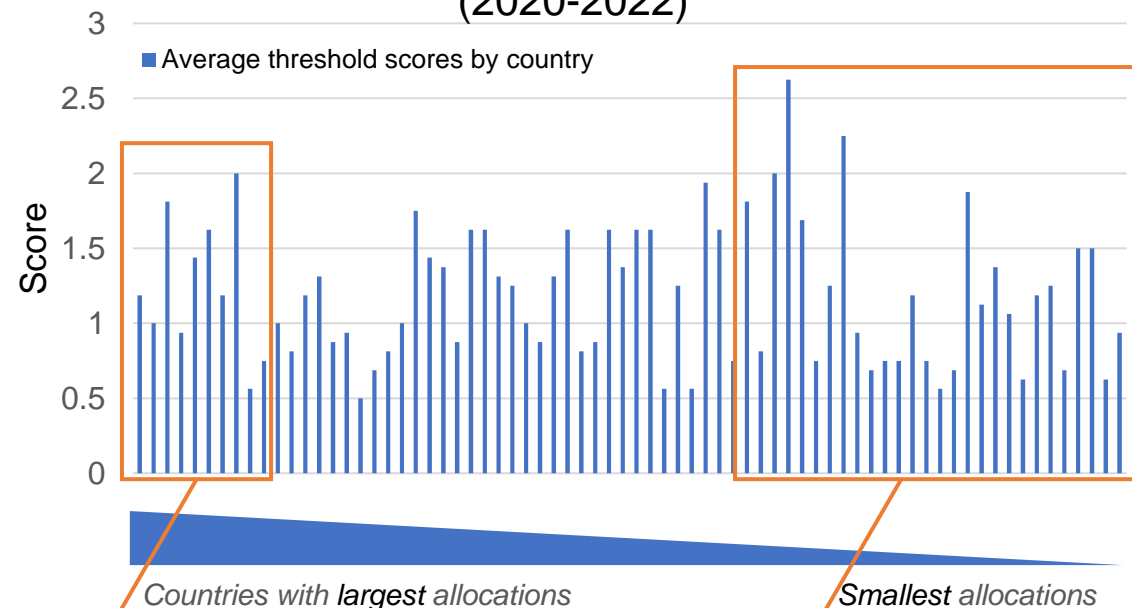
4 Average score in countries with **10 largest allocations nearly identical** to average in **countries with 30 smallest allocations** (1.25 vs. 1.19)

Threshold Results: High Impact Africa 1
Performing at a functional level. Need for growth in positioning/operations

High Impact Africa 1: Average Score by Area

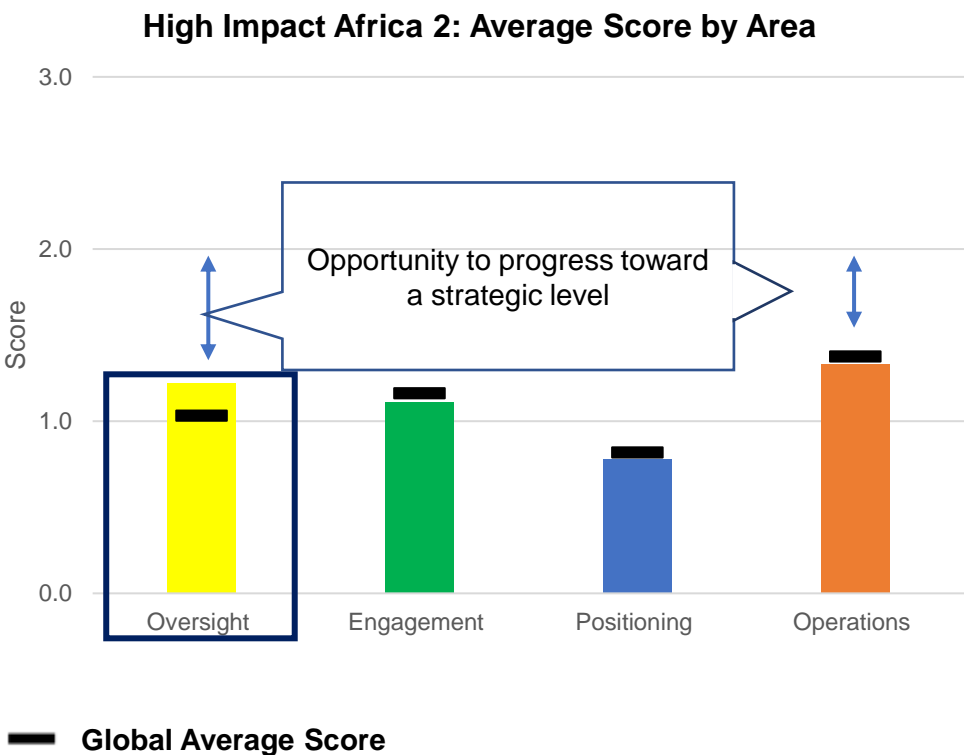■ **Global Average Score**

Key Insights
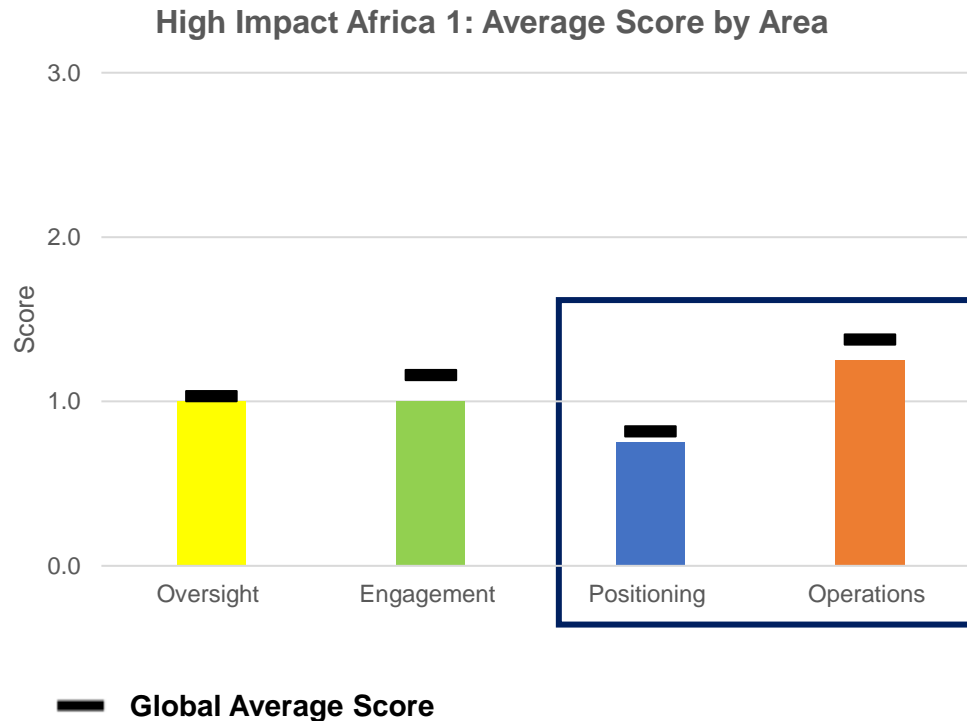
- **Operations** scored below the average for all CCMs, (except **Cote D'Ivoire** which was higher performing). CCMs showed need for support to strengthen secretariats, enhance governance mechanisms (**Nigeria, Mali**) and on Ethics (**Ghana).**

- **Engagement** scored lower than average for all CCMs, with support needed to encourage greater bi-directional feedback with CS stakeholders (**Ghana, Mali, Cote D'Ivoire**). Opportunity for growth in promoting CS participation beyond the CCM.

- **Positioning** scored below the average for all CCMs – potential to support in defining and agreeing a positioning vision for CCMs across **the whole region.**

- **Oversight** - around the average for all CCMs with good performance on some indicators, but a key area to continue to strengthen (especially on risk/co-financing) given large share of **global funding allocation.**

CCM Evolution Roll Out CCMs in High Impact Africa 1

• Ghana	• Cote D'Ivoire
• Mali	
• Nigeria	

Threshold Results: High Impact Africa 2

Potential to keep enhancing oversight to strategic levels

High Impact Africa 2: Average Score by Area

Opportunity to progress toward a strategic level
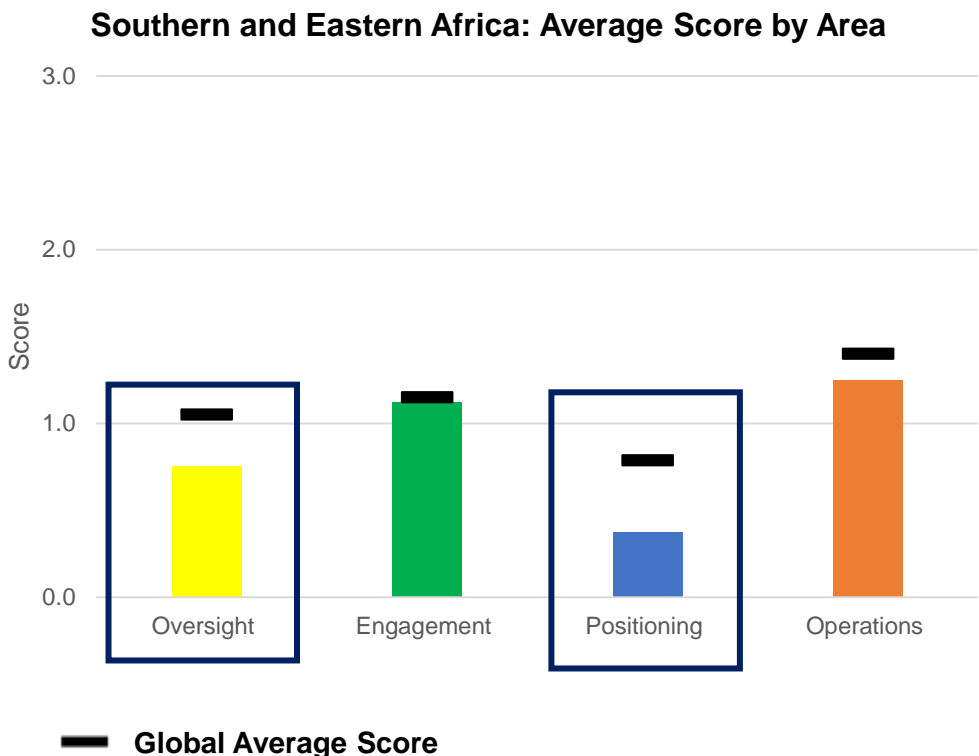
— **Global Average Score**

Key Insights

- **Operations** scores just below the global average, but above most other African regions. Strengthening CCM secretariats and work on Ethics could increase scores.

- **Engagement** scores slightly lower than global average, (very strong elections performance in **South Africa**). Need to continue to strengthen effective participation (particularly by CS) and bi-directional communications.

- **Positioning** scored just below the global average – need for support defining and building ownership for a positioning vision in many countries

- **Oversight** above the global average, with good scores in some countries (**Ethiopia**, **Kenya**). The area should remain a priority given high % of global funding allocation and potential to move to strategic levels.

CCM Evolution Roll Out CCMs in High Impact Africa 2

• Ethiopia	• Zambia
• Kenya	• Zimbabwe
• Mozambique	• RCM MOSASWA
• South Africa	• RCM TB in the Mines
• Zanzibar	

Threshold Results: Southern & Eastern Africa

Demonstrating relative strength in Operations and Engagement, but weaker in Oversight and Positioning

Southern and Eastern Africa: Average Score by Area

— **Global Average Score**

Key Insights

- **Operations** scored below the global average (though good performance in **Eswatini** and **Mauritius**). Enhancing CCM Secretariats' capacities in the region (e.g., **Angola and Botswana**) could help increase and sustain performance.

- **Engagement** scored just below the global average, but higher than most African regions. An opportunity exists to support constituencies' participation in GF-related activities and national response coordination efforts.

- **Positioning** scored significantly below the global average, highlighting the need to support the definition and sharing of a positioning vision.

- **Oversight** - scored lower than the global average (with stronger scores in **Angola, Eswatini & Mauritius**) indicating need to support the region in moving from compliance with ER-3 to effective oversight of investments.
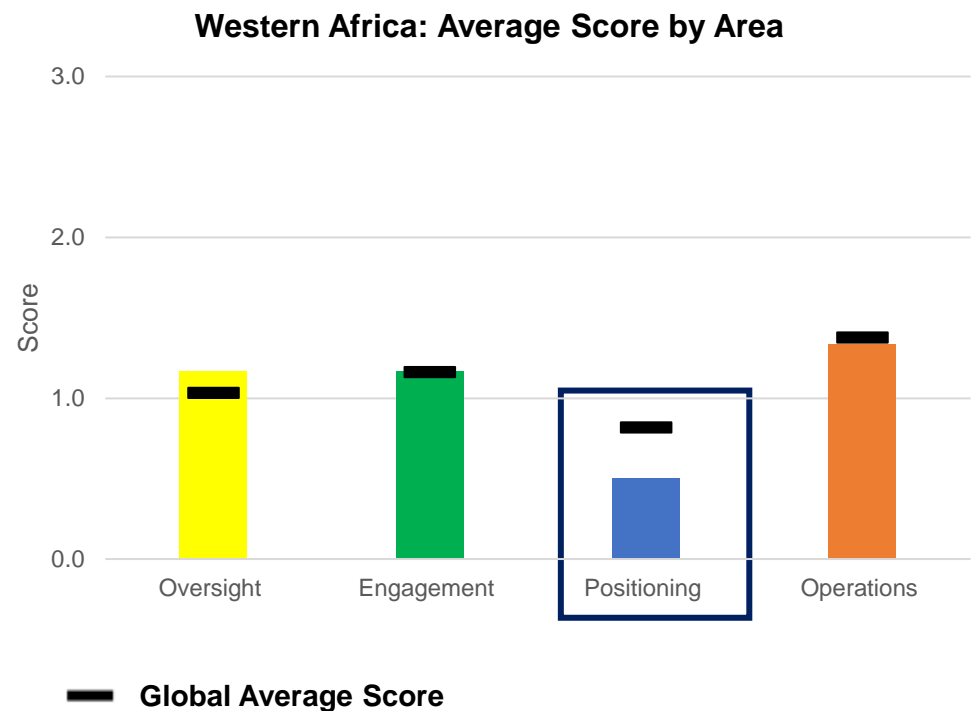
CCM Evolution Roll Out CCMs in South & Eastern Africa

• Angola	• Madagascar
• Botswana	• Mauritius
• Comoros	• Namibia
• Eswatini	• Rwanda

The Global Fund

Threshold Results: Western Africa

CCMs implementing Oversight and Engagement at a basic level, with lower-than-average positioning scores.

Western Africa: Average Score by Area

— **Global Average Score**

Key Insights

- **Operations** scored below the global average (except for **Senegal and Liberia**), mainly due to low scores in the adoption of ethical governance principles and the performance of permanent committees, (e.g **Guinea-Bissau).**

- **Engagement** scored below the global average, opportunity to enhance representation and support elections where these are planned in the next 12 months.

- **Positioning** scored significantly below the global average, highlighting the need to define/strengthen a positioning vision and align CCM operations with broader national processes in **Gambia, Guinea and Senegal.**

- **Oversight** - scored around the global average (though stronger scores in **Senegal and Liberia**), opportunity to strengthen, including promoting adequate risk identification and mitigation
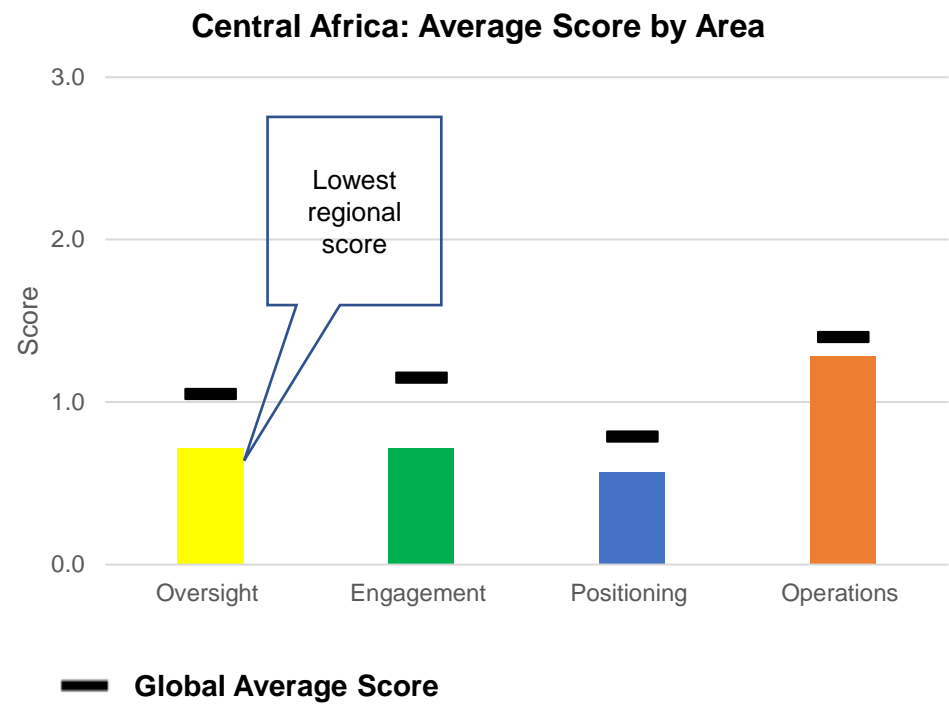
CCM Evolution Roll-Out CCMs in Western Africa

• Gambia	• Guinea
• Guinea-Bissau	• Senegal
• Liberia	
• Sierra Leone	

The Global Fund

Threshold Results: Central Africa
Need for improved performance across all areas, particularly in Oversight and Engagement

Central Africa: Average Score by Area

Lowest regional score

━━ Global Average Score

Key Insights

- **Operations** scored below the global average (except **Gabon**, **Togo**), need to support CCMs enhance governance practices and strengthen the capacities of permanent committees. Strong secretariats (**Gabon and Togo**)

- **Engagement** scored below the global average (except **Togo**), with low scores in many countries. Need to support constituencies' participation in GF-related activities and national response coordination efforts.

- **Positioning** scored below the global average, highlighting the need to support the definition and sharing of a positioning vision.

- **Oversight** - scored lower than the global average and considerably lower than all other regions (**CAR** & **São Tomé** with very low scores in the use of strategic information), indicating need to enhance basic oversight capacity and resources before more strategic support.

CCM Evolution Roll-Out CCMs in Central Africa

• Cape Verde	• São Tomé and Príncipe
• Central African Republic	• Togo
• Chad	
• Congo (Republic of)	
• Gabon	

The Global Fund

Threshold Results: Middle East and North Africa

Showing capacity in Engagement and Operations, but weaker in Oversight and Positioning

Middle East and North Africa: Average Score by Area
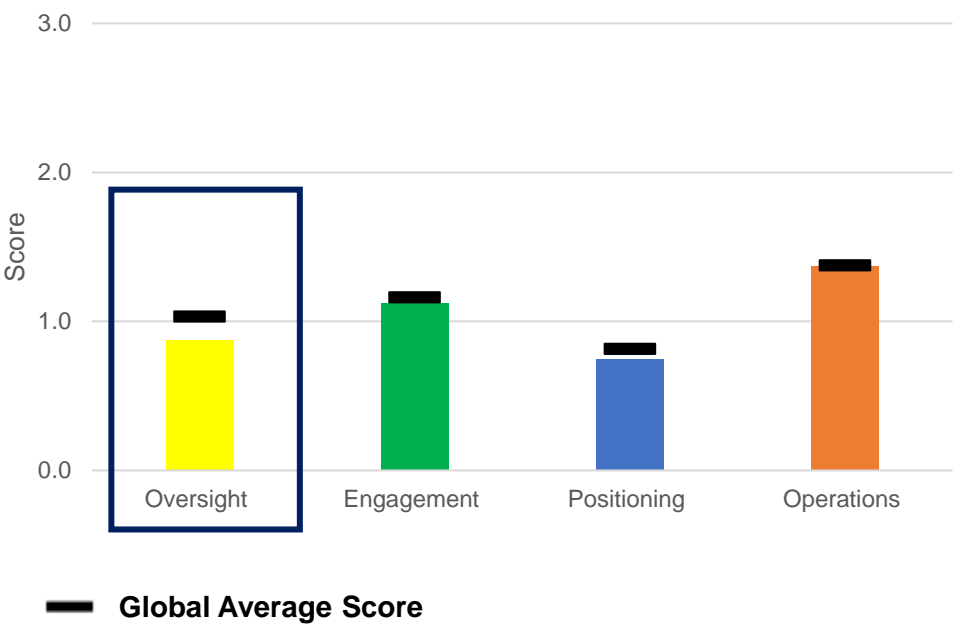

Global Average Score

Key Insights

- **Operations** scored the same as the global average, some strong scores (**South Sudan, Morroco, Tunisia**). Work on ethics and governance structures/permanent committees can help sustain achievements.

- **Engagement** scored just below the global average (**Morocco** and **South Sudan** higher performing), but higher than most African regions. Opportunity to support constituencies' participation and bi-directional feedback.

- **Positioning** scored below the global average, (**Djibouti**, **Mauritania** and **Sudan** lower). Need to support definition and sharing of a positioning vision.

- **Oversight** - scored lower than the global average (except **Morocco** and **South Sudan**) indicating the need to support effective oversight of investments, particularly regarding the use of strategic information and risk management.

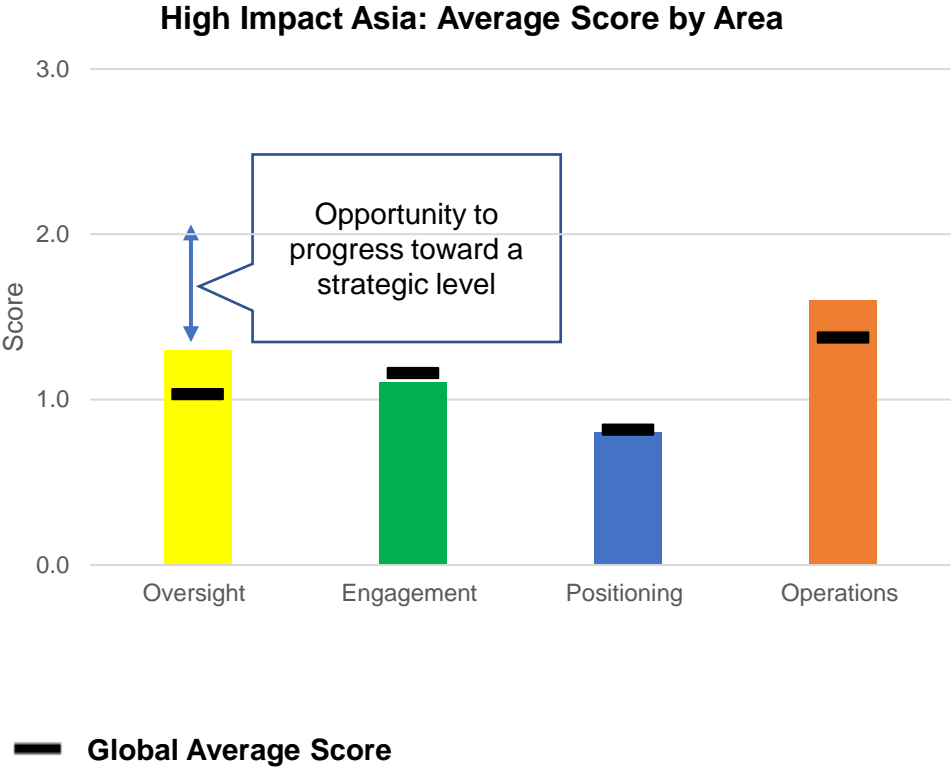## CCM Evolution Roll-Out CCMs in Middle East and North Africa

• Algeria	• South Sudan
• Djibouti	• Sudan
• Eritrea	• Tunisia
• Mauritania	
• Morocco	

The Global Fund

Threshold Results: High Impact Asia

Demonstrating relative strength in Oversight and Operations, some Engagement challenges

High Impact Asia: Average Score by Area

Opportunity to progress toward a strategic level

▬ **Global Average Score**

Key Insights

- **Operations** scored higher than the global average and is the **second highest regional operations score**. Strengthening CCM Secretariats' capacities could support CCMs in achieving strategic performance.

- **Engagement** scored lower than the global average, mainly due to **Pakistan** and **Vietnam's** performance regarding CCM elections and effective constituency participation in GF processes.

- **Positioning** scored slightly above the global average but still **within the basic functionality threshold**, mainly due to the need to define and share a positioning vision in **Pakistan, Philippines, Thailand, India and Vietnam**.

- **Oversight** considerably above the global average and **highest regional score** for this area, due to alignment of the oversight function with grant priorities and use of strategic information. Opportunity for CCMs to progress toward strategic level in a region accounting for the third largest allocation. **RCMs** in the region scored well in terms of the use of strategic information.
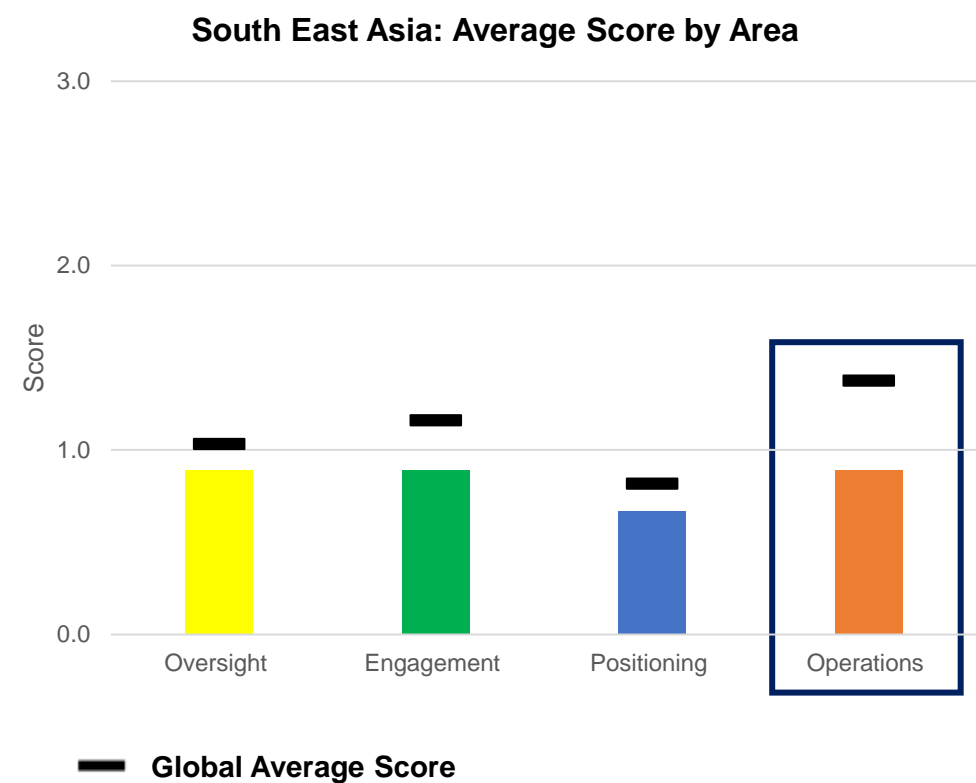
CCM Evolution Roll-Out CCMs/RCMs in High Impact Asia

• Bangladesh	• Philippines
• Cambodia	• RCM RAI
• India	• RCM TEAM
• Indonesia	• Thailand
• Pakistan	• Vietnam

Threshold Results: South-East Asia

Need for improved performance across all areas, especially in Operations.

South East Asia: Average Score by Area

Global Average Score

Key Insights

- **Operations** scored considerably lower than the global average, mainly due to low scores linked to governance practices and minimal strategic support from CCM Secretariats in **Malaysia, Mongolia and Solomon Islands.** Stronger scores in **Lao PDR.**

- **Engagement** scored lower than the global average (except **Lao PDR**). Stronger scores for elections but generally weak ones for bi-directional feedback and communications.

- **Positioning** scored below the global average and below other Asian regions, mainly due to the need to define and share a positioning vision.

- **Oversight** scored below the global average (except **Lao PDR**) and is also the lowest in the Asian regions, mainly due to the need to track co-financing commitments. Opportunity to embed risk identification and mitigation principles in oversight functions.
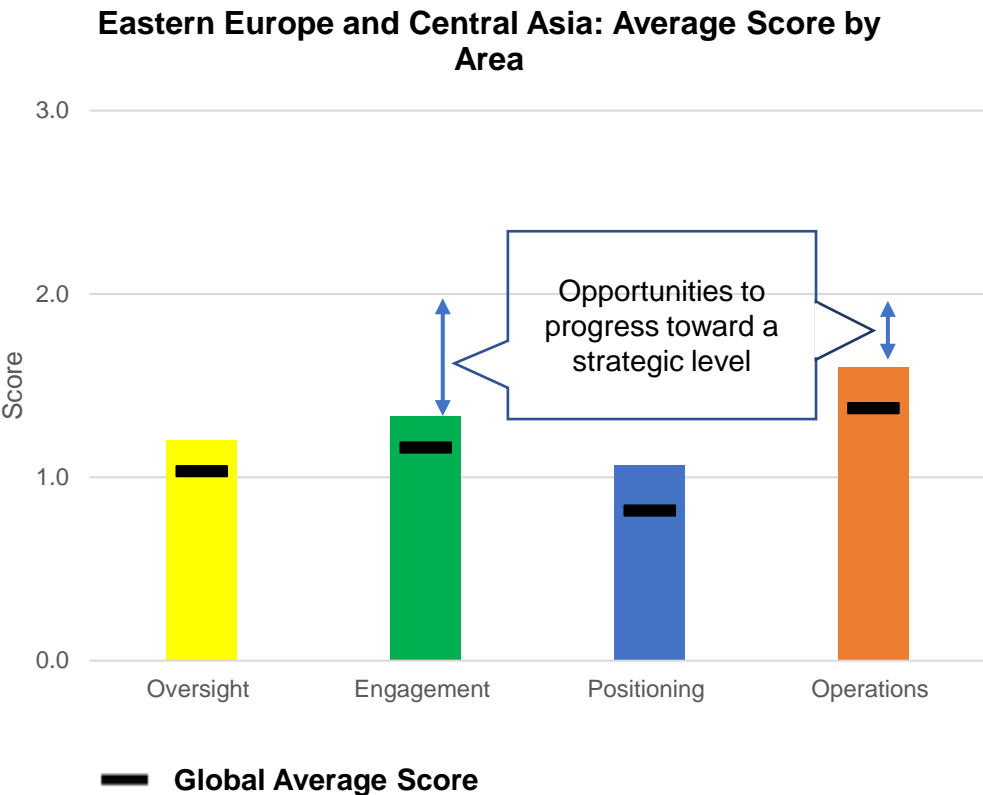
CCM Evolution Roll-Out CCMs in South- East Asia

• Bhutan	• Solomon Islands, Sri Lanka
• Iran	• Timor-Leste
• Lao PDR	• RCM Western Pacific
• Malaysia	
• Mongolia	

*Part of pilot

Threshold Results: Eastern Europe and Central Asia

Demonstrating functionality across all areas, with the opportunity to move beyond operational to strategic levels in engagement and operations.

Eastern Europe and Central Asia: Average Score by Area

Opportunities to progress toward a strategic level

— **Global Average Score**

Key Insights

- **Operations** scored higher than the global average and is the **highest regional score (together with HIAsia)**, due to performance of **Georgia, Kazakhstan and Moldova.** Strengthening ethics and some CCM Secretariats' capacities (which are permanent resources) could help CCMs achieve strategic performance

- **Engagement** scored higher than the global average (except **Albania and Kosovo**), with strong scores, opportunity to support effective bi-directional communications (**Albania, Serbia, Tajikistan, Uzbekistan, Kazakhstan and Kyrgyzstan).**

- Positioning scored above the global average and just above the basic functionality threshold, due to need to define and share a positioning vision in **Kazakhstan, Kyrgyzstan, Moldova, Montenegro, Serbia, Turkmenistan and Kosovo.**

- **Oversight** scored considerably above the global average and is the **second highest regional score** for this area, due to alignment of the oversight function with grant priorities and good use of strategic information (**Georgia, Kazakhstan, Kyrgyzstan and Moldova).**
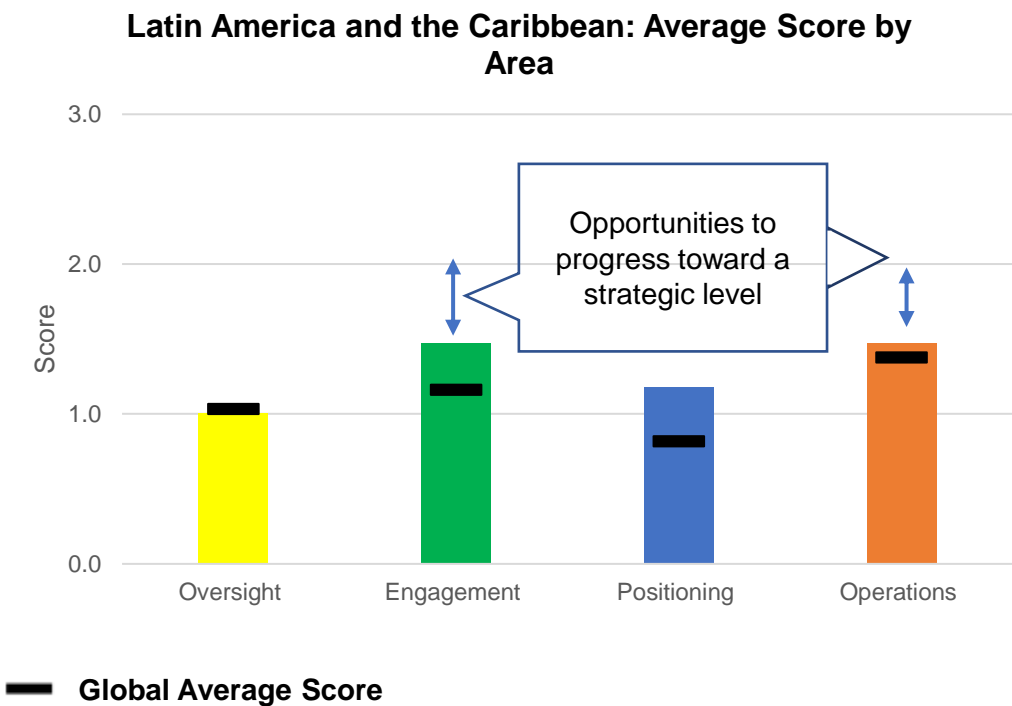
Evolution Roll-Out CCMs in EECA

• Albania	• Kazakhstan, Kyrgyzstan
• Armenia	• Kosovo
• Azerbaijan	• Moldova, Montenegro
• Belarus	• Serbia, Tajikistan, Turkmenistan
• Georgia	• Ukraine, Uzbekistan

The Global Fund

Threshold Results: Latin America and the Caribbean

Demonstrating functionality, with the opportunity to move beyond operational to strategic levels

Latin America and the Caribbean: Average Score by Area

Opportunities to progress toward a strategic level

Score

3.0

2.0

1.0

0.0

Oversight | Engagement | Positioning | Operations

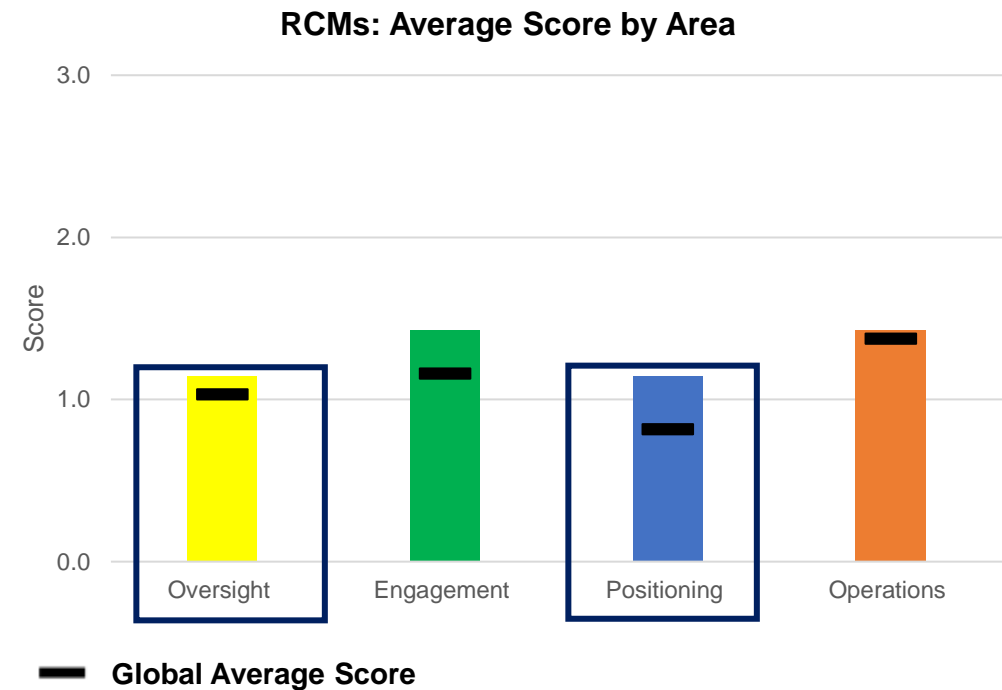━━ **Global Average Score**

Key Insights

- **Operations** scored higher than the global average (except **Belize, Jamaica and Suriname**) and is the **second highest regional score for this area**, due primarily to the performance of **Cuba, Costa Rica, El Salvador and Panama.** Strengthening CCM committees and Ethics in some CCMs could increase regional scores. Suriname is currently a non-compliant CCM.

- **Engagement** scored higher than the global average, with many higher scores, but room for support to effective bi-directional communications (**Belize, Bolivia, Honduras and Nicaragua**).

- **Positioning** scored above the global average and is the **highest regional score for this area**, mainly due to the definition of positioning visions and the engagement of CS beyond the CCM in **Cuba, El Salvador, Nicaragua, Panama and Paraguay.**

- **Oversight** scored at the same level of the global average, mainly due to alignment of the oversight function with grant priorities and use of strategic information in **Cuba, El Salvador, Paraguay, OECS, and Nicaragua**. More needed on tracking co-financing commitments in **Belize, Bolivia, the Dominican Republic and Ecuador.** The two **RCMs** obtained high scores linked to the use of strategic information.

CCM Evolution Roll-Out CCMs in LAC

• Belize, Bolivia	• Guyana
• Cuba, Costa Rica	• Jamaica, Nicaragua, Panama
• Dominican Republic	• Suriname
• Ecuador, Peru, Paraguay	• RCM EMMIE
• El Salvador, Honduras	• RCM OECS

Threshold Results: RCMs

Demonstrating functionality and potential to move to strategic levels

RCMs: Average Score by Area

— **Global Average Score**

Key Insights

- **Operations:** Scored the same as the global average. Higher scores observed in **RCM RAI and RCM EMMIE** (mainly due to strong secretariats and relevant RCM structures). Room for improvement for **RCMs MOSASWA, TB in the Mines and Western Pacific.**

- **Engagement:** Scored above the global average, mainly due to high scores in terms of election/selection processes.

- **Positioning:** Scored above the global average, but there is still a significant opportunity to define tailored positioning visions given the functioning dynamics of these mechanisms and their interactions with both national and regional stakeholders.

- **Oversight:** Scored slightly above the global average, with high scores linked to the use of strategic information in **RAI, TEAM, EMMIE and OECS.** There is an opportunity to further strengthen the oversight function of these mechanisms by adapting approaches to information collection in regional settings, interactions between RCMs and regional PRs and the thematic focus of grants overseen.

CCM Evolution Roll-Out RCMs

• RCM EMMIE	• RCM Western Pacific
• RCM OECS	• RCM TEAM
• RCM MOSASWA	
• RCM TB in the Mines	
• RCM RAI	

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