



# **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

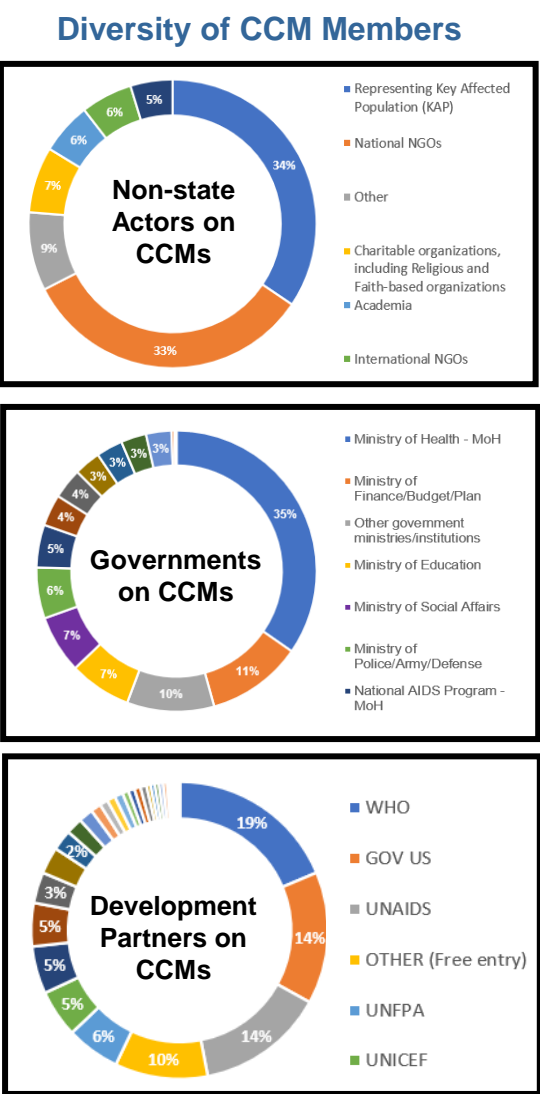
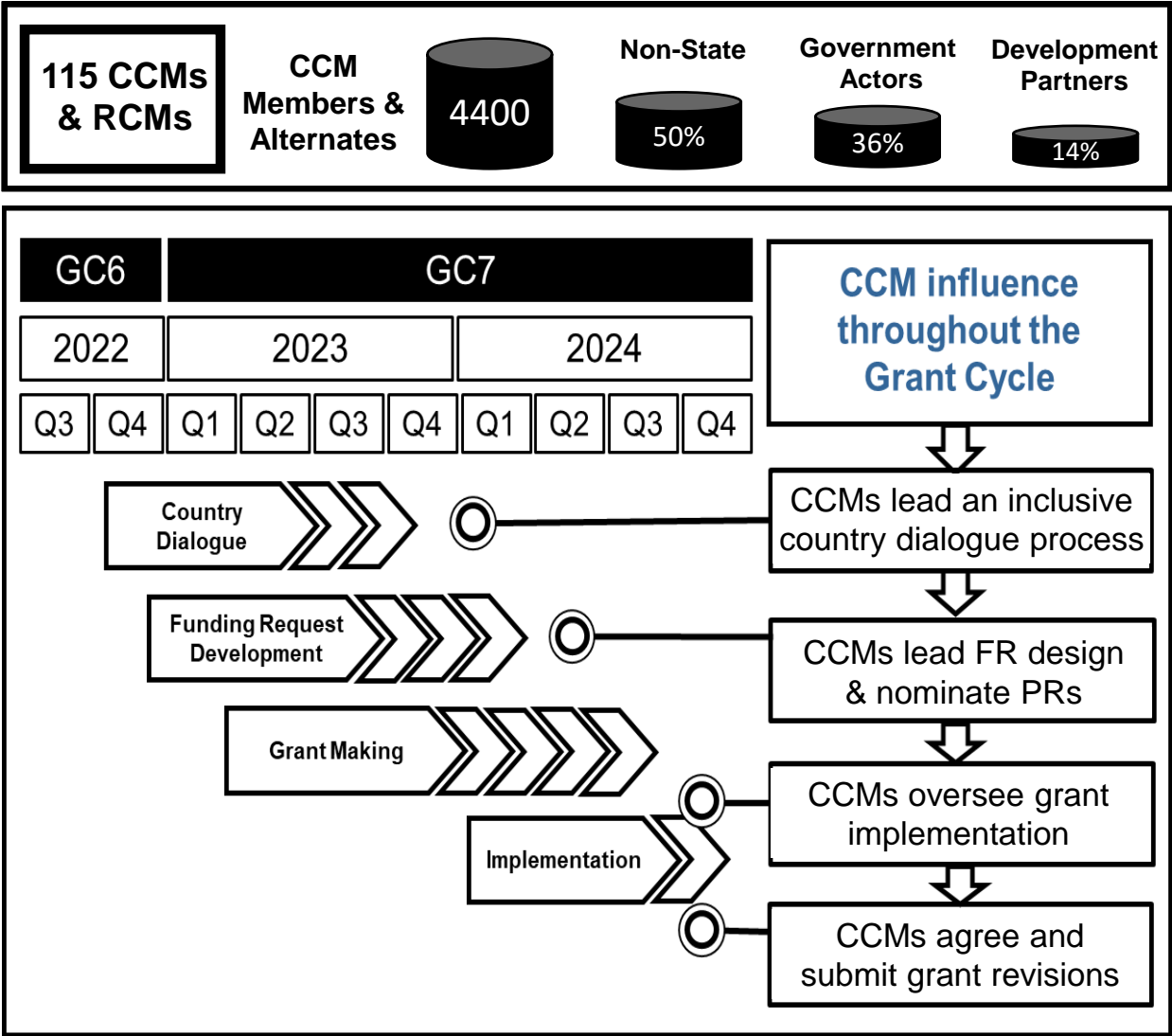
1. This document describes how CCMs are helping operationalize aspects of the new strategy at the beginning of GC7, it describes progress made under CCM Evolution and the key findings from the OIG CCM Audit. It contains a gap analysis of CCM performance by region (Annex 1), the baseline for future CCM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



- 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

- 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)

Refined CCM Funding Request process to promote new priorities

- 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 engaged Civil Society & Communities with PRs on grant making

- 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

Support to CCMs on GC7 & Strategy areas

- CCM election survey & composition gap analysis for TB and malaria shared via Situation Rooms
- Support to CCMs on composition review and elections in 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**).

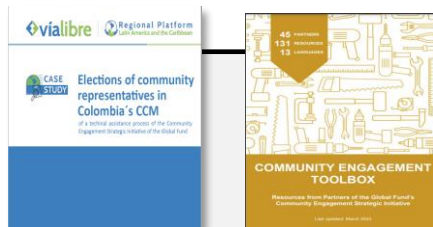
### Tools & Guidance developed for Communities on CCMs

**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:

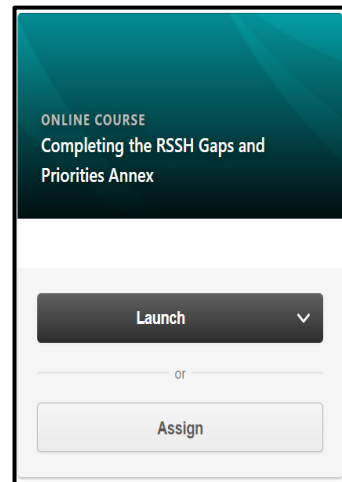
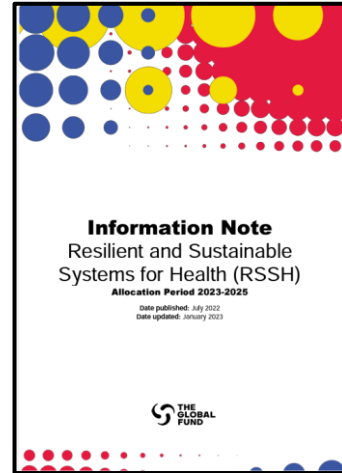
131 action-oriented resources in 13 different languages.  
Some are region-specific, while others have global application.

# CCMs and the new Strategy

## RSSH-PPR engagement with CCMs

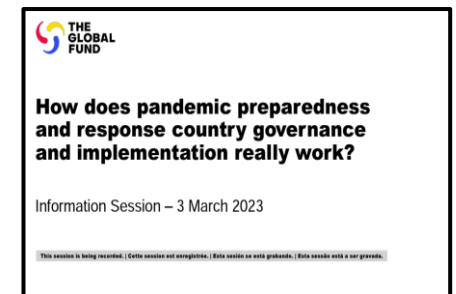
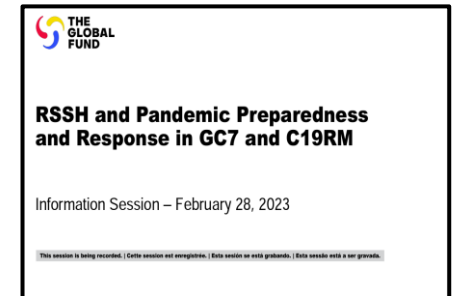
### Technical Information & Application changes

- 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



### 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



# CCM Representation analysis in advance of GC7

## Malaria/TB Situation Room discussions May-Jun 2022

| Malaria CCM Representation |                             |                       |                    | CCM Malaria Rep? |    |       | Elections planned? |                      |                      |                      |
|----------------------------|-----------------------------|-----------------------|--------------------|------------------|----|-------|--------------------|----------------------|----------------------|----------------------|
| 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 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 TB Rep? |    |         | Elections planned? |                 |                   |            |
|------------------------|-------------------------------|-----------------------|--------------------|-------------|----|---------|--------------------|-----------------|-------------------|------------|
| 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 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

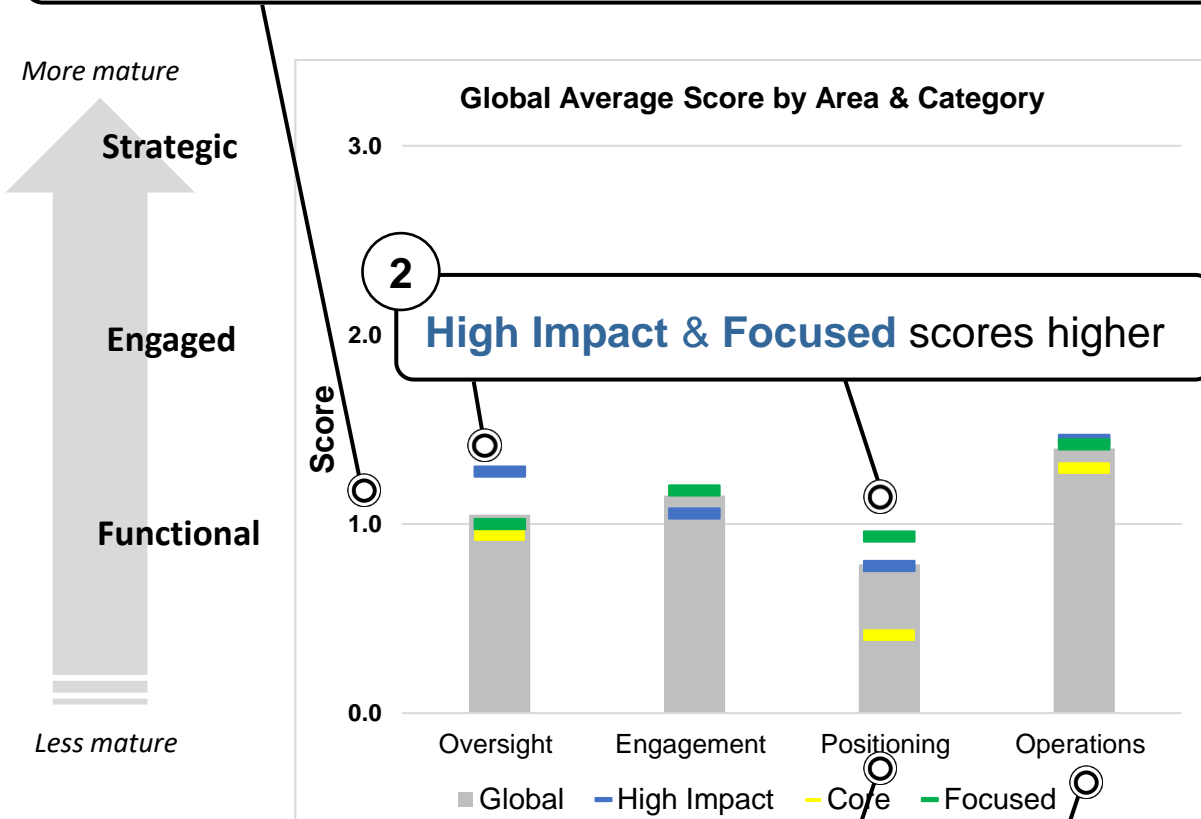
| Key Areas               | Key Activities   | Supporting Strategy Priorities  |
|-------------------------|--|---|
| 1 Improved Oversight    | <ul style="list-style-type: none"><li>• Oversight Officers on all HI/Core CCMs</li><li>• Built Oversight Officer &amp; Committee capacity</li><li>• Strengthened CCM data analysis &amp; use</li></ul>   |  Stronger CCM scrutiny over grants & use of data e.g., on <b>RSSH, CLM, Co-financing</b> and in key disease areas  |
| 2 Meaningful Engagement | <ul style="list-style-type: none"><li>• Strengthening Civil Society representation</li><li>• Promoting Community Led Monitoring (CLM)</li><li>• Supporting strong Civil Society elections</li><li>• CCM Composition review &amp; changes</li></ul>   |  Putting <b>civil society, communities &amp; KAPs more at the center</b> & promoting key GC7 areas such as <b>PSEAH, gender, TB/Malaria representation</b> |
| 3 Strategic Positioning | <ul style="list-style-type: none"><li>• Mapping of national health governance platforms &amp; CCM's optimal place within these</li><li>• Positioning roadmaps - to align CCMs over time, whilst retaining core GF values (e.g., inclusion)</li></ul> |  Greater <b>integration of CCMs</b> in wider national structures & programs e.g on <b>RSSH and Pandemic Preparedness</b> .                                |
| 4 Stronger Operations   | <ul style="list-style-type: none"><li>• Reviewing CCM framework documents</li><li>• Supporting CCM capacity building on Ethics/COI</li><li>• Conducting a full orientation for CCMs</li></ul>  |  <b>Alignment with GC7 policies</b> , reform of weak CCMs, setting expectations for CCM performance throughout lifecycle                                 |



# CCM Evolution

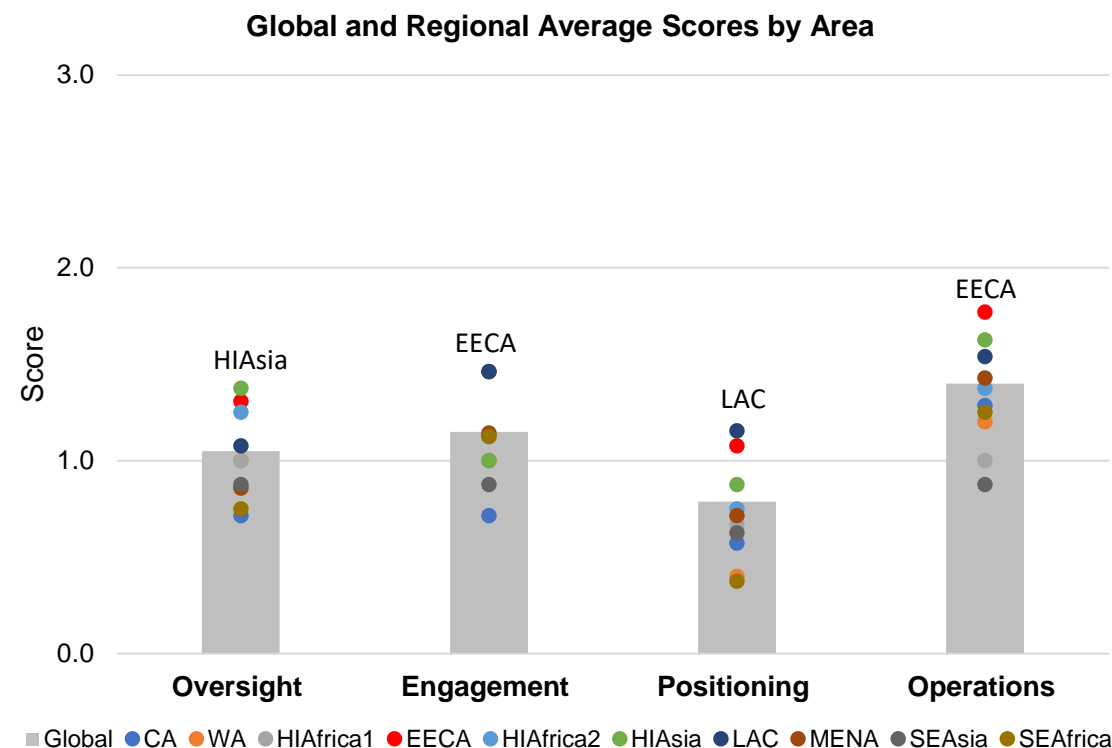
Baseline Gap Analysis (93 CCMs) used to identify focus areas for interventions

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



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



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

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

### Prioritized interventions

Completed (May)

In Progress due end 2023

Requested

### Challenges

|             |  |    |    |    |
|-------------|--|----|----|----|
| Operations  | 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     | Oversight Officer                      | 54 | 14 | 71 |
|             | Oversight coaching & mentoring         | 20 | 46 | 77 |
| Engagement  | 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 | Local Positioning consultant           | 45 | 22 | 78 |
|             | Health governance mapping              | 17 | 28 | 80 |
|             | Positioning/Transition plans           | 17 | 28 | 80 |
|             | Positioning plan implementation        | 2  | 8  | 26 |

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

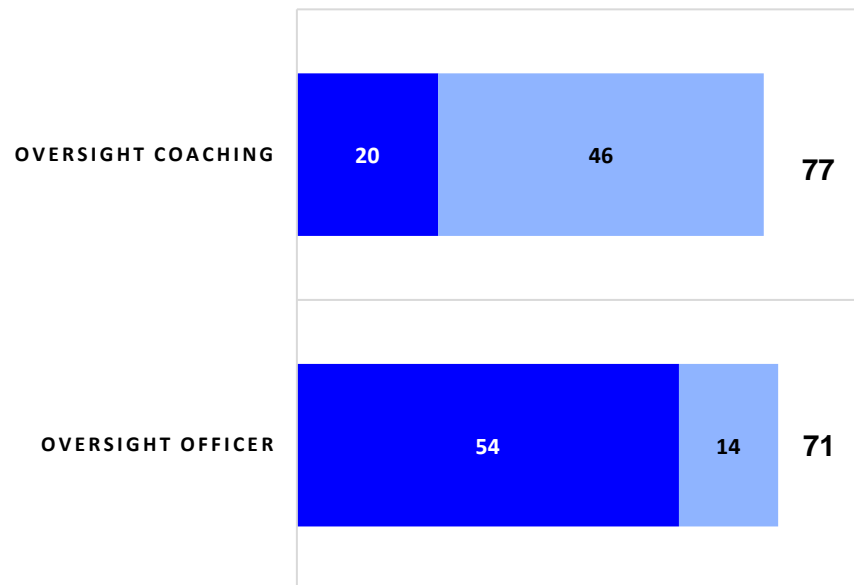
### CCM Evolution Oversight Interventions

### Key Deliverables

### Beyond CCM Evolution SI

#### OVERSIGHT

■ Completed ■ In Progress



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



- ✓ **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 Col 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.

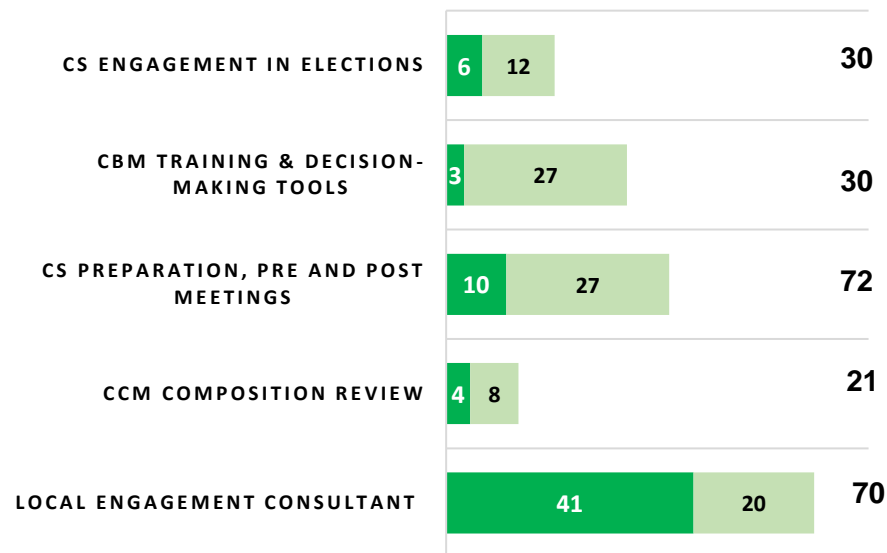
# CCM Engagement

## Inclusion of communities, KAPs & CS in decision-making

### CCM Evolution Interventions

#### ENGAGEMENT

■ Completed ■ In progress



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

- ✓ **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)

#### PCCM COMPOSITION REVIEW

#### REVISED PCCM COMPOSITION

| Constituencies                          | Current Seats (in red) | 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%       |



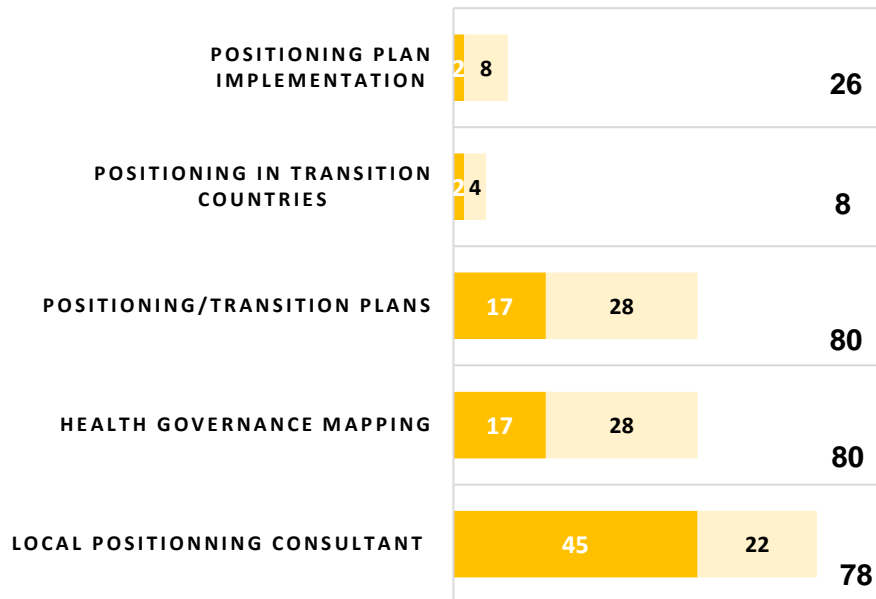
# CCM Positioning

Aligning with national structures whilst safeguarding core principles

## CCM Evolution Interventions

### POSITIONING

■ Completed ■ In Progress



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



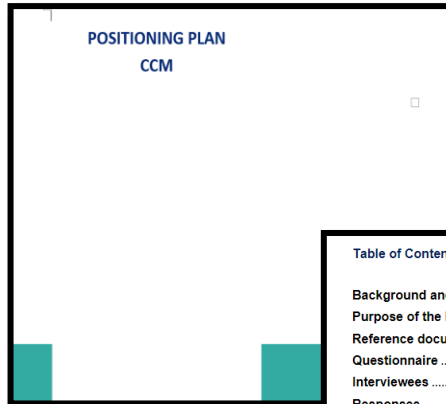
Provided **advisory support** to CCMs with implementation of positioning plans; tailored to CCMs in a **transition context**

## Beyond CCM Evolution SI

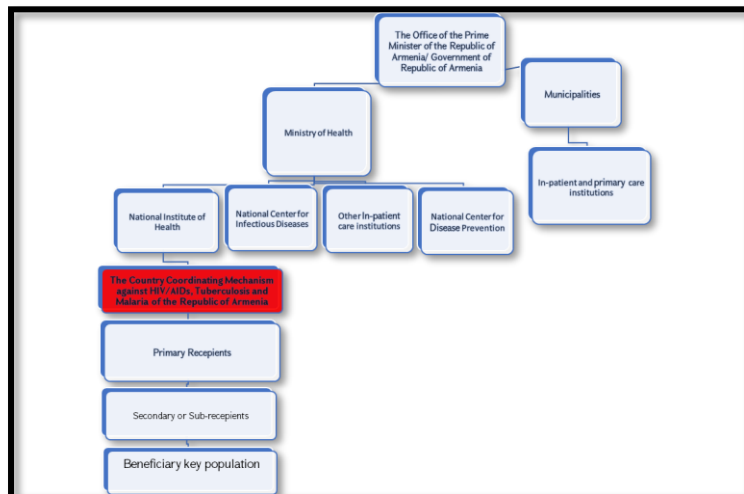
- Embed **Pandemic Preparedness** in CCM positioning mapping & roadmaps
- Consider **CCM representation** on related governance bodies on **PP/RSSH** and visa-versa
- Broaden CCM positioning scope into **key RSSH areas** – where GF has comparative advantage
- Deepen/systematize CCMs connections to **Humanitarian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

# CCM Positioning Illustration

## Positioning Plan: CCM Armenia



| Table of Contents   |    |
|---|----|
| Background and Context .....  | 4  |
| Purpose of the Report .....   | 5  |
| Reference documents .....   | 6  |
| Questionnaire .....   | 6  |
| Interviewees .....  | 7  |
| Responses .....   | 8  |
| Mapping .....   | 15 |
| Other scenarios of possible positioning .....                                       | 16 |
| Main suggestions for successful positioning .....                                   | 18 |
| Financial arrangements and draft budget for implementation of the suggestions. .... | 19 |



- ✓ 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:
  - Retain **GF core values** while preparing for transition
  - Ensure **CCM leadership's commitment** to positioning
  - Empower **CSOs to have a voice**, essential to produce strong, relevant recommendations
  - Make an **informed decision** based on relevant options

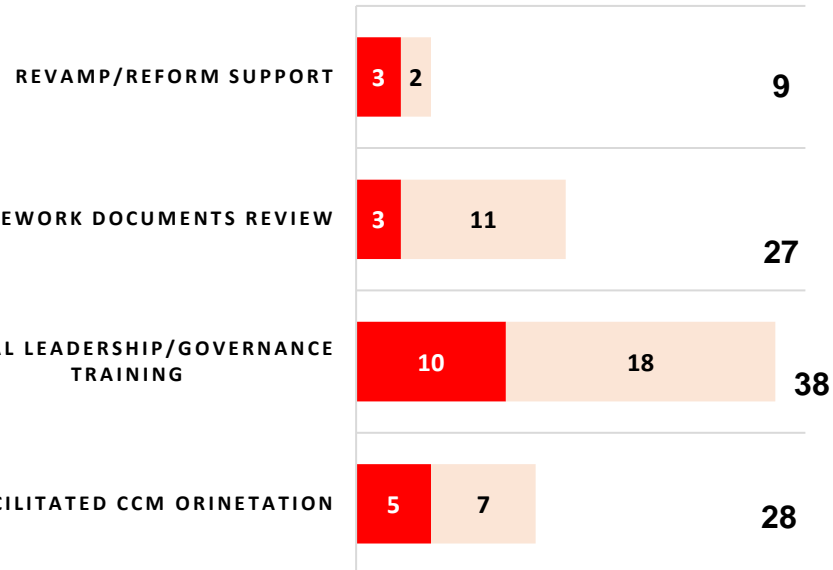
# CCM Operations

## Effective CCM Secretariats to drive good governance practices

### CCM Evolution Interventions

#### OPERATIONS

■ Completed ■ In Progress



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



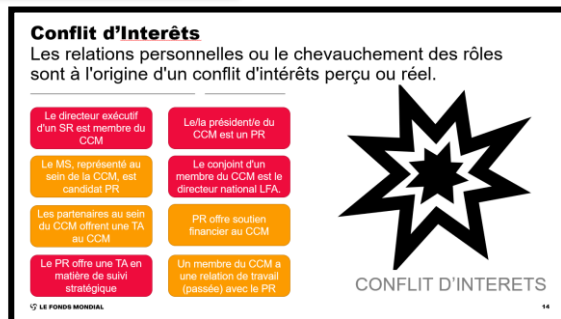
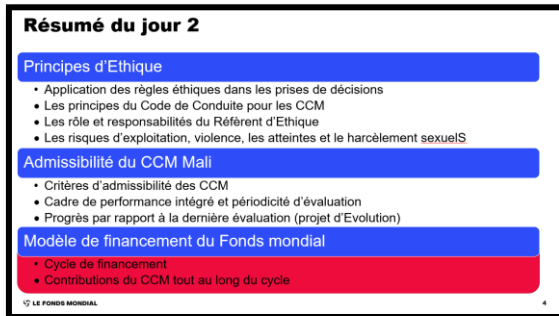
Implemented **CCM Secretariat performance management** by CCM leadership

### 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:
  - Clarify roles and responsibilities of CCM Mali
  - Define governance practices associated with grant monitoring
  - Identify CCM eligibility criteria
  - Understand requirements and terms of membership
  - Identify and manage Conflict of Interest
  - 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...

Unique  
Contexts &  
COE

### 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

**Myanmar**  
New CCM set  
up

### 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

**Burkina**  
Transition to  
new CCM

### 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  
**Kazakhstan**: 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

**Haiti**  
Capacity  
Sustained

### 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 Health Sector bodies/NDPs

**Ukraine**  
Remote  
Oversight

**Mali**  
CCM  
Orientation

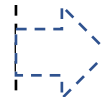
# OIG CCM Audit

## Key Findings and Actions

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

### 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.**



#### AMA Deliverables

**2023-24 CCM Evolution Implementation & sustainability plan**

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

### 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**

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

### 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.**



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





# 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

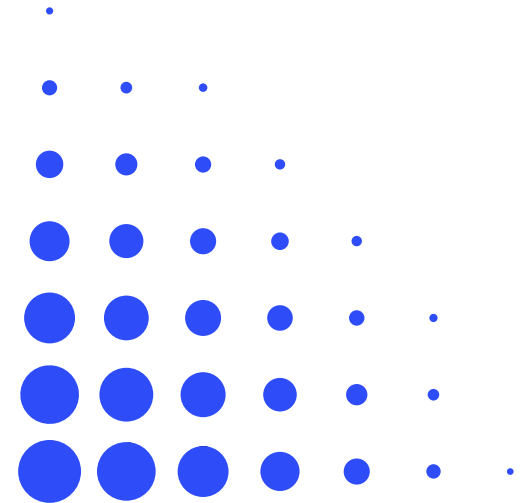
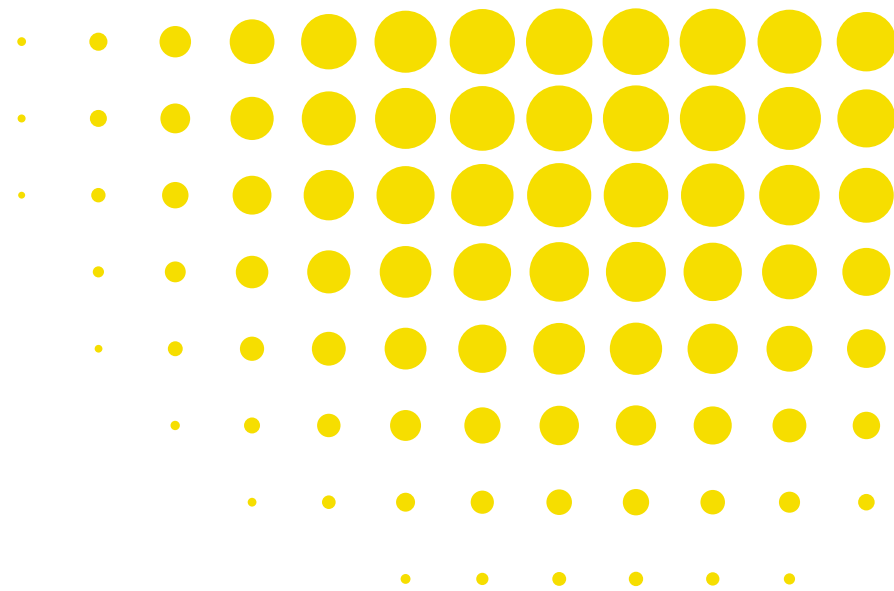
### We will keep the Strategy Committee informed:

- 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

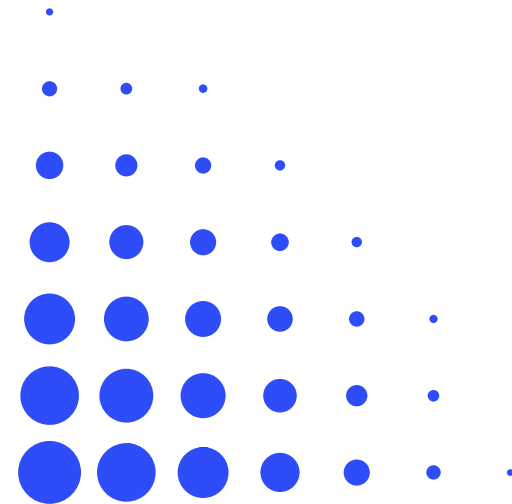
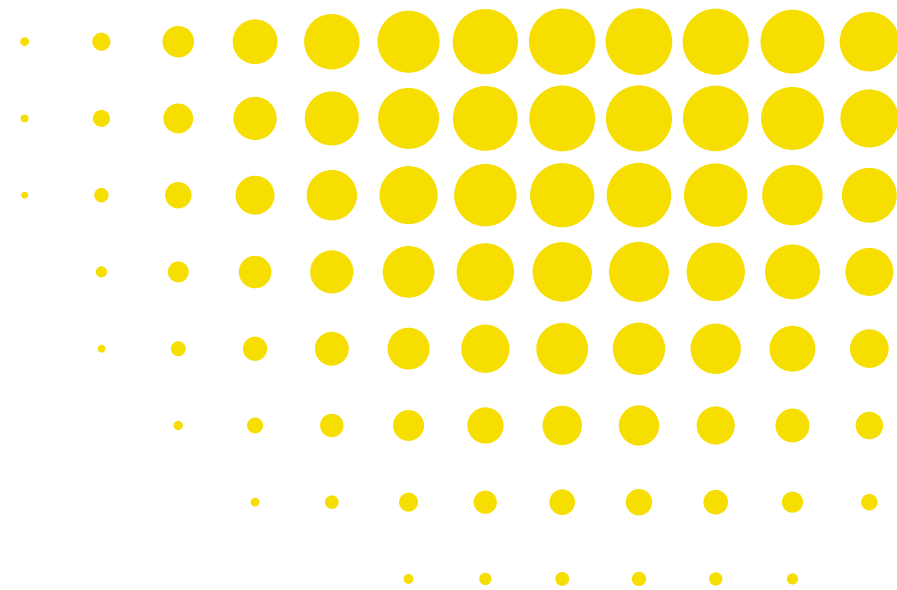


**Thank you!**



# **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.

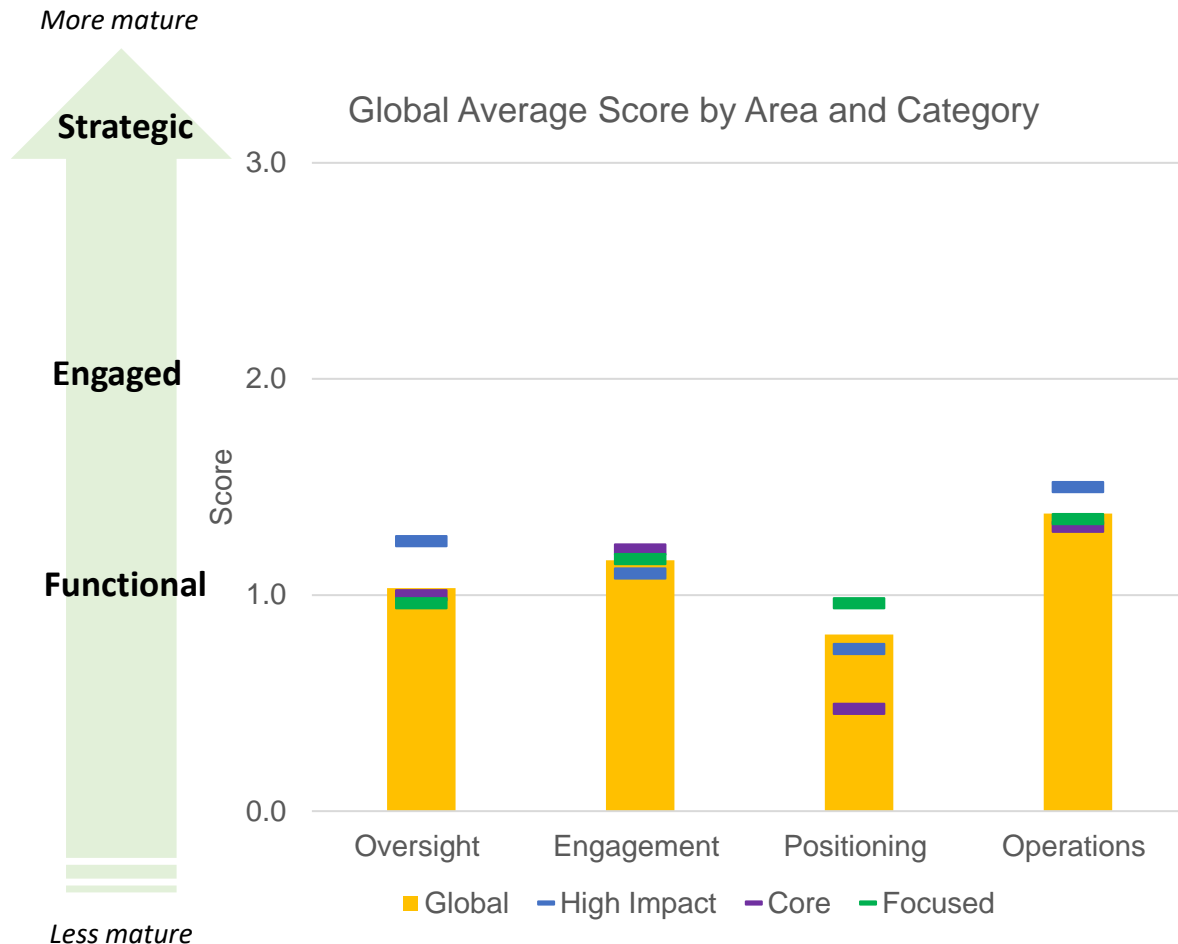


Higher scores for **mainstream CCM work areas** (e.g. Operations and Engagement); lower scores (as expected) for newer ones (e.g. Positioning). Considerable room for improvement in critical functions (e.g., Oversight).



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)



## 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

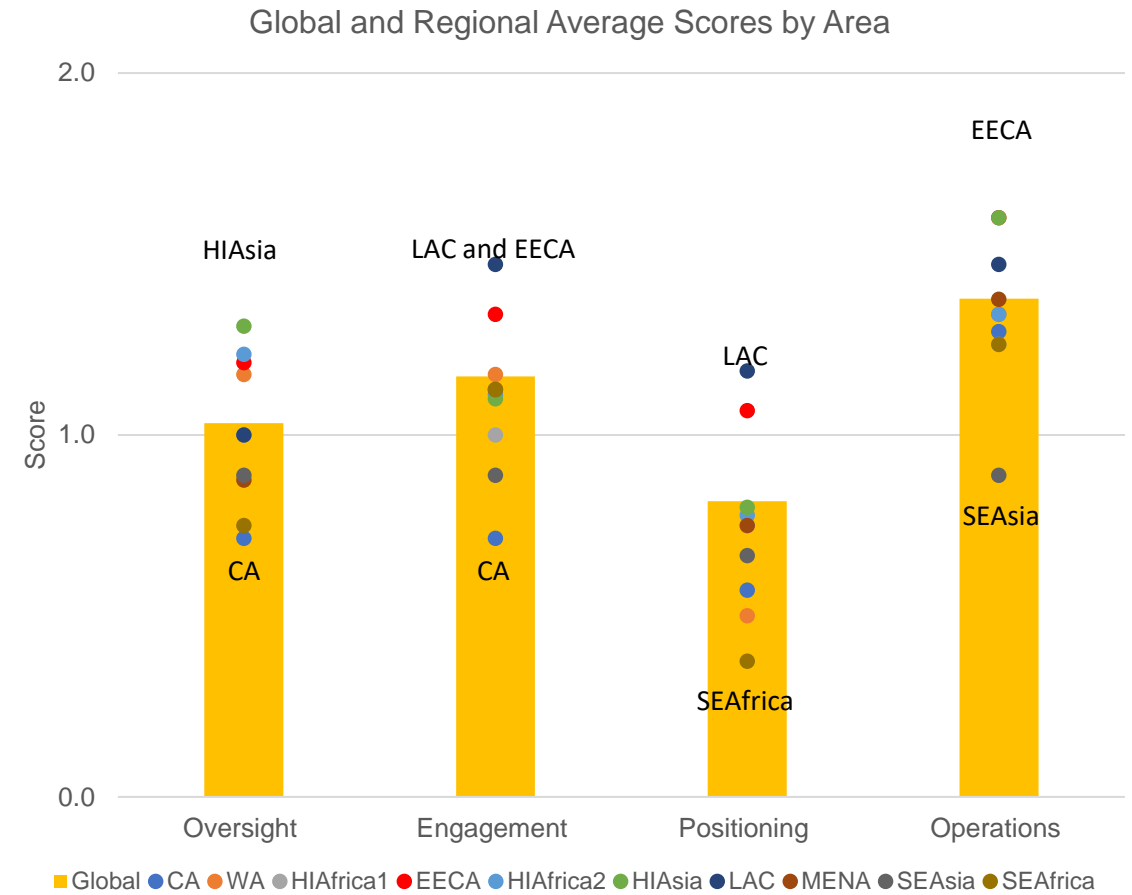
4

**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**



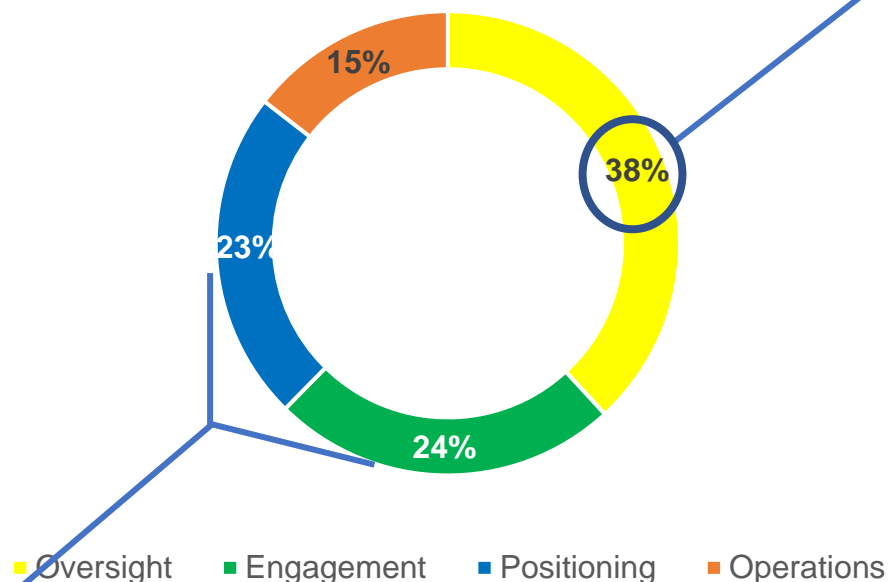


# CCM Evolution: Priority Support Areas & Variation

1

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

Priority Area Selection



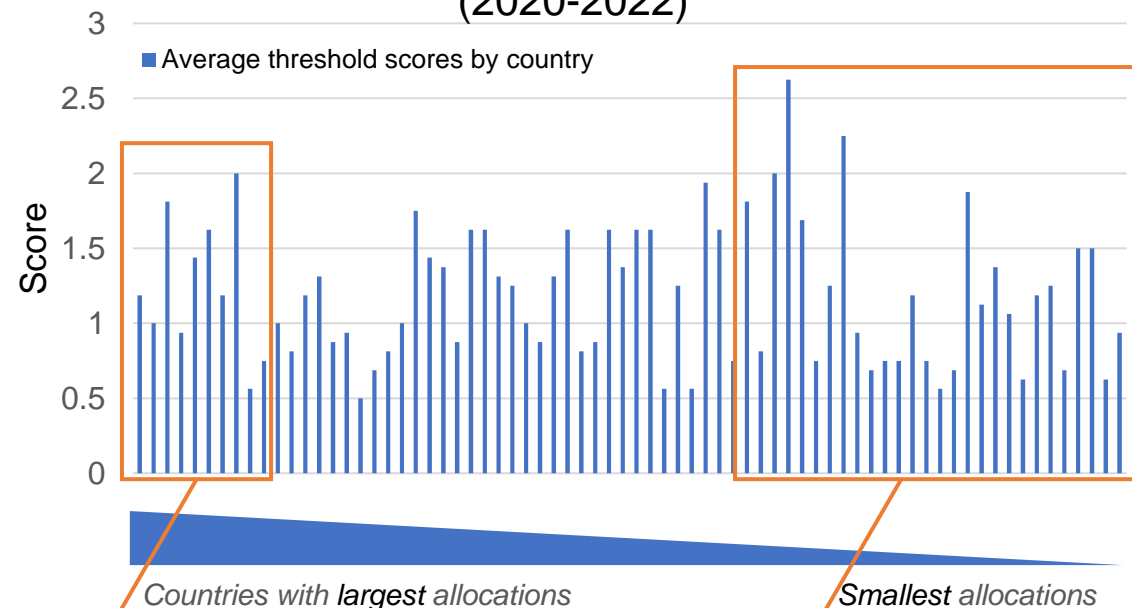
2

**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)



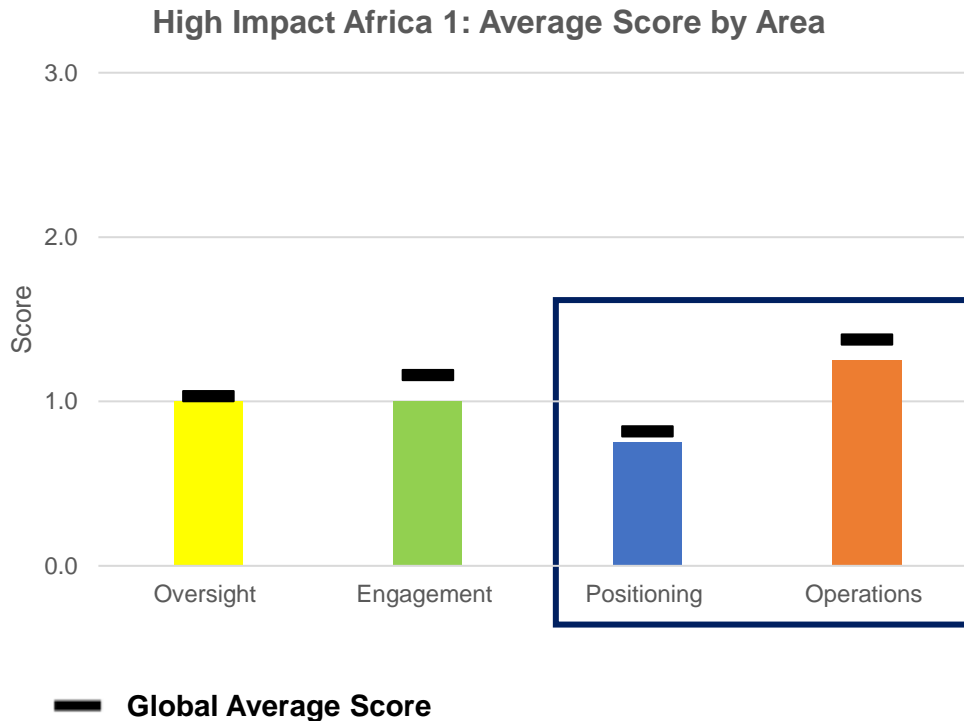
4

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

## Key Insights



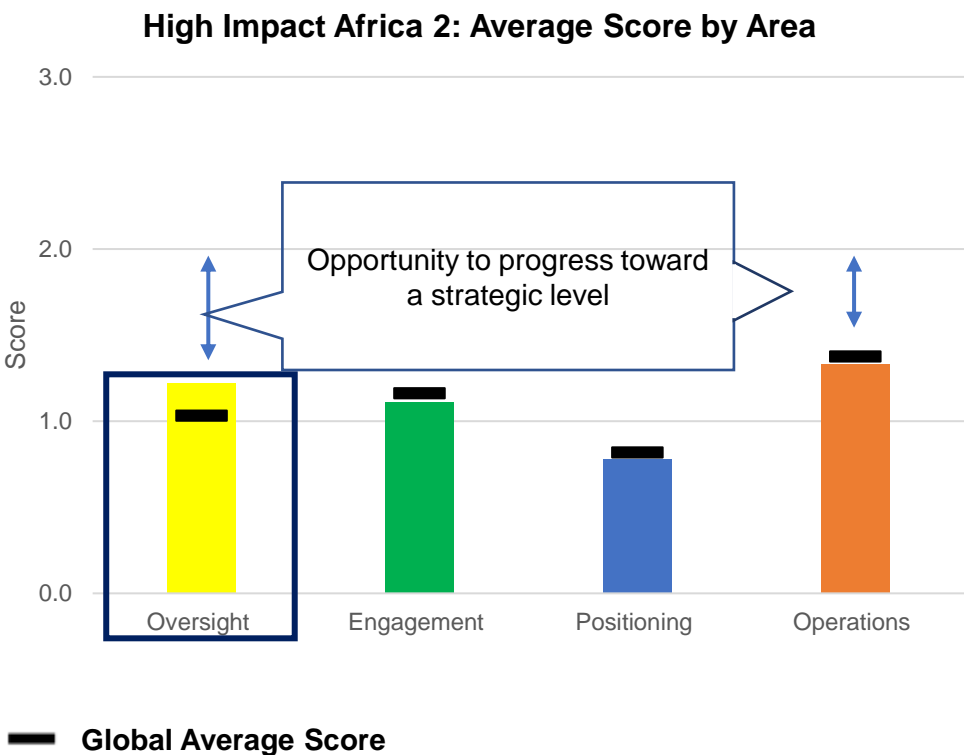
- **Operations** scored below the average for all CCMs, (except **Cote D'Ivoire** which was higher performing). CCMs showed need for support to strengthen secretariats, enhance governance mechanisms (**Nigeria, Mali**) and on Ethics (**Ghana**).
- **Engagement** scored lower than average for all CCMs,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



## 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

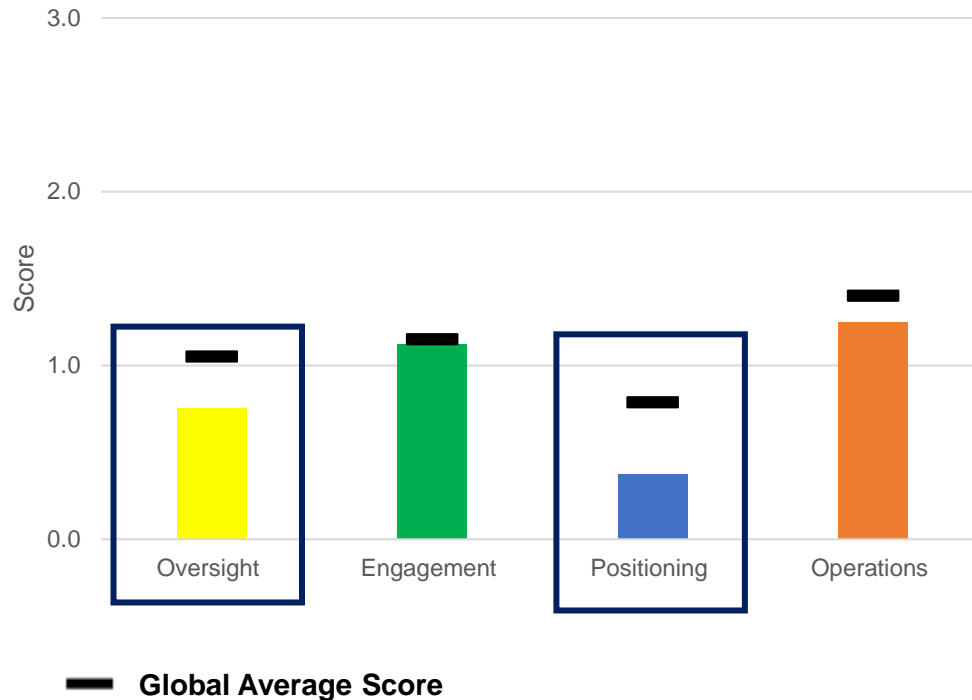
## Key Insights

- **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     |

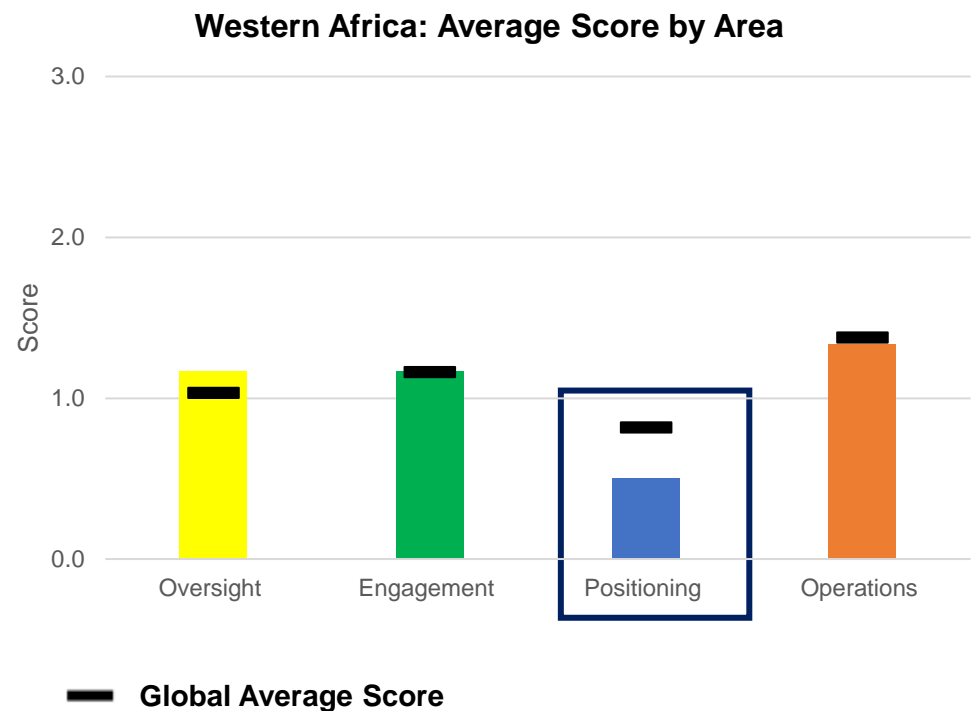
Southern and Eastern Africa: Average Score by Area



# Threshold Results: Western Africa

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

## 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

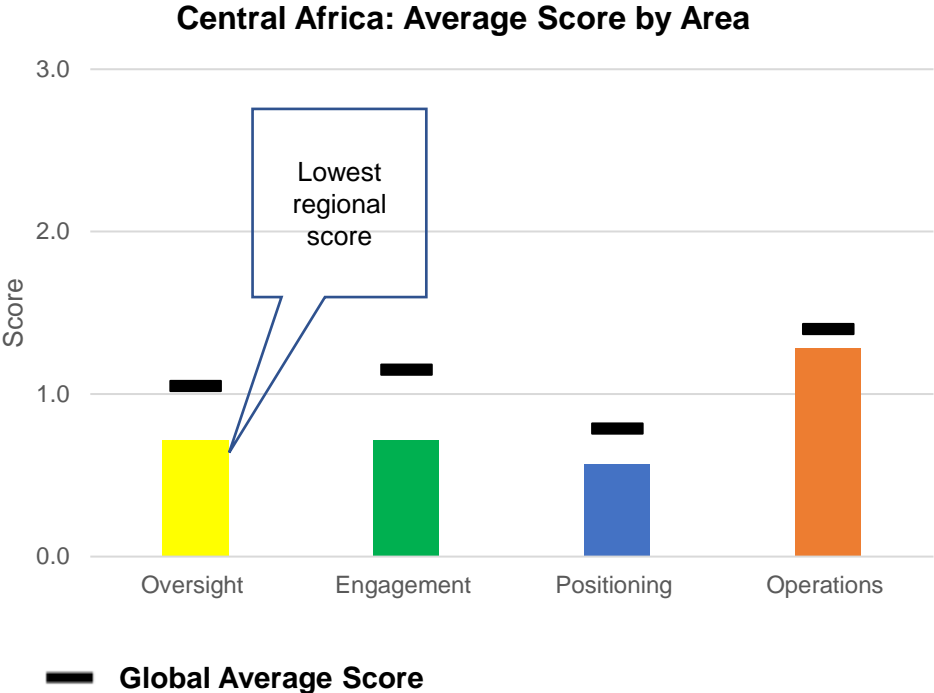
## CCM Evolution Roll-Out CCMs in Western Africa

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

# Threshold Results: Central Africa

Need for improved performance across all areas, particularly in Oversight and Engagement

## 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                    |                         |

# Threshold Results: Middle East and North Africa

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

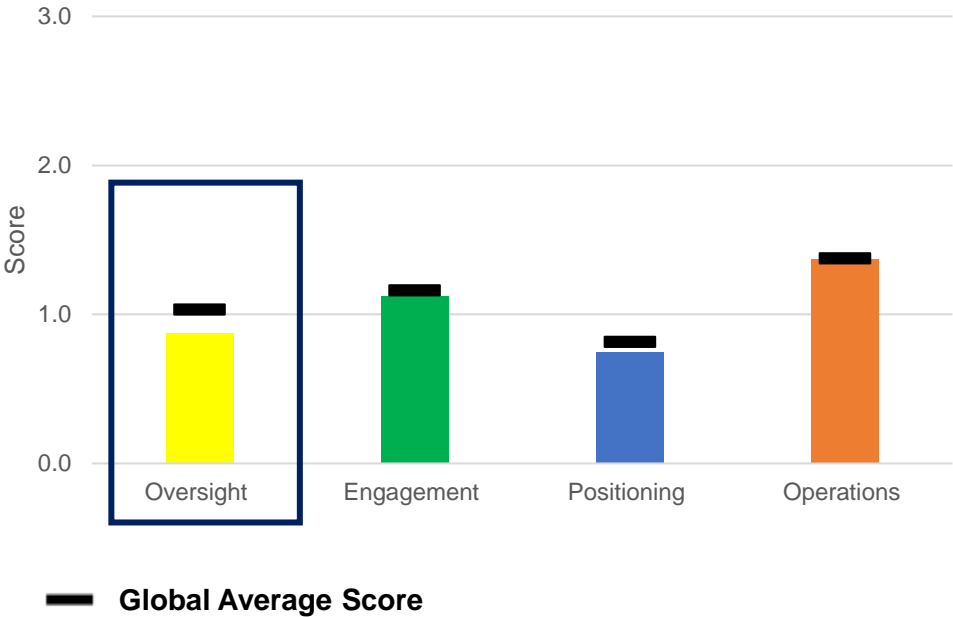
## Key Insights

- **Operations** scored the same as the global average, some strong scores (**South Sudan, Morocco, 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    |               |

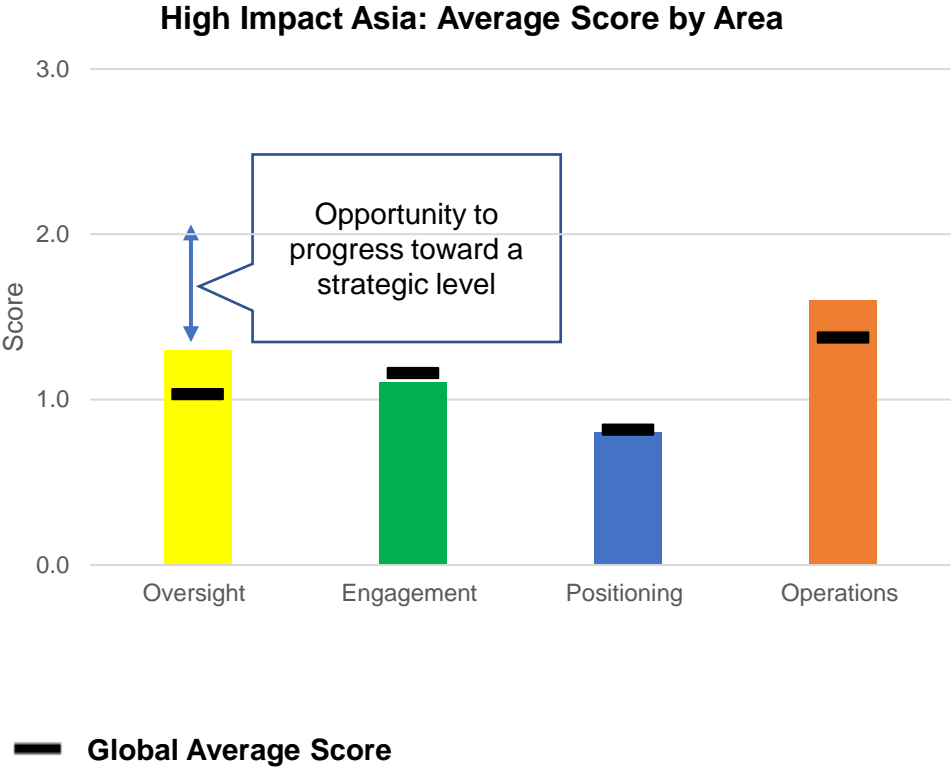
Middle East and North Africa: Average Score by Area





# Threshold Results: High Impact Asia

Demonstrating relative strength in Oversight and Operations, some Engagement challenges



## 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.

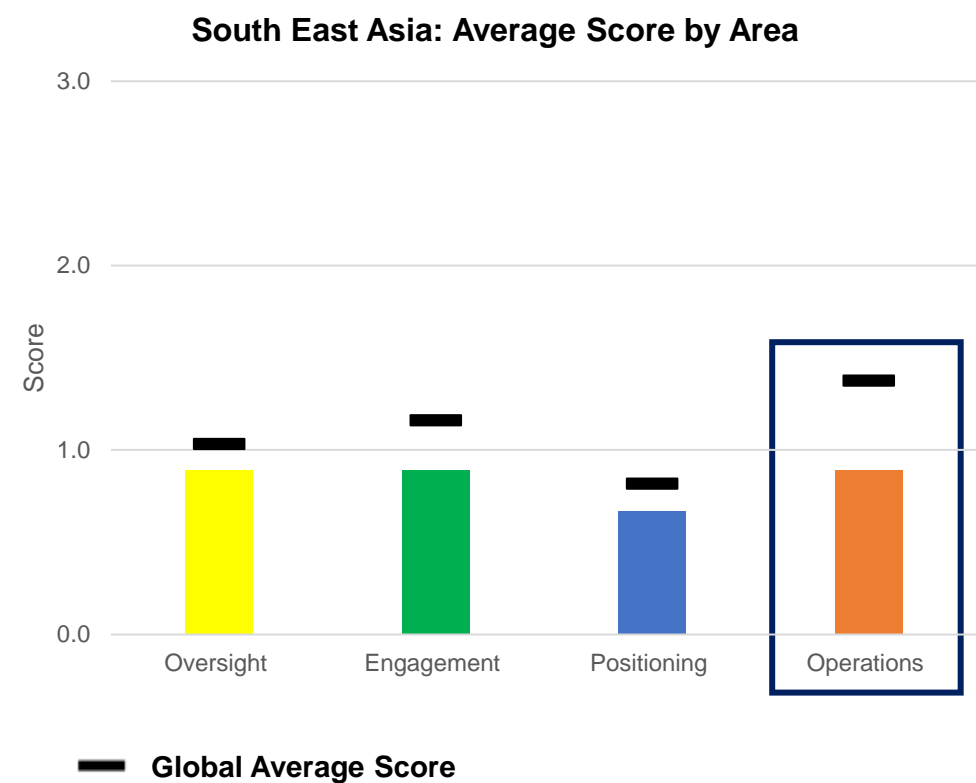
## CCM Evolution Roll-Out CCMs/RCMs in High Impact Asia

- |              |               |
|--------------|---------------|
| • 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.

## 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.

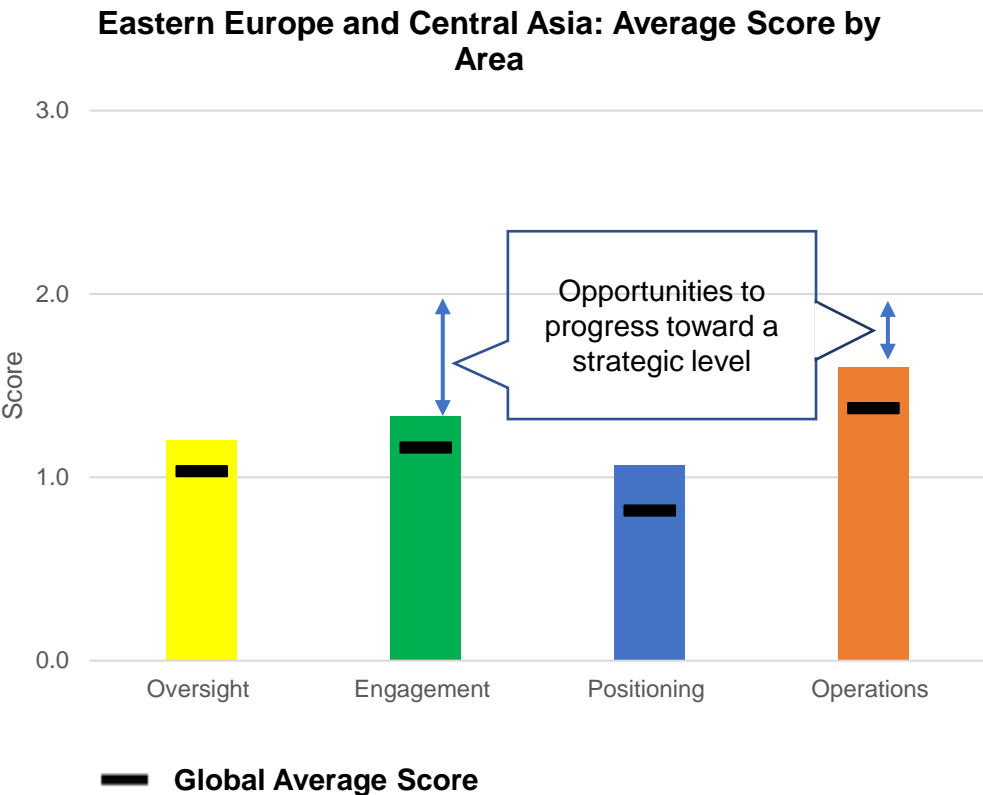
## CCM Evolution Roll-Out CCMs in South- East Asia

- |            |                              |
|------------|------------------------------|
| • 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.



## Key Insights

- Operations** scored higher than the global average and is the **highest regional score (together with HIAAsia)**, 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**).

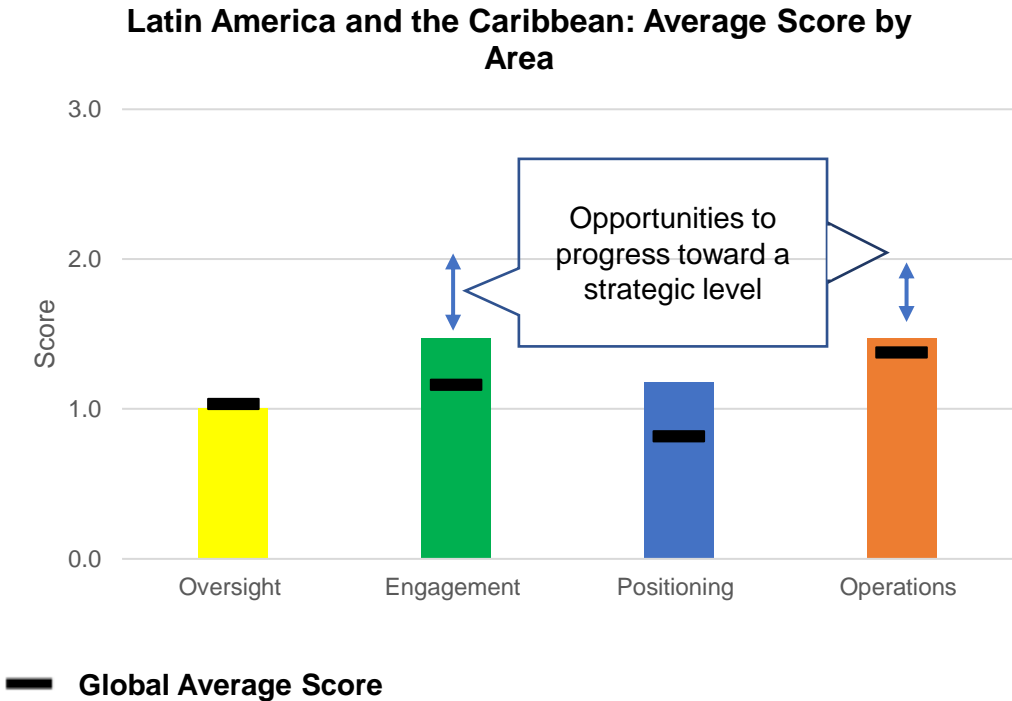
## Evolution Roll-Out CCMs in EECA

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

# Threshold Results: Latin America and the Caribbean

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

## Key Insights



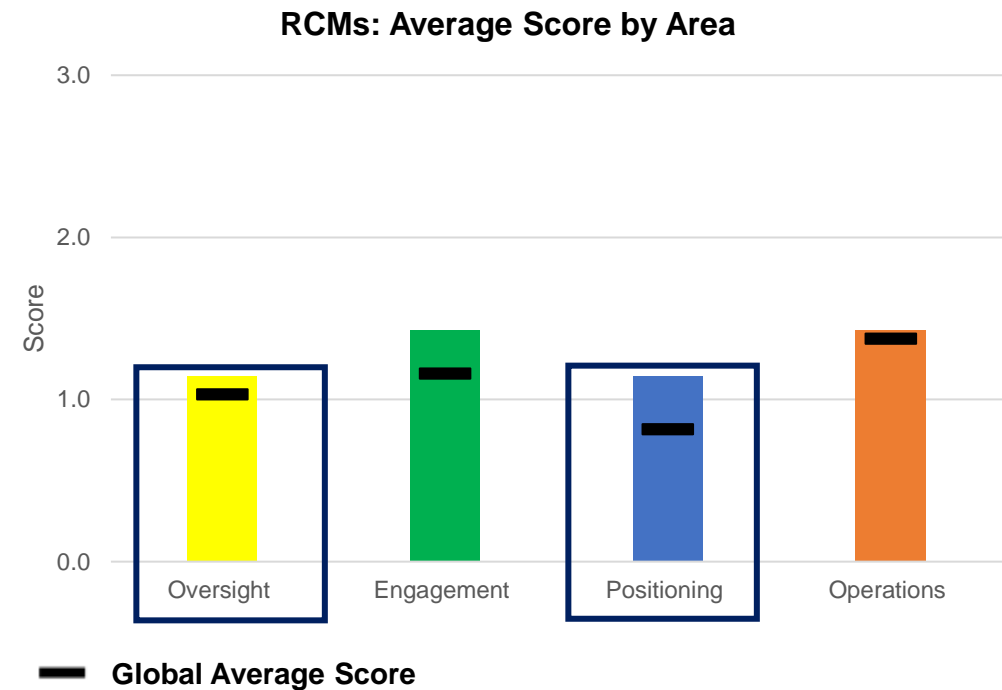
- **Operations** scored higher than the global average (except **Belize, Jamaica and Suriname**) and is the **second highest regional score for this area**, due primarily to the performance of **Cuba, Costa Rica, El Salvador and Panama**. Strengthening CCM committees and Ethics in some CCMs could increase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



## 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             |                       |