



Report of the Governance and Partnership Committee

ANNEX 3
(Amended 4/6/03)

Country Co-ordinating Mechanism

The Committee recommends that the Board:

1. Approve the guidelines for CCMs as outlined in the attached paper.
2. Request that the Governance and Partnership Committee continue to monitor the issue of CCMs.
3. Requests the Secretariat to report back on the case studies when the findings of these studies become available.

Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms

1. Introduction

The purpose of the Global Fund is to attract, manage and disburse additional resources through a new public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals (MDGs).

In accordance with the Framework Document approved by its Board, the Global Fund finances programs, among others, that:

- Focus on the creation, development and expansion of partnerships among all relevant players within a country, and across all sectors of society, including governments, NGOs, civil society, multilateral and bilateral agencies and the private sector;
- Strengthen the participation of communities and people, particularly those affected by the three diseases;
- Build on existing coordination mechanisms, and promote new and innovative partnerships where none exist;
- Encourage transparency and accountability; and
- Aim to eliminate stigmatization of and discrimination against those infected and affected by HIV/AIDS, especially for women, children and vulnerable groups.

The Global Fund recognizes that only through a country-driven, coordinated and multi-sector approach involving all relevant partners will additional resources have a significant impact on the reduction of infections, illness and death from the three diseases. Thus, a variety of actors, each with unique skills, background and experience, must be involved in the development of proposals and decisions on the allocation and utilization of Global Fund financial resources. To achieve this, the Global Fund expects grant proposals to be coordinated among a broad range of stakeholders through a Country Coordinating Mechanism (CCM), and that the CCM will monitor the implementation of approved proposals.

The principles outlined in this document can serve as a self-assessment tool for CCMs and to facilitate an understanding among partners of the vision of the Global Fund.

2. Principles for CCMs

According to its Framework Document, the Global Fund finances programs that reflect national ownership and respect country partnership-led formulation and implementation processes that build on, complement and co-ordinate with existing regional and national programs in support of national policies, priorities and

partnerships. Wherever possible, CCMs should build on and be linked to existing mechanisms for planning at the national level and be consistent with national strategic plans. CCMs could, for example, build on national programs for the specific diseases (e.g., National AIDS Councils, Roll Back Malaria Committees and National Steering Committees on TB Control) and National Health Strategies and be linked to broader national coordination efforts including Poverty Reduction Strategies (PRS) and Sector Wide Approaches (SWAs).

Membership in the CCM should be broadly representative of a variety of stakeholders, each representing an active constituency with an interest in fighting one or more of the three diseases. Each constituency brings a unique and important perspective, thus increasing the probability of achieving measurable impact against the diseases. Representation of a gender perspective in the CCM is desirable. The role and function of each player within the partnership of the CCM will be agreed upon by the mechanism, safeguarding equity and transparency among partners.

3. Roles and Responsibilities

As the representative of all interested stakeholders at the national level for grants received from the Global Fund, CCMs are instrumental in developing proposals and overseeing the utilization of Global Fund resources. Therefore, the role of the CCM is to:

1. Coordinate the submission of one national proposal for grant funding, drawing on the strengths of various stakeholders to agree on strategy, identify financing gaps in achieving the strategy based on existing support, prioritize needs, and identify the comparative advantages of each proposed partner;
2. Select one or more appropriate organization(s) to act as the Principal Recipient(s) (PR) for the Global Fund grant;
3. Monitor the implementation of activities under Global Fund approved programs, including approving major changes in implementation plans as necessary;
4. Evaluate the performance of these programs, including of a Principal Recipient in implementing a program, and submit a request for continued funding prior to the end of the two years of initially approved financing from the Global Fund; and
5. Ensure linkages and consistency between Global Fund assistance and other development and health assistance programs in support of national priorities, such as PRS or SWAs.

Given its important role in ensuring the success of implementing proposals approved by the Global Fund, a CCM and its members accept the following responsibilities:

1. A CCM should function as a national consensus group to promote true partnership in the development and implementation of Global Fund supported programs and be fully transparent in its decision making.

2. All members of a CCM should be treated as equal partners in the mechanism, with full rights to participation, expression and involvement in decision-making in line with their areas of expertise.
3. A CCM should be responsive to all national stakeholders. Individual members should hold regular meetings with their constituents to ensure that representative views and concerns are expressed in the national forum.
4. A CCM should ensure that all relevant actors are involved in the process and provide transparency to the general public. As such, it is responsible for ensuring that information related to the Global Fund, such as Calls for Proposals, decisions taken by the CCM, and detailed information on approved proposals for funding, is disseminated widely to all interested parties in the country.
5. A CCM should determine the details of its functioning, including organizational structure, election procedures, frequency of meetings, terms of reference, etc.

4. Structure

Each CCM should elect a Chair and a Vice Chair in accordance with the election procedures determined by its members. The Chair and Vice Chair are expected to represent different constituencies. The election of other officers and the development of the organizational structure should be at the discretion of the CCM, considering the local context. CCMs should remain of a manageable size in order to work and discharge responsibilities effectively. Each CCM should document its organizational structure to ensure transparency.

5. Composition

The Global Fund recognizes the importance of national contexts, customs and traditions, and therefore does not intend to prescribe specific CCM compositions. However, in accordance with its guiding principles, the Global Fund expects CCMs to be broadly representative of all national stakeholders in the fight against the three diseases. In particular, the Global Fund encourages CCMs to aim at a gender balanced composition. The CCM should therefore be as inclusive as possible and seek representation at the highest possible level of various sectors. The Global Fund recommends that all countries strive to include the following actors in their CCMs:

- i. Academic/Educational Sector;
- ii. Government;
- iii. NGOs/Community-Based Organisations;
- iv. People living with HIV/AIDS, TB and/or Malaria;
- v. Private Sector;
- vi. Religious/Faith-Based Organisations;
- vii. Multilateral and Bilateral Development Partners in-country.

The role of the United Nations agencies, multilateral and bilateral agencies and other development agencies in the CCM should be country partnership-driven and reflect the roles of these partners in AIDS, TB, and malaria programs in-country.

6. Operationalization of CCM Principles

The Global Fund Secretariat will serve as the lead advisor to the Technical Review Panel (TRP) and to the Board on confirming the establishment and functioning of CCMs. The Secretariat will collect information on CCMs throughout the year and prior to the proposal reviews by the TRP. As part of the screening process of proposals, the Secretariat will review the minutes of the meeting where a CCM decided on the elements to be included in a proposal and on the nomination of one or more Principal Recipients (PRs).

Proposals to the Global Fund should include a description of how the CCM will oversee the PR(s) implementation responsibilities and how the CCM will be involved in planning and decisions during implementation. Before the end of the two years of initially approved funding, the CCM will assess implementation progress and submit a request for continued funding to the Global Fund. The request for continued funding should include consolidated information for the first 18 months of the program and the objectives, targets, and requested funding for up to three additional years of financing from the Global Fund. The CCM should also provide complementary information to support the request, including a country profile on key health indicators related to the three diseases, as relevant; a description of the functioning of the CCM, including partnerships brought about among different constituencies; linkages established between the program and other national initiatives/programs; and the level of and distribution of other financial resources at the country level to the three diseases and broader related purposes.

Through the Grant Agreement with the Global Fund, Principal Recipients are obliged to keep the CCM continuously informed about proposal implementation progress. PRs should provide periodic reports to the Global Fund and to the CCM with programmatic and financial progress up-dates and an estimate of the usage of the grant proceeds by different CCM constituencies. CCMs are expected to forward to the Global Fund minutes of their meetings as related to Global Fund issues and information on membership changes. For the sake of transparency, major dissents to decisions taken should be reflected in the minutes.

The Secretariat will take specific steps to collect information on the functioning of CCMs and to disseminate this information. The Secretariat will also disseminate information on resources available from different sources to improve the functioning of CCMs, including financial support and technical assistance.