

Country Coordinating Mechanism Guidance Note: Operations

Updated: October 2020

Purpose and audience of this guidance note

- This document highlights the role that **CCM secretariats** and **CCM chairs** have in **enabling and leading key governance responsibilities**, respectively. While all members share accountability in governance practices, CCM secretariats are uniquely positioned to move key processes and deliverables forward under the management and leadership of CCM chairs.

Definition of CCM Operations

- Well-functioning CCM operations provide the foundation from which the CCM can execute its other core responsibilities¹. These include the inclusive development and oversight of Global Fund investments; engagement of multisector stakeholders, including civil society, communities and key populations; and, positioning of health governance within national structures. See Annex 3 for indicative operations within each core area.
- In addition to requirements reflected in the CCM Policy, **key entry points** for operations include:



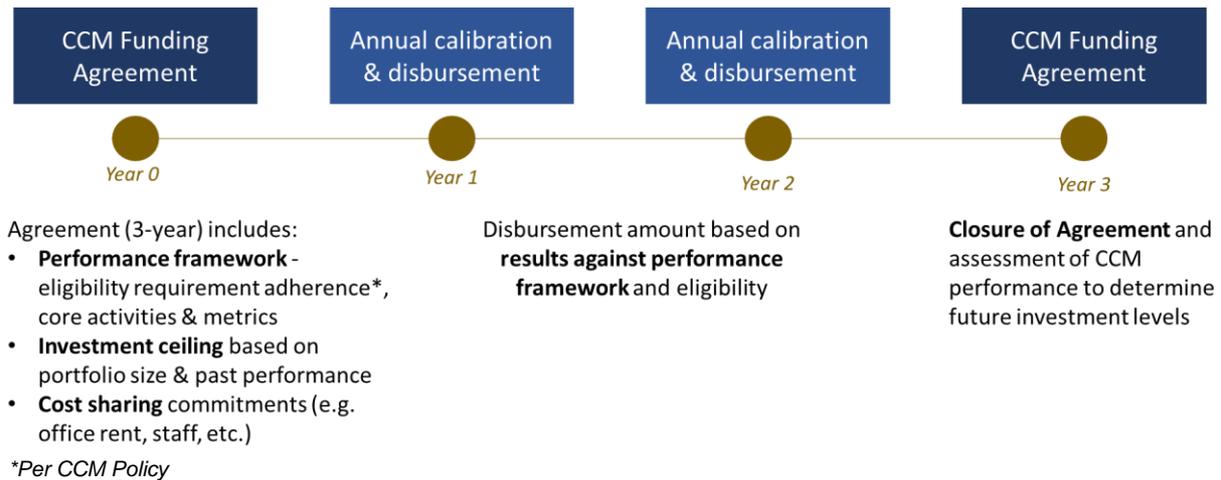
Implementation of CCM Operations

1. **Managing resources for results.** Every three years, CCM secretariats interface directly with the Global Fund secretariat to determine core activities and associated investments required to maintain governance operations. The outcome is an *annual* workplan for year one (reviewed and updated in years two and three) with key deliverables against which the CCM will be assessed to determine subsequent funding. The annual process includes the CCM, Global Fund Country Team, the CCM Hub and other key stakeholders. See **Figure 1**.
2. **Maintaining governance roles.** Constituency representatives may be very familiar with their responsibilities or be learning about global health governance for the first time. Either way, consistent new member orientation and annual updates (e.g. e-learning) is key to ensuring members are familiar with their responsibilities as CCM members. CCM secretariats play an essential role in providing relevant documents and equipping members with the necessary tools and resources. Much of the election processes (including to committees) is outlined in the CCM by-laws (unique to each CCM), a document that all members must be familiar with and exercise. CCM chairs hold their members accountable and lead by adhering to good governance practices throughout their term.

¹ Core responsibilities identified and tested during the CCM Evolution Pilot (2018-2019) include: engagement, operations, oversight, and positioning.

3. **Ensuring ethical leadership and conduct.** All members sign the code of conduct upon their election to the CCM, requiring that they also manage conflicts of interest as needed. It is key to ensure member(s) exclude and/or excuse themselves from dialogue in which the member(s) may benefit from the decision. A critical operation of the CCM is confirming all CCM members take the mandatory ethics e-learning module. CCM chairs proactively foster pertinent interactions among all stakeholders to integrate ethical decision-making into all CCM activities.

Figure 1. CCM Performance Management



Key stakeholders in Operations

CCM Leadership:

- Leads the CCM and manages the CCM secretariat. All CCMs have a chair and typically one (1) or two (2) vice-chairs who are elected into their positions by CCM members for limited terms.
- Exhibits characteristics such as excellent facilitation and diplomatic skills, with the ability to mediate between different stakeholders and galvanize CCM members and partners.

CCM Secretariat:

- Facilitates the work of the CCM by enabling effective governance practices (e.g. driving key decisions through dynamic agendas with information shared immediately after the meetings) using highly proficient political and technical skills.

Annexes and Resources

- Annex 1 - Terms of Reference (ToRs) for CCM Executive Secretary
- Annex 2 - Terms of Reference for CCM Secretariat Performance Management
- Annex 3 - Operation functions within oversight, engagement and positioning
- E-learning module on Operations (*forthcoming in 2021*)
- E-learning module *CCM Code of Conduct*

Annex 3 - Key Enablers: How Operations is foundational to the other three CCM core areas of responsibility

1. Oversight - Enhance efficiency of oversight procedures to maximize health investments.

A well-functioning CCM allows its members to focus on strategic issues of grant performance and also ensures adequate resources for oversight activities which include:

- Overseeing all relevant aspects of the Global Fund funding processes: national strategic plan, gap analysis, request for funding design stages through the final signature of Global Fund grants by Principal Recipients (PRs). Ensuring that all processes are documented, led and informed by appropriate data-based decision-making.
- Supporting or participating on the oversight committee in its mandate of gathering and analyzing grant and national data, followed by using this data to develop recommendations to resolve bottlenecks and address technical cooperation needs. In transitioning contexts, overseeing transition workplans and implementation of recommendations from the transition readiness assessment.
- Completing the process to apply for Global Fund funding, including participating in the country dialogue and Principal Recipient selection process, and ensuring the funding request submission is in alignment with national strategies and global plans to end the diseases by 2030.
- Attending a “knowing your grant” orientation² after the grant-making process, in partnership with the Country Team and with the relevant resources from the CCM secretariat team.
- Advocating on behalf of national stakeholders on areas linked to accessing the full Global Fund grant allocation, such as the country adhering to co-financing commitments and/or Principal Recipients improving grant performance.

2. Positioning - Facilitate political discussions and strengthen sustainability efforts

A CCM with robust governance practices has the necessary credibility to engage at the political level and acts as a model of a coordinating platform that is inclusive of the civil society voice and can add value to health governance, through:

- Developing proposals on the positioning of the CCM in the national context and mapping linkages between the CCM and all other significant coordinating platforms in the country. This supports harmonization and strengthened efficiency, both in terms of governance bodies and in the fight against the 3 diseases. In countries where a disease component/s is preparing for or are transitioning from Global Fund financing, focus on links to other platforms that are relevant to transition preparedness, planning and implementation.
- Attending other national health platforms to represent the voice of the CCM and to identify synergies in the coordination of health and donor investment.

² Based on findings from the CCM Evolution pilot, this is a formal practice for CCM members to gain a better understanding of the grant and its components. CCM members can then more effectively perform oversight functions.

- Participating in sustainability and transition planning and implementation, including ensuring strong inclusion of civil society and contributing to efforts to strengthen sustainability of Global Fund and other health investments.³

3. Engagement – Foster meaningful, inclusive and active participation of key stakeholders

All constituencies are effectively represented and actively participate in governing processes. This is accomplished through:

- Analysing and sharing relevant communications (i.e. related to Global Fund grants, from technical partners, other partners in country) and their implications for actions.
- Ensuring that credible and verified community input on the CCM is brought to high-level government discussions in order to drive a more informed response to the three diseases.
- Creating an inclusive and safe environment where CCM members feel encouraged to provide input while holding all constituencies to the same level of accountability
- Engaging with senior government officials to promote the role of the CCM in the national health landscape.

³ STC Guidance Note, 15 May 2020, https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf, pg 11,16,