

Country Coordinating Mechanism Guidance Note: Performance Management of the CCM Secretariat

Updated: October 2020

Purpose and audience of this guidance note

- This document details the role of Country Coordinating Mechanism (CCM) Leadership in the performance management process of the CCM Secretariat (i.e. Global Fund supported positions). CCM Performance Management and Performance-based funding is outlined in the CCM Policy¹ and is the responsibility of CCM Leadership² to ensure the highest level of adherence to these obligations.

Definition of Performance Management

- The Global Fund defines performance management as the process to “*drive a culture of individual and collective **accountability** and **continuous improvement**, through **ongoing honest personal development conversations**”.*³
- In line with the CCM model of country-ownership, the **duty of ensuring the accountability of CCM Secretariat positions is bestowed on the CCM Leadership** and can be mapped as follows:



* For the period of the CCM Funding Agreement⁴

**See template in Annex attached

Key elements of Performance Management

- Play a proactive role in staff development to positively influence performance and address human resources issues before they escalate to potential crisis levels.
- Create an environment of trust to support staff retention which in turn, guarantees stability and institutional knowledge for the CCM.
- Drive the performance management process, with input from all CCM constituencies. The CCM Secretariat organizes the collection of input and integrates the performance feedback into a proposal for review.
- Implement the Global Fund’s recommended evaluation process (annex 1) by dividing the four performance areas provided in the CCM Secretariat Terms of Reference (Operations, Oversight, Positioning and Engagement) into two sections: the first being the “what” and the second being the “how”. The “what” are the outputs the individual accomplished; the “how” are the behaviors and the way in which the individual reached their achievements.

¹ https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

² This refers to CCM Chair and Vice-Chairs.

³ Quote from internal presentation “Global Fund Performance and Appraisal Process”, February 2020

⁴For further details please refer to the Operational Policy Note on Country Coordinating Mechanism Funding https://www.theglobalfund.org/media/3266/core_operationalpolicy_manual_en.pdf?u=637319006396170000

- Use performance scales linked to these performance areas, for example:

| Performance Rating Scale | |
|---------------------------------|---------------------------------|
| What: | How: |
| A: Over delivered | 1: Exceeds expectations |
| B: Fully delivered | 2: Fully meets expectations |
| C: Partially delivered | 3: Partially meets expectations |

- The expected outcome is an annual performance evaluation that is endorsed by the CCM. This is submitted to the CCM Hub as part of the performance-based CCM funding process and, in collaboration with the Country Team, is part of the data used for decision-making on the disbursement decision.

Annexes and Resources

- Annex 1 – Template: CCM Secretariat Evaluation Form
- E-learning module on CCM Secretariat Performance Management (*forthcoming in 2021*)