

# ASSESSMENT OF THE COUNTRY COORDINATING MECHANISMS: PERFORMANCE BASELINE

DECEMBER 2005

Evaluation Brief No. 1

## SUMMARY:

The Global Fund commissioned a baseline assessment of the composition and functioning of Country Coordinating Mechanisms (CCMs). At the time of that survey, 73 percent of all CCMs met two or more of the five Board-approved CCM eligibility criteria, but only two percent met all five. Guidelines for CCMs were published directly after the survey, and progress will be monitored from this baseline.

## BACKGROUND:

Country Coordinating Mechanisms (CCMs) are country-level partnerships that develop and submit proposals to the Global Fund and, after approval, oversee progress during grant implementation. CCMs are a key element of the Global Fund's architecture and are the embodiment of the principles of local ownership and participatory decision-making.

Between March and July 2005 an independent assessment was conducted of the composition and functioning of CCMs. The assessment consisted of: 1) a document-verified survey called the "Performance Checklist" and 2) a survey of satisfaction with specific aspects of CCM operations among CCM members and their respective constituencies. Seventy-eight percent (83 out of 107) of CCMs worldwide responded (although the Global Fund funds projects in 132 countries, several of these projects – and therefore the relevant CCMs – are multi-country programs).

Based on its timing, the assessment provided a baseline of CCM status immediately prior to the distribution by the Global Fund of the *Revised Guidelines on Purpose, Structure and Composition of CCMs and Requirements for Grants*.

## KEY FINDINGS:

- 1. At the time of the assessment, 73 percent of all CCMs met two or more of the five Board-approved eligibility criteria, and two percent met all five.**

The criterion met most frequently was membership of people living with or affected by the diseases (71 percent). Compliance was lowest for the requirement of a written plan to mitigate potential conflicts of interest (23 percent). The graph below shows the percentage of CCMs meeting the Board-approved criteria for CCMs.

- 2. The assessment found that over half of CCMs had a transparent and documented process for soliciting and reviewing submissions for possible integration into the overall proposal to the Global Fund (58 percent).**

Half (52 percent) of nongovernmental sectors represented on CCMs had a transparent, documented process to select or elect their sector representative. Almost half of CCMs had a transparent, documented process for nominating the Principal Recipient (PR) and for overseeing program implementation (46 percent). Fewer CCMs (31 percent) had documented means to ensure the input of a broad range of stakeholders in proposal development and in oversight of grant implementation.

- 3. In addition to the formal Board requirements, two-thirds (67 percent) of CCMs complied with the Board recommendation that at least 40 percent of CCM members come from nongovernmental sectors. At the time of the assessment, approximately half (52 percent) of CCMs had written terms of reference, bylaws or operating procedures.**



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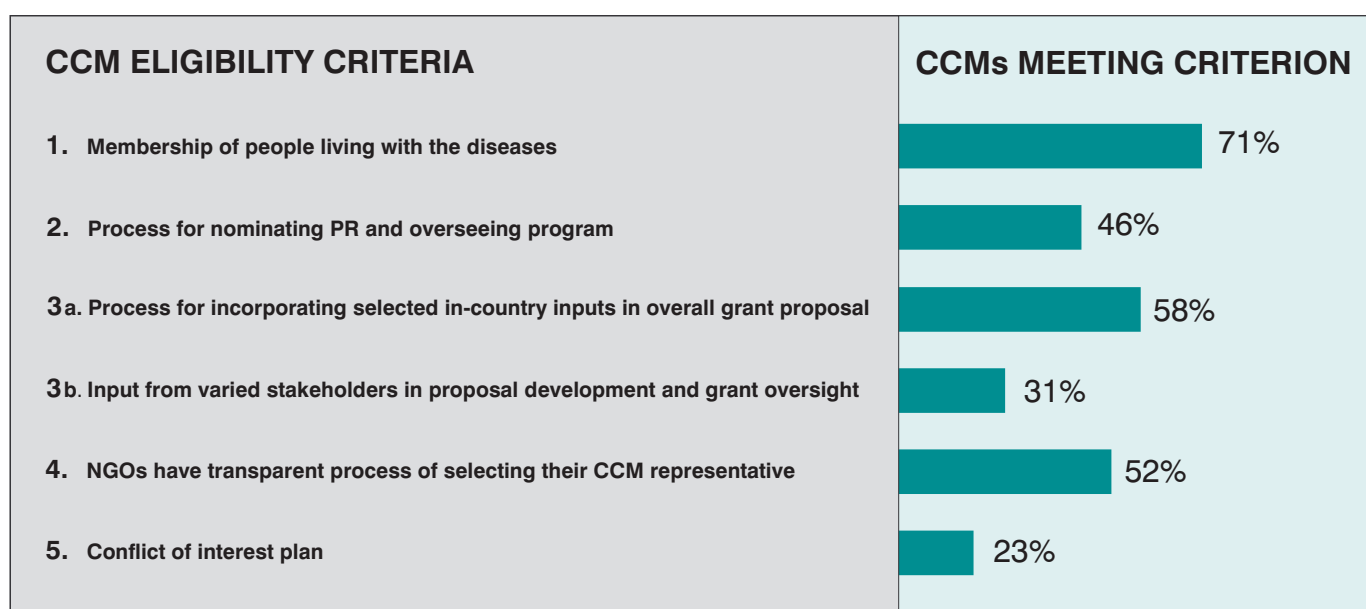
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4. In terms of satisfaction, CCMs were most satisfied with the clarity of objectives of CCM meetings and with options to present constituency opinions in CCM meetings. They were least satisfied with the strategies for, and their involvement in, evaluating CCM functioning and CCM oversight of grant implementation.

## RECOMMENDATIONS:

1. To strengthen CCM performance, the Technical Evaluation Reference Group (TERG) recommended that the CCM assessment be repeated at regular intervals in the form of a self-assessment. These efforts should be complemented with external audits of approximately ten percent of CCMs each year, which could include a more qualitative exploration of CCM functioning.
2. The Secretariat should support CCM self-assessment by disseminating tools and materials widely, including in regional CCM workshops.
3. Additional approaches should be explored to better assess the participation of civil society and other constituencies and their satisfaction with CCMs.



## TECHNICAL EVALUATION REFERENCE GROUP (TERG)

The Technical Evaluation Reference Group (TERG) is an advisory body providing independent technical advice to the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria. The TERG advises the Global Fund on evaluation approaches and practices, independence, reporting procedures and other technical and managerial aspects of monitoring and evaluation at all levels. Membership of the TERG is drawn from a range of stakeholders, including practitioners, research institutions, academics, donor and recipient countries and nongovernmental organizations.

## FIVE-YEAR EVALUATION OF THE GLOBAL FUND

The Five-Year Evaluation is being planned and will be implemented under the guidance of the TERG. The first major synthesis report on organizational efficiency and the partner environment will be published in late 2007 and the final evaluation report (including a strong focus on impact on the three diseases) in late 2008. Each element of the evaluation is designed to generate actionable findings. The Global Fund is committed to learning from and making concrete improvements based on evaluation findings.

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