



COUNTRY COORDINATING MECHANISM MODEL PARTNERSHIPS AND LEADERSHIP

The rationale for broad membership within Country Coordinating Mechanisms (CCMs) was based on aspirations for comprehensive ownership, holistic approaches to programming, and a results-oriented work ethic. Success would hinge on the ability of members to contribute to leadership and to act as equal partners within the workings of the CCM. To explore experience with partnership and leadership within CCMs, case studies were conducted in **Honduras**, **Malawi**, **Nigeria**, **Peru** and **Zambia**.

PARTNERSHIP

CCM members come from the following sectors: government, bilateral and multilateral donors, national/international nongovern-

mental organizations (NGOs) and faith-based organizations (FBOs), academia and the private sector. CCMs are also supposed to have representatives of those affected by the three diseases. The Global Fund's recommendation of 40 percent membership from non-government sectors was broadly respected, although **Honduras** and **Nigeria** stated difficulties in securing representation from constituencies affected by the three diseases. In general, confidence was expressed in the initial partnership philosophy. Indeed, **Peru** had taken it further, instituting regional, multisectoral coordination sub-groups for the three diseases, as well as procedures for including special interests from neighboring countries.

Despite outstanding socio-cultural power differentials, the hope that CCM members would work together as partners appears to be bearing fruit. An inclusive space for members to influence programming has certainly been created, and relationships between government and civil society were at various stages of progress beyond simply mimicking a marriage of convenience. The status of partners varies; for instance in **Malawi**, civil society membership is weak, whereas in **Honduras** and **Peru**, civil society participation is active despite remaining perceptions of unequal status. Those interviewed for the case studies see the value added through the CCM partnership as follows:

CCM AS A FORUM FOR PARTNERSHIPS - PERCEPTIONS OF VALUE ADDED

Improved government–civil society relationships and an appreciation of each sector's roles

A genuine platform for equal representation

Voice, visibility and participation of civil society

Improved government performance due to civil society involvement with oversight functions and motivation of good performance

Governments were said to have increased understanding of and respect for the contribution of other sectors to program success. While not specified, it was assumed that other sectors had similarly furthered their appreciation of the role and workings of government. In **Nigeria**, the increased skill set brought to the CCM was said to be highly valued, and in **Honduras**, the active participation of people living with HIV/AIDS (PLWHA) was believed to have led to substantial improvements in program design. However, representation of tuberculosis (TB) and malaria constituencies was reported to be particularly weak, which hindered their ability to be considered as equal partners.

LEADERSHIP¹

Factors which contributed to participation of CCM members in leadership were closely bound to perceptions of dominance of

CCMs by government. The CCM experience in **Peru** stood as an exception. The **Peruvian** government volunteered to reduce its role in the CCM, which allowed for an increase in non-governmental membership and leadership. Perceptions of conflict of interest² also influenced how leadership was rated. In **Nigeria**, leadership was felt to improve when a more democratic process was used to replace the former Chair, resulting in the election of a representative from an international NGO. This change was coupled with more transparent processes which were said to have led to improvements in grant implementation. **Malawi's** former Chair was a PR. For reasons of conflict of interest, this situation was considered undesirable and prompted a change. Similarly, in **Zambia**, when an academic replaced the former CCM Chair following perceptions of conflict of

interest, the new leadership received broad acceptance, and the CCM was reported to run with greater efficiency. Curiously, criticisms of the new Chair included his not being sufficiently briefed on matters of government. It appeared that other government members of the CCM did not fill this vacuum, indicating that expectations that each CCM member would contribute with perspectives from their respective constituencies cannot be assumed. In the final analysis, personality traits of CCM Chairs were felt to be critically important and outweighed issues relating to which constituency the Chair otherwise represented. Desirable qualities included openness, transparency and responsiveness. In addition, it was thought that Chairs should enjoy the respect and acceptance of the government, encourage participation of all members, and possess good management and communication skills.

RECOMMENDATIONS

The Global Fund Secretariat, in cooperation with CCM Secretariats, should:

- Increase civil society capacity building, particularly in areas of project management, and strengthen/empower the role of civil society in CCMs.
- Make funds available to CCMs to support better civil society consultation with their constituencies.
- Support CCM leadership training and skills transfer, highlighting and disseminating successful examples of leadership.

CCMs should be proactive in evaluating, and, if necessary, changing the CCM leadership.

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¹ Leadership of the CCM with respect to other key bodies in the Global Fund implementation process, i.e. the Principal Recipients, sub-recipients and Local Fund Agents, are covered elsewhere.

² See Brief: Conflict of Interest



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