

BACKUP Health

BACKUP intervention area: Country Coordinating Mechanism

Background

The Global Fund is an international financing mechanism that supports countries to implement disease control programmes focusing on HIV, tuberculosis and malaria. As the Global Fund Secretariat is based in Geneva, to ensure resources are efficiently used, its programmes are implemented by in-country partners such as Country Coordinating Mechanisms (CCMs), principal recipients and other national-level stakeholders.

Country Coordinating Mechanisms perform a number of core functions. For example, they ensure national ownership and participatory decision-making in the development of proposals to the Global Fund. They also steer and oversee the spending of Global Fund grants to ensure funds are effectively and efficiently used during implementation.

CCMs comprise members of various constituencies, which usually include ministries of health (and particularly their national disease control programmes), civil society organisations (faith and non-faith based), people living with the three diseases, and representatives of the private sector and of bilateral and multilateral organisations. The Global Fund requires civil society participation and the representation of key populations to ensure that comprehensive treatment, care and support services are designed, delivered and monitored.

The core functions of the CCM are to:

- coordinate the development and submission of national proposals;
- nominate the Principal Recipient;
- oversee implementation of the approved grant and submit requests for continued funding;
- approve any reprogramming and submit requests for continued funding;
- ensure linkages and consistency between Global Fund grants and other national health and development programmes.

To be able to apply for Global Fund grants, CCMs must comply with six eligibility requirements (ER)¹ related to good governance:

- ER 1: A transparent and inclusive concept-note development process
- ER 2: An open and transparent principal recipient selection process
- ER 3: Oversight of planning and implementation
- ER 4: A CCM membership that includes affected communities (particularly those representing people living with the diseases and key affected populations)
- ER 5: Processes for electing non-governmental CCM members
- ER 6: Management of conflicts of interest in CCMs

Following the introduction of the Global Fund's new funding model in 2014, compliance with these requirements is being reviewed more thoroughly, taking into account a set of minimum standards for each requirement. At the time when concept notes are submitted, requirements 1 and 2 are assessed. CCMs must then conduct annual eligibility and performance assessments (EPAs) for requirements 3 to 6, which technical assistance providers can be brought in to support.²

¹ <http://www.theglobalfund.org/en/ccm/guidelines>

² For further information and guidance on CCM requirements, please visit http://www.theglobalfund.org/documents/ccm/CCM_Requirements_Guidelines_en

BACKUP definition of the intervention area

In order for CCMs to ensure they comply with the Global Fund's requirements and to effectively plan and oversee grants, CCM members need to clearly understand their roles and responsibilities and be able to take informed and transparent decisions. CCM members have diverse professional backgrounds and different levels of disease control knowledge, which can prove challenging. Standard operating procedures serve to guide³ their work and support the good governance of the mechanism. CCM secretariats provide administrative, communications and logistical support, with their main duties including the coordination of CCM meetings and committees, preparation of agendas, distribution of documentation required for decision-making, and circulation of meeting minutes. CCM secretariats should be independent and, importantly, they should be accountable to the entire CCM and not just to single constituencies or members.

A key defining factor of Global Fund coordinating mechanisms — especially when compared with other health sector bodies — is the inclusion of civil society and of key affected populations in particular, which supports inclusive and needs-based disease control programming and delivery of health services. Promoting the meaningful participation of civil society in the planning and oversight of Global Fund grants is one of BACKUP's core principles. 'Meaningful' in this context means the active participation of CCM members from civil society who, having engaged with their constituencies in a participatory and transparent way, are enabled to contribute collectively developed positions. This requires frequent exchange between the CCM member representing a particular group and the members of the group in question.

In a number of countries, CCMs have been established in parallel with other health sector bodies and the membership of some of these bodies can sometimes overlap. However, their decision-making processes may well be arranged differently and be based on different assumptions and strategies. With the introduction of its new funding model in 2014, the Global Fund emphasised the need to develop concept-notes based on identified programmatic and funding gaps in the implementation of national disease control strategies. CCMs must therefore engage more heavily in the processes to review national strategic plans and must seek to ensure that country dialogues are inclusive. This not only requires CCMs to collaborate more with other health sector bodies, but is also conducive to building resilient and sustainable health systems which is also supported by BACKUP as part of its intervention area on health systems strengthening ([BACKUP intervention area: health system strengthening – building resilient and sustainable systems for health](#), pdf, 221 KB).

BACKUP's support of CCMs aims to enable them to better fulfil their role and, as a result, provide adequate support to the principal recipients implementing their Global Fund grants. To do this requires good governance, strong oversight and health sector coordination. Technical assistance from BACKUP may include, for example, conducting eligibility and performance assessments, implementing improvement plans, and strengthening oversight as well as the overall performance of CCMs and their secretariats. The development and implementation of concepts for harmonising Global Fund CCM functions with those of other health sector coordination bodies is another possible area of BACKUP support. Capacity development for enhancing civil society participation could include, for example, the harmonisation of constituencies and providing guidance on the election processes for CCM representatives. The identification of risks, establishment of a risk register and development of risk mitigation plans for CCMs complement the support BACKUP provides to principal recipients in its intervention area on grant management ([BACKUP intervention area: grant management](#), pdf, 198 KB). A mixture of consultancy support, training and horizontal learning approaches can be provided in accordance with identified needs.

Results framework and selection criteria

The specific objective of BACKUP's CCM-related work is to help improve the CCM performance rating against Global Fund criteria. The achievement of this objective will be reflected in the improvement of the CCM classification according to the eligibility and performance assessment results.

The targets of the CCM interventions are the improved governance and risk management of CCMs, which will be measured against the following (non-exhaustive) set of indicators:

- Civil society organisations and representatives of key populations participate meaningfully in the CCMs and are better able to fulfil their control function;
- The capacity of CCM oversight committees is enhanced;
- Transparent processes for electing non-governmental CCM members are in place and adhered to;
- Improvement plans to enhance CCM performance have been developed;
- Plans for establishing formalised linkages with other health sector steering structures or to ensure their closer coordination have been developed.

Applications can be submitted by CCM secretariats and members. Each proposal needs to be endorsed by a representative of the CCM executive committee (e.g. the CCM Chair).

³ Additional guidance on CCM performance is available at <http://www.aidspace.org/page/guides-global-fund>

Some examples of activities

- Providing capacity development for civil society organisations represented in the CCM to strengthen their role in the CCM or in equivalent national coordinating bodies (technical assistance, knowledge exchange, training).
- Supporting the development and implementation of CCM improvement plans, including a comprehensive approach for organisational development.
- Supporting the CCM in fulfilling Global Fund requirements.
- Fostering a joint understanding of the appropriate interventions needed to build resilient and sustainable health systems.
- Developing and implementing support for concepts to harmonise Global Fund CCM functions with those of other health sector coordination bodies and thus achieve improved health sector coordination.

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Published by

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH
Registered offices Bonn and Eschborn, Germany

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Federal Ministry for Economic
Cooperation and Development (BMZ)

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As of

March 2018

GIZ is responsible for the content of this publication.