# CCM
### Eswatini Country Coordinating Mechanism

# GOVERNANCE
# MANUAL

## Revisions

May 2014
Revised Nov 2015
Revised July 2023

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# List of Acronyms

AIDS  Acquired Immuno-Deficiency Syndrome

CBO  Community Based Organization

CCM  Eswatini Country Coordination Mechanism

CN  Concept Note

CNDT  Concept Note Development Team

CSO  Civil Society Organizations

FBOs  Faith Based Organizations

GFTM  Global Fund to Fight AIDS, Tuberculosis and Malaria

HIV  Human Immuno-Deficiency Virus

HR  Human Resource(s)

LFA  Local Fund Agent

MEPD  Ministry of Economic Planning and Development

MOH  Ministry of Health

MOTAD  Ministry of Tinkhundla Administration & Development

NERCHA  National Emergency Response Commission to HIV/AIDS

NGO  Non-Governmental Organization

PMO  Prime Minister's Office

PR  Principal Recipient

SNAP  Eswatini National AIDS Programme

SR  Sub-Recipient

SSR  Super Sub Recipient

TB  Tuberculosis

VAT  Value Added Tax

# Interpretation/ Definitions:

i) "The Eswatini Global Fund Coordinating Committee" shall mean the Eswatini Country Coordinating Mechanism referred to herein under as the CCM.

ii) "Principal Recipient(s) (PR)" shall mean the entities appointed by the CCM as recipient and grant managers of funds from the Global Fund to Fight AIDS, Tuberculosis and Malaria.

iii) "Global Fund" shall mean the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM).

iv) "NERCHA" shall mean the National Emergency Response Council on HIV AND AID

v) "Local Fund Agent" shall mean the entity (usual an accounting firm) appointed by the Global Fund as the local representative to validate the performance of the Principal Recipient and CCM.

vi) "CCM Member" shall mean the substantive member appointed/elected by a constituency/sector to represent it in the CCM.

vii) "Simple Majority" shall mean 50%+1 of members.

viii) "CCM Funding" shall mean special funding approved by the Global Fund Secretariat to cover CCM operating expenses.

ix) "Substantive member" shall mean a CCM member with voting rights.

x) "An alternate member" shall mean a CCM member elected/nominated to represent a constituency in the absence of a substantive member with full voting rights.

xi) "Ex-officio" means a CCM member elected/nominated based on his/her expertise, with no voting rights. These members play an essential role in the fight against any of the three diseases (HIV, TB and Malaria); and their participation shall add value to CCM business

xii) "A constituency" Means a body of citizens; group of communities; networks or institutions, with a vested interest in the fight against any of the three diseases: HIV, TB and Malaria that is entitled to elect or nominate a representative in the CCM.

xiii) "EGC" shall mean the CCM Ethics and Governance Committee.

xiv) "ExCom" shall mean the CCM Executive Committee

xv) "MTAD" shall mean the Eswatini Government's Ministry of Tinkhundla Administration and Development

# 1.    Introduction

The Eswatini Global Fund Country Coordinating mechanism ('ECCM') facilitates country level multistakeholder partnerships to develop and submit grant proposals (Concept Notes) for HIV, TB, Malaria and COVID-19 to the Global Fund based on priority needs at the national level. After grant approval, ECCM oversees progress during implementation by the Principal Recipients (PRs). The ECCM is responsible for ensuring that the PR) of the Global Fund grants in Eswatini fulfil the requirements and principles of the grants. The grants are specifically focused on programmes for the prevention, mitigation and treatment of AIDS, Tuberculosis, and Malaria. The ECCM has an oversight role to ensure that there is proper programme and financial management of the grant funds, adequate procurement of supplies and efficient monitoring.

This governance manual defines the principles, functions, structure, and operations of the CCM, including membership, committees, and decision-making procedures.

# 2.    Legal status

The CCM is a legal entity, registered under the Eswatini Company's act of 2009 and shall be in existence in line with its bylaws coordinating The Global Fund to Fight HIV/AID, TB, and Malaria responses in the country.  The CCM reports to the Prime Minister's office.

# 3.    General Principles of the CCM

The CCM adheres to the principles of multi-sectorial participation, transparency, representation of constituencies, control of conflict of interest, consensual decision-making, and a balanced perspective between the diseases addressed. CCM members demonstrate these principles by:

- Functioning as a national consensus group to promote true partnership
- Representing the interests, concerns, and expertise of their constituencies rather than their individual organizations
- Actively contributing constructive participation to facilitate decision-making
- Exercising goodwill, mutual respect, integrity, commitment, and good interpersonal skills while carrying out their responsibilities
- Providing sufficient transition support and information to CCM replacement members
- Consulting with respective constituencies prior and after meetings.

# 4.    Roles and Responsibilities

Roles and Responsibilities of CCM include the following:

- Coordination, preparation, review approval and submission of concept notes/ applications for funding through a clearly documented and implemented process of national dialogue that reflects the Funding Model requirements of the Global Fund. This process a) engages a wide range of stakeholders including key affected populations; and b) aligns with national strategic plans, policies and systems related to HIV/AIDS, tuberculosis, and malaria in Eswatini
- Responding to enquiries from the Global Fund concerning the processes and resulting concept notes and other pertinent issues related to on-going grants
- Selecting PRs for proposed grants by Global Fund, based on a) transparent and documented selection processes showing management of conflict of interest and b) clearly defined, objective criteria
- Overseeing implementation of Global Fund grants in Eswatini. Submit an oversight plan and demonstrate that it is being implemented with the engagement of non- government constituencies, people living with the disease(s) and key affected populations

- Ensuring harmonisation and consistency between Global Fund assistance and other resources available in support of national HIV/AIDS, Malaria and Tuberculosis programmes
- Making decisions and submit necessary documentation related to major reprogramming of grant funds and grant closure, and approve grant close-out plan.
- Submitting necessary documentation pertaining to continued and renewed funding for grants in Eswatini
- Ensuring all CCM constituencies are involved in the decision-making process and provide information on the Global Fund grants, concept notes and applications for funding, decisions of the CCM and detailed information on approved funding applications, to a wide range of stakeholders
- Ensuring transparent communication about Global Fund matters to stakeholders in Eswatini.
- Engagement: To enhance quality representation, meaningful participation, and engagement from all constituencies in the design, delivery, monitoring and governance of AIDS, tuberculosis, and malaria responses in which the Global Fund invests.
- Positioning: To position the CCM and/or CCM functions within existing national health platforms to contribute to central coordination of health programs and investments.

# 5. CCM Structure and Membership

## 5.1. Structure of the CCM

The CCM shall be multi-sectorial, comprised of nineteen representatives from various constituencies in government, civil society and private sector organizations, and development partners. The CCM shall have two permanent committees; Executive Committee and Oversight Committee and various ad hoc task teams that will be established on need basis. It shall have a Secretariat to support and coordinate its affairs on a day-to-day basis.

The organisational structure of the CCM is shown in the Figure 1 below.

*Figure 5.1: Structure of the CCM: Revise and align with HR Manual*
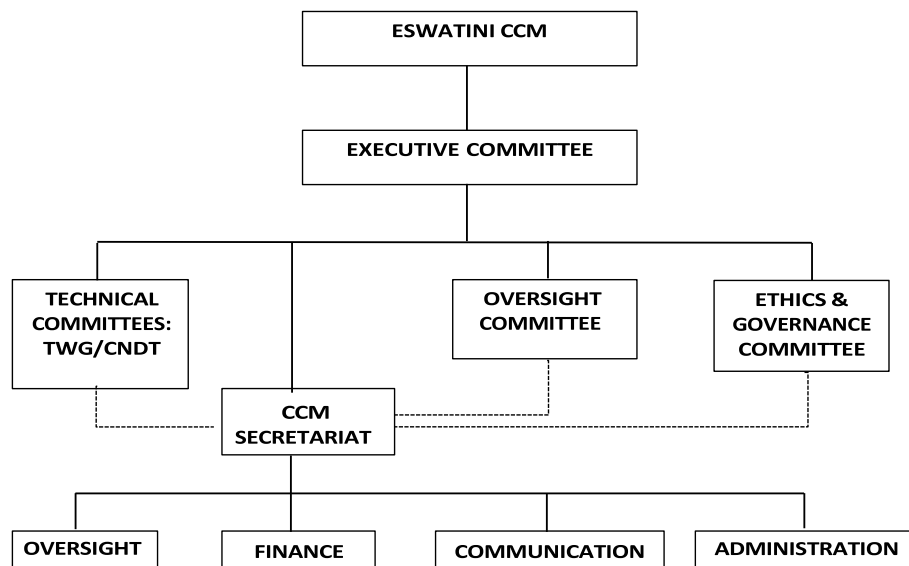


## 5.2. Membership size and composition of the CCM

### 5.2.1. Membership Size

The CCM shall be comprised of nineteen members (see Table 1) selected from eight constituencies. The distribution and size of CCM members shall be determined and maintained by the CCM so as to

ensure that the CCM is representative, manageable and can effectively and efficiently carry out its functions.

The size of CCM membership will be reviewed on a needs basis to ensure a balance between inclusive representations, the changing disease dynamics and a manageable committee size that facilitates efficient and effective decision-making. The CCM may add or reduce constituency representation based on implementation priorities but in accordance with the Bylaws.

### 5.2.2. Membership composition

The CCM consists of members from stakeholder constituencies represented at the national level. Membership of the CCM is as shown in Table 1:

*Table 5.1: CCM Membership*

| # | Constituency | Member of the Constituency | Number |
|---|---|---|---|
| 1 | Government | PMO | 1 |
| | | DPMO | 1 |
| | | MOH | 1 |
| | | MHUD-MTAD | 1 |
| | | MPED-MOF | 1 |
| | | Subtotal | 5 |
| 2 | Key Affected Populations (KAP) | Youth | 1 |
| | | Transport Operators | 1 |
| | | LGBTIQ | 1 |
| | | Sex Workers (SWs) | 1 |
| | | Subtotal | 4 |
| 3 | Communities | HIV | 1 |
| | | TB | 1 |
| | | Malaria | 1 |
| | | Subtotal | 3 |
| 4 | Non-Government Organizations (NGO) | Civil Society Organizations (CSOs) | 1 |
| 5 | Faith-Based Organizations (FBO) | Swazi Church Forum | 1 |
| 6 | Academia | Universities | 1 |
| 7 | Private sector | Business Eswatini | 1 |
| | | TUCOSWA | 1 |
| | | Subtotal | 2 |
| 8 | Bilateral | EU and USG | 1 |
| | Multilateral | UN Family | 1 |
| Total CCM Membership | | | 19 |

The CCM consists of members from stakeholder constituencies represented at the national level. Membership of the CCM are as follows: Academia (1), Government (5), Non-Government Organizations (NGOs-1), People Living with the Diseases and or affected with the diseases (PLWDs-3), private sector organizations (1), Faith-based organizations (FBOs-1), Key affected populations (KAPs-4) and Bilateral (1) and Multilateral Development (1) Partners in Eswatini. The CCM has developed a definition and criteria for each of these constituencies to facilitate registration of organizations to the right constituencies (See Annex 1). The CCM will ensure that the composition of membership promotes country ownership.

Members of the CCM shall be senior level management and/or experienced and engaging representatives from the relevant constituencies. Each representative must represent his/her full constituency.

At least 40 percent of CCM members shall be representatives of civil society (i.e., NGOs, people living with the diseases, private sector, FBOs, and key affected population (KAPs).

Each constituency of CCM shall be represented by a substantive member elected/nominated by the constituency. Each constituency shall also elect/nominate an alternate member. The alternate members represent the constituency in the absence of the substantive member. The constituency notifies the secretariat regarding the attendance of an alternate member.

Changes to the composition, removal or replacement of constituencies shall be decided by majority vote of two-thirds (2/3) of CCM members.

The table below characterizes the constituencies of CCM members, followed by a list of Ex-officio members.

### 5.2.3. Ex-officio members
Ex Officio members of the CCM shall be:

i) Eswatini National AIDS Program (SNAP)
ii) MoH – TB Program
iii) MoH – Malaria Program
iv) Principal Recipient (NERCHA)
v) Principal Recipient (CANGO)
vi) Law Society of Swaziland
vii) Sub-Recipients
viii) Traditional Healers' Association
ix) Other institutions that may be identified from time to time.

### 5.2.4. Selection of CCM Members
In accordance with the guiding principles of the Global Fund, the CCM has developed membership Renewal and Election procedures, which are in Annex 2 of the manual to guide the CCM in managing selection of CCM members by constituencies.

### 5.2.5. Non-Government Constituencies (NGOs, PLWD/affected by the diseases, private sector, FBOs, and KAPs)
CCM members representing Non-Government Constituencies shall be senior level management and/or experienced and engaging representatives in line with eligibility requirements 4 and 5 of the Global Fund. In this regard these constituencies are required to elect their own representatives to the CCM using a documented, transparent process that was developed within that constituency. To facilitate this process the CCM has outlined the following guidelines to guide the constituencies in conducting credible elections that meet the GF requirements

i) The CCM shall issue constituency election guidelines (see Annex 1, Annex 2, Annex 3 and Annex 4 at the start of the renewal process.
ii) Each constituency shall provide the CCM with its profile by completing the profile form in Annex 5 and submitting it to the CCM Secretariat.

iii) Each constituency shall develop and submit to the CCM Secretariat a transparent and documented election procedure. The election procedure shall be approved by the CCM before elections may take place. The election procedure template is shown in Annex 6.

iv) Each constituency shall conduct its elections and submit the returns to the CCM attaching minutes of the election proceedings using Annex 7.

### 5.2.6. Government and Bilateral and Multilateral Constituencies

CCM members representing bilateral and multilateral agencies must meet CCM eligibility criteria and be nominated by the constituency.

Government of Eswatini representatives shall be senior level management staff. Representatives should be a director and above in the ministry appointing the representative or its agency.

### 5.2.7. Eligibility for CCM membership

The guiding principles in electing or nominating CCM members shall be the following criteria:

i) High integrity and social standing in commitment to the fight against the 3 diseases
ii) Independent minded, articulate and
iii) Strong Leadership skills
iv) High emotional intelligence
v) Gender balance
vi) Technical experience relevant to the achievement of the Global Fund goals and objectives, e.g. legal, health, management, accounting, etc.

No person shall be appointed to and serve as a Member who: -

i) Is under any law in force in Eswatini, adjudged or otherwise declared to be of unsound mind.
ii) Has an undischarged bankruptcy, having been adjudged or otherwise declared to be bankrupt under any law in force in Eswatini.
iii) Has been convicted of an offense involving breach of trust or dishonesty.

### 5.2.8 Term of Office of CCM members

CCM members shall commit to a period of three years renewable for one additional term in the case of civil society.

### 5.2.9 Resignation, Revocation, or Replacement of a CCM Member

Resignations by CCM members giving a thirty-day advance notice, must be submitted in writing to the Chair and recorded in the minutes of the next full meeting of the CCM as per CCM by-laws. Term limitations are not applicable in the case of Government and Bilateral & Multilateral Partners since their appointment to the CCM is based on the positions they hold.

The CCM may decide by consensus, or by majority vote of 50% plus one of the CCM if consensus cannot be reached, to revoke a CCM member for persistent, unjustified absence or gross misconduct, and request the constituency to s/elect a replacement.

With respect to government representatives that are CCM members, changes in office holders of selected government constituencies will result automatically in the replacement of the former member representing the specific government position.

For all other constituencies, resignation, revocation, or departure of a CCM member will require election of a new representative by the constituency members.

## 6. Chair and Vice Chair of the CCM

The CCM shall have a Chair and a Vice Chair as per Article 9 of the bylaws.

### 6.1. Eligibility for CCM Chairmanship

The chair of the CCM shall be:

i) Member of the CCM.
ii) Senior level experience institutional oversight and management.
iii) Demonstrated good understanding of public affairs management.
iv) Experience in development programmes management.
v) Demonstrated Extensive network in public, private and non-government organisations.

### 6.2. Election of Chair and Vice Chair

a) Election of the Chair and Vice-Chair shall take place at first CCM meeting of the newly elected members following the elections.
b) A formal vote will be conducted if more than one member is proposed.
c) These positions shall be elected from different Constituencies/ sectors from domestic entities and they shall rotate from one office term to another. If the Chairperson in one term is from Government, the following one shall be from Civil Society and vice versa.
d) The candidates shall be senior in their organizations; at PS level in the case of Government and Executive Director for the other Constituencies/ Sectors.

### 6.3. Tenure of Office

Elected Chair and Vice-Chair shall hold office for a period of three calendar years.

### 6.4. Responsibilities of the CCM Chair

i) Call the CCM meetings, and start and conclude each meeting promptly
ii) Introduce each agenda item and clarify the primary issues
iii) Sign the CCM minutes
iv) Chair CCM Executive Committee
v) Manage the Conflict-of-Interest process at each meeting
vi) Lead negotiations on key issues or conflicts of interest whenever they arise
vii) Identify problems and or action items that need to be addressed and lead discussion on how to resolve them
viii) Delegate, as appropriate and necessary, to CCM committees or Task Teams, any responsibilities within the committees' or task teams' terms of reference
ix) As necessary, establish temporary task teams to address pressing issues or problems inappropriate to the CCM Secretariat responsibility.
x) Assign to the CCM Secretariat tasks and responsibilities as required and appropriate.
  xi. Make the final decision or vote, in the event of a deadlock or tie on an issue

xi) Inform the Vice-Chair of his/her absences as well as brief the Vice-Chair on the Chair's views and/or matters to be raised at meetings and events to be chaired by the Vice-Chair.

### 6.5. Responsibilities of CCM Vice-Chair
i) Carry out responsibilities of the Chair in his/her absence
ii) Chair CCM meetings and represent the CCM in absence of the Chair
iii) Liaise with Secretariat and/or technical coordinating teams on issues requiring urgent attention
iv) Oversee the functioning of CCM ad hoc committees

## 7. CCM Meetings

### 7.1. Regular Meetings
The CCM Secretariat shall draw up a schedule of its regular meetings, which should be held at least once each calendar quarter. Only substantive CCM members or their alternates in a member's place shall attend regular meetings. Members shall consult with their respective constituencies prior and after meetings.

Observers, resource persons and guests shall attend meetings at the invitation of the Executive Committee. The annual schedule shall be determined in advance for the year and circulated to all relevant stakeholders.

### 7.2. Extraordinary meetings
The Chair of CCM or CCM Members shall call extraordinary meetings, as needed. Only substantive CCM members or their alternates in a member's place shall attend extraordinary meetings.

Observers, resource persons and guests shall attend meetings at the invitation of the Chairperson.

### 7.3. Chairing of Meetings
Meetings shall normally be chaired by the CCM Chair or Vice Chair in the absence of the Chairperson In the unlikely event that both the Chair and Vice Chair are absent, CCM members constituting a quorum shall elect a Chair from among themselves for that meeting.

### 7.4. Decisions of the CCM
Decisions of the CCM shall, as far as practicable, always be by consensus. In the event that consensus is not reached, a decision shall be based on simple majority (50%+1) and dissenters will be welcome to state their position in writing. In cases of a tie, the Chair shall cast the breaking vote. All decisions will be reflected in the minutes with dissenting opinions noted.

### 7.5. Minutes
A log of all decisions will be kept and maintained by the Secretariat, along with printed copies of the meeting agendas, circulated materials, and the official proceedings from each CCM meeting, signed by the Chair and the Secretary.

Meeting minutes shall be complete and include all substantive discussions and decisions made by the CCM.

Minutes shall be circulated to all CCM substantive members and key stakeholders including the LFA and GF electronically within fifteen (15) working days after a CCM meeting. Comments and corrections of the minutes from Members shall be noted and preserved by the Secretariat. Members should submit their comments within a week of receiving the draft minutes"

### 7.6. Quorum

The quorum at a CCM meeting shall be fifty per cent plus one of all substantive CCM members..

In cases where an alternate member is substituting for a substantive member, he/she will be deemed a substantive member for quorum purposes. Virtual participants shall be considered as present and part of the quorum If there is no quorum, the meeting will be postponed until the next feasible date.

## 8. Committees of the CCM

The CCM shall have permanent committees and ad hoc task teams that are raised to address specific issues as they arise. Permanent committees shall be the Executive Committee, the Oversight Committee, and the Ethics and Governance Committee but may be reviewed from time to time by the CCM. Ad hoc Task Teams may be retired after resolution of the issues for which the Task Team was formed.

### 8.1. Executive Committee

#### 8.1.1. Purpose of the Executive Committee

The CCM Executive Committee is responsible for coordinating and directing the activities of CCM Secretariat, for supporting and coordinating temporary task teams of the CCM and attending to routine or urgent communications for which calling CCM meetings is not warranted or feasible. Areas of responsibility of the Executive Committee will be decided or assigned by the CCM, but in general, the decision-making authority that may be delegated by the CCM to the Executive Committee will be limited to routine administrative matters.

#### 8.1.2. Roles and Responsibilities of the Executive Committee

The roles and responsibilities of the Executive Committee are to:

i) Make recommendations and facilitate decision making on matters arising in between CCM meetings.
ii) Attend to urgent communication and other issues for which calling CCM meetings is not warranted or feasible.
iii) Plan and oversee activities to strengthen the capacity of CCM members, including orientation of new members.
iv) Provide direction and supervision to the CCM Secretariat in all its functions, recruit Secretariat staff, and monitor and evaluate performance of the Secretariat and make recommendations to the CCM on opportunities to improve CCM Secretariat functions where necessary.
v) Assist the CCM Chair to manage implementation of the CCM Conflict of Interest Policy
vi) Address any other matters referred to it by the CCM, reporting back to the CCM on any decisions made.

### 8.1.3. Composition of the Executive Committee

i) The Executive Committee shall be composed of CCM Chair, Vice-Chair, Chairs of the CCM Committees, two other CCM substantive members as chosen by the CCM from different Constituencies represented on the CCM.

ii) The CCM Executive Secretary shall serve as the secretary of the committee.

iii) The composition should take into account the three diseases.

iv) The Executive Committee will make management decisions that do not require the full CCM to convene.

v) The chairperson may decide to co-opt into the Executive Committee two (2) other additional members.

vi) There shall be ex-official representation from the CCM Secretariat for all committees.

vii) The membership of the Executive Committee shall be reviewed as and when required by the CCM.

### 8.1.4. Chairing of the Executive Committee

The CCM Chair shall serve as chair of the Executive Committee. In the event CCM Chair is not present the vice-chair will chair the meeting. In the event both the chair and vice-chair are absent the Executive Committee may appoint its chair from executive members present. The chair must be a CCM member not ex-officio.

### 8.1.5. Meetings of the Executive Committee

i) The Executive Committee shall meet as frequently as necessary to carry out its work.

ii) The Executive Committee shall operate by simple majority vote.

iii) The quorum for meetings of the Executive Committee shall be fifty percent of membership plus one(50%+1).

iv) The Executive Committee shall report on its work to the next CCM meeting.

v) All Executive Committee members shall receive, by email, fax or letter, at least two days' prior notice of all meetings of Executive Committee. The notice shall specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting.

### 8.1.6. Tenure of the Executive Committee

The Executive Committee will serve for three years.

### 8.1.7. Resignation, Revocation and Replacement of members

i) Resignations must be submitted in writing to the EXCOM Chair and recorded in the minutes of the next full meeting of the EXCOM.

ii) The EXCOM may recommend to the CCM revocation of a member for persistent, unjustified absence or gross misconduct, and to s/elect a replacement.

## 8.2. The Oversight Committee

### 8.2.1. Purpose of the CCM Oversight

The oversight function provides the CCM members with a strategic view of key macro financial, programmatic, and management aspects of grants along with actionable recommendations. CCM members then use this information for discussion and evidence-based decision making. This role is key in ensuring that Global Fund investments are efficiently managed to achieve the expected outcomes in response to the three diseases.

For the CCM oversight function to serve this purpose the CCM must ensure that:

- Strategic information remains at the core of all CCM decisions.
- Risk management underpins the function.
- The PR-CCM relationship is collaborative and complementary.
- Key financial, programmatic, and management functions of the grants and their implications for the national health response to the three diseases are adequately monitored and refined.

Oversight includes analysis of the following aspects of Global Fund investments:

- Financial: appropriate, timely, and effective use of funding.
- Programmatic: achievement of key programmatic targets.
- Procurement: transparent and effective procurement and supply management with relevant quality assurance and following national laws and relevant international guidelines.
- Management: implementation of key management actions required by the Global Fund

### 8.2.2.    Roles and Responsibilities of the Oversight Committee

i) Build capacity to undertake strategic oversight
ii) Develop and implement the CCM Oversight plan for approval by the Global Fund as an eligibility requirement for CCM funding.
iii) Develop and implement the annual oversight work plan and budget and obtain its approval from the CCM.
iv) Develop oversight data collection, analysis and reporting tools including the CCM dashboard, the site visit guidelines and template for data collection, PR performance reporting tools.
v) Develop guidelines, process, and tools for reviewing the risk management plans and registers.
vi) Develop guidelines, process, and tools for tracking co-financing commitment by the Government and other partners.
vii) Support and follow up with the CCM Secretariat to ensure data collection and analysis is conducted as planned.
viii) Meet quarterly to review the financial, programmatic, and management performance of grants.
ix) Prepare and present findings and recommendations on grant performance to the CCM for decision making.
x) Follow up the actions decided by the CCM for implementation and update the CCM. Table 2 below summaries the strategic oversight process steps.

*Table 2: Strategic Oversight Steps*

| Step 1: Build capacity and prepare annual plans for CCM oversight | <ul><li>Clarify oversight function and oversight committee responsibilities and build oversight committee members' capacity for oversight.</li><li>Orient and train new CCM members on oversight guidelines and retrain existing members on oversight roles and responsibilities of the CCM, PR, SRs, and other stakeholders.</li><li>Develop approaches for engaging CCM members and program stakeholders in the oversight process.</li><li>Develop annual oversight work plans, calendars, and budgets</li></ul> |
|---|---|

| Steps 2: Gather information on program and grant implementation. | • Gather program performance, financial, and procurement information for Global Fund grants using routine reports or by repackaging available data.<br>• Gather information on Global Fund grants through site visits and participation in joint PR;<br>• SR performance review meetings<br>• Gather information on Global Fund grants by investigating specific issues |
|---|---|
| Step 3: Identify implementation issues, problems, and bottleneck. | • Analyse information to identify problems and bottlenecks requiring CCM attention and crosscutting issues that require attention from a broader range of stakeholders.<br>• Document problems, issues, or bottlenecks for CCM review and decision making.<br>• Prepare comprehensive analyses of identified issues to present at a CCM meeting. |
| Step 4: Provide guidance and recommendations to inform CCM decision making and further actions. | • Provide presentations of identified findings and propose recommendations to inform CCM.<br>• Decision-making and further actions<br>• If required, help CCM understand issues and determine appropriate actions.<br>• Request exceptional CCM meeting when urgent problems arise. |
| Follow up and report on results to the CCM and program stakeholders. | • Follow up on decisions made and recommended actions and report on results to CCM and program stakeholders.<br>• Report back to CCM and program stakeholders on progress, remaining issues, and additional follow-up required. |

### 8.2.3. Composition of the Oversight Committee

The CCM oversight committee shall comprise 7 members selected from each of the following six constituencies and one other who may be from any constituency, but who is selected specifically to provide skills or experience in an area not as well covered by the other members.

- Government
- Non-government- civil society
- Non-government - civil society representing people living with/affected by any of the three diseases
- Non-government-private sector
- Bilateral partner
- Multi-lateral partner

Members shall be elected or nominated as follows:

i) Members shall be elected or nominated from CCM members.
ii) The Chair of the Oversight shall be a Substantive Member.
iii) The Chair of the Oversight Committee shall be elected by the CCM.
iv) Where there is a shortage of specific skills required, or when there are specific issues of a technical nature that are required to be addressed, technical advisors (from within or outside the CCM) may be co-opted by the Oversight Committee Chair on to the committee.
v) The CVs of the co-opted non CCM Members will be approved by The Executive Committee.

### 8.2.4. Membership skills

The CCM oversight guidance note prescribes the following minimum skill requirement:

i)   Financial management,
ii)  Procurement and supply management,
iii) Program management, and disease specific technical expertise.
iv)  Risk management,
v)   Health financing, and
vi)  Human rights skills

Some of these skills may be accessed from ex-official members of the CCM as needed.

### 8.2.5. Technical Resources and Outsourced Expertise

The oversight committee may call on external experts on a regular basis or for specific activities as decided by the full CCM.

### 8.2.6. Chairing of the Oversight Committee

The CCM members shall elect the Chair of the Oversight Committee. In the event CCM Chair is not present the vice-chair will chair the meeting. In the event both the chair and vice-chair are absent the Oversight Committee may appoint its chair from executive members present. The chair must be a CCM member not ex-officio.

### 8.2.7. Meetings of the Oversight Committee

i)   The Oversight Committee will meet at least quarterly, at least a week before CCM Meeting, and may meet more frequently as circumstances require, and, in addition, will conduct at least two site visits per year (although not all members of the Oversight Committee are required to go on each site visit).
ii)  The Oversight Committee shall operate by simple majority vote.
iii) The quorum for meetings of the Oversight Committee shall be fifty percent of membership plus one (50%+1).
iv)  The Oversight Committee shall report on its work to the next CCM meeting.
v)   All Oversight Committee members shall receive, by email, fax, or letter, at least two days' prior notice of all meetings of Oversight Committee. The notice shall specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting.

### 8.2.8. Conflict of interest

Conflict of interest can arise when recipients of funds are involved in oversight. To avoid conflict of interest in the oversight process, members of the oversight committee must not be affiliated with any implementing organizations.

### 8.2.9. Ex-officio Representation

There shall be ex-officio representation from the PRs; and CCM Secretariat.

### 8.2.10. Tenure of the Oversight Committee

Oversight Committee members shall serve for three years.

### 8.2.11. Resignation, Revocation and Replacement of Members

i)   Resignations must be submitted in writing to the Executive committee Chair and recorded in the minutes of the next full meeting of the Executive committee.
ii)  The Executive committee may recommend to the CCM revocation of a member for persistent, unjustified absence or gross misconduct, and to s/elect a replacement.

### 8.3. Ethics and Governance Committee.

#### 8.3.1. Purpose of the Ethics and Governance

The EGC is established to promote good corporate governance in decision-making processes within the CCM and all relevant structures to ensure that ethical perspectives are represented in all tasks and procedures. This will be done through:

i) Overseeing adherence by the CCM and its stakeholders to appropriate standards of ethical behaviour, as described in related CCM policies, codes, and requirements; and
ii) Ensuring implementation of the procedures and operations related to the CCM's governance structures and their core governance functions.

#### 8.3.2. Roles and Responsibilities of the Ethics and Governance

i) Conduct regular reviews of CCM governance structures, policies, arrangements, and considerations.
ii) Recommend modifications for approval by CCM on various governance structures, policies or guidelines which include the Bylaws, governance manual, conflict of Interest policy, code of conduct, human resources manual and financial management manual.
iii) Facilitate review and development of tools for the annual performance reviews of the CCM, Executive Committee, Oversight Committee and Secretariat.
iv) Recommend to CCM preventive, mitigating, and remedial actions to be undertaken in response to ethics and governance related issues.
v) Receive from all stakeholders, formally or informally reports on anomalies (whistle blowing) and use set guidelines to review its legitimacy before reporting to the CCM.
vi) Facilitate investigation and resolution of issues emerging in governance, COI and ethical considerations.

#### 8.3.3. Composition of the Ethics and Governance

The Committee shall be composed of the following members:

i) Five members shall be nominated from CCM Members ensuring gender representation.
ii) The Chair and Vice of the committee shall be elected at their first meeting facilitated by the CCM Secretariat.
iii) The Committee may co-opt up to 2 members from outside the CCM membership to bring certain skills

#### 8.3.4. Chairing of the Ethics and Governance

The ECG members shall elect chair of the ECG who shall chair all meetings. In the event CCM Chair is not present the vice-chair will chair the meeting. In the event both the chair and vice-chair are absent the Executive Committee may appoint its chair from executive members present. The chair must be a CCM member not ex-officio.

#### 8.3.5. Meetings of the Ethics and Governance

i) The ECG Committee will meet at least twice a year and may meet more frequently as circumstances require.
ii) The ECG Committee shall operate by simple majority vote.
iii) The quorum for meetings of the ECG Committee shall be fifty percent of membership plus one (50%+1).
iv) The ECG Committee shall report on its work to the next CCM meeting.
v) All ECG Committee members shall receive, by email, fax or letter, at least two days' prior notice of all meetings of ECG Committee. The notice shall specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting.

### 8.3.6. Tenure of the Ethics and Governance

i) The term of office of the committee shall be three years in alignment with the CCM term of office.

ii) Committee members shall serve until the appointment of their respective successors.

### 8.3.7. Resignation, Revocation and Replacement of members

i) Resignations must be submitted in writing to the EGC Chair and recorded in the minutes of the next full meeting of the EGC.

ii) The EGC may recommend to the CCM revocation of a member for persistent, unjustified absence or gross misconduct, and to s/elect a replacement.

## 9. Roles and Responsibilities of the CCM Secretariat

### 9.1. Oversight function:

Enhance efficiency of oversight procedures to maximize health investments by enabling CCM members to focus on strategic issues of grant performance and ensures adequate resources for oversight activities through.

i) Facilitate oversight of all relevant aspects of the Global Fund funding processes including 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.

ii) Supporting the oversight committee in its mandate of gathering and analysing grant and national data, followed by using this data to develop recommendations to resolve bottlenecks and address technical cooperation needs.

iii) In transitioning contexts, overseeing transition workplans and implementation of recommendations from the transition readiness assessment.

iv) 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.

v) Attending a "knowing your grant" orientation after the grant-making process, in partnership with the Country Team and with the relevant resources from the CCM secretariat team.

vi) 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.

### 9.2. Positioning Function:

Facilitate political discussions and strengthen sustainability efforts for the CCM 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 by.

i) 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 to help harmonize and strengthen efficiency, both in terms of governance bodies and in the fight against the 3 diseases.

ii) 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.

iii) Attending other national health platforms to represent the voice of the CCM and to identify synergies in the coordination of health and donor investment.

iv) 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.

### 9.3. Engagement Function:

i) Foster meaningful, inclusive, and active participation of key stakeholders by ensuring all constituencies are effectively represented and actively participate in governing processes.

ii) Analyse and share relevant communications (i.e., related to Global Fund grants, from technical partners, other partners in country) and their implications for actions.

iii) Ensure 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.

iv) Support the chair to create an inclusive and safe environment where CCM members feel encouraged to provide input while holding all constituencies to the same level of accountability

v) Engage with senior government officials to promote the role of the CCM in the national health landscape.

### 9.4. Operations Function

i) Support the CCM to execute its core functions of inclusive development and oversight of Global Fund investments; engagement of multisector stakeholders including civil society, communities, and key populations; and positioning of the CCM within the national health governance structures.

ii) Manage resources for results by mobilizing CCM agreement resources to ensure inclusive engagement in funding request development and oversight.

iii) In collaboration with the CCM, CT, and CCM prepare the annual work plan and budget (reviewed and updated in year two and three) with key deliverables against which the CCM will be assessed to determine subsequent funding.

iv) Maintain governance roles by ensuring representatives are elected, selected, and that they understand membership expectations.

v) Ensure continuous learning for CCM Constituency representatives about Global health governance and their responsibilities by consistent orientation and annual through e-learning.

vi) Ensure that members are familiar with their responsibilities as CCM members by providing relevant documents and equipping members with the necessary tools and resources.

vii) Ensure that members are familiar with election processes by ensuring the CCM members understand the CCM bylaws and the CCM governance manual.

viii) Ensure members are held accountable by adhering to good governance practices throughout their term of office.

ix) Ensure ethical leadership and conduct by managing conflict of and upholding the code of conduct for all members.

x) Ensure all members sign the code of conduct upon their election to the CCM requiring that they also manage conflict of interest as needed.

xi) Ensure members exclude and/or excuse themselves from dialogue in which the member may benefit from the decision.

xii) Ensure all members take the mandatory ethical e-learning module

xiii) Ensure that the CCM chairs proactively foster pertinent interactions among all stakeholders to integrate ethical decision-making into all CCM activities.

## 10. Communications

The CCM Communications Policy will guide various means and channels of communications related to the CCM, and it will offer protocols by which various CCM and related stakeholders will communicate. For details, refer to: CCM Communication Policy and Strategy.

# 11. CCM Performance Management

The CCM will implement a performance management process that encourages an organizational culture of individual and collective accountability and continuous improvement through ongoing honest personal development conversations. The CCM leadership will implement the accountability of the CCM Secretariat as follows:

i) Develop and sign the CCM 3-year funding agreement with the Global Fund showing the CCM activities, timelines, and performance framework.
ii) CCM Secretariat staff shall sign employment contracts.
iii) Informed by the CCM annual work plan and budget, the CCM Secretariat staff will prepare individual work plans showing activities, targets and timelines to be approved by the CCM EXCOM committee.
iv) The CCM members shall approve annual staff performance metrics or work plans with targets and timelines.
v) The CCM members shall carry out semi-annual and annual evaluation of staff metrics or work plan using relevant evaluation metrics.

In implementing the performance management system, the CCM seeks to:

i) Pro-actively undertake staff development so as to positively influence performance and address human resources issues before they escalate to potential crisis levels.
ii) Create an environment of trust to support staff retention which in turn, guarantees stability and institutional knowledge for the CCM.
iii) 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.

The core performance areas of CCM Secretariat; Oversight, Engagement, Positioning, and Operations will be the basis for evaluation of the CCM Secretariat staff. The staff will be evaluated against their individual outputs in these areas as determined in the individual work plan and evaluation matrix signed at the beginning of the year. Secondly, the staff behavior and the way in which the individual reached the achievements will be evaluated.

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. The CCM performance criteria and tool are in the Human Resources Manual.

# 12. Code of Ethical Conduct

Well -functioning CCM operations provide the foundation from which CCM can execute its other core responsibilities. Ensuring ethical leadership and conduct requires, besides managing Conflict of Interest, upholding the Code of Ethical Conduct for all members. The Code of Ethical Conduct required members that:

i) All members sign the code of conduct upon their election to the CCM, requiring that they also manage conflicts of interest as needed.
ii) Member(s) to 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. It is also important that CCM chairs proactively foster pertinent interactions among all stakeholders to integrate ethical decision-making into all CCM activities. The Annual Code of Ethical Conduct Form to be signed by members and staff is in Annex 11.1.

# 13.  Orientation and training of CCM members

To ensure meaningful engagement by CCM constituency representatives with the constituencies they represent, at the CCM meetings, and at relevant national heath development platforms, CCM members are required to have the right skillset and be regularly updated on the developments in management of the global health, national heath and in particular in the three diseases; HIV, TB and malaria where the Global Fund has invested. They should demonstrate through knowledge and understanding of the constituency issues, needs, concerns and policies on constituency endorsement process; adequate knowledge of AIDS, tuberculosis and malaria to engage in discussions and decision-making; seeking consensus on constituency issues while aligning with overall national priorities; and continuous application of learnings to make effective changes while attending CCM orientation sessions, retreat and annual work planning and budgeting sessions;

The Global Fund encourage and funds the CCM to conduct semi-annual orientation and training of the CCM to ensures that they are updated on new development in global health and familiarize themselves with the Global Fund policies and procedure. These helps the CCM members to effectively participate not only at the national planning and reviews platforms but also effectively contribute at the CCM funding request planning and development, grant making and implementation reviews including oversight meetings.

In addition, the Global Fund has developed e-learning materials that are available on the GF website that can be accessed by the CCM members, staff and other stakeholders involved in the health sector development in Eswatini. The Global Fund expects the CCM Secretariat to facilitate access to e-learning by the CCM members.

 A key responsibility of the CCM Secretariat is to plan for regular orientation and training of CCM members and staff by including the activities in the CCM annual work plan and budget and implementing the approved activities. The CCM Executive Secretary will be responsible for planning, budgeting and implementation of the annual orientation and training workplan. For other information see Annex 2 Part C.

# 14.  Concept Note Development Guidelines

### 14.1.  Role of the CCM in Concept Note Development

The CCM will provide leadership of the process of the development of the Global Fund concept note by:

i) Taking a decision to apply for Global Fund grants based on identified program and financial gaps.
ii) Designing and implementing a transparent process that involves all key stakeholders including key affected population to develop the concept note for funding.
iii) Undertaking necessary steps to ensure the CCM is compliant with the Global Fund eligibility requirements before concept notes are submitted to the Global Fund Secretariat.
iv) Mobilizing resources for development of the concept note
v) Providing administrative support by establishing concept note development task team (CNDT) to manage  concept note development
vi) Facilitating a transparent process of selecting Principal Recipients (PRs).
vii) Coordinating the writing process of the concept note and support the writing team with necessary information and logistics
viii) Reviewing, approving and endorsing the concept before they are submitted to the Global Fund
ix) Responding to TRP comments.

### 14.2. Concept note development process

The CCM is responsible for coordination of the development of Concept note and submission to the Global Fund Secretariat. Some of the key activities include planning and resource mobilizations, strengthening of the national strategic plan. Programmatic and financial gap analysis, PR selection, among other activities. Generally, this process involves intense consultations. The CCM is responsible for managing the country dialogue, the process which ensure that all stakeholders are involved. Annex 8 shows the concept process steps.

### 14.3. Principal Recipient Selection Process.

The CCM is responsible for selections of Principal Recipients. The process will be undertaken during the concept note development and names of the proposed PRs will be included in the concept note submitted to the Global Fund Secretariat. The CCM has developed guidelines for the selection of the PR, which are contained in the CCM PR Selection Guideline document, one of the CCM governance/framework documents. In summary the PR selection process consists of nine main steps in Table 14.2.

*Table 14.1: PR selection process.*

| Step | Activity |
|---|---|
| 1 | The CCM Secretariat issues a request for Expression of Interest (EoI) |
| 2 | PR candidates submit EoI to the CCM |
| 3 | The CCM establishes a Technical Review Committee (TRC) |
| 4 | The CCM Secretariat screens Expression of Interest for essential eligibility requirements |
| 5 | The CCM Secretariat presents the eligible EoI applications to the TRC |
| 6 | The TRC evaluates Expression of Interest and recommends which organization should become a PR(s) |
| 7 | The TRC performs a field validation of recommended PR(s) |
| 8 | The TRC makes a presentation of recommendation to the CCM for approval |
| 9 | The CCM considers the recommendations of TRC and makes a decision |
| 10 | The CCM Secretariat provides feedback to all organizations that submitted Expression of Interest |
| 11 | CCM signing a memorandum of understanding with the selected PR(s) after issue of an award notice. |

## 15. Amendment of the Manual

The CCM may amend this Governance Manual as and when necessary. Any member of the CCM may initiate amendment of this manual. Such a motion will form part of the CCM Meeting agenda. Decisions to amend the Governance Manual shall require a two-thirds majority vote.

# Annexes

## Annex 1: Constituency Selection Criteria

Article 4 of the CCM Bylaws established the Eswatini CCM memberships. Each of the constituencies established in the CCM Bylaws qualifies to elect/select its Representative and Alternate to the CCM. The Table below defines the organizations that qualify to join each of the constituencies. The constituency must ensure that its membership meets the criteria to qualify for CCM membership and consequently to select/ elect a Representative and Alternate to the CCM.

**Table 1.1: CCM Membership**

| # | Constituency | Definition |
|---|---|---|
| 1 | Government | • Government ministries<br>• Government agencies |
| 2 | Key Affected Populations (KAP) | • Members from Youth organizations and associations<br>• Women organizations, associations and groups<br>• LGBTQI+'s organizations, associations and groups<br>• Organizations, associations and groups of Persons with disabilities<br>• SWs, PWIDs, MSM, Transport Operators |
| 3 | Communities | • People living with HIV<br>• Community members living in the most malaria affected area<br>• People living with TB or survivors of TB |
| 4 | Civil Society Organizations (CSO/ NPO/NGO) | Civil society organizations working in health and in particular on HIV and AIDS, TB, Malaria and health systems strengthening. |
| 5 | Faith-Based Organizations (FBO) | Religious umbrella organizations. |
| 6 | Academia | Higher learning institutions |
| 7 | Private sector | • Private business associations, formations or agencies<br>• Employee Federations/Trade unions |
| 8 | Bilateral | Representatives of Embassies, High Commissions and Consulates |
| 9 | Multilateral | Representatives of UN, Continental and Regional missions |

## Annex 2: CCM Membership Renewal Guidelines.

Article 10 of the CCM Bylaws on tenure of office of the CCM members provides for a 3-year term of office renewable once. On expiry of this term, the CCM is required to carry out membership renewal. The CCM shall appoint an ad hoc Membership Task Team to guide the renewal and election process. The guidelines outlined below will apply. The guidelines are in two parts, part A which applies to Civil Society, Private Sector and Academia constituencies and part B which applies to Government and Bilateral and Multilateral constituencies.

**PART A: Academia, Civil Society and Private Sector Constituencies**

**Step 1**: The Membership Task Team shall review the list of organizations proposed to participate in the membership renewal by each constituency to satisfy that as much as possible key organizations contributing to the management and control of the 3 diseases in Eswatini are included. The CCM Secretariat shall work with constituencies to develop this list.

**Step 2**: CCM shall issue a public call for expression of interest to all organizations eligible to serve in the CCM for purposes of compiling a list of potential constituencies.

**Step 3**: The Membership Task Team shall review and present to CCM the list of potential members, election guidelines and calendar for approval to ensure compliance with the Governance Manual and Global Fund requirements.

**Step 4**: CCM Secretariat, in consultation with Membership Task Team, shall brief and orient the Constituency Representative on Election Guidelines and Calendar.

Step 5: The constituencies shall review the guidelines and calendar and confirm their preparedness to organize the elections.

**Step 6**: The constituencies shall prepare and submit a documented process and a timeframe for their elections to the CCM Secretariat. The documented process shall include the organization that shall coordinate the election, the election method, a list of organizations that will be involved, the venue, and names of the presiding officers. In the case where a constituency is unable to conduct the elections, the constituency shall notify the CCM Secretariat indicating the challenges and the support the constituency requires.

**Step 7**: The CCM Secretariat shall review the documented process received from each constituency to ensure compliance with the Governance Manual and Global Fund membership guidelines and recommend it for approval by the CCM.

**Step 8:** The CCM Secretariat in consultation with the Membership Task Team shall make a public announcement for Constituency elections; indicating venue, dates and contact persons.

**Step 9:** Constituencies shall organize and conduct the elections as indicated in their election timeframes. Constituencies shall ensure adequate documentation of the election process, including minutes of the proceedings, date and time, venue, list of participants and the organizations they represent, presiding officers, method of election and the name of the substantive member(s) and alternate(s), and any complaints received. The CCM Secretariat in consultation with the Membership Task Team shall make arrangements to assist constituencies to conduct credible elections where necessary. The CCM will ensure that the constituency elections/nominations are fair, transparent, and fully documents. This will be achieved as follows:

  i)   The CCM shall develop and share the election/ nomination guidelines, tools, and timelines two month before the election date to allow for adequate preparation for transparent and effective elections.
  ii)  The CCM will assist the constituencies to develop, review and approve a transparent and documented process for conducting their elections/nominations, ensuring it meets the CCM eligibility criteria number # as well as implementable.
  iii) Constituencies shall be required to share individual Constituency Elections/Nomination Plan, budget and timelines and share with the CCM Secretariat.
  iv)  The CCM Secretariat will regularly monitor the progress constituencies are making towards preparation for the elections using the Election/Nomination Plan and budget to identify issues and resolve together with the Constituency leadership.

v) Where a Constituency is challenges by resources, the constituency will request for support to the CCM. The CCM will consider and provide necessary support.

**Step 10**: Upon completion of elections, constituencies shall submit all documentation pertaining to election process to CCM Secretariat; including names of the substantive and alternate representatives.

**Step 11**. The CCM Secretariat in consultation with the Membership Task Team shall present a report on the elections which will include names of elected representatives.

**Step 12:** The CCM will allow one week before the list of names of the new CCM members is finalized. This will allow for complaints and appeals to be submitted and resolved. Where the elections are disputed for any reasons, the Complainant will be required to file a despite within 5 days of the election using the following procedure:

i) Complete the CCM Representative Election/Nomination Complain Form and submit so as not to reach the CCM Secretariat before expiry of 5 days of the elections results being announced.
ii) The Complaint must provide concrete reasons for the complaint with evidence.
iii) The CCM Secretary will register the complaint in the Elections Complaint Register.
iv) The CCM Secretariat will notify the CCM Chair who will review, and if satisfied with the complaint and evidence adduced, will forward it to the ECG committee.
v) The ECG will investigate the complaint and make a report of findings and recommendation to the CCM Chair within one week.
vi) The CCM will review the findings and instigation and if, satisfied order a repeat of the elections or reject the dispute and notify the complainant.
vii) The CCM Chair will report to the full CCM in the next meeting.

**Step 13**: The CCM Secretariat in consultation with the Membership Task Team will finalize the list of the CCM members and alternates and submit it to the CCM for approval.

### PART B: Government, Bilateral and Multilateral Constituencies

**Step 1**: The CCM Secretariat shall write to the relevant government ministries/agencies, bilateral and multilateral constituencies soliciting for names of the nomination for substantive and alternate members to the CCM.

**Step 2:** The relevant Principal Secretary or Country Representative shall nominate the substantive member and alternate members and submit the names to the CCM Secretariat. If in a constituency there are more than one ministry, bilateral or multilateral, the respective organizations shall meet to nominate the substantive and alternate members. The nomination letter shall be signed by the relevant Principal Secretary or Country Representative(s) and submitted to CCM Secretariat.

**Step 3:** The CCM Secretariat in consultation with the Membership Task Team shall finalize the list of the CCM members and alternates and submit the report to the CCM for approval.

**Step 4**: The Secretariat shall upload the list of new members onto the website.

### PART C – The Constitution and Orientation of new CCM Membership

**Step 1:** The CCM Secretariat shall publish the names of the new CCM members and alternates in the local print media and/or CCM Website, as well as officially notify the newly elected representatives and their constituencies of their CCM Membership.

**Step 2:** The CCM Secretariat shall upload the list of new members on the CCM website.

**Step 3:** The outgoing CCM chairperson shall convene the first CCM meeting in which old members hand over to newly elected members and members of the Executive Committee are elected.

**Step 4:** The Executive Committee shall within 30 days of the first meeting of the newly constituted CCM facilitate appointment of the Oversight Committee, and other committees as may be applicable.

**Step 5:** The CCM shall endorse all Committees proposed by the Executive Committee at the 2nd CCM meeting.

**Step 6:** The CCM Secretariat will arrange an orientation session within one month and thereafter semi-annual and annual training as per the annual orientation and training plan

## Annex 3: CCM Constituency Representative Election/Nomination Guidelines Sample

### Section A: The Country Coordinating Mechanism (CCM) Membership

The CCM shall have a maximum of nineteen (19) substantive members and nineteen (19) alternates selected from nine (9) constituencies as follows:

| Constituency | # of members | # of Alternate Members |
|---|---|---|
| Government | 5 | 5 |
| Key Population (KAP) | 4 | 4 |
| Communities | 3 | 3 |
| Non-Government Organizations (NGO) | 1 | 1 |
| Faith-Based Organizations (FBO) | 1 | 1 |
| Academia | 1 | 1 |
| Private sector | 2 | 2 |
| Bilateral | 1 | 1 |
| Multilateral | 1 | 1 |
| Total | 19 | 19 |

## Annex 4: Membership Renewal Calendar

| Activity | Lead | | Jun-23 | | | | | Jul-23 | | | | | Aug-23 | | | | | Sep-23 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | | 1 | 2 | 3 | 4 | | 1 | 2 | 3 | 4 | | 1 | 2 | 3 | 4 |
| **Establishment and commissioning of CCM Elections Task Team** | | | | | | | | | | | | | | | | | | | | | |
| CCM develops and endorses Elections Task Team (ETT) Terms of Reference | CCM All | | | | | | | | | | | | | | | | | | | | |
| CCM ALL meeting appoints the Elections Task Team (ETT) | CCM All | | | | | | | | | | | | | | | | | | | | |
| ETT confirms constituency membership list | Election Task Team (ETT) | | | | | | | | | | | | | | | | | | | | |
| ETT reviews and approves the membership reveual guidelines and roadmap | ETT | | | | | | | | | | | | | | | | | | | | |
| **Partner Sensitization** | | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat issues the constituency guidelines and roadmap to all constituencies | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat conducts Sensitization training on the constituency guidelines and roadmap to CSO constituencies | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat conducts Sensitization training on the constituency guidelines and roadmap to Government and Partner constituencies | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| Constituencies confirm their preparedness and submit a documented process, a timeframe, and roster of required support | CCM Constituencies | | | | | | | | | | | | | | | | | | | | |
| **Constituency Elections** | | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat resolves and agrees on a process with constituencies that require support to organize selection, election, or nominations | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat announces the membership renewal in the CCM website or media | CCM Secretariat | | | | | | | | | | | | | | | | | | | | |
| Constituencies organize and conduct the selection, election, or nomination process | CCM Constituencies | | | | | | | | | | | | | | | | | | | | |
| Constituencies submit election reports (template annexed) to CCM Secretariat, including names of members - substantive and alternates - and other supporting documents | CCM Constituencies | | | | | | | | | | | | | | | | | | | | |
| **Finalization and dispute resolution** | | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat publishes list of new members in the CCM website or print media | CCM Secretariat | | | | | | | | | | | | | | | | | | | | |
| One week allowed to receive and resolve complaints/ appeals | ETT | | | | | | | | | | | | | | | | | | | | |
| The ETT and CCM investigate and resolve the disputes/ appeals using the prescribed appeals procedure | ETT | | | | | | | | | | | | | | | | | | | | |
| The new 2023 - 2026 CCM membership list is finalised and submitted to CCM | ETT | | | | | | | | | | | | | | | | | | | | |
| New members and Alternates notified and final list published in CCM website or local media | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| **Handover and Election of Committees** | | | | | | | | | | | | | | | | | | | | | |
| The outgoing and incoming CCM members hold a joint handover meeting | CCM Secretariat/ ETT | | | | | | | | | | | | | | | | | | | | |
| The ETT facilitates the election of CCM Committees (EXCOM, EGC, Oversight) | ETT | | | | | | | | | | | | | | | | | | | | |
| Final list of committee members submitted to CCM and published on the CCM website and media | ETT | | | | | | | | | | | | | | | | | | | | |
| **Orientation and induction od new CCM** | | | | | | | | | | | | | | | | | | | | | |
| CCM Secretariat organize a three day induction workshop for the new CCM | CCM Secretariat | | | | | | | | | | | | | | | | | | | | |
| The CCM Secretariat, CCM Hub and Global Fund Country Team conduct orientation and induction for the new CCM | CCM Secretariat/ CCM Hub/ GFCT | | | | | | | | | | | | | | | | | | | | |
| In Process | | | | | | | | | | | | | | | | | | | | | |
| Activity Completed | | | | | | | | | | | | | | | | | | | | | |
| Activity Not Yet Begun | | | | | | | | | | | | | | | | | | | | | |

## Annex 5: Constituency Member Registration Form

*(This form is to filled in by a representative of an CSO that wants to be a part of a constituency, and, by extension, the CCM)*

### 1 Constituency information

**a.** **Which constituency are you registering to represent?**

| | | | |
|---|---|---|---|
| **People Living With Disease (PLWD)** | ☐ | **Key Affected Populations (KAP)** | ☐ |
| **Academia** | ☐ | **Private Sector** | ☐ |
| **Non-Government Organizations (NGO)** | ☐ | **Faith-Based Organizations (FBO)** | ☐ |

### 2 Organizational information

**a.** **What work is your organization currently doing or has recently been doing to combat HIV, TB, or Malaria?** *(Please summarize the work done over the past 1-2 years)*

| **b.** **Is your constituency an umbrella organization?** *If yes, attach the organization's membership list.* | **Yes** ☐ | **No** ☐ |
|---|---|---|

**c.** **What comparative advantage do you bring to the CCM?**

### 3 Organizational details

| **Name of Organization** | **Registration Number** |
|---|---|
| | |
| **Physical Address (office Location)** | **Postal Address (email, telephone)** |
| | |

### 4 Organizational Contacts

| **Name of Contact** | **Title/Position** |
|---|---|

|  |  |
|---|---|
| **Address** | **Email, Contact numbers** |
| | |

|  |  |
|---|---|
| **Name of Contact** | **Title/Position** |
| | |
| **Address** | **Email, Contact numbers** |
| | |

## 5 Endorsement

| For: Constituency use | For: Constituency use | For CCM use only |
|---|---|---|
| **Submitted by:** | **Authorized by:** | **Received by:** |
| | | |
| **Title:** | **Title:** | **Title:** |
| | | |
| **Signature** | **Signature:** | **Signature:** |
| | | |
| **Date:** | **Date:** | **Date:** |
| | | |

## Annex 6: Constituency Election Procedure Template

*This form is to be filled in by the constituency focal person(s), after conducting the constituency elections. It explains how the election process was planned, executed, and documented.*

**Election Process for** *(enter name of constituency)* **Constituency**

| Pre-Election |
| --- |

| **Introduction** *(Write paragraph about constituency and the role it can play on the CCM)* |
| --- |
| |

| **Members of the** *(enter name of constituency)* **constituency** *(state the names of other organizations forming the constituency)* |
| --- |
| |

| **Election Committee** *(Explain the composition and function of election committee)* |
| --- |
| |
| **Registration of Members to** *(enter name of constituency)* **Constituency** *(Explain the process for registering members)* |
| |
| **Notifying** *(enter name of constituency)* **Members of up-coming CCM Election** *(Explain how members will be notified of the constituency elections)* |
| |
| **Nomination procedure** *(Explain the nomination process for those wanting to be elected)* |
| |

**Preparations before the election** *(Explain the preparation required before the elections)*

## Election Process

**Pre-meeting preparations** *(Explain pre-meeting preparation for materials, initiating the elections, monitoring the elections and counting votes)*

**Conducting the election/voting meeting** *(Explain how the election exercise will be managed; registration and verification of voters, opening the voting, and nominees addressing the voters, etc.)*

**Voting process** *(Explain how the balloting will be conducted)*

**Counting ballots** *(Explain how counting of the ballots will be managed)*

**Election Results** *(Explain how the results will be announced)*

**Documenting and reporting on the election** (*Explain how documentation and reporting to the CCM of the results will be managed)*

## Annex 7: Constituency Election Minutes Template

| Date: | Venue: | Start time:<br>End time: | Type of meeting: |
|---|---|---|---|
| Total # members present: | Total # alternates present: | # Non-members present: | Attendance Sheet Attached? |
| Quorum of voting members or Alternates? | # of constituencies represented: | Excused/Apologies from: | |

Number of Members or Alternates Present by

| Govt. | | Mult/Bilat | | PLWD | | NGOs | | FBOs | | KAP | | Private | | Academia | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| S | A | S | A | S | A | S | A | S | A | S | A | S | A | S | A |
| | | | | | | | | | | | | | | | |

| Agenda Summary: | Members with Conflict of Interest per agenda item |
|---|---|
| 1. Declaration of Conflict of Interest | |
| 2. Review of previous meeting minutes | |
| 3. | |
| 4. | |
| Chaired by: from minutes | Secretariat: |

| Agenda item | Contributions/Recommendations/Issues Raised *(by which constituency)* | Decisions made *(include how – consensus or vote)* | Further action required (include by whom, when) |
|---|---|---|---|
| Conflict of interest declaration | | | |
| Previous meeting minutes review | | | |
| Matters arising | | | |
| | | | |
| | | | |

Summary of Decisions Made and Action Points

| Agenda Item | Description of Decision and/or Action Needed | Key Person(s) | Due Date |
|---|---|---|---|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

Date of Next Meeting

………………………, …………………………., …………………………
*(date)*　　　　　*(time)*　　　　*(venue)*

| Possible Agenda Items | Description | Non-members to attend? |
|---|---|---|
| 1. | *(Outstanding items not covered in current meeting)* | |
| 2. | | |
| 3. | | |
| 4. | | |

| | |
|---|---|
| **Minutes prepared by:** | **Minutes approved by:** |
| **Signature:** | **Signature:** |
| **Date:** | **Date:** |

**CCM Elections Results**

| Position | | Names of Nominees | Organization | Position | Number of Votes | Winner |
|---|---|---|---|---|---|---|
| | 1 | | | | | |
| | 2 | | | | | |
| | 3 | | | | | |
| | 1 | | | | | |
| | 2 | | | | | |
| | 3 | | | | | |
| | 1 | | | | | |
| | 2 | | | | | |
| | 3 | | | | | |
| | 1 | | | | | |
| | 2 | | | | | |
| | 3 | | | | | |
| | 1 | | | | | |
| | 2 | | | | | |
| | 3 | | | | | |

**Annex 8: Concept Note Development Process**

| # | Activity | Responsible | TA Required |
|---|----------|-------------|-------------|
| **Stage 1: Planning and Resource Mobilization** | | |
| 1.1 | Recommend when to submit funding request to the GF for CCM approval | CNDT Chairperson | |
| 1.2 | Develop and submit a costed funding request action plan/roadmap for approval by CCM | CCM Executive Secretary | |
| 1.3 | Constitute and propose to the CCM Task teams required to implement identified components in the process | CCM Chairperson | |
| 1.4 | CCM approves costed funding request, submission date, action plan and task teams | CCM Chairperson | |
| 1.5 | Organize resource mobilization meeting with partners to solicit for technical and financial support to support the action plan activities | CCM Chairperson | |
| 1.6 | CNDT meeting schedule prepared in relation to deadlines and task teams' work | CNDT Chairperson | |
| **Stage 2: Strengthening National Strategic Plans** | | |
| 2.1 | Organize and hold meetings with National Disease Programs and the MoH to review status of the NSPs based on the NFM guidelines and identify issues to be addressed | CNDT Chairperson | |
| 2.2 | Develop work plan to address gaps identified in the NSPs and share with CNDT and the CCM | National Program Managers | |
| 2.3 | Finalize robust, costed and prioritized NSPs and share with stakeholders | National Program Managers | Yes |
| 2.4 | Organize and conduct an assessment of the NSPs by the technical partners, if not yet done | CNDT Chairperson | Yes |

| # | Activity | Responsible | TA Required |
|---|----------|-------------|-------------|
| 2.5 | Share the assessment findings with the CCM | CNDT Chairperson | |
| 2.6 | Submit the assessed NSPs to the GF (FPM and country teams (CT) | CCM Executive Secretary | |
| **Stage 3: Programmatic and Financial Gap Analysis (Assessments – Epidemiologic Situation Analysis)** | | | |
| 3.1 | Develop terms of reference for conducting programmatic and financial gap analysis | CNDT Chairperson | |
| 3.2 | Select consultants to conduct programmatic, financial, gender and H/CSS gap analysis through a competitive process | CNDT Chairperson | |
| 3.3 | Conduct programmatic, financial, gender and H/CSS gap analysis and submit report to the CCM to determine full expression of demand | CNDT Chairperson | Yes |
| 3.4 | Share the programmatic and financial report with key stakeholders for review and validation of the full expression of demand | CNDT Chairperson | Yes |
| 3.5 | CCM approves the full expression of demand for each of the 3 diseases and H&CSS | CNDT Chairperson | |
| 3.6 | CCM communicates **with stakeholders** the full expression of interest by disease, gender and H&CSS for concept note development | CNDT Chairperson | Yes |
| **Stage 4: Key stakeholders Engagement Plan (National Dialogue)** | | | |
| 4.1 | Identify key stakeholders to be involved in development of the funding request to the GF process | CNDT Chairperson | |
| 4.2 | Determine key stakeholders' specific roles in the funding request development process | CNDT Chairperson | |
| 4.3 | Identify how and when to involve key stakeholders | CNDT Chairperson | |
| 4.4 | Develop an engagement plan | CCM Executive Secretary | |

| # | Activity | Responsible | TA Required |
|---|----------|-------------|-------------|
| 4.5 | Share the engagement plan with the stakeholders for comments | CCM Executive Secretary | |
| 4.6 | Submit to CCM the list of stakeholders to be engaged for approval | CCM Executive Secretary | |
| 4.7 | Submit the engagement plan to the CCM for approval | CCM Executive Secretary | |
| 4.8 | Share the engagement plan with the Global Fund (FPM and CT) | Executive Secretary | |
| **Stage 5: Consolidate information and use updated data** | | | |
| 5.1 | Select experts to consolidate information and ensure updated data is used in the funding application | CNDT Chairperson | |
| 5.2 | Develop checklist and plan for consolidating information and checking data to be used | Ad hoc experts | **Yes** |
| 5.3 | Obtain disease burden data from the National Programmes and WHO/UNAIDS and review to confirm alignment. | Ad hoc experts | **Yes** |
| 5.4 | Consolidate updated information and data share with the CCM for approval | Ad hoc experts | **Yes** |
| 5.5 | Submit consolidated information and updated data to GF (FPM and CT) and request for withdrawal of earlier information submitted in order to update | CCM Executive Secretary | |
| **Stage 6: Conduct CCM and PR assessment** | | | |
| 6.1 | Check that the CCM meets eligibility requirement 1- 6 (GF website) | CCM Executive Secretary | |
| 6.2 | Conduct annual self-assessment of the CCM performance | CCM Chairperson | |
| 6.3 | Develop CCM Improvement Plan (IP) | CCM Chairperson | |
| 6.4 | Submit IP to CCM for approval | CCM Executive Secretary | |
| 6.5 | Submit the IP to the GF Secretariat | CCM Executive Secretary | |
| 6.6 | Implement the IP addressing gaps. | CCM Chairperson | |
| 6.7 | Conduct a pre-assessment of the PR supported by consultants (after Concept Note submitted) | CCM Chairperson | |

| # | Activity | Responsible | TA Required |
|---|----------|-------------|-------------|
| 6.8 | capacity Develop building plan of the PR supported by consultants | CCM Chairperson | |
| 6.9 | Submit pre-assessment report and capacity building plan to CCM for approval | CCM Chairperson | |
| 6.10 | Implement the capacity building plan for PRs | CCM Chairperson | |
| **Stage 7: Program split** | | | |
| 7.1 | Determine and recommend program split of the indicative funding between the 3 diseases and HSS and CSS | CNDT Chairperson | |
| 7.2 | Share and discuss the recommended program split with stakeholders for input and validation | CNDT Chairperson | |
| 7.3 | Submit the recommendation to the CCM for approval | CNDT Chairperson | |
| 7.4 | Share the split of the allocation with the GF (FPM and CT) | Executive Secretary | |
| **Stage 8: Concept paper development** | | | |
| 8.1 | Develop ToR and appoint a consultant to provide leadership and guidance to the concept note writing teams and to finalize Concept Note for submission. | CNDT Chairperson | **Yes** |
| 8.2 | Develop TOR and roadmap for concept note writing | CNDT Chairperson | **Yes** |
| 8.3 | Identify concept note writing team members with ToR to provide technical support to consultant | CNDT Chairperson | |
| 8.4 | Obtain CCM approval of 8.1 to 8.3 above | CNDT Chairperson | |
| 8.5 | Organize and conduct stakeholders' consultations forums for soliciting inputs | CNDT Chairperson | **Yes** |
| 8.6 | Prepare draft concept notes and share with stakeholders for validation | CNDT Chairperson | **Yes** |
| 8.8 | Prepare final concept note for approval by CCM | CNDT Chairperson | |
| 8.7 | Share draft concept note with the Global Fund, Fund Portfolio Manager (FPM) and Country Teams CTs for input | CCM Executive Secretary | |
| 8.9 | Submit the concept note to the GF Secretariat | CCM Executive Secretary | |

| # | Activity | Responsible | TA Required |
|---|----------|-------------|-------------|
| **Stage 9: Selection of Principal Recipients** | | | |
| 9.1 | Develop plan for selection of the Principal Recipients (Identified in Concept Note) | CCM Executive Secretary | |
| 9.2 | Develop terms of reference and select a task team to lead the principal recipients' nomination process (GF website) | Oversight Chairperson | |
| 9.3 | CCM approves the criteria, ToR and the PR Selection task | CCM Chairperson | |
| 9.4 | PR Selection task team implements the process and makes recommendations to the CCM for approval | Oversight Chairperson | |