Welcome to the Global Fund e-learning module on eligibility requirements for Country Coordinating Mechanisms.
By the end of this e-learning module, you will:

• Understand the purpose and role of Country Coordinating Mechanisms.
• Be familiar with the eligibility requirements and minimum standards.
• Understand how to comply in order to maintain eligibility for Global Fund financing.

To navigate this course, click on the “Prev” and “Next” buttons. Documents and links provided in this e-learning module, as well as other information, are available in the “Resources” tab. You can read along with the narration by clicking on the “Narration” tab.
The purpose of the Global Fund is to:

• attract,
• manage and
• disburse funds through a public-private partnership

in order to make a sustainable and significant contribution to the reduction of infections, illness and deaths caused by HIV and AIDS, TB and malaria in countries in need. The purpose of the Global Fund is also to contribute to poverty reduction as part of the Millennium Development Goals.
The Global Fund Framework Document establishes a number of core principles of governance which the Global Fund seeks to apply in all of its policies and decisions.

The framework expresses the Global Fund’s commitment to a rights-based approach to health by scaling up access to prevention, treatment, care and support services for all persons living with and affected by HIV, TB and malaria.

For this reason, the Global Fund is committed to supporting country-led programs that ensure participation of multiple stakeholders and contribute to the elimination of stigma and discrimination against those living with and affected by the three diseases.

Participation of populations that are marginalized or criminalized is especially supported.
**Country Coordinating Mechanism**

The Country Coordinating Mechanism (or CCM) is a local coordinating body responsible for identifying the work that needs to be done, submitting concept notes to the Global Fund and overseeing the implementation of the grants.

The CCM should aim to engage country stakeholders in upholding the Global Fund core principles while delivering the CCM’s core functions.

**Principal Recipient**

The Principal Recipient or PR is the institution with whom the grant agreement is signed and is the one legally responsible for the execution of the contract with the Global Fund.

**Sub-recipient**

The Principal Recipient usually selects sub-recipients around the country to implement different parts of the program.

**Local Fund Agents**
Local Fund Agents or LFAs are hired by the Global Fund to provide an independent view on how the program is performing. Local Fund Agents verify the Principal Recipient reports and how the money has been spent.

**Technical Partners**

Technical Partners provide technical assistance and support to ensure effectiveness of the Global Fund grants.
The CCM’s core functions include:

- Coordinating the development and submission of national applications;
- Nominating the Principal Recipient;
- Overseeing implementation of the approved grant and submitting requests for continued funding;
- Ensuring linkages and consistency between Global Fund grants and other national health and development programs.

In the new funding model, CCMs will be expected to play a stronger leadership role. This stronger leadership role includes:

- Meaningfully participating in the national strategic plan discussions at the country level.
- Convening stakeholders to engage in inclusive country dialogue and to agree on program split of the allocated funding from the Global Fund.
Representation on the CCM

Each country decides who is represented on the CCM. Members could come from all over the country and from many different sectors and backgrounds, each bringing unique experiences and skills to the CCM. This includes technical partners who work in the country to support the programs.

The different sectors represented on the CCM could include any relevant ministries from the government, such as the Ministry of Health or Finance, donor organizations, civil society including charity-based organizations, youth organizations, academia, the private sector, the media and trade unions. But the Global Fund requires all CCMs to include in its membership, people who are affected by AIDS, tuberculosis and/or malaria, to represent the diseases they are fighting.

CCM Secretariat

Most CCMs have between 15 to 30 members and are supported by a CCM Secretariat for administrative tasks, such as organizing meetings and distributing documents.

Selection of CCM members
All CCM members must be selected by their own constituencies. This way, each member does not only represent the interests of their specific organization, but actually brings the concerns of the entire constituency to the CCM for discussion.

**CCM and concept note development**

As part of its responsibilities for coordinating the development of concept notes, the CCM must ensure that all key stakeholders in the country are consulted, especially people who live with, or are personally affected by the diseases.
In the new funding model, there are four main changes to the CCM eligibility criteria. These are:

- Introduction of new CCM minimum standards;
- Eligibility requirement 2: Simplification of re-selection of well-performing Principal Recipients;
- Eligibility requirement 4: New requirement for representation of people impacted by HIV, tuberculosis and malaria on the CCM;
- Mandatory CCM annual self-assessment.
The Global Fund has defined six eligibility requirements for CCMs that embody good governance practices and the Global Fund core principles.

**In the past**, the Global Fund asked CCMs to comply with these six eligibility requirements in order to be eligible for funding. In addition, the Global Fund had set up standards and recommendations. Although not mandatory for securing funding, CCMs were encouraged to implement these standards and recommendations to enhance good governance.

**Now**, CCMs are still required to comply with the six eligibility requirements, as well as with a certain number of these standards, which have become mandatory. These are now the minimum standards and are enforceable as of 1 January 2015.

This means that in the new funding model, the way CCMs are assessed has changed and the Global Fund has raised the bar in terms of compliance.
Recommendations are good practices for CCMs to follow in order to uphold core principles and to strengthen performance. They are not mandatory to receive Global Fund financing, but they are used by the Global Fund in their assessment of overall CCM performance.

Standards represent important criteria for effective CCM performance based on accumulated experience. They are not mandatory to receive Global Fund financing, but they are used by the Global Fund in their assessment of overall CCM performance.

Minimum standards are related to eligibility requirements 3 to 6 and ensure a CCM can perform core tasks before signing a new grant (or grant renewal).
Eligibility requirement 1 requires CCMs to hold a transparent and inclusive concept note development process.

Eligibility requirement 2 requires CCM to have an open and transparent Principal Recipient selection process.

Under eligibility requirement 3 the Global Fund requires all CCMs to submit and follow an oversight plan for all financing approved by the Global Fund.

Eligibility requirement 4 requires CCM to show evidence of membership of affected communities, including and representing people living with all three diseases and of people from and representing key populations.

Eligibility requirement 5 relates to processes required for selecting non-government CCM members. This requirement applies to all non-government CCM members including those members under requirement 4, but not to multilateral and bilateral partners.

Eligibility requirement 6 relates to the CCM requirements for the management of conflict of interest on CCMs.
Like in the past, to be in compliance with eligibility requirement 1, CCMs will need to demonstrate through the concept note's supporting documentation* that the following requirements have been met:

- That there is a transparent and documented process to engage a broad range of stakeholders in **solicitation of activities** for the concept note.
- That there is a transparent and documented process to engage a broad range of stakeholders in **review of activities** for the concept note.
- That efforts have been made to engage key population groups, including most-at-risk populations, in the concept note development.

*Note that instructions on how to document these three processes are included in the concept note template.*
Like in the past, to be in compliance with eligibility requirement 2, CCMs will need to demonstrate through the concept note’s supporting documentation* that the following requirements have been met:

• There is a transparent and documented Principal Recipient selection process.
• There is a list of candidates and nomination criteria.
• How conflict of interest in Principal Recipient nomination was managed.

As compared to the past, in the new funding model, the approach to re-select well-performing Principal Recipients has been simplified.

*Note that instructions on how to document these three processes are included in the concept note template.
To comply with eligibility requirement 3, the CCM will need to demonstrate through supporting documentation that the following **minimum standards have been met**:

- The oversight body conducts oversight activities.
- The CCM takes decisions and corrective action.
- The CCM shares oversight results with the Global Fund Secretariat and in-country stakeholders quarterly.

Like in the past, CCMs need to demonstrate through supporting documentation, that the following **requirements have been met**:

- The CCM has an oversight plan which details specific activities, individual and/or constituency responsibilities, a timeline and an oversight budget, which is part of the CCM budget.
- The CCM has established a permanent oversight body with an adequate set of skills and expertise to be able to fulfil periodic oversight responsibilities.
- The oversight body or CCM seeks feedback from non-members of the CCM and from people living with and/or affected by the diseases.

### Minimum standards

<table>
<thead>
<tr>
<th>Minimum standards</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>The oversight body conducts oversight activities.</td>
<td>The CCM has an oversight plan.</td>
</tr>
<tr>
<td>The CCM takes decisions and corrective action.</td>
<td>The CCM has established a permanent oversight body.</td>
</tr>
<tr>
<td>The CCM shares oversight results with the Global Fund Secretariat and in-country stakeholders quarterly.</td>
<td>The oversight body or CCM seeks feedback from non-members of the CCM and from people living with and/or affected by the diseases.</td>
</tr>
</tbody>
</table>
and from people living with and/or affected by the diseases.
As we previously saw, as compared to the past representation of people impacted by HIV, TB and malaria on the CCM is now mandatory.

To comply with eligibility requirement 4, the CCM will need to demonstrate through supporting documentation that the following minimum standard has been met:

- The CCM has balanced representation of men and women. The Global Fund Gender Equality Strategy clarifies how women and girls are key affected groups in the context of the three diseases.

CCMs also now need to demonstrate through supporting documentation, that the following requirements have been met:

- The CCM ensures adequate representation of key populations taking into account the socio epidemiology of the three diseases.
- The CCM ensures adequate representation of people living with the disease, taking into account the socio epidemiology of the three diseases.
To comply with eligibility requirement 5, the CCM will need to demonstrate through supporting documentation that the following **minimum standards have been met**:

- CCM membership comprises a minimum of 40 percent representation from national civil society sectors.
- CCM has clearly defined processes of soliciting inputs from and providing feedback to their constituencies that selected them to represent their interests in the CCM.
- The CCM elects its Chair and Vice-Chair from different sectors and the CCM also follows good governance principles of periodic change and rotation of leadership according to CCM by-laws.

Like in the past, CCMs also need to demonstrate **through supporting documentation**, that the following **requirement has been met**:

- All non-governmental constituencies represented on the CCM selected their representative on their own, through a transparent and documented process.
To comply with eligibility requirement 6, the CCM will need to demonstrate through supporting documentation that the following **minimum standard has been met**:

- To guarantee effective decision making, the CCM ensures that the number of members in the CCM with conflict of interest does not exceed one person per constituency -- excluding ex-officio members with no voting rights.

Like in the past, CCMs also need to demonstrate through supporting documentation, that the following **requirements have been met**:

- The CCM has a conflict of interest policy with rules and procedures to avoid or mitigate conflict of interest, and CCM members sign a conflict of interest declaration form.
- CCM meeting minutes demonstrate that CCMs follow the procedures to prevent, manage and mitigate conflict of interest.
Compliance with eligibility requirements 1 and 2

Eligibility requirements 1 and 2 are strictly tied to concept note development and must be fulfilled by the time the concept note is submitted to the Global Fund.

Compliance with eligibility requirements 3 to 6

Compliance with eligibility requirements 3 to 6 is assessed annually through a performance assessment process, as the topics they address are ongoing.

Note that for CCMs already in place, the first assessment needs to be completed prior to the submission of the first concept note.

Compliance with minimum standards

CCMs already in place will be required to demonstrate compliance with minimum standards by 1 January 2015.
Once the initial compliance information has been provided, the minimum standards will be assessed annually through a performance assessment process, at the same time as the eligibility requirements 3 to 6.
The eligibility and performance assessment for CCM is composed of the following 3 pillars:

**Pillar I - Facilitated self-assessment**

- CCMs should request technical assistance from technical assistance providers in order to facilitate the self-assessment and produce a complete diagnostic that takes into account information from in-country partners.
- A list of technical assistance providers available to provide support for the self-assessment is available on the Global Fund website.
- CCMs who would like to choose a different provider to facilitate this process must consult their Fund Portfolio Manager.

**Pillar II - Stakeholder interviews**

- The technical assistance provider, in collaboration with the CCM, will analyze internal functioning and dynamics of the CCM and conduct interviews with in-country key stakeholders to get the information necessary to develop a diagnostic and improvement plan for each CCM.
- This improvement plan is to be submitted to the Global Fund Secretariat.
- CCMs that are fully compliant do not need to go to Phase III. Instead, they will be granted “CCM eligibility clearance” for one year from the
assessment.

- **Without this eligibility clearance, no grant can be signed.**

**Pillar III - Preparation of an improvement plan**

- Technical assistance providers will support the **non-compliant CCM** to elaborate a milestone-driven improvement plan.
- The Global Fund will determine if the proposed plan is reasonable and agree on whether or not it is sufficient.
- Non-adherence to the improvement plan will **impact current and future funding**.

You can find the CCM eligibility and performance assessment tool on the [Global Fund website](http://www.globalfund.org).
This brings us to the end of this e-learning module. Remember the following four important changes in CCM eligibility requirements:

- CCM minimum standards will be required for grant signing as of 1 January 2015.
- CCM annual self-assessment is now required for eligibility requirements 3 to 6.
- For eligibility requirement 2, Principal Recipient re-selection is simplified in the case of well-performing Principal Recipients.
- For eligibility requirement 4, mandatory representation of people impacted by HIV, TB and malaria on the CCM.
Remember to click on the “Resources” tab for relevant documents and links. Additional e-learning modules like this one are available on the Global Fund website.

Thank you for taking this course!