

Strengthening Country Coordinating Mechanisms



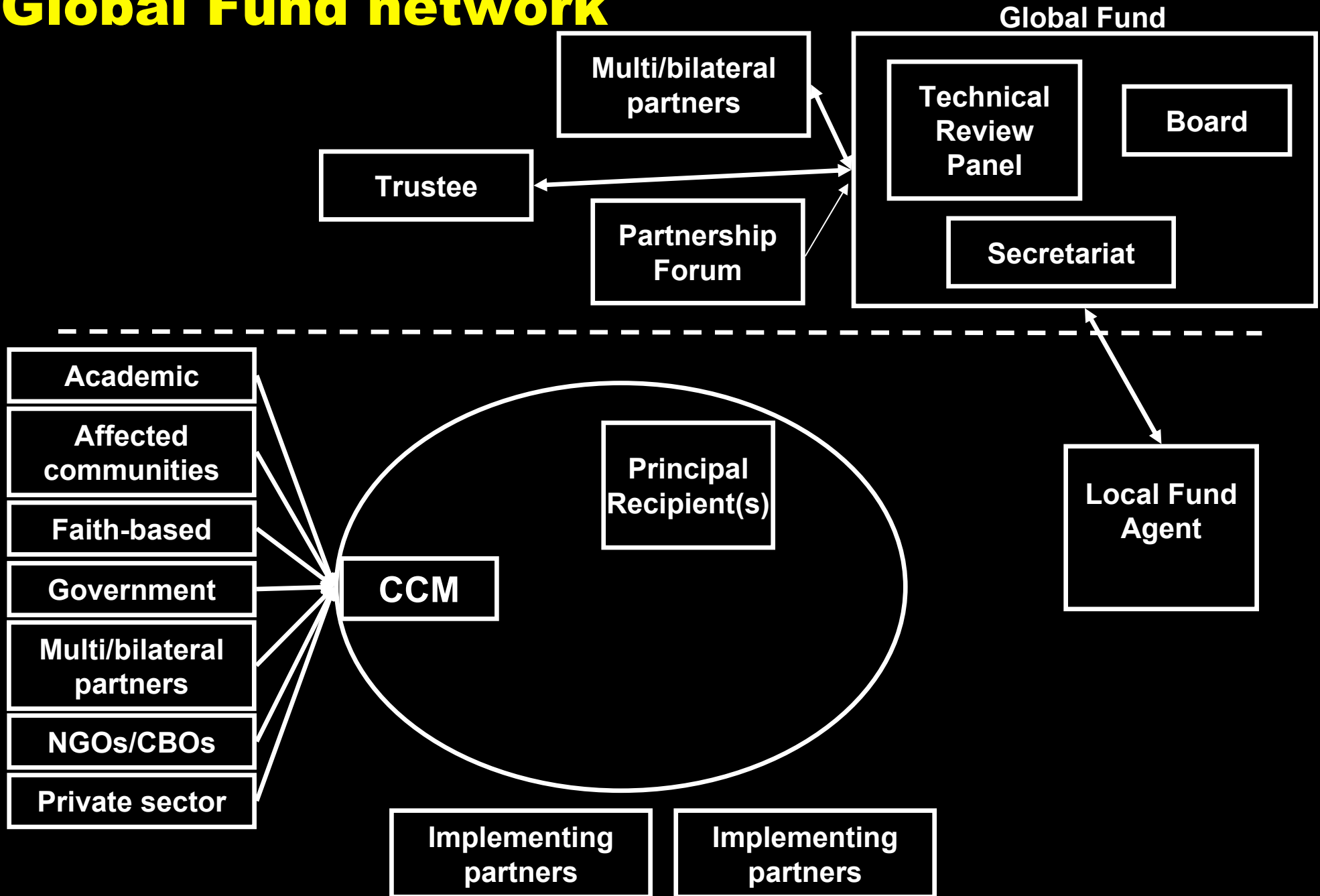
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Composition, roles & responsibilities of CCMs

Findings on CCM participation and governance

Lessons learned towards strengthening CCM participation and governance

Global Fund network



CCM: roles & responsibilities in proposal development, implementation and M&E



Principles

National ownership

Collective engagement of Government, business and civil society including affected communities; gender perspective desirable

Respect country partnership-led formulation and implementation processes

Build on, complement and co-ordinate with existing regional and national programs in support of national policies, priorities and partnerships

Roles for NGOs, CBOs, FBOs, PLW diseases, private sector:

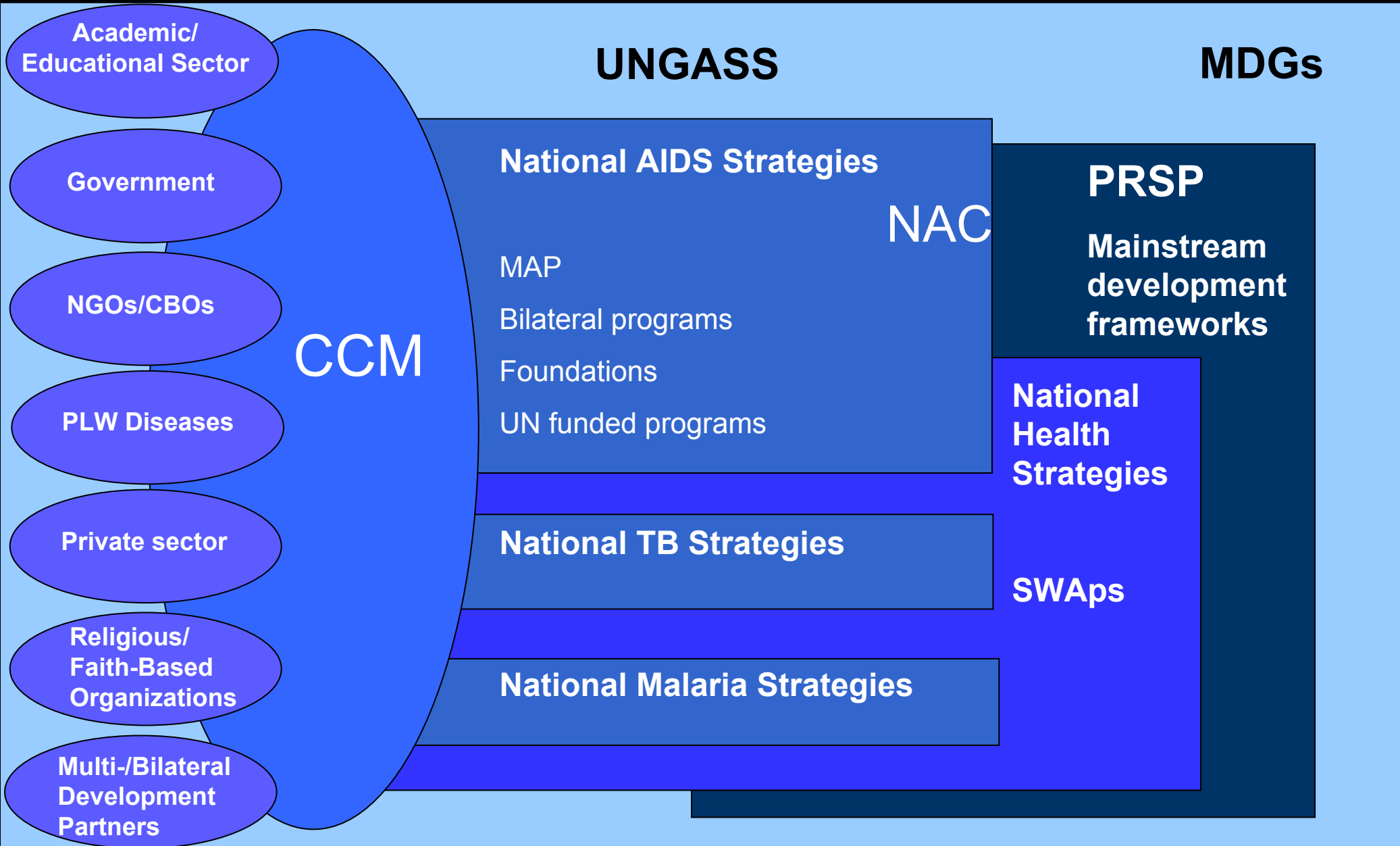
Participate in proposal preparation

Assume implementing roles as Principal Recipients or sub-recipients

Provide technical assistance and capacity building

Advocate for greater involvement in CCMs of civil society, affected communities, vulnerable populations

At the country level, linkages have to be ensured with national strategies and broader development frameworks



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CCM case studies, surveys

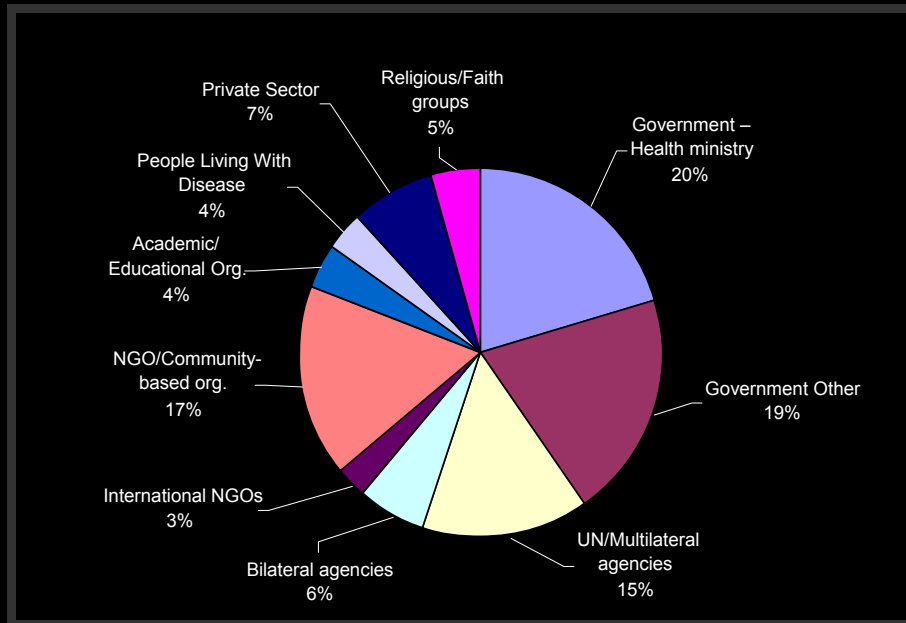
- A Multi-Country Study of People Living with HIV/AIDS in CCMs in 13 countries (Moldova, Ukraine) from 15 August – 15 Sept. 03.
- 20 CCM case studies (Armenia, Ukraine) with support from GTZ, French & Italian Governments from October 2003-April 2004.
- CCM analysis after each Round.
- Others conducted by partners: tracking study, NGOs, FBOs in CCMs.

Findings

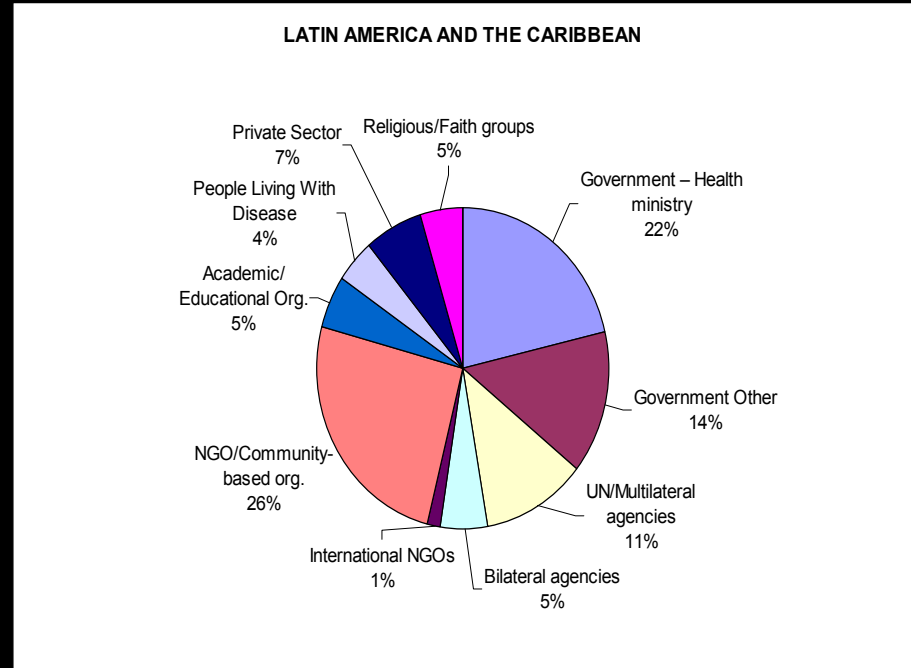
- CCMs opened up avenues for dialogue and negotiation that did not exist before;
- Established in a hurry but evolving towards public-private partnerships specific to country needs and situations;
- Current composition: average around 30-40 members;
- Sector representation similar across countries - government the largest sector.

CCM analysis, 4th Round - composition

Average CCM composition by sectors



LATIN AMERICA AND THE CARIBBEAN



Findings

- Centralized CCMs: token/no geographical representation;
- Representation of affected communities, vulnerable populations youth groups, women's organisation limited;
- Members nominated, represent themselves not their sectors;
- Chairs, & in many countries Vice Chairs, from government;
- High level government involvement lends credibility as in Kenya, Rwanda BUT.....

Findings: Barriers to participation

- Gov. control of decision-making and strong management style of Chairs are barriers to participation of other sectors;
- Government selection of members;
- Governments find it difficult to treat civil society as partners due to mistrust, competition for funds;
- Limited understanding of CCM's role and responsibilities in implementation, M&E.

Findings: Barriers to participation particularly relating to civil society & affected communities

CCMs not yet a '*safe space*' for civil society & affected communities to be assertive, to challenge views of senior government officials due to :

- institutional culture in some countries;
- dependency on government;
- limited technical capacity, negotiation skills,
- language limitations: meetings in English,
- discrimination of PLWAs & limited understanding of the need for their inclusion,
- Infighting & mistrust among civil society members,
- limited national structures for consultation & advocacy among PLWAs & affected communities

Constraints to CCM functioning

1. Time: CCM members have full time jobs further aggravated by tight deadlines.
2. Financial constraints:
 - resources not assured for travel expenses, constituency consultation,
 - adhoc unsustained support for Secretariat/administrative support.
3. Adhoc, unsustained technical assistance.

Technical assistance needs: findings

5. In general, a large unmet need for technical assistance, which will increase as countries move to implementation. Common needs identified are for:
 - strengthening governance process of CCMs,
 - development of communication strategies, tools and skills

 - team building for CCM members including skills building in conflict resolution,
 - negotiation skills for NGOs and affected communities,

 - capacity building: PRs and of NGOs/CBOs, PLWAs, affected communities in proposal development, implementation and M&E to strengthen their access to the Fund;

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Lessons learned towards strengthening CCM participation and functioning

What has worked in strengthening CCMs: lessons learned

1. Effective use of **governance tools and procedures** contribute to improved sector representation and strengthens participatory decision-making:
 - criteria & open selection/election process for CCM members & for PRs, definition of roles & responsibilities as in Armenia, Rwanda, Ghana, Peru;
 - voting process in Armenia and in Burkina Faso;
 - procedures for selection/rotation of office holders to ensure multisectoral leadership of CCMs eg Chile
2. Governance tools most effective:
 - when developed thro' participatory process, approved by CCM members as in Armenia, Peru,
 - Kenya all members participated in development of operational manual;

Lessons learned

3. Effective communication strategy for increased participation and for transparency & accountability:
 - CCM Forum Pacific Islands,
 - Honduras website,
 - Rwanda every CCM member has copy of disbursement plan,
 - Ghana, Armenia, Cambodia timely, regular sharing of minutes & decisions made;

4. Civil society & affected communities' participation facilitated through :
 - formation of civil society/communities networks/umbrella organisations as in Rwanda, India, Peru, Chile, Nigeria
 - Proactive NGOs & affected community organisations assert their right to participation through advocacy & information sharing eg NGO/GF website in Kyrgyzstan, REDLA+ regional e-Forum in LAC

Lessons learned

5. CCM Secretariat/administrative unit supports effective functioning: timely notice of meetings & sharing of documents, well planned agendas as in Ghana, Cambodia, Peru, Rwanda;
6. Establishment of steering committees, working groups, thematic sub groups; review panels leads to shared decision making as in Cambodia, Ghana, Rwanda, Kenya; Peru
7. Conflict of interest when Chair & PR same entity: timely resolution through mechanisms for internal regulation. Cambodia developed conflict of interest policy and committee; Senegal resignation as CCM Coordinator; India NGO sub Recipients resigned

Lessons learned

8. Mechanisms such as joint working groups between PRs and CCMs contribute to better working CCM-PR relationships during implementation such as in Peru, Moldova, Rumania

9. Technical partner support is critical:

- UNAIDS, WHO, USAID, GTZ , French Cooperation support for proposal development; capacity building for implementation; financial & staff support to CCM secretariats;
- TA to civil society eg UNICEF's NGO support in Iran for proposal development, GTZ TA for NGO capacity building & to PLWA network strengthening.

Way forward towards strengthening CCMs

CCMs:

- Develop & implement governance processes and tools to strengthen functioning & participation;
- Put in place communication strategy for information sharing on meetings, decisions made, constituency consultation to ensure participation, openness and transparency;
- Advocacy with governments by civil society for equitable representation and meaningful participation of NGOs, CBOs, PLWAs & affected communities;

CCMs & GF Secretariat:

- Facilitate and coordinate technical & resource support;
- Sharing lessons learned on what has worked;
- Clarity in guidelines, user friendly tool kit