

## CCM Performance Framework

Principles	CCM Eligibility Requirement	Requirements/ Minimum Standards		Indicator	Examples of Criteria for Compliance Assessment	Examples of documentation	
<b>Ensuring success of the program implementation</b>	<p><b>Requirement 3:</b></p> <p>Recognizing the importance of oversight, the Global Fund requires all CCMs to submit and follow an oversight plan for all financing approved by the Global Fund. The plan must detail oversight activities, and must describe how the CCM will engage program stakeholders in oversight, including CCM members and non-members, and in particular non-government constituencies and people living with and/or affected by the diseases.</p>	ER	A	The CCM has an oversight plan which details specific activities, individual and/or constituency responsibilities, timeline and oversight budget as part of CCM budget.	- A complete CCM oversight plan that includes activities, responsibilities, timeline and budget.	<p><b>NC</b> - Oversight plan is vague; or out of date; or no oversight plan exists.</p> <p><b>IC</b> - Oversight plan fails to specify either roles, timeline or budget.</p> <p><b>FC</b> - Oversight plan is up to date, with activities, roles, timeline &amp; budget.</p>	Oversight plan CCM Funding agreement
		ER	B	The CCM has established a permanent oversight body with adequate set of skills and expertise to ensure periodic oversight.	##### - Dated meeting minutes which document formal appointment or election of members of the CCM oversight body (OB).	<p><b>NC</b> - The OB includes none of the four core skills.</p> <p><b>IC</b> - The OB is in process of being updated to ensure the core skills are represented.</p> <p><b>FC</b> - The OB includes all four core skills.</p>	Oversight body terms of reference (TORs); names and CVs of OB members
		ER	C	The oversight body (OB) or CCM seeks feedback from non-members of the CCM and from people living with and/or affected by the diseases	#####	<p><b>NC</b> - No document on the creation of either an OB or an ad hoc oversight group.</p> <p><b>IC</b> - CCM creates an oversight group on an ad hoc basis</p> <p><b>FC</b> - Documentation lists the members of a formal/permanent OB.</p>	CCM meeting minutes;
		MS	D	The oversight body conducts oversight activities to discuss challenges with each PR and identifies problems, potential reprogramming and corresponding reallocation of funds between program activities, if necessary.	- Dated meeting minutes, reports or work plans that provide evidence of quarterly dialogue and the follow-up with each PR.	<p><b>NC</b> - The OB has met with no PR over the past 12 months.</p> <p><b>IC</b> - The OB has met <u>once</u> with one or more PRs over the past 12 months.</p> <p><b>FC</b> - The OB has met <u>twice</u> with each PR over the past 12 months.</p>	OB meeting minutes/reports; oversight tool; action plan to correct gaps; and CCM website
		MS	E	The CCM takes decisions and corrective action whenever problems and challenges are identified	Whenever problems and challenges are identified, the CCM has, in the past 6 months, taken decisions on the minimum (i) management, (ii) financial and (iii) programmatic indicators of oversight and followed up on corrective actions.	<p><b>NC</b> - The CCM has not documented any decisions or corrective actions on the minimum indicators of oversight in the past 6 months.</p> <p><b>IC</b> - The CCM has documented decisions but not followed up on all corrective actions related to the minimum indicators of oversight in the past 6 months.</p> <p><b>FC</b> - The CCM has documented decisions and followed up on all corrective actions related to the minimum indicators of oversight in the past 6 months.</p>	Oversight tool; action plan to correct gaps; OB meetings minutes
		MS	F	The CCM shares oversight results with the Global Fund Secretariat and in-country stakeholders quarterly through the process defined in its Oversight Plan.	- Evidence of oversight report(s) shared quarterly with in-country stakeholders and with the Global Fund Secretariat in a timely manner (within 1 month of OB meeting).	<p><b>NC</b> - No oversight report was published or circulated widely in the past 6 months.</p> <p><b>IC</b> - In the past 6 months, oversight reports were published/circulated widely but not in a timely manner (later than 1 month after quarterly decision meeting).</p> <p><b>FC</b> - In the past 6 months, oversight reports were published/circulated widely in a timely manner (within 1 month of the quarterly decision meeting).</p>	Oversight reports; email communications; CCM website
<b>Ensuring an inclusive and meaningful representation in CCM composition</b>	<p><b>Requirement 4:</b></p> <p>The Global Fund requires all CCMs to show evidence of membership of people that are both living with and representing people living with HIV, and of people affected* by and representing people affected by Tuberculosis** and Malaria*** as well as people from and representing Key Affected Populations****, based on epidemiological as well as human rights and gender considerations.</p> <p>* Either people who have lived with these diseases in the past or who come from communities where the diseases are endemic</p> <p>** In countries where Tuberculosis is a public health problem or funding is requested or has previously been approved for Tuberculosis.</p> <p>*** In countries where there is on-going evidence of Malaria transmission or funding is requested or has previously been approved for Malaria</p> <p>**** The Secretariat may waive the requirement of representation of Key Affected Populations as it deems appropriate to protect individuals</p>	ER	G	The CCM ensures adequate representation of key affected populations <sup>1</sup> taking into account the socio-epidemiology of the three diseases.	CCM membership of key affected and most at risks populations may include representatives of IDUs, MSMs, CSWs, transgender, migrants, etc. either as representatives of organized groups and/or networks or as individual representatives. In countries where these groups are criminalized, CCM has "advocates" instead of direct representation.	<p><b>NC</b> - KAP that exist in country are NOT fully represented in the CCM</p> <p><b>IC</b> - The CCM is in process of electing representatives or renewing membership</p> <p><b>FC</b> - KAP that exist in country are fully represented in the CCM</p>	CCM Membership list CCM meeting minutes
		ER	H	The CCM ensures adequate representation of PLWD, taking into account the socio-epidemiology of the three diseases.	<p>PLWD include:</p> <p>- For HIV, civil society members that represent PLWH organization(s)/network(s); or leaders of relevant communities if there are no organized PLWH groups. Number of representatives is determined depending on the disease burden in country.</p> <p>- For TB and Malaria, civil society members that represent PLWTB/M organization(s)/network(s); or leaders of relevant communities if there are no organized PLWTB/M groups. Number of representatives is determined depending on the disease burden in country.<sup>2,3</sup></p>	<p><b>NC</b> - PLWD are NOT fully represented in the CCM considering the disease burden in country.</p> <p><b>IC</b> - CCM is in the process of electing representatives or renewing membership</p> <p><b>FC</b> - PLWD are fully represented in the CCM considering the disease burden in country.</p>	CCM Membership list
		MS	I	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 3 diseases).	- The CCM membership ( <i>members and alternates</i> ) shows a balanced female representation.	#####	CCM Membership list

Principles	CCM Eligibility Requirement	Requirements/ Minimum Standards		Indicator	Examples of Criteria for Compliance Assessment	Examples of documentation	
Ensuring an inclusive and meaningful representation in CCM composition	Requirement 5:  The Global Fund requires all CCM members representing non-government constituencies to be selected by their own constituencies based on a documented, transparent process, developed within each constituency. This requirement applies to all non-government members including those members under Requirement 4, but not to multilateral and bilateral partners.	ER	J	All non-governmental constituencies represented on the CCM selected their representative(s) on their own, through a transparent and documented process.	Dated meeting minutes from each civil society constituency <sup>4</sup> documenting the process it followed to select its representative(s) on the CCM.	NC - CCM does not have any documentation that proves transparent and inclusive process of selecting civil society representatives, or the documentation is incomplete or insufficient for the majority of cases. IC - CCM has complete documentation for 50-89% of cases that proves transparent and inclusive process of selecting civil society representatives. FC - For ≥ 90% of cases, the CCM has complete documentation of transparent and inclusive process of selecting civil society representatives.	Civil society sector meeting minutes, member endorsement letters from civil society constituencies
		MS	K	CCM membership comprises a minimum of 40% representation from national civil society sectors. <sup>4</sup>	- The CCM membership shows that national civil society sector <sup>4</sup> representatives constitute at least 40%- of membership.	NC - National civil society sector representatives make up less than 40% of CCM membership and there are no plans for CCM composition change and/or membership renewal in the current year. IC - National civil society sector representatives make up is less than 40%, but composition change and/or membership renewal is planned in the current year. FC - National civil society sector representatives make up at least 40% of CCM membership.	CCM Membership list
		MS	L	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	- Each civil society representative on the CCM has a work plan from their constituency that specifies key tasks and communication responsibilities which they need to fulfill as a representative of the constituency.	NC - Less than 80% of civil society representatives on the CCM have a work plan endorsed by their constituency. IC - The majority of civil society representatives on the CCM are in the process of developing a work plan and/or work plans have not yet been endorsed by their constituency. FC - More than 80% of civil society representatives on the CCM have a work plan endorsed by their constituency.	Work plans for civil society sector representatives; meeting minutes of civil society constituencies; Evidence of regular exchange of information with constituency
		MS	M	The CCM elects its Chair and Vice-Chair(s) from different sectors (government, national civil society and development partners ) and also follows good governance principles of periodic change and rotation of leadership according to CCM by-laws.	- The CCM membership details shows that the CCM Chair and Vice-Chair are from different sectors (government, national civil society sector <sup>4</sup> , and development partners), and there are clear procedures for rotation as well as periodic change of the leadership.	NC - The CCM Chair and Vice-Chair are from the same sector IC - The CCM Chair and Vice-Chair are from different sectors, but no procedures for rotation or periodic change of leadership are applied . FC - The CCM Chair and Vice-Chair are from different sectors and clear procedures for rotation as well as periodic change of leadership are applied.	CCM membership list; CCM by-laws or governance manual
Ensuring appropriate management of conflict of interest	Requirement 6:  To ensure adequate management of conflict of interest, the Global Fund requires all CCMs to:  i. Develop and publish a policy to manage conflict of interest that applies to all CCM members, across all CCM functions. The policy must state that CCM members will periodically declare conflicts of interest affecting themselves or other CCM members. The policy must state and CCMs must document that members will not take part in decisions where there is an obvious conflict of interest, including decisions related to oversight, and selection or financing PRs or SRs.  ii. Apply their conflict of interest policy throughout the life of Global Fund grants, and present documented evidence of its application to the Global Fund on request.	ER	N	The CCM has a conflict of interest (Col) policy with rules and procedures to avoid or mitigate Col <sup>5</sup> , and CCM members sign a Col declaration form.	- The CCM Col policy applies to all members ( <i>members and alternates</i> ) and it requires all members in situations of conflict of interest, in particular PR and SR representatives, to recuse from decision making.  - CCM members have signed a Col declaration form	NC - The CCM has no Col policy. IC - The CCM Col policy doesn't apply to all members; or doesn't require all members in situations of Col (in particular PR and SR representatives) to recuse from decision-making. FC - The CCM Col policy applies to all members, and requires members in situations of Col to recuse from decision-making.	CCM conflict of interest policy
				ER	O	CCM meeting minutes demonstrate that CCMs follow the procedures to prevent, manage and mitigate Col.	- Percentage of CCM meeting minutes in the past 12 months in which procedures to prevent, manage and mitigate Col has been applied.
		MS	P	To guarantee effective decision making, the CCM ensures that the number of members in the CCM with Col does not exceed 1 person per constituency (excluding Ex-Officio Members with no voting rights).	- Not more than one CCM member with voting rights per constituency <sup>6</sup> is in a position of conflict of interest as per the Col declaration forms.	NC - The number of CCM members with Col is 2 (or more) <u>for more than one</u> of the constituencies and quorum at meetings cannot be achieved in most cases. IC - The number of CCM members with Col is 2 <u>for one</u> of the constituencies and it jeopardizes quorum at the meetings. FC - The number of CCM members with Col does not exceed 1 per constituency.	CCM Col declaration forms; Information on number of CCM members with Col; CCM meetings minutes

**Footnotes:**

- 1 KAPs include: Women and girls, Men who have Sex with Men (MSM) People who Inject Drugs (PWID), Transgender People, Sex Workers (SW), prisoners, refugees and migrants, people living with HIV, adolescents and young people, Orphans and Vulnerable Children, and populations of humanitarian concern.
- 2 The representatives of populations affected by malaria come from malaria endemic areas
- 3 Representatives of populations affected by TB come from areas with high incidence of TB and HIV
- 4 Civil society constituencies of the CCM include: National NGOs, CBOs, people living with the diseases, key affected populations, FBOs, private sector, and academic non-governmental institutions, but not multi-lateral and bilateral organizations.
- 5 Col in this statements refers at least to: funding recipients, namely, representatives of principal recipients(PR), sub-recipients (SR) or sub-sub-recipients (SSR)
- 6 The Global Fund recognizes three sectors: (1) Government, (2) Multilateral, Bilateral partners and (3) Civil Society. Constituencies of those three sectors are recognized as per CCM By Laws. In the cases where the Government sector is not broken down by constituencies, the Global Fund will consider each Ministry as a different constituency (i.e. MoH, MoF, ....).