

# Country Coordinating Mechanism Guidance Note: Positioning

Updated: October 2020

## Purpose and audience of this guidance note

- This document highlights the role of the Country Coordinating Mechanism (CCM) in contributing to **sustainable health governance**. It responds to the Global Fund's [CCM Policy](#), which outlines that the CCM should be positioned at the highest level responsible for multi-partner and multi-sectorial development planning in a country.
- COVID-19 impact on HIV, TB and malaria responses has emphasized the need for well-integrated health responses, thus the imperative for robust national health governance.

## Definition of Positioning

The Global Fund encourages all countries to **build on their national structures**, wherever possible, and to position the CCM and/or CCM functions within existing health platforms to contribute to central coordination of health programs and investments. A *positioning pathway* (Figure 1) to sustainable health governance, aimed at a progressive alignment of CCM core principles with national institutions, is composed of three steps that may vary depending on the country context.



**Figure 1. Positioning pathway**

- The CCM is encouraged to support local expertise and generate a mapping of existing health governance bodies, to highlight where they are positioned and the opportunities to enhance cooperation on health investments. Building from this knowledge of the institutional landscape (other donors' platforms, governmental/ministerial committees / other diseases coordinating bodies, among others), the CCM can contribute to robust national health governance.
- CCM members have the responsibility to promote intra-platform coordination and the institutional embedment of CCM functions. This includes contributing actively to a CCM's progress through the *positioning pathway*, ensuring national health governance is equipped and structured to address the three diseases. As governments have a central role in coordinating overall health programs in their countries, proactive positioning planning **with the government and civil society** is crucial<sup>1</sup>.

<sup>1</sup> While the Positioning pathway may require several years to be completed (~ six), it is crucial that positioning planning is already regularly addressed in CCM and leadership meetings. The world is less than ten years away from the expected achievement of the Sustainable Development Goal #3, a target of the Global Fund mission: strengthened health governance bodies would help making a success possible.

- The CCM Secretariat, is responsible for ensuring that CCM decisions concerning **positioning planning** are properly followed up during CCM meetings and implemented beyond the regular rotation of CCM members. To ensure this key governance process is kept on track, the Global Fund will make additional technical support available for a selected group of CCMs<sup>2</sup>.

### Successful Positioning

- The overall measure of success is **improved coordination** of health programs and a more effective monitoring of health investments, which can be translated into centralized data collection and analysis, joint fora, improved grant oversight, regular monitoring, and advocacy for the realization of domestic investments.
- At the end of the positioning pathway, **multi-sectorial partnerships** ensuring active representation and engagement of government, civil society & key affected populations, and private sector<sup>3</sup> will be institutionally anchored in national health platforms. This anchorage equips countries to maintain the **key principles of inclusion** and **participatory** decision-making in the national health governance architecture, before they transition out of Global Fund financing.
- The Global Fund recognizes the importance of **different national contexts**, governance systems, and the variety of coordinating mechanisms that may be formed. Considering the above, existing CCMs may find themselves aiming to different positioning options, as appropriate to their national context. These include:
  - Align CCM with other donor's programs in a single coordinating platform;
  - Transfer the CCM structure within a national body;
  - Shift CCM functions and principles within existing national body(ies) and set up an aligned health program coordination.

### Special Considerations for CCMs in different contexts

The positioning planning is a key process to strengthen health governance capacity, and can take different forms, depending on the country context where it is implemented. It is particularly important to highlight the following contexts:

- CCMs in countries actively **preparing for transitioning away** from Global Fund financing: in this context, a CCM should leverage positioning to i) engage stakeholders who can support transition planning; ii) focus on its own transition by shifting its core functions to the national health governance architecture; and, iii) work to ensure its core principles are maintained when transitioning away from Global Fund financing. For these CCMs, positioning planning and implementation may imply more urgent timelines and should be used to adapt the role of the CCM to support a successful transition process and to promote increased sustainability<sup>4</sup>. This can include:
  - Identifying which national entity is the most appropriate for **strengthening transition preparedness** and implementation when nominating a Principal Recipient<sup>5</sup>.

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[SDG #3: Ensure healthy lives and promote well-being for all at all ages". Target 3.3: "By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases"]

<sup>2</sup> CCMs in those countries with projected transitions from Global Fund country allocations by 2028, or with positioning as *Threshold* priority area [https://www.theglobalfund.org/media/9017/core\\_projectedtransitionsby2028\\_list\\_en.pdf](https://www.theglobalfund.org/media/9017/core_projectedtransitionsby2028_list_en.pdf)

<sup>3</sup> And international partners, whenever applicable.

<sup>4</sup> STC Guidance Note, 15 May 2020, [https://www.theglobalfund.org/media/5648/core\\_sustainabilityandtransition\\_guidancenote\\_en.pdf](https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf)

<sup>5</sup> STC Guidance Note, 15 May 2020, [https://www.theglobalfund.org/media/5648/core\\_sustainabilityandtransition\\_guidancenote\\_en.pdf](https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf), page 15

- Coordinating and aligning with key national stakeholders, including non-CCM Members, that can support **national transition planning** and overall efforts to strengthen sustainability<sup>6</sup>.
- **Shifting (gradually) essential CCM functions and principles** to national health institutions as early as possible, as part of proactive transition planning, rather than waiting for a transition grant<sup>7</sup>. This should include a focus on maintaining key Global Fund principles such as those of **inclusion and participatory decision-making** in national health governance<sup>8</sup>.
- CCMs in **Challenging Operating Environment (COE)** affected by complex emergencies and internal displacement: in these cases, Positioning planning will be an opportunity for the CCM to increase coordination between humanitarian responses and health development work in countries. CCMs will then need to be aligned with Humanitarian Development Nexus<sup>9</sup> agenda and join efforts in coordinating health interventions.
- **Regional Coordinating Mechanisms (RCMs)**: this regional form of coordinating mechanism is not anchored within a national health landscape but at the same time oversees an important piece of the national response. The Positioning planning will focus on better connecting the regional mechanism functions with:
  - different national health platforms in the countries covered by the supported program.
  - other multi-country initiatives acting in the same countries.

## Annexes

- Terms of Reference (ToRs) for local consultant in charge of the mapping of health platforms.
- E-learning module on Positioning (*forthcoming in 2021*)
- [Sustainability and Transition Guidance Note](#)

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<sup>6</sup> STC Guidance Note, 15 May 2020, [https://www.theglobalfund.org/media/5648/core\\_sustainabilityandtransition\\_guidancenote\\_en.pdf](https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf), pages 11, 16.

<sup>7</sup> STC Guidance Note, 15 May 2020, [https://www.theglobalfund.org/media/5648/core\\_sustainabilityandtransition\\_guidancenote\\_en.pdf](https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf), page 15.

<sup>8</sup> STC Guidance Note, 15 May 2020, [https://www.theglobalfund.org/media/5648/core\\_sustainabilityandtransition\\_guidancenote\\_en.pdf](https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf), page 16.

<sup>9</sup> The nexus is a continuation of long-running efforts in the humanitarian and development fields, such as 'disaster risk reduction' (DRR); 'linking relief rehabilitation and development' (LRRD); the 'resilience agenda'; and the embedding of conflict sensitivity across responses. [https://reliefweb.int/sites/reliefweb.int/files/resources/dp-humanitarian-development-peace-nexus-260619-en\\_0.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/dp-humanitarian-development-peace-nexus-260619-en_0.pdf)