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Global Fund

- Challenges in implementation of Global Fund grants, which is still tainted by the past incident of grant mismanagement and poor grant performance
- Bureaucratic and slow procurement processes in the public/government sector
- The constant changes at the Ministry of Health; which have led to difficulties in sustaining smooth implementation of activities. This results in delayed reporting on progress of grant implementation
- Delays in receiving funds for the CCM's oversight activities
- Limited facilitation for oversight activities like CCM site visits, board meetings and committee work.
- Lack of sustainable funding streams to support processes for writing funding applications to the Global Fund Secretariat.

For Further Information about the work of the Uganda Country Coordinating Mechanism (CCM), please contact the following:

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THE UGANDA COUNTRY
COORDINATING MECHANISM
FOR THE GLOBAL FUND
To Fight AIDS, Tuberculosis & Malaria



Find out more.....

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The Uganda Country Coordinating Mechanism (CCM)

For the Global Fund To fight AIDS, Tuberculosis and Malaria

Aiming for quality and impact in our HIV, TB and Malaria Responses

What is Uganda Country Coordinating Mechanism?

The Uganda Country Coordinating Mechanism (CCM) was set up to oversee the management and implementation of Global Fund grants in Uganda. The grant funds are given for fighting HIV/AIDS, Tuberculosis (TB) and Malaria in the country. Set up on a partnership basis; the Uganda CCM comprises of representatives from different government, non-government, civil society, private sectors and donor agencies. These members act as the in-country Global Fund Board that carries out oversight over the management of grant funds and implementation of the programmes that the Global Fund approves for Uganda.

What Are the Functions, Roles and Responsibilities of the Uganda CCM?

Overall, the Uganda CCM plays the oversight function in the country by ensuring that all Global Fund grant funds are used to provide prevention, treatment and care services and commodities; and that these reach the intended implementers and beneficiaries in time. Examples of health care commodities bought with Global Fund grants include medicines, test kits/rapid diagnostic test kits, insecticide treated mosquito nets, condoms, pharmaceutical items & laboratory supplies and equipment. In brief, the CCM's key functions, roles and responsibilities are:

1. Representing the interests of the various country stakeholders in the governance of Global Fund grants, programmes and activities in Uganda.
2. Developing national funding applications and requests to the Global Fund
3. Selecting Principal Recipients (PRs)/Implementers of Global Fund grants in Uganda. These PRs manage the grant funds and implement the programme activities by providing medicines, prevention, treatment & care services and health care commodities to the intended beneficiaries.
4. Ensuring that Uganda effectively utilizes Global Fund grants to provide HIV/AIDS, TB and Malaria prevention, treatment and care services to people living with/affected by these three diseases, those at risk and those most in need.
5. Overseeing and monitoring the PRs/Implementers to ensure that the Global Fund grants for Uganda are managed and implemented effectively and efficiently.
6. Ensuring that Global Fund grants and programmes are aligned/harmonized

with other in-country financing mechanisms to complement the other national programmes for fighting HIV/AIDS, TB and Malaria in Uganda.

Successful Global Fund Grants Awarded to Uganda

By the end of 2013, the Uganda CCM had successfully applied for 10 grants from the Global Fund for HIV/AIDS, Tuberculosis and Malaria. The grants were worth US\$436,821,571, an amount that significantly contributed to the fight against the three diseases. By the end of 2013 these funds had been allocated as follows:

- Malaria - US\$295,649,926
- HIV/AIDS - US\$217,454,784
- Tuberculosis - US\$30,096,280

Benefits of Global Fund Grant Funds to Ugandans

The Global Fund continues to commit more funds to support Uganda in preventing new infections and saving lives from the effects of HIV/AIDS, Tuberculosis and Malaria. For instance:

- i. 570,000 Ugandans living with HIV are healthy and have been kept alive because of HIV treatment. Global Fund has significantly contributed to this success.
- ii. 50,000 people with suspected Tuberculosis are tested and provided essential treatment to keep them alive
- iii. In 2013 - 2014, 21 million mosquito nets were distributed free to all Ugandans under the national universal mass campaign. Of this 15 million were bought with Global Fund grants to prevent Malaria if effectively utilised. This is intended to protect children, women and men from the killer disease Malaria as:
 - 20-30% of death among children under 5 years in Uganda is caused by Malaria
 - Malaria is the leading cause of illness and death in Uganda due to our hot climate and low access to mosquito nets due to widespread poverty
 - Mosquito nets bought with funds from the Global Fund are provided free through ante-natal and immunization clinics to prevent deaths among pregnant women and children under the age of 5 years.
- iv. The Global Fund supports programmes to increase awareness to all Ugandans about HIV, TB and Malaria; how to prevent them and how to protect themselves from these three deadly diseases.
- v. With information about prevention services, more Ugandans access HIV testing and TB or Malaria screening services provided with support of the Global Fund
- vi. With Global Fund support, more Ugandans have accessed treatment for

HIV, TB and Malaria to stay alive and kept their family members alive and healthy.

This year (2014), the Global Fund has allocated Uganda an additional US\$420,990,515 for the prevention of new infections and save the lives of Ugandans from the effects of HIV/AIDS, Tuberculosis and Malaria to cover the next three years (2015 to 2017). With this good news, the Uganda CCM has already set its oversight organs in motion to ensure that Ugandans fully benefit from this grant. But what exactly are these oversight organs

The Uganda CCM Oversight Organs

The Uganda CCM's well-established organs include:

- A diverse membership representing different sectors and stakeholders on the Uganda CCM Board, Committees, Technical working groups and Task-teams.
- Established strong links and collaborations with various in-country stakeholders to carry effective oversight over the Global Fund grants; and harmonization with other in-country financial mechanisms for fighting HIV/AIDS, TB and Malaria
- Four well-structured oversight committees of the CCM Board; whose oversight functions enable the Uganda CCM to effectively carry out its oversight duties.

These committees are:

1. The Executive Committee
2. The Program Oversight Committee
3. The Finance and Procurement Committee
4. The Resource Mobilization and Proposal Development Committee.

But How Does the Uganda CCM Implement its Oversight Role?

To effectively carry out its oversight role, the Uganda CCM provides strategic guidance to ensure and enable effective grant management and performance. To achieve this, the Uganda CCM uses six questions in its oversight plan.

1. Where is the money (i.e. funds for fighting HIV/AIDS, TB and Malaria)?
2. Where are the medicines and health care commodities?
3. Are implementers/sub-recipients receiving the funds and implementing on schedule?
4. Where are the results?
5. Are progress reports prepared and submitted in time?
6. What are the bottlenecks and challenges to grant implementation?

The above six questions help the Uganda CCM to:

1. Identify national priorities and gaps in the fight against HIV/AIDS, TB and Malaria; and to develop good funding applications for securing additional funding to fight the three diseases. While carrying out this function, the Uganda CCM ensures that there is no wastage of resources by assuring that the proposed priority activities for funding have not been funded by other in-country financing mechanisms and institutions.
2. Ensure the strengthening of health & community systems in the country, since these are the channels through which Global Fund medicines and health care commodities reach the intended beneficiaries, those most at risk and those most in need.
3. Order for the supply of medicines and health care commodities needed in the fight against the three diseases and ensure that the grant implementers receive them on time and in good condition.
4. Ensure that timelines/schedules for implementing the grants/programme activities are strictly followed by the implementers and that the intended beneficiaries receive the medicines and health care commodities on time. However, the Uganda CCM does not get involved in the day-to-day implementation of the grant activities.
5. Track and record grant funds, medicines and health care commodities received and ensure that they are used for the intended purpose - in the most appropriate, efficient and transparent manner.
6. Give timely, clear and accurate communication as well as progress reports about grant performance to the Global Fund, stakeholders and CCM constituencies.
7. Avail accurate, authentic and verifiable results to help the Global Fund determine if the set targets, health outcomes and noticeable impact of grant interventions are being realized.
8. Identify the bottlenecks and challenges to effective & efficient grant implementation; and their causes so as to devise methods/ways of solving them for better results and health outcomes.

The Uganda CCM's Stakeholders

Stakeholders are crucial to the Uganda CCM function because they provide feedback and input through consultation meetings when identifying priorities for the country's funding requests. These consultation meetings provide the much needed country stakeholders' input and inform the priorities that are proposed in the funding applications submitted to the Global Fund. The various stakeholder groups are also invited to participate in the writing of the HIV, TB, Malaria and Health & Community Systems Strengthening funding applications to the Global Fund.

The Uganda CCM Membership

Since the Uganda CCM was established on a basis of partnership, its activities, roles and functions are implemented with support from the legal structures of its partners. Overall, 65% of the members of the Uganda CCM come from the non-government sector. This ensures that the Uganda CCM is as inclusive as possible and seeks representation at the highest possible level from various constituencies. The membership includes senior level representatives elected or nominated from the following CCM constituencies:

- Government institutions and ministries
- People living with/affected by HIV/AIDS, TB and Malaria and organizations working with them/providing them services
- National Civil Society Organizations/Local NGOs
- People most at risk of being infected with HIV, TB and Malaria (Key Affected Populations)
- International NGOs/Civil Society Organizations
- The Private Sector
- Academia (representatives of academic and research institutions)
- Faith Based Organizations
- Bilateral Agencies (representing Development Partners and Donors),
- Multi-lateral agencies
- Technical Experts and UN Agencies including the World Health Organization, UNAIDS (United Nations Program on HIV/AIDS), UNICEF, UNFPA, UNDP, UN Women, etc.

Roles of the Uganda CCM Members

Uganda CCM membership is very crucial to the Uganda CCM function because it plays a supreme role in protecting the investment of Global Fund grants in Uganda. This is because the Uganda CCM's operations involve discussions at policy and strategy level to govern the management of these funds and implementation of the programmes in a way that ensures that essential treatment & care services and health care commodities bought with these funds reach all the intended beneficiaries. To achieve this, the CCM is comprised of members at senior levels of management; whose core roles and responsibilities include the following:

1. Attending Uganda CCM meetings and making decisions on grants investments, re-programming and funding requests
2. Consulting and engaging their constituency stakeholders in Global Fund processes in Uganda
3. Participating in oversight field visits to sites providing prevention, treatment & care services and health care commodities supported with Global Fund grant funds

4. Setting policies and standards for effective and efficient implementation of grants in line with Global Fund guidelines and requirements
5. Establishing governance, framework and operational documents for the Uganda CCM to ensure effective representation, participation, transparency and accountability of all stakeholders in the country
6. Establishing Uganda CCM supporting structures such as the CCM Secretariat, CCM Committees, CCM Technical working groups and other CCM task teams
7. Participating fully in the processes for election of the Uganda CCM office bearers
8. Communicating with stakeholders at all levels for improved transparency, accountability and visibility of the CCM's work and Global Fund programmes at all levels.

Critical Risk Management Issues for Uganda

While carrying out its activities, one of the key issues that the Uganda CCM members and stakeholders need to address is risk management. The Uganda CCM has encountered critical risk management issues that need to be addressed in order to achieve effective and efficient grant performance in Uganda. These include but are not limited to:

- The need for a new grant management and implementation approach to match with the change from grant absorption to performance based funding
- The poor absorption and performance of Global Fund grants in Uganda that has in the past affected the level of approved funds disbursed to Uganda
- The subsequent delays in disbursements, which affect the implementation of proposed activities and interventions to meet national targets
- Insufficient capacity of the national procurement, supply chain management systems
- Limited capacity of the grant Implementers/PRs to adapt to the changing Global Fund guidelines and requirements.
- Tainted image of Uganda, which resulted from the mismanagement of the Global Fund grant funds over eight years ago
- New emerging health needs that create conflicting national priorities. For instance, the Nodding, Ebola and Marburg diseases in some parts of the country.

Challenges

As is the case with all functioning bodies, the Uganda CCM faces several challenges during the execution of its oversight roles. These include but are not limited to:

- Difficulties in accessing essential data and information needed for planning, forecasting and supporting funding applications to the